Scaling Agile to an Enterprise Level Quiz Explanations

1. **What would be an example of a challenge inherent in the methodology that would be required to scale an Agile and Scrum project to an enterprise level?**

   - At an enterprise level, there may be a much larger number of project stakeholders that might be impacted by a project and the requirements may also be more complex and may require coordination outside of the team

   - Scrum is primarily designed around individual teams and does not directly provide guidance on how to integrate it with higher-level mechanisms that might be needed at an enterprise level such as project/program management and project portfolio management

   - The development team may consist of multiple teams that may not be collocated

   - All of the above

   Explanation:
   The first answer is correct. The number of stakeholders that might be impacted by a project will typically be larger in more complex enterprise-level projects and the requirements may also be more complex. For that reason a Product Owner may need to be assisted in performing that role by a Business Analyst and/or a Project Manager.
   The second answer is correct. Scrum is primarily designed around a team-level process and doesn't provide guidance on what may be needed to integrate that into higher-level management functions that are typically found at an enterprise level such as project and program management and project portfolio management.

   The third answer is correct. At an enterprise level, project teams will likely be larger and may also be more distributed which may add some additional requirements for coordination and communication across multiple distributed teams.

   All of the above is the correct answer

2. **What are some examples of development team composition that might be different at an enterprise level and might have an impact on the overall Agile Project Management approach?**

- The development team may be larger and may consist of multiple teams

- Developers may not be collocated and may even be in different countries

- A development team may consist of a mix of junior-level developers and more senior-level developers

- All of the above

Explanation:
The first statement is correct. At an enterprise level, project teams will typically be larger and may consist of multiple teams. The impact of that may be to provide for coordination and communication both within and across teams

The second statement is correct. At an enterprise level, developers may not be collocated and may be in different countries. The impact of that will be to make communications more challenging and project management tools may be a good solution.

The third statement is correct. At an enterprise level, there may be a mix of both junior-level and more senior-level developers which may make it more difficult to develop ideal, self-organizing teams.

All of the above is the correct answer

3. **What would be the most correct statement related to application architecture at the enterprise level?**

- The best approach would be to just let the application architecture evolve as per the Agile Manifesto principle "The best architectures evolve from self-organizing teams"

- The Product Owner is responsible for defining the enterprise architecture that will be used

- At an enterprise level, there is a risk associated with just letting the enterprise architecture "emerge from self-organizing teams" that needs to be considered

- All of the above

Explanation:
The first statement is not correct. At an enterprise level, there is a huge risk associated with just letting the application architecture evolve because the solutions are typically much larger and more complex and the solution will also need to integrate with other enterprise-level software and conform to whatever standards the organization has adopted.

The second statement is not correct. The Product Owner is not responsible for defining the enterprise architecture.

The third statement is correct. At an enterprise level, there is a huge risk associated with just letting the application architecture evolve because the solutions are typically much larger and more complex and the solution will also need to integrate with other enterprise-level software and conform to whatever standards the organization has adopted.

"All of the above" is not correct because the first two answer are not correct

4. **Why might the process for requirements definition be any different in a large project at an enterprise level?**

- There could be a much larger number of stakeholders who might need to provide input to the requirements

- The requirements can be more complex and more upfront analysis of requirements may be necessary to determine the most appropriate solution and the most optimum architecture

- A more integrated approach may be required to coordinate the development of the stories to ensure that they all really work together to produce releasable functionality that fulfills the business need

- All of the above

Explanation:

The first statement is correct. There could be a much larger number of stakeholders who need to provide input and it may be difficult or impossible for a single Product Owner to fully represent all of those needs. Some assistance from a Business Analyst might be needed to help with that.

The second statement is correct. The requirements can be more complex and may require more upfront analysis to determine the most appropriate solution and the most optimum architecture

The third statement is correct. In a large project, there could be a lot of requirements that are inter-related to each other and more analysis of requirements might be needed to ensure that they all work together to produce releasable functionality that fulfills the business need.

All of the above is correct because all of the above answers are correct.

5. **How does the process for releasing an application to production impact the overall Agile Project Management approach at an enterprise level?**

- There is typically no impact that needs to be considered

- The Product Owner is responsible for coordinating whatever process might be required to release an application to production at the enterprise level.

- A much higher level of planning and coordination may be needed to release applications to production, particularly if they are mission-critical and potentially have a significant impact on the company's business operations

- All of the above

Explanation:

The first statement is not correct. Most companies do not allow mission-critical applications to be released into production without some kind of release process and that requires some level of upfront planning and coordination.

The second statement is not correct. Coordination with the release process is not a Product Owner responsibility

The third statement is correct. At an enterprise level, there are a number of factors that might require more planning to release an application to production. (1) The process for performing integration testing may be much more complex and difficult, (2) Much more coordination may be needed with groups that are impacted by the release, and (3) User training may also need to be considered

All of the above is not correct because the first two answers are not correct.

6. **If the company has a project portfolio management process in place, that process is typically independent of the process that is used at the team level for product development and doesn't need to be considered at all**

    - True
    - False

    Explanation: This statement is not correct. The degree of rigor and granularity in the project portfolio management process should directly impact the .

7. **At an enterprise level, solutions tend to be much more complex and software is only one part of the overall solution.**

    - True
    - False

    Explanation: This statement is true. At an enterprise level, solutions tend to be more complex and software is only a part of the overall solution. Examples of other components of the solution might include user training and support documentation.

8. **What are some of the factors that might create a need for more planning at an enterprise level?**

- Coordinating the efforts of large projects requiring multiple teams

- Synchronize the efforts of development teams with other activities outside the scope of the development effort

- Adapt the development effort into higher-level management processes that may be more plan-driven

- All of the above

Explanation: The first three answers are all factors that might create a need for more planning at an enterprise level.

9. **At an enterprise level, some form of change control might be valuable for configuration management and validating that any new changes are consistent with other previously developed requirements and assumptions**

- True
- False

Explanation: This statement is true – The need for some form of change control might be important at an enterprise level and the change control does not have to be absolutely rigid.

10. **What are factors that might impact the communications strategy at an enterprise level?**

- At an enterprise level because of the focus on the overall solution, rather than just software, the team is typically broader than simply the people who are developing the software

- At an enterprise level, the communications strategy may typically need include a broader set of people such as production operations and support that are important stakeholders in the implementation of the solution

- All of the above

Explanation:

The first statement is correct. At an enterprise level, solutions typically include more than just software development.
The second statement is correct. At an enterprise level there is typically a need to communicate with a broader set of stakeholders outside of the direct project team.
All of the above is the correct answer because all of the above answers are correct