



The PRINCE2 Agile Examination

***Sample Paper 2
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.

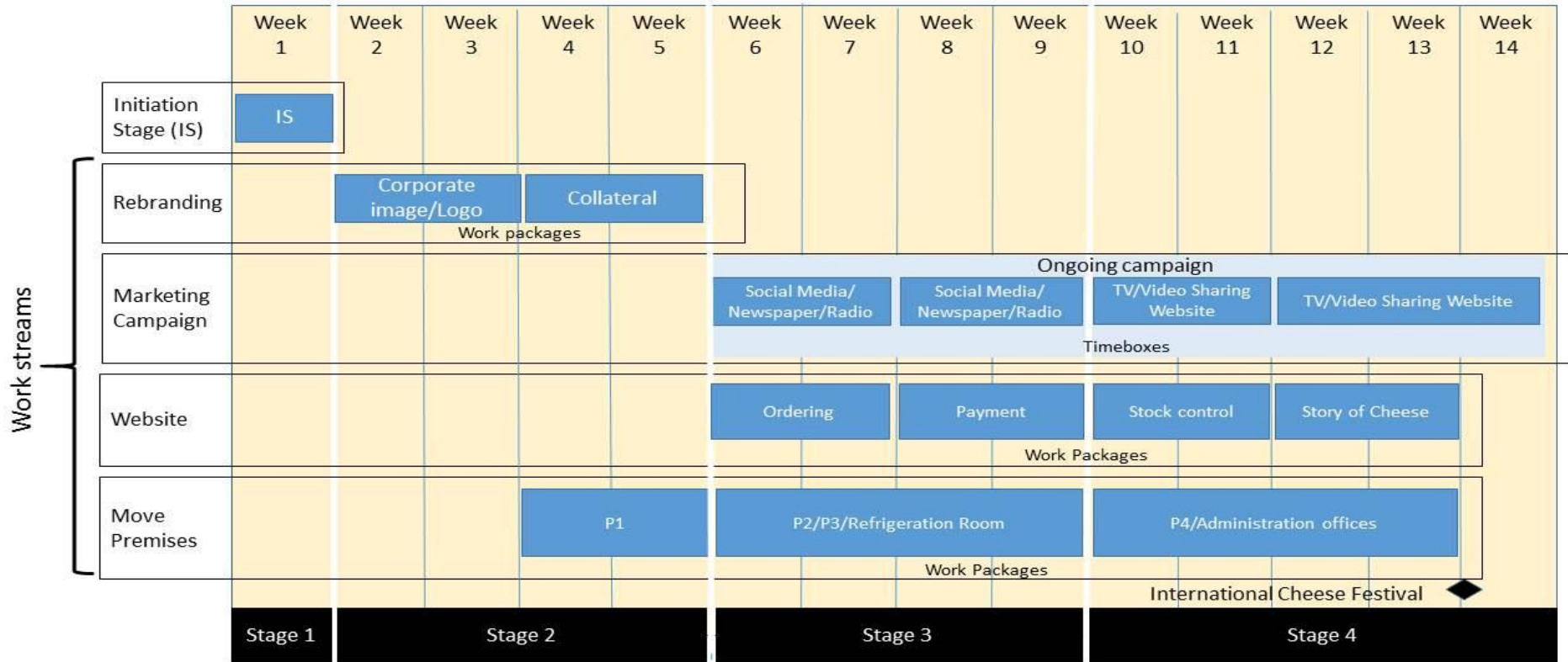
Project Background

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.



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.

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 2 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. How is timeboxing typically described?
 - a) As a behaviour.
 - b) As a framework.
 - c) As a technique.
 - d) As a concept.

2. Which characteristic is MOST likely to apply to a project using PRINCE2 Agile?
 - a) Operational teams are stable and work well together.
 - b) Teams already have accurate metrics for business as usual (BAU) work.
 - c) Teams remain in place after completing work.
 - d) Teams are created as the environment is temporary.

3. Which describes an agile approach which can be integrated with PRINCE2 Agile?
 - a) A framework of principles, values, and methods to manage project delivery.
 - b) The processes and tools that may be applied to a sequence of technical phases.
 - c) A technique to determine favourable and unfavourable factors for a given situation.
 - d) The improvement of processes to maximize value by removing wasted time and effort.

4. Which aspect of a traditional project management approach is necessary when PRINCE2 Agile is applied?
- a) Detailed control of a project's management and outputs.
 - b) Appropriate control over the versions of products.
 - c) Formal planning of all of the project's outputs.
 - d) A lifecycle approach to the technical stages of delivery.
5. Which statement accurately reflects one of the eight guidance points?
- a) Scrum and Kanban can be used to manage both projects and BAU.
 - b) Agile focusses on the use of the Scrum or Kanban frameworks.
 - c) The use of PRINCE2 Agile relies on teams using either Scrum or Kanban.
 - d) Scrum and Kanban can be used in both a project and BAU context.
6. Which aspect of PRINCE2 benefits MOST from blending with Agile?
- a) Project support.
 - b) Project management.
 - c) Project direction.
 - d) Product delivery.

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

7. Brand-u-Like has been given the following quality criteria for the new letterheads they are working on:

- Must adhere to the corporate image;
- No spelling or grammatical errors;
- Should be printable in black and white as well as colour to enable cheaper printing, if required.

Which PRINCE2 principle is being applied?

- a) Tailor to suit the project environment.
- b) Focus on products.
- c) Protect the level of quality.
- d) Transparency.

8. The Project Manager has authorized the Collateral Work Package which must be delivered by the end of Week 5. It includes the following requirements:

- Corporate signage - Should Have;
- Website look and feel - Must Have;
- Letterheads - Must Have.

The corporate signage is not thought to add as much value as the other products.

Why does this represent a good application of the 'manage by exception' principle?

- a) Prioritized requirements enable Brand-u-Like to plan their delivery within the limits agreed with the Project Manager.
- b) Setting zero time tolerance empowers Brand-u-Like to deliver by the end of Week 5.
- c) Combining the corporate image/logo and the collateral into one stage forms a single release.
- d) After Week 5 the value delivered by the Collateral Work Package can be assessed.

9. During the Initiation Stage, the Business Case is being refined and the Project Plan is being produced. The following risk cause is identified:

'The marketing campaign and website delivery are both dependent on the timely delivery of the corporate logo to the defined level of quality.'

How should the Business Case theme be tailored as a result of this risk cause?

- a) Include a time and cost estimate to deliver the corporate logo to the required quality level in the Business Case.
 - b) Record the risk cause in the Agilometer assessment when deciding on how much agile should be used.
 - c) 'Take a leap of faith' on the assumption that the corporate logo will be delivered on time to the required quality.
 - d) Document how late delivery of the corporate logo will impact on the increased sales expected in the Business Case.
10. Brand-u-Like is working on the Collateral Work Package in Stage 2 and has agreed the priorities for each of the requirements. Brand-u-Like believes that it is unlikely that all of the requirements will be delivered during the timebox as some of them are still being explored.

Brand-u-Like is keen to become more agile and responsive in the way they work with Chesterstons.

How should Brand-u-Like monitor progress to tailor the Progress theme?

- a) On a burn-down chart.
- b) On a burn-up chart.
- c) With a Checkpoint Report.
- d) By limiting work in progress.

11. Brand-u-Like has created a Risk Register on its team board. It is updated during daily stand-ups as the risks associated with delivering the corporate logo are discussed. Brand-u-Like is finding this agile way of working to be very effective in monitoring risks associated with the Work Package.

The Project Manager uses photographs of the information on the team board that are sent daily as part of reviewing Work Package status.

What BEST explains how this approach to risk management tailors the Risk theme?

- a) It applies the theme well because the Brand-u-like Team Manager is responsible for managing delivery risks.
 - b) It applies the theme well because the reporting arrangements for risk are appropriate for the Work Package.
 - c) It applies the theme poorly because there should be a single Risk Register for the whole project.
 - d) It applies the theme poorly because the Project Manager needs a single point of visibility for all project risks.
12. During Brand-u-Like's daily stand-up, a rumour that the supplier of banners may be about to become insolvent was reported. As a result, it was agreed that a safe-to-fail experiment should be conducted. This will determine whether Brand-u-Like could complete the work of adding an extra logo to the banners themselves if necessary.

How effectively does the use of the safe-to-fail experiment apply the Risk theme?

- a) It applies the theme well because a trial can be used to explore the impact on the timebox plan.
- b) It applies the theme well because the team is responsible for managing risk at delivery level.
- c) It applies the theme poorly because it should be managed as an impediment, NOT a risk.
- d) It applies the theme poorly because a trial is NOT a good method for exploring risk impacts.

13. During the Starting up a Project process, the following statement is captured:

'It is expected that Brand-u-Like will act in a more agile way than they have in the past with the use of MoSCoW prioritization and with a greater focus on collaboration.'

Where should this statement be recorded as part of Starting up a Project?

- a) In the Project Product Description as a customer quality expectation.
- b) In the Initiation Stage Plan as a pre-requisite.
- c) In the Project Brief as part of the project approach.
- d) In the Daily Log as an informal record of the agreed frameworks to be used.

14. Brand-u-Like is delivering the corporate clothing designs as part of the Collateral Work Package. The current plan is for the delivered clothing to be available at the end of week 14.

Brand-u-Like has been advised by the Executive that a set of rebranded corporate clothing is required before week 14, so that it can be worn by the staff attending the International Cheese Festival.

Which is the BEST way for the Project Manager to respond in order to tailor the Controlling a Stage process?

- a) Ensure that the Product Owner has prioritized the relevant user stories appropriately in the Product Backlog.
- b) Review the Brand-u-Like Team Plan and collaboratively define the additional Work Package information.
- c) Take corrective action by updating and reissuing the Product Description for the rebranded corporate clothing.
- d) Enter it as an issue in the Issue Register so that the impact can be evaluated and escalated if appropriate.

15. The Project Manager is using Brand-u-Like's burn-up chart to track progress.

How effectively does this apply the PRINCE2 Agile guidance when tailoring the Managing Product Delivery process?

- a) It applies the process well because the Project Manager can access information about progress at any time.
- b) It applies the process well because burn-up charts show the ideal rate of progress which can be used to forecast forward.
- c) It applies the process poorly because the Project Manager should be focusing on creating guiding boundaries that empower the teams.
- d) It applies the process poorly because the Project Manager should be focusing on progress information at a higher level.

16. It is reported during Brand-u-Like's daily stand-up that the Executive is insisting that rebranded corporate clothing is worn by staff attending the International Cheese Festival. The team believes that the new logo cannot be made available to the clothing manufacturer in time. Therefore, the branded clothing will not be available for the festival.

Which is the BEST way for Brand-u-Like to respond?

- a) Ask the Project Manager to attend the next daily stand-up to discuss the problem.
- b) Call the Project Manager at the end of the meeting to escalate the problem and raise it as an issue.
- c) Record the problem on the team's Information Radiator so it can be 'pulled' by the Project Manager when required.
- d) Raise a new issue in the Issue Register and raise an Exception Report.

17. There are two Work Packages within the Rebranding work stream. Each Work Package will be managed as a separate timebox. The Rebranding Work Packages will form a release.

Which statement explains how this approach to planning tailors a Work Package?

- a) Planning should focus on the immediate future and this should relate to timeboxes of two to four weeks.
- b) Releases allow the management of timeboxes across more than one management stage.
- c) Timeboxes that make up a release may not deliver something into operational use.
- d) Each of the Work Packages should be managed as a higher level timebox within a separate stage.

18. In an attempt to adopt a more agile way of working, Brand-u-Like has proposed replacing formal Checkpoint Reports with daily stand-ups, where team members will take turns to 'report' the team's progress to the Project Manager.

How effectively does this tailor the use of a Checkpoint Report?

- a) It applies it well because Checkpoint Reports could be replaced by daily stand-ups.
- b) It applies it well because collaborative behaviours are an important aspect of the agile way of working.
- c) It applies it poorly because Checkpoint Reports should be replaced by a burn-down chart.
- d) It applies it poorly because the daily stand-up meetings should NOT act as a 'reporting to' mechanism.

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

19. The Marketing Team Manager has confirmed that it will not be possible to complete all of the work involved in the three campaigns planned for Stage 3, where all three campaigns are 'Must Haves'. The Marketing Director has offered to hire a contractor to assist with the radio campaign.

The radio campaign has the following quality criterion:

'Each advertisement must be at least one minute long but should be two minutes long.'

How should the Marketing Team apply the 'protect the level of quality' target?

- a) By hiring a contractor to join the Marketing Team.
- b) By delivering a two minute radio advertisement in Stage 4.
- c) By delivering a one minute radio advertisement in Stage 3.
- d) By de-scoping the radio advertisement from Stage 3.

20. During Stage 4, the Marketing Team is due to start work on a series of videos to put on a video sharing website.

The release backlog for Stage 4 includes three separate videos as follows:

- 'Life is all about cheese!'
- 'Chestertons' Blue - How about you?'
- Viral video - title and theme to be defined.

How should the 'accept that the customer doesn't need everything' target be applied when planning the work of Stage 4?

- a) By planning to deliver at least two of the three videos during the stage.
- b) By identifying the relative priority of each video and planning to deliver them all.
- c) By identifying the quality criteria for each video and delivering them within quality tolerance.
- d) By recognizing that changes to the viral video will be agreed as they emerge.

21. The Marketing Team has identified the following issue:

'The newspaper advertisements during Stage 3 have not been as successful as we had hoped. The sales targets for the end of Stage 3 have not been achieved. Therefore, the forecast for the increased sales that must be achieved as a result of the project will no longer be achieved within the planned timescales.'

Which of the 'six PRINCE2 aspects of a project' should be immediately assessed as a result of this issue?

- a) Cost.
- b) Time.
- c) Risk.
- d) Benefit.

22. The Stage 3 Marketing Work Package includes the following newspaper requirements:

- Full-page advertisement - Should Have
- Half-page advertisement - Must Have

The Marketing Team is running behind schedule and has asked for advice from the Project Manager. The Project Manager has requested that the Marketing Team keeps to the time allocated and delivers only the half-page advertisement during the stage.

How does this apply the 'being on time and hitting deadlines' target?

- a) It applies the target well because the half-page advertisement contributes to increased sales following Stage 3.
- b) It applies the target well because a sub-standard advertisement could damage Chestertons' image before the Cheese Festival.
- c) It applies the target poorly because the customer needs the newspaper campaign in order to generate sales.
- d) It applies the target poorly because this change to scope should be traded with another requirement.

23. The following user story has been defined by the Project Manager for delivery during Stage 4:

'As a Chestertons' sales assistant, I want to see a high quality, successful TV campaign, so that I will receive a bonus for achieving my sales targets.'

No other information has been provided to support this user story.

Which reason explains why this is a poor application of the 'protect the level of quality' target?

- a) The Marketing Team should define the user stories as part of a self-organizing team.
- b) The user story should include an appropriate function and flexible acceptance criteria.
- c) User stories should NOT be used to define the level of quality to be delivered.
- d) The sales assistant should get most of the sales bonus that was wanted, on time.

24. The results of the advertisements carried out during Stage 3 have been analyzed. The social media advertisements were found to be far more effective than expected. The Customer Subject Matter Expert (CSME) has recommended that additional social media advertising should replace the planned TV advertising in Stage 4.

Which statement BEST describes why the Marketing Team should agree this change in accordance with the 'five targets'?

- a) The Marketing Team should deliver the social media advertising to the appropriate level of quality.
- b) The Marketing Team needs to deliver the advertising within the time and cost tolerances for Stage 4.
- c) The Marketing Team can swap the social media advertising for TV advertising if both require similar effort.
- d) The CSME represents the project's stakeholders and must ensure that their advertising needs are met.

25. There are four people working on the Marketing campaigns. These people have been working in the Marketing Team since the work started.

With the recent success of the social media advertising, the Marketing Director has suggested that a social media expert be recruited to work in Stage 4 on additional advertisements.

Which statement BEST describes whether the Marketing Team should appoint this expert in accordance with the 'five targets'?

- a) The additional social media advertising should be delivered on time by flexing some of the desirable quality criteria.
- b) If new team members are required to deliver the extra advertising they should be added to a new low-level timebox.
- c) Teams should respond by self-organizing so they should decide whether team dynamics will be affected by an additional person.
- d) Adding this expert to the Marketing Team will not exceed the maximum number of people who can work collaboratively.

26. During Stage 3, the first social media advertising is due to be delivered. It was decided that a simple, single-page social media site must be delivered in the first timebox. Information gathered will be used to develop the later campaigns to the defined level of quality.

Which statement BEST describes why the Marketing Team should deliver the simple site in accordance with the 'five targets'?

- a) Later timeboxes should be used to deliver the remainder of the required advertising.
- b) The Marketing Team should deliver a quality campaign to meet customer needs.
- c) PRINCE2 Agile should only be used where there is flexibility on what is being delivered.
- d) The Marketing Team should deliver a Minimum Viable Product on time to enable learning.

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

27. Web&Go is working on the 'payment' timebox which includes:

- Allow payment by credit card - Must Have
- Allow payment by debit card - Should Have
- Allow payment through an online payment system - Should Have.

How should the principle of 'learn from experience' be applied to this work?

- a) Deliver credit card payment as soon as possible in order to receive early feedback from customers.
- b) Deliver all three requirements within the work in progress limit with a time tolerance of zero.
- c) Escalate to the Project Manager if Web&Go can only deliver credit card payment in the timebox.
- d) Deliver the online payment system as a minimum because it should be included within this timebox.

28. Web&Go is delivering the Stock Control Work Package within Stage 4 using a Kanban approach. Chestertons' IT Team is working on the Story of Cheese Work Package later in the same stage. All requirements have been prioritized using MoSCoW prioritization.

A release has been planned at the end of Stage 4 incorporating the outputs of both work packages.

Why is this a good application of the 'manage by stages' principle?

- a) Requirements should be divided into timeboxes and prioritized.
- b) The two timeboxes are combined to form a release within Stage 4.
- c) A release represents a Minimum Viable Product that the customer can use.
- d) Retrospective should be held at stage end to enable continuous learning.

29. The IT Team is delivering the Story of Cheese Work Package.

This timebox will require some ongoing input from the Marketing Team to help with the history of Chestertons and the history of cheese.

How should the Organization theme be tailored for this team?

- a) Appoint a Customer Representative to the team to advise the Supplier Subject Matter Expert.
- b) Appoint a full-time CSME to work with a full time Supplier Subject Matter Expert.
- c) Appoint a part-time CSME to provide advice to the IT Team.
- d) Appoint a Customer Representative to advise the Supplier Representative on specialist areas.

30. The IT Team is delivering the Story of Cheese Work Package.

How should the IT Team plan the delivery of this Work Package to tailor the Plans theme?

- a) Plan the timebox at the same time as planning the Stock Control Work Package.
- b) Use the lead times from the Payment Work Package completed during Stage 3 to plan the timebox.
- c) Create a Team Plan at the end of Stage 3 ready for delivery of the timebox in Stage 4.
- d) Create a plan using the prioritized backlog just before work is about to start on the timebox.

31. During Stage 3, the Payment Work Package is being delivered. It includes the requirement to deliver 'secure payment'.

Several user stories have been developed to identify the requirement in more detail. A Web&Go developer has identified that one of the user stories conflicts with one of the acceptance criterion specified in the Project Product Description.

The Project Manager has advised that this change to the Project Product Description can be agreed dynamically with the Customer Subject Matter Expert.

What BEST explains how this approach tailors the Change theme?

- a) It tailors the theme well because the Customer Subject Matter Expert is using user stories to define the detailed requirements.
- b) It tailors the theme well because the team should handle changes to the detailed requirements dynamically.
- c) It tailors the theme poorly because changes to the Project Product Description affect a baseline product.
- d) It tailors the theme poorly because the team should self-organize without consulting with the CSME.

32. Web&Go is delivering the Payment Work Package in Stage 3. A Web&Go developer has written the tests for the payment functionality at the beginning of the timebox. These tests will be used by the team to check that it works correctly.

What BEST explains why this 'test-driven approach' tailors the Quality theme well?

- a) Web&Go should independently test that the delivered payment functionality is working correctly.
- b) The Quality Management Strategy should specify the use of 'check first' when delivering the payment functionality.
- c) The Web&Go developer should initially quality check the correct working of the payment functionality.
- d) The Quality Management Strategy should define the definition of 'ready' for the payment functionality.

33. During the Initiating a Project process, the project office recommended that the project management team should further improve their agile behaviours. The improved behaviours and their value were discussed with the project management team during a workshop.

They have been documented in the Project Initiation Documentation (PID).

How should the Project Manager communicate the agreed behaviours to the delivery teams?

- a) By emailing the PID to the delivery teams and asking them for confirmation of compliance.
- b) By updating the existing behaviours listed under the 'team rules' on the Information Radiator.
- c) By posting the possible advantages of agile behaviours discussed at the workshop on the Information Radiator.
- d) By requesting the Executive to present the agreed behaviours to the delivery teams.

34. In Stage 4, work on the Stock Control Work Package is underway. The CSME is unsure of exactly how the notification of low stock should work. Having gathered views from the Customer Representative and several stock control staff members, the requirement is still unclear.

How should the Web&Go make sure that they are delivering what the customer wants?

- a) By creating a spike as early as possible and inviting feedback from the stock control staff.
- b) By using lessons identified during the payment timebox in order to understand the requirements in more detail.
- c) By handing over the delivered functionality to the stock control staff at the end of the timebox.
- d) By developing a detailed Product Description of the low stock control processes.

35. At the end of Stage 3, the payment timebox is just coming to an end. The Project Manager is planning to demonstrate the ordering and payment functionality that is being delivered. Several staff from the sales department are attending the demonstration.

What BEST explains how this tailors the Managing a Stage Boundary process?

- a) It tailors the process well because release reviews can demonstrate what has been delivered to a range of stakeholders.
 - b) It tailors the process well because retrospectives can be used to demonstrate the value of what has been delivered.
 - c) It tailors the process poorly because release reviews should demonstrate to the project management team what has been delivered.
 - d) It tailors the process poorly because the purpose of the Managing a Stage Boundary process is to plan the next stage.
36. During the project kick-off it was agreed how the project management team should work together. The Project Manager made the following note during the meeting:

'It is all of our responsibilities to look out for risks. We will raise them as soon as we see them.'

In which management product should this be recorded to formally communicate this agreement?

- a) Lessons Log.
- b) Daily Log.
- c) Risk Register.
- d) Risk Management Strategy.

37. The Project Manager was asked to attend a daily stand-up involving the IT Team during Stage 4.

The Story of Cheese Work Package was discussed and the Project Manager wanted to record the agreements reached for future reference.

Where should this information be recorded?

- a) On a Burn-up chart.
- b) In the Daily Log.
- c) In the Product Description.
- d) In the Product Status Account.

38. The Project Manager has decided that the Benefits Review Plan (BRP) should be created in the Closing a Project process during Stage 4. It will then be used to measure the increase in sales following the International Cheese Festival.

What BEST explains how this tailors the BRP?

- a) It tailors the BRP well because the International Cheese Festival takes place during Stage 4.
- b) It tailors the BRP well because it defines how and when the increased sales will be measured.
- c) It tailors the BRP poorly because increased sales should be measured during the end of Stage 3.
- d) It tailors the BRP poorly because increased sales should be measured at the end of Stage 2.

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

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

Each production line is similar but not exactly the same. Due to an initial plan that moved the current production lines in a specified order, it was observed that the 'Flexibility on what is being delivered' slider is low.

Which is the MOST appropriate response to this observation?

- a) Ensure that everyone understands the differences involved with the agile way of working.
 - b) Challenge the team to identify parts of the production lines from which early delivery would be useful.
 - c) Monitor customer demand in case it affects the sequence in which the lines are moved.
 - d) No action is needed in response to the low value on this slider.
40. Moving the production lines one-by-one over a series of timeboxes means that the deliveries of ingredients, packaging and the dispatching of the cheeses will be difficult to coordinate across more than one site.

Against which Agilometer slider would it be MOST appropriate to assess the risks as a result of this situation?

- a) Flexibility on what is being delivered.
- b) Ease of communication.
- c) Ability to work iteratively and deliver incrementally.
- d) Advantageous environmental conditions.

41. The following requirement has been specified as part of the move premises work stream:

As a: stock controller
I want: to be able to move stock into a stock room

Which is the BEST entry for the 'benefit' in this user story?

- a) So that stock control can be implemented effectively.
- b) So that stock control can be seamlessly integrated.
- c) So that response times can be improved by having stock in one location.
- d) So that an automatic stacker crane can be used to improve efficiency.

42. Entrance to the new site is via a narrow access road. There are parking restrictions linked to lorries using this access road.

Which requirement is MOST likely to have the lowest priority?

- a) Access for delivery lorries is not to be affected by parked cars.
- b) Delays due to the narrow access road of no more than two minutes.
- c) Parking for disabled staff to be close to the new building.
- d) Parking to be available for all staff at the new site.

43. The Marketing Team wants to issue some publicity about each type of cheese as that particular production line is moved over to the new premises.

Which is the MOST appropriate way for the Premises Team to communicate timings and progress to the Marketing Team?

- a) Request that the Marketing Team members look at the Premises Team's burn charts.
- b) Discuss in frequent meetings involving the customer subject matter experts from both teams.
- c) Hold regular workshops involving the customer subject matter experts where decisions can be made.
- d) Circulate the Premises Team's weekly Checkpoint Report to the Marketing Team.

44. According to the frequent releases focus area, which requirement would be MOST useful to deliver early to ensure that the project is viable?
- a) The refrigeration room for both raw produce and manufactured cheeses.
 - b) Access to a delivery bay and improved car parking for the new site.
 - c) The offices located in the new premises for the administration staff.
 - d) An evaluation of the forecast demand resulting from the Cheese Festival.
45. The Project Manager is using the Agilometer to assess the prevailing agile environment in order to tailor PRINCE2 in the most effective way.

Some of the Move Premises Team are positive about agile but are unsure how it can be used for the production lines. They are dedicated to the project and are constructive in team meetings when expressing their opinions, but they are insisting that a 'specify, design, build and test' approach is adhered to.

Which slider should be set lower for the reason given?

- a) Level of collaboration
Reason: Delivery of individual production lines does not suit the use of an agile approach.
 - b) Ease of communication
Reason: The differing backgrounds of the facilities and operations staff will hinder making decisions.
 - c) Advantageous environmental conditions
Reason: Only some of the team are keen on using agile methods.
 - d) Acceptance of Agile
Reason: Behaving in a traditional way is preventing a change to a new philosophy.
46. Which characteristic justifies a low-level setting for the 'Ability to work iteratively and deliver incrementally' slider on the Agilometer for this part of the project?
- a) Little benefit will be achieved from delivering parts of each production line into operational use.
 - b) The team is familiar with validating operational changes and learning from mistakes.
 - c) The staff operating the production lines are dispersed across different lines and locations.
 - d) There is a difficult relationship between the facilities staff and the operations staff.

47. During Stage 2, the following user story has been developed as part of the P1 Work Package:

As a: delivery van loader
I want to: know the weight of any box
So that: I can avoid injury.

Which explains how this user story could be improved?

- a) The role could name an appropriate person who is actually performing this particular function.
- b) The function could contain more detailed information on what a warning label should display.
- c) The benefit could include the name of the Health and Safety regulations being complied with.
- d) All parts of this user story should remain unchanged because it documents the high-level requirement.

48. During the P1 timebox, a requirement is identified for the post room dispatcher to know the weight of parcels to calculate the correct postage. During the timebox, an additional requirement was identified for a warning label to be fixed to heavy parcels needing more than one person to lift them safely.

Which action is the BEST way of addressing this change to the requirements?

- a) Include the additional requirement in the timebox because it is a non-functional requirement.
- b) Ignore the additional requirement for this release because it will require a change to the agreed baseline.
- c) Prioritize the new requirement in order to allow for the swapping of requirements between timeboxes.
- d) Add the new requirement to the end of the product backlog to deliver it in the timebox, if time permits.

49. During the premises move it has been difficult to hold the daily stand-ups. Some teleconferences have been held but attendance at these has been varied. The team is now experimenting with a webcam showing the team's Information Radiator and sending out an alert to everyone's mobile telephone. As well as a reminder to call in, the alert also asks 'Is there anything blocking or potentially blocking your progress?'

Which statement BEST explains how this approach applies the rich communication focus area?

- a) It applies the focus area well because daily stand-ups ensure that issues are uncovered and recorded quickly.
 - b) It applies the focus area well because a multi-faceted approach to communication makes it easier and more effective.
 - c) It applies the focus area poorly because daily stand-ups should always be used for face-to-face communication.
 - d) It applies the focus area poorly because an environment which is too complex can damage communications.
50. Production line releases have been planned and the floor layout has been assigned to the four lines. At the end of Stage 3 the Project Board suggested that space is provided for a fifth production line because the project is turning out to be as successful as they had hoped. The Project Manager has suggested that release plans should complement the planning at the stage plan level in the future.

Which BEST explains why this observation shows a good understanding of the frequent releases focus area?

- a) The different levels of plan need to be synchronized across the project.
- b) The benefits from early release can be used to fund later parts of the project.
- c) The disruption from releases to operations can be made visible to all.
- d) Decision makers can be made aware of the significance of release planning.

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