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PRINCE2 AGILE®

The PRINCE2 Agile® Practitioner Examination

Sample Paper 2

Answers and Rationales

For exam paper: EN_P2A_PRAC_2015_SamplePaper2_QuestionBk_3.0

Q	A	Syllabus Ref	Rationale
1	C	1.1	A. Incorrect. Agile behaviours are often seen as such things as being collaborative, self-organizing, customer-focused, empowered and trusting not blaming. Ref tab 2.2
			B. Incorrect. Scrum, Kanban and Lean are examples of frameworks (also referred to as methods or approaches) that are generally recognized as being agile. Ref 2.2.1
			C. Correct. Burn charts, user stories, retrospectives, timeboxing, and measuring flow are generally seen as techniques. Ref tab 2.2
			D. Incorrect. Prioritizing what is delivered, working iteratively and incrementally, not delivering everything, time-focused, 'inspect and adapt'. Kaizen and limiting work in progress (WIP) are illustrative examples of concepts. Ref tab 2.2
2	D	1.2	A. Incorrect. Business as usual (BAU) requires a stable team. A team is created in a project environment. Ref tab 1.1
			B. Incorrect. A project has difficult and uncertain work so the work is unlikely to be similar to that completed before. Ref tab 1.1
			C. Incorrect. BAU requires a stable, ongoing team. Ref tab 1.1
			D. Correct. A temporary team is put together for a project. Ref tab 1.1
3	D	1.3	A. Incorrect. Scrum and Kanban are not project management frameworks, and a project manager role is not defined in either. On their own, and in isolation, they cannot be used to manage a project. Ref 3.7-6
			B. Incorrect. A traditional waterfall lifecycle is broken down into 'technical' phases such as Analysis, Design, Build, Test and Implement. Ref 6.4.2
			C. Incorrect. SWOT analysis is a technique that can be used in a workshop to identify the four areas of strengths, weaknesses, opportunities and threats in relation to business change or current state. Ref glossary, tab 26.1
			D. Correct. Lean is an agile approach that focuses on improving processes by maximizing value by eliminating waste (such as wasted time and wasted effort). Ref tab 2.1

Q	A	Syllabus Ref	Rationale
4	B	2.1	A. Incorrect. Along with the agile frameworks there are a variety of behaviours, concepts and techniques that are seen as being part of the agile way of working. Command and control culture and controlling change at the detailed level is thought of as a traditional project management approach. Ref 2.2.2, 3.7 B. Correct. In order to be more proactive about change in an agile setting, as well as controlled and consistent after responding to change, a good change control approach and good configuration management will be necessary. Ref 14.3.2 C. Incorrect. PRINCE2 allows for any style of working, such as with environments that involve high levels of informality, collaboration and trust. Being 'bureaucratic' is thought of as a traditional project management approach. Ref 3.7 D. Incorrect. In contrast to the 'Waterfall' way of working, agile phases are smaller, more iterative and incremental and are unlikely to focus on technical stages. Ref 2.1.1, 3.7
5	D	2.2	A. Incorrect. The most 'commonly used' agile approaches are Scrum and Kanban, but they are not suitable for managing a project in isolation. Ref 3.7, tab 3.4 B. Incorrect. There is much more to agile than the Scrum framework. Agile is not Scrum. Other frameworks exist (including Kanban) and the Scrum framework is only part of the agile way of working. Ref 3.7, tab 3.4 C. Incorrect. There is much more to agile than the Scrum framework. Agile is not Scrum. Other frameworks exist (including Kanban) and the Scrum framework is only part of the agile way of working. Ref 3.7, tab 3.4 D. Correct. Scrum and Kanban can be used on a project as part of an approach to delivering products (as well as for BAU), as long as they are contained within a wider project management framework such as PRINCE2. Ref 3.7, tab 3.4
6	D	2.4	A. Incorrect. Agile has a very strong focus on product delivery, but relatively little on project direction and project management. Project support is the responsibility of the project manager. Ref 3 B. Incorrect. Agile has a very strong focus on product delivery, but relatively little on project direction and project management. Ref 3 C. Incorrect. Agile has a very strong focus on product delivery, but relatively little on project direction and project management. Ref 3 D. Correct. The strength of PRINCE2 lies in the areas of project direction and project management. However, it provides little focus on the field of product delivery whereas agile does. Ref 3

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Q	A	Syllabus Ref	Rationale
7	B	5.2	A. Incorrect. Tailoring in PRINCE2 Agile incorporates the use of the Agilometer. The use of prioritized quality criteria is applying the 'focus on products' principle. Ref tab 7.1 B. Correct. Product descriptions, quality criteria and quality tolerances can be prioritized and decomposed in order to make flexing what is delivered possible. Ref tab 7.1 C. Incorrect. 'Protect the level of quality' is not a PRINCE2 principle; it is one of the 'five targets'. Ref tab 7.1, tab 6.2 D. Incorrect. 'Transparency' is not a PRINCE2 principle; it is a PRINCE2 Agile behaviour. Ref 7.4.1 tab 7.1
8	A	5.3	A. Correct. This is an example of a 'feasibility study' or experiment, which will help determine the "version of the final product which allows the maximum amount of validated learning with the least effort", i.e. the minimum viable product (MVP) for the new corporate log. Ref tab 7.1, glossary B. Incorrect. This may have a favourable impact on the prevailing agile environment. However, it is a form of 'feasibility study' or experiment to learn and determine the MVP for the new corporate log. Ref 24.3, tab 7.1, glossary C. Incorrect. The MVP is a "version of the final product which allows the maximum amount of validated learning with the least effort", and it should not be confused with the viability of the project as a whole. Ref glossary D. Incorrect. While it is true that the proposed new corporate logo may not be sufficiently unique and recognizable, this is an example of a 'feasibility study' or experiment, which will help determine the "version of the final product which allows the maximum amount of validated learning with the least effort", i.e. the MVP for the new corporate log. Ref tab 7.1, glossary

Q	A	Syllabus Ref	Rationale
9	D	5.4	A. Incorrect. A business case always includes the cost and time required to deliver the project's products. Therefore, this is not tailoring the business case theme. Ref A.2.2 B. Incorrect. Risks are recorded in the risk register not in the Agilometer. The risk register may also include risks identified when completing the Agilometer suitability test. Ref tab 23.2, A.25.1 C. Incorrect. Where there is a high level of uncertainty, the business case should be developed very quickly and the assumptions tested rapidly. The approach could be described as 'taking a leap of faith'. However, this describes the assumptions which underpin the business case whereas a dependency between project outputs would be subject to risk management rather than needing to 'take a leap of faith'. Ref tab 8.1, A.16.2, 13.1.1 D. Correct. When creating a business case, understanding is required of how the incremental delivery of a product and the value associated with it could impact project viability (positively or negatively) and also the ability to achieve the early delivery of some benefits. Ref tab 8.1
10	B	5.4	A. Incorrect. One limitation of burn-down charts is that they assume the amount of work does not change. If the amount of work is likely to change, or does change, then this will not be picked up by a burn-down chart easily and therefore a burn-up chart should be used. Ref 15.4.1.3 B. Correct. One limitation of burn-down charts is that they assume the amount of work does not change. If the amount of work is likely to change, or does change, then this will not be picked up by a burn-down chart easily and therefore a burn-up chart should be used. Ref 15.4.1.3 C. Incorrect. A checkpoint report is used to report, at a frequency defined in the work package, the status of a work package. It is not used to monitor progress. Ref A.3.1 D. Incorrect. Kanban controls (as opposed to monitors) work in progress (WIP) through WIP limits. Brand-u-Like is not using Kanban. They are just starting to use more agile approaches. Ref 20.4.1.2

Q	A	Syllabus Ref	Rationale
11	B	5.5	A. Incorrect. An agile team is 'self-organizing' so the Team Manager is not alone in being responsible for managing risks to the work package which would be discussed as part of daily stand-up meetings. This should be a responsibility of the whole team and, in particular, the appointed risk owner. Ref 7.4, 13.3.2 B. Correct. The level of formality for recording and reporting on risks should be appropriate to the needs of a project. On some projects, a risk register of a few columns manually updated on a team board may suffice. These can be reported to the project manager by any appropriate means. Ref 13.3.1, 20.5, tab 23.3 C. Incorrect. There may be a single risk register for the project as a whole, but each team may also have its own risk register in order to manage risks at a level that is appropriate for the situation. Ref 13.3 D. Incorrect. Displaying risks on a team board makes them highly visible and can be easily accessed by the project manager. There is a need to produce a single risk register but the information may be pulled from team boards. Ref fig 13.2
12	A	5.5	A. Correct. A safe-to-fail experiment is one that is designed to have only limited impact on a system or a plan in the event of failure. Ref tab 13.1, glossary B. Incorrect. While it is true that it is the responsibility of the role that is managing the team (i.e. the team manager) to manage risk at the delivery level, this does not explain why a safe-to-fail experiment should be conducted. Ref 13.3, tab 13.1, glossary C. Incorrect. This is an issue that is a 'cause' or source of a risk to the successful completion of the teams work. As a result, it should be managed as a risk. Ref 13.3 D. Incorrect. A safe-to-fail experiment may be designed to study impacts (i.e. limited impacts) on a system or plan in the event of failure. Ref 13.3, tab 13.1, glossary

Q	A	Syllabus Ref	Rationale
13	C	5.6	A. Incorrect. A customer quality expectation is a description of the quality expected of the project's products and the standards and processes that will need to be applied to achieve that quality. The statement describes the project approach and how agile will be used which should be recorded in the project brief. Ref A.21.2, tab 23.1 B. Incorrect. A pre-requisite contains any fundamental aspects that must be in place, and remain in place, for the plan to succeed. A pre-requisite would have to be in place before the initiation stage plan could be implemented. The statement describes the project approach and how agile will be used which should be recorded in the project brief. Ref tab 23.1, A.16.2 C. Correct. The project approach will contain an agile element describing the use of agile, which techniques and approaches have been selected, and how the agile element will benefit the project. Ref tab 23.1 D. Incorrect. The project manager may use the daily log to store informal communications able. However, the statement describes the project approach and how agile will be used which should be recorded in the project brief. Ref tab 23.1, tab 23.2
14	A	5.7	A. Correct. Corporate clothing design is within the scope of the Collateral work package. This is a prioritization change at the product delivery level (as the work needs to be started sooner); therefore, as work should be prioritized in some form of product backlog by the product owner, in an ongoing manner, this is the most appropriate response. Ref 9.2 B. Incorrect. Corporate clothing design is within the scope of the Collateral work package. This is a prioritization change at the product delivery level where an empowered self-organizing team should be free to handle such changes dynamically as long as that change is at the detailed level and is within defined tolerances. Ref 14.3, 25.5 C. Incorrect. Corporate clothing design is within the scope of the Collateral work package. This is a prioritization change not a change to the product – the product description does not need to change. Ref 25.5, A.17 D. Incorrect. Corporate clothing design is within the scope of the Collateral work package. This is a prioritization change not a change to the product. An empowered self-organizing team should be free to handle such changes dynamically as long as that change is at the detailed level and is within defined tolerances. Ref 14.3, 25.5

Q	A	Syllabus Ref	Rationale
15	A	5.7	A. Correct. The formality of reporting arrangements should be agreed – e.g. low-tech burn charts. Checkpoint reports may be done by pulling from information on display. Ref 20.3.1 B. Incorrect. It is the burn-down chart that shows the ideal rate of progress as a diagonal straight line. It is the 'actual' line that is used to forecast forward. A burn-up chart has the planned work as a straight horizontal line unless work has been added. Ref fig 15.1 C. Incorrect. PRINCE2 and agile provide an abundance of guidance on tracking progress, therefore the project manager should be focused on creating guiding boundaries that empower people to carry out their work by self-organizing. What is delivered is the primary aspect of performance that is of most interest to the whole project management team therefore, the use of burn charts is quite natural irrespective of the project level. Ref 15.3 D. Incorrect. While there may be different areas of emphasis at project and team levels, what is delivered is the primary aspect of performance that is of most interest to the whole project management team therefore, the use of burn charts is quite natural irrespective of the project level. Ref 15.3
16	B	5.8	A. Incorrect. A checkpoint report could be replaced by a daily stand-up with the agreement of the delivery team. However, this is an issue that needs reporting promptly. Ref tab 23.3 B. Correct. This is an issue that needs reporting promptly and must be entered onto the issue register. Ref tab 23.2 C. Incorrect. A checkpoint report could be replaced by an information radiator where information can be extracted (or 'pulled') by the project manager when required. However, as this is an issue it needs reporting promptly to the project manager. Ref tab 23.3 D. Incorrect. An exception report would be raised by the project manager during the 'controlling a stage' process. Ref tab 19.1

Q	A	Syllabus Ref	Rationale
17	A	5.9	A. Correct. When working at the delivery level with agile, planning centres around the immediate future and this often relates to a timebox of two to four weeks. Ref 12.3.3 B. Incorrect. Significant timeboxes such as releases should be carefully planned to integrate with, and fit into, management stages. A work package may include one or more releases and one or more timeboxes. Ref tab 7.1, tab 23.1 C. Incorrect. A release is a set of products in handover. The contents of a release are managed, tested and deployed as a single entity. Ref glossary D. Incorrect. Within agile, the nearest equivalent to a stage is 'a higher level timebox that acts as a container for a set of lower level timeboxes'. A stage is likely to deliver multiple work packages managed as a timebox, comprising a series of sprints. Ref 19.2
18	D	5.9	A. Incorrect. A checkpoint report could be replaced by a daily stand-up or Scrum meeting with the agreement of the delivery team. However, the team needs to avoid seeing the daily stand-ups as a 'reporting to' mechanism. Ref tab 23.3 B. Incorrect. Collaborative behaviours are an important aspect of the agile way of working. However, this applies the PRINCE2 Agile guidance poorly because the team needs to avoid seeing the daily stand-ups as a 'reporting to' mechanism. Ref 23.3, tab 2.2 C. Incorrect. Checkpoint reports could be replaced by using both an information radiator and a burn-down chart. Alternatively, they could be replaced by a daily stand-up or Scrum meeting. However, the team needs to avoid seeing the daily stand-ups as a 'reporting to' mechanism. Ref tab 23.3 D. Correct. A checkpoint report could be replaced by a daily stand-up or Scrum meeting with the agreement of the delivery team. However, the team needs to avoid seeing the daily stand-ups as a 'reporting to' mechanism. Ref tab 23.3

Q	A	Syllabus Ref	Rationale
19	C	4.1	A. Incorrect. If a project falls behind schedule, a traditional response would be to consider the option of increasing the number of people involved to speed up progress. Changing team members in the short term can have a detrimental effect, because time is spent bringing new team members up to speed. Ref 6.4.4 B. Incorrect. The concept of flexing what is being delivered, ensures that the emphasis is on delivering less scope or using lower-priority quality criterion as opposed to compromising the overall quality level of the final product. The quality tolerance of delivering advertisements of at least one minute can be used to maintain the quality level in Stage 3. The longer advertisements could be added to Stage 4 but the product is within its quality tolerances. Ref 6.4.2 C. Correct. The concept of flexing what is being delivered, ensures that the emphasis is on delivering less scope or using lower-priority quality criterion as opposed to compromising the overall quality level of the final product. The quality tolerance of delivering advertisements of at least one minute can be used to maintain the quality level. Ref 6.4.2 D. Incorrect. The concept of flexing what is being delivered, ensures that the emphasis is on delivering less scope or using lower-priority quality criterion as opposed to compromising the overall quality level of the final product. However, the radio advertising campaign is a Must Have and therefore cannot be de-scoped during the stage. Ref 6.4.2
20	B	4.1	A. Incorrect. PRINCE2 Agile believes that the features of the product are the safest and most sensible area to compromise on. A PRINCE2 Agile project does not set out with the intention of not delivering everything but it does aim to hit deadlines and protect the level of quality by reducing what is delivered accordingly. The ability to reduce scope if necessary acts as a contingency. Ref 6.4.5 B. Correct. PRINCE2 Agile believes that the features of the product are the safest and most sensible area to compromise on. A PRINCE2 Agile project does not set out with the intention of not delivering everything but it does aim to hit deadlines and protect the level of quality by reducing what is delivered accordingly. In order to do this each video needs to be prioritized. Ref 6.4.5 C. Incorrect. The concept of flexing what is being delivered ensures that the emphasis is on delivering less scope or using lower-priority quality criteria as opposed to compromising the overall quality level of the final product. This is part of the 'protect the level of quality' target. Ref 6.4.2 D. Incorrect. The target of 'embrace change' recognizes that change is inevitable at the detail level and should be handled dynamically. Ref 6.4.3

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Q	A	Syllabus Ref	Rationale
21	D	4.1	A. Incorrect. Zero tolerance is set for extra cost on all levels of a plan and therefore this would not be directly affected by this issue. Ref tab 6.1 B. Incorrect. Zero tolerance is set for extra time on all levels of a plan and therefore this would not be directly affected by this issue. Ref tab 6.1 C. Incorrect. Risk tolerance can be fixed or flexed. However, this is not a risk it is an issue so there could be an indirect impact on risks rather than a direct effect. Ref tab 6.1 D. Correct. Benefit tolerance can be fixed or flexed. Zero tolerance is set for the level defined as 'minimum viability' in terms of the benefits that 'must' be delivered as part of the business case. The project manager will need to identify whether the 'minimum viability' of the project is still going to be delivered and whether the project is therefore within benefit tolerance or needs to go in to exception. Ref tab 6.1
22	A	4.2 a)	A. Correct. The 'be on time and hit deadlines' target enables the early realization of benefits which can be planned around. Ref 6.4.1 B. Incorrect. The 'protect the level of quality' target seeks to ensure that the right level of quality is delivered to stop a product going into operational use containing errors. It is not about being on time and hitting deadlines. Ref 6.4.1, 6.4.2 C. Incorrect. The full page advertisement is a Should Have. The 'accept that the customer does not need everything' target recognizes that features should be de-scoped if required, in order to deliver on time. Ref 6.4.5 D. Incorrect. Trading (or swapping) is the act of handling change by replacing one or more requirements (or features) with others of a similar size in terms of effort. This is part of the 'embrace change' target. Ref 6.4.3

Q	A	Syllabus Ref	Rationale
23	B	4.3 b)	A. Incorrect. While it is true that development teams should be self-organizing within PRINCE2 Agile, it is a fundamental part of PRINCE2 Agile that time should be fixed while scope should be flexed and the quality level should be protected. Ref 6.1, 6.1.4 B. Correct. The 'protect the level of quality' target identifies the concept of flexing the lower-priority quality criteria as opposed to compromising the overall quality level of the final product. However, 'high quality, successful TV campaign' is a poor quality criterion and does not define appropriately the overall level of quality required. Also the function is not defined correctly. Ref 6.4.2 C. Incorrect. A user story is a tool used to write a requirement in the form of who, what and why. Acceptance criteria is a term that is commonly used in agile to assess whether a user story has been completed. It is the equivalent to quality criteria in PRINCE2. Each user story needs to align to the overall customer quality expectations and acceptance criteria as defined in the project product description. Ref A.21.1, 6.4.2, glossary D. Incorrect. The customer should get most of the features that were wanted but at the right level of quality and on time delivery. The sales bonus is a benefit not a feature – as a *<role>*, I want to *<function>*, so that *<benefit>*. Ref 25.6.1.2, fig 6.2, tab 6.1
24	C	4.2 c)	A. Incorrect. It is true that the Marketing Team needs to protect the quality of the product being delivered. However, the change requested is a change in scope, not quality and change should be embraced. Ref 6.1.3, 6.1.2 B. Incorrect. It is true that the advertisement should be delivered on time and to cost – these are elements which should be fixed. However, this does not explain why the Marketing Team should embrace the proposed change to scope. Ref 6.1, 6.1.3 C. Correct. Trading or swapping is the act of handling change by replacing one or more requirements with others of a similar size in terms of effort. It allows change to be embraced without affecting time, cost or quality. Ref 6.4.3 D. Incorrect. The customer subject matter expert (CSME) acts as a representative of all of the customer stakeholders with a responsibility for ensuring that the project's products are understood. However, this does not relate to complying with the 'five targets'. Ref tab B.2

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Q	A	Syllabus Ref		Rationale
25	B	4.3	d)	A. Incorrect. The concept of flexing what is being delivered ensures that the emphasis is on delivering less scope or using lower priority quality criteria, as opposed to compromising the overall quality level of the final product. Ref 6.12 B. Correct. Although adding new team members has an impact in any situation, the agile way of working is particularly impacted by the changing of personnel because agile utilizes such things as informal communication and self-organizing whilst scheduling work into short timeframes. It is important to understand that team members may need to change throughout the life of a project as the needs of a project change. Therefore, as the work is entering a new stage and delivering additional campaigns, adding a new team member is possible. Ref 6.1.5 C. Incorrect. While it is true that teams should be self-organizing, this is in relation to the work rather than the resources doing that work. The impact of changing a team's dynamics is usually under-estimated. However, that impact is more felt in the short-term. Ref 6.4.4, 6.1.4 D. Incorrect. There are five generic roles which can be used, if desired. How many of each role will vary according to the needs of the delivery team. One person could do more than one role (e.g. lead the team and coach it). Several people could carry out one role (e.g. create the product). Ref 10.3.3
26	D	4.2	e)	A. Incorrect. According to the scenario, the newspaper and radio campaigns can also be delivered in the later timebox in Stage 3. However, this does not explain the need to deliver a minimum viable product (MVP) early to find out what the customer really wants. Ref 6.1.5 B. Incorrect. It is true that the quality should be protected. However, this does not explain the need to deliver a MVP early to find out what the customer really wants. Ref 6.1.5, 6.1.2 C. Incorrect. It is true that PRINCE2 Agile should only be used on projects where there is flexibility on what is delivered. However, this does not explain the need to deliver a MVP early to find out what the customer really wants. Ref 6.1.5, fig 24.1 D. Correct. Asking the question whether the customer really needs everything they asked for is one of the five targets. This information can be found out early through the delivery of a MVP. Ref 6.1.5

Q	A	Syllabus Ref	Rationale
27	A	5.2	A. Correct. Shortening the feedback loop to the customer supports the principle 'learn from experience'. Ref tab 7.1 B. Incorrect. Working in an agile way places a greater emphasis on allowing tolerance on what is delivered and restricting the tolerance on time and cost. This applies the principle 'manage by exception' rather than the 'learn from experience' principle. Ref tab 7.1 C. Incorrect. Not only is it essential to use the 'manage by exception' principle and to ensure that it is implemented correctly but it is vital to see that this as at the heart of empowering people to self-organize and stay in control with the appropriate level of governance, when using PRINCE2 and agile together. Working in an agile way places a greater emphasis on allowing tolerance on what is delivered and restricting the tolerance on time and cost. This applies the principle 'manage by exception' rather than the 'learn from experience' principle. Ref tab 7.1 D. Incorrect. Working in an agile way places a greater emphasis on allowing tolerance on what is delivered and restricting the tolerance on time and cost. By including only one feature in timebox one there is no flexibility on what is delivered and therefore there is a greater risk of time being exceeded. This applies the principle 'manage by exception' rather than the 'learn from experience' principle. Ref tab 7.1
28	B	5.3	A. Incorrect. Requirements within a timebox should be prioritized using MoSCoW prioritization. A timebox does not necessarily relate to a stage. A stage can include several timeboxes. Ref 25.5.1, fig 16.3 B. Correct. According to the principle 'manage by stages', releases should be carefully planned to integrate with and fit into stages. Ref tab 7.1 C. Incorrect. The MVP is a version of the final product which allows the maximum amount of validated learning with the least effort. The MVP for the website could have been delivered during Stage 3 rather than Stage 4 to learn fast/fail fast to support the principle 'continued business justification'. Ref tab 7.1, glossary D. Incorrect. The purpose of a retrospective is to improve the effectiveness of the team by reducing mistakes and promoting successful behaviours and therefore supports the principle 'learn from experience' rather than the 'manage by stages' principle. Ref 10.4.3, tab 7.1

Q	A	Syllabus Ref	Rationale
29	D	5.4	A. Incorrect. A customer representative may contribute to more than one team at the detailed level rather than being appointed to a single team. Their involvement is typically in specialist areas and they are less involved than CSMEs. Ref 10.4.5
			B. Incorrect. A customer representative may contribute to more than one team at the detailed level rather than being appointed to a single team. Their involvement is typically in specialist areas and they are less involved than CSMEs. A supplier representative is partially assigned and canvassed about specific technical information. A customer representative would be unable to provide the daily support required from the Marketing Team and the supplier representative would not be doing the product delivery. Ref 10.4.5, tab B.2
			C. Incorrect. CSMEs may be either full-time or part-time, depending on their role within the organization as a whole. As only 'some daily' information and advice is required, the role does not need to be full-time. The supplier subject matter expert (SSME) would typically be full-time. Ref 10.4.4
			D. Correct. CSMEs may be either full-time or part-time depending on their role within the organization as a whole. As only 'some daily' information and advice is required, the role would be unlikely to be full-time. The SSME would typically be full-time. Ref 10.4.4
30	D	5.4	A. Incorrect. Agile focuses on Just-In-Time planning and often uses backlogs to plan timeboxes. Team planning would therefore take place as work on the Story of Cheese timebox is about to commence. Ref 12.3.3, fig 12.3
			B. Incorrect. Kanban uses lead times to estimate. Lead times are how long it will take a work item to go through the system. Web&Go are using Kanban whereas the IT Team is not, so the lead times would not be applicable. Ref fig 12.2, glossary
			C. Incorrect. Agile focuses on Just-In-Time planning (and uses backlogs to plan timeboxes. Team planning would therefore take place as the work on the Story of Cheese timebox is about to commence. Ref 12.3.3, fig 12.3
			D. Correct. Agile focuses on Just-In-Time planning and often uses backlogs to plan timeboxes. Team planning would therefore take place as work on the Story of Cheese timebox is about to commence. Ref 12.3.3, fig 12.3

Q	A	Syllabus Ref	Rationale
31	C	5.5	A. Incorrect. If changes to the baseline upon which the work was justified is being compromised, then this may not be seen in a positive light. Changes to baseline products like the project product description are high level changes that will affect the baseline and should be handled through change control to the user stories. The use of user stories does not explain why change control should be applied. Ref 14.2.1, tab 23.1, fig 14.1 B. Incorrect. If changes to the baseline upon which the work was justified is being compromised, then this may not be seen in a positive light. Changes to baseline products like the project product description are high level changes that will affect the baseline and should be handled through change control rather than being handled dynamically as a change to detailed requirements. Ref 14.2.1, fig 14.1, tab 23.1 C. Correct. If changes to the baseline upon which the work was justified is being compromised, then this may not be seen in a positive light. Changes to baseline products like the project product description are high level changes that will affect the baseline and should be handled through change control. Ref 14.2.1, fig 14.1, tab 23.1 D. Incorrect. If changes to the baseline upon which the work was justified is being compromised, then this may not be seen in a positive light. Changes to baseline products like the project product description are high level changes that will affect the baseline and should be handled through change control. The CSME is part of a self-organizing delivery team and should be consulted. Ref 14.2.1, fig 14.1, tab 23.1, fig 10.4
32	B	5.5	A. Incorrect. Although it is appropriate to independently check that the project's products are fit for purpose at the delivery level this does not explain the need to 'check first'. Ref 11.3.4, tab B.2 B. Correct. When using PRINCE2 with Agile, a decision has to be made early on, as part of the quality management approach, as to how much of the testing and quality checking can be carried out in the preferred Agile manner of 'test/check first'. Ref 11.3.4 C. Incorrect. A developer, like a SSME, provides the appropriate technical skills to build and initially quality check the project's products. However, this does not explain the need to 'check first'. Ref 11.3.4, tab B.2 D. Incorrect. Definition of 'ready' is a set of criteria used to determine if a piece of work is ready to be started. Testing would be built around the definition of 'done' not the definition of 'ready'. Ref glossary

Q	A	Syllabus Ref	Rationale
33	B	5.6	A. Incorrect. Emailing the project initiation documentation (PID) and asking for confirmation of compliance would not be an agile way of working, which promotes the 'collaboration' and 'self-organization' behaviours. Ref 7.4.2, 7.4.4 B. Correct. The PID (or parts of it) may exist on an information radiator in the form of 'team rules' to enable it to be constantly visible to the team. In this question the 'team rules' refers to the project management team. The delivery teams may have their own 'team rules'. Ref tab 23.1, fig 15.2 C. Incorrect. Workshops are a form of rich communication which would assist in understanding and agreeing which behaviours to implement. The PID (or parts of it) may exist on an Information Radiator to enable it to be constantly visible to the team. However, the possible advantages of agile behaviours would not be documented in the PID or shown on the Information Radiator. Ref 26.4.1, tab 23.1, fig 15.2 D. Incorrect. The executive presenting the findings to the delivery teams is not a collaborative (agile) behaviour. The PID (or parts of it) may exist on an information radiator to enable it to be constantly visible to the team. Ref 7.4.2, tab 23.1, fig 15.2
34	A	5.6	A. Correct. Spiking is a temporary piece of work used to understand more about a given situation. It may take the form of a prototype or some research and is often used to reduce uncertainty from a technical or customer viewpoint. Ref glossary B. Incorrect. The payment timebox is delivering different requirements and is unlikely to provide lessons for delivery of the stock control timebox. Lean Startup refers to shortening the feedback loop in keeping with the PRINCE2 Agile behaviour 'exploration'. Ref 20.4.2.2 C. Incorrect. Operational handovers are likely to occur at a release or even at the end of a timebox. However, waiting until the end of the timebox will not allow the feedback loop to be accelerated in order to understand what the customer wants. Ref 2.2, 20.4.2.2 D. Incorrect. The product descriptions contained in the work package may be defined at a level that clearly describes what the team needs to deliver, whilst at the same time not being too detailed to restrict the team. Developing a detailed product description will not accelerate the feedback loop and enable learning. Ref 20.4.2.2, 20.3.1

Q	A	Syllabus Ref	Rationale
35	A	5.7	A. Correct. A formal workshop can be held to review the stage as part of a release review or at least a large-scale demo can be given to as many stakeholders as appropriate. Ref 21.3
			B. Incorrect. Retrospectives involve looking back and reflecting on how things went in terms of how a team worked, in order to make improvements to how they work going forward. A release review focuses on products rather than processes. Ref 21.3, 19.4.1
			C. Incorrect. A formal workshop can be held to review the stage as part of a release review or at least a large-scale demo can be given to as many stakeholders as appropriate and not just to the team. Ref 21.3
			D. Incorrect. A formal workshop can be held to review the stage and then plan the next stage as part of a release review or at least a large-scale demo can be given to as many stakeholders as appropriate but the demonstration of the functionality is about signing off the current stage products rather than planning for the next stage. Ref 21.3
36	D	5.8	A. Incorrect. Continual process improvement is a prominent concept in Agile. However, this is not a lesson incorporated; it is an agreed way of working. In order to communicate and record this agreement, it would be recorded in the risk management approach. Ref tab 23.1, 23.2
			B. Incorrect. The daily log can be used by the project manager to store information gathered as part of informal face-to-face communications. In order to communicate and record this agreement, it would be recorded in the risk management approach. Ref tab 23.1, 23.2
			C. Incorrect. In terms of roles and responsibilities, the agile way of working relies on everyone looking out for risks and raising them quickly. This responsibility would be recorded in the risk management approach. Individual risks would be recorded in the risk register. Ref tab 23.1, 23.2
			D. Correct. In terms of roles and responsibilities, the agile way of working relies on everyone looking out for risks and raising them quickly. This responsibility would be recorded in the risk management approach. Ref tab 23.1

Q	A	Syllabus Ref	Rationale
37	B	5.8	A. Incorrect. A burn-up chart shows the work completed compared to the total amount of work to be completed in a timebox. It is not used to record face-to-face communications. Ref 15.4.1.3 B. Correct. The project manager can use the daily log to store information, as there may be a lot of informal communications such as those taking place face-to-face. Ref tab 23.2 C. Incorrect. The purpose of a product description is to understand the detailed nature, purpose, function and appearance of the product. It is not used to record informal discussions. Ref A.17.1 D. Incorrect. The purpose of the product status account is to provide information about the state of products within a stage or timebox. It is not used to record informal discussions. Ref A.18.1
38	C	5.9	A. Incorrect. Frequent releases are planned in order to enable benefits during the course of the project. A significant amount of benefits are being delivered before the end of the project. The earliest delivery of benefits in the Golden Clog Project is during Stage 3. Ref tab 23.1 B. Incorrect. The benefits management approach is used to define how and when a measurement of the achievement of the project's benefits can be made. Frequent releases are planned in order to enable benefits during the course of the project. A significant amount of benefits are being delivered before the end of the project. The earliest delivery of benefits in the Golden Clog Project is during Stage 3. Ref A.1.1, tab 23.1 C. Correct. Frequent releases are planned in order to enable benefits during the course of the project. A significant amount of benefits are being delivered before the end of the project. The earliest delivery of benefits in the Golden Clog Project is during Stage 3. Ref tab 23.1 D. Incorrect. Frequent releases are planned in order to enable benefits during the course of the project. A significant amount of benefits are being delivered before the end of the project. The earliest delivery of benefits in the Golden Clog Project is during Stage 3. Stage 2 simply enables the work of Stage 3 rather than actual benefits. Ref tab 23.1

Q	A	Syllabus Ref	Rationale
39	C	3.1	A. Incorrect. Actions to ensure that everyone accepts the agile philosophy and understands the difference from a traditional way of working will affect the 'acceptance of Agile' slider. Ref 24.7.6 B. Incorrect. Actions that challenge the team to think of partial deliveries that will be of use in some form or another will affect the 'ability to work iteratively and deliver incrementally' slider. Ref 24.4.3 C. Correct. De-scoping and prioritization as a team exercise is customer driven and is an example of behaviour for increasing the 'flexibility on what is delivered' slider. On this occasion descoping a line is not an option but the order (priority) in which they are delivered could be changed. Ref 24.7.1 D. Incorrect. After using the Agilometer to create an assessment, the next step is to see what can be done to improve the sliders and shift them further to the left. Ref 24.4
40	B	3.1	A. Incorrect. This slider is concerned with stakeholders being very comfortable with the fact that change is inevitable and needs to happen in order to converge on an accurate product. The issue described is about resolving a situation where the teams are separate and activities need to be coordinated. Ref 24.7.1 B. Correct. This slider is concerned with whether the communication is very easy amongst all parties involved. To address any risks due to the separate locations, the environment needs to be made 'communication rich' where there is a lot of face-to-face interaction, and visual information is readily available in such forms as prototypes and models. Ref 24.7.3 C. Incorrect. This slider is related to addressing the ease with which the project is able to deliver benefit to the customer by regular partial deliveries of the final product. The issue described is about resolving a situation where the teams are separate and activities need to be coordinated. Ref 24.7.4 D. Incorrect. This slider is related to the overall working environment being very supportive of working in an agile way. Personnel are assigned full-time to their work, they are appropriately skilled and they have very efficient platforms to work from. The issue described is about resolving a situation where the teams are separate and activities need to be coordinated. Ref 24.7.5

Q	A	Syllabus Ref	Rationale
41	C	3.1	A. Incorrect. In order for a user story to be considered 'ready', it must have a benefit that is measurable. This entry is not measurable or to do with why the boxes are wanted in a stock room either. Ref 25.6.1.7 B. Incorrect. In order for a user story to be considered 'ready', it must have a benefit that is measurable. This entry is not measurable or to do with why the boxes are wanted in a stock room either. Ref 25.6.1.7 C. Correct. In order for a user story to be considered 'ready', it must have a benefit that is measurable. This entry is measurable. Ref 25.6.1.7 D. Incorrect. In order for a user story to be considered 'ready', it must have a benefit that is measurable. This entry is not measurable and is actually a function, which should also not contain a solution. Ref 25.6.1.7
42	D	3.1	A. Incorrect. No delays is likely to be a Must Have. Must Have is defined as the following: "Must be satisfied because without it, either the output from the timebox won't work or it is not worth delivering the output". Ref tab 25.3 B. Incorrect. Delays of no more than two minutes is likely to be a Should Have. Should Have is defined as the following: "should be satisfied because it is highly desirable or very important, but it is not a Must Have". Ref tab 25.3 C. Incorrect. This is likely to be a Must Have or a Should Have as a site of employment is likely to need to meet disability requirements. Must Have is defined as the following: "Must be satisfied because without it, either the output from the timebox won't work or it is not worth delivering the output". Ref tab 25.3 D. Correct. Alternative parking is available so this is likely to be a Could or Won't Have. Could Have is defined as the following: "Could be satisfied because it is still desirable or important, but not as much as a Should Have'. Won't Have is defined as 'won't be satisfied before the deadline". Ref tab 25.3

Q	A	Syllabus Ref	Rationale
43	B	3.1	A. Incorrect. Using visualizations is ideal to accompany face-to-face communication, but would not necessarily be used in its own right. Burn charts will be at a detail level and will not be sufficient to be used alone. Ref 26.3.1 B. Correct. One of the best ways to communicate effectively is to use as much face-to-face communication as possible. The team should operate in a way that is self-organized and empowered to make decisions. Ref 26.3.1, 10.2 C. Incorrect. A workshop is quite a significant event that takes a lot of time and resources to set up and run. Therefore, it is always advisable to question whether a workshop is really necessary or if there could be another way of achieving the objective (e.g. a small meeting). Ref 26.4.1.5 D. Incorrect. When communication involves opinions or emotions, the written word is not as effective as a phone call or a face-to-face conversation. Weekly information would also not provide quick enough information on decisions if for example, one line was swapped for another. Ref 26.3.2
44	B	3.1	A. Incorrect. One of the purposes of the frequent releases focus area is to give confidence about how the project is proceeding through visibility and evidence. However, this would be of less use than identifying an issue with the final product. Ref 27.1 B. Correct. One of the purposes of the frequent releases focus area is to reduce risk of delivering the wrong product. It would be essential to identify the issue that delivery lorries are unable to fully access the site as this was a concern at the start. Ref 27.1 C. Incorrect. One of the purposes of the frequent releases focus area is to allow for feedback. However, this would be of less use than identifying an issue with the final product. Ref 27.1 D. Incorrect. This is not a requirement that is related to the delivery of the final product so it is not relevant to the frequent releases focus area. Ref 27.1

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Q	A	Syllabus Ref		Rationale
45	D	3.2	a)	A. Incorrect. The 'level of collaboration' slider is about the working relationships of the parties involved, not the production lines. The fact that the delivery of the production lines does not suit an agile approach is more indicative of a problem with the 'advantageous environmental conditions' slider. Ref 24.7.2, 24.7.5
				B. Incorrect. The 'ease of communication' slider is about making communication very easy amongst all parties involved. The backgrounds of the staff members is not relevant to how communication is set up. Ref 24.7.3
				C. Incorrect. The 'advantageous environmental conditions' slider is about the overall working environment being very supportive of working in an agile way. Only two or three in a team wanting to use agile methods is more indicative of a problem with the 'acceptance of Agile' slider. Ref 24.7.5, 24.7.6
				D. Correct. For the 'acceptance of Agile' slider everyone needs to accept the agile philosophy and understand the difference from a traditional way of working. Ref 24.7.6
46	A	3.3	a)	A. Correct. The 'ability to work iteratively and deliver incrementally' slider relates to delivering benefit to the customer by regular partial deliveries of the final product. As this is not a reasonable approach to a production line this would indicate a low-level setting. Ref 24.7.4
				B. Incorrect. Learning and validation are seen as an ongoing process for the 'ability to work iteratively and deliver incrementally' slider. This would be seen as a positive characteristic and indicate a high-level setting. Ref 24.7.4
				C. Incorrect. The 'ease of communication' slider requires that there are high levels of co-location. This characteristic is not relevant to the 'ability to work iteratively and deliver incrementally' slider. Ref 24.7.3
				D. Incorrect. The 'level of collaboration' slider relates to people who achieve a partnership approach between the customer and the supplier. This characteristic is not relevant to the 'ability to work iteratively and deliver incrementally' slider. Ref 24.7.2
47	C	3.2	b)	A. Incorrect. A good user story defines the user as a role, not as a named person. Ref 25.6.1.7
				B. Incorrect. A good user story should not contain a solution, such as a warning label. Ref 25.6.1.7
				C. Correct. The benefit needs to be measurable and could be evolved to include the name of a regulation. Ref 25.6.1.7
				D. Incorrect. There are three fields describing who, what and why. The information is deliberately insufficient to necessitate a conversation with the customer. Additional information is needed to evolve the user story. Ref 25.6.1.2

Q	A	Syllabus Ref	Rationale
48	C	3.3 b)	A. Incorrect. If new requirements are coming in, then some of the existing ones may need to make way, even if they refer to non-functional requirements. This will be carried out by removing requirements or tasks that are of a similar level of effort. Ref 25.5.9 B. Incorrect. If the customer changes their mind on a requirement or comes up with a new requirement, but this does not affect the project product description, then this would be seen as creating a more accurate final product and therefore likely to be seen as something positive. This new requirement does not change the baseline. Ref 25.5.8.1 C. Correct. If new requirements are coming in, then some of the existing ones may need to make way. This will be carried out by removing requirements or tasks that are of a similar level of effort after defining the priority of the new requirement. Ref 25.5.9 D. Incorrect. Prioritizing requirements is a regular and fundamental activity when using agile, so that the team can 'maximizing the amount of work they are not doing' and are therefore able to hit deadlines, protect the quality of the products being delivered and respond to changes which provide a more accurate final product. The new requirement may be more urgent than others so it needs to prioritized to ensure that it is scheduled appropriately e.g. all of the functionality relating to weight can be delivered at the same time. Ref 25.5.10
49	B	3.2 c)	A. Incorrect. The daily stand-up provides the delivery team with the opportunity to identify issues. This approach ensures that issues are uncovered and escalated quickly to ensure that sprint and release goals are not compromised. However, this does not explain how the use of a webcam and texting applies to the rich communication focus area. Ref 19.3.4 B. Correct. Technology should be assessed with respect to making communication easier and more effective. Webcams and collaboration tools can help build a multi-faceted approach to communication. Ref 26.3.1 C. Incorrect. Face-to-face should be favoured over the phone but it is not always possible to have everyone co-located. Alternative methods need to be used where co-location is not possible. Ref 26.3.1 D. Incorrect. In order to succeed with PRINCE2 in an agile environment, effective communication is essential. When communication breaks down in an agile context, it can be very damaging. Technical solutions are sought to move communication traffic to faster, clearer channels when communication is not working. Ref 26.3, 26.3.1

Q	A	Syllabus Ref		Rationale
50	D	3.3	d)	A. Incorrect. The different levels of a plan would need to be synchronized with respect to release planning. This is a good application of the plans theme, not the frequent releases focus area. Ref 27.2.1
				B. Incorrect. It is possible that a project needs to realize early benefits in order to fund later parts of the project. However, this is not a reason why release plans should complement the stage plans. Ref 27.2.1
				C. Incorrect. Disruption should only occur when products and sub-products can be delivered too quickly for the customer to absorb them efficiently. A well-crafted release plan can prove to be significantly beneficial to an organization. It can create feedback that can be responded to at the earliest opportunity. Ref 27.2.1
				D. Correct. Release planning needs to be incorporated into the PRINCE2 plans. Release planning would typically be reviewed in the 'managing a stage boundary' process. The project board needs to be fully aware of the significance of release planning. It is not something that just concerns the people working at the delivery level. Ref 27.2.1, 21.3