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The PRINCE2 Agile® Foundation Examination

Sample Paper 2

Answers and Rationales

For exam paper: EN_P2A_FND_2018_SamplePaper2_QuestionBk_v1.2

Q	A	Syllabus Ref	Rationale
1	A	1.1g	A. Correct. 'Tailor to suit the project environment, size, complexity, importance, capability and risk' is a PRINCE2 principle. Ref 5.2, tab 7.1 B. Incorrect. This is part of the agile manifesto; it is not a PRINCE2 principle. Ref E.1, tab 7.1, fig 2.1 C. Incorrect. This is a core practice of the Kanban Method; it is not a PRINCE2 principle. Ref E.7.2, tab 7.1, 20.4.1.2 D. Incorrect. This is one of the five principles of Lean Startup; it is not a PRINCE2 principle. Ref E.9, tab 7.1, 20.4.2
2	A	1.2f	A. Correct. The purpose of the change theme is to identify, assess and control any potential and approved changes to the baseline. Ref tab 5.1 B. Incorrect. Change is allowed throughout the life of the project, it just has to be managed and controlled. The change theme describes how project management assesses and acts upon issues which have a potential impact on any of the baseline aspects of the project (its plans and completed products). Issues may be unanticipated general problems, requests for change or instances of quality failure. Ref tab 5.1 C. Incorrect. The purpose of the risk theme is to identify, assess and control uncertainty and as a result, improve the ability of the project to succeed. Ref tab 5.1 D. Incorrect. Change is allowed throughout the life of the project, it just has to be managed and controlled. The change theme describes how project management assesses and acts upon issues which have a potential impact on any of the baseline aspects of the project (its plans and completed products). Issues may be unanticipated general problems, requests for change or instances of quality failure. Ref tab 5.1

Q	A	Syllabus Ref	Rationale
3	C	1.3g	A. Incorrect. The 'managing a stage boundary' process will plan the next stage. Closure activities should be planned as part of the stage plan for the final management stage. Ref fig 21.1 B. Incorrect. Some project benefits are likely to be achieved after project closure. Ref fig 9.1 C. Correct. The purpose of the 'closing a project' process is to provide a fixed point at which acceptance for the project product is confirmed, and to recognize that objectives set out in the original project initiation documentation have been achieved (or approved changes to the objectives have been achieved), or that the project has nothing more to contribute. Ref 22.1 D. Incorrect. The purpose of the 'managing product delivery' process is to control the link between the project manager and the team manager(s), by agreeing requirements on accepting, executing and delivering project work. Ref 20.1
4	D	1.4g	D. Correct. (1) A work package is a set of information about one or more required products collated by the project manager to pass responsibility for work or delivery formally to a team manager or team member. Ref A.26.1 (4) A work package is a set of information about one or more required products collated by the project manager to pass responsibility for work or delivery formally to a team manager or team member. Ref A.26.1 A, B, C. Incorrect. (2) A work package is a set of information about one or more required products collated by the project manager to pass responsibility for work or delivery formally to a team manager or team member. Ref A.26.1 (3) The senior supplier is not passed responsibility for work or delivery. A work package is a set of information about one or more required products collated by the project manager to pass responsibility for work or delivery formally to a team manager or team member. Ref A.26.1

Q	A	Syllabus Ref	Rationale
5	A	1.5e	A. Correct. (1) The project manager is responsible for the project producing a result capable of achieving the benefits defined in the business case. Ref tab B.1 (2) The project manager has the authority to run the project on a day-to-day basis on behalf of the project board within the constraints laid down by them. The project manager's prime responsibility is to ensure that the project produces the required products within the specified tolerances of time, cost, quality, scope, risk and benefits. Ref tab B.1 B, C, D. Incorrect. (3) The senior user(s) is responsible for specifying the needs of those who will use the project's products, for user liaison with the project management team, and for monitoring that the solution will meet those needs within the constraints of the business case in terms of quality, functionality and ease of use. Ref tab B.1 (4) The executive is the ultimate decision maker and is supported in the decision-making by the senior user and senior supplier. Ref tab B.1
6	B	2.1a	A. Incorrect. PRINCE2 Agile is only suitable for use on projects. Routine ongoing work is referred to as 'business as usual' (BAU) and covers such areas as ongoing product development, product maintenance and continual improvement. Ref 1.2 B. Correct. PRINCE2 Agile is only suitable for use on projects. A project addresses a specific problem, opportunity or change that is sufficiently difficult that it cannot be handled as BAU. Ref 1.2, 1.2.2 C. Incorrect. PRINCE2 Agile is only suitable for use on projects. A project is a temporary situation where a team is assembled to address a specific problem, opportunity or change that is sufficiently difficult that it cannot be handled as BAU. Ref 1.2, 1.2.2 D. Incorrect. PRINCE2 Agile is only suitable for use on projects. A degree of uncertainty is a characteristic of project work. Having a degree of certainty is a characteristic of BAU. Ref 1.2, tab 1.1

Q	A	Syllabus Ref	Rationale
7	D	2.2c	A. Incorrect. Lean is an approach that focuses on improving processes by maximizing value through eliminating waste (such as wasted time and effort). Ref tab 2.1
			B. Incorrect. Lean Startup was originally an approach to creating and managing start-up companies, but now applied to any business, to help them deliver products to customers quickly. Ref tab 2.1
			C. Incorrect. Kanban is a way to improve flow and provoke system improvement through visualization and controlling work in progress. Ref tab 2.1
			D. Correct. Scrum is an iterative timeboxed approach to product delivery this is described as 'a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems'. App H
8	C	2.3a	A. Incorrect. PRINCE2 Agile can incorporate any agile behaviour. It is not the case that only certain behaviours can be incorporated. Ref 3.5, 2.2.2
			B. Incorrect. PRINCE2 is suitable for any project. PRINCE2 Agile provides guidance on how to tailor PRINCE2. Ref 3.5, 1.1, 1.2
			C. Correct. PRINCE2 Agile provides guidance on tailoring PRINCE2 in an agile context and covers 'how to map the common agile roles to the PRINCE2 project management team structure.' Ref 3.5
			D. Incorrect. PRINCE2 Agile does not provide guidance on how to select the most appropriate agile framework. All frameworks (approaches) can be to used with PRINCE2 if applied appropriately. Ref 3.5, 2.2.1, 2.2.2

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Q	A	Syllabus Ref	Rationale
9	D	2.3a	A. Incorrect. PRINCE2 Agile is for any project and not just for IT projects. PRINCE2 Agile does not see working in an agile way as a binary condition (i.e. you either are or you are not working in an agile way). It always sees agile as a question of how much (or how little) it can be used according to the situation that exists. For example, it can be used on an IT project but the project can also include non-IT related outputs. Ref tab 3.4, 3.6 B. Incorrect. PRINCE2 Agile is for any project and not just for IT projects. PRINCE2 Agile does not see working in an agile way as a binary condition (i.e. you either are or you are not working in an agile way). It always sees agile as a question of how much (or how little) it can be used according to the situation that exists. Therefore, it can be used in simple projects but also in complex projects. Ref tab 3.4, 3.6 C. Incorrect. PRINCE2 Agile is for any project and not just for IT projects. PRINCE2 Agile does not see working in an agile way as a binary condition (i.e. you either are or you are not working in an agile way). It always sees agile as a question of how much (or how little) it can be used according to the situation that exists. Therefore, it can be used in projects with high degrees of uncertainty but also in less risky projects. Ref tab 3.4, 3.6 D. Correct. PRINCE2 Agile is for any project, not just for IT projects. PRINCE2 Agile does not see working in an agile way as a binary condition (i.e. you either are or you are not working in an agile way). It always sees agile as a question of how much (or how little) it can be used according to the situation that exists. Ref tab 3.4, 3.6
10	D	2.4d	D. Correct. (1) This is true because the supplier representative communicates guidance on areas of technical compliance. Ref tab B.2 (4) This is true because the supplier representative provides support on releasing into operational use when needed. Ref tab B.2 A, B, C. Incorrect. (2) This is false because the supplier subject matter expert performs initial technical assurance, not the supplier representative. Ref tab B.2 (3) This is false because the customer subject matter expert consolidate and communicate the views of the customer, not the supplier representative. Ref tab B.2

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Q	A	Syllabus Ref	Rationale
11	A	3.1.f	A. Correct. The 'focus on products' principle flexes what is delivered to make it easier to stay in control of the project. Ref tab 7.1 B. Incorrect. The 'tailor to suit the project' principle uses an agile assessment tool (Agilometer) to assess the risks associated with delivery, not the 'focus on products' principle. Ref tab 7.1 C. Incorrect. The 'manage by stages' principle implements shorter stages to ensure control is maintained when an innovative product is produced, not the 'focus on products' principle. Ref tab 7.1 D. Incorrect. The 'learn from experience' principle uses the inspect and adapt technique to continually feedback and ensure the project delivers value, not the 'focus on products' principle. Ref tab 7.1
12	B	3.1.e	A. Incorrect. The 'learn from experience' principle, not the 'manage by exception' principle, supports the technique inspect and adapt. Ref tab 7.1 B. Correct. The 'manage by exception' principle is at the heart of empowering people to self-organize and stay in control. Ref tab 7.1 C. Incorrect. The 'manage by stages' principle, not the 'manage by exception' principle, supports in situations of high uncertainty the use of many short stages. Ref tab 7.1 D. Incorrect. The 'focus on products' principle, not the 'manage by exception' principle, prioritizes quality criteria and quality tolerances. Ref tab 7.1
13	C	3.2.d	A. Incorrect. 'Rich communication', not 'self-organization', enables information to pass freely in a culture of commitment. Ref 7.4.3 B. Incorrect. 'Exploration', seeks out feedback from stakeholders collaboratively, not 'self-organization'. Ref 7.4.5 C. Correct. 'Self-organization' creates mutual respect on the project. Ref 7.4.4 D. Incorrect. 'Transparency', ensures that everyone knows the situation and there are no surprises, not 'self-organization'. Ref 7.4.1
14	B	3.2.e	A. Incorrect. 'Self-organization', not 'exploration', uses the people closest to the work as they know best how to get the work done. Ref 7.4.4 B. Correct. 'Exploration' uses learning to improve the products produced by the project, through iterative feedback loops. Ref 7.4.5 C. Incorrect. 'Rich communication', encourages people to use the most effective channel to communicate, not 'exploration'. Ref 7.4.3 D. Incorrect. 'Transparency', gets more information out in the open so everyone knows the situation, not 'exploration'. Ref 7.4.1

Q	A	Syllabus Ref	Rationale
15	B	3.3.e	A. Incorrect. It is the responsibility of the role that is managing the team (i.e. the team manager) to manage risk at the delivery level, and the responsibility of the role managing the project (i.e. the project manager) to manage risk at the project level. That does not mean to say that the team-based approach to risk management is no longer needed. The opposite is the case in that when using PRINCE2 with agile the whole team should look out for risks and take ownership of risks when appropriate, but ultimately the accountability for managing them lies with the person managing the team and/or managing the project. This is not the responsibility of the project manager. Ref 13.3
			B. Correct. It is the responsibility of the role that is managing the team (i.e. the team manager) to manage risk at the delivery level, and the responsibility of the role managing the project (i.e. the project manager) to manage risk at the project level. That does not mean to say that the team-based approach to risk management is no longer needed. The opposite is the case in that when using PRINCE2 with agile the whole team should look out for risks and take ownership of risks when appropriate, but ultimately the accountability for managing them lies with the person managing the team and/or managing the project. Ref 13.3
			C. Incorrect. It is the responsibility of the role that is managing the team (i.e. the team manager) to manage risk at the delivery level, and the responsibility of the role managing the project (i.e. the project manager) to manage risk at the project level. That does not mean to say that the team-based approach to risk management is no longer needed. The opposite is the case in that when using PRINCE2 with agile the whole team should look out for risks and take ownership of risks when appropriate, but ultimately the accountability for managing them lies with the person managing the team and/or managing the project. This is not the responsibility of the project board. Ref 13.3
			D. Incorrect. It is the responsibility of the role that is managing the team (i.e. the team manager) to manage risk at the delivery level, and the responsibility of the role managing the project (i.e. the project manager) to manage risk at the project level. That does not mean to say that the team-based approach to risk management is no longer needed. The opposite is the case in that when using PRINCE2 with agile the whole team should look out for risks and take ownership of risks when appropriate, but ultimately the accountability for managing them lies with the person managing the team and/or managing the project. This is not the responsibility of the project team. Ref 13.3

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Q	A	Syllabus Ref	Rationale
16	A	3.3.c	A. Correct. The terms are mostly used in the software domain. Ref tab 11.2, 11.3.4
			B. Incorrect. The terms are mostly used in the software domain. Ref tab 11.2
			C. Incorrect. The terms are mostly used in the software domain. Ref tab 11.2
			D. Incorrect. The terms are mostly used in the software domain. Ref tab 11.2
17	B	3.3.a	A. Incorrect. One way to present a business case is to describe best-case and worst-case scenarios that relate to the number of features that are planned to be delivered. These scenarios can only be calculated when using high-level or (perhaps) intermediate-level requirements. It is unlikely that detailed requirements can be mapped directly to the business case. Ref 9.3
			B. Correct. One way to present a business case is to describe best-case and worst-case scenarios that relate to the number of features that are planned to be delivered. These scenarios can only be calculated when using high-level or (perhaps) intermediate-level requirements. It is unlikely that detailed requirements can be mapped directly to the business case. Ref 9.3
			C. Incorrect. One way to present a business case is to describe best-case and worst-case scenarios that relate to the number of features that are planned to be delivered. These scenarios can only be calculated when using high-level or (perhaps) intermediate-level requirements. It is unlikely that detailed requirements can be mapped directly to the business case. Ref 9.3
			D. Incorrect. One way to present a business case is to describe best-case and worst-case scenarios that relate to the number of features that are planned to be delivered. These scenarios can only be calculated when using high-level or (perhaps) intermediate-level requirements. It is unlikely that detailed requirements can be mapped directly to the business case. Ref 9.3

Q	A	Syllabus Ref	Rationale
18	B	3.3.d	A. Incorrect. Both agile and PRINCE2 accept the premise that the further you look into the future the more uncertainty there is. This leads to the use of the term 'planning horizon' whereby a plan for the next two weeks would be quite detailed and whereas a plan for the next 12 months would be much less detailed. Empirical planning can relate to either of these plans. It is the idea of planning based on past evidence. Ref 12.3.3, fig 12.3

B. Correct. Both agile and PRINCE2 accept the premise that the further you look into the future the more uncertainty there is. This means that longer-term estimation will need an increasing margin of error compared with shorter-term estimation. This leads to the use of the term 'planning horizon' whereby a plan for the next two weeks would be quite detailed and have a relatively low margin of error, whereas a plan for the next 12 months would be much less detailed and have a relatively high margin of error. Ref 12.3.3, fig 12.3

C. Incorrect. Both agile and PRINCE2 accept the premise that the further you look into the future the more uncertainty there is. This leads to the use of the term 'planning horizon' whereby a plan for the next two weeks would be quite detailed and whereas a plan for the next 12 months would be much less detailed. Rationalism is where reasoning or logic is used to make predictions and plan what should happen. Rationalism is not used in PRINCE2 Agile. Ref 12.3.3, fig 12.3, 12.2.1

D. Incorrect. Both agile and PRINCE2 accept the premise that the further you look into the future the more uncertainty there is. This leads to the use of the term 'planning horizon' whereby a plan for the next two weeks would be quite detailed and whereas a plan for the next 12 months would be much less detailed. Planning poker is a planning technique that can relate to either of these plans. Ref 12.3.3, fig 12.3 |
| 19 | C | 3.3.f | A. Incorrect. Both PRINCE2 and agile see change as inevitable. It may or may not be welcome change. Ref 14.3

B. Incorrect. Both PRINCE2 and agile see change as inevitable. It will never be avoidable because projects are complicated. Ref 14.3

C. Correct. Both PRINCE2 and agile see change as inevitable. Ref 14.3

D. Incorrect. Both PRINCE2 and agile see change as inevitable. It may or may not be desirable change. Ref 14.3 |

Q	A	Syllabus Ref	Rationale
20	B	3.3.b	A. Incorrect. When the size/scale of the work is small and there is typically one team, then the ease of the synchronization would probably be straightforward. The project manager and team manager roles are combined. The most common agile roles should be aligned easily. Ref tab 10.1 B. Correct. When the size/scale of the work is small and there is typically one team, then the ease of the synchronization would probably be straightforward. The project manager and team manager roles are combined. The most common agile roles should be aligned easily. Ref tab 10.1 C. Incorrect. When the size/scale of the work is small and there is typically one team, then the ease of the synchronization would probably be straightforward. The project manager and team manager roles are combined. The most common agile roles should be aligned easily. The alignment of agile roles should never be avoided. Ref tab 10.1 D. Incorrect. When the size/scale of the work is small and there is typically one team, then the ease of the synchronization would probably be straightforward. The project manager and team manager roles are combined. The most common agile roles should be aligned easily. Ref tab 10.1
21	C	3.3.g	A. Incorrect. The frequent delivery of products that meet the appropriate acceptance criteria/quality criteria is the primary source of information with respect to progress. Planning into a sprint does not provide enough information on its own to assess progress. Ref tab 8.1 B. Incorrect. The frequent delivery of products that meet the appropriate acceptance criteria/quality criteria is the primary source of information with respect to progress. Delivering to budget does not provide enough information on its own to assess progress. Ref tab 8.1 C. Correct. The frequent delivery of products that meet the appropriate acceptance criteria/quality criteria is the primary source of information with respect to progress. Ref tab 8.1 D. Incorrect. The frequent delivery of products that meet the appropriate acceptance criteria/quality criteria is the primary source of information with respect to progress. Delivering to the right number of resources does not provide enough information on its own to assess progress. Ref tab 8.1

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Q	A	Syllabus Ref	Rationale
22	B	3.4.a	A. Incorrect. The suitability of using agile needs to be assessed for the first time as part of the two processes 'starting up a project' and 'initiating a project'. This is assessed using the Agilometer. It is specifically assessed during pre-project and again, in a more detailed way, during the initiation stage. It is not done for the first time in the 'controlling a stage' process. Ref 17.3, 24.2 B. Correct. The suitability of using agile needs to be assessed for the first time as part of the two processes 'starting up a project' and 'initiating a project'. This is assessed using the Agilometer. It is specifically assessed during pre-project and again, in a more detailed way, during the initiation stage. Ref 17.3, 24.2 C. Incorrect. The suitability of using agile needs to be assessed for the first time as part of the two processes 'starting up a project' and 'initiating a project'. This is assessed using the Agilometer. It is specifically assessed during pre-project and again, in a more detailed way, during the initiation stage. Ref 17.3, 24.2 D. Incorrect. The suitability of using agile needs to be assessed for the first time as part of the two processes 'starting up a project' and 'initiating a project'. This is assessed using the Agilometer. It is specifically assessed during pre-project and again, in a more detailed way, during the initiation stage. It is not done for the first time in the 'managing a stage boundary' process. Ref 17.3, 24.2
23	C	3.4.e	A. Incorrect. It is the 'managing product delivery' process that is the linking process of PRINCE2 and agile, not the 'starting up a project' process. Ref 20.3 B. Incorrect. It is the 'managing product delivery' process that is the linking process of PRINCE2 and agile, not the 'managing a stage boundary' process. Ref 20.3 C. Correct. When combining PRINCE2 with agile, the 'managing product delivery' process needs to be seen as the linking process. It is the glue that joins together project management (where PRINCE2 provides lots of guidance) with product delivery (where agile provides lots of guidance). Ref 20.3 D. Incorrect. It is the 'managing product delivery' process that is the linking process of PRINCE2 and agile, not the 'initiating a project' process. Ref 20.3

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Q	A	Syllabus Ref	Rationale
24	B	3.4.f	A. Incorrect. In the 'managing a stage boundary' process, review of the cost incurred is not as important as that of the amount delivered until that point. Ref 21.3, 21.4 B. Correct. Tailoring guidance that may be appropriate to the 'managing a stage boundary' process includes reviewing how much is being delivered (and the quality of it) compared with what had been planned. Throughout the stage the frequent delivery of products in an iterative and incremental style will mean that it will be clear how many features have been delivered and their level of quality. This will give a clearer indication of progress than information relating to time and cost. Ref 21.3, 21.4 C. Incorrect. In the 'managing a stage boundary' process, review of the time spent is not as important as that of the amount delivered until that point. Ref 21.3, 21.4 D. Incorrect. Review of the risks closed may happen as part of learning lessons but, in the 'managing a stage boundary' process, this is not as important as the review of the amount delivered until that point. Ref 21.3, 21.4
25	D	3.4.c	A. Incorrect. Although the 'starting up a project' process is used by the corporate, programme management and the customer to trigger the project work, it is the 'directing a project' process that works like an interface between them and the project, throughout the duration of the project. Ref 18.1, 18.3, fig 17.1 B. Incorrect. Corporate, programme management and the customer have an interface to the project through the 'directing a project' process (not initiating a project process). Using the process, they should understand the rationale behind agile and how it delivers project's products and benefits. Ref 18.1, 18.3, fig 17.2 C. Incorrect. Corporate, programme management or the customer have an interface to the project through the 'directing a project' process (not closing a project process). Using the process, they should understand the rationale behind agile and how it delivers project's products and benefits. Ref 18.1, 18.3, fig 22.1 D. Correct. Corporate, programme management or the customer have an interface to the project through the 'directing a project' process. Using the process, they should understand the rationale behind agile and how it delivers the project's products and benefits. Ref 18.1, 18.3, fig 18.1

Q	A	Syllabus Ref	Rationale
26	B	3.5.g	B. Correct.
			(2) A work package is a formal interface but would typically be carried out in a collaborative way and negotiated by the project manager and team manager and perhaps with the delivery team as well. Ref tab 23.1
			(3) A work package should be defined in such a way as to create a safe boundary of control, whilst at the same time creating the space for the delivery team to create the product in the most effective way through self-organizing. Ref tab 23.1
			A, C, D. Incorrect.
			(1) It is the risk register that may contain risks identified by the agile risk assessment. Ref tab 23.3
			(4) It is the checkpoint report that may be replaced by a daily stand-up, attended by the project manager. Ref tab 23.3
27	C	3.6.d	A. Incorrect. It is the 'be on time and hit deadlines' target, not the 'embrace change' target, that delivers an early realization of benefits. Ref 6.4.1
			B. Incorrect. It is the 'accept that the customer does not need everything' target, not the 'embrace change' target, that accepts that not everything that is defined must be delivered. Ref 6.4.5
			C. Correct. The 'embrace change' target allows for a more accurate final product. Ref 6.4.3, tab 6.2
			D. Incorrect. It is the 'protect the level of quality' target, not the 'embrace change' target, that leads to a lower cost of ownership throughout the life of a product. Ref 6.4.2, tab 6.2
28	D	3.6.a	A. Incorrect. Time tolerance is fixed at zero tolerance for extra time on all levels of plan. Ref tab 6.1
			B. Incorrect. Time tolerance is fixed at zero tolerance for extra time on all levels of plan. Ref tab 6.1
			C. Incorrect. Time tolerance is fixed at zero tolerance for extra time on all levels of plan. Ref tab 6.1
			D. Correct. Time tolerance is fixed at zero tolerance for extra time on all levels of plan. Ref tab 6.1

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Q	A	Syllabus Ref	Rationale
29	A	3.6.b	A. Correct. The 'be on time and hit deadlines' target allows the project to deliver early realization of benefits. Ref 6.4.1 B. Incorrect. It is the 'embrace change' target, not the 'be on time and hit deadlines' target, that supports the trading of requirements with others of a similar size. Ref 6.4.3 C. Incorrect. It is the 'keep teams stable' target, not the 'be on time and hit deadlines' target, that avoids the use of extra people to improve progress within a sprint. Ref 6.4.4 D. Incorrect. It is the 'protect the level of quality' target, not the 'be on time and hit deadlines' target, that ensures projects do not reduce the activities that ensure the quality level is met. Ref 6.4.2
30	C	3.6.e	A. Incorrect. It is the 'embrace change' target, not the 'keep teams stable' target, that allows for a more accurate final product. Ref 6.4.3 B. Incorrect. It is the 'protect the level of quality' target, not the 'keep teams stable' target, that ensures that the support teams have appropriate training. Ref 6.4.2 C. Correct. The 'keep teams stable' target allows for team members to change if necessary, as the needs of the project changes. Ref 6.4.4, tab 6.2 D. Incorrect. It is the 'embrace change' target, not the 'keep teams stable' target, that encourages the customer to raise new ideas. Ref 6.4.3
31	D	3.6.f	A. Incorrect. It is the 'embrace change' target, not the 'accept that the customer doesn't need everything' target, that swaps features for other of a similar size. Ref 6.4.3 B. Incorrect. It is the 'embrace change' target, not the 'accepting that the customer doesn't need everything' target, that is achieved by setting the project baseline at the correct level. Ref 6.4.3 C. Incorrect. It is the 'embrace change' target, not the 'accepting that the customer doesn't need everything' target, that encourages the customer to raise new ideas. Ref 6.4.3 D. Correct. The 'accept that the customer doesn't need everything' target delivers what the customer really wants by prioritizing the features. Ref 6.4.5, tab 6.2

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Q	A	Syllabus Ref	Rationale
32	A	3.6.c	A. Correct. The 'protect the level of quality' target does lead to a lower cost of ownership throughout the lifetime of the product. Ref 6.4.2, tab 6.1 B. Incorrect. It is the 'be on time and hit deadlines' target, not the 'protect the level of quality' target, that helps with planning. Ref 6.4.1 C. Incorrect. It is the 'accept that the customer does not need everything' target, not the 'protect the level of quality' target, that accepts that not everything that is defined must be delivered. Ref 6.4.5 D. Incorrect. It is the 'be on time and hit deadlines' target, not the 'protect the level of quality' target, that improves your reputation with your customer. Ref 6.4.1
33	C	4.1.e	A. Incorrect. Using evidence to make decisions as opposed to reasoning or intuition is empiricism, not spiking. Ref glossary B. Incorrect. The approach that focuses on improving processes by maximizing value through eliminating waste (such as wasted time and wasted effort) is called 'Lean'. Ref glossary C. 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. Experiments are similar. Ref glossary D. Incorrect. The technique by which variances from plan that exceed a pre-set control limit are escalated for action - for example, where spends exceed budget by 10% - is 'managing by exception', not spiking. Ref glossary

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Q	A	Syllabus Ref	Rationale
34	B	4.1.f	A. Incorrect. Stand-up meeting (Daily Scrum) is a short meeting to assess progress. Typically lasting 15 minutes or less, they involve describing work that has been done since the last stand-up, work still to be done before the next one and any problems being encountered. They are not meant for planning the timeboxes, announcing team changes or summarizing sprints. Ref glossary, App H B. Correct. Stand-up meeting (Daily Scrum) is a short meeting to assess progress. Typically lasting 15 minutes or less, they involve describing work that has been done since the last stand-up, work still to be done before the next one and any problems being encountered. They are not meant for planning the timeboxes, announcing team changes or summarizing sprints. Ref glossary, App H C. Incorrect. Stand-up meeting (Daily Scrum) is a short meeting to assess progress. Typically lasting 15 minutes or less, they involve describing work that has been done since the last stand-up, work still to be done before the next one and any problems being encountered. They are not meant for planning the timeboxes, announcing team changes or summarizing sprints. Ref glossary, App H D. Incorrect. Stand-up meeting (Daily Scrum) is a short meeting to assess progress. Typically lasting 15 minutes or less, they involve describing work that has been done since the last stand-up, work still to be done before the next one and any problems being encountered. They are not meant for planning the timeboxes, announcing team changes or summarizing sprints. Ref glossary, App H
35	C	4.1.b	A. Incorrect. A measurable decline resulting from an outcome is referred to as a dis-benefit, not 'value'. Ref A.2.2 B. Incorrect. Value is subjective, with different people applying different criteria to assess whether they are getting good value. Ref 9.4.2 C. Correct. Value is the benefits delivered in proportion to the resources put into acquiring them. It is sometimes referred to as 'net benefit' as it represents the benefits after the expenditure has been factored in. Ref glossary, 9.4.2 D. Incorrect. To deliver as much benefit and value as possible, it is important to be able to measure and track them even though they are subjective. Ref 9.4.2.4

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Q	A	Syllabus Ref	Rationale
36	A	4.1.h	A. Correct. The term 'velocity' is used to describe the rate of progress a team is making. For example, if a team is completing 20 user stories per week then this is their velocity and it can be used to empirically forecast their future rate of progress (assuming that the conditions remain the same). Ref glossary B. Incorrect. Work-in-progress (WIP) limit is a constraint on the amount of WIP allowed in a given part (or column) of the system at any one time. Typically expressed as a number (i.e. the maximum number of work items allowed), it creates the concept of a pull system. Ref glossary C. Incorrect. User story is a tool used to write a requirement in the form of who, what and why. It is the number of user stories completed in a time period, which can be referred to as the velocity of the team. Ref glossary D. Incorrect. Spike/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. Spiking has nothing to do with the rate of progress a team is making. Ref glossary
37	D	4.1.i	A. Incorrect. Working iteratively and incrementally is a concept followed by many agile frameworks whereas Waterfall methodology is a linear and sequential development approach. Ref tab 2.2, glossary B. Incorrect. Waterfall methodology comprises the heavyweight and document-driven processes whereas agile is lightweight and flexible. Ref 2.1.1 C. Incorrect. A spike 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 D. Correct. Waterfall methodology is a development approach that is linear and sequential, with distinct goals for each phase of development. Ref glossary
38	D	4.2.e	A. Incorrect. A workshop should have five preparation steps: objective, attendees, agenda, logistics, pre-reading. Ref 26.4.1.1 B. Incorrect. A workshop should have five preparation steps: objective, attendees, agenda, logistics, pre-reading. Ref 26.4.1.1 C. Incorrect. A workshop should have five preparation steps: objective, attendees, agenda, logistics, pre-reading. Ref 26.4.1.1 D. Correct. Brainstorming is a technique that is used during a workshop (not in preparing for a workshop) to generate ideas using sticky notes to aid discussion. Ref tab 26.1

Q	A	Syllabus Ref	Rationale
39	A	4.2.a	A. Correct. The product owner is also accountable for effective product backlog management, which includes ordering product backlog items and ensuring that the product backlog is transparent, visible and understood. Ref App H B. Incorrect. The team manager is a PRINCE2 role, not a Scrum role. The product owner is also accountable for effective product backlog management, which includes ordering product backlog items and ensuring that the product backlog is transparent, visible and understood. Ref App H, tab B.1 C. Incorrect. The project manager is a PRINCE2 role, not a Scrum role. The product owner is also accountable for effective product backlog management, which includes ordering product backlog items and ensuring that the product backlog is transparent, visible and understood. Ref App H, tab B.1 D. Incorrect. Developers are the people in the Scrum team that are committed to creating any aspect of a usable increment each sprint. However, it is the product owner that is also accountable for effective product backlog management, which includes ordering product backlog items and ensuring that the product backlog is transparent, visible and understood. Ref App H, tab B.1
40	D	4.2.f	A. Incorrect. A Kanban board is a tool used to visually display the work in the system using a series of columns and possibly rows where work items move from left to right. Ref glossary B. Incorrect. The project product description is a special form of product description that defines what the project must deliver in order to gain acceptance. Ref A.21.1 C. Incorrect. A burn-down chart has two lines, one straight line showing the ideal rate of progress and the other showing the amount of work to be done. Ref 15.4.1.2 D. Correct. A burn-up chart has two lines, one increasing to show the amount of work completed, and the other showing the total amount of work to be done. Ref 15.4.1.3, fig 15.1

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Q	A	Syllabus Ref	Rationale
41	C	4.2.b	A. Incorrect. The term Minimum Viable Product (MVP) broadly aligns with the Lean Startup view that it is a 'version of the final product which allows the maximum amount of validated learning with the least effort'. Typically, an MVP would be delivered as early as possible during the project. The project product which results when only the Must Haves have been delivered is more like a minimum usable subset. Ref 20.4.2.5 B. Incorrect. It is the Agilometer, not the MVP, that assesses the level of risk associated with using agile in combination with PRINCE2. Ref glossary C. Correct. It is important to note that an MVP is about learning and may not go into operational use; it may be in the form of a simple experiment or prototype. Ref 20.4.2.5 D. Incorrect. It is important to note that an MVP is about learning and may not go into operational use; it may be in the form of a simple experiment or prototype. Ref 20.4.2.5
42	D	4.2.g	A. Incorrect. There are many variations of numbering systems used as part of agile estimating and most are based on the Fibonacci sequence. Ref 12.4.1.2 B. Incorrect. Another very popular estimating technique is called T-shirt sizing. Ref 12.4.1.2 C. Incorrect. The most common form of relative estimation is achieved by giving requirements or user stories a points value that means something relative to another requirement or user story. Ref 12.4.1.2, 12.2.3 D. Correct. Avoid using actual times instead of points when estimating. Points are arbitrary and therefore reduce the likelihood of problems and potential for conflict. Agile uses empiricism to estimate, rather than rationalism. Ref 12.4.1.3, 12.2.1
43	C	4.2.c	A. Incorrect. A retrospective should have five preparation steps: objective, attendees, agenda, logistics, pre-reading. Ref 19.4.1.2 B. Incorrect. A retrospective should have five preparation steps: objective, attendees, agenda, logistics, pre-reading. Ref 19.4.1.2 C. Correct. Sprint planning initiates the sprint by laying out the work to be performed for the sprint. Ref 19.4.1.2, App H D. Incorrect. A retrospective should have five preparation steps: objective, attendees, agenda, logistics, pre-reading. Ref 19.4.1.2

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Q	A	Syllabus Ref	Rationale
44	B	4.2.h	A. Incorrect. Working agreements and rules are potentially destructive if they are not built carefully by consensus and involve all of those impacted. Ref 10.5.3.3 B. Correct. The team creates the role of 'pastor of fun' which is responsible for ensuring that the team develops a close bond by organizing social activities. This typically results in bringing out the human side of everyone, and in turn this creates behaviours such as loyalty and openness. However, creating working agreements is a concept that is used to evolve the effectiveness of a team that is self-organizing. This is achieved by collectively developing a set of team guidelines, or rules, to bring some structure to how the team works and behaves. Ref 10.5.3.4, 10.5.3 C. Incorrect. Creating working agreements is a concept that is used to evolve the effectiveness of a team that is self-organizing. This is achieved by collectively developing a set of team guidelines, or rules, to bring some structure to how the team works and behaves. Ref 10.5.3 D. Incorrect. Typically, team working agreements are made visible (perhaps displayed on the wall) and the team develops them over time. Ref 10.5.3.1
45	A	4.2.d	A. Correct. A user story is 'ready' when it has a function that does not contain a solution. Ref 25.6.1.7 B. Incorrect. The exact format of a user story can vary but it will be based on describing 'who (role), what and why?' Ref 25.6.1.1, 25.6.1.2 C. Incorrect. The user story should also contain, at some point, an idea of the effort involved in creating it and an idea of the value it is worth to the customer. Ref 25.6.1.2 D. Incorrect. The user story should also contain, at some point, an idea of the effort involved in creating it and an idea of the value it is worth to the customer. Ref 25.6.1.2

Q	A	Syllabus Ref	Rationale
46	B	5.1.b	A. Incorrect. Requirements at the delivery stages should be at detailed level (possibly more than 100). They will possibly be captured in detailed requirements/user stories relating to the product descriptions defined in the initiation stage. Ref tab 25.2 B. Correct. Requirements at initiation stage should be at intermediate level (possibly more than 10, but less than 100). They will possibly be captured in product descriptions or epics. Ref tab 25.2 C. Incorrect. Requirements at the pre-project stage should be at high level (possibly less than 10). They will possibly be captured in key objectives of the project in bullet point form – perhaps listed under the project product description as 'composition' or defined as product groupings. Ref tab 25.2 D. Incorrect. Requirements at initiation stage should be at intermediate level (possibly more than 10, but less than 100). They will possibly be captured in product descriptions or epics. Ref tab 25.2
47	A	5.1.c	A. Correct. Groups can use workshops without a facilitator, but this would normally require the group to have established and agreed its own working norms. This often takes time to establish and typically exists in teams that have been together for a significant period of time. Ref 26.4.1.5 B. Incorrect. There are no rules on workshop numbers. The ideal way to run a workshop is by using a neutral facilitator who has no stake in the outcome. Without a facilitator the group will need to police itself, which will be difficult because participants will be concentrating on creating the content to achieve the objective of the workshop. Ref 26.4.1 C. Incorrect. Strong personalities and conflicting views need to be managed, and this is where a neutral facilitator is perhaps most valuable. Ref 26.4.1.4 D. Incorrect. When creating an agenda or a workshop a variety of tools and techniques are available that can be used to address certain problems and situations. An experienced facilitator would be conversant with many of these. Ref 26.4.1.1

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Q	A	Syllabus Ref	Rationale
48	B	5.1.d	A. Incorrect. Information about requirements that could be traded is not included in a project-level plan. A project plan would need to clearly show how many releases were expected throughout the project, when they will take place and what features are intended to be released. Ref 27.2.1
			B. Correct. Release planning needs to be incorporated into the PRINCE2 plans. A project plan would need to clearly show how many releases were expected throughout the project, when they will take place and what features are intended to be released. Ref 27.2.1
			C. Incorrect. A project plan would need to clearly show how many releases were expected throughout the project, when they will take place and what features are intended to be released. The use of a general acceptance criteria of a user story is not included. Ref 27.2.1
			D. Incorrect. A project plan would need to clearly show how many releases were expected throughout the project, when they will take place and what features are intended to be released. A project plan does not need the detail of the business contacts. Ref 27.2.1
49	B	5.1.a	A. Incorrect. The purpose of this focus area is to describe how to assess the agile environment in order to tailor PRINCE2 in the most effective way, not tailoring agile to PRINCE2. Ref 24.1
			B. Correct. The purpose of this focus area is to describe how to assess the agile environment in order to tailor PRINCE2 in the most effective way. Ref 24.1
			C. Incorrect. The Agilometer assesses the behaviour and environment, it does not only assess agile techniques. Ref 24.1
			D. Incorrect. The purpose of this focus area is to describe how to assess the agile environment in order to tailor PRINCE2 in the most effective way, not just the agile techniques that are suitable for the project. Ref 24.1

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Q	A	Syllabus Ref	Rationale
50	C	5.1.d	A. Incorrect. As part of the 'managing product delivery' process, the team manager demonstrates that the product meets its quality criteria through quality methods specified in the product descriptions. Ref 20.1 B. Incorrect. The purpose of the sprint retrospective is to plan ways to increase quality and effectiveness. The Scrum team inspects how the last sprint went with regards to individuals, interactions, processes, tools, and their definition of 'done'. The project board is not involved in a sprint. Ref App H C. Correct. How a product is released, gradually over time, will have a direct effect on how benefits are realized and can have a significant effect on whether or not the project can continue to be justified. It is possible that a project needs to realize early benefits in order to fund later parts of the project. 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 D. Incorrect. As part of the 'controlling a stage' process, the project manager ensures that the agreed products are delivered in support of the achievement of the defined benefits, not the project board. Ref 19.1