



Everyone's Smart
University

Summer 2021

PMG 622

AGILE PROJECT MANAGEMENT

LECTURE 11: TEAMS / PROFESSIONAL ETHICS / ACP Q&A [1/2]

دكتور مهندس استشاري ادارة المشروعات

Eng. Dr. Akram Mustafa Suliman Ali,

PhD. AU, BEng. & MSc. AAST, CEng CMarEng MIMarEST, PE, PMP®,

ASQ CSSBB, ISO Lead Auditor, NDT Level II,

Eng. Dr. Akram Ali

المنتدى المفتوح - THE OPEN FORUM

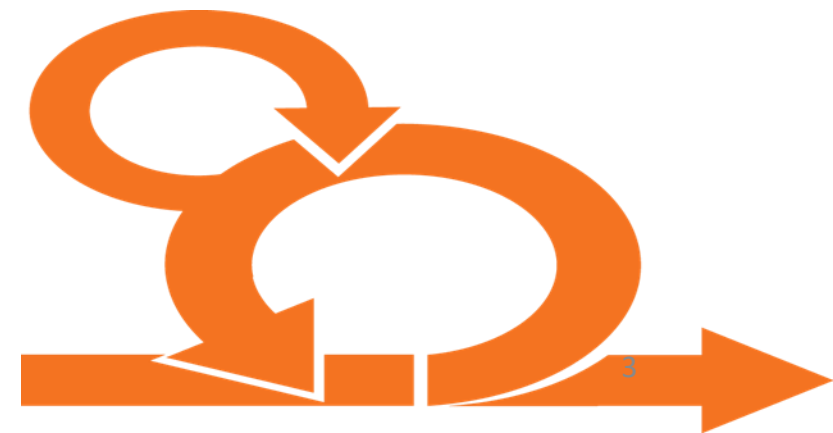
- This is a Standard Forum displayed in a blog-like format
- Students may start new topics in this format.
- Allow multiple topics listed with the most recent topic at the top of the page and replies behind a link.
- في هذا المنتدى يستطيع اي طالب بدء المناقشة ليرد عليه باقي الطلبة
- و اشكركم على مشاركتكم

Forum Topic:
المنتدى المفتوح
The Open Forum -



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

TEAMS



GREAT TEAMS ARE

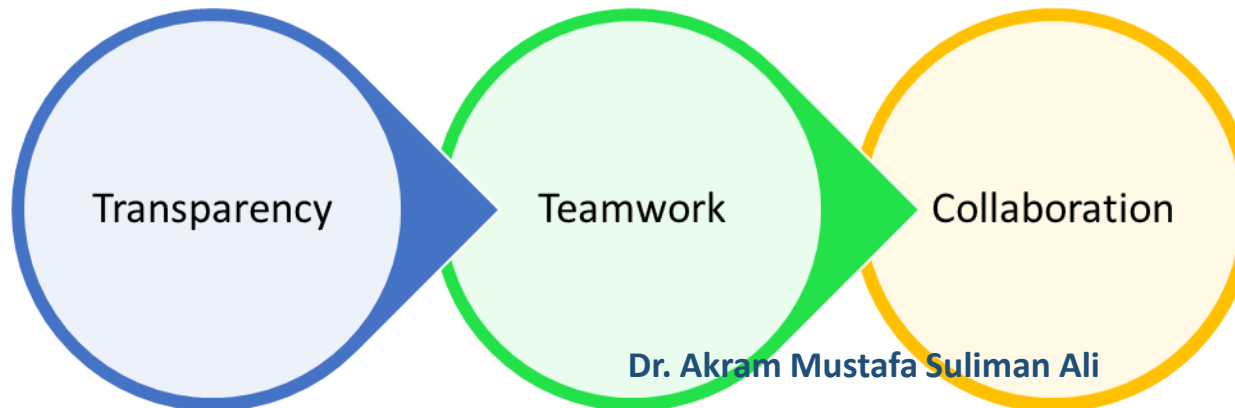
- Teams are what gets things done in the real world
- Slow individuals take 10:1 times quick individuals
- Slow teams take **2000:1** times quick teams
- Teams can be improved 300-400 % up to 800% in terms of velocity & double the quality level

Pull the right lever.

Improving teams
performance yields
drastic results

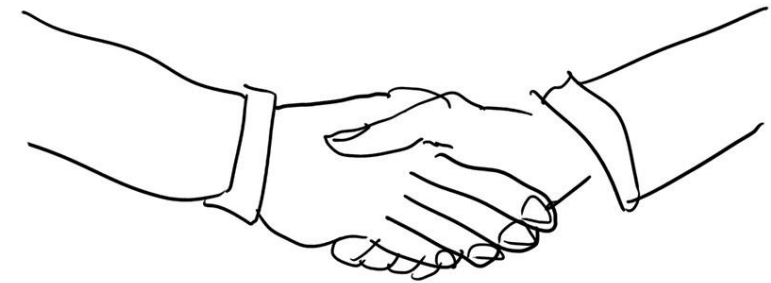
TEAM RULES

- Absolute alignment of purpose and trust
- The must be
 - Cross-functional: Have every skill needed to complete the project.
 - Autonomous: Freedom on how to effect planned actions
 - Transcendent: Greater purpose than individual
- Transparency



Dr. Akram Mustafa Suliman Ali

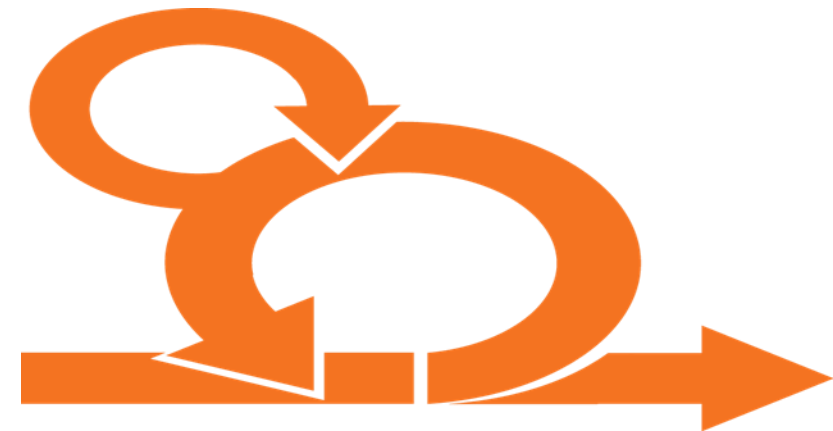
The things that make people happy are the same that make a great team



WE DON'T DO
SECRET HANDSHAKES

ACCELERATING TEAMS

- Producing faster NOT working longer hours.
- Productivity through working better and smarter is threefold.



BROOK'S LAW

- Adding manpower to a late software project makes it later
- Classic team formula:-
 7 ± 2
New formula 6 ± 3 – (Max # is still **9** people)
- Groups made up of 3-7 people required about 25% of the effort of groups of 9-20 people to get the same amount of work done.

TEAM HAPPINESS

- Happy people do better
- Build trust every day.
- Quantify happiness → Leading KPI
- Solve issues bothering team members



THE HAPPINESS METRIC

- On a scale of 1-5 how do you feel about your role in the company?
- On the scale how do you feel about the company as a whole?
- What one thing that would make you happier in the next sprint?

The Ability to Control Your Own Destiny: It is the feeling that you are getting better at something, and it is knowing that you are serving something bigger than yourself



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

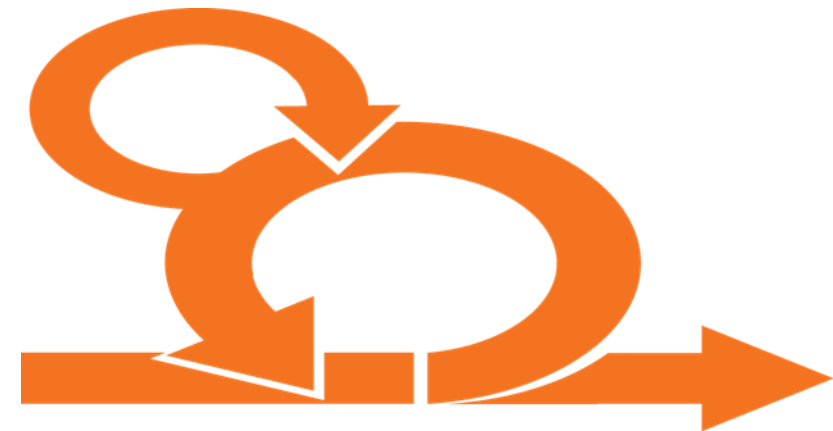
TRANSPARENCY

جامعة
UNIVERSITY



جامعة الجميع الذكية
EVERYONE'S SMART UNIVERSITY

PROFESSIONAL RESPONSIBILITY AND ETHICS



CONTENTS

- Professional Responsibility
 - Responsibility to the Profession
 - Responsibility to the Customer and Public
- PMI Ground Ethics
- Sample Questions



PMI CODE OF ETHICS & PROFESSIONAL CONDUCT

- Who does it apply to?
 - All members of PMI
- What are the Values?
 - **Responsibility** – We take full responsibility for our actions and conduct
 - **Respect** – We respect our duties, ourselves, and those around us
 - **Fairness** – We treat everyone and our decisions with objectivity
 - **Honesty** – We act in a truthful manner both in our conduct and communications

PROFESSIONAL RESPONSIBILITY

Adhering to PMI Code of Ethics
and Professional Conduct



Maintaining high
professional ethics



Developing cultural
competency in our emerging
global society



PROFESSIONAL RESPONSIBILITY

Responsibility to the Profession:

1. Be truthful at all times and in all situations.
2. Report Code violations (with factual basis).
3. Disclose conflicts of interest.
4. Comply with laws.
5. Respect other's intellectual property rights.
6. Support the Code.

PROFESSIONAL RESPONSIBILITY

Responsibility to Customers and the Public:

1. Be truthful at all times and in all situations.
2. Maintain professional integrity (satisfy the scope of your professional services).
3. Respect the confidentiality of sensitive information.
4. Refrain from gift or compensation giving/receiving where inappropriate.
5. Ensure conflicts of interest do not interfere with client's interest or interfere with professional judgment.

PMI GROUND ETHICS

Tell the Truth and Tell It Fast

Be Responsible

Communicate
Frequently

Respect and Respect

Invite Everyone

Be Fair

Answer All Questions
Willingly and Truthfully

Be Honest

Questions

?

?

Answers

?



جامعة
IT UNIVERSITY

QUESTION 1

- A story point is the:
 - A. Relative measure of the size of a user story.
 - B. Duration it takes to complete a user story.
 - C. Priority of the user story in the backlog.
 - D. Business value of the user story.
- **Correct Answer: A**

QUESTION 2

- On a particular project, product quality is being measured at regular intervals and is consistently below the acceptable level. In a Lean environment, how should this problem be addressed?
- A. The team should implement more rigorous testing at the end of each development cycle.
- B. Management should direct the team on specific actions that they should take to improve quality.
- C. Management should guide the team as it seeks to improve itself and reduce errors in the system.
- D. The Project Champion should review the acceptable quality threshold to ensure that it is realistic.
- **Correct Answer: C**

QUESTION 3

- What key benefits might stakeholders realize from an Agile approach?
- A. The ability to bypass the change-management process, inserting new requirements and changes directly into the team as they meet daily
- B. The early and continuous delivery of valuable software, providing increased visibility and the opportunity for more frequent adjustments
- C. Increased access to the project and less reliance on formal reports and status meetings to better understand the current work and the risks the team is accepting
- D. The team's flexibility to make changes mid-iteration as business needs or priorities change, increasing the ability of the team to meet project commitments
- **Correct Answer: B**

QUESTION 4

- The primary purpose of a Sprint Review is for the team to:
 - A. Demonstrate what was accomplished during the sprint.
 - B. Discuss what went well, what didn't, and ways to improve.
 - C. Prioritize and estimate stories planned for the next sprint.
 - D. Individually provide status updates on user stories in progress.
- **Correct Answer: A**

QUESTION 5

- In reference to Scrum, each sprint should produce:
 - A. An increment of potentially shippable product functionality.
 - B. A set of documented product requirements and specifications.
 - C. A release with testable and measurable functionality.
 - D. An increment of potentially testable product functionality.
- **Correct Answer: A**

QUESTION 6

- The primary purpose of a Sprint Review is for the team to:
 - A. Demonstrate what was accomplished during the sprint.
 - B. Discuss what went well, what didn't, and ways to improve.
 - C. Prioritize and estimate stories planned for the next sprint.
 - D. Individually provide status updates on user stories in progress.
- **Correct Answer: A**

QUESTION 7

- On what should Agile estimates be based?
- A. A Work Breakdown Structure (WBS) from each iteration aligned with the project management plan
- B. A disciplined iteration schedule, which improves predictability, combined with reaction to changes
- C. Ball park figures collected from past Agile projects with scopes similar to the current project
- D. Initial resource breakdown based on the available person days in the full project duration
- **Correct Answer: B**

QUESTION 8

- When estimating initial velocity, the team should most likely:
 - A. Discuss among the team their expectations of how many story points they can address.
 - B. Use a Kanban workflow to identify steps and calculate velocity.
 - C. Use velocity of past iterations or make a calculated guess.
 - D. Discuss with the customer their expectation for the velocity of producing the product.
- **Correct Answer: C**

QUESTION 9

- After three iterations, the problems impeding an Agile team appear to be similar in nature to problems faced in earlier iterations. Inspection of the retrospectives for past iterations reveals information organized into columns entitled “What worked for us” and “What did not work for us. ” Based on this information, one can infer that the team did not capture:
 - A. user stories
 - B. milestones
 - C. action items
 - D. requirements
- **Correct Answer: C**

QUESTION 10

- Which is the best option to improve project velocity?
- A. Shield programmers from interruptions
- B. Minimize customer involvement
- C. Shorten the iteration length
- D. Increase project team size
- **Correct Answer: C**

QUESTION 11

- Continuous integration ensures that a product is:
 - A. Ready to ship when all features are complete.
 - B. Delivered for testing at the end of each day.
 - C. Technologically ready to deploy at any time.
 - D. Deployed after final business approvals.
- **Correct Answer: C**

QUESTION 12

- Which are some of the most important benefits of an Agile team sitting together in a co-located, open environment?
- A. Osmotic communication is reduced; space is used more efficiently; groups work together more effectively, and team dynamics are improved.
- B. Costs are reduced as the need for conference rooms decreases, and the team can keep track of where members are more accurately.
- C. Team members can be held more accountable for their time and effort, and pair programming is easier as people have less distance to move to sit with their partner.
- D. Communication is improved; wait-time and rework are reduced; barriers between groups break down, and groups gain respect for each other professionally.
- **Correct Answer: D**

QUESTION 13

- Which layer of the product planning structure defines details at the capability or feature level?
- A. Iteration
- B. Roadmap
- C. Release
- D. Wave
- **Correct Answer: C**

QUESTION 14

- In an Agile approach, at which meeting does a team examine the effectiveness of risk responses by conducting a risk audit?
- A. Release planning
- B. Sprint planning
- C. Sprint Retrospective
- D. Daily Scrum
- **Correct Answer: C**

QUESTION 15

- The ScrumMaster and the Product Owner disagree on the value of a Product Backlog item. In order to resolve the disagreement, the first step the ScrumMaster should take is to ask:
 - A. The Product Owner to clarify the requirement.
 - B. The business owner to resolve the problem.
 - C. The business analyst to research the product value.
 - D. Another project manager how to resolve the problem.
- **Correct Answer: A**

QUESTION 16

- The most powerful capability of Scrum teams is that they:
 - A. Work in timeboxed sprints.
 - B. Are self-organized and empowered.
 - C. Work from a prioritized backlog.
 - D. Value individuals and interactions.
- **Correct Answer: B**

QUESTION 17

- Which type of story would be used when an estimate is not available due to lack of knowledge of the technology required to implement the story?
- A. Defect
- B. Slack
- C. Spike
- D. Nonfunctional
- **Correct Answer: C**

QUESTION 18

- A company is starting to introduce Agile practices, and the project manager has been asked to identify how to introduce the new process. The project manager's initial plan should be to:
 - A. Institute daily standup meetings immediately.
 - B. Communicate the Agile Manifesto to the team.
 - C. Balance teaching principles with Agile practices.
 - D. Rate the team's progress in learning new methods.
- **Correct Answer: C**

QUESTION 19

- A project team is distributed across multiple countries, and they are having issues agreeing on what is being delivered and how it should be developed. Which of the following should the project manager do to alleviate some of the tension between team members, break down cultural barriers, and improve communication?
- A. Ask the team to communicate only through email to clearly document issues.
- B. Discuss this issue with senior management and recommend that the team be co-located.
- C. Monitor performance and discuss the issues in detail at the next retrospective.
- D. Hold daily standup meetings with the two teams at a time that works best for everyone.
- **Correct Answer: D**

QUESTION 20

- Which tool allows the Product Owner to focus on providing the greatest value and Return on Investment (ROI) to the organization?
- A. Burn up chart
- B. Product Backlog
- C. Affinity estimate
- D. Cost Benefit Analysis (CBA)
- **Correct Answer: B**