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Question: 1

Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following questions about Feasibility.

Remember to limit your answers to the number of selections requested in each question.

Which 2 statements describe the appropriate application of Agile Project Management when developing the Feasibility Assessment?

- A. The new Project Manager should NOT be involved in finalising the Feasibility Assessment.
- B. The Architecture Angels' Finance Director should approve the final Business Case as part of the Feasibility Assessment.
- C. The Earth Excavations' Head Gardener should contribute to the outline solutions considered for the gardens.
- D. The different options should be presented to the 'Hoy for Hoy Hall' Action Group for their feedback before the chosen outline solution is finalised.
- E. The Timber Tigers' Site Manager should be the sole approver of the finalised Feasibility Assessment before development commences.

Answer: BD

Explanation:

In Agile Project Management, it's important to involve key stakeholders and to ensure that there's a collaborative approach to project decisions. Considering the Agile principles and the given scenario, the appropriate application of Agile to the Feasibility Assessment would likely involve the following statements:

- B . The Architecture Angels' Finance Director should approve the final Business Case as part of the Feasibility Assessment. In Agile, it's crucial to ensure that the business aspect of any project aligns with the financial feasibility. The Finance Director's approval would be significant in validating the economic viability of the project.
- D . The different options should be presented to the 'Hoy for Hoy Hall' Action Group for their feedback before the chosen outline solution is finalised. Agile encourages stakeholder engagement and iterative feedback. Presenting options to the action group aligns with the Agile value of customer collaboration over contract negotiation, allowing for community input that could be vital due to the building's heritage status and the community's interest.

Question: 2

Using the Project Scenario and the additional information provided for

this question in the Scenario Booklet, answer the following questions about Feasibility.

Remember to limit your answers to the number of selections requested in each question.

Which 2 statements describe the appropriate application of Agile Project Management when producing an Outline Business Case to support the Feasibility Assessment?

- A. The Feasibility Assessment should contain a detailed description of costs and benefits associated with the refurbishment.
- B. Enough description of the required refurbishment work should be provided to enable the Architecture Angels' Finance Director to decide whether the project should proceed.
- C. During Feasibility, potential beneficiaries of the project should be involved when the Outline Business Case for the refurbishment is created.
- D. The Outline Business Case should demonstrate the mitigation of all business risks associated with the refurbishment.
- E. The Outline Business Case should describe the full team structures to be engaged for the later phases of the project.

Answer: BC

Explanation:

In applying Agile Project Management to the creation of an Outline Business Case in support of the Feasibility Assessment, the following two statements are most appropriate:

B . Enough description of the required refurbishment work should be provided to enable the Architecture Angels' Finance Director to decide whether the project should proceed.

Agile approaches favor providing just enough detail to make informed decisions without going into unnecessary depth at early stages. This allows for flexibility and adaptation as more information becomes available.

C . During Feasibility, potential beneficiaries of the project should be involved when the Outline Business Case for the refurbishment is created.

Agile methodologies emphasize stakeholder engagement and user involvement early and throughout the project. This ensures that the project delivers value and meets the needs of those it is intended to benefit.

Question: 3

Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following questions about Feasibility.

Remember to limit your answers to the number of selections requested in each question.

Which 2 statements describe the appropriate application of Agile Project Management when developing the Delivery Plan?

- A. The Project Manager should include any known constraints associated with planning permission.

- B. The Project Manager should NOT need to identify any risks this early in the project.
- C. The approach to the project should be based on the Project Approach Questionnaire responses.
- D. The Earth Excavations' Head Gardener should be excluded from discussions related to deliverables since contracts are NOT yet signed.
- E. The Architecture Angels' Marketing Director should be involved in the development of the Delivery Plan.

Answer: AE

Explanation:

In the context of Agile Project Management, when developing the Delivery Plan during the Feasibility phase, the two statements that best align with Agile principles are:

- A . The Project Manager should include any known constraints associated with planning permission.
- E . The Architecture Angels' Marketing Director should be involved in the development of the Delivery Plan.

Here's the rationale:

- A: Recognizing and accounting for known constraints such as planning permission is a key aspect of Agile. It allows for better adaptability and planning around these constraints. Including them early in the Delivery Plan helps ensure that they are considered throughout the project.
- E: Agile emphasizes cross-functional collaboration and stakeholder engagement. The Marketing Director would provide valuable insights into customer needs and market conditions, which are crucial for a successful delivery plan.

Question: 4

Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following questions about Feasibility.

Remember to limit your answers to the number of selections requested in each question.

Which 2 statements describe the appropriate application of Agile Project Management when developing the Solution Architecture Definition (SAD)?

- A. Paper-based drawings are to be used for each option being considered for the building and gardens.
- B. The SAD must include a physically-built miniature model of the Hoy Hall building.
- C. The Architecture Angels' Marketing Director can request a SAD to illustrate the achievability of complex elements of the solution.
- D. The views of the 'Hoy for Hoy Hall' Action Group members are NOT relevant to the business decision made by Architecture Angels' Finance Director when approving the final option.
- E. The SAD should contain high-level costs for all elements of each solution option.

Answer: AC

Explanation:

In the context of Agile Project Management when developing the Solution Architecture Definition (SAD), the two statements that are appropriate are:

- A . Paper-based drawings are to be used for each option being considered for the building and gardens.

C . The Architecture Angels' Marketing Director can request a SAD to illustrate the achievability of complex elements of the solution.

Here's the rationale:

- A: Agile methodologies support the use of simple and understandable tools that can quickly convey ideas and be easily changed. Paper-based drawings align with this by providing a flexible and adaptable way to represent different options, which can be rapidly modified in response to feedback.
- C: It is important for the Marketing Director, who understands the market and customer needs, to request clarification on complex elements to ensure that the proposed solutions are feasible and aligned with customer expectations. This contributes to creating a solution that is viable both technically and from a business perspective.

Question: 5

Which 2 statements describe the appropriate application of Agile Project Management when developing the Prioritised Requirements List during Feasibility?

- A. Details of which areas will require seeding in order to become lawn, and which are to become planted borders, should be captured.
- B. The re-laying of the driveway and a landscaping solution should be listed as Must Have requirements.
- C. The scope of the project should be agreed before moving into the Foundations phase.
- D. The responsibility for setting the priority of each of the requirements identified should be assigned to the Project Manager.
- E. Regulatory obligations associated with the redevelopment of Hoy Hall should be recorded as Must Have requirements.

Answer: BE

Explanation:

In the context of Agile Project Management when developing the Prioritised Requirements List during Feasibility, the two statements that align with Agile principles are:

- B . The re-laying of the driveway and a landscaping solution should be listed as Must Have requirements.
- E. Regulatory obligations associated with the redevelopment of Hoy Hall should be recorded as Must Have requirements.

Here's the rationale:

- B: In Agile, requirements are often categorized by priority such as "Must Have", "Should Have", "Could Have", and "Won't Have for now" (the MoSCoW method). The re-laying of the driveway and a landscaping solution are essential for the project's success and thus should be classified as "Must Have".
- E: Regulatory requirements are non-negotiable constraints that the project must adhere to. These should always be prioritized in the requirements list to ensure compliance and to avoid legal issues, making them "Must Have" items as well.

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