PRINCE2 AGILE™

The PRINCE2 Agile Examination

Sample Paper 1
Scenario Booklet

Instructions

1. Read the scenario carefully in order to answer questions 7 to 50.

2. The scenario is not based on actual organizations. Any similarities to known organizations are coincidental.

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Project Scenario - Chestertons Cheese

(Note: The companies and people within the scenario are fictional)

Introduction

The Chesterton family started out as farmers, and four years ago they successfully moved in to the making and selling of a wide range of cheeses. They now employ 80 people.

Chestertons sell most of their cheese to national supermarkets (referred to as 'trade customers'). However, two years ago they decided to sell cheese directly to the public by telephone or over the counter at the farm shop. They did this in order to open up a new market in case their trade customers became less profitable.

One of their cheeses, the Chesterton Blue, has been nominated for the International Cheese of the Year Award. The winner of this award will be announced at the International Cheese Festival being held in Amsterdam in three months' time. Chestertons are expecting to see a significant increase in demand resulting from the publicity.

In order to cope with the extra demand, Chestertons have decided to undertake a project which they have called 'The Golden Clog Project'.

Scope

The initial scope of the project includes:

- Rebranding of Chestertons Cheese;
- Creating a marketing campaign to highlight how successful Chestertons have been and to publicize their new branding;
- Moving to new premises where the manufacturing of the cheese and the support office will be in one place;
- Creating a new website.

The Project has been set up with four work streams to deliver this work:

1. Rebranding;
2. Marketing campaign;
3. Website;
4. Move Premises.

Project Background

Most of the staff at Chestertons have been trained in PRINCE2 Agile. Last year a project office was created to support best practice in the way Chestertons worked.

Due to the importance of this project, the Directors have decided to release the Board Room for use throughout the project's duration.

Timeline

An initial timeline has been suggested and is shown in the following diagram. The timeline may evolve due to the agile ways of working. The timeline shows how work streams are broken down into work packages and/or timeboxes.

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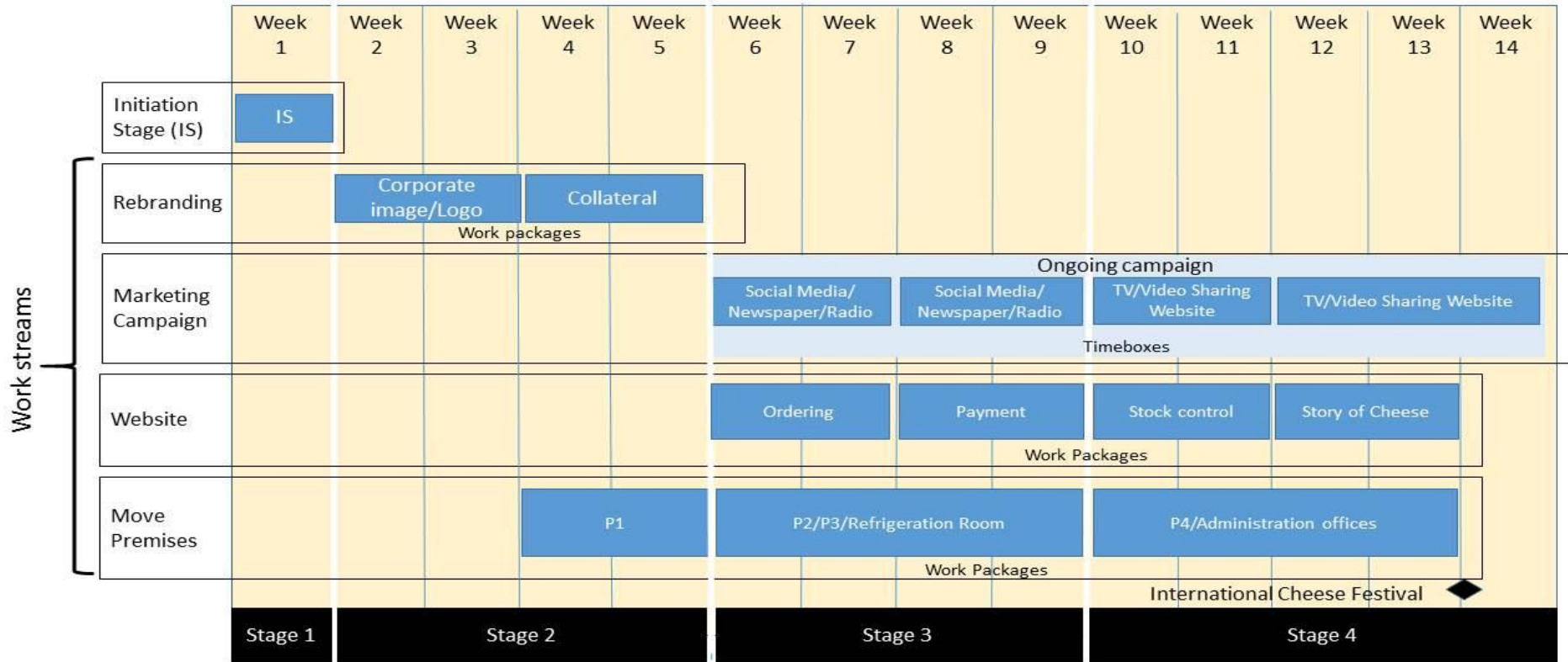
Rebranding – Additional information for questions 7 to 18

Chestertons have used a company called Brand-u-Like for many years. They have a lot of respect for Brand-u-Like as they are professional, easy to work with and produce high quality work.

Brand-u-Like are good at what they do. However, they require a very detailed 'brief' of the campaign and will not commit to the work until it is documented and authorized. As they invest a lot of time in the creation of the brief, any change will incur additional costs. They have recently invested in agile training in order to become more agile and responsive in the way they work with customers.

There are three Work Packages within this work stream:

1. Corporate image:

    - Scoping of objectives and key messages;
    - Redesigning the corporate brand/image and all corporate brand standards to align to the new logo, once it has been selected.

2. Logo:

    - Redesigning the Chestertons corporate logo to prepare Chestertons for expansion into a wider marketplace with more diverse customers.

3. Collateral:

    - Corporate signage;
    - Website look and feel;
    - Letterheads;
    - Fonts and tone of voice;
    - Corporate clothing.

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Marketing Campaign – Additional information for 19 to 26

Chestertons have only recently invested in marketing as their reputation until now has been spread by 'word of mouth'. The Marketing Team has been together for over a year now and the members of the team enjoy working with each other. They were very successful with a past campaign called 'Chestertons Cheese? Yes please!'

The work is being split across a number of timeboxes and the campaign will be delivered across a variety of channels such as:

- Social media;
- Newspaper;
- Radio;
- Television;
- Trade magazines.

They are also thinking of creating a series of videos about cheese and putting them on a video-sharing website. One idea is to make an amusing video that they hope will 'go viral'.

The Marketing Team has been trained in PRINCE2 Agile and has recently been using it on some of their current work. They are keen to use it on this project.

Website – Additional information for questions 27 to 38

The current website is very old and only has pictures of the farm, basic details about their cheeses and contact details. It will need to be completely replaced.

There are four Work Packages within this work stream being delivered across four timeboxes:

1. Ordering:

   - Customer account/login;
   - Subscribe to a newsletter;
   - Change customer details;
   - Incorporate new branding;
   - Cheese search and filter function;
   - Cheese catalogue download.

2. Payment:

   - Secure payment;
   - Allow payment by credit card/debit card;
   - Allow payment by PayPal.

3. Stock control:

   - Update stock levels;
   - Notification of low stock;
   - Expiry date alerts.

4. The Story of Cheese:

   - Incorporating new branding;
   - History of cheese;
   - History of Chestertons.

Two teams are involved in delivering the website. The Story of Cheese Work Package is being delivered by Chestertons' own Information Technology (IT) department (the IT Team). They are reasonably good at agile ways of working but have not gained much real life experience as they have been limited, to date, by Chestertons' basic website.

The remaining Work Packages are being delivered by an IT website development company that specializes in online sales called Web&Go. They are very experienced with agile ways of working and, in particular, they use **Kanban** for everything they do. Their office is across the narrow access road near Chestertons' new premises.

Move Premises – Additional information for questions 39 to 50

Chestertons is currently located across several sites and they want to move to one site as quickly as possible, due to the expected increase in demand. The new premises are very large, and therefore Chestertons believe that all of the cheese making can be brought together onto one site.

There is a concern about the new premises because the access road is quite narrow and it also has limited space for parking, although alternative parking arrangements are available. The landlord who owns the building lives abroad but has agreed that if Chestertons do not like the new premises they can move out, without penalty, as long as they do so within three months of their arrival.

Chestertons make several types of cheese and their aim is to have all four production lines fully operational as soon as possible.

There will be a number of Work Packages in this work stream:

1. Production line:

    - Move four production lines to the new premises (shown as P1-P4 on the timeline).

2. Refrigeration Room:

    - Cold storage facilities for both raw produce and manufactured cheese.

3. Administration offices:

    - Prepare office space ready for all administration staff including those working in IT, Facilities, Operations, Sales, Marketing and Finance.

The Premises Team are not quite sure how the agile ways of working apply to their work in the Project but are willing to be guided.

The PRINCE2 Agile Examination

Sample Paper 1
Question Booklet

Exam Duration: 2 hours and 30 minutes

Instructions

1. All 50 questions should be attempted. Each question is worth one mark.

2. Read the scenario carefully in order to answer questions 7 to 50.

3. All answers are to be marked on the answer sheet provided.

4. Use a pencil (NOT ink pen) to mark your answers on the answer sheet provided. There is only one correct answer per question.

5. You have 2 hours and 30 minutes to complete this paper.

6. The exam is to be taken with the support of the PRINCE2 Agile Guide only i.e. no material other than the *Scenario Booklet,* the *Question Booklet*, the *Answer Sheet* and the PRINCE2 Agile Guide is to be used.

7. The scenarios are not based on actual organizations. Any similarities to known organizations are coincidental.

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Question Booklet

1. Which describes Lean Startup?

   a) An approach to system improvement which controls how much work is underway at any one time.
   b) An approach that creates IT services through enhanced collaboration between development and operations.
   c) An approach to applying agile across an entire organization for large scale and complex work.
   d) An approach to delivering new products quickly, initially based on setting up new companies.

2. Which type of change should PRINCE2 Agile be used for?

   a) Prioritizing ideas in order to enhance or continuously improve a product.
   b) Developing a new service which is not yet understood or fully defined.
   c) Responding to simple requests for change received from sales staff.
   d) Resolving a long list of minor upgrades that is regularly added to.

3. Which describes an agile approach which can be integrated with PRINCE2 Agile?

   a) Limiting the amount of work under way and using visualization to show progress.
   b) Comprising a sequence of phases such as design, build and test.
   c) Prioritizing and delivering frequent requests to improve existing operational products.
   d) Representing the intended long-term product functionality in a diagram and making it visible to the project team.

4. Which describes the PRINCE2 method of project management according to the eight guidance points?

   a) It follows the traditional need for detailed design before development starts.
   b) It requires completion of work in a linear, sequential manner phase-by-phase.
   c) It recommends a flexible, delegated approach to project management.
   d) It works effectively with agile approaches when some areas of guidance are removed.

5. How might a PRINCE2 organization gain by using PRINCE2 Agile?

   a) It benefits from understanding what agile is and how it works.
   b) It benefits from the advantages of integrating agile into their existing PRINCE2 practices.
   c) It benefits from adopting an industry standard approach to project management.
   d) It benefits from understanding PRINCE2 Agile and how to add it to their existing ways of working.

6. How does a delivery team 'blend and weave' PRINCE2 with agile ways of working?

   a) By self-organizing within authority limits set by the Project Manager.
   b) By using rich communication more effectively on team projects.
   c) By prioritizing requirements using MoSCoW.
   d) By using stages in place of timeboxes in order to manage projects.

Using the Project Scenario and Rebranding Additional information, answer the following questions:

7. The 'Chestertons Cheese? Yes please!' Project Retrospective concluded that despite the campaign being successful, the company has a recognition problem in its non-English speaking markets. It was recommended that future campaigns make use of uniquely distinguishable branding.

   Which is the PRINCE2 principle being applied?

   a) Focus on products.
   b) Learn from experience.
   c) Continued business justification.
   d) Manage by stages.

8. It has been recommended that a marketing campaign be used to determine whether the proposed new corporate logo is sufficiently unique and recognizable. This campaign will target a non- English speaking country.

   How effectively does this apply the 'Continued business justification' principle?

   a) This applies the principle well because it will help identify the Minimum Viable Product for the new corporate logo.
   b) This applies the principle well because it will have a favourable impact on the prevailing agile environment.
   c) This applies the principle poorly because the Minimum Viable Product is concerned with the viability of the project as a whole.
   d) This applies the principle poorly because the proposed new corporate logo may not be sufficiently unique and recognizable.

9. A marketing campaign to promote Chesterton Blue will target a non-English speaking country in order to determine whether the proposed new corporate logo is sufficiently unique and recognizable. The Senior User will approve the chosen logo. During Brand-u-Like's most recent daily stand-up meeting, a number of observations were made.

Which observation should be recorded as an item that that may potentially block the team's progress?

a) Targeting the Netherlands could increase awareness, resulting in a favourable outcome at the International Cheese Festival.
b) The chosen logo may not be sufficiently unique and recognizable, having a negative impact at the International Cheese Festival.
c) The Chesterton Blue marketing campaign will require an increase in the marketing budget.
d) The Senior User has reported that they may have limited availability over the next three months.

10. During Stage 4, the Cheese Marketing Association confirmed that Chestertons Cheese is allowed to use its quality accreditation logo as part of its branding on all of their marketing materials and products.

How should this be managed by Brand-u-Like?

a) Adopt a dynamic approach to this branding change.
b) Redesign corporate brand standards, implement them, and seek feedback.
c) Produce an Exception Report to inform the Project Board.
d) Raise an issue to inform the Project Manager.

11. It was recommended that a marketing campaign to promote Chesterton Blue is used to determine whether the proposed new corporate logo is sufficiently unique and recognizable. The Customer Subject Matter Expert (CSME) in the Brand-u-Like Team has added this new marketing campaign to the Marketing Team's Product Backlog.

   How effectively does this apply the Change theme?

   a) It applies it well because empowered self-organizing teams should be free to handle change dynamically.
   b) It applies it well because work should be prioritized in a Product Backlog on an ongoing manner, based on value.
   c) It applies it poorly because the change needs to be managed at the appropriate level.
   d) It applies it poorly because a burn-up chart should be used where the amount of work changes.

12. During Brand-u-Like's most recent daily stand-up meeting, a rumour that one of their suppliers is likely to become insolvent was reported. As a result, it was agreed that a safe-to-fail experiment should be conducted to determine the likelihood of this occurring.

   How effectively does this apply the Risk theme?

   a) It applies it well because a safe-to-fail experiment can be used to assess the impact of major changes to scope.
   b) It applies it well because the person who is managing the team is responsible for managing risk at the delivery level.
   c) It applies it poorly because it should be managed as an impediment, rather than as a risk.
   d) It applies it poorly because a safe-to-fail experiment is NOT a good method for determining risk probabilities.

13. The Collateral Work Package is dependent upon the redesign of the corporate logo. In addition, the Marketing Campaign and 'Story of Cheese' are both dependent upon the outputs of the rebranding work.

    How should the Brand-u-Like team respond to this during the Accepting a Work Package?

    a) Record each of the dependencies as a risk 'cause' in the project Risk Register.
    b) Ensure that the dependencies are specified as development interfaces in the Work Packages.
    c) Document the purpose of each of the products in the appropriate Product Description.
    d) Prioritize the work that needs to be undertaken using Brand-u-Like's Product Backlog.

14. The products produced by Brand-u-Like will be delivered in Stage 2 only. The Project Board has agreed to visit the Board Room to review the burn charts each week.

    Which reason BEST explains whether this is a suitable approach for the Directing a Project process?

    a) It is a good approach because decision-making may be informed by information pulled from the project.
    b) It is a good approach because the Executive will be able to provide direction to the Project Manager and the teams.
    c) It is a poor approach because the Project Manager should be reviewing the burn charts and escalating any exceptions.
    d) It is a poor approach because the Project Board should only review information at the end of a stage.

15. The Project Manager has worked with Brand-u-Like to create a Work Package which releases the collateral items in weeks 4 and 5. The Stage Plan shows the collateral items as a list in the form of a backlog. Brand-u-Like has produced a release backlog which covers two sprints each of one week duration.

    Which statement BEST explains why this approach is appropriate for the Managing Product Delivery process?

    a) All the rebranding work is contained within one stage so sprint planning is not necessary.
    b) Within an agile project a Team Plan should always be in the same format as a Stage Plan.
    c) Release and sprint backlogs can be used effectively to plan the work required in a Work Package.
    d) The Work Package definition should include the preferred size of the timeboxes.

16. At the start of the project the Agilometer was used and the 'Advantageous environmental conditions' slider was set at a high-level across the project. When reviewing the project's performance this was felt to have been too optimistic. Throughout the project it was found that Brand-u-Like would not change their approach and would not commit to their work until it was documented and authorized.

    Which report is MOST relevant for including this information?

    a) Checkpoint Report.
    b) Exception report.
    c) End project report.
    d) Product status account.

17. When contributing to the development of the Configuration Management Strategy (CMS), Brand-u-Like wish to specify how changes to the detailed brief they have produced will be managed. They can then charge for changes made to it.

    Which reason BEST explains whether the CMS should be used in this way?

    a) It is suitable because the rebranding brief will require a formal configuration item record.
    b) It is suitable because the development of the CMS should be collaborative and include the views of stakeholders.
    c) It is unsuitable because change should be allowed for at the product delivery level by trading requirements.
    d) It is unsuitable because a CMS is redundant if Brand-u-Like wishes to become more agile.

18. The Acceptance Criteria relating to the new logo have been set at a high level in the Project Product Description (PPD). The introduction section of the Quality Management Strategy (QMS) contains the objective of ensuring that this standard is achieved.

    Which BEST explains why this statement should be included in the introduction section of the QMS?

    a) Brand-u-Like need to ensure that the agile ways of working documented in the QMS will achieve the appropriate level of quality.
    b) This objective corresponds to the reputation Brand-u-Like has for producing work to a high level of quality.
    c) All of Chestertons' requirements are driven by the high standards needed by food production regulations.
    d) When working in basic agile environments a lot of emphasis should be placed on quality planning during the Initiation Stage.

Using the Project Scenario and Marketing Campaign Additional information, answer the following questions:

19. The Marketing Team believes that the most successful viral marketing videos are normally uploaded to YouTube and shared by people using Twitter. Videos on Facebook have much less impact. Adding pictures from the video onto Instagram could also improve the take-up rate. The acceptance criteria need to be set for where the video is made available.

    Which tolerance level is MOST suitable for the acceptance criteria, in order to comply with the 'protect the level of quality' target?

    a) A tolerance range set for the video and/or photos to be available on as many social media platforms as possible.
    b) Zero tolerance on the need for Twitter to be able to share with all social media applications.
    c) Zero tolerance on the need for the video to be available on YouTube, Facebook and Instagram.
    d) Zero tolerance on the need for the video to be on YouTube with a tolerance range of 1-5 photos on Instagram.

20. The Marketing Team is working on the advertisements in the first timebox but there is not enough time to complete them all. The remaining requirements to be completed for this timebox are:

    - Must Have advertisements in the 'Good Food' and 'Great International Food' magazines;
    - Should Have advertisements in 'Cook Organic' and 'The Vegetarian' magazines.

    How should the team respond, taking into account the 'five targets'?

    a) Deliver the Must Have advertisements as required and as many Should Have advertisements as possible.
    b) Deliver as many advertisements as possible on both Must and Should Have advertisements equally.
    c) Deliver only the Must Have advertisements and remove all of the Should Have advertisements from project scope.
    d) Deliver one Must Have and one Should Have advertisement in the first timebox and the remainder in the second.

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21. The Business Case identifies that the marketing campaign must achieve a minimum of a 10% increase in sales within three months to be viable, and it would also like to achieve a wider awareness of Chestertons to improve their long term sales.

    Two television advertisements should achieve the highest increase in awareness but the sales increase is forecast to be approximately 5%. A promotion in magazines is forecast to increase the overall sales by 12% in the short term but is not expected to improve awareness. The Marketing Team is assessing the compromise between the numbers of television advertisements to run against the promotion in magazines.

    How should the team respond taking into account the 'five targets'?

    a) Make the long term benefits gained from television advertisements a higher priority than the magazine promotion benefits.
    b) Fix the benefits from both campaign approaches and escalate to the Project Board the need to provide more funding.
    c) Adjust the benefits from both campaign approaches and adjust the risk that the sales forecasts may be inaccurate.
    d) Ensure the magazine promotion achieves a 10% sales increase and reduce the television advertisement benefits.

22. The Marketing Team is planning the work for the first timebox in Stage 3. At the end of this two-week timebox, the following campaigns are planned to be released:

    - Social media - it is thought that this campaign will generate the greatest response from potential customers and is critical;
    - Newspaper - the target market for Chestertons' cheeses is thought to be strongly influenced by newspaper advertisements;
    - Radio - this is seen as less critical as radio advertisements are on local stations and reach a more restricted audience.

    The Marketing Team Manager has identified that it will not be possible to deliver all of the above campaigns in the current timebox. As a result, the Team Manager has consulted the CSME and they have agreed that the radio campaign should be delayed until timebox 2 in the current stage.

    Which reason explains why the Team Manager should 'be on time and hit deadlines' rather than deliver the entire scope?

    a) Publishing of the social media and newspaper advertisements allows rich communication with potential customers.
    b) Generating increased cheese sales will give the Project Board early confidence in the ongoing Business Case viability.
    c) Delivering all three campaigns would have reduced testing and increased the risk of errors in the advertisements.
    d) Focusing on the critical requirements allows the Marketing Team to collaborate more effectively during the timebox.

23. The PPD for the Golden Clog Project includes the following Acceptance Criterion in relation to the marketing campaign:

    'The marketing campaign must generate a 200% increase in customer enquiries in advance of the International Cheese Festival.'

    Which reason explains why the Team Manager should 'protect the level of quality' of the marketing campaign?

    a) The impact of each marketing campaign needs to be established early in the project to generate enquiries.
    b) The marketing campaign must be delivered before the International Cheese Festival.
    c) The number of enquiries converted to sales depends on how well the campaign reflects the cheese range.
    d) The Acceptance Criterion represents the Minimum Viable Product to be delivered by the Golden Clog Project.

24. One purpose of the marketing campaign is to promote awareness of the Chestertons' Blue cheese, using advertisements based on the smell of the cheese. There is a negative reaction from the public to the first advertisement. Further research identified that this is because the public dislikes the photographs of noses on the advertisement.

    The Marketing Team decide to immediately change from using photographs of noses to new ones based on smiling faces in the next timebox.

    Which BEST describes why this change complies with the 'embrace change' target?

    a) The team made the decision to change and take action collaboratively.
    b) The cost of ownership of the marketing campaign will be reduced.
    c) Revision to the advertisement removes features that the customer did not want.
    d) Making changes according to feedback should result in a more successful product.

25. The Customer Representative on the Marketing Team who is responsible each day for updating social media for the Golden Clog Project is on holiday during weeks 8-9. Brand-u-Like, who is rebranding Chestertons Cheese, has several trainees and has offered to transfer these trainees at a reduced rate to the Marketing Team to assist in this work.

    Why should the Project Manager resist this request in accordance with the 'five targets'?

    a) It should be possible for other people in the team to produce the output.
    b) The additional cost of staff should be avoided by the project.
    c) Team members should remain unchanged within a PRINCE2 Agile team.
    d) Brand-u-Like will benefit from learning more about Chestertons' business.

26. The project is now in Stage 4 and the marketing campaign has led to a significant increase in demand for a wider range of cheeses. However, the radio campaign was not delivered during Stage 3 and at the current rate of progress it is unlikely that all of the following remaining requirements will be delivered during the stage:

    - Radio;
    - Television;
    - Video sharing using social media.

    The CSME has confirmed that the video sharing is now seen as equally important to the other remaining campaigns and the Marketing Team should deliver all three campaigns in the current timebox.

    Which reason explains how this applies the 'accept that the customer doesn't need everything' target?

    a) It applies the target well because the CSME has confirmed that the customer needs all three campaigns to be delivered.
    b) It applies the target well because the level of quality should be reduced to deliver the campaigns before the International Cheese Festival.
    c) It applies the target poorly because requirements should be broken down and prioritized in order to deliver on time to quality.
    d) It applies the target poorly because the decision to deliver all three campaigns should have been taken collaboratively with the team.

Using the Project Scenario and Website Additional information, answer the following questions:

27. Web&Go are working on the ordering timebox which includes:

- Incorporating the new branding;
- A cheese search and filter function;
- A downloadable catalogue of cheeses.

The most important deliverable for this timebox is to demonstrate how the new branding will be used on the website.

How should the 'Manage by Exception' principle be applied to this work?

a) Ensure that an initial forecast to exceed the time tolerance in this timebox is escalated to the Project Manager.
b) Ensure that a prototype is delivered in the first timebox, integrating the new branding with zero time tolerance.
c) Ensure that if Web&Go can only deliver the rebranding in the timebox then this is escalated to the Project Manager.
d) Ensure that this timebox only includes the rebranding with the other requirements included in later timeboxes.

28. Web&Go is using a Kanban approach to delivery. The following three requirements have been specified on a backlog:

1. Change customer details - Effort: Large
2. Incorporate new branding - Effort: Large
3. Cheese catalogue download - Effort: Medium

Note: Large effort - relates to a lead time of 10 days or more. Medium effort - relates to a lead time of 5 - 10 days.

Web&Go has started work on all three requirements simultaneously.

Why is this is a poor application of the 'focus on products' principle

a) Work within Stage 3 should be divided into timeboxes with requirements prioritized as Must/Should/Could Have.
b) Work within Stage 3 should be broken down to enable prioritization with and the amount of work in progress being controlled.
c) The internal IT Team is not using Kanban; therefore Web&Go should adopt the same agile approaches.
d) Retrospectives should be held after each product is delivered to focus the learning on the products.

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29. Web&Go is using Kanban to deliver the Ordering Work Package.

    How should the Organization theme be tailored for this team?

    a) No change is required to the roles defined in PRINCE2.
    b) By appointing the Scrum Master of the Web&Go Team to act as Team Manager for the Ordering Work Package.
    c) By showing the Golden Clog Project organization chart on the Web&Go Team's Kanban Board.
    d) By ensuring that the Web&Go Team works closely with the Project Manager of the Golden Clog Project.

30. The Web&Go Team are delivering the Ordering Work Package using a Kanban approach. The Work Package includes the following requirements:

    - Create an order for some cheese - Must Have;
    - Change an existing open order that has been submitted - Should Have;
    - Create a customer account/login - Must Have.

    How should Web&Go estimate the delivery of this Work Package so that the Plans theme is tailored appropriately?

    a) Use rationalism to estimate how long the Must Haves and Should Haves will take to deliver.
    b) Use the previous lead times from similar work items for other customers to estimate the three requirements.
    c) Use empiricism to estimate the effort to deliver the three requirements based on what happened in Stage 2.
    d) Estimate the effort needed to design each of the three requirements in the first timebox.

31. When preparing the best-case scenario Business Case, the Project Manager asked Web&Go to estimate the effort required for the customer account/login function. Web&Go has been asked to provide estimates for each of the following:

    - Customer name, title and gender;
    - Delivery address and delivery preferences e.g. time of day;
    - Billing address;
    - Contact details including email, home telephone, work telephone and mobile/cell phone;
    - Password and 'forgot my password'.

    What BEST explains how this approach tailors the Business Case theme?

    a) It tailors the theme well because a best-case and worst-case scenario Business Case should be produced.
    b) It tailors the theme well because the best-case scenario includes the delivery of all of the specified requirements.
    c) It tailors the theme poorly because the Project Board should focus on the expected-case most likely to be delivered.
    d) It tailors the theme poorly because a high level requirement to create a customer account/login should have been used.

32. The IT Team is using a burn-down chart for the Story of Cheese Work Package. The line showing the amount of work done is above the line showing the ideal rate of progress and is relatively flat.

    The IT Team Manager concluded that the focus should now be on incorporating the new branding onto the website and the history of Chestertons for the remainder of the timebox. Other, lower priority, requirements are not going to be delivered as a result.

    What BEST explains why this response to the burn-down chart tailors the Progress theme well?

    a) The IT Team velocity is too slow to deliver all products at the current rate of progress.
    b) The burn-down chart is displayed so that progress is visible to the IT Team members.
    c) The burn-down chart shows how much work is left to be done during this timebox.
    d) The burn-down chart assumes that the amount of work stays the same during this timebox.

33. A business analyst has been collecting ideas from sales staff on ways to improve the sales process. These ideas have been collated onto a backlog. This list of possible changes is being discussed during the Starting up a Project process along with other ideas to be included in the Project.

    The value of each of these ideas needs to be understood by the members of the Project Board.

    How should the project management team BEST present the Project Brief to the Project Board in order to achieve this?

    a)   By issuing it to the Project Board along with the backlog showing the risks, benefits and costs of each idea.
    b)   By issuing it to the Project Board with an invitation to call the Project Manager if information on risks, costs and benefits is needed.
    c)   By discussing it along with the risks, costs and benefits of each idea displayed in the board room with the Project Board.
    d)   By discussing it with the Executive, enabling the Executive to present the findings to the Project Board.

34. At the end of week 14, the Project Manager is getting ready to complete the Closing a Project process.

    The rebranding, marketing, website and premises move have all been completed.

    How should the Project Manager complete the Closing a Project process?

    a)   By completing a full review of each release of the website to obtain user acceptance.
    b)   By using lessons from website retrospectives, checking that they were actioned in later timeboxes.
    c)   By handing over the website to operations staff in a formal handover ceremony.
    d)   By developing the handover documentation for the operations staff who maintain the website.

35. At the end of week 7, the first timebox relating to the ordering on the website has been completed. The Web&Go Team Manager has been planning a retrospective with an independent facilitator. They have spent two hours planning with the following conclusions:

- All team members working on the Ordering Work Package (including staff from Web&Go) should attend as well as the Project Manager;
- At the retrospective, the focus should be on establishing how rich communication has contributed to a successful delivery of the timebox and how it should be used going forward.

Which BEST explains how well this tailors the Controlling a Stage process?

a) It tailors the process well because the retrospective workshop should be planned using an independent facilitator.
b) It tailors the process well because the retrospective should focus on understanding how team behaviors can be improved.
c) It tailors the process poorly because the retrospective should involve internal staff rather than external suppliers.
d) It tailors the process poorly because the retrospective should focus on the quality of the delivered website.

36. Web&Go are working on the payment timebox. The timebox includes the following requirements:

- Secure payment - Must Have;
- Allow payment by credit card/debit card - Must Have;
- Allow payment by PayPal - Should Have.

How should Web&Go start delivering the Team Plan where the Work in Progress (WIP) limit on the build column of the Kanban Board is 2?

a) By identifying at the beginning of the timebox that requirement 3 is unlikely to be delivered.
b) By measuring the number of customer requests for secure payments that are successful.
c) By pulling requirements 1 and 2 onto the Kanban board first, ready to start work on them.
d) By starting work on all three requirements at the same time to ensure that at least 2 are delivered within the timebox.

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37. During Stage 4, work on the Story of Cheese is due to commence. The IT Team are delivering this Work Package which includes the following requirements:

    - Incorporation of the new branding;
    - History of cheese;
    - History of Chestertons.

    How should the Work Package for this timebox be authorized?

    a) The Team Manager should estimate the lead times for each requirement in order to limit the amount of work in the timebox.
    b) The Project Manager should agree the content of the Work Package with the IT Team at a timebox planning meeting.
    c) The Team Manager should produce three separate Work Packages for the requirements, issuing them to the Project Manager for authorization.
    d) The Project Manager should specify the order in which each requirement included in the Work Package should be delivered.

38. The following risk has been identified during the assessment of the Agilometer and entered into the Risk Register. The Risk Register is displayed on the information radiator in the Board Room.

    'As Web&Go are using a Kanban approach and the IT Team are using a basic agile approach using different terminology, there is a risk that it may result in poor communication, leading to the failure to integrate the products effectively into a single, coherent website.'

    What BEST explains how this tailors the Risk Register?

    a) It tailors the Risk Register well because it assesses the estimated impact that the risk might have on the project.
    b) It tailors the Risk Register well because it records the results of the agile risk assessment.
    c) It tailors the Risk Register poorly because the risk register should be maintained in a more formal manner.
    d) It tailors the Risk Register poorly because risks are avoided due to the use of agile approaches in a project.

Using the Project Scenario and Move Premises Additional information, answer the following questions:

39. The Project Manager used the Agilometer to assess the prevailing agile environment in order to tailor PRINCE2 in the most effective way.

    Due to the current production processes being located over several sites and the landlord of the new premises being in a time zone of over ten hours difference, it was observed that the 'Ease of Communication' slider is low.

    Which action is an appropriate response to this observation?

    a) To have a work stream launch party to build a 'one-team' culture with the staff to be relocated.
    b) To create an email distribution list to ensure the team is kept up-to-date on decisions and progress.
    c) To ensure that the updated backlog is distributed weekly to the team and the landlord.
    d) To use web-cams on calls to the team and landlord to enable face-to-face communication.

40. The Premises Team is made up of both operations and maintenance staff, assigned full-time to the team. The operations process has to comply with hygiene regulations and therefore the operations staff is focused on delivering the required level of quality. The operations staff members feel that only they have the authority and knowledge to make the key decisions with respect to how the lines are set-up. They are unhappy that the maintenance staff members have, in the past, not appropriately implemented some minor operational requirements.

    Which slider on the Agilometer would be MOST appropriate to give a low setting as a result of this behaviour?

    a) Level of collaboration.
    b) Ease of communication.
    c) Ability to work iteratively and deliver incrementally.
    d) Advantageous environmental conditions.

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41. The following requirement has been specified for the moving of premises:

    As the Operations Manager responsible for all of the production lines;

    - I want to have the production lines for all cheeses sold by Chestertons to be located on one site, alongside the office functions;
    - So that efficiencies can be achieved by managing staff and deliveries from a single location.

    Where is it MOST appropriate to record this wording?

    a) As the Project Product Description.
    b) As a Product Description.
    c) As a User Story.
    d) As an Epic.

42. The high-level requirement for the main store for the cheese is that it MUST be kept at a constant temperature of at least 10 °C. The cooling unit to achieve this temperature is much more expensive than expected so the requirement was revisited. Not all the cheeses need to be stored at the same temperature.

    Which approach should be taken to deal with this issue?

    a) Escalate to the Project Board so the requirement is formally reassessed.
    b) Change the expected range of the temperature to identify cheaper units.
    c) Decompose the requirement to identify separate ranges for each cheese type.
    d) Use project cost tolerance to pay for a more expensive cooling unit.

43. The choice and order of which production line to move to the new premises may be affected by which cheeses Chestertons decide to promote at the International Cheese Festival.

    Which is the MOST appropriate way to convey the impact that this decision has on the Premises Team?

    a) Document the options and impact in the impact analysis section in an Issue Report.
    b) Record the options and choices in a visual decision tree and distribute this to all of the teams involved.
    c) Discuss at a workshop attended by the Project Board members where decisions can be made.
    d) Discuss in a meeting of the CSMEs from the Premises and Marketing Teams.

44. The move of the first production line to the new premises has been completed.

    Which feedback would be MOST useful according to the frequent releases focus area?

    a) The Project Board was pleased with the visible progress.
    b) The staff really liked the atmosphere of the new premises.
    c) The delivery lorries were unable to gain access to the site.
    d) Dispatching cheese was more complicated across both old and new sites.

45. The Project Manager used the Agilometer to assess the prevailing agile environment in order to tailor PRINCE2 in the most effective way. Overall, the work stream to move to the new premises scores low for all sliders.

    Which slider should be set higher for the reason given?

    a) **Flexibility on what is delivered**
        Reason: There are many technical requirements for the product area related to hygiene, health and safety.
    b) **Advantageous Environmental Conditions**
        Reason: The Operations Manager wants to sign-off the technical design of the production lines before they are dismantled.
    c) **Acceptance of Agile**
        Reason: The Operations Team is used to a continual process environment so agile techniques feel very unfamiliar.
    d) **Ability to work iteratively and deliver incrementally**
        Reason: Being cautious, the team wants to move and test each production line one by one.

46. The Premises Team has just been appointed and is made up of operations and facilities staff.

    Which characteristic justifies a high-level setting for the 'Ease of communication' slider on the Agilometer for this part of the project?

    a) The Operations Manager walks around the production plant to manage the staff while the production lines are running.
    b) The operations staff monitors their performance and level of production achieved through a visible dashboard.
    c) The Premises Team has been trained in PRINCE2 Agile and is willing to be guided by others who have more experience.
    d) When the production lines are running, the operations staff happily helps each other out and step-in for others when needed.

47. As a: an operations manager;

    I want to: locate the refrigeration room at the end of each production line;

    So that: the time needed to move the cheese into the refrigeration room is as short as possible.

    Which explains whether any part of this user story is appropriate?

    a)   The function in the 'what' is appropriate because it contains quality criteria.
    b)   The benefit in the 'why' is appropriate because it contains a target.
    c)   The 'who' is appropriate because the role is independent.
    d)   All parts are useable because they are appropriate for this user story.

48. 22 requirements have been identified for the cheese dispatch process, broken down by number as follows:

    - Weighing cheeses - 2
    - Wrapping cheeses - 2
    - Labelling cheeses - 2
    - Packing dispatch box - 4
    - Weighing dispatch box - 2
    - Addressing the dispatch box - 7
    - Applying postage to dispatch box - 3

    Which stage would the Premises Team MOST likely be in if they were applying the requirements focus area correctly?

    a)   Pre-project stage because there are less than nine areas in the dispatch process.
    b)   Initiation stage because there are between 10 and 100 requirements in the dispatch process.
    c)   Delivery stages because the requirements have been decomposed with additional details.
    d)   No specific stage because the whole scope of the Work Package needs to be addressed.

49. The Premises Team has decided to mark-out the production lines with cardboard boxes on the production room floor to validate that the production lines will fit.

Which BEST explains why this approach is a good application of the rich communication focus area?

    a) Benefits can be realized from this interim product.
    b) Demonstrations use visualization to convey more than facts.
    c) This representation documents the high-level requirement.
    d) This is a good example of a test-driven development.

50. The Premises Team has planned to move the production lines one-by-one over a series of timeboxes, rather than moving all lines at the same time in the last timebox. However, this approach means that the deliveries of ingredients and packaging and the dispatching the produced cheeses will be difficult to coordinate.

Which statement BEST explains how this approach applies the frequent releases focus area?

    a) It applies the focus area well because it will assist in defining the requirements of the interim products.
    b) It applies the focus area well because it will highlight early learnings with the moving of the production lines.
    c) It applies the focus area poorly because there will not be an opportunity to rework each production line.
    d) It applies the focus area poorly because it creates issues and extra costs when receiving goods and dispatching.