# Certified Agile Process Owner (CAPO) <sup>SM</sup>
# Sample Exam

*Sample Paper Version 1.0*

Multiple Choice

- This paper contains 40 questions, each worth 1 point

- Circle the correct response for each question

- You have 60 minutes to complete this paper

- You must achieve 26 or more out of a possible 40 points (65%) to pass this examination

1. What is the first step in designing processes?

    a. Understanding what customers value

    b. Documenting the 'as is' state

    c. Choosing which maturity framework will be followed

    d. Selecting a process design team

2. Which is ensured by a Process Owner?

    a. Process is performed as designed

    b. Process adequately meets organizational needs

    c. Process-related inefficiencies are quickly identified and resolved

    d. All of the above

3. Which defines *how* to do work?

    a. Policies

    b. Procedures

    c. Goals

    d. Processes

4. Which represents a benefit that a customer receives from a process?

    a. Outcome

    b. Output

    c. Input

    d. Objective

5. Which is LEAST likely to be defined by a Process Owner?

    a. Process policies

    b. Process strategies

    c. Process procedures

    d. Process scope

6. In the context of process resourcing, which statement about a Process Owner's responsibilities is INCORRECT?

    a. Ensures cooperation across all functions in the process value chain

    b. Resolves disputes over the allocation of process-related responsibilities

    c. Ensures process practitioners receive adequate training

    d. Has line management responsibility over all process practitioners

7. What is the purpose of a process improvement team?

    a. To execute the Process Owner's plan to improve a process in a timely manner

    b. To implement a newly designed process in a systematic way

    c. To design or redesign a process and determine how best to implement it

    d. All of the above

8. With regards to process management, a Process Owner…

    a. Conducts or commissions process audits

    b. Ensures process-related tools are functioning properly

    c. Ensures process-related records are accurate

    d. All of the above

9. Which attribute is LEAST needed to be an effective Process Owner?

    a. Influential

    b. Optimistic

    c. Pragmatic

    d. Procedure oriented

10. What is the role of a Service Management Office (SMO)?

    a. Eliminate the need for individual Process Owners

    b. Coordinate all ITSM processes and functions throughout their lifecycles

    c. Ensure all Process Owners and process teams have aligned goals, priorities and support systems

    d. Both B and C

11. The underlying concepts of agile software development were first laid out in…

    a. The Scrum Guide

    b. The Agile Manifesto

    c. The Pillars of Scrum

    d. ITIL

12. Which will BEST help an organization become more agile?

    a. Adapt and integrate guidance from multiple frameworks and methodologies

    b. Adopt and rigorously follow all applicable frameworks and standards

    c. Focus on improving communication and collaboration

    d. Establish cross-functional teams

13. In an empirical process control model, knowledge comes from…

    a. Experimentation

    b. Trial and error

    c. Observation and experience

    d. Detailed upfront planning

14. Which statement about Agile Service Management is CORRECT?

    a. Adapts Agile Practices to ITSM process design

    b. Ensures ITSM processes are designed with 'just enough' control and structure to facilitate customer outcomes

    c. Ensures ITSM processes reflect Agile values from initial design through continual service improvement

    d. All of the above

15. Which is NOT a characteristic of an Agile ITSM process?

    a. One size fits all

    b. Takes advantage of technological innovations and automation

    c. Reflects 'just enough' control

    d. Responds quickly to feedback

16. Which is the BEST definition of 'minimum critical activities'?

    a. Basic activities that define how to execute a process

    b. Highest priority activities in a process

    c. Activities used to measure process performance

    d. Activities that provide evidence of process compliance

17. An organization needs to put in place an Incident Management process. Which is the BEST example of a minimum viable product?

    a. A process for logging, resolving and closing incidents

    b. A process that allows analysts to link incidents to problems to reduce future incidents

    c. A process that allows analysts to match incidents to knowledge articles and known errors

    d. A process that includes the ability to log 'quick' incidents, master (parent) incidents and link incidents to recent changes

18. Due to a change in strategy, an organization needs to fundamentally rethink one of its existing processes. Which process design and improvement approach would be MOST beneficial?

    a. Process development

    b. Process reengineering

    c. Process improvement

    d. Any of the above

19. Which of the following BEST describes the Process Backlog?

    a. The single source of current or future requirements for a process

    b. The items that will be included in the next Sprint

    c. The project plan that will guide the process' implementation roadmap

    d. None of the above

20. Which is NOT contained in a process definition (vs. process design)?

    a. Detailed procedures

    b. Roles and responsibilities

    c. High-level process activities

    d. Policies

21. In the context of the Process Backlog, the Process Owner is SOLELY accountable for which of the following?

    a. Determining how and when it is reviewed and refined

    b. Ensuring it is visible and transparent

    c. Updating work estimates

    d. All of the above

22. Which statement about Process Backlog items is CORRECT?

    a. When items are added, the Process Owner should break them into tasks to eliminate confusion

    b. Each item should be approved by the Team before it is added

    c. Initially items should include only enough detail to establish their order in relation to other items

    d. Changes to an item's order must be approved by all stakeholders

23. In the context of process design and improvement, personas may be used to identify fictional versions of the process's…

    a. Suppliers

    b. Practitioners

    c. Customers

    d. All of the above

24. Which statement about user stories is INCORRECT?

    a. Evolve over time as their priority increases

    b. Are 'frozen' once approved

    c. Require acceptance criteria

    d. May point to more comprehensive documents

25. Which statement is CORRECT? Acceptance criteria…

    a. May apply to all user stories in a theme

    b. Cannot be modified once a user story is added to the backlog

    c. Helps a team estimate the effort required to complete a user story

    d. All of the above

26. Which is NOT an element of a good user story?

    a. Inexpensive

    b. Estimable

    c. Valuable

    d. Small

27. When are epics useful?

    a. To see all work that can be completed in a single sprint

    b. To set priorities with stakeholders

    c. To tie user stories to a goal

    d. To estimate the effort required to complete all the user stories in a Sprint

28. Which should an organization consider when deciding whether to release a process increment?

    a. The increment can stand alone

    b. The change will confuse practitioners

    c. Required dependencies are also 'Done'

    d. All of the above

29. Which can help sustain process improvements?

    a. Ensure CSI is performed at least once a month

    b. Hire and promote managers who support the vision

    c. Only set short-term goals so employees will stay focused

    d. All of the above

30. Which will enable Process Owners to be MOST successful when implementing a new process?

    a. Implement a matrix management structure for functional managers

    b. Provide top-down communication to all stakeholders

    c. Ensure functional managers understand how each change supports business strategies and goals

    d. Dictate the number of resources each functional manager needs to allocate to the process implementation project

31. Which approach recognizes that most organizations are unable to focus on process improvement in an uninterrupted or continuous manner and so encourages an iterative, incremental approach?

    a. PDCA

    b. Balanced Scorecard

    c. ITIL Process Maturity Framework

    d. CMMI

32. Which statement about process maturity is CORRECT? Process maturity refers to…

    a. The process' CMMI capability level

    b. How well the process is defined

    c. How well the process is embedded in the organization's culture

    d. Both B and C

33. Which indicators are considered 'in process' indicators?

    a. Lagging indicators

    b. Leading indicators

    c. Key performance indicators

    d. Critical Success Factors

34. An organization wants to increase employee productivity. Which indicator would BEST support that goal?

    a. Number of SLAS with underpinning OLAs

    b. Contact quality  (at the Service Desk)

    c. Mean time to repair

    d. All of the above

35. Which is the BEST example of a critical success factor?

    a. Reduce IT costs

    b. Cost of handling printer incidents

    c. Reduce network outage costs

    d. Time spent by first-level staff and their average salary

36. When making improvements, which is the LEAST effective method of keeping the momentum going?

    a. Use metrics to assign blame and take immediate action

    b. Ensure leading metrics accurately represent the current environment

    c. Continually align lagging metrics with business and process goals

    d. Celebrate success

37. What is a MAIN benefit of using a Kanban board?

    a. It thoroughly documents all tasks in an activity

    b. It aids in estimating the number of people required to accomplish a task

    c. It enables people to work collaboratively to identify and remove impediments

    d. All of the above

38. Which represents a sequence of activities required to design, produce, and deliver a specific good or service?

    a. Value stream

    b. Process

    c. Value chain

    d. Network

39. In the context of process design and improvement, which can be used to improve an organization's capabilities?

    a. Introduce a common vocabulary

    b. Provide ongoing education and just in time training

    c. Dictate compliance from the top down

    d. Both A and B

40. Which is NOT a critical success factor when becoming more agile?

    a. Focus on delivering outcomes

    b. Focus on decreasing costs

    c. Engage stakeholders in decision making

    d. Live Agile values

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***Answer Key***

| Question | Answer | Question | Answer |
| --- | --- | --- | --- |
| 1 | A | 21 | B |
| 2 | D | 22 | C |
| 3 | B | 23 | D |
| 4 | A | 24 | B |
| 5 | C | 25 | C |
| 6 | D | 26 | A |
| 7 | C | 27 | B |
| 8 | A | 28 | D |
| 9 | D | 29 | B |
| 10 | D | 30 | C |
| 11 | B | 31 | A |
| 12 | A | 32 | D |
| 13 | C | 33 | B |
| 14 | D | 34 | C |
| 15 | A | 35 | A |
| 16 | D | 36 | A |
| 17 | A | 37 | C |
| 18 | B | 38 | A |
| 19 | A | 39 | D |
| 20 | A | 40 | B |