

# PRINCE2 Agile™

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***The PRINCE2 Agile Examination***

***Rationale***

***Sample Paper 1***

***June 2015 Release***

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1. Syllabus Topic: 1.1

Correct Answer: D

Objective: LO1 - Understand the basic concepts of common agile ways of working

- a) Kanban is a way to improve flow and provide system improvement through controlling work in progress (Table 2.1).
- b) DevOps is for IT work only. It is a collaborative approach between development and operations to creating a product or service where the two types of work and even the teams merge as much as possible (Table 2.1).
- c) SAFe (Scaled Agile Framework) is a large scale application of agile across an organization (Table 2.1).
- d) Lean Startup was originally an approach to creating and managing start-up companies, but is now applied to any business, so that they can deliver products quickly to the customer (Table 2.1).

2. Syllabus Topic: 1.2

Correct Answer: B

Objective: LO1 - Understand the basic concepts of common agile ways of working

- a) In a business as usual environment, the list of work is prioritized in some form and may be batched into timeboxes. As the work is completed the existing product evolves over time (1.2.2).
- b) An example of a project would be where a new product or service is being created and there may be a need to engage many stakeholders and a significant amount of uncertainty (1.2.2). PRINCE2 Agile is only suitable for use on projects (1.2).
- c) In a business as usual environment, the list of work is prioritized in some form and may be batched into timeboxes. As the work is completed the existing product evolves over time (1.2.2).
- d) For business as usual there would usually be a long list of tasks that would arrive regularly throughout the lifespan of the product (1.2.1). PRINCE2 Agile is only suitable for use on projects (1.2).

3. Syllabus Topic: 1.3

Correct Answer: A

Objective: LO1 - Understand the basic concepts of common agile ways of working

- a) Kanban is a way to improve flow and provoke system improvement through visualization and controlling work in progress (Table 2.1).
- b) A traditional waterfall lifecycle is broken down into 'technical' phases such as Analysis, Design, Build, Test and Implement (6.4.2).
- c) In a business as usual environment, the list of work is prioritized in some form and may be batched into timeboxes. As the work is completed the existing product evolves over time (1.2.2).
- d) The Product Roadmap is a diagram or document that shows the intended development path for a product. This would typically be a long range plan that may cover several months or years (Glossary).

4. Syllabus Topic: 2.2

Correct Answer: C

Objective: LO2 - Understand the purpose and context for combining PRINCE2 and the agile way of working

- a) PRINCE2 should not be thought of as a 'traditional project management approach' being predominantly 'big design up front' (3.7 point 2).
- b) PRINCE2 should not be thought of as a 'traditional project management approach' being predominantly 'waterfall' (3.7 point 2). The waterfall method is linear and sequential with distinct goals for each phase of development (Glossary).
- c) PRINCE2 should not be thought of as a 'traditional project management approach' being predominantly 'bureaucratic' and 'command and control' (3.7 point 2).
- d) PRINCE2 is already enabled to work with agile and nothing needs to be removed or significantly changed (3.7 point 1).

5. Syllabus Topic: 2.3

Correct Answer: B

Objective: LO2 - Understand the purpose and context for combining PRINCE2 and the agile way of working

- a) This is a benefit to those PRINCE2 organizations encountering agile – they understand it but do not integrate it (Table 3.1).
- b) A primary focus of PRINCE2 Agile is for those in the PRINCE2 community wanting to go agile. They wish to integrate agile into their existing PRINCE2 working practices in order to benefit from this way of working (Table 3.1).
- c) This is a benefit to those who are already agile and want to adopt PRINCE2 (Table 3.1).
- d) A mature agile organization might wish to become familiar with PRINCE2 Agile in order to add to their existing body of knowledge (Table 3.1).

6. Syllabus Topic: 2.4

Correct Answer: A

Objective: LO2 - Understand the purpose and context for combining PRINCE2 and the agile way of working

- a) Those using agile to deliver need to integrate seamlessly with the PRINCE2 ethos of staying in control by empowering people and ensuring that the project remains viable (3.1).
- b) Those directing and managing a project, in an agile context, need to adopt agile disciplines and behaviours (3.1). A team using agile approaches should already be using these behaviours (Table 2.2).
- c) Those directing and managing a project, in an agile context, need to adopt agile disciplines and behaviours (3.1). A team using agile approaches should already be using these behaviours (Table 2.2).
- d) PRINCE2 Agile is designed to be combined with the typical agile behaviours such as timeboxing (2.2). A team using agile approaches should already be using these behaviours (Table 2.2).

7. Syllabus Topic: 5.2

Correct Answer: B

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) Focus on products is related to product descriptions, quality criteria and quality tolerances. These can be flexed to focus on the delivery of value (Table 7.1).
- b) The team learned that the company has a recognition problem in its non-English speaking markets. In response, a recommendation has been made (Table 7.1).
- c) The team learned that the company has a recognition problem in its non-English speaking markets. In response, a recommendation has been made (Table 7.1).
- d) A project retrospective takes place as part of the Closing a Project process rather than at the end of a stage (Table 22.1).

8. Syllabus Topic: 5.3

Correct Answer: A

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) 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 (Table 7.1 and Glossary).
- b) 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 (Table 7.1, Section 24.3 and Glossary).
- c) 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 (Glossary).
- d) 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 (Table 7.1 and Glossary).

9. Syllabus Topic: 5.4

Correct Answer: D

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) The outcome at the Cheese Festival is outside the scope of Rebranding. This is a project 'opportunity' and is unlikely to block the Rebranding Team's progress (Section 13.3). It should be escalated to the Project Manager.
- b) The outcome at the Cheese Festival is outside the scope of Rebranding. This is a project 'threat' and is unlikely to block the Rebranding Team's progress (Section 13.3). It should be escalated to the Project Manager.
- c) The marketing campaign is outside the scope of Rebranding. This is a project issue and is unlikely to block the Rebranding Team's progress (Section 13.3). The Project Manager should already be aware of this.
- d) In stand-up meetings it is good practice to also ask if they are aware of anything that 'may potentially' block their progress (Section 13.3).

10. Syllabus Topic: 5.4

Correct Answer: D

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) While it is true that empowered self-organizing teams should be free to handle change dynamically at the detailed level, this change would affect more than Work Package and team. As a result, it is not at the detailed level (Section 14.3).
- b) This is in keeping with the PRINCE2 Agile behaviour of Exploration. However, it is not appropriate, because this change would affect more than one Work Package and team. As a result, it is not at the detailed level (Sections 13.3 and 14.4.1).
- c) Exception Reports to the Project Board would, if necessary, be raised by the Project Manager in the Controlling a Stage process (Figure 10.2, Table 19.1 and Section 19.5).
- d) This change would affect more than one Work Package and team. As a result, it is not at the detailed level. The resulting issue needs to be escalated quickly to ensure that Sprint and Release goals are not compromised (Sections 13.3, 14.4.1 & 19.3 and Table 20.1).

11. Syllabus Topic: 5.5

Correct Answer: C

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) While it is true that empowered self-organizing teams should be free to handle change dynamically at the detailed level, this is a change of scope and needs to be handled formally; decisions need to be made by the appropriate level of management (Section 14.3).
- b) While it is true that work should be prioritized in a Product Backlog by a Product Owner, in an ongoing manner, based on value and maximizing that value, this is a change of scope and needs to be handled formally (Sections 9.2 and 14.3).
- c) Empowered self-organizing teams should be free to handle change dynamically at the detailed level. However, is a change of scope and needs to be handled formally and it is very important to deal with change at the appropriate level of management (Section 14.3).
- d) While it is true that 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 hence, a burn-up chart should be used. This is a change of scope and needs to be handled formally; decisions need to be made by the appropriate level of management (Sections 14.3 and 15.4.1).

12. Syllabus Topic: 5.5

Correct Answer: D

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) A safe-to-fail experiment is one that is designed to have only limited impact on a system or the plan in the event of failure (Table 13.1 and Glossary).
- b) 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, a safe-to-fail experiment is one that is designed to study impacts (i.e. limited impacts) on a system or plan in the event of failure, not probabilities of an uncertain event occurring (Section 13.3, Table 13.1 and Glossary).
- c) This 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 (Section 13.3).
- d) A safe-to-fail experiment is one that is designed to study impacts (i.e. limited impacts) on a system or plan in the event of failure, not the probability of an uncertain event occurring (Section 13.3, Table 13.1 and Glossary).



13. Syllabus Topic: 5.6

Correct Answer: B

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) Dependencies may be the cause of risks. However, risks between work streams are project risks and, if necessary, recorded by the Project Manager (Section 13.3 and Appendix A.25.1).
- b) Interfaces that must be maintained while developing the products should be documented in the Work Package documentation which should be collaboratively defined by the Project Manager and the Team Manager (and the team) (Section 20.3.1 and Appendix A.26.2).
- c) While the purpose of a product, who will use it and whether it is a means to an end or an end in itself should be documented in the Product Description (Appendix A.17.2).
- d) A Product Backlog is used to prioritize work (by a Product Owner), based on value and maximizing that value. It does not document interdependencies (Section 9.2).

14. Syllabus Topic: 5.7

Correct Answer: A

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) Decision making may be based more on information pulled from the project as opposed to formally reported. The review of information on the burn charts in the project room enables regular, rich and informal information flows (18.3).
- b) It is vital to ensure that management by exception is operating effectively for the whole project management team as this creates an environment conducive to the agile way of working where people are empowered and self-organize. The Project Manager should only seek guidance from the Executive when the Project Board does not provide unified direction and guidance to the Project Manager (18.4 / 18.1).
- c) The Project Manager will inform the board of any exception situation. This is still a correct approach even if the Project Board is pulling information from the project burn charts (18.1).
- d) The Project Board manages by exception. It monitors via reports and controls through a small number of decision points. There should be no need for other 'progress meetings' for the project board. However in PRINCE2 Agile decision-making may be based more on information pulled from the project as opposed to formally reported (18.1 / 18.3).

15. Syllabus Topic: 5.8

Correct Answer: C

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) Even though the work is contained within one stage there would still be a need for some form of planning (12.3.5).
- b) PRINCE2 supports any type of planning style from a conventional Gantt chart to a simple backlog list. Both styles are in keeping with the Plan product description. It may be the case that more than one planning style is used on a single project (12.3).
- c) When accepting a Work Package, release and sprint backlogs can be used. Empirical and emergent planning is more likely to occur in the lower levels of plan such as with product delivery within the Managing Product Delivery process (i.e. where agile is predominantly used) because the timescales (and therefore the planning horizons) will be short, perhaps in the order of two to four weeks (Table 20.1 / 12.3.3).
- d) Agreement on what the Work Package may release (if anything) and the preferred size of the timeboxes involved – if there might be more than one. However, this does not explain the use of backlogs within the Managing Product Delivery process (20.3.1).

16. Syllabus Topic: 5.8

Correct Answer: C

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) A Checkpoint Report is used to report, at a frequency defined in the Work Package, the status of the Work Package. This is throughout the project and not at the end of the project. Also Brand-u-Like would not document this information in a Checkpoint Report about themselves (A.3.1).
- b) An Exception Report is most likely to occur due to the expected amount to be delivered being forecast to exceed tolerance. The information given will not cause an exception (Table 23.3).
- c) An assessment of agile should be included in an End Project Report and should reference the judgements made when using the Agilometer (Table 23.3).
- d) The Product Status Account may need to cater for high degrees of change due to the regular iteration of products under configuration management. The information given is not related to products (Table 23.3).

17. Syllabus Topic: 5.9

Correct Answer: C

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) The composition of a Configuration Item Record (CIR) will be defined in the project's Configuration Management Strategy (CMS). The need for a CIR is irrelevant to managing changes to a product (A.5.2).
- b) Although the approach to development of the CMS should be collaborative, the requirements should be defined at a high or intermediate level, but not in detail (28.3).
- c) The level at which configuration management takes place needs to take into account that project- or stage-level change may affect the agreed baseline, whereas detailed change is likely not to (Table 23.1). Change should be allowed at the product delivery level in order to harness the benefits of positive change (14.3).
- d) A CMS in some form will be essential to the project. The iterative and incremental nature of agile means that there will naturally be several versions of products and that change is inevitable; therefore this should be embraced and supported accordingly. In environments where automation and frequent releases into operational use occur, specific tools may exist and their use should be clearly defined (Table 23.1).

18. Syllabus Topic: 5.9

Correct Answer: A

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) The agile way of working needs to be incorporated into the Quality Management Strategy (QMS) for ensuring that the quality level is achieved Table (23.1).
- b) The QMS is used to define the quality techniques and standards to be applied. The reputation of a supplier has no bearing on the requirements (A.22.1).
- c) The QMS is used to define the quality techniques and standards to be applied, and the various responsibilities for achieving the required quality levels, during the project (A.22.1).
- d) Although in some agile environments there may not be a lot of emphasis given to quality planning and quality management during the start of a project, the QMS will define how the standard specified will be achieved using quality control during product development (11.2).

19. Syllabus Topic: 4.1 a)

Correct Answer: D

Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context - Quality

- a) The need for the video to be on YouTube is missing from this statement (Section 11.2).
- b) This statement does not relate to where the video is available (Table 6.1).
- c) Not all of the items in this statement are essential so zero tolerance on all items is not appropriate (Table 6.1).
- d) Zero tolerance is used for customer quality expectations that are essential (available on YouTube). Tolerance may be used where they are desirable but not essential (available on Instagram) (Table 6.1).

20. Syllabus Topic: 4.1 b)

Correct Answer: A

Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Scope

- a) It is essential that the revised scope of work provides sufficient features to be worth delivering. It is likely that flexing the scope on the Should Have advertisements is viable (Section 9.2 and Table 6.1).
- b) There should be zero tolerance on the scope of products that are essential. Flexing the scope may be done for products that are desirable but not essential. The Must Have advertisements should not be flexed (Table 6.1).
- c) Flexing the scope may be done for products that are desirable but not essential. A typical agile response is to re-prioritize and aim to include in the next timebox if all the requirements cannot be addressed (Table 6.1 / 14.2).
- d) There should be zero tolerance on the scope of products that are essential so all Must Have requirements have to be delivered in the timebox (Table 6.1).

21. Syllabus Topic: 4.1 c)

Correct Answer: D

Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Time/cost/benefit/risk

- a) There must be zero tolerance for the level that is defined as 'minimum viability' in the Business Case – in this case a 10% increase in sales. The long term benefits of the television advertisements do not represent minimum viability in this case (Table 6.1).
- b) Benefits may be fixed (at 'minimum viability') or flexed. There must be zero tolerance for extra cost on all levels of plan (Table 6.1).
- c) Although benefits and risk may both be flexed, the 'minimum viability' in the Business Case must be fixed (Table 6.1).
- d) There must be zero tolerance for the level that is defined as 'minimum viability' in the Business Case – in this case a 10% increase in sales. Tolerance may be used above the level that is defined as 'minimum viability' in the Business Case – in this case flexing the television advertisements (Table 6.1).

22. Syllabus Topic: 4.2 a)

Correct Answer: B

Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Be on time and hit deadlines

- a) Rich communication is a PRINCE2 Agile behaviour to be exhibited by teams during a project (7.4.3). These campaigns do provide opportunities for communication with potential customers. However, this does not explain why the Marketing Team should be on time and hit deadlines (6.4.1).
- b) The benefits of being on time and hitting deadlines include: early realization of benefits, giving confidence with progress and reducing likelihood of cost overruns (6.4.1). These benefits will all give the Project Board confidence in the viability of the project.
- c) Reduced testing is an effect of failing to protect the quality (6.4.2) rather than a failure to be on time and hit deadlines (6.4.1).
- d) Collaboration is a PRINCE2 Agile behaviour to be exhibited by teams during a project. Focusing on critical requirements does not enable collaboration – collaboration requires a motivated and respectful team (7.4.2).

23. Syllabus Topic: 4.2 b)

Correct Answer: C

Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Protect the level of quality

- a) Frequent releases allow for feedback and reduce the risk of delivering the wrong product (27.1). However, this does not explain the need to protect the level of quality which impacts on the final product (6.4.1).
- b) Delivering the campaign before the International Cheese Festival is about meeting a deadline over which there is no choice – being on time and hitting deadlines (6.4.1).
- c) Compromising the quality level of anything delivered during a project can take many forms but results from incomplete documentation, sub-optimal design and non-compliance with standards. This sort of compromise should be avoided as it can lead to degraded performance, lack of engagement with the user community (6.4.2).
- d) The 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' (Glossary). The Acceptance Criterion specified is outcome focused – it needs to have already generated interest from customers (Table 23.1).

24. Syllabus Topic: 4.2 c)

Correct Answer: D

Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Embrace change

- a) Just because the team was acting collaboratively does not explain why the embrace change target is addressed (7.4.2).
- b) The cost of ownership of the final product is related to compromises in the level of quality resulting in such things as reduced usability, increased support requirements, degraded performance and lack of engagement with the user community (6.1.3).
- c) This is related to the target that a project using PRINCE2 Agile accepts that the customer does not need everything (Table 6.2 / 6.4.5).
- d) Change should be seen as positive because a more accurate final product is likely to be produced (Table 6.2 / 6.4.3).

25. Syllabus Topic: 4.2 d)

Correct Answer: A

Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Keep teams stable

- a) How many of each role in a team 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) (10.3.3).
- b) Costs may need to be considered but it is more important to consider the impact on the agile way of working. This relates to time spent training, communication increases, and especially the impact of changing a team's dynamics (6.4.4).
- c) Team members may need to change throughout the life of a project as the needs of a project change. The concept of avoiding the use of extra people to improve progress applies primarily to the short term – for example four weeks or less, such as within a sprint (6.4.4).
- d) It is likely that Chestertons would also benefit from Brand-u-like knowing more about their operations. The impact on the agile way of working is much more important to consider with any team member change (6.4.4).

26. Syllabus Topic: 4.2 e)

Correct Answer: C

Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Accept that the customer does not need everything

- a) A project using PRINCE2 Agile 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 (6.4.5).
- b) A project using PRINCE2 Agile 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 (6.4.5).
- c) A project using PRINCE2 Agile 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 (6.4.5). During the delivery stage, detailed requirements should be defined using decomposition (Figure 25.1 and Table 25.2).
- d) Collaboration is one of the PRINCE2 Agile behaviours that should be exhibited during a project (7.4.2). However, it does not explain why the customer does not need everything and that it is more important to delivery on time and to quality (6.4.5).

27. Syllabus Topic: 5.2

Correct Answer: B

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) Working in an agile way places a greater emphasis on allowing tolerance on what is delivered and restricting the tolerance on time and cost (Table 7.1). Therefore, time would not be exceeded; it would be the scope that is adjusted.
- b) Working in an agile way places a greater emphasis on allowing tolerance on what is delivered and restricting the tolerance on time and cost (Table 7.1).
- c) Not only is it essential to use the principle of 'manage by exception' and to ensure that it is implemented correctly but it is vital to see that this is 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 (Table 7.1).
- d) Working in an agile way places a greater emphasis on allowing tolerance on what is delivered and restricting the tolerance on time and cost (Table 7.1). 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.

28. Syllabus Topic: 5.3

Correct Answer: B

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) As agile has evolved over the years many people have moved from controlling their work with a timeboxing approach (e.g. Scrum) to using flow-based systems through the use of Kanban (12.2). Scrum and Kanban have different approaches to planning.
- b) Product Descriptions, Quality Criteria and Quality Tolerances can be prioritized and decomposed in order to make flexing what is being delivered possible and therefore make it easier to stay in control and focus on the delivery of value (Table 7.1).
- c) PRINCE2 and PRINCE2 Agile do not favour one agile approach over any other (this is sometimes referred to as being 'agile agnostic') and with due care and consideration, they can be combined with agile in all of its many forms to provide a holistic project management approach that can be tailored to suit a wide variety of conditions and working environments (2.1).
- d) The purpose of a retrospective is to improve the effectiveness of the team by reducing mistakes and promoting successful behaviours and practices not to focus on products (10.4.3).



29. Syllabus Topic: 5.4

Correct Answer: D

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) Some agile approaches such as Dynamics Systems Development Method (DSDM) define several roles with clearly defined levels of accountability and responsibility, whereas others such as Kanban define none (10.2). Adding the project management team structure from PRINCE2 to the delivery based roles of agile creates a very powerful combination (10.3).
- b) The Scrum Master is a role in Scrum not Kanban (10.2). While the Scrum Master can become a Team Manager, the Web&Go Team is operating a Kanban approach and therefore would not be led by a Scrum Master.
- c) A Kanban Board should be used to show 'Work in Progress' not organization charts (Figure 20.2).
- d) Some agile approaches such as DSDM define several roles with clearly defined levels of accountability and responsibility, whereas others such as Kanban define none (10.2). Adding the project management team structure from PRINCE2 to the delivery based roles of agile creates a very powerful combination (10.3).

30. Syllabus Topic: 5.4

Correct Answer: B

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) Agile approaches typically use empiricism (yesterday's weather) to estimate work rather than rationalism where logic is used to make predictions (12.2.1).
- b) Kanban uses lead times to estimate (Figure 12.2). Lead times are how long it will take a work item to go through the system (Glossary).
- c) All agile approaches prefer planning to be done at the last responsible moment (also known as JIT or Just in time planning) (12.2). There is no data from Stage 2 to use as the basis for estimating.
- d) The focus of any agile plan is on what features are being delivered as opposed to focusing on technical phases such as design, build and test (12.2).

31. Syllabus Topic: 5.5

Correct Answer: D

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) One way to present a Business Case is to describe best-case and worse-case scenarios that relate to the amount of features that are planned to be delivered (9.3).
- b) The best-case scenario could represent everything being delivered as planned. 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 (9.3).
- c) What would be useful to the Project Board assessing the Business Case in an agile context, is to be given clear information on what is expected to be delivered and therefore create an expected-case that is between the two extremes although this will not necessarily be the mid-point (9.3).
- d) 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 (9.3).

32. Syllabus Topic: 5.5

Correct Answer: A

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) The current rate of progress can be determined by the trend of the line (i.e. its gradient) showing effort remaining. This is commonly referred to as 'velocity' by the agile community. Assuming that there is stability and consistency in the team, this can then be used to project forward and forecast when the work will be complete and importantly determine if the deadline is likely to be met (15.4.1).
- b) One of the most popular techniques used in agile environments is to display progress using lines plotted on a graph with an x and y axis. These graphs are known as burn charts (15.4.1). However, this does not explain why all the work within the timebox cannot be completed.
- c) Burn-down charts are used to show how much work remains (15.4.1). However, this does not explain why all the work within the timebox cannot be completed.
- d) One limitation with burn-down charts is that they assume the amount of work does not change (15.4.1). However, this does not explain why all the work within the timebox cannot be completed.

33. Syllabus Topic: 5.6

Correct Answer: C

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) Collecting enough information means that a lot of areas need to be looked at because they can all impact on the Business Case. Typically this may be in a document but this could be delivered along with a face-to-face presentation. Most if not all, of this information could be visible on the wall of a team room using lots of visualization (17.3).
- b) Collecting enough information means that a lot of areas need to be looked at because they can all impact on the Business Case. Typically this may be in a document but this could be delivered along with a face-to-face presentation. Most if not all, of this information could be visible on the wall of a team room using lots of visualization (17.3). By discussing it along with the risks, costs and benefits of each idea displayed in the board room with the Project Board.
- c) Collecting enough information means that a lot of areas need to be looked at because they can all impact on the Business Case. Typically this may be in a document but this could be delivered along with a face-to-face presentation. Most if not all, of this information could be visible on the wall of a team room using lots of visualization (17.3).
- d) Collecting enough information means that a lot of areas need to be looked at because they can all impact on the Business Case. Typically this may be in a document but this could be delivered along with a face-to-face presentation. Most if not all, of this information could be visible on the wall of a team room using lots of visualization (17.3).

34. Syllabus Topic: 5.6

Correct Answer: B

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) User acceptance would be happening regularly, although care should be taken to ensure that user acceptance is not too informal when closing the project in order to ensure the customer quality expectations and acceptance criteria have been met (22.3).
- b) Continual use of 'inspect and adapt' would mean that the lessons report has been created as the project has gone along and many of the lessons would have already been actioned and evaluated from retrospectives at both the project and delivery levels (22.3).
- c) Operational handovers are likely to have happened many times due to the incremental delivery of products, so that the final handover should be a routine event (22.3).
- d) Training and technical documentation would be finalized (not developed), as it would have been created iteratively and incrementally throughout the project (22.3).

35. Syllabus Topic: 5.7

Correct Answer: B

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) Preparation is essential for a successful workshop and this can take as long as the workshop itself and should cover workshop objectives, attendees and the agenda (26.4.1). A Retrospective should be run using the same steps as a workshop (19.4.1). However, this does not explain why the focus of the Retrospective should be on applying key learnings.
- b) 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 (19.4.1).
- c) 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 (19.4.1). This would include both internal and external teams.
- d) 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 (19.4.1). This would include both internal and external teams.

36. Syllabus Topic: 5.8

Correct Answer: C

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) The use of Work In Progress (WIP) limits underpins the 'pull' system which characterizes the way Kanban avoids scheduling work at specific times (20.4.1.2). A project using PRINCE2 Agile 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 (6.4.5). Web&Go should not start by de-scoping a Should Have.
- b) Lean Startup is about delivering products where there is uncertainty. To be successful there is a need to focus on learning (20.4.2.2). The learning must be measurable (20.4.2.3). Measuring the number of successful payment requests would occur at the end of the timebox, not at the beginning.
- c) Agile plans tend to be informal or low-tech at the delivery level (Table 23.1). The use of WIP limits underpins the 'pull' system which characterizes the way Kanban avoids scheduling work at specific times (20.4.1.2).
- d) Kanban is flow-based and limits WIP (Figure 12.2); therefore work on the third requirement should not have been started.

37. Syllabus Topic: 5.8

Correct Answer: B

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) Kanban uses lead times and limiting Work in Progress (WIP) to deliver work in a timebox, not Scrum (20.4.1.2).
- b) The IT Team is using agile approaches and would be using sprint rather than Kanban. One or more Work Packages may be collaboratively defined as the output from a sprint planning meeting. A Customer Subject Matter Expert (CSME) is likely to help with prioritizing the work involved (Table 23.1).
- c) The authorization of a Work Package should be carried out collaboratively and negotiated by the Project Manager and Team Manager and perhaps the delivery team. A Work Package can contain one or more products so there is no need to create three separate Work Packages for a two-week sprint (Table 23.1).
- d) The authorization of a Work Package should be carried out collaboratively and negotiated by the Project Manager and Team Manager and perhaps the delivery team. A Work Package can contain one or more products, so there is no need to create three separate Work Packages for a two-week sprint (Table 23.1).

38. Syllabus Topic: 5.9

Correct Answer: B

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

- a) The risk description includes the cause, event, effect of the risk, and does not assess the estimated impact (which would be assessed using a standard scale (A.25.2).
- b) Risks identified by the agile risk assessment (Agilometer) may be included in the Risk Register (Table 23.2).
- c) The Risk Register may be informal or low-tech (Table 23.2). However, it can also be maintained in a more formal manner.
- d) Agile by its very nature mitigates many risks associated with other approaches (13.2). However, not all risks are mitigated by the use of agile and some new risks may be introduced – this is why agile suitability needs to be reassessed throughout the project (24.2). Risks should be recorded in the Risk Register, which may be informal or low-tech (Table 23.2).

39. Syllabus Topic: 3.1 a)

Correct Answer: D

Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Agilometer

- a) Actions to break down barriers and create a 'one-team' culture will affect the 'Level of Collaboration' slider (24.4).
- b) Copying on emails will reduce the level of collaboration and is not an approach that would improve ease of communication. Informal and low-tech communication which is face-to-face or over the phone should be encouraged (24.4 / 24.7).
- c) New features for a product could be held in a prioritized list called the Product Backlog. However, distributing each week has no engagement with the team and informal and low-tech communication which is face-to-face or over the phone should be encouraged (2.2 / 24.4 / 24.7).
- d) Using video-conferencing and planning around differing time zones is a way of improving the situation with the 'Ease of communication' slider.

40. Syllabus Topic: 3.1 a)

Correct Answer: A

Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context – Agilometer

- a) This slider is concerned with behaviours that create a one-team culture and excellent working relationships both internally and externally. High levels of trust exist and a desire to be helpful is prevalent. Where there is a lack of partnership and 'baggage' associated with events from the past, this would indicate a low setting on this slider (22.7.2).
- b) This slider is concerned with whether the communication is very easy amongst all parties involved. The environment is '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 (24.7.3).
- c) This slider is related to the ease with which the project is able to deliver benefit to the customer by regular partial deliveries of the final product (24.7.4).
- d) 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 (24.7.5).

41. Syllabus Topic: 3.1 b)

Correct Answer: D

Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Requirements

- a) The Project Product Description should be defined with a focus on how the project output can be defined so that the outcomes and benefits can be adjusted during the project. The equivalent agile product is the Vision (Section 17.3 and Table 25.1).
- b) Product Descriptions provide an intermediate/low level of detail and are created during the initiation stage at the correct level of detail (and then allowed to evolve). The overall requirements for the Operations Manager of the production line are too high level for a Product Description (Table 25.1, Section 25.3 and Table 25.2).
- c) A user story is a tool used to write a requirement in the form of who, what and why. User stories should be seen as summarizing key information about a requirement. The overall requirements for the Operations Manager of the production line are too high level for a user story (25.6.1).
- d) An Epic is a high level or 'super-user' story that will over time be broken down into user stories that are at a level of granularity that the delivery teams can work on. The overall requirements for the Operations Manager of the production line are high level and would form an Epic (25.6.1).

42. Syllabus Topic: 3.1 b)

Correct Answer: C

Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Requirements

- a) Any significant change that may impact baselines set at the stage or project level may need to be escalated to the Project Boarder to a Change Authority if one has been set up. However the team should explore ways to handle the change dynamically at the detailed level within defined tolerances first (14.3).
- b) Changing requirements without 'trading' or 'swapping' requirements would not happen in an agile project. The team should identify which requirement(s), will be de-scoped to make way for the new requirement (25.5).
- c) Another technique which can be used to reduce the amount of effort needed for the Musts is to break the requirement down into more detail. It is normal for a high level requirement that has been prioritized as a Must to be broken down into sub-requirements that comprises several Musts, Shoulds and Coulds, thereby creating contingency in the form of Shoulds and Coulds (25.5).
- d) After the Project Initiation Documentation (PID) has been approved, time and cost tolerances, with respect to overruns, may be set to zero in order to focus solely on managing the amount of what is delivered (9.3).

43. Syllabus Topic: 3.1 c)

Correct Answer: D

Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Communication and Contracts

- a) When communication involves opinions or emotions, the written word is not as effective as a phone call or a face-to-face conversation (26.3.2).
- b) Visualization is ideal to accompany face-to-face communication, but would not necessarily be used in its own right (26.3.1).
- c) 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) (26.4.1.5).
- d) 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 (26.3.1 / 10.2).

44. Syllabus Topic: 3.1 d)

Correct Answer: C

Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Communication and Contracts

- a) 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 (27.1).
- b) 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 (27.1).
- c) 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 (27.1).
- d) 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 (27.1).



45. Syllabus Topic: 3.2 a)

Correct Answer: D

Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Agilometer

- a) Where there are too many requirements this would indicate a low setting on the 'Flexibility on what is delivered' slider (24.7).
- b) The wish to work in a waterfall type approach would indicate a low setting on the 'Flexibility on what is delivered' slider (24.7).
- c) The knowledge of agile techniques is poor so this would not indicate a high setting on the 'Acceptance of Agile' slider (24.7).
- d) The desire to deliver frequently and starting small is an aspect of the 'Ability to work iteratively and deliver incrementally' slider (24.7).

46. Syllabus Topic: 3.2 a)

Correct Answer: B

Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Agilometer

- a) The 'Level of collaboration' slider relates to a 'one-team' culture in the project team, with a partnership approach between the customer and the supplier (24.7.2 / 10.5.1.2).
- b) The 'Ease of communication' slider relates to high levels of visibility and transparency: e.g. plans on walls. A lot of information is managed in a 'low-tech' and/or tactile way (24.7.3).
- c) The 'Acceptance of Agile' slider relates to everyone accepting the agile philosophy and understands the difference from a traditional way of working. People have been trained to an appropriate level (24.7.6).
- d) The 'Level of collaboration' slider relates to people who work quickly, are helpful and look out for each other (24.7.2).

47. Syllabus Topic: 3.2 b)

Correct Answer: D

Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Requirements

- a) Quality criteria would be added as supporting documentation. The user story given does not contain quality criteria (25.6.1.7).
- b) The benefit needs to be measurable. Targets are not a feature of user stories (25.6.1.7).
- c) The 'independent' in the INVEST mnemonic means that someone can work on that user story without overlapping or being dependent on someone else's work. It relates to the whole user story and not the role (25.6.1.3).
- d) There are three fields describing who, what and why. The information is deliberately insufficient to necessitate a conversation with the customer (25.6.1.2).

48. Syllabus Topic: 3.2 b)

Correct Answer: C

Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Requirements

- a) The pre-project stage should have the key objectives of the whole project in bullet form – possibly less than 10 in total (Table 25.2).
- b) The initiation stage should have the requirements at an intermediate level – possibly more than 10 but less than 100 (Table 25.2).
- c) The delivery stages should have the requirements at a detailed level – possibly more than 100. The dispatch process is part of the overall project (Table 25.2).
- d) The level given is detail level, even if it is only for part of the project (Table 25.2).

49. Syllabus Topic: 3.2 c)

Correct Answer: B

Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Communication and Contracts

- a) Enabling benefits to the customer is an advantage to delivering frequently. Having a marked out layout will aid delivery but will not realize benefits to the customer (27.1).
- b) Agile team need to work at much quicker speeds due to the iterative and responsive nature of agile. This is why agile makes extensive use of workshops, face-to-face meetings, visualizations in the form of models and prototypes, and video (26.3.3).
- c) Requirements for a complex item such as a production line will need supporting information, such as user stories, a more detailed written specification, figures or models. A model will not be used to document detailed requirements (25.6.1 / 24.7).
- d) Test-driven development is the concept of writing tests or quality checks before building the product or sub-product as opposed to after. Marking out will test whether the lines will fit but is more an example of refining the requirements (11.3.3).

50. Syllabus Topic: 3.2 d)

Correct Answer: B

Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Communication and Contracts

- a) There are still many advantages to delivering frequently, such as enabling benefits to the customer, allowing for feedback, reducing risk and encouraging confidence and engagement. Helping to define requirements is not a good reason why you would deliver frequently (27.1).
- b) Frequently delivering something of use will allow feedback and reduce risk, as well as generating benefits (27.1).
- c) The strategy for delivering frequently and how to plan for this needs careful consideration as there are many trade-offs that have to be taken into account. Resolution of problems will need to be planned for whichever delivery approach is used (27.1).
- d) The ultimate goal is to release continuously if conditions allow and the benefits of doing so are realized. The strategy for delivering frequently and how to plan for this needs careful consideration, as there are many trade-offs that have to be taken into account (27.3 / 27.1).