

Choosing the Right Project Approach Quiz Explanations

1. "A government contract that requires a fixed-priced solution and has penalty clauses for late delivery"

What is most likely to be the best approach to use for managing this project?

- A plan-driven approach with a detailed upfront plan
- A hybrid approach that blends both adaptive and plan-driven approaches
- An adaptive approach with a limited amount of upfront planning

Explanation: This situation seems to put a heavy emphasis on managing the costs and schedule of the project which would lean it towards a heavily plan-driven approach.

2. "Apple has decided to design and develop a new iPhone called the "iPhone7" that is expected to have some significantly improved features that have not been finalized yet and time is of the essence to get the product to market quickly."

What is most likely to be the best approach to use for managing this project?

- A plan-driven approach with a detailed upfront plan
- A hybrid approach that blends both adaptive and plan-driven approaches
- An adaptive approach with a limited amount of upfront planning

Explanation: The need for getting the product to market quickly and the fact that the features have not been finalized would tend to favor an adaptive approach.

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3. "Acme Corporation's CEO has developed a very high priority requirement for a new internal IT application that he wants put into production urgently. Many of the detailed requirements for the application have not been fully defined but the CEO wants an estimate by the end of the week of the cost and schedule for completing the project."

What is most likely to be the best approach to use for managing this project?

- A plan-driven approach with a detailed upfront plan
- A hybrid approach that blends both adaptive and plan-driven approaches
- An adaptive approach with a limited amount of upfront planning

Explanation: This might normally favor an adaptive or Agile approach but the fact that the CEO wants an estimate for the costs and schedule makes it more of a choice for a hybrid model in order to manage the CEO's expectations for cost and schedule and, at the same time, retain some level of flexibility to further define the application and get it to market quickly.

4. "An IT Services company has a requirement from a very important client to develop a major new application for them. The client has insisted on using an Agile approach; however the IT Services company is concerned about managing the client's expectations because the relationship with this client has been problematic."

What is most likely to be the best approach to use for managing this project?

- A plan-driven approach with a detailed upfront plan
- A hybrid approach that blends both adaptive and plan-driven approaches
- An adaptive approach with a limited amount of upfront planning

Explanation: Attempting to do an Agile approach in a contractual situation like this can be very difficult because it requires managing the client's expectations about costs and schedules and at the same time being flexible and adaptive to adjust to uncertain and changing requirements. One of the critical factors for success in that situation is a spirit of trust and partnership between the client and the contractor. If the relationship between the two is problematic, a pure Agile approach is not likely to work.

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5. "The CEO of a large company has heard about Agile and wants to begin doing Agile immediately; however the company has had no prior experience with Agile and many of the management systems of the company are still designed around an existing PMO organization that manages projects."

What is most likely to be the best approach to use for managing this project?

- A plan-driven approach with a detailed upfront plan
- **A hybrid approach that blends both adaptive and plan-driven approaches**
- An adaptive approach with a limited amount of upfront planning

Explanation: Since the company has had no prior experience with Agile and the existing management systems seem to be setup around a traditional PMO management approach, it may take time for the company to become successful with a fully Agile approach. For that reason, a hybrid approach may make the most sense for this project with the company migrating to a more Agile approach as it gains more experience.