

COURSEWARE

PRINCE2 Agile® Foundation

Courseware - English

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Colophon

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Publisher about the Courseware

The Courseware was created by experts from the industry who served as the author(s) for this publication. The input for the material is based on existing publications and the experience and expertise of the author(s). The material has been revised by trainers who also have experience working with the material. Close attention was also paid to the key learning points to ensure what needs to be mastered.

The objective of the courseware is to provide maximum support to the trainer and to the student, during his or her training. The material has a modular structure and according to the author(s) has the highest success rate should the student opt for examination. The Courseware is also accredited for this reason, wherever applicable.

In order to satisfy the requirements for accreditation the material must meet certain quality standards. The structure, the use of certain terms, diagrams and references are all part of this accreditation. Additionally, the material must be made available to each student in order to obtain full accreditation. To optimally support the trainer and the participant of the training assignments, practice exams and results are provided with the material.

Direct reference to advised literature is also regularly covered in the sheets so that students can find additional information concerning a particular topic. The decision to leave out notes pages from the Courseware was to encourage students to take notes throughout the material.

Although the courseware is complete, the possibility that the trainer deviates from the structure of the sheets or chooses to not refer to all the sheets or commands does exist. The student always has the possibility to cover these topics and go through them on their own time. It is recommended to follow the structure of the courseware and publications for maximum exam preparation.

The courseware and the recommended literature are the perfect combination to learn and understand the theory.

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Topics are (per domain):

IT and IT Management

ABC of ICT
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CATS CM®
CMMI®
COBIT®
e-CF
ISO/IEC 20000
ISO/IEC 27001/27002
ISPL
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IT-CMF™
IT Service CMM
ITIL®
MOF
MSF
SABSA
SAF
SIAM™
TRIM
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Enterprise Architecture

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GEA®
Novius Architectuur
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TOGAF®

Business Management

BABOK® Guide
BiSL® and BiSL® Next
BRMBOK™
BTF
EFQM
eSCM
IACCM
ISA-95
ISO 9000/9001
OPBOK
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Project Management

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MSP®
P3O®
PMBOK® Guide
Praxis®
PRINCE2®

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Author about this Courseware

This courseware is designed to support the learning work of delegates. The slides offer brief summaries of the different parts of the Best Practice Guidance. The exercises offer the possibility to practice applying the theory to the delegates own real life cases. We do this to help embed the theory into daily practice.

The sample exams then help to test your understanding and prepare for the real thing.

We hope the courseware assists in the learning process and helps delegates in bringing the theory to life and making it work.

Mark Kouwenhoven

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Self-Reflection of understanding Diagram

‘What you do not measure, you cannot control.’ – Tom Peters

Fill in this diagram to self-evaluate your understanding of the material. This is an evaluation of how well you know the material and how well you understand it. In order to pass the exam successfully you should be aiming to reach the higher end of Level 3. If you really want to become a pro, then you should be aiming for Level 4. Your overall level of understanding will naturally follow the learning curve. So, it’s important to keep track of where you are at each point of the training and address any areas of difficulty.

Based on where you are within the Self-Reflection of Understanding diagram you can evaluate the progress of your own training.

<i>Level of Understanding</i>	<i>Before Training (Pre-knowledge)</i>	<i>Training Part 1 (1st Half)</i>	<i>Training Part 2 (2nd Half)</i>	<i>After studying / reading the book</i>	<i>After exercises and the Practice exam</i>
<i>Level 4 I can explain the content and apply it .</i>					
<i>Level 3 I get it! I am right where I am supposed to be.</i>					<i>Ready for the exam!</i>
<i>Level 2 I almost have it but could use more practice.</i>					
<i>Level 1 I am learning but don't quite get it yet.</i>					

(Self-Reflection of Understanding Diagram)

Write down the problem areas that you are still having difficulty with so that you can consolidate them yourself, or with your trainer. After you have had a look at these, then you should evaluate to see if you now have a better understanding of where you actually are on the learning curve.

Troubleshooting

Problem areas:

Topic:

Part 1

Part 2

You have gone through the book and studied.

You have answered the questions and done the practice exam.

Agenda

Day 1 (9.00 – 17.00)	
Part 1	Introduction
	Basic Understanding
	An Overview of PRINCE2
	Exercise Project Success Factors
<i>Lunch</i>	
Part 2	Exercise What do you hear about Agile
	An Introduction to Agile
	Blending PRINCE2
	The 5 targets
	Home work Study manual and take sample exam
Day 2 (9.00 – 17.00)	
Part 1	Recap Day 1
	Agile Behaviours and the PRINCE2 principles
	Agile and the RPINCE2 themes
	Agile and the RPINCE2 processes
	Focus Areas + exercise
<i>Lunch</i>	
Part 2	Exam prep
	Prepare room for exam
	** PRINCE2 Agile Foundation exam **



PRINCE2 Agile® Foundation Training Course

This material contains diagrams and text information based upon:
PRINCE2 Agile guidance 2018

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COURSEWARE

Welcome

How to use PRINCE2® with agile ways of working



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COURSE OBJECTIVES

1. Understand the **key aspects** of PRINCE2
2. Understand **basic concepts** behind common agile ways of working
3. Demonstrate the purpose of **combining PRINCE2 with agile** ways of working
4. Be able to **fix and flex the six aspects of a project** in an agile context
5. Apply the PRINCE2 principles and **tailor** the themes, processes and management products to a project in an agile context
6. Incorporate the **focus areas** that can support a PRINCE2 Agile implementation
7. **Prepare for** the PRINCE2 Agile Foundation **Exam**

About yourself

1. Name (and company)
2. Role
3. Experience with PRINCE2
4. Experience with agile
5. Your objective for this course

About the PRINCE2 Agile manual

Aligned to the PRINCE2 manual 6th edition

Early chapters

- Basic understandings and **drivers for PRINCE2 Agile**.

Middle chapters

- Discussion and description of the principles, themes, processes and management products
- What you may find
- What to do.
- **Tailoring PRINCE2** to an Agile environment

Final chapters

- **Focus areas**: where PRINCE2 needs more detailed guidance when in an agile context
- The appendices.

Foundation exam structure

- 1 hour exam
- Closed book
- 50 questions each worth 1 mark
- Pass is 55% or 28 marks
- Question types
 - Standard
 - Negative
 - List

Basic Understanding

Part 1

What is Agile?

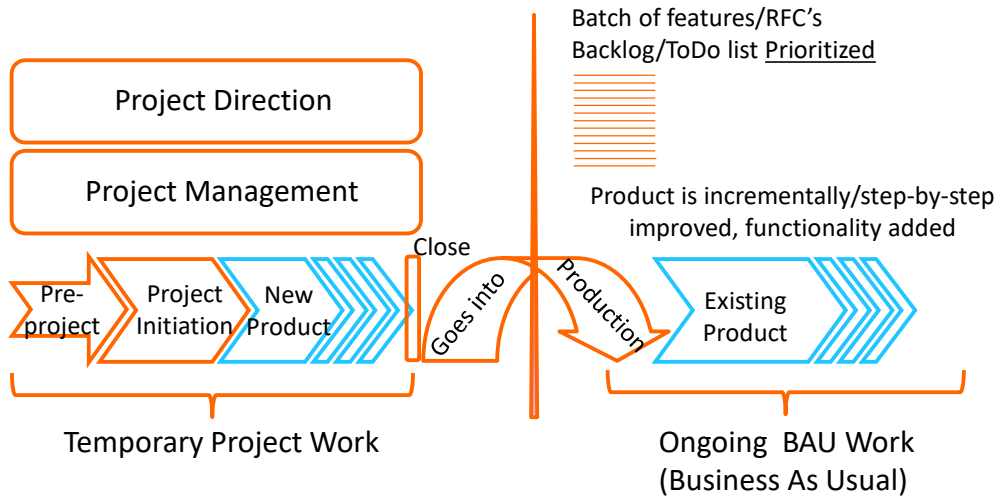
What is PRINCE2 Agile

Project or BAU

- PRINCE2 and **PRINCE2 Agile only for projects**
- **Agile for projects and for 'Business as Usual' (BAU)**
- Important to understand the difference between projects and BAU
to use agile appropriately

Project characteristics	Business As Usual (BAU) characteristics
Temporary	Ongoing
Team is created	Stable team
Difficult	Routine
A degree of uncertainty	A degree of certainty

Story of the difference between Project Work and BAU



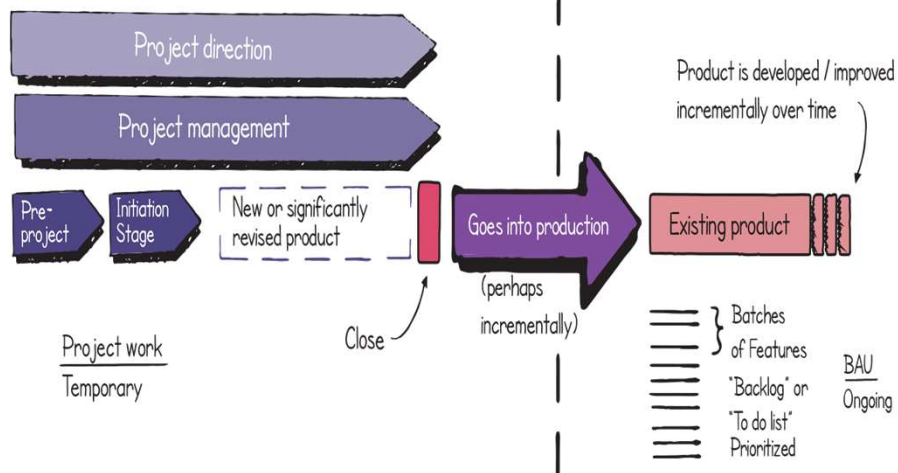
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The Difference between project work and BAU work



(Fig 1.1)

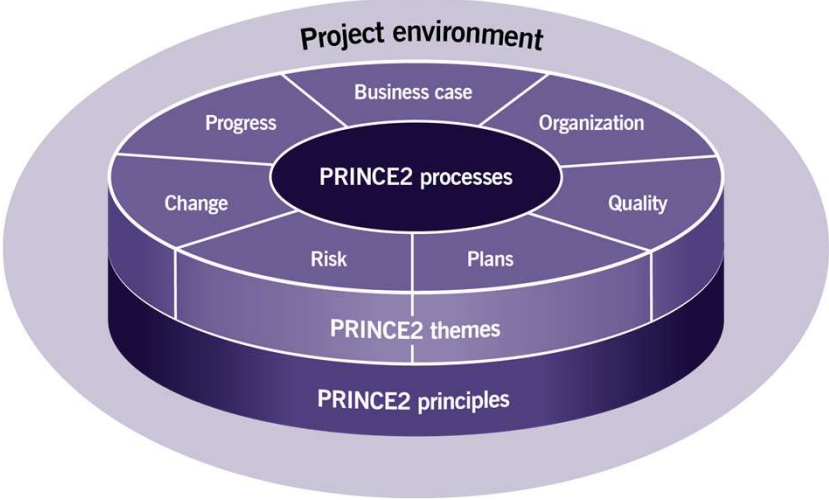
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AN OVERVIEW of PRINCE2

PRINCE2



PRINCE2 principles

The guiding obligations for good practice that a project should follow:

1. Continued business justification
2. Learn from experience
3. Defined roles and responsibilities
4. Manage by stages
5. Manage by exception
6. Focus on products
7. Tailor to suit the project

PRINCE2 THEMES

Theme	What does it do?
Business case	Creates and maintains a business justification for the project. Ensures project outcomes are achieved and benefits realized.
Organization	Defines the project organization structure and roles . Defines the approach to communicating and engaging with stakeholders.
Quality	Defines the project quality management approach . Specifies prioritized acceptance criteria for the final project product(s).

PRINCE2 THEMES

Theme	What does it do?
Plans	Recommends different levels of plan to facilitate communication and control from the differing perspectives of the project organization. Plans enable the business case to be realized.
Risk	Defines the risk management approach and ensures that project risks are identified, assessed and controlled.
Change	Defines the change control approach and ensures that issues are captured, assessed and controlled.
Progress	Defines the way that the project progress is measured and compared to performance targets. Progress enables a forecast of the continuing project viability.

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PRINCE2 process model

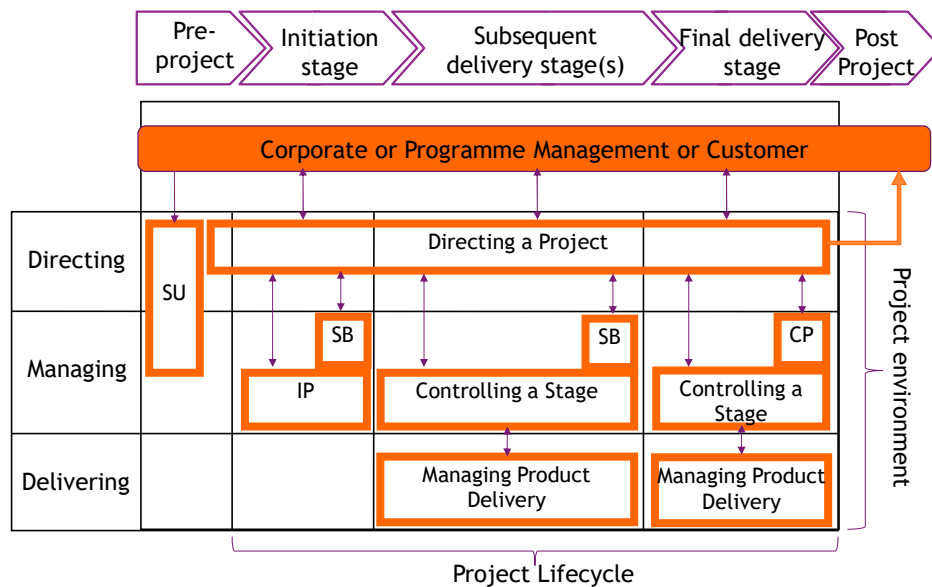


Fig 16.1

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PRINCE2 management products

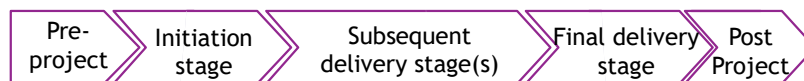
- There are 26 management products that support the PRINCE2 method.
All can and **should be tailored**.
- Key to successfully tailoring the method are:
 - Business case
 - Checkpoint report
 - Highlight report
 - Project brief
 - Project initiation documentation (PID)
 - Project product description
 - Work package
 - Product description

Purpose of the PRINCE2 Management products

- **Business case:** document Business justification for undertaking a project based on the estimated costs and anticipated benefits to be gained offset any associated risks
- **Checkpoint report:** report the status of the Work Package
- **Highlight report:** provide the project board with a summary of the status of the management stage
- **Project brief:** provide a full and firm foundation for initiation of the project
- **PID:** define the project, to form a basis for its management and an assessment of its overall success (direction and scope of a project, 'contract' between PM and Board)
- **Project Product Description:** defines what (solution/end-product) the project must deliver (including scope, user requirements, customer quality and acceptance criteria)
- **Work Package:** set of information about one or more required products to pass responsibility for work/delivery from PM to TM
- **Project Description:** used to understand nature, purpose, function, appearance of a product (solution building block), users and quality required


The PRINCE2 journey with Agile

- How PRINCE2 may look in an agile context
- Please note the word 'typically' is used
...and 'a way' not 'the way'
- Tailoring PRINCE2 depends on the project context and may affect:
 - level of formality
 - where to place emphasis
 - how it is carried out.



Exercise: Success and Failure factors for a Project

- Split up into 2 groups
- Team 1 will look at the Success factors
- Team 2 will look at Failure factors
- At the end discuss, share findings and lessons learned all together



An introduction to Agile

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Exercise: Share some comments you hear about Agile in your work

- Group discussion
- What is your own view on Agile?
- What is the view of management on Agile?
- What is your experience with Agile working
- Share findings and lessons learned

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An overview of Agile

- The term 'Agile' is viewed in many different ways
- Well-known frameworks referred to as 'agile ways of working'
- Well-known **behaviours, concepts and techniques** characterising agile
- The Agile Manifesto comes closest to a single definition; it was created as an **alternative to 'waterfall'** processes
- Agile addressed the new demands placed on the delivery of software.

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Waterfall or Iterative and Incremental

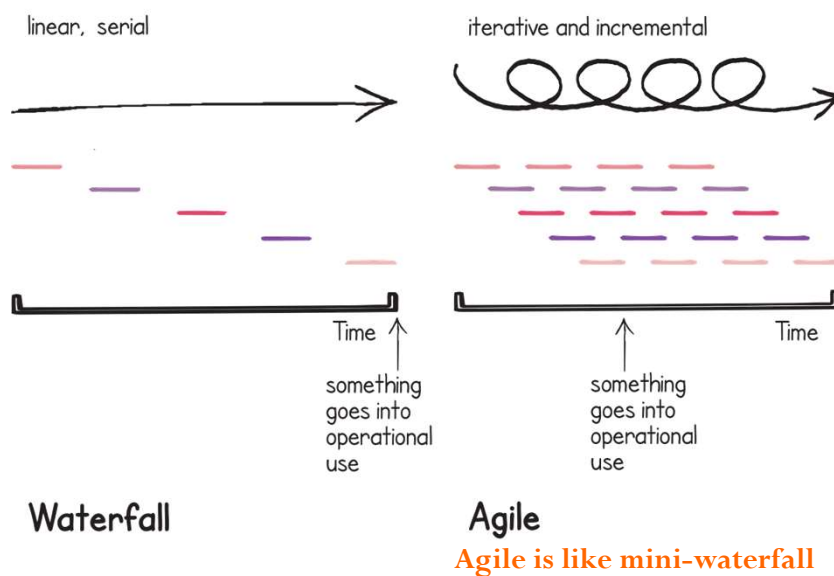


Figure 2.2

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Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it.

Through this work we have come to value

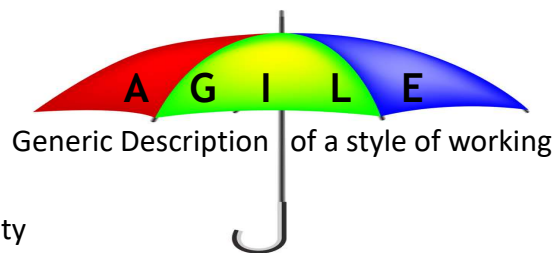
People and Interactions	Over	Processes and Tools
Working Software (Working Solution)	Over	Comprehensive Documentation
Customer Collaboration	Over	Contract Negotiation
Responding to Change	Over	Following a Plan

+ more value ← Value → less value -

There is more value in a working solution **and** we still write things down (small/lean documents).

Agile is not just about delivering software, it applies to all types of projects

What is Agile?



Generic Description of a style of working

- Flexibility
- Working closely with customer throughout
- Ensuring final solution actually meets business need
- Deferring decisions about detail as late as possible

Agile Umbrella, all are Agile methods (1)

Product Development Focus	Project Focus
SCRUM	PRINCE2 Agile
KANBAN	AgilePM
LEAN programming	DSDM Framework
Scrumban	
Extreme Programming (XP)	Nexus (scaled Professional Scrum)
DevOps	
Crystal Clear methods	Scaled Agile Framework (SAFe)
Feature Driven Development (FDD)	Large Scale Scrum (Less)
Continuous Integration / Continuous Deployment	
Test Driven Development (TDD)	Disciplined Agile Delivery (DAD)
Joint Application Development (JAD)	Open Unified Process (open UP)
Rapid Application Development (RAD)	Agile Unified Process (AUP)
Rational Unified Process (RUP)	

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Agile Umbrella, all are Agile methods (2)



- **Development Focus**
- Light Weighted methods
- Software/Solution Development
- Focus on delivery/product
- Smaller,
- 'easy' to keep overview

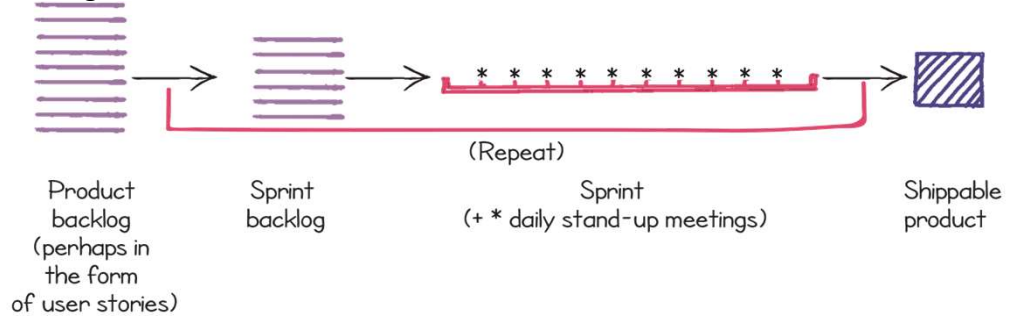
- **Project Focus**
- Fuller Approach
- Also non-IT
- Focus on project/process
- Bigger and
- more need for coordination

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Agile basics

- It can be viewed in many ways
 - Timeboxed approach for developing software/solution
 - A collection of techniques
 - Using the Scrum framework.



A basic Backlog and Sprint structure is commonly used

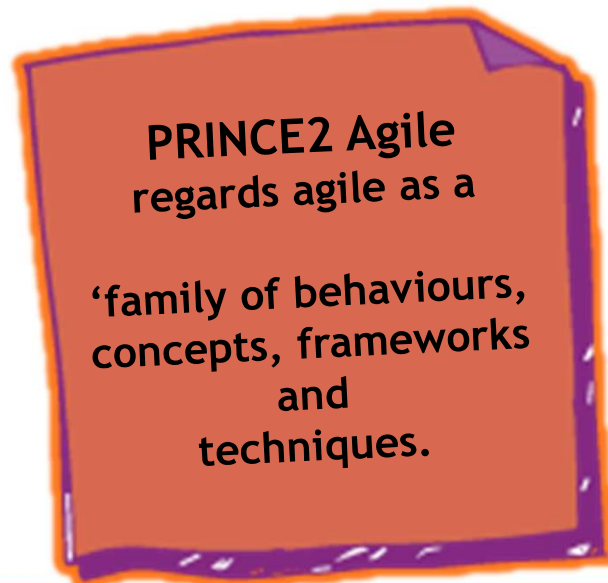
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The PRINCE2 Agile view



Section 2.2.1

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Agile behaviours, concepts and techniques

Along with the agile frameworks there are a variety of behaviours, concepts and techniques that are seen as being part of the agile way of working

A few illustrative examples

Term	Examples	Similar terms for this
Behaviours	Being collaborative, Self-organizing, Customer focussed, Empowered, Trusting not blaming	Principles. Values. Mind-set.
Concepts	Prioritising what is delivered, Working iteratively and incrementally, Not delivering everything, Time focussed, Inspect and adapt. Kaizen. Limiting WIP	Fundamentals
Techniques	Burn charts, User Stories, Retrospectives, Timeboxing, Measuring flow	Practices. Tools.

Table 2.2

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What is PRINCE2 Agile all about

Weaving
PRINCE2 and Agile



Blending PRINCE2 and Agile



Mixing PRINCE2 and Agile

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PRINCE2 Agile: blending PRINCE2 and agile

PRINCE2 and agile each have their own strengths

- PRINCE2 focuses on
Direction
and
Management
- Agile is delivery focused

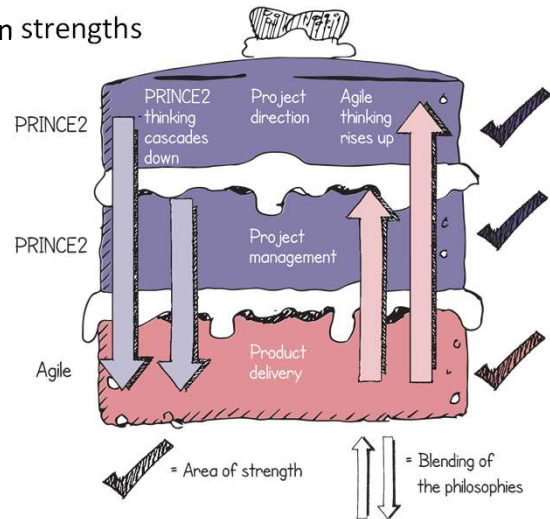


Figure 3.1

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What does PRINCE2 Agile comprise of?

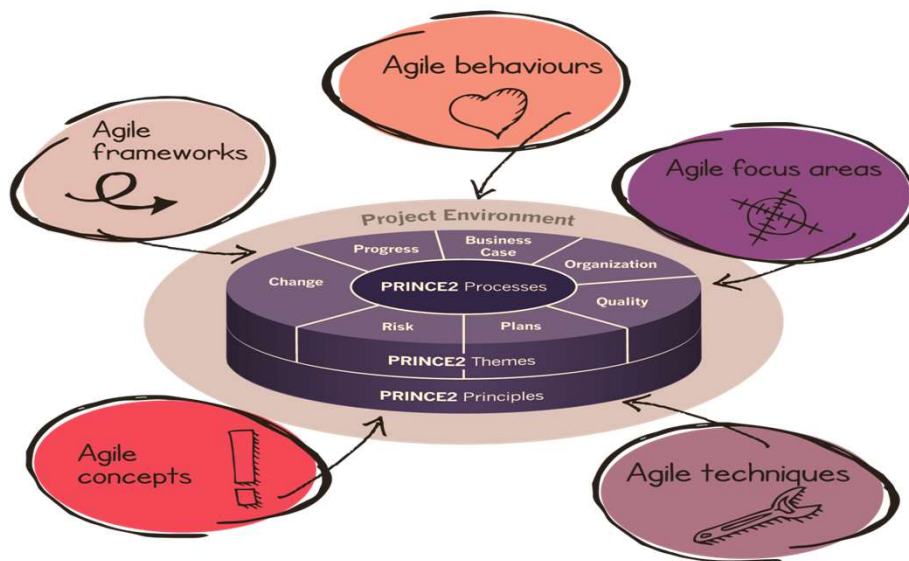


Figure 3.2

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8 Guidance Points

	Key point
1	PRINCE2 (2009 version) is already enabled for use with Agile
2	PRINCE2 is suitable for any style of project and is not a 'traditional' project management approach as is typically contrasted to Agile
3	PRINCE2 Agile is for any project and not just for IT projects
4	'IT only' frameworks and techniques are mentioned in PRINCE2 Agile but not extensively
5	There is much more to Agile than the Scrum framework. Agile is not Scrum.
6	The most 'commonly used' Agile approaches are Scrum and Kanban, but they are not suitable for managing a project in isolation. However, they can be effectively used in a project context.
7	The term Agile (in this manual) refers to a family of behaviours, concepts, frameworks, and techniques
8	Using Agile on a project is not a question of 'yes or no'. It is about 'how much'.

Beware of prejudice!

**CONTROL + GOVERNANCE
ALLOWS AGILE
TO BE USED IN
COMPLEX ENVIRONMENTS**

**IN OTHER WORDS:
WITHOUT CONTROL AND GOVERNANCE
AGILE WILL NOT BE VERY SUCCESSFUL IN
COMPLEX ENVIRONMENTS**

What to fix and what to flex

Performance targets and tolerance

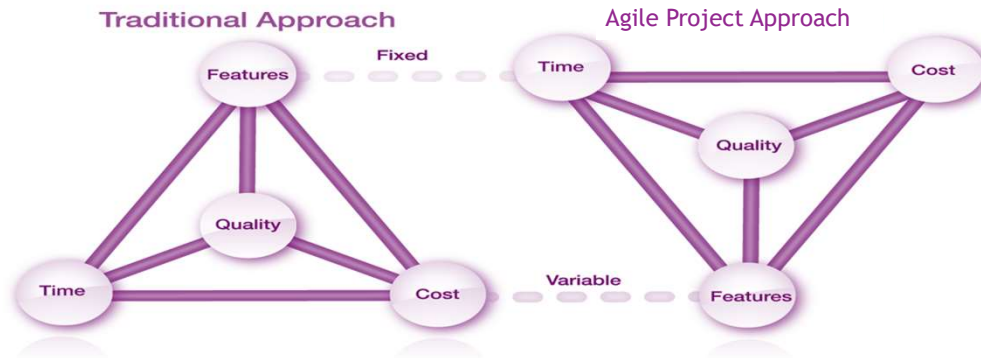
- **PRINCE2 considers 6 aspects of performance**
- **Tolerance is an allowable variation around these targets without the need to raise an exception**
- **In a waterfall project, time and cost are often seen to be the most significant**
- **This is not the case in a project using agile delivery**

Project Variables

Realistical cynic said: 'It was too late, too expensive, had quality issues and not everything was delivered.'

No surprise it was a project.'

Ready for improvement?



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The Hexagon



This is about tolerances and not the aspects themselves

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Tolerance guidance

Aspect	Tolerance Guidance	Summary
Time	Zero tolerance for extra time on all levels of plan	Fix
Cost	Zero tolerance for extra cost on all levels of plan	Fix
Quality	<p>Not all acceptance criteria and quality criteria are of equal importance, so they can be prioritised</p> <p><u>Project Product Description</u></p> <p>Zero tolerance for the Customer's quality expectations and Acceptance criteria that are essential</p> <p>Tolerance may be used for the Customer's quality expectations and Acceptance criteria that are desirable but not essential</p> <p>Product Descriptions (in general)</p> <p>Zero tolerance for the Quality criteria that are essential</p> <p>Tolerance may be used for the Quality criteria that are desirable but not essential</p>	Fix and flex
Scope	<p>Not everything the project aims to create is of equal importance, so they can be prioritised</p> <p>Zero tolerance for Products that are essential</p> <p>Tolerance may be used for Products that are desirable but not essential</p>	Fix and flex
Risk	Tolerance to be defined to the needs of the Project Board and Project Manager as this depends on the specific situation	Fix or flex
Benefit	<p>Zero tolerance for the level that is defined as 'minimum viability' in the Business Case</p> <p>Tolerance may be used above the level that is defined as 'minimum viability' in the Business Case</p>	Fix and flex

Table 6.1

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The 5 targets

The 5 targets represent the rationale behind the hexagon and the concept of fix and flex... The reason **why**

1. Be on time and hit deadlines
2. Protect the level of quality
3. Embrace change
4. Keep teams stable
5. Accept that the customer does not need everything

Table 6.2

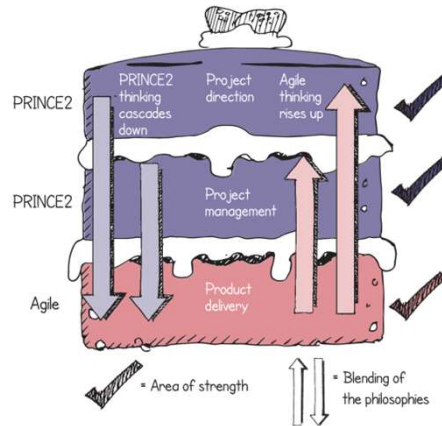
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Be on time and hit deadlines

Why?

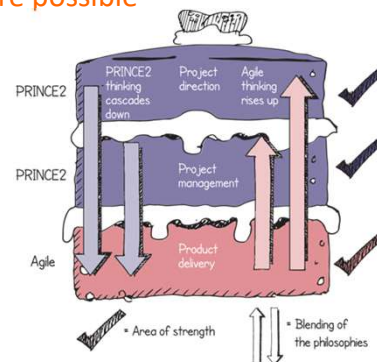
- Early realisation of benefits
- Helps with planning
- Gives confidence
- There may be no choice
- Improves reputation
- Reduce the likelihood of cost overruns



Protect the level of Quality (1)

Why?

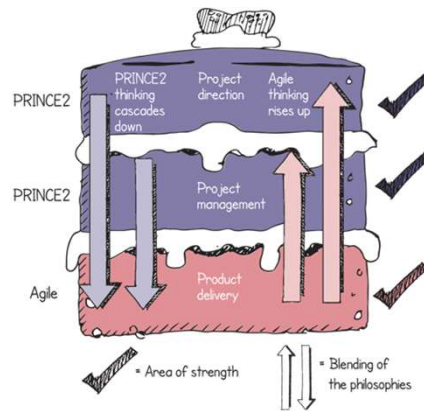
- To ensure that the appropriate level of quality is achieved
 - And therefore the **desired outcomes are possible**
- Damaging effects result from:
 - Reduced testing
 - Incomplete documentation
 - Sub-optimal design
 - Lack of appropriate training
 - Non-compliance to standards



Embrace change

Why?

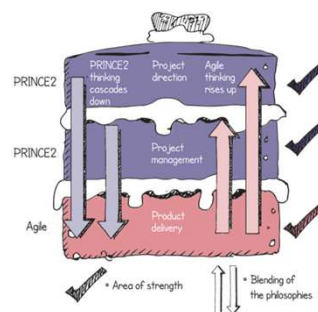
- It is inevitable
- A more accurate final product is more likely
- Can be handled by **flexing what is delivered**



Keep TEAMS stable

Why?

- Agile favours self organising teams and informal communication
- Changing team members (in the short term) can have a detrimental 😞 effect:
 - Time spent bringing new team members up to speed
 - Number of team communication lines grows exponentially
 - The team dynamics change and need to be re-established.
 - An opportunity cost incurred to the areas providing the new people



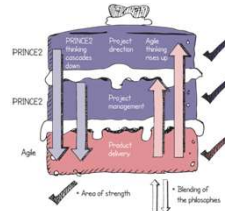
Accept that the customer doesn't need everything

Why?

- If compromise is necessary PRINCE2 Agile believes that the safest way to do this is by varying the features of a product

This is because:

- Usually, not everything defined at the start must be delivered
- **Many functions and features are rarely, or never used**
- This helps when trying to hit deadlines and protect the level of quality
- Delivers what the customer really wants more quickly.



Exercise: Statements to Discuss

Customer doesn't

- How many programmes has your washing machine or dishwasher?
- And how many do you use?

Deliver less, to enhance quality

- Think of Gordon Ramsey (Famous TV-chef trying to help-out restaurants), what is the first thing he does with an extensive menu he, WHY?

Embracing change

- Who has experienced advancing/new insights in a team when dealing with an issue/problem? What did you do?

PART 2

Agile behaviours and the PRINCE2 principles

Applying PRINCE2 principles

Continued business justification	Agile value and MVP
Learn from experience	Retrospectives , short feedback loops and “inspect and adapt”
Defined roles and responsibilities	Blending PRINCE2 roles and additional agile roles
Manage by stages	Timeboxes , e.g. releases and sprints, shorter stages to support innovation
Manage by exception	Tolerances empower people
Focus on products	Prioritisation of products and quality criteria
Tailor to suit the project	Agile assessments with the Agilometer

PRINCE2 Agile behaviours

Transparency	Openness and visibility but also honesty, trust, integrity and respect
Collaboration	Internal (the team work together) and external (engaging with customers) leading to shared understanding and ownership
Rich communication	Face to face in preference to words alone
Self-organization	Trust the people closest to the work to know best
Exploration	Frequent iterations and rapid feedback loops provide an opportunity to learn (experiments and spikes)

Exercise: PRINCE2 Agile Behaviours:

PRINCE2 Agile Behaviours:

Transparency

Collaboration

Rich communication

Self-organization

Exploration

- Group(s) discussion
- How would you score the behaviours (1-5) in your organization?
- What does this mean?
- What impact does this have?
- How do/would you deal with this?
- Share findings and lessons learned all together.



Agile and the PRINCE2 themes

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Purpose of the PRINCE2 Themes

- **Business case:** establish mechanisms to judge whether the project is desirable, viable and achievable as a means to support decision-making in its continued investment
- **Organization:** define and establish the project's structure of accountability and responsibilities
- **Quality:** define and implement the means by which the project will verify products that are fit for purpose
- **Plans:** facilitate communication and control by defining the means of delivering products
- **Risk:** Identify, assess and control uncertainty to improve the ability to succeed
- **Change:** Identify, assess and control any potential and approved changes to the project baselines
- **Progress:** establish mechanisms to monitor and compare actual achievements against those planned, provide a forecast for the project objectives and the project's continual viability and control any unacceptable deviations

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Tailoring the business case theme

- No changes required
- More information on tolerances around benefits
 - Worst case (only Must haves),
 - Expected case (Must and Should haves)
 - Best case (Must, Should and Could haves)
- Linking amount of product to benefit accrued
- Explicit definition of what constitutes the **Minimum Viable Product (MVP) is not a Minimal Marketable Product (MMP)**
- Implications of **incremental delivery**
 - **Early benefits and early costs**
- Where there is high uncertainty develop the business case quickly
 - Plan to **test assumptions quickly**

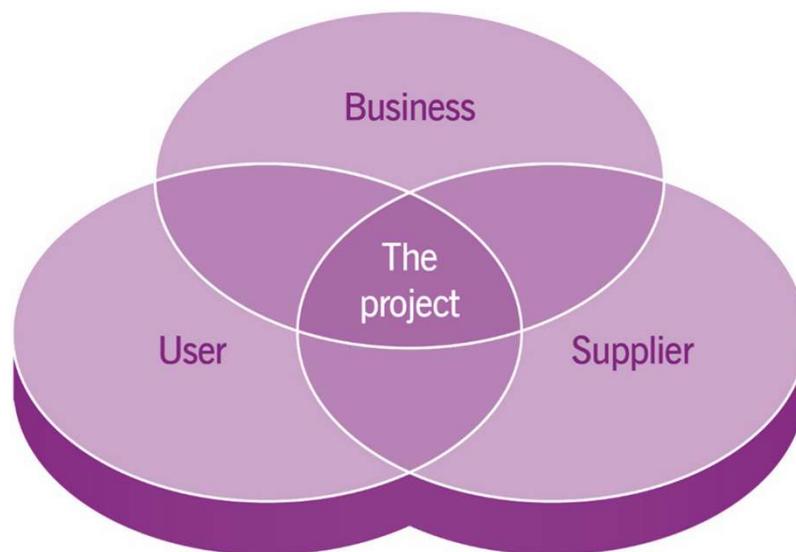
Exercise: Business Case

- Group(s) discussion
- Take a project in your organization and explain the Business Case, only the benefits side.
- Do others see this as a good investment?
- Would you like to be in this project?
- Share findings and lessons learned all together.

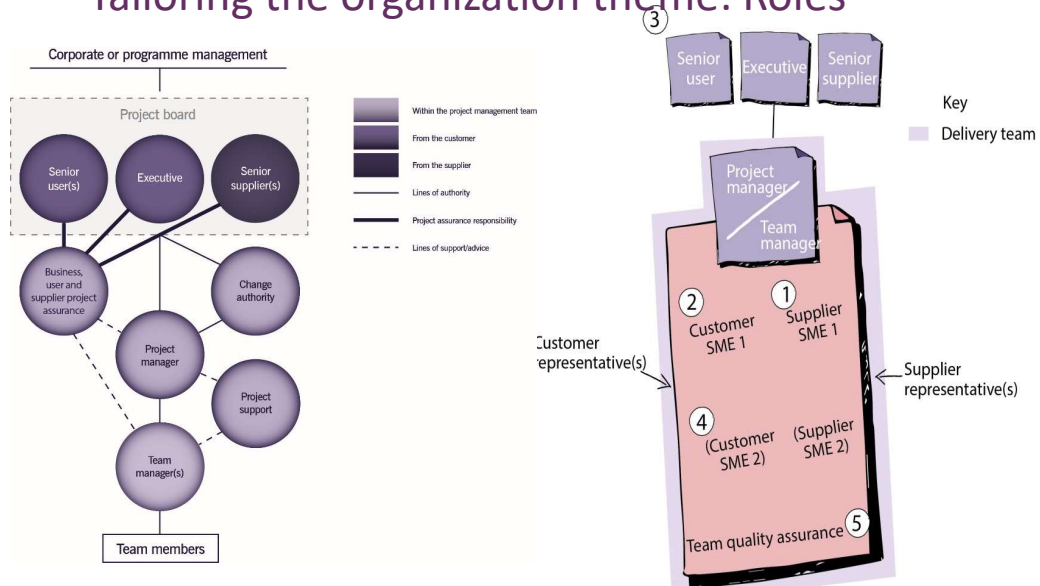
Tailoring the organization theme

- No changes required additional delivery roles may be needed
- Consideration needs to be given to:
 - The **Team Manager role**
 - How it might be integrated into the delivery team
 - Common **agile roles**
 - E.g. Product Owner, scrum master, **Agile Coach**, Business Ambassador
 - The **senior user role**
 - Acting as a super product owner
 - The scrum master
 - Liaison with the project manager
- Management by exception to enable **self-organization**

The three PRINCE2 project interests



Tailoring the organization theme: Roles



Working agreements can help to document roles and responsibilities

Fig 10.2 + Fig 10.4

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Customer Subject Matter Expert (C SME)

Assigned to the **delivery team**, plays an active part, acting as a **representative of all of the customer stakeholders** with a responsibility for ensuring that the project product (parts) is understood and correct at the detailed level. **Customer SME wants, or needs, the final product** and is motivated for the project to succeed as they are impacted or helped by its delivery.

Responsibilities include:

- making appropriate and timely **decisions on behalf of the customer** at the detailed level
- explaining and helping to **define the detailed requirements** of the customer
- ensuring that the detailed requirements are consistent with the higher-level requirements agreed by the senior user
- **prioritization of requirements** at the detailed level
- **ensuring** that products have been reviewed appropriately and are **fit for purpose** from a customer perspective

- collaborating and communicating with other customer stakeholders (customer representatives) to ensure that all views and needs are understood and addressed.

Competencies include being:

- **open-minded**
- **facilitative**
- **attentive to detail**
- **respected**
- **decisive**
- **empowered.**

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Supplier Subject Matter Expert (S SME)

Assigned to the **delivery team**, provides the appropriate **technical skills** to build and initially **quality check** the project product (parts). Supplier SME works collaboratively with Customer SME(s) and other customer representatives to evolve the products so that they deliver what is required in order to ultimately achieve the highest value possible for the customer.

Responsibilities include:

- **creating** the project's specialist **products**
- being aware of the **wider technical view** of the products that are evolving
- carrying out **initial technical assurance** to check that the specialist products have been produced correctly
- liaising with the customer to **refine** initial understanding of the **requirements**
- **explaining** what **alternatives** there are to satisfy individual requirements

- **ensuring** that work is compliant with any organizational or project **standards**.

Competencies include being:

- multi-skilled to some degree (**T-shaped**)
- **customer-focused**
- creative
- technically excellent.

Customer representative

Partially assigned to the **delivery team** or the senior user in order to contribute, or to be canvassed about, **specific information** that may be of use to the project. This is a **consultative role** that provides general or detailed information relating to **specific areas** of the project that may be involved or impacted.

Responsibilities may include:

- defining requirements for their own specific area of interest
- highlighting any areas that the project may impact directly or indirectly
- working with the customer SME(s) to provide a wider and more representative picture of the customer view
- providing support in reviewing the project product (and its components) where relevant.

Competencies include being:

- knowledgeable about their own area
- **empowered**
- decisive
- collaborative

Supplier representative

Partially assigned to the **delivery team** or to the senior supplier to contribute, or to be consulted about, **specific technical** or specialist **information** that may be of use to the project. This is a **consultative role** that provides general or detailed **technical information** relating to **specific areas** of the products being delivered.

Responsibilities may include:

- providing technical guidance on specific areas where appropriate (e.g. **design**, performance, **releasing** into operational use, ongoing **support**)
- communicating technical standards and guidance on areas such as **technical compliance**
- highlighting any **areas** that may be **impacted** directly or indirectly by the project from a technical perspective.

Competencies include being:

- technically excellent
- **proactive**
- inquisitive.

Tailoring the quality theme

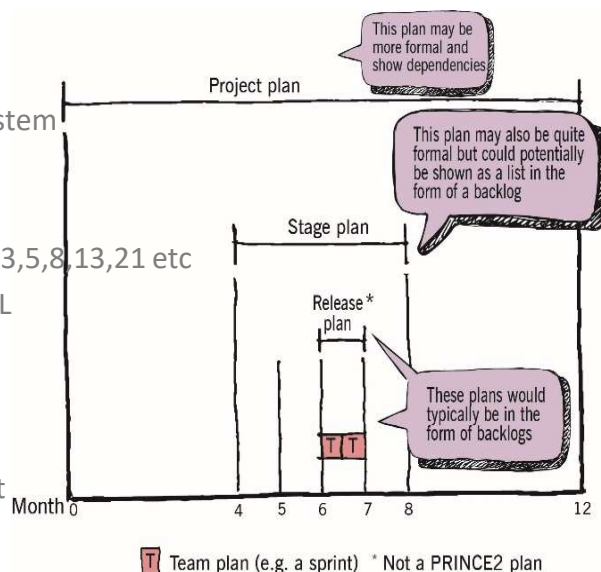
- Ensure that stakeholders appreciate the difference between scope and quality.
 - **A reduction in scope is not a reduction in quality**
- Protect the fitness of purpose of products by:
 - Prioritising acceptance criteria and quality criteria
 - Defining quality tolerances
 - Differentiating between functional and non functional requirements
- Use agile concepts to help clarify quality criteria
 - Definitions of Ready and Done
- Consider the frequency of quality checking and the impact on the way that the project is planned and runs

Tailoring the plans theme

- No changes required but many agile techniques and approaches exist in this area
 - Often **informal and low tech** e.g. sprint planning, simple list of backlog
- Agile typically looks at how much (or how much value) can be delivered in a fixed time frame
 - Releases, sprints, burn charts
- Gantt charts and formal milestones that show how long a fixed amount of work will take may be relevant to higher levels of plan
- High level plans and low level backlogs need to be synchronized

Agile estimating

- Agile uses relative estimates
- Often based upon a points system
- Popular are:
 - Numbers based upon the Fibonacci sequence... 1,1,2,3,5,8,13,21 etc
 - T shirt sizes... S,M, L, XL, XXL
 - Story Points
- **Velocity is based upon actual delivery**
 - Used to empirically forecast future rates of progress



Tailoring the risk theme

- Agile techniques address many of the familiar risks on projects. Agile built in Risk Responses such as:
 - Avoiding too much detail at the start, daily stand-ups, frequent delivery of product, frequent demos, customer interaction and self-managed teams
- However, agile working has its own set of potential risks
 - e.g. the challenges of continual customer engagement
- Processes that support risk management do not need to be bureaucratic the level of formality should be appropriate to the needs of the project
 - E.g. a few columns on the team board vs an electronic risk register

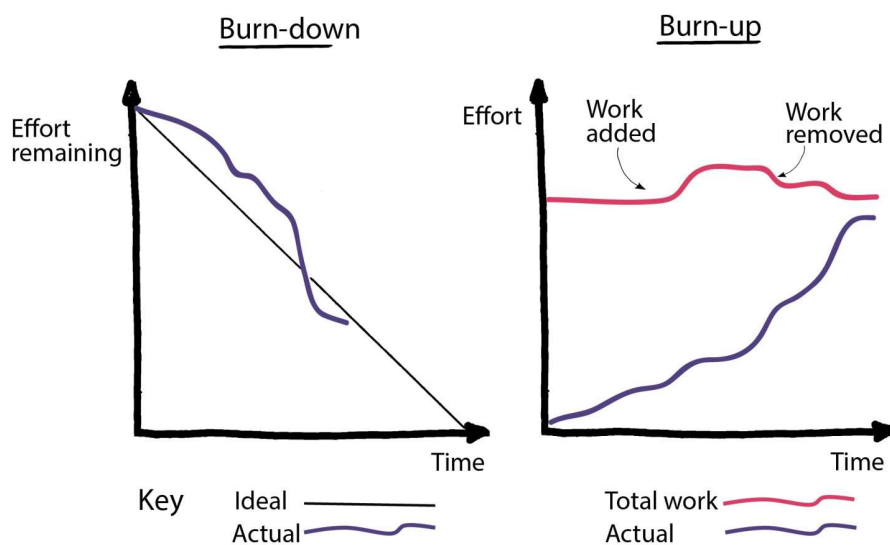
Tailoring the change theme

- Both PRINCE2 and agile see change as inevitable
- The combination of both views
 - Control significant change
 - The level where the project was justified
 - Enable responsive change at the detail level
 - The level where change improves the quality and usability product
- Product descriptions (quality criteria and tolerance) and work packages need to enable
 - Clear baselines that can be managed formally (escalated to the project board or to a change authority)
 - Detail level change within defined tolerances that can be managed by the team dynamically

Tailoring the progress theme

- No changes required but many agile techniques and approaches exist in this area
 - Agile focus on tracking what is delivered, e.g. velocity, lead times or value
 - Tolerances would be set to support this (scope and quality)
 - Within the... Sprint, burn down and burn up charts
 - Across releases... demonstrating value accrued
- Progress is tracked at all levels of the project and both agile techniques and PRINCE2 processes have value

Tracking progress with burn charts





AGILE and the PRINCE2 processes

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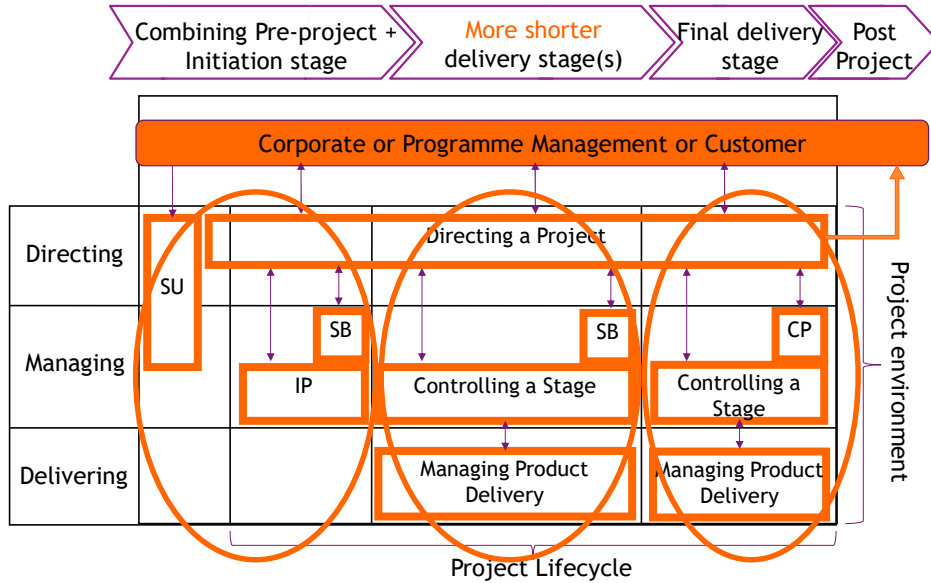
Purpose of the PRINCE2 processes

- **Starting Up a project:** Is it a worthwhile project?
- **Initiating a Project** : laying down a good fundament
- **Controlling a Stage:** Assign + Monitor the work, report on progress, deal with issues
- **Managing Product delivery:** (Link between PM and TM) agree requirements for acceptance/execution/delivery
- **Managing a Stage boundary:** Facilitate the Board with info to review current stage/project plan, approve next stage and (re)confirm BC
- **Closing a Project:** Fixed point to accept project product, objective(s) have been met or project has nothing to contribute anymore
- **Directing a Project:** Enable the Board to be accountable for project success, have overall control, leave day-to-day to PM

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PRINCE2 Agile process model



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Agile and the PRINCE2 Processes

- Agile needs to be incorporated into all 7 processes
- The amount of agile that is appropriate to each process does vary

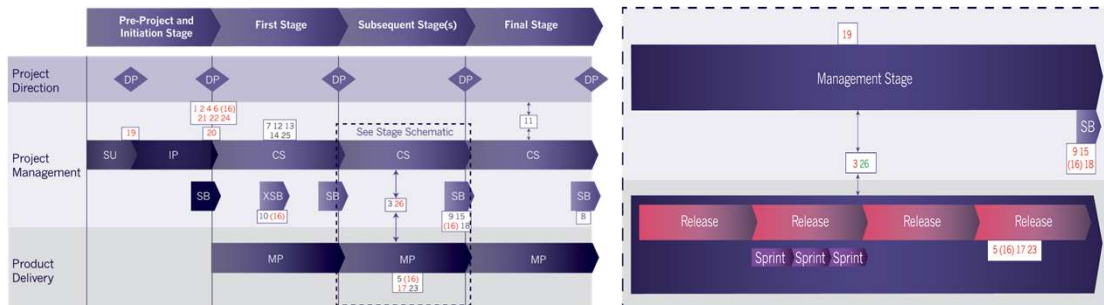


Figure 16.3

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Relating agile processes to PRINCE2

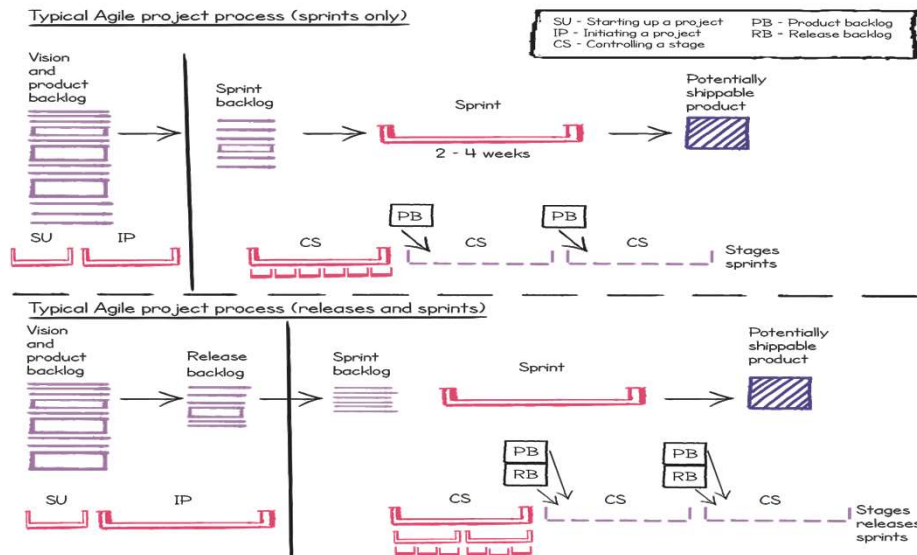


Figure 16.4

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Tailoring starting up a project and initiating a project

- Viable and worthwhile / Solid foundations to understand the work
- Define things at the right level
 - Project Product Description (Outputs, Outcomes)
 - Business case (Best / worst amount of product and Benefits)
 - High level requirements (epics)
- Define things in the right way
 - To enable agile to work easier, e.g. outcome focussed
- Set up the project in an appropriate manner
 - Integrating with agile teams, e.g. role names
 - Impact of frequent releases of products to enable and provide benefits

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Starting up a project and initiating a project processes

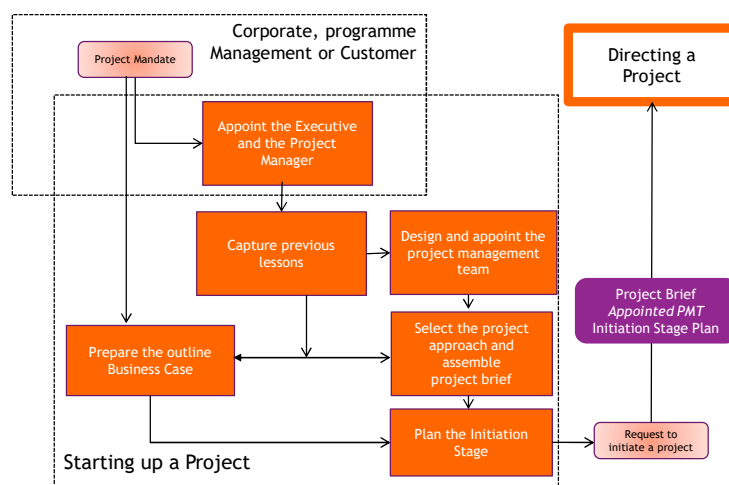
Project brief	Likely to be informal. Project definition more outcome based. Impact of frequent delivery considered. Lean startup and MVP. Includes the project approach that will discuss the use and benefits of agile working.
Business case	Impact of flexing amount delivered considered. MVP identified. Best case / worst case described in terms of amount delivered.
Project product description	Focus on outcome desired. Created as part of a workshop. Composition (major products) might be similar to epics. Creation of the product backlog.
Project initiation documentation	Enough and no more. May exist as an information radiator. Plan the frequency of releases. Write a definition of done. Map PRINCE2 and agile roles. Describe the tailoring undertaken.

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Starting Up a project

Extra PRINCE2 details
(not in exam)

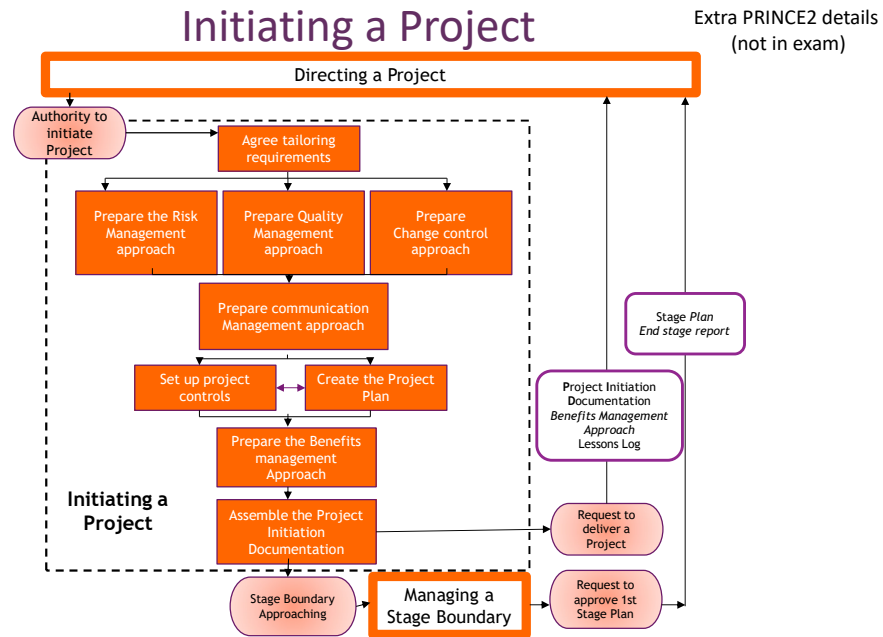


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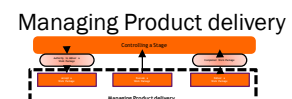
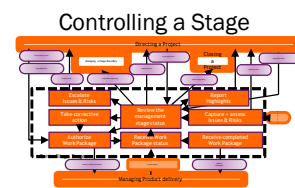
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Initiating a Project



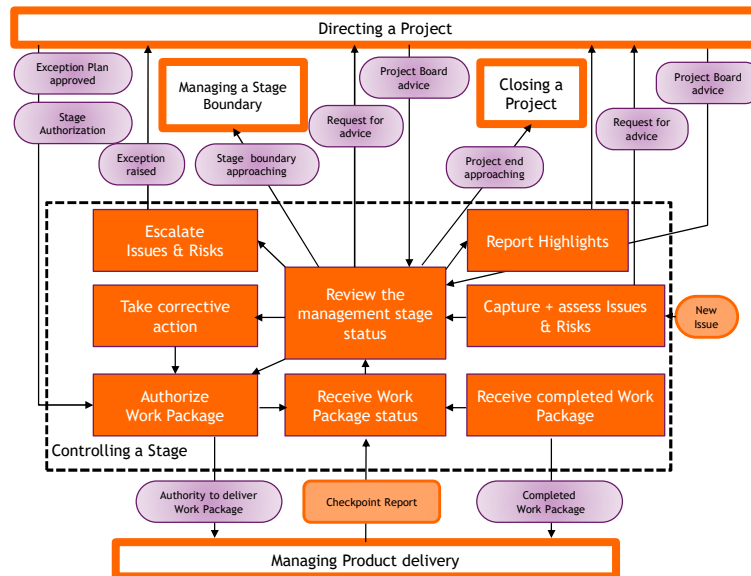
Tailoring Controlling a Stage and Managing Product delivery processes

- Stages made up of timeboxes
 - Releases and sprints, features to enable benefits
- Team-based collaboration
 - Planning, estimating, flexible work packages
- Reporting and communication, issues and risks
 - Stand-ups, information radiators, burn charts, sprint demos
 - Blockers and impediments, agile assessment guides risk management
- Control focusses on what is being delivered
 - Scope and Quality criteria



Controlling a Stage

Extra PRINCE2 details
(not in exam)



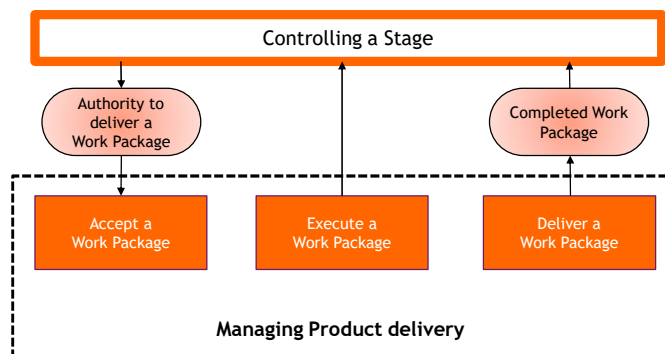
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Managing Product delivery

Extra PRINCE2 details
(not in exam)



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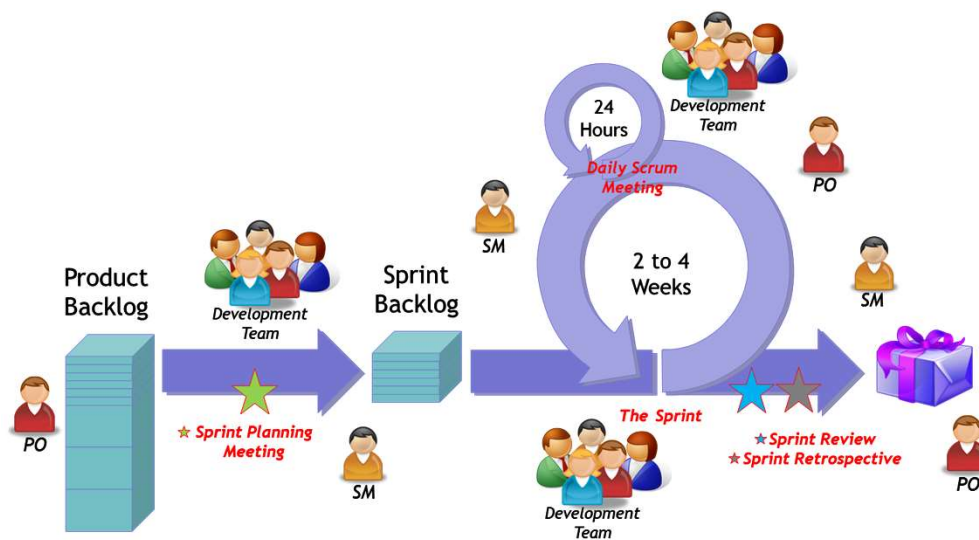
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Controlling a stage and managing product delivery processes cont.

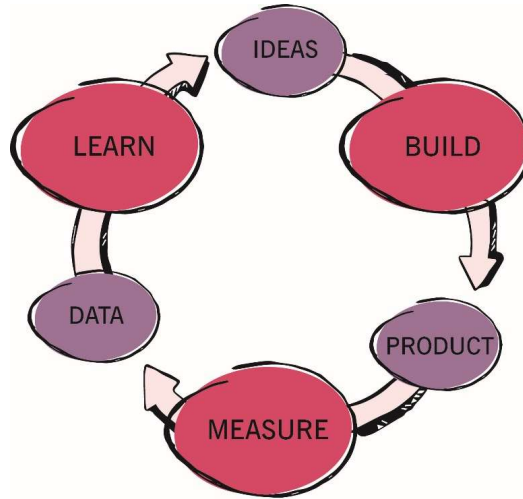
Work package	A vital interface. Brings PRINCE2 and agile working together. Collaboratively defined. A clear safe boundary of control. Also space to empower teams to self-organise and enable rich communication. May include one or more releases or sprints.
Highlight report	Important yet likely to be informal. Contains information on releases and sprints and benefits enabled. Could be in the form of an information radiator and/or burn chart.
Checkpoint report	Could be replaced by the daily stand-up but must not change the stand-up to “reporting to...”. Could be in the form of an information radiator and/or burn chart.

Scrum Overview



Lean startup

- Build, measure, learn
- Create a (MVP)
Minimum Viable Product
- Fail fast
- Validated learning

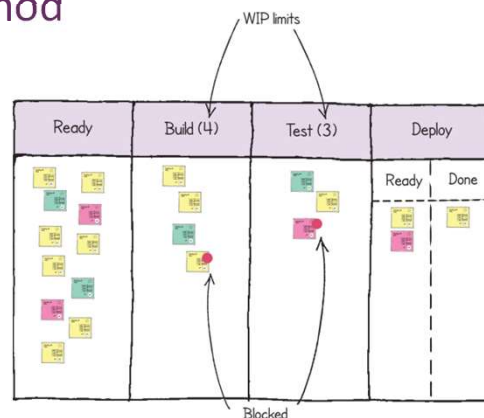


Minimize TOTAL time through the loop



Kanban Method

- Kanban (Japanese) means visual card
- The Kanban method is much more
- Made great by Toyota
- Originated in production
- Made Just In Time delivery possible
- It is all about flow (of work)
- Basis for LEAN



Tailoring managing a stage boundary process

Look Back

- How did we do?
- How much delivered? What quality?
- Benefits delivered?
- Process working well?
- Release reviews and retrospectives?



Look Forward

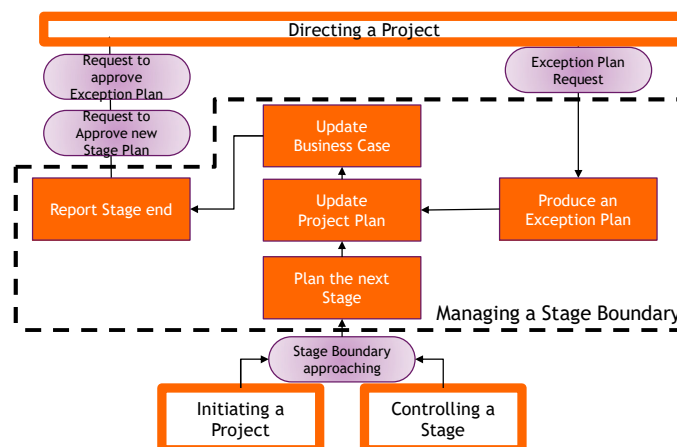
- Plan the next stage, releases and sprints
- Review product and release backlogs
- Release planning

Look at the big picture

- Review business case
- Review project plan
- Review performance of agile
- Decide (NoGo/Go) to continue?

Managing a Stage Boundary

Extra PRINCE2 details
(not in exam)



Tailoring closing a project process

Look Back

- How did we do?
- How much was delivered?
- What quality?
- Benefit delivered?
- Process working well?
- Final project/release reviews
- Final retrospectives?

Look Forward

- How many more benefits can we expect?
- When will we get them?

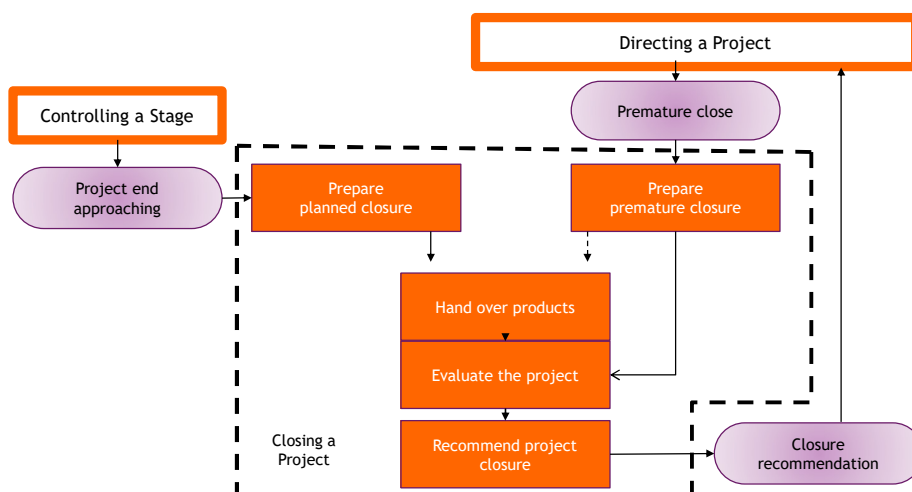


Look at the big picture

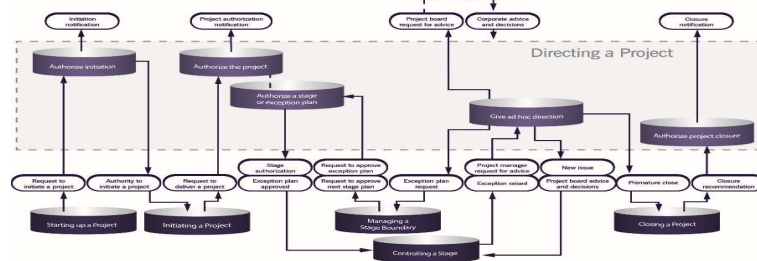
- Check the original baselines against final outputs and outcomes
- Check products accepted
- Final operational handovers
- Documentation finalized

Closing a Project

Extra PRINCE2 details
(not in exam)



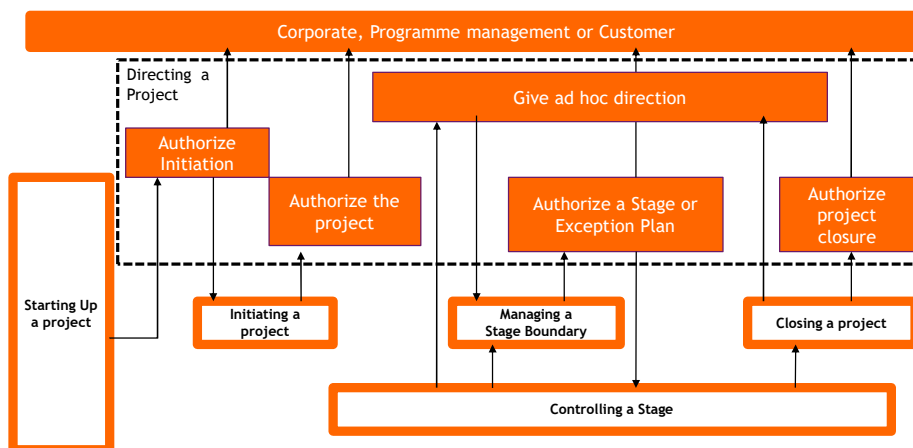
Tailoring directing a project



- Manage by Exception to empower teams
- Progress reporting... amount delivered and benefits realised
- The project board attends key demos to gain insight into the details of the project
- Decision making may be based upon information pulled from radiators

Directing a Project

Extra PRINCE2 details
(not in exam)



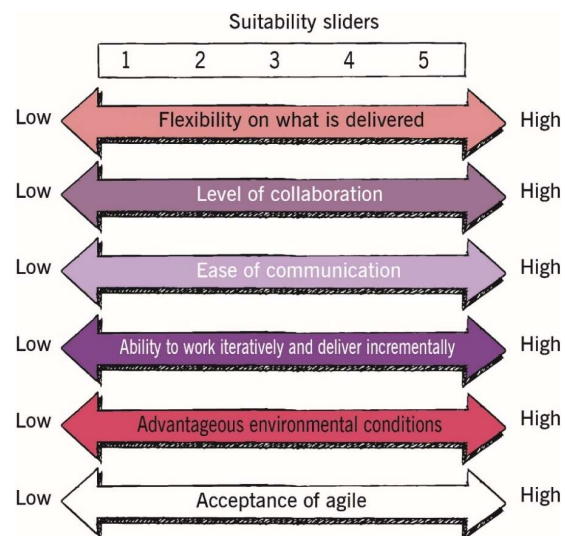
PART 3 Focus areas

Focus Areas
Agilometer
Requirements
Rich Communication
(Workshops)
Frequent Releases

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Agilometer

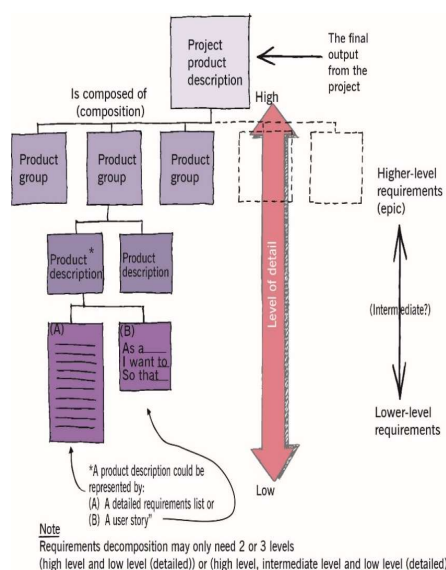
- Assess the **suitability** of the project environment **for agile working**
- **Guides how to tailor PRINCE2** in the most effective way
- **Done** pre-project and **repeated** at stage boundaries
- Sliders considered individually and not “added up” or averaged



Exercise: Agilometer (slider 1): Flexibility on what is delivered

- Group(s) discussion
- How would you score (1-5) this for your project?
- What does this mean?
- What impact does this have?
- How do you deal with this?
- Share findings and lessons learned all together.

Requirements



▪ Top level

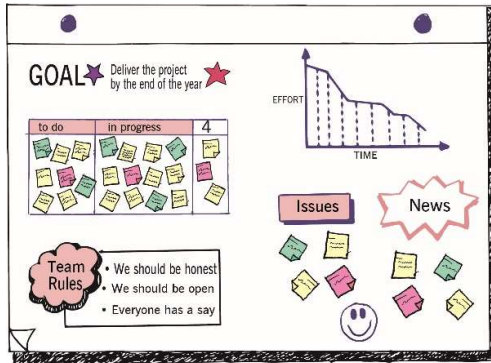
- Project product description, vision, product groups, **epics**, features, high-level requirements. Often prioritized using MoSCoW

▪ Lower levels

- Product descriptions, requirements, features, **user stories**
- Often prioritized using order

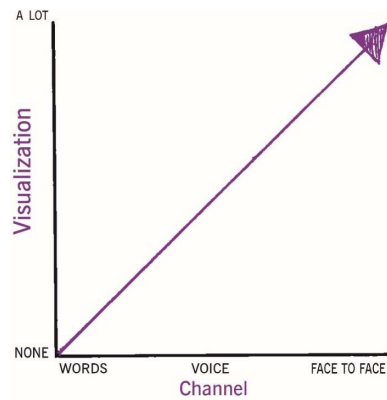
Requirements represent the currency of an agile project

Rich communication



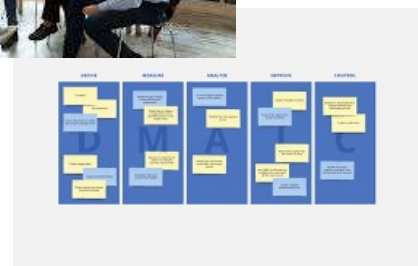
Getting the right balance and blend, requires planning

Agile prefers Fact to Face, fast and clear communication



Workshops

- **Preparation is essential**
 - Workshop objective
 - Attendees
 - Agenda
 - Logistics
 - Pre-reading
- **Useful techniques**
 - Group working
 - Sticky notes



Frequent releases benefits

- Enables **early delivery of benefits** to the customer
- Allows for feedback
- Likely to reduce risk
- Gives confidence through visibility and evidence
- Fosters **engagement** with project stakeholders
- Makes releasing easier and perhaps second nature

THANK YOU

Course complete

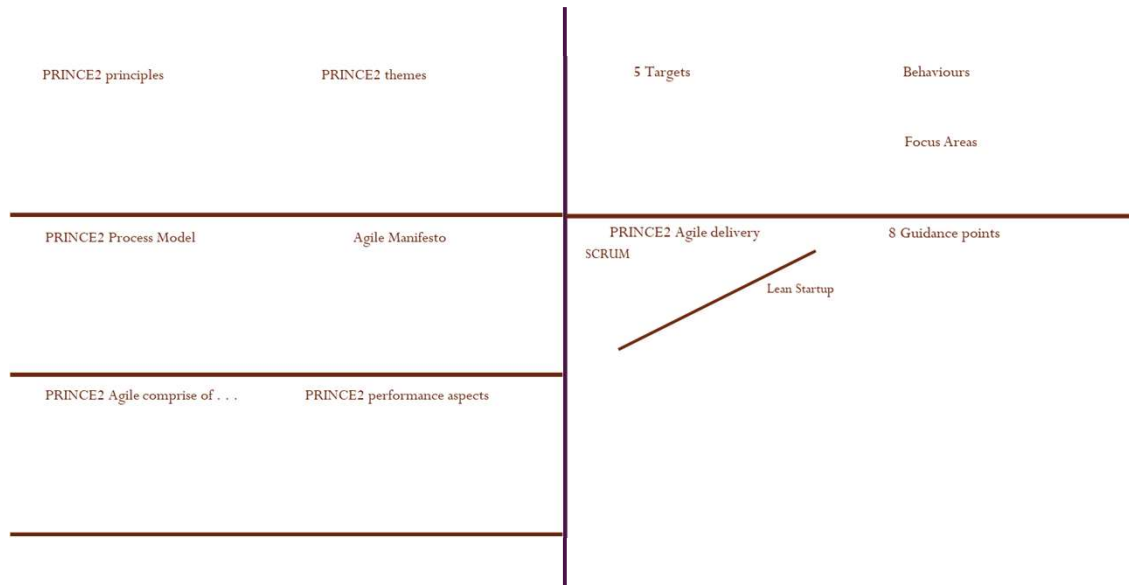
Any questions ???



Extra

Exam preparation Exercises

PRINCE2 Agile items



Which management product is created in which process

Management products

- Business case
- Checkpoint report
- Highlight report
 - Project brief
- Project initiation documentation
 - Project product description
 - Work package
- Product description

Process

- Starting Up a project
- Initiating a Project
- Controlling a Stage
- Managing Product delivery
- Managing a Stage boundary
- Closing a Project:
- Directing a Project

TIP: Draw a line to connect

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Purpose of PRINCE2 Process in your own words

Process

- Starting Up a project
- Initiating a Project
- Controlling a Stage
- Managing Product delivery
- Managing a Stage boundary
- Closing a Project
- Directing a Project

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Purpose of PRINCE2 Themes in your own words

Themes

- Business Case
- Organization
- Quality
- Plans
- Risk
- Change
- Progress

Purpose of PRINCE2 Management products in your own words

- **Business case:**
- **Checkpoint report:**
- **Highlight report:**
- **Project brief:**
- **Project Initiation Document:**
- **Project Product Description:**
- **Work Package:**
- **Project Description:**

Roles & Responsibilities PRINCE2 Agile project

- Executive
- Senior User
- Senior Supplier
- Project Assurance
- Project Manager
- Team Manager
- Project Support
- Customer SME
- Supplier SME
- Customer-rep
- Supplier-rep

Explain the roles and Responsibilities

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Agile Terms and concepts (in your own words)

- Backlog
- Benefit and Value
- Epic
- Information Radiator
- Spike
- Stand-up
- Timebox
- Sprint
- Release
- Velocity
- Waterfall

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Agile Terms and concepts (in your own words)

- **Scrum**
- **Lean Start-up**
- **MVP**
- **Retrospective**
- **Users Story**
- **Definition of Ready**
- **Definition of Done**
- **Workshop**
- **Burn chart**
- **Agile estimation**
- **Story points**
- **T-shirt sizing**
- **Working Agreements**

PRINCE2 Agile Focus areas (in your own words)

- **Agilometer (draw and explain)**

- **Requirements**
- **Rich communication**
- **Frequent releases**

PRINCE2 Agile items

PRINCE2 principles

- Continued business justification
- Learn from experience
- Defined roles and responsibilities
- Manage by stages
- Manage by exception
- Focus on products
- Tailor to suit the project

PRINCE2 themes

- Business case
- Organization
- Quality
- Plans
- Risk
- Change
- Progress

5 Targets

- Be on time and hit deadlines
- Protect the level of quality
- Embrace change
- Keep teams stable
- Accept that the customer does not need everything

Behaviours

- Transparency
- Collaboration
- Rich communication
- Self-organization
- Exploration

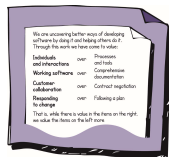
Focus Areas

- Agileometer
- Requirements
- Rich Communication
- Workshops
- Frequent Release

PRINCE2 Process Model



Agile Manifesto



PRINCE2 Agile delivery

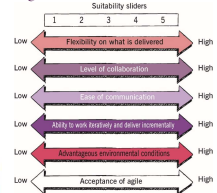
SCRUM



Lean Startup



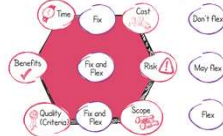
Agileometer



PRINCE2 Agile comprise of



PRINCE2 performance aspects



8 Guidance points

1. PRINCE2 (2009 version) is already enabled for use with Agile
2. PRINCE2 is suitable for any style of project and is not a 'traditional' project management approach as is typically contrasted to Agile
3. PRINCE2 Agile is for any project and not just for IT projects
4. If only frameworks and techniques are mentioned in PRINCE2 Agile but not extensively
5. There is much more to Agile than the Scrum framework. Agile is not Scrum.
6. The most 'commonly used' Agile approaches are Scrum and Kanban, but they are not suitable for managing a project in isolation. However, they can be effectively used in a project context.
7. The term Agile (in this manual) refers to a family of behaviours, concepts, frameworks, and techniques
8. Using Agile on a project is not a question of 'yes or no'. It is about 'how much'.

Purpose of the PRINCE2 processes

- **Starting Up a project:** Is it a worthwhile project?
- **Initiating a Project** : laying down a good fundament
- **Controlling a Stage:** Assign + Monitor the work, report on progress, deal with issues
- **Managing Product delivery:** (Link between PM and TM) agree requirements for acceptance/execution/delivery
- **Managing a Stage boundary:** Facilitate the Board with info to review current stage/project plan, approve next stage and (re)confirm BC
- **Closing a Project:** Fixed point to accept project product, objective(s) have been met or project has nothing to contribute anymore
- **Directing a Project:** Enable the Board to be accountable for project success, have overall control, leave day-to-day to PM

Purpose of the PRINCE2 Themes

- **Business case:** establish mechanisms to judge whether the project is desirable, viable and achievable as a means to support decision-making in its continued investment
- **Organization:** define and establish the project's structure of accountability and responsibilities
- **Quality:** define and implement the means by which the project will verify products that are fit for purpose
- **Plans:** facilitate communication and control by defining the means of delivering products
- **Risk:** Identify, assess and control uncertainty to improve the ability to succeed
- **Change:** Identify, assess and control any potential and approved changes to the project baselines
- **Progress:** establish mechanisms to monitor and compare actual achievements against those planned, provide a forecast for the project objectives and the project's continual viability and control any unacceptable deviations

Purpose of the PRINCE2 Management products

- **Business case:** document Business justification for undertaking a project based on the estimated costs and anticipated benefits to be gained offset any associated risks
- **Checkpoint report:** report the status of the Work Package (defined in the Work Package)
- **Highlight report:** provide the project board with a summary of the status of the management stage
- **Project brief:** provide a full and firm foundation for initiation of the project
- **PID:** define the project, in order to form a basis for its management and an assessment of its overall success (direction and scope of a project, 'contract' between PM and Board)
- **Project Product Description:** defines what (solution) the project must deliver (including scope, user requirements, customer quality and acceptance criteria)
- **Work Package:** set of information about one or more required products to pass responsibility for work/delivery from PM to TM
- **Project Description:** used to understand nature, purpose, function, appearance of a product (solution building block), users and quality required



The PRINCE2 Agile® Foundation Examination

Sample Paper 1

Question Booklet

Multiple Choice

Examination Duration: 60 minutes

Instructions

1. You should attempt all 50 questions. Each question is worth one mark.
2. There is only one correct answer per question.
3. You need to answer 28 questions correctly to pass the exam.
4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).
5. You have 60 minutes to complete this exam.
6. This is a 'closed book' exam. No material other than the exam paper is allowed.

- 1) Which is a PRINCE2 principle?
- A. Focus on the business need
 - B. Limit work in progress
 - C. Start with what you do now
 - D. Focus on products
- 2) Which is a purpose of the risk theme?
- A. To establish mechanisms to control unacceptable deviations from a plan
 - B. To identify, assess and control problems that have occurred
 - C. To improve the ability of the project to succeed by controlling uncertainty
 - D. To establish mechanisms to monitor the project's continued viability
- 3) Which is a purpose of the 'managing a stage boundary' process?
- A. To provide a fixed point to confirm acceptance of the project product
 - B. To authorize the project manager to proceed to the next management stage
 - C. To control the link between the project manager and the team manager(s)
 - D. To provide the project board with information to assess ongoing viability
- 4) What is the project product description used for during the 'closing a project' process?
- 1. To validate that acceptance criteria have been achieved.
 - 2. To check that the project has delivered what is expected.
 - 3. To identify lessons learned throughout the project delivery.
 - 4. To validate any benefits that have been realized so far.
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4

- 5) Which responsibilities are specifically assigned to the team manager?
1. Ensuring that the required products are produced appropriately.
 2. Delivering products within the time, cost and quality tolerances.
 3. Representing the interests of those using the project's products.
 4. Being accountable for the technical integrity of the whole project.
- A. 1 and 2
B. 2 and 3
C. 3 and 4
D. 1 and 4
- 6) Which is a typical characteristic of project work?
- A. It utilizes an established team
B. It has a degree of uncertainty
C. It has no end date for the work
D. It mostly involves repeatable routine tasks
- 7) Which statement defines Scrum?
- A. It is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems
B. It is a defined set of criteria that is used to determine if a piece of work or collection of work items is completed
C. It is a version of the final product which allows the maximum amount of validated learning with the least effort
D. It is a framework which restricts the amount of work in progress in a particular part of the system at any one time using a pull system
- 8) Which statement describes PRINCE2, according to the eight guidance points in PRINCE2 Agile?
- A. It should be tailored to suit the needs of the project
B. It requires there to be 'big design up front' with linear, sequential delivery
C. It assumes that the project will exclusively deliver IT systems
D. Its strength lies in providing techniques for the delivery of products

- 9) How does PRINCE2 Agile refer to the term 'agile'?
- A. A collection of behaviours, concepts, frameworks and techniques
 - B. A family of agile methods and widely accepted frameworks
 - C. A collection of behaviours, concepts, processes and practices
 - D. A family of iterative techniques and best practice concepts
- 10) Which TWO statements about the customer representative are CORRECT?
- 1. They review the project's products when needed.
 - 2. They explain what alternatives there are to satisfy individual requirements.
 - 3. They ensure that work complies with organizational standards.
 - 4. They contribute specific information that may be of use to the project.
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4
- 11) Which explains how the 'defined roles and responsibilities' principle is applied in an agile context?
- A. It uses product descriptions to allow the project management team to prioritize what is being delivered
 - B. It ensures that the minimum viable product is understood by the project management team
 - C. It allows the project management team to continually learn throughout the project
 - D. It ensures that delivery roles are mapped to the PRINCE2 project management team roles
- 12) How is the 'tailor to suit the project' principle applied in an agile context?
- A. By incorporating an agile assessment tool
 - B. By prioritizing and decomposing quality criteria
 - C. By allowing tolerances on what has to be delivered
 - D. By mapping agile roles with PRINCE2 roles

- 13) Which statement about the PRINCE2 Agile behaviour 'collaboration' is CORRECT?
- A. Visualization is used as it is more effective than words on their own
 - B. Openness is required when working in an agile environment
 - C. Frequent iteration and rapid feedback loops are needed
 - D. Cooperation is necessary to maximize team productivity
- 14) Which statement explains the PRINCE2 Agile behaviour of 'rich communication'?
- A. It allows information to pass freely in a culture of commitment
 - B. It empowers the team that created the plan to own the plan
 - C. It enables agile roles to be mapped with PRINCE2 roles
 - D. It uses learning to help improve the products
- 15) What would describe a set of criteria used to determine if a piece of work can be started?
- A. Acceptance criteria
 - B. The definition of 'done'
 - C. The definition of 'ready'
 - D. Technical debt
- 16) When tailoring the business case theme, what situation does the approach 'taking a leap of faith' refer to?
- A. Where there is a high level of uncertainty and the business case is developed very slowly so that assumptions can be carefully tested
 - B. Where there is a high level of uncertainty and the business case is developed very quickly so that assumptions can be tested rapidly
 - C. Where there is a high level of uncertainty and the business case is not developed with any level of confidence
 - D. Where there is a high level of uncertainty and the business case is developed very quickly without any assumptions

- 17) What is used as contingency on a PRINCE2 Agile project?
- A. Time
 - B. Cost
 - C. Features
 - D. Risk
- 18) Which statement about the synchronization between the PRINCE2 project management structure and the agile delivery-based roles is CORRECT?
- A. It is straightforward because PRINCE2 provides a lot of specific guidance at the delivery level only
 - B. It is straightforward because PRINCE2 provides very little specific guidance at the delivery level only
 - C. It is straightforward because PRINCE2 provides a lot of specific guidance at every level of the project
 - D. It is straightforward because PRINCE2 provides very little specific guidance at every level of the project
- 19) What is the primary source of information, with respect to progress?
- A. Duration of sprints
 - B. Updated budgets
 - C. Delivery of products
 - D. Flexible resources
- 20) In terms of risk, what BEST describes the agile way of working?
- A. It has its own risks
 - B. It has more risk
 - C. It involves minimal risk
 - D. It removes risk

- 21) In which situation should an empowered self-organizing team, working at the delivery level, be free to handle change dynamically?
- A. Only when the change is approved by the change authority
 - B. When the change is at the detailed level and is within defined tolerances
 - C. Only when the change is approved by the project manager
 - D. When the change is at the detailed level and is outside defined tolerances
- 22) Which should take place within the 'controlling a stage' process?
- A. A team plan is created by the delivery team
 - B. Work is assigned to specific team members
 - C. Sets of features are delivered in timeboxes
 - D. The work package is accepted by the team manager
- 23) After the 'starting up a project' process, in which process is the Agilometer FIRST used?
- A. Controlling a stage
 - B. Managing a stage boundary
 - C. Managing product delivery
 - D. Initiating a project
- 24) What is the focus of the regular reports that are received by the project board?
- A. Off-specifications that have been raised
 - B. Cost overruns that have been incurred
 - C. The amount of work being delivered
 - D. Time delays that have been experienced
- 25) Which is the BEST way to close a PRINCE2 Agile project?
- A. By organizing a big review of the incremental releases delivered throughout the project
 - B. By demonstrating the final product as a surprise to the customer
 - C. By holding a workshop to review the final release with key stakeholders
 - D. By starting to create training and technical documentation at the end of the project

- 26) Which statements about the typical tailoring of a project product description in an agile environment are CORRECT?
1. It should be produced collaboratively with the wider project management team as part of a workshop.
 2. It should focus on how the end product of the project will deliver the desired outcomes.
 3. It should focus on how the benefits will be enabled through iterative development.
 4. It should define the techniques to be used to accommodate the agile ways of communicating.
- A. 1 and 2
B. 2 and 3
C. 3 and 4
D. 1 and 4
- 27) Which statement explains the setting of the benefit tolerance for a project in an agile context?
- A. Every benefit tolerance should be defined as fixed at zero
B. Benefit tolerance should be defined, taking into account the 'minimum viability'
C. Every benefit tolerance should be defined by project assurance
D. Benefit tolerance should be defined as flexible for the 'minimum viability'
- 28) Which statement about the 'embrace change' target is CORRECT?
- A. It ensures that the level of quality is protected
B. It is achieved by ensuring that all features are delivered
C. It is achieved by setting the project baseline at the correct level
D. It gives confidence on the progress of the project
- 29) Which statement explains the target 'keep teams stable' for flexible delivery?
- A. It handles change by trading requirements of a similar size
B. It allows the project to deliver early realization of benefits
C. It helps with planning dependencies between projects
D. It avoids the use of extra resources to improve progress within a sprint

30) Which statement explains the target 'be on time and hit deadlines' for flexible delivery?

- A. It recommends the later phase should be compressed
- B. It reduces the likelihood of cost overruns when resources are fixed
- C. It leads to lower cost of ownership throughout the life of the product
- D. It allows for the delivery of a more accurate final product

31) Which statement about the 'accept that the customer doesn't need everything' target is CORRECT?

- A. It is achieved by avoiding unnecessary detail early on
- B. It requires a formal change control process
- C. It is achieved by providing incomplete documentation
- D. It states that features are the safest area to compromise on

32) Which statement about the 'protect the level of quality' target is CORRECT?

- A. It allows change to be handled dynamically
- B. It delivers the early realization of benefits
- C. It helps engagement with the user community
- D. It sets the project baseline at the correct level

33) Which term defines the complete list of new features for a project?

- A. Product backlog
- B. Baseline
- C. Product description
- D. Acceptance criteria

34) Which agile term has a similar meaning to the term 'benefits' in PRINCE2?

- A. Velocity
- B. Value
- C. Acceptance criteria
- D. Vision

35) What is timeboxing?

- A. An agile behavior
- B. An agile technique
- C. An agile method
- D. An agile value

36) Which is a CORRECT statement with reference to epics?

- A. They are in effect 'super-user stories'
- B. They are also called technical user stories
- C. They are at the top of the product backlog
- D. They are sufficiently understood requirements

37) Which describes an information radiator?

- A. A primary means of displaying progress on a wall for everyone on a project
- B. A primary means of reducing uncertainty from a technical viewpoint
- C. A primary means of inspecting and adapting working practices
- D. A primary means of demonstrating a release to key stakeholders

38) Which does NOT describe a Scrum team?

- A. It should be a manageable size to ensure efficient coordination of team communication
- B. It should be empowered to create a valuable, useful increment every sprint
- C. It should be cross-functional, with all the skills necessary to create value each sprint
- D. It should include specialist team members who are accountable individually for the development

39) How should a workshop ideally be run?

- A. Using a neutral facilitator who has no stake in the outcome
- B. As an unstructured event whenever the need arises
- C. Using an agenda that was prepared for a previous workshop
- D. As a workshop controlled by individuals with strong opinions

- 40) What is used to display the progress of a delivery team using lines plotted on a graph?
- A. A Kanban board
 - B. A burn chart
 - C. A sprint backlog
 - D. A user story
- 41) Why should Lean Startup be applied to a PRINCE2 project?
- A. To understand the customer's needs as quickly as possible, even though they may not know what they need themselves
 - B. To document the business justification for a project so that the project board can give its approval to the project
 - C. To utilize defined processes, roles and guiding principles to deliver products incrementally throughout the project
 - D. To 'start with what you do now' and defer commitment to work in order to reduce lead times
- 42) What is the recommended way to prepare agile estimates?
- A. Using actual estimates of historical work completed by a different team
 - B. Using comparative estimates from similar work on a previous project
 - C. Using relative estimates of effort points using the knowledge of the whole team
 - D. Using estimates of the actual time that is forecast to be used in delivering a user story
- 43) Which is a purpose of a retrospective?
- A. To review a product that has just been released and make changes to the product backlog
 - B. To agree a plan of activities for the delivery team for the next 24 hours
 - C. To collaboratively agree the work to be completed during the next sprint
 - D. To make improvements by reflecting on how well a team worked together in the previous sprint

- 44) How should the delivery team's working agreements be created?
- A. By team members collectively developing team guidelines
 - B. With the approval of the team guidelines from the project manager
 - C. With the approval of the team guidelines from the team manager
 - D. By adopting team guidelines used by other teams without discussion
- 45) How is a user story typically recorded?
- A. As an opportunity that may benefit the project
 - B. As a change that should be handled dynamically
 - C. As a <system>, I want to <function>, so that <benefit>
 - D. As a <role>, I want to <function>, so that <benefit>
- 46) What is indicated if a slider score on the Agilometer is lower than its score on the previous assessment?
- A. Less control or oversight of that area is needed
 - B. More risk management of that area is needed
 - C. Less agile techniques should be applied
 - D. More Agilometer sliders should be monitored
- 47) Which slider in the Agilometer would be MOST impacted by how closely the project's participants are located?
- A. Flexibility on what is delivered
 - B. Ability to work iteratively and deliver incrementally
 - C. Ease of communication
 - D. Acceptance of agile

- 48) Who should be involved in establishing release plans?
- A. The customer, the project board, the project manager and the delivery team
 - B. The agile coach, the project board, the project manager and the delivery team
 - C. The customer, the project board, the project manager and a facilitator
 - D. The customer, the project manager, the delivery team and the Scrum Master
- 49) Which is an objective of the rich communication focus area?
- A. To replace documentation with verbal communication
 - B. To use as many communication channels as possible
 - C. To reduce the influence of dominant team members
 - D. To enable team members to work more effectively
- 50) Which factor defines whether MoSCoW or an 'ordering' approach to requirements prioritization should be followed?
- A. The skill set and experience of the delivery team
 - B. The balance between functional and non-functional requirements
 - C. The total number of requirements to be prioritized
 - D. The requirement of the natural grouping of dependencies

END OF EXAMINATION



The PRINCE2 Agile® Foundation Examination

Sample Paper 1

Answers and Rationales

The PRINCE2 Agile® Foundation Examination

For exam paper: EN_P2A_FND_2018_SamplePaper1_QuestionBk_v1.2

Q	A	Syllabus Ref	Rationale
1	D	1.1f	<p>A. Incorrect. 'Focus on the business need' is a principle of the Dynamic Systems Development Method (DSDM); it is not a PRINCE2 principle. Ref E.6, tab 7.1</p> <p>B. Incorrect. 'Limit WIP' is a core practice of the Kanban Method; it is not a PRINCE2 principle. Ref E.7, tab 7.1</p> <p>C. Incorrect. 'Start with what you do now' is a foundation principle of the Kanban Method; it is not a PRINCE2 principle. Ref E.7, tab 7.1</p> <p>D. Correct. 'Focus on products' is a PRINCE2 principle. Ref tab 7.1</p>
2	C	1.2e	<p>A. Incorrect. The purpose of the progress theme is to establish mechanisms to monitor and compare actual achievements against those planned; provide a forecast for the project objectives and the project's continual viability; and control any unacceptable deviations. Ref tab 5.1</p> <p>B. Incorrect. The purpose of the change theme is to identify, assess and control any potential and approved changes to the baseline. Ref tab 5.1</p> <p>C. Correct. The purpose of the risk theme is to identify, assess and control uncertainty and as a result, improve the ability of the project to succeed. Ref tab 5.1</p> <p>D. Incorrect. The purpose of the progress theme is to establish mechanisms to monitor and compare actual achievements against those planned; provide a forecast for the project objectives and the project's continual viability; and control any unacceptable deviations. Ref tab 5.1</p>
3	D	1.3f	<p>A. Incorrect. The purpose of the 'closing a project' process is to provide a fixed point at which acceptance for the project product is confirmed. Ref 22.1</p> <p>B. Incorrect. The purpose of the 'directing a project' process is to enable the project board to be accountable for the project's success by making key decisions. This includes the authorization of the stage plan and to proceed with the next stage. Ref 18.1, fig 18.1</p> <p>C. Incorrect. The purpose of the 'managing product delivery' process is to control the link between the project manager and the team manager(s), by placing requirements on accepting, executing and delivering project work. Ref 20.1</p> <p>D. Correct. The purpose of the 'managing a stage boundary' process is to enable the project board to be provided with sufficient information by the project manager so that it can review the success of the current stage, approve the next stage plan, review the updated project plan, and confirm continued business justification and acceptability of the risks. Ref 21.1</p>

The PRINCE2 Agile® Foundation Examination

Q	A	Syllabus Ref	Rationale
4	A	1.4f	<p>A. Correct.</p> <p>(1) The project product description is a special form of product description that defines what the project must deliver in order to gain acceptance. It is used by the 'closing a project' process as part of the verification that the acceptance criteria have been met. Ref A.21.1</p> <p>(2) The project product description is a special form of product description that defines what the project must deliver in order to gain acceptance. It is used by the 'closing a project' process as part of the verification that the project has delivered what was expected of it. Ref A.21.1</p> <p>B, C, D. Incorrect</p> <p>(3) The purpose of the lessons report is to provoke action so that the positive lessons become embedded in the organization's way of working, and that the organization is able to avoid any negative lessons on future projects. Ref A.15.1</p> <p>(4) The business case is reviewed and updated at the end of the project by the 'closing a project' process. Ref A.2.1</p>
5	A	1.5f	<p>A. Correct.</p> <p>(1) The team manager's prime responsibility is to ensure production of those products defined by the project manager to an appropriate quality, in a set timescale and at a cost acceptable to the project board. The team manager role reports to, and takes direction from, the project manager. Ref tab B.1</p> <p>(2) The team manager's prime responsibility is to ensure production of those products defined by the project manager to an appropriate quality, in a set timescale and at a cost acceptable to the project board. The team manager role reports to, and takes direction from, the project manager. Ref tab B.1</p> <p>B, C, D. Incorrect.</p> <p>(3) The senior user role represents the interests of all those who will use the project's products (including operations and maintenance), those for whom the products will achieve an objective or those who will use the products to deliver benefits. Ref tab B.1</p> <p>(4) This senior supplier role is accountable for the quality of products delivered by the supplier(s) and is responsible for the technical integrity of the project. Ref tab B.1</p>
6	B	2.1a	<p>A. Incorrect. BAU uses a stable team, whereas a team is created for project work. Ref tab 1.1</p> <p>B. Correct. Having a degree of uncertainty is a characteristic of project work. Ref tab 1.1</p> <p>C. Incorrect. BAU is ongoing work, whereas project work is temporary. Ref tab 1.1</p> <p>D. Incorrect. BAU involves routine work, whereas project work is difficult. Ref tab 1.1</p>

The PRINCE2 Agile® Foundation Examination

Q	A	Syllabus Ref	Rationale
7	A	2.2c	<p>A. Correct. Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems. Ref tab 2.1</p> <p>B. Incorrect. The definition of 'done' is a set of criteria that is used to determine if a piece of work or collection of work items is completed. Ref glossary</p> <p>C. Incorrect. A minimum viable product is a version of the final product which allows the maximum amount of validated learning with the least effort. Ref glossary</p> <p>D. Incorrect. Work-in-progress (WIP) limit is a constraint on the amount of WIP allowed in a given part of the system at any one time. It creates the concept of a pull system. Ref glossary</p>
8	A	2.3a	<p>A. Correct. PRINCE2 is suitable for any style of project and is not a 'traditional' project management approach as is typically contrasted to agile. PRINCE2 just needs to be tailored to suit any given project. Ref 3.6, tab 3.4</p> <p>B. Incorrect. PRINCE2 allows for any style of working, such as with environments that involve high levels of informality, collaboration and trust. It should be understood that PRINCE2 should not be thought of as a 'traditional project management approach' in the stereotypical sense of being predominantly 'Waterfall', 'big design up front', 'bureaucratic' and using a 'command and control' culture. Ref 3.6</p> <p>C. Incorrect. PRINCE2 is suitable for any style of project and is not a 'traditional' project management approach as is typically contrasted to agile. Most of the heritage and thinking behind agile has come from IT and software development, but PRINCE2 Agile does not assume an IT context – although it can be used in an IT context, it is not an IT framework or an IT method. Ref 3.6</p> <p>D. Incorrect. The strength of PRINCE2 lies in the areas of project direction and project management. However, it provides little focus on the field of product delivery. Ref 3</p>
9	A	2.3a	<p>A. Correct. The term 'agile' refers to a family of behaviours, concepts, frameworks and techniques. Ref tab 3.4</p> <p>B. Incorrect. The term 'agile' refers to a family of behaviours, concepts, frameworks and techniques. Behaviours and frameworks are needed too. Ref tab 3.4</p> <p>C. Incorrect. The term 'agile' refers to a family of behaviours, concepts, frameworks and techniques. It does not include processes. Ref tab 3.4</p> <p>D. Incorrect. The term 'agile' refers to a family of behaviours, concepts, frameworks and techniques. Behaviours and concepts are needed too. Ref tab 3.4</p>

The PRINCE2 Agile® Foundation Examination

Q	A	Syllabus Ref	Rationale
10	D	2.4b	<p>D. Correct.</p> <p>(1) This is correct because the customer representative provides support to review the project's products. Ref tab B.2</p> <p>(4) This is correct because the customer representative contributes specific information that may be of use to the project. Ref tab B.2</p> <p>A, B, C. Incorrect.</p> <p>(2) This is incorrect because the supplier subject matter expert explains what alternatives there are to satisfy individual requirements. Ref tab B.2</p> <p>(3) This is incorrect because the supplier subject matter expert ensures that work complies with organizational standards. Ref tab B.2</p>
11	D	3.1c	<p>A. Incorrect. 'Focus on products' uses product descriptions to prioritize and flex what is delivered, not 'defined roles and responsibilities'. Ref tab 7.1</p> <p>B. Incorrect. 'Continued business justification' ensures that the rationale behind creating a minimum viable product is understood by the project management team, not 'defined roles and responsibilities'. Ref tab 7.1</p> <p>C. Incorrect. 'Learn from experience' provides techniques to allow the project team to continually learn throughout the project, not 'defined roles and responsibilities'. Ref tab 7.1</p> <p>D. Correct. The 'defined roles and responsibilities' principle ensures that customer teams are clear about who will be the senior user and who will be the product owner. Mapping and merging delivery and PRINCE2 roles. Ref tab 7.1</p>
12	A	3.1g	<p>A. Correct. The 'tailor to suit the project' principle uses the Agilometer to assess risks such as how easy is communication. Ref tab 7.1</p> <p>B. Incorrect. The 'focus on products' principle prioritizes and decomposes quality criteria, not the 'tailor to suit the project' principle. Ref tab 7.1</p> <p>C. Incorrect. The 'manage by exception' principle allows tolerances on what has to be delivered, not the 'tailor to suit the project' principle. Ref tab 7.1</p> <p>D. Incorrect. The 'defined roles and responsibilities' principle, not the 'tailor to suit the project' principle, maps agile roles with PRINCE2 roles. Ref tab 7.1</p>
13	D	3.2b	<p>A. Incorrect. 'Rich communication' states that visualization is more effective than words on their own, not 'collaboration'. Ref 7.4.3</p> <p>B. Incorrect. 'Transparency' states that openness is essential, not 'collaboration'. Ref 7.4.1</p> <p>C. Incorrect. 'Exploration', not 'collaboration', states frequent iteration and rapid feedback loops provide an opportunity to learn. Ref 7.4.5</p> <p>D. Correct. 'Collaboration' means that the team is greater than the sum of its parts. People working together and providing cover is necessary to maximize team productivity. Ref 7.4.2</p>

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Q	A	Syllabus Ref	Rationale
14	A	3.2.c	<p>A. Correct. 'Rich communication' allows information to pass freely in a culture of commitment. Ref 7.4.3</p> <p>B. Incorrect. 'Self-organization' empowers the team that created the plan to own it, not 'rich communication'. Ref 7.4.4</p> <p>C. Incorrect. The 'defined roles and responsibilities' principle enables agile roles to be mapped with PRINCE2 roles, not 'rich communication'. Ref tab 7.1</p> <p>D. Incorrect. 'Exploration', not 'rich communication', states that learning helps to improve the products. Ref 7.4.5</p>
15	C	3.3c	<p>A. Incorrect. An acceptance criteria is a prioritized list of criteria that the project product must meet before the customer will accept it. Ref glossary</p> <p>B. Incorrect. The definition of 'done' is a list of criteria to determine if work has been completed. Ref tab 11.2</p> <p>C. Correct. The definition of 'ready' is a list of criteria to determine if work can be started. Ref tab 11.2</p> <p>D. Incorrect. Technical debt is debt that should be thought of as work that needs to be done before a particular job can be considered complete. Ref tab 11.2</p>
16	B	3.3a	<p>A. Incorrect. Where there is a high level of uncertainty the business case should be developed very quickly and the assumptions tested rapidly. This approach could be described as 'taking a leap of faith'. Ref tab 8.1</p> <p>B. Correct. Where there is a high level of uncertainty the business case should be developed very quickly and the assumptions tested rapidly. This approach could be described as 'taking a leap of faith'. Ref tab 8.1</p> <p>C. Incorrect. Where there is a high level of uncertainty the business case should be developed very quickly and the assumptions tested rapidly. This approach could be described as 'taking a leap of faith'. It would be unwise to go forward with a project that did not have any level of confidence in the business case. Ref tab 8.1</p> <p>D. Incorrect. Where there is a high level of uncertainty the business case should be developed very quickly and the assumptions tested rapidly. This approach could be described as 'taking a leap of faith'. It would be unwise to go forward with a project without testing any of the assumptions about the business case. Ref tab 8.1</p>

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Q	A	Syllabus Ref	Rationale
17	C	3.3d	<p>A. Incorrect. When using PRINCE2 in an agile context it is important to plan around features and groups of features. Due to the primary focus of agile being based on flexing what is being delivered features expressed in the form of requirements or user stories represent the contingency on a project when combining PRINCE2 with agile. Time is not used as contingency as it is fixed - one of the five targets is to 'be on time and hit deadlines'. Ref 12.3.4, 6.4.1</p> <p>B. Incorrect. When using PRINCE2 in an agile context it is important to plan around features and groups of features. Due to the primary focus of agile being based on flexing what is being delivered (see Chapter 6) features expressed in the form of requirements or user stories represent the contingency on a project when combining PRINCE2 with agile. Cost tolerance is set to zero - this ensures that the target of 'keeping teams stable' is met. Ref 12.3.4, 6.4.4</p> <p>C. Correct. When using PRINCE2 in an agile context it is important to plan around features and groups of features. Due to the primary focus of agile being based on flexing what is being delivered (see Chapter 6) features expressed in the form of requirements or user stories represent the contingency on a project when combining PRINCE2 with agile. Conversely, time and cost are not used as contingency and are therefore likely to remain stable. Ref 12.3.4</p> <p>D. Incorrect. When using PRINCE2 in an agile context it is important to plan around features and groups of features. Due to the primary focus of agile being based on flexing what is being delivered (see Chapter 6) features expressed in the form of requirements or user stories represent the contingency on a project when combining PRINCE2 with agile. Risk is not used as contingency. Much of the agile way of working has been created to address the many risks associated with Waterfall projects – for example, avoiding detailed specifications at the early stages because the details may change, or delivering early and often to highlight misunderstandings. Although the agile way of working may reduce many common risks (which is one of the reasons for its growth in popularity) it does have risk areas of its own. Ref 12.3.4, 13.3.3</p>

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Q	A	Syllabus Ref	Rationale
18	B	3.3b	<p>A. Incorrect. In simple terms the synchronization between these two is quite straightforward in that PRINCE2 provides very little specific guidance at the delivery/technical level. Ref 10.3</p> <p>B. Correct. In simple terms the synchronization between these two is quite straightforward in that PRINCE2 provides very little specific guidance at the delivery/technical level. Ref 10.3</p> <p>C. Incorrect. In simple terms the synchronization between these two is quite straightforward in that PRINCE2 provides very little specific guidance at the delivery/technical level. However, it does provide a lot of guidance at the project management and project direction level. Ref 10.3</p> <p>D. Incorrect. In simple terms the synchronization between these two is quite straightforward in that PRINCE2 provides very little specific guidance at the delivery/technical level. However, it does provide a lot of guidance at the project management level. Ref 10.3</p>
19	C	3.3g	<p>A. Incorrect. The frequent delivery of products that meet the appropriate acceptance criteria/quality criteria is the primary source of information with respect to progress and provides the basis for forecasting future progress. This is as opposed to tracking time (in the form of sprints) and cost, which are not suitable as a measure of a project's progress. Ref tab 8.1</p> <p>B. Incorrect. The frequent delivery of products that meet the appropriate acceptance criteria/quality criteria is the primary source of information with respect to progress and provides the basis for forecasting future progress. This is as opposed to tracking time and cost (budgets), which are not suitable as a measure of a project's progress. Ref tab 8.1</p> <p>C. Correct. The frequent delivery of products that meet the appropriate acceptance criteria/quality criteria is the primary source of information with respect to progress and provides the basis for forecasting future progress. Ref tab 8.1</p> <p>D. Incorrect. The frequent delivery of products that meet the appropriate acceptance criteria/quality criteria is the primary source of information with respect to progress and provides the basis for forecasting future progress. This is as opposed to tracking time and cost (often associated with resources), which are not suitable as a measure of a project's progress. Ref tab 8.1</p>

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Q	A	Syllabus Ref	Rationale
20	A	3.3e	<p>A. Correct. Although the agile way of working may reduce many common risks (which is one of the reasons for its growth in popularity) it does have risk areas of its own. Ref 13.3.3</p> <p>B. Incorrect. Although the agile way of working may reduce many common risks it does have risk areas of its own. It is not fair to make the general comment that it is more risky - this would vary depending on the situation. Ref 13.3.3</p> <p>C. Incorrect. Although the agile way of working may reduce many common risks it does have risk areas of its own. It is not fair to make the general comment that it involves minimal risk - this would be unusual and would vary depending on the situation. Ref 13.3.3</p> <p>D. Incorrect. Although the agile way of working may reduce many common risks it does have risk areas of its own. It is dangerous to assume that it removes risk altogether because it does not. Ref 13.3.3</p>
21	B	3.3f	<p>A. Incorrect. Generally speaking, an empowered self-organizing team working at the delivery level should be free to handle change quite dynamically as long as that change is at the detailed level and is within defined tolerances. The change authority does not need to approve it because it is detailed, however a significant change that may impact baselines set up at the stage or project level may need to be escalated to the project board or change authority. Ref 14.3.3</p> <p>B. Correct. Generally speaking, an empowered self-organizing team working at the delivery level should be free to handle change quite dynamically as long as that change is at the detailed level and is within defined tolerances. Ref 14.3.3</p> <p>C. Incorrect. Generally speaking, an empowered self-organizing team working at the delivery level should be free to handle change quite dynamically as long as that change is at the detailed level and is within defined tolerances. The project manager does not need to approve it because it is detailed, however a significant change that may impact baselines set up at the stage or project level may need to be escalated to the project board or change authority. Ref 14.3.3</p> <p>D. Incorrect. Generally speaking, an empowered self-organizing team working at the delivery level should be free to handle change quite dynamically as long as that change is at the detailed level and is within defined tolerances. If it is outside tolerances, then this would not be acceptable. Ref 14.3.3</p>

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Q	A	Syllabus Ref	Rationale
22	C	3.4d	<p>A. Incorrect. The team plan is created as part of the 'managing product delivery' process, not the 'controlling a stage' process. Ref tab 20.1</p> <p>B. Incorrect. At the delivery level, team members typically select the next piece of work to be done based on the order decided by the customer subject matter expert (SME) who is in the delivery team (such as a product owner). As a result, work is not typically assigned to specific team members. Ref 19.3.2</p> <p>C. Correct. Stages are likely to be made up of timeboxes (e.g. one or more releases, containing one or more sprints), with the focus being on delivering sets of features, ideally into operational use. Ref 19.3.1</p> <p>D. Incorrect. Work packages are accepted by the team manager in the 'managing product delivery' process, not the 'controlling a stage' process. Ref tab 20.1, 20.3.1</p>
23	D	3.4b	<p>A. Incorrect. As part of the two processes 'starting up a project' and 'initiating a project', the suitability of using agile needs to be assessed. This is assessed using the Agilometer. Ref 17.3</p> <p>B. Incorrect. As part of the two processes 'starting up a project' and 'initiating a project', the suitability of using agile needs to be assessed. This is assessed using the Agilometer. Ref 17.3</p> <p>C. Incorrect. As part of the two processes 'starting up a project' and 'initiating a project', the suitability of using agile needs to be assessed. This is assessed using the Agilometer. Ref 17.3</p> <p>D. Correct. As part of the two processes 'starting up a project' and 'initiating a project', the suitability of using agile needs to be assessed. This is assessed using the Agilometer. Ref 17.3</p>
24	C	3.4c	<p>A. Incorrect. PRINCE2 Agile is built upon the concept of flexing or prioritizing what is delivered. In terms of progress reporting the project board should expect there to be more emphasis placed on the amount being delivered. Ref 6.1, 18.3</p> <p>B. Incorrect. PRINCE2 Agile is built upon the concept of flexing or prioritizing what is delivered. In terms of progress reporting the project board should expect there to be more emphasis placed on the amount being delivered. Ref 6.1, 18.3</p> <p>C. Correct. In terms of progress reporting the project board should expect there to be more emphasis placed on the amount being delivered. Ref 18.3</p> <p>D. Incorrect. PRINCE2 Agile is built upon the concept of flexing or prioritizing what is delivered. In terms of progress reporting the project board should expect there to be more emphasis placed on the amount being delivered. Ref 6.1, 18.3</p>

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Q	A	Syllabus Ref	Rationale
25	C	3.4g	<p>A. Incorrect. Closure workshops may include a review of the final release but it is not a 'big event' due to some releases already happening throughout the project. User acceptance testing will be happening regularly throughout the project. Ref 22.4.1, 22.3</p> <p>B. Incorrect. A final product demo would be part of the closure workshop but it will not come as a surprise to the customer due to the constant customer involvement throughout the project, resulting in transparency. Ref 22.4.1</p> <p>C. Correct. Project closure may take a form of a workshop where the original baseline is checked in relation to the final outputs and outcomes of the project, and preparation for closure authorization can take place. This may include a review of the final release. Ref 22.3</p> <p>D. Incorrect. Training and technical documentation would be finalized as part of closing a project, as it would have been created iteratively and incrementally throughout the project. Ref 22.3</p>
26	A	3.5f	<p>A. Correct.</p> <p>(1) A project product description may be created as part of a workshop. Ref tab 23.1</p> <p>(2) A project product description is likely to focus on defining a product with a close link to the desired outcome in preference to just defining a solution. Ref tab 23.1</p> <p>B, C, D. Incorrect.</p> <p>(3) In the benefits management approach there is likely to be an emphasis on how frequent releases have been planned in order to enable benefits during the course of the project. Ref tab 23.1</p> <p>(4) The communication management approach needs to clearly define the approach regarding common agile techniques used to communicate. Ref tab 23.1</p>
27	B	3.6a	<p>A. Incorrect. Benefit tolerance can fix or flex. Zero tolerance for the level that is defined as 'minimum viability' in the business case. Tolerance may be used above the level that is defined as the 'minimum viability' in the business case. Ref tab 6.1</p> <p>B. Correct. Benefit tolerance can fix or flex. Zero tolerance for the level that is defined as 'minimum viability' in the business case. Tolerance may be used above the level that is defined as the 'minimum viability' in the business case. Ref tab 6.1</p> <p>C. Incorrect. Benefit tolerance can fix or flex. Zero tolerance for the level that is defined as 'minimum viability' in the business case. Tolerance may be used above the level that is defined as the 'minimum viability' in the business case. Ref tab 6.1</p> <p>D. Incorrect. Benefit tolerance can fix or flex. Zero tolerance for the level that is defined as 'minimum viability' in the business case. Tolerance may be used above the level that is defined as the 'minimum viability' in the business case. Ref tab 6.1</p>

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Q	A	Syllabus Ref	Rationale
28	C	3.6d	<p>A. Incorrect. It is the 'protect the level of quality' target, not the 'embrace change' target, that ensures that the level of quality is protected. Ref 6.4.2</p> <p>B. Incorrect. It is the 'accept that the customer does not need everything' target, not the 'embrace change' target, that does not delay the project delivering features of low value. Ref 6.4.5</p> <p>C. Correct. The 'embrace change' target is achieved by setting the project baseline at the correct level. Ref 6.4.3</p> <p>D. Incorrect. It is the 'be on time and hitting deadlines' target, not the 'embrace change' target, that gives confidence on the progress of the project. Ref 6.4.1, tab 6.2</p>
29	D	3.6e	<p>A. Incorrect. It is the 'embrace change' target, not the 'keep teams stable' target, that accepts that not everything that is defined must be delivered. Ref 6.4.5</p> <p>B. Incorrect. It is the 'be on time and hit deadlines' target, not the 'keep teams stable' target, that allows the project to deliver early realization of benefits. Ref 6.4.1</p> <p>C. Incorrect. It is the 'be on time and hit deadlines' target, not the 'keep teams stable' target, that helps with planning. Ref 6.4.1</p> <p>D. Correct. The 'keep teams stable' target does avoid the use of extra people to improve progress within a sprint. Ref 6.4.4, tab 6.2</p>
30	B	3.6b	<p>A. Incorrect. The 'protect the level of quality' target protects the project from compressing later phase to deliver on time, not be on time and hit deadlines. Ref 6.4.2</p> <p>B. Correct. The 'be on time and hit deadlines' target reduces the likelihood of cost overruns when resources are fixed. Ref 6.4.1</p> <p>C. Incorrect. It is the 'protect the level of quality' target, not the 'be on time and hit deadlines' target, that leads to lower cost of ownership throughout the product life. Ref 6.4.2</p> <p>D. Incorrect. It is the 'embrace change' target, not the 'be on time and hit deadlines' target, that allows for the delivery of a more accurate final product. Ref 6.4.3</p>

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Q	A	Syllabus Ref	Rationale
31	D	3.6f	<p>A. Incorrect. It is the 'embrace change' target, not the 'accept that the customer doesn't need everything' target, that avoids unnecessary detail early on. Ref 6.4.3</p> <p>B. Incorrect. It is the 'embrace change' target, not the 'accept that the customer doesn't need everything' target, that requires a formal change control process. Ref 6.4.3</p> <p>C. Incorrect. The 'protect the level of quality' target states that incomplete documentation can compromise the level of quality. The 'accept that the customer doesn't need everything' target is not achieved by providing incomplete documentation; it is achieved by reducing the lower priority features delivered. Ref 6.4.2, 6.4.5</p> <p>D. Correct. The 'accept that the customer doesn't need everything' target states that features are the safest area in which to compromise. Ref 6.4.5, tab 6.2</p>
32	C	3.6c	<p>A. Incorrect. It is the 'embrace change' target, not the 'protect the level of quality' target, that allows change to be handled dynamically. Ref 6.4.3</p> <p>B. Incorrect. It is the 'be on time and hitting deadlines' target, not the 'protect the level of quality' target, that delivers early benefit realization. Ref 6.4.1</p> <p>C. Correct. The 'protect the level of quality' target leads to engagement with the user community. Ref 6.4.2</p> <p>D. Incorrect. It is the 'embrace change' target, not the 'protect the level of quality' target, that sets the project baseline at the correct level. Ref 6.4.3</p>

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Q	A	Syllabus Ref	Rationale
33	A	4.1a	<p>A. Correct. The prioritized list of new features for a product is called the product backlog or just a backlog. It may be made up of user stories which are structured in a way that describes who wants the feature and why. As a generic term, it can also be associated with a stage, a release or a sprint representing the list of product features expected to be delivered at the end of the respective timebox. Ref 19.3.3, glossary</p> <p>B. Incorrect. The baseline is a reference level against which an entity is monitored and controlled. Ref glossary</p> <p>C. Incorrect. Product descriptions can be used interchangeably with user stories and can be product backlog items. However, they do not contain a complete list of requirements for the entire project. They contain a description of the product's purpose, composition, derivation and quality criteria. It is produced at planning time, as soon as possible after the need for the product is identified. Ref glossary, tab 23.1</p> <p>D. Incorrect. Acceptance criteria are a prioritized list of criteria that the project product must meet before the customer will accept it, i.e. measurable definitions of the attributes required for the set of products to be acceptable to key stakeholders (PRINCE2 definition). The term is commonly used in agile for assessing whether a user story has been completed. Ref glossary</p>
34	B	4.1b	<p>A. Incorrect. Velocity is a description of the rate of progress a team is making. For example, if a team is completing 20 user stories per week then this is their velocity and it can be used to empirically forecast their future rate of progress (assuming that the conditions remain the same). Ref glossary</p> <p>B. Correct. Value is defined as the benefits delivered in proportion to the resources put into acquiring them. Agile usually refers to 'value' whereas PRINCE2 usually refers to 'benefits'. Although not precisely the same thing the terms are often interchangeable. Ref 9.4.1, glossary</p> <p>C. Incorrect. The acceptance criteria is a prioritized list of criteria that the project product must meet before the customer will accept it, i.e. measurable definitions of the attributes required for the set of products to be acceptable to key stakeholders (PRINCE2 definition). However, acceptance criteria are commonly used in agile for assessing whether a user story has been completed. Ref glossary</p> <p>D. Incorrect. Vision is the statement of a desired future state. Ref glossary</p>
35	B	4.1g	<p>A. Incorrect. Timeboxing is considered an agile technique, not a behaviour. Ref tab 2.2</p> <p>B. Correct. Timeboxing is considered an agile technique. Ref tab 2.2</p> <p>C. Incorrect. Timeboxing is considered an agile technique, not a method. Ref tab 2.2</p> <p>D. Incorrect. Timeboxing is considered an agile technique, not a value. Ref tab 2.2</p>

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Q	A	Syllabus Ref	Rationale
36	A	4.1c	<p>A. Correct. Initial customer requirements can initially be quite large or vague. This has given rise to a different type of user story known as an epic. In effect this is a high-level or 'super-user' story that will over time be broken down into user stories at a level of granularity that the delivery teams can work on. Ref 25.6.1.4, glossary</p> <p>B. Incorrect. Technical or non-functional stories describe how a product works in terms of such things as performance or speed. Ref 25.6.1.8</p> <p>C. Incorrect. Epics can appear on a product backlog but they would not appear towards the top, as they would not be written in sufficient detail. Ref 25.6.1.4</p> <p>D. Incorrect. Epic is a high-level definition of a requirement that has not yet been sufficiently refined or understood. Eventually, it will be refined and broken down into several user stories/requirements. Ref glossary</p>
37	A	4.1d	<p>A. Correct. Information radiator is a general term used to describe the use of walls or boards containing information that can be readily accessed by people working on the project. It can contain any information, although it would typically show such things as work to do and how work is progressing. Ref glossary</p> <p>B. Incorrect. A spike/spiking is a temporary piece of work used to understand more about a given situation. It may take the form of a prototype or some research and is often used to reduce uncertainty from a technical or customer viewpoint. Experiments are similar. Ref glossary</p> <p>C. Incorrect. Retrospectives are regular events that look at how the process of doing work can be improved. In keeping with the agile concept of 'inspect and adapt', these events help teams to continually improve their working practices, little by little, over time. An information radiator can simply display the team's working practices but is not primarily used to inspect and adapt them. Ref glossary</p> <p>D. Incorrect. A review and an optional demo at the end of a sprint or a release provide the opportunity to discuss planned features which were not delivered or those that were but were not originally planned for the release. The product being 'demoed' could be static (e.g. a paper design) or dynamic (e.g. a working prototype). Information radiators are typically used to report progress during a sprint or other low-level timebox. They may consist of release information but are not used as a primary means of demonstrating releases. Ref 19.3.3, glossary</p>

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Q	A	Syllabus Ref	Rationale
38	D	4.2a	<p>A. Incorrect. The Scrum Team is small enough to remain nimble and large enough to complete significant work within a Sprint, typically 10 or fewer people. In general, smaller teams communicate better and are more productive. Ref App H</p> <p>B. Incorrect. The entire Scrum team is accountable for creating a valuable, useful increment every sprint. Ref App H</p> <p>C. Incorrect. Scrum teams are cross-functional, meaning the members have all the skills necessary to create value each sprint. Ref App H</p> <p>D. Correct. It is true that the specific skills needed by the developers are often broad and will vary with the domain of work. However, the entire Scrum team is accountable for creating a valuable, useful increment every sprint. Ref App H</p>
39	A	4.2e	<p>A. Correct. The ideal way to run a workshop is by using a neutral facilitator who has no stake in the outcome. Ref 26.4.1</p> <p>B. Incorrect. Preparation including structuring the event, such as agreeing the agenda and logistics, is essential for a successful workshop and this can take as long as the workshop itself. Ref 26.1.1.1</p> <p>C. Incorrect. One of the preparation steps for a successful workshop includes preparing an agenda specifically for this workshop. While the agenda from a previous workshop may be an input to this preparation, it should still be adapted to suit the needs of this particular workshop. Ref 26.4.1.1</p> <p>D. Incorrect. Perhaps the most important area to get right is the group dynamics. Strong personalities and conflicting views need to be managed, and this is where a neutral facilitator is perhaps most valuable. Ref 26.4.1.4</p>
40	B	4.2f	<p>A. Incorrect. A Kanban board is a tool used to visually display the work in the system using a series of columns and possibly rows where work items move from left to right. Ref glossary</p> <p>B. Correct. A burn chart is one of the most popular techniques used in agile environments to display progress using lines plotted on a graph. Ref 15.4.1, fig 15.1</p> <p>C. Incorrect. The sprint backlog is composed of the sprint goal (why), the set of product backlog items selected for the sprint (what), as well as an actionable plan for delivering the increment (how). Ref App H</p> <p>D. Incorrect. A user story is a tool used to write a requirement in the form of who, what and why. Ref 25.6.1.1, glossary</p>

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Q	A	Syllabus Ref	Rationale
41	A	4.2b	<p>A. Correct. As part of Lean Startup, understanding the customer’s needs and understanding them quickly is vital. The ultimate goals are to get a better understanding of the customer’s needs (bearing in mind that they themselves may not know them) and to speed up this learning. Ref 20.4.2.2</p> <p>B. Incorrect. A business case is used to document the justification for the undertaking of any project regardless of the agile framework used, based on the estimated costs against the anticipated benefits to be gained and offset by any associated risks. Ref A.2.1</p> <p>C. Incorrect. It is DSDM (Dynamic Systems Development Method) that is an agile project framework that focuses on iterative delivery of business systems through the use of timeboxing and continual business involvement. It has a defined process and a corresponding set of products, roles and guiding principles. Ref tab 2.1</p> <p>D. Incorrect. It is Kanban that is founded on the principle of ‘start with what you do now’ and uses deferral of comment to reduce lead times. Ref 20.4.1.1</p>
42	C	4.2g	<p>A. Incorrect. When starting to estimate, agile uses relative estimates (not actual estimates) by harnessing the knowledge of the whole team. Estimates from a different team are of little value in estimating the work of the current team as conditions will not be the same. This would be rationalism as opposed to empiricism used in agile environments. Ref 12.4.1.1, 12.2.1, 12.4.1.3</p> <p>B. Incorrect. When starting to estimate, agile uses relative estimates (not actual estimates) by harnessing the knowledge of the whole team. Estimates from a different team on a different project are of little value in estimating the work of the current team as conditions will not be the same. This would be rationalism as opposed to empiricism used in agile environments. Ref 12.4.1.1, 12.2.1</p> <p>C. Correct. When starting to estimate, agile uses relative estimates (not actual estimates) by harnessing the knowledge of the whole team. Ref 12.4.1.1, 12.2.1, 12.4.1.3</p> <p>D. Incorrect. When starting to estimate, agile uses relative estimates (not actual estimates) by harnessing the knowledge of the whole team. Ref 12.4.1.1, 12.2.1</p>

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Q	A	Syllabus Ref	Rationale
43	D	4.2c	<p>A. Incorrect. A release or sprint review is held at the end of a sprint to inspect the product that has just been released (increment) and adapt the product backlog. Ref App H, 19.3.3</p> <p>B. Incorrect. A daily stand-up (stand-up meeting) or daily scrum is a short meeting to assess progress. Typically lasting 15 minutes or less, they involve describing work that has been done, work still to be done and any problems being encountered. Ref 4.2.1.4, App H</p> <p>C. Incorrect. Sprint planning is where the work to be performed in the Sprint is planned. This plan is created by the collaborative work of the entire Scrum team. Ref App H</p> <p>D. Correct. A retrospective involves 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. Ref 19.4.1</p>
44	A	4.2h	<p>A. Correct. Creating working agreements is a concept that is used to evolve the effectiveness of a team that is self-organizing. This is achieved by collectively developing a set of team guidelines, or rules, to bring some structure to how the team works and behaves. Ref 10.5.3</p> <p>B. Incorrect. Creating working agreements is a concept that is used to evolve the effectiveness of a team that is self-organizing. This is achieved by collectively developing a set of team guidelines, or rules, to bring some structure to how the team works and behaves. The project manager does not approve this. Ref 10.5.3</p> <p>C. Incorrect. Creating working agreements is a concept that is used to evolve the effectiveness of a team that is self-organizing. This is achieved by collectively developing a set of team guidelines, or rules, to bring some structure to how the team works and behaves. The team manager would be a member of the team but as an equal as teams are self-organizing. The team manager does not approve this. Ref 10.5.3</p> <p>D. Incorrect. Creating working agreements is a concept that is used to evolve the effectiveness of a team that is self-organizing. This is achieved by collectively developing a set of team guidelines, or rules, to bring some structure to how the team works and behaves. Using guidelines from other teams means that there would be no ownership and goes against the concept of being self-organizing. Ref 10.5.3, 10.5.3.5</p>

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Q	A	Syllabus Ref	Rationale
45	D	4.2d	<p>A. Incorrect. An opportunity that may benefit the project is a risk and should be recorded in the risk register not as a user story. Ref A.25.1</p> <p>B. Incorrect. A change that can be handled dynamically will be dealt with within the delivery team and would lead to an amendment of a user story. However, this is not the format for a user story. Ref 25.5.9, 25.6.1.1, 25.6.1.2</p> <p>C. Incorrect. The exact format will vary but will be based on describing 'who, what and why?' For example: As a <role>, I want to <function>, so that <benefit>. The system is often used as the role in a technical, rather than a user, story. Ref 25.6.1.1, 25.6.1.2, 25.6.1.8</p> <p>D. Correct. The exact format will vary but will be based on describing 'who, what and why?' For example: As a <role>, I want to <function>, so that <benefit>. Ref 25.6.1.1, 25.6.1.2</p>
46	B	5.1a	<p>A. Incorrect. A slider much further to the right than predicted could mean that less governance or control is needed in certain areas. Ref 24.5</p> <p>B. Correct. Any deviation between the prediction and reality as perceived by the team would result in a change to the project management or delivery process. A slider that is much further left than predicted is likely to mean that an area of risk has been created. Ref 24.5</p> <p>C. Incorrect. When using the Agilometer it is important to see it as a guide to help you make an informed decision. The Agilometer itself does not make a decision or offer any recommendations. Ref 24.4</p> <p>D. Incorrect. The Agilometer looks at six key areas. Organizations need to evolve their own Agilometer as they may need to include factors that are specific to themselves, representing significant areas of risk and benefit to working in an agile way. It is best to keep this concept relatively simple. Too many sliders can cloud the information needed to answer reasonably simple questions. Ref 24.3, 24.6</p>

Q	A	Syllabus Ref	Rationale
47	C	5.1a	<p>A. Incorrect. Flexibility on what is delivered: Stakeholders are very comfortable with the fact that change is inevitable and needs to happen in order to converge on a product. This will not impact on how closely the project's participants need to be located. Ref 24.7.1</p> <p>B. Incorrect. Ability to work iteratively and deliver incrementally: It is very easy to deliver benefit to the customer by regular partial deliveries of the final product. It is also very easy to work iteratively in the sense that products and understanding can be refined interactively by the frequent delivery of formal and informal deliverables. There is a desire to learn, experiment and explore (and fail!) as well as an overarching feeling of 'think big; start small'. Ref 24.7.4</p> <p>C. Correct. Ease of communication: Communication is very easy amongst all parties involved. The environment is 'communication rich' with a lot of face-to-face interaction, and visual information is readily available in such forms as prototypes and models. Retrieval of information is also easy in order to reference knowledge, information or data that is either historical or current. An example behaviour is a high level of co-location. Ref 24.7.3</p> <p>D. Incorrect. Acceptance of agile: All stakeholders closely involved are fully aware of the behaviours, concepts and techniques of working in an agile way. They have been trained and have experience. They are not only happy to work in this way but they prefer it and understand the advantages that it brings. Peripheral stakeholders are also aware of the need to carry out their roles in an 'agile friendly' way. Ref 24.7.6</p>

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Q	A	Syllabus Ref	Rationale
48	A	5.1d	<p>A. Correct. The key roles involved in a release plan are the customer, the project board, the project manager and the delivery team. How a product is released, gradually over time, will have a direct effect on how benefits are realized and can have a significant effect on whether or not the project can continue to be justified. It is possible that a project needs to realize early benefits in order to fund later parts of the project. The project board needs to be fully aware of the significance of release planning. It is not something that just concerns the people working at the delivery level. Ref 27.2.1</p> <p>B. Incorrect. How a product is released, gradually over time, will have a direct effect on how benefits are realized and can have a significant effect on whether or not the project can continue to be justified. It is possible that a project needs to realize early benefits in order to fund later parts of the project. The project board needs to be fully aware of the significance of release planning. It is not something that just concerns the people working at the delivery level. Ref 27.2.1</p> <p>C. Incorrect. How a product is released, gradually over time, will have a direct effect on how benefits are realized and can have a significant effect on whether or not the project can continue to be justified. It is possible that a project needs to realize early benefits in order to fund later parts of the project. The project board needs to be fully aware of the significance of release planning. It is not something that just concerns the people working at the delivery level. Ref 27.2.1</p> <p>D. Incorrect. How a product is released, gradually over time, will have a direct effect on how benefits are realized and can have a significant effect on whether or not the project can continue to be justified. It is possible that a project needs to realize early benefits in order to fund later parts of the project. The project board needs to be fully aware of the significance of release planning. It is not something that just concerns the people working at the delivery level. Ref 27.2.1</p>

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Q	A	Syllabus Ref	Rationale
49	D	5.1c	<p>A. Incorrect. The type and frequency of communication need to be agreed by the project management team and the level of formality agreed. It needs to be understood when informal channels are appropriate (e.g. a regular one-to-one meeting that is not recorded) and when there is a need to formally record decisions (e.g. that may be needed for auditing purposes). This should be recorded in the communications management strategy. Ref 26.3.1</p> <p>B. Incorrect. One of the most effective ways to improve communication is to use the right vehicle for conveying a message at the right time. Effective communication needs to be organized and planned. Many channels in themselves will not improve interactions. Ref 26.3.1, 26.3.3</p> <p>C. Incorrect. One of the most effective ways to improve communication is to use the right vehicle for conveying a message at the right time. Effective communication needs to be organized and planned. Ref 26.3.1, 26.3.3</p> <p>D. Correct. The purpose of the rich communications focus area is to help avoid many of the communication problems that can occur on a project, and explain the various ways in which information and knowledge can pass between project stakeholders in the most effective way. Ref 26.1</p>

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Q	A	Syllabus Ref	Rationale
50	D	5.1b	<p>A. Incorrect. The delivery team needs the correct skill set and experience regardless of which prioritization approach is selected. Requirements prioritization is an essential part of using PRINCE2 in an agile environment and is at the heart of how it works. Continual prioritization of what is being delivered and the work being done enables deadlines to be hit and the quality level to be protected. Ref 25.5</p> <p>B. Incorrect. Functional and non-functional requirements are not a factor for selecting a prioritization approach. Generally speaking MoSCoW would be the default approach, as it specifically addresses situations where work is time-bound and finite such as when working on a project, or in a timebox. Ref 25.5.1</p> <p>C. Incorrect. The total number of requirements is not a factor for selecting a prioritization approach. MoSCoW typically works at higher levels and over longer timescales where requirements may be grouped by function and dependencies exist between these functions. Ordering primarily works at a lower level (or task level) where certain technical activities are taking place. Ref 25.5.1</p> <p>D. Correct. With respect to product delivery, there are two approaches to prioritization that are frequently used when working in an agile way, Moscow and ordering (1, 2, 3 ... n). It is important to use the correct approach in the correct situation because these do not work in the same way. MoSCoW typically works at higher levels and over longer timescales where requirements may be grouped by function and dependencies exist between these functions. Ordering primarily works at a lower level (or task level) where certain technical activities are taking place. Ref 25.5.1</p>

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The PRINCE2 Agile® Foundation Examination

Sample Paper 2

Question Booklet

Multiple Choice

Examination Duration: 60 minutes

Instructions

1. You should attempt all 50 questions. Each question is worth one mark.
2. There is only one correct answer per question.
3. You need to answer 28 questions correctly to pass the exam.
4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).
5. You have 60 minutes to complete this exam.
6. This is a 'closed book' exam. No material other than the exam paper is allowed.

- 1) Which describes a PRINCE2 principle?
- A. It should be tailored to suit the project's size, capability and risk
 - B. It should value responding to change more than following a plan
 - C. It should implement iterative feedback loops
 - D. It should apply the concept of build-measure-learn
- 2) Which is a purpose of the change theme?
- A. To assess how possible changes will impact the baselined aspects of the project
 - B. To ensure that the project delivers to the baseline specified during project initiation
 - C. To assess and control the uncertainty surrounding the baselined products
 - D. To establish mechanisms to prevent changes to the baselined aspects of the project
- 3) Which is a purpose of the 'closing a project' process?
- A. To produce the stage plan for the activities in the final stage
 - B. To confirm that all the project benefits have been achieved
 - C. To establish that nothing further is required from the project
 - D. To agree what is required for accepting and executing project work
- 4) Which roles use the work package to take responsibility for delivery?
- 1. Team member.
 - 2. Project manager.
 - 3. Senior supplier.
 - 4. Team manager.
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4

- 5) Which responsibilities are specifically assigned to the project manager?
1. Producing a project result that can achieve the defined benefits.
 2. Running the project within time, cost, quality, scope, risk and benefit tolerances.
 3. Representing the interests of those using the project's products.
 4. Acting as the ultimate decision maker for the project.
- A. 1 and 2
B. 2 and 3
C. 3 and 4
D. 1 and 4
- 6) Which context BEST suits the use of PRINCE2 Agile?
- A. A few small routine improvements are required
B. The work scope is complex and difficult to deliver
C. The work will be carried out by an operational team
D. There is a degree of certainty to the work required
- 7) Which agile framework is lightweight and helps teams generate value, using an iterative timeboxed approach?
- A. Lean
B. Lean Startup
C. Kanban
D. Scrum
- 8) When tailoring PRINCE2, what does PRINCE2 Agile guidance cover?
- A. How to choose which agile behaviours to incorporate
B. How to decide if the PRINCE2 method is appropriate for a specific project
C. How to map the common agile roles to the PRINCE2 project management team structure
D. How to select the most appropriate agile framework to use

- 9) Which describes PRINCE2 Agile, according to the eight guidance points?
- A. It assumes that the outputs will relate to IT systems
 - B. It requires that the project is relatively small and simple
 - C. It requires that the project has high levels of uncertainty
 - D. It is suitable for use on any project, if appropriately tailored
- 10) Which two statements about the supplier representative are CORRECT?
- 1. They communicate guidance on areas of technical compliance.
 - 2. They perform initial technical assurance.
 - 3. They consolidate and communicate the views of the customer.
 - 4. They provide support on releasing into operational use when needed.
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4
- 11) How is the 'focus on products' principle applied in an agile context?
- A. By flexing what is delivered to make it easier to stay in control
 - B. By using the Agilometer to assess the risks associated with delivery
 - C. By using shorter stages to produce the product in an innovative way
 - D. By using the inspect and adapt technique to continually receive feedback
- 12) Which statement explains how the 'manage by exception' principle is applied in an agile context?
- A. It supports the 'inspect and adapt' technique
 - B. It empowers people to self-organize and stay in control
 - C. It supports many short stages in situations of high uncertainty
 - D. It prioritizes quality criteria at product level

- 13) Which statement explains the PRINCE2 Agile behaviour of 'self-organization'?
- A. It enables information to pass freely in a culture of commitment
 - B. It seeks out feedback from stakeholders collaboratively
 - C. It helps to create mutual respect throughout the project
 - D. It allows everyone to know the situation and there are no surprises
- 14) Which statement explains the PRINCE2 Agile behaviour of 'exploration'?
- A. It uses the people closest to the work as they know best how to get the work done
 - B. It promotes the use of learning to improve the products produced by the project
 - C. It encourages people to use the most effective channel to communicate
 - D. It displays progress information so everyone knows the situation
- 15) In an agile context, who is accountable for managing risks at the delivery level?
- A. The project manager
 - B. The team manager
 - C. The project board
 - D. The project team
- 16) What are the concepts of refactoring and technical debt usually associated with?
- A. Software
 - B. Manufacturing
 - C. Economics
 - D. Mathematics
- 17) Which statement about the PRINCE2 Agile business case is CORRECT, when describing best-case and worst-case scenarios?
- A. It is likely that detailed requirements can be mapped directly to the business case
 - B. It is unlikely that detailed requirements can be mapped directly to the business case
 - C. It is unlikely that high-level requirements can be mapped directly to the business case
 - D. It is unlikely that intermediate-level requirements can be mapped directly to the business case

- 18) Which term does PRINCE2 Agile use when reducing uncertainty by planning for two weeks rather than twelve months?
- A. Empiricism
 - B. Planning horizon
 - C. Rationalism
 - D. Planning poker
- 19) Which BEST describes how both PRINCE2 and agile see change?
- A. Unwelcome
 - B. Avoidable
 - C. Inevitable
 - D. Desirable
- 20) Where there is only one delivery team involved, which statement BEST describes the synchronization of PRINCE2 and agile roles?
- A. The alignment of common agile roles is less obvious
 - B. The alignment of common agile roles should be easy
 - C. The alignment of common agile roles should be avoided
 - D. The alignment of common agile roles is impossible
- 21) When can a product be used as a primary source of information with respect to progress?
- A. It has been planned into a sprint
 - B. It has been delivered to budget
 - C. It has met the acceptance criteria
 - D. It has used the right number of resources

- 22) In which process should the project manager FIRST assess the suitability of using agile?
- A. Controlling a stage
 - B. Starting up a project
 - C. Initiating a project
 - D. Managing a stage boundary
- 23) Which process provides the vital link between agile and PRINCE2?
- A. Starting up a project
 - B. Managing a stage boundary
 - C. Managing product delivery
 - D. Initiating a project
- 24) In the 'managing a stage boundary' process, what is the main focus?
- A. To review the cost incurred
 - B. To review the amount delivered
 - C. To review the time spent
 - D. To review the risks closed
- 25) Which process informs programme management of the value that agile brings to delivering products?
- A. Starting up a project
 - B. Initiating a project
 - C. Closing a project
 - D. Directing a project

26) Which statements about the typical tailoring of a work package in an agile environment are CORRECT?

1. It should be used to record risks identified as part of the Agilometer assessment.
 2. It should be negotiated collaboratively with the team manager and delivery team.
 3. It should be defined to give the delivery team enough space to self-organize.
 4. It should be replaced by a daily stand-up attended by the project manager.
-
- A. 1 and 2
 - B. 2 and 3
 - C. 3 and 4
 - D. 1 and 4

27) Which statement BEST explains the target 'embrace change' for flexible delivery?

- A. It delivers an early realization of benefits
- B. It checks that the customer needs everything they have asked for
- C. It allows for a more accurate final product
- D. It leads to a lower cost of ownership throughout the life of the product

28) Which statement summarizes the setting of the time tolerance for a project in an agile context?

- A. Time tolerance is flexed
- B. Time tolerance can be fixed or flexed
- C. Time tolerance can be fixed and flexed
- D. Time tolerance is fixed

29) Which statement BEST explains the 'be on time and hit deadlines' target for flexible delivery?

- A. It allows the project to deliver early realization of benefits
- B. It supports the trading of requirements with others of a similar size
- C. It avoids the use of extra people to improve progress within a sprint
- D. It maintains the activities that ensure the level of quality

- 30) Which statement about the 'keep teams stable' target is CORRECT?
- A. It allows for a more accurate final product
 - B. It is achieved by ensuring that support teams have appropriate training
 - C. It allows team members to change according to the needs of the project
 - D. It encourages the customer to raise new ideas
- 31) Which statement about the 'accept that the customer doesn't need everything' target is CORRECT?
- A. It is achieved by swapping features for others of a similar size
 - B. It is achieved by setting the project baseline at the correct level
 - C. It encourages the customer to raise new ideas
 - D. It prioritizes the features that the customer really wants
- 32) Which statement explains the target 'protect the level of quality' for flexible delivery?
- A. It leads to a lower cost throughout the life of a product
 - B. It helps with planning dependencies between projects
 - C. It accepts that not everything that is defined must be delivered
 - D. It improves your reputation with your customer
- 33) What is spiking?
- A. Using evidence to make decisions about a given situation
 - B. Improving processes by maximizing value
 - C. Using a piece of work to understand more about a given situation
 - D. Escalating variances from a plan
- 34) What is the primary purpose of a stand-up meeting?
- A. To plan the next timebox
 - B. To assess progress
 - C. To announce team changes
 - D. To summarize a sprint

- 35) Which statement about value is CORRECT?
- A. It is a measurable decline resulting from an outcome
 - B. It is an objective measure used by different people to assess it
 - C. It represents the benefits delivered proportional to the resources used
 - D. It does not need to be measured or tracked as it is subjective
- 36) Which term is used to describe "the rate of progress a team is making"?
- A. Velocity
 - B. Work-in-progress (WIP)
 - C. User stories
 - D. Spiking
- 37) What is the definition of a Waterfall methodology?
- A. An iterative and incremental development approach
 - B. A lightweight and flexible project approach
 - C. A prototyping and visualization approach
 - D. A linear and sequential development approach
- 38) Which is NOT one of the preparation steps needed for a successful workshop?
- A. Planning the logistics including room layout and equipment
 - B. Identifying any required pre-reading to be issued
 - C. Understanding what the workshop is looking to achieve
 - D. Using brainstorming to generate ideas using sticky notes
- 39) Which Scrum role is accountable for ordering product backlog items?
- A. Product owner
 - B. Team manager
 - C. Project manager
 - D. Developers

- 40) What has two lines, one increasing to show the amount of work completed, and the other showing the total amount of work to be done?
- A. A Kanban board
 - B. A project product description
 - C. A burn-down chart
 - D. A burn-up chart
- 41) Which describes a minimum viable product?
- A. It is the project product resulting from the project delivering the Must Haves and nothing more
 - B. It is a tool that assesses the level of risk associated with using agile combined with PRINCE2
 - C. It may take the form of a simple experiment or prototype in order to promote learning
 - D. It should go into operational use in order to deliver benefits to the customer
- 42) Which is NOT recommended to use as part of agile estimation?
- A. The Fibonacci sequence
 - B. T-shirt sizing
 - C. Points per user story
 - D. Rationalism for estimates
- 43) Which is NOT one of the five preparation steps to run a successful retrospective?
- A. Setting the objective
 - B. Identifying the attendees
 - C. Planning the sprint
 - D. Adjusting the agenda

- 44) Which is NOT a typical characteristic of team working agreements?
- A. They are built by carefully building consensus and involving all delivery team members
 - B. They are proposed by the pastor of fun to bring out the human side of everyone in the team
 - C. They are designed to improve the effectiveness of the self-organizing team by agreeing values
 - D. They are typically displayed on the team information radiator, to enable them to evolve over time
- 45) What is NOT typically included in a user story?
- A. The fully defined solution to deliver the requirement
 - B. The role that will benefit from the requirement
 - C. The effort that is required to deliver the requirement
 - D. The business value expected from the requirement
- 46) How are requirements typically documented during the initiation stage of the project?
- A. As several hundred detailed user stories relating to product descriptions
 - B. Within the range of ten to a hundred product descriptions or epics
 - C. In a maximum of ten outline bullet points in the project product description
 - D. As ten very detailed user stories relating to project vision objectives
- 47) When is it MOST suitable to run a workshop without a facilitator?
- A. When the participants have established working norms
 - B. When there is a large number of participants involved
 - C. When there are many strong personalities attending
 - D. When the workshop needs to use a variety of techniques

48) Which details about releases are recommended to be included in a project-level plan?

- A. Information about the requirements that could be traded
- B. Dates and what features are intended for delivery
- C. General acceptance criteria for user stories
- D. Product owner and project sponsor responsibilities

49) Which BEST describes the purpose of the Agilometer focus area?

- A. To tailor agile so that it can be used with PRINCE2
- B. To help tailor PRINCE2 according to the agility of the environment
- C. To assess how well a project is using the agile techniques
- D. To assess which agile techniques are suitable for a project

50) What should the project board do during release planning?

- A. Conduct tests to check that the release will be executed smoothly
- B. Identify whether a sprint retrospective is necessary
- C. Provide information to ensure that benefits are realized in the best order
- D. Ensure the release of the agreed products by the delivery teams

END OF EXAMINATION

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The PRINCE2 Agile® Foundation Examination

Sample Paper 2

Answers and Rationales

The PRINCE2 Agile® Foundation Examination

For exam paper: EN_P2A_FND_2018_SamplePaper2_QuestionBk_v1.2

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

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

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

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

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

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

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

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

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Q	A	Syllabus Ref	Rationale
18	B	3.3.d	<p>A. Incorrect. Both agile and PRINCE2 accept the premise that the further you look into the future the more uncertainty there is. This leads to the use of the term 'planning horizon' whereby a plan for the next two weeks would be quite detailed and whereas a plan for the next 12 months would be much less detailed. Empirical planning can relate to either of these plans. It is the idea of planning based on past evidence. Ref 12.3.3, fig 12.3</p> <p>B. Correct. Both agile and PRINCE2 accept the premise that the further you look into the future the more uncertainty there is. This means that longer-term estimation will need an increasing margin of error compared with shorter-term estimation. This leads to the use of the term 'planning horizon' whereby a plan for the next two weeks would be quite detailed and have a relatively low margin of error, whereas a plan for the next 12 months would be much less detailed and have a relatively high margin of error. Ref 12.3.3, fig 12.3</p> <p>C. Incorrect. Both agile and PRINCE2 accept the premise that the further you look into the future the more uncertainty there is. This leads to the use of the term 'planning horizon' whereby a plan for the next two weeks would be quite detailed and whereas a plan for the next 12 months would be much less detailed. Rationalism is where reasoning or logic is used to make predictions and plan what should happen. Rationalism is not used in PRINCE2 Agile. Ref 12.3.3, fig 12.3, 12.2.1</p> <p>D. Incorrect. Both agile and PRINCE2 accept the premise that the further you look into the future the more uncertainty there is. This leads to the use of the term 'planning horizon' whereby a plan for the next two weeks would be quite detailed and whereas a plan for the next 12 months would be much less detailed. Planning poker is a planning technique that can relate to either of these plans. Ref 12.3.3, fig 12.3</p>
19	C	3.3.f	<p>A. Incorrect. Both PRINCE2 and agile see change as inevitable. It may or may not be welcome change. Ref 14.3</p> <p>B. Incorrect. Both PRINCE2 and agile see change as inevitable. It will never be avoidable because projects are complicated. Ref 14.3</p> <p>C. Correct. Both PRINCE2 and agile see change as inevitable. Ref 14.3</p> <p>D. Incorrect. Both PRINCE2 and agile see change as inevitable. It may or may not be desirable change. Ref 14.3</p>

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

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

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

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

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

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

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

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

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

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

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

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

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

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Q	A	Syllabus Ref	Rationale
50	C	5.1.d	<p>A. Incorrect. As part of the 'managing product delivery' process, the team manager demonstrates that the product meets its quality criteria through quality methods specified in the product descriptions. Ref 20.1</p> <p>B. Incorrect. The purpose of the sprint retrospective is to plan ways to increase quality and effectiveness. The Scrum team inspects how the last sprint went with regards to individuals, interactions, processes, tools, and their definition of 'done'. The project board is not involved in a sprint. Ref App H</p> <p>C. Correct. How a product is released, gradually over time, will have a direct effect on how benefits are realized and can have a significant effect on whether or not the project can continue to be justified. It is possible that a project needs to realize early benefits in order to fund later parts of the project. The project board needs to be fully aware of the significance of release planning. It is not something that just concerns the people working at the delivery level. Ref 27.2.1</p> <p>D. Incorrect. As part of the 'controlling a stage' process, the project manager ensures that the agreed products are delivered in support of the achievement of the defined benefits, not the project board. Ref 19.1</p>

PRINCE2 Agile® Foundation Examination Specification

June 2018

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1. Introduction

The purpose of this document is to outline:

- the learning outcomes of the PRINCE2 Agile® Foundation qualification and the assessment criteria that a candidate is expected to meet for each learning outcome (with reference to the *PRINCE2 Agile Guidance* publication, 2015 edition, 3rd impression)
- the examination design, in terms of question types to be used, exam duration and administrative considerations
- the weightings (number of questions) across learning outcomes, assessment criteria and ‘Bloom’s level’ (level of cognitive processing required to answer the question/task, according to Bloom’s (revised) taxonomy).

The target audience for this document is:

- Examination Institute partner
- Accredited Organization partners

The purpose of the PRINCE2 Agile® Foundation Examination is:

- to assess whether the candidate can demonstrate sufficient recall and understanding of the PRINCE2 Agile® project management method, as described in the examination specification below, to be awarded the PRINCE2 Agile® Foundation qualification. (The PRINCE2 Agile® Foundation qualification is a prerequisite for the PRINCE2 Agile® Practitioner Examination, which assesses the ability to apply understanding of the PRINCE2 Agile® project management method in context.)

The target audience for this qualification is:

- Agile professionals, project managers and aspiring project managers who want to be able to combine PRINCE2® and Agile in the most effective way when using PRINCE2®, Agile behaviours, concepts, frameworks and techniques.
- Other key delivery team staff, including: product owners, Scrum Masters and developers.
- Business professionals with an interest in iterative and incremental project delivery through collaborative working.

2. PRINCE2 Agile® Foundation Examination Specification

The table below specifies the learning outcomes of the PRINCE2 Agile® Foundation qualification, and the assessment criteria used to assess a candidate's achievement of these learning outcomes, subsequent to a course of study.

Note: Principal book references are in parentheses. These refer to the section, but not the subsections within it.

The verb for each assessment criterion indicates the Bloom's level (BL): 'Recall'/'Define' indicates Level 1 basic recall and recognition, 'Describe'/'Explain', indicates Level 2 understanding/ comprehension.

Learning Outcome	Assessment Criteria	Bloom's Level	No. of questions per exam paper
1. Understand key concepts relating to projects and PRINCE2	1.1 Recall the PRINCE2 principles. (5.2, tab 7.1) 1.1 a) Continued business justification 1.1 b) Learn from experience 1.1 c) Defined roles and responsibilities 1.1 d) Manage by stages 1.1 e) Manage by exception 1.1 f) Focus on products 1.1 g) Tailor to suit the project environment	BL1	1
	1.2 Explain the purpose of the PRINCE2 themes. 1.2 a) Business case (9.1, tab 5.1) 1.2 b) Organization (10.1, tab 5.1) 1.2 c) Quality (11.1, tab 5.1) 1.2 d) Plans (12.1, tab 5.1) 1.2 e) Risk (13.1, tab 5.1) 1.2 f) Change (14.1, tab 5.1) 1.2 g) Progress (15.1, tab 5.1)	BL2	1
	1.3 Explain the purpose of the PRINCE2 processes. 1.3 a) Starting up a project (17.1.1, 4.1.1) 1.3 b) Initiating a project (17.1.2, 4.1.2) 1.3 c) Directing a project (18.1) 1.3 d) Controlling a stage (19.1, 4.2) 1.3 e) Managing product delivery (20.1, 4.2) 1.3 f) Managing a stage boundary (21.1) 1.3 g) Closing a project (22.1, 4.3)	BL2	1
	1.4 Explain the purpose of the following PRINCE2 management products. 1.4 a) Business case (A.2.1) 1.4 b) Checkpoint report (A.3.1) 1.4 c) Highlight report (A.11.1) 1.4 d) Project brief (A.19.1) 1.4 e) Project initiation documentation (A.20.1) 1.4 f) Project product description (A.21.1) 1.4 g) Work package (A.26.1)	BL2	1

Learning Outcome	Assessment Criteria	Bloom's Level	No. of questions per exam paper
	1.5 Explain the responsibilities of the following PRINCE2 roles. (tab B.1) 1.5 a) Project board 1.5 b) Executive 1.5 c) Senior user 1.5 d) Senior supplier 1.5 e) Project manager 1.5 f) Team manager	BL2	1
2. Understand key concepts relating to projects and PRINCE2 Agile	2.1 Explain how PRINCE2 Agile is used in a project context and explain the difference between projects and business as usual (BAU). (Ch 1)	BL2	1
	2.2 Recall which agile ways of working are suitable for use with PRINCE2 Agile. (tab 2.1) 2.2 a) Kanban 2.2 b) Lean startup 2.2 c) Scrum	BL1	1
	2.3 Describe the need to 'blend and weave' PRINCE2 with agile at all levels of a project (project direction, project management and product delivery) including the eight guidance points. (3, fig 3.1, 3.1, 3.5, 3.6, fig 3.2, tab 3.4, 4.1.3, 4.2.1, 4.3.1)	BL2	2
	2.4 Describe the roles, responsibilities and competencies of the PRINCE2 Agile delivery team. (tab B.2) 2.4 a) Customer subject matter expert 2.4 b) Customer representative 2.4 c) Supplier subject matter expert 2.4 d) Supplier representative	BL2	1
3. Understand how PRINCE2 principles, themes, processes and management products are tailored and/or applied in an agile context	3.1 Explain how the PRINCE2 principles will be applied in an agile context. (tab 7.1) 3.1 a) Continued business justification 3.1 b) Learn from experience 3.1 c) Defined roles and responsibilities 3.1 d) Manage by stages 3.1 e) Manage by exception 3.1 f) Focus on products 3.1 g) Tailor to suit the project environment	BL2	2
	3.2 Explain the PRINCE2 Agile behaviours. 3.2 a) Transparency (7.4.1) 3.2 b) Collaboration (7.4.2) 3.2 c) Rich communication (7.4.3) 3.2 d) Self-organization (7.4.4) 3.2 e) Exploration (7.4.5)	BL2	2

Learning Outcome	Assessment Criteria	Bloom's Level	No. of questions per exam paper
	3.3 Explain the PRINCE2 Agile guidance for each theme. 3.3 a) Business case (9.3, tab 8.1) 3.3 b) Organization (10.3, tab 8.1) 3.3 c) Quality (11.3, tab 8.1, tab 11.3) 3.3 d) Plans (12.3, tab 8.1) 3.3 e) Risk (13.3, tab 8.1) 3.3 f) Change (14.3, tab 8.1) 3.3 g) Progress (15.3, tab 8.1)	BL2	7
	3.4 Explain the PRINCE2 Agile guidance for each process. (Ch 16) 3.4 a) Starting up a project (17.3) 3.4 b) Initiating a project (17.3) 3.4 c) Directing a project (18.3) 3.4 d) Controlling a stage (19.3) 3.4 e) Managing product delivery (20.3) 3.4 f) Managing a stage boundary (21.3) 3.4 g) Closing a project (22.3, 22.5)	BL2	4
	3.5 Explain the PRINCE2 Agile guidance for tailoring the following PRINCE2 management products. (tab 23.1, tab 23.2, tab 23.3) 3.5 a) Business case 3.5 b) Checkpoint report 3.5 c) Highlight report 3.5 d) Project brief 3.5 e) Project initiation documentation 3.5 f) Project product description 3.5 g) Work package	BL2	1
	3.6 Explain what to fix and what to flex, including setting tolerances and the five targets. 3.6 a) Fix and flex tolerances (6.1, fig 6.1, tab 6.1) 3.6 b) Be on time and hitting deadlines (6.4.1, tab 6.2) 3.6 c) Protect the level of quality (6.4.2, tab 6.2) 3.6 d) Embrace change (6.4.3, tab 6.2) 3.6 e) Keep teams stable (6.4.4, tab 6.2) 3.6 f) Accept that the customer doesn't need everything (6.4.5, tab 6.2)	BL2	6
4. Understand the agile ways of working, key terms and techniques.	4.1 Recall the definition of the following agile terms. (glossary) 4.1 a) Backlog (sprint, release & product) (16.4) 4.1 b) Benefit (value) 4.1 c) Epic (25.6.1.4) 4.1 d) Information radiator (15.4.2, 15.4.2.1) 4.1 e) Spike 4.1 f) Stand up meeting 4.1 g) Timebox (sprint, release (2.2)) 4.1 h) Velocity 4.1 i) Waterfall methodology	BL1	5

Learning Outcome	Assessment Criteria	Bloom's Level	No. of questions per exam paper
	4.2 Explain key Agile concepts and techniques. 4.2 a) Scrum Appendix H 4.2 b) Lean Startup (incl. MVP) (20.4.2) 4.2 c) Retrospectives (19.4.1) 4.2 d) User stories (incl. Definition of 'ready' and 'done') (25.6.1, 25.6.1.7) 4.2 e) Workshops (26.4.1, 22.4.1) 4.2 f) Burn charts (15.4.1) 4.2 g) Agile Estimation (points and T-Shirt sizing) (12.4.1, 12.3.3) 4.2 h) Working Agreements (10.5.3)	BL2	8
5. Understand the focus areas in an agile context	5.1 Explain the PRINCE2 Agile focus areas. 5.1 a) Agilometer (ch 24) 5.1 b) Requirements (ch 25) 5.1 c) Rich communication (ch 26 excl. 26.4.1) 5.1 d) Frequent releases (ch 27)	BL2	5

3. PRINCE2 Agile Foundation Examination Design

3.1 Examination Administration

Duration: 1 hour

NOTE: Candidates taking the exam in a language that is not their native or working language may be awarded 25% extra time, i.e. 75 minutes in total.

Materials permitted: This is a 'closed book' examination. No materials other than the examination materials are permitted.

3.2 Question Types

All questions are Objective Test Questions (OTQs), which present four options from which one option is selected. Distractors (wrong answers) are options that candidates with incomplete knowledge or skill would be likely to choose. These are generally plausible responses relating to the assessment criteria being examined. Question styles used within this type are: 'standard', 'list' (2 correct items), and, as an exception, 'negative' standard OTQ.

➤ Example 'standard' OTQ:

What is the purpose of the quality theme?

- a) To do Q
- b) To do P
- c) To do R
- d) To do S

➤ Example 'list' OTQ:

Which statements about product-based planning are CORRECT?

- 1. It does Q
 - 2. It does P
 - 3. It does R
 - 4. It does S
- a) 1 and 2
 - b) 2 and 3
 - c) 3 and 4
 - d) 1 and 4

NOTE: Two of the list items are correct. List style questions are never negative (see below)

➤ Example 'negative' standard OTQ:

Which role should NOT be shared with the role of project manager?

- a) Role Q
- b) Role P
- c) Role R
- d) Role S

NOTE: Negative questions are only used, as an exception, where part of the learning outcome is to know that something is not done or should not occur.

3.3 Scoring

Number of questions: 50

Marks: Each question is worth 1 mark. There are 50 marks available. (There are no 'trial' questions.)

There is no negative marking.

Pass mark: 55% or higher - a raw score of 28 marks or above

3.4 Weightings by Bloom's Level

There are 7 questions at Bloom's Level 1 = approx. 14%

There are 43 questions at Bloom's Level 2 = approx. 86%

3.5 Weightings by Learning Outcome

Learning Outcome	No.OTQs	Approx. weighting
1. Understand key concepts relating to projects and PRINCE2	5	10%
2. Understand key concepts relating to projects and PRINCE2 Agile	5	10%
3. Understand how PRINCE2 principles, themes, processes and management products are tailored and/or applied in an agile context	22	44%
4. Understand the agile ways of working, key terms and techniques.	13	26%
5. Understand the focus areas in an agile context	5	10%
	50 OTQs	100%

3.6 Weightings by Assessment (sub-) Criterion

The PRINCE2 Agile® Foundation Examination is designed to test both the breadth and depth of the syllabus. Every assessment criterion is tested on each assessment (ensuring that breadth is covered). Not all assessment sub-criteria are tested on each assessment, but have the possibility of being presented according to the weightings and paper build rules outlined in this document, thus requiring that the candidate acquire depth of knowledge in a high proportion of the syllabus content. Questions can be selected at random, however they must follow the paper build rules.

Paper Build Rules

Exam papers must be built to consist of the number of questions per assessment (sub-) criterion shown in the table on pages 4-7. Questions must be presented in random order, not in the order of the examination specification. Answer options must be presented in the order provided in the question bank, and not in alphabetical order/order of length/random order.

Additional paper build rules are:

1. There are the following limits on the number of questions per question style

Question style	No.OTQs
Standard	Max. 46 Min. 44
Negative	2 Max
List	4
	50 OTQs