



***The PRINCE2 Agile® Foundation Examination***

***Sample Paper 1***

***Answers and Rationales***

**The PRINCE2 Agile® Foundation Examination**

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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>

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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>

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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>

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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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<b>Q</b>	<b>A</b>	<b>Syllabus Ref</b>	<b>Rationale</b>
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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<b>Q</b>	<b>A</b>	<b>Syllabus Ref</b>	<b>Rationale</b>
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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<b>Q</b>	<b>A</b>	<b>Syllabus Ref</b>	<b>Rationale</b>
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 &lt;role&gt;, I want to &lt;function&gt;, so that &lt;benefit&gt;. 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 &lt;role&gt;, I want to &lt;function&gt;, so that &lt;benefit&gt;. 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>

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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>