

## Popular Stereotypes and Misconceptions Quiz Explanations

1. "Waterfall" is an example of an "adaptive" approach

- True
- **False**

**Explanation:** "Waterfall is an example of a plan-driven approach"

2. A "Plan-driven" approach attempts to define most of the requirements for the project before the project starts

- **True**
- False

**Explanation:** Attempting to define all or most of the requirements prior to the start of the project is a key characteristic of a plan-driven approach. A plan-driven approach attempts to manage the project to a plan by managing the scope of the effort and it would be difficult or impossible to do that if the requirements were not well-defined prior to the start of the project..

3. Which of the following is NOT a correct statement regarding comparing "Agile" to "Waterfall"?

- Comparing "Agile" to "Waterfall" is like comparing a boat to a car. They are both involved in providing transportation, but it is very difficult to compare the two because they are used in very different environments
- **In most situations, there is a very clear-cut mutually-exclusive choice between Agile and Waterfall**
- Agile is not inherently better than Waterfall in all situations - it largely depends on the characteristics of the project
- Comparing "Agile" to "Waterfall" can be misleading because those two terms are used very loosely. There are many different ways to implement "Agile" and also many different ways to implement what is commonly called "Waterfall"

**Explanation:** The second statement is NOT correct. It is a common misconception that there is a binary and mutually-exclusive choice between Agile and Waterfall, but that is not the case. It is very possible to blend the two approaches together to fit a given situation and that will often result in a better solution. The other statements are correct.

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4. What would be a valid reason for choosing a more Agile approach over a plan-driven ("Waterfall") approach?

- The requirements for the project can be clearly defined upfront and are not likely to change
- There is a fairly high level of uncertainty in the project and it would be very difficult to totally define the requirements for the project before it starts
- Tightly managing the cost and schedule for the project is very important
- The project is being done under a fixed-price contract to satisfy a customer

**Explanation:** The second statement the primary reason why you would use a more Agile approach. The other statements would typically be a reason to favor a more plan-driven approach.

5. Which of the following is NOT a correct statement regarding an enterprise-level Agile transformation?

- There could be a significant impact of implementing an Agile development process at an enterprise level
- An Agile implementation may be very superficial and ineffective if it is not well-integrated with the overall goals and objectives of the organization and is consistent with the culture of the organization
- The entire business needs to become Agile in order to adopt an Agile development process

**6. Explanation:** The third statement is a common misconception. The business needs to be designed around the critical success factors that are required to make the business successful. It may require some adaptation to adapt the business to an Agile development process, but it does not necessarily for the entire business to totally redesign itself just to become more agile. The remaining statements are true.

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7. Many of the stereotypes associated with project managers have some level of truth associated with them and are primarily a function of the environment that a project manager works in.

- True
- False

**Explanation:** This statement is true – many of the stereotypical characteristics of a project manager have some level of truth associated with them because the behavior of project managers is heavily influenced by the environments that they work in and the expectations their organizations have of them.

8. An Agile project is typically totally unplanned in order to take a more adaptive approach and get the project started quickly.

- True
- False

**Explanation:** Planning is done differently in an Agile project. In general, an Agile project uses “rolling wave” planning to defer detailed planning until the last responsible moment; however that doesn’t mean that an Agile project has no upfront planning at all. The level of upfront planning should be a function of the characteristics of the project including the level of uncertainty.

9. The process for implementing an Agile project is not well-defined so that the project can be more adaptive to changes.

- True
- False

**Explanation:** Most Agile projects use Scrum which is a very well-defined process. It is a different kind of process...it is more of an empirical process than a predictive process and the process is designed to be adaptive to changing requirements and to improvements in the process that are discovered as the project progresses but the process itself is well-defined.

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10. There is never a need for documented requirements in an Agile project because it relies heavily on direct face-to-face contact with the users to define the requirements as the project progresses

- True
- **False**

**Explanation:** It is true that documentation plays less of a role in an Agile project; however that doesn't mean that documentation is never used. Documentation should be used where it provides value. For example, for distributed teams that cannot be collocated, documented requirements can serve a very useful purpose for communications; however that documentation isn't limited to hard copy paper-based documentation