



The PRINCE2 Agile® Practitioner Examination

Sample Paper 1

Question Booklet

Multiple Choice

Examination Duration: 2 hours and 30 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 30 questions correctly to pass the exam.
4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).
5. You have 2 hours and 30 minutes to complete this exam.
6. This is an 'open book' exam. You can use the *PRINCE2 Agile* guidance.
7. No other material is allowed.
8. Read the 'Project Scenario' in the *Scenario Booklet*.
9. You will also need the 'Additional Information' in the *Scenario Booklet* to answer some questions. This is indicated before the question.
10. Each question is separate. Do not use information from one question to answer another question.

- 1) Which describes lean startup?
 - A. An approach to system improvement which controls how much work is underway at any one time.
 - B. An approach that creates IT services through enhanced collaboration between development and operations.
 - C. An approach to applying agile across an entire organization for large scale and complex work.
 - D. An approach to delivering new products quickly, initially based on setting up new companies.

- 2) Which type of change should PRINCE2 Agile be used for?
 - A. Prioritizing ideas in order to enhance or continuously improve a product.
 - B. Developing a new service which is not yet understood or fully defined.
 - C. Responding to simple requests for change received from sales staff.
 - D. Resolving a long list of minor upgrades that is regularly added to.

- 3) Which describes an agile approach which can be integrated with PRINCE2 Agile?
 - A. Limiting the amount of work under way and using visualization to show progress.
 - B. Comprising a sequence of phases such as design, build and test.
 - C. Prioritizing and delivering frequent requests to improve existing operational products.
 - D. Representing the intended long-term product functionality in a diagram and making it visible to the project team.

- 4) Which describes the PRINCE2 method of project management according to the eight guidance points?
 - A. It follows the traditional need for detailed design before development starts.
 - B. It requires completion of work in a linear, sequential manner phase-by-phase.
 - C. It recommends a flexible, delegated approach to project management.
 - D. It works effectively with agile approaches when some areas of guidance are removed.

- 5) How might a PRINCE2 organization gain by using PRINCE2 Agile?
- A. It benefits from understanding what agile is and how it works.
 - B. It benefits from the advantages of integrating agile into their existing PRINCE2 practices.
 - C. It benefits from adopting an industry standard approach to project management.
 - D. It benefits from understanding PRINCE2 Agile and how to add it to their existing ways of working.
- 6) How does a delivery team 'blend and weave' PRINCE2 with agile ways of working?
- A. By self-organizing within authority limits set by the project manager.
 - B. By using rich communication more effectively on team projects.
 - C. By prioritizing requirements using MoSCoW.
 - D. By using stages in place of timeboxes in order to manage projects.

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

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

Which PRINCE2 principle being applied?

- A. Focus on products.
- B. Learn from experience.
- C. Continued business justification.
- D. Manage by stages.

- 8) The project manager has authorized the 'Collateral' work package which must be delivered by the end of Week 5. It includes the following requirements:

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

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

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

- A. Prioritized requirements enable Brand-u-Like to plan their delivery within the limits agreed with the project manager.
- B. Setting zero time tolerance empowers Brand-u-Like to deliver by the end of Week 5.
- C. Combining the corporate image/logo and the collateral into one stage forms a single release.
- D. After Week 5 the value delivered by the 'Collateral' work package can be assessed.

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

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

- A. Targeting the Netherlands could increase awareness, resulting in a favourable outcome at the International Cheese Festival.
 - B. The chosen logo may not be sufficiently unique and recognizable, having a negative impact at the International Cheese Festival.
 - C. The Chesterton Blue marketing campaign will require an increase in the marketing budget.
 - D. The senior user has reported that they may have limited availability over the next three months.
- 10) During Stage 4, the Cheese Marketing Association informed Brand-u-Like that Chesterton's Cheese is allowed to use its quality accreditation logo as part of its branding on all of their marketing materials and products.

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

- A. Adopt a dynamic approach to this branding change.
- B. Redesign corporate brand standards, implement them, and seek feedback.
- C. Produce an exception report to inform the project board.
- D. Raise an issue to inform the project manager.

- 11) It was recommended that a marketing campaign to promote Chesterton Blue is used to determine whether the proposed new corporate logo is sufficiently unique and recognizable. The customer subject matter expert (CSME) in the Brand-u-Like team has added this new marketing campaign to the Marketing Team's product backlog.

How effectively does this apply the change theme?

- A. It applies it well because empowered self-organizing teams should be free to handle change dynamically.
 - B. It applies it well because work should be prioritized in a product backlog on an ongoing manner, based on value.
 - C. It applies it poorly because the change needs to be managed at the appropriate level.
 - D. It applies it poorly because a burn-up chart should be used where the amount of work changes.
- 12) During Brand-u-Like's most recent daily stand-up meeting, a rumour that one of their suppliers may become insolvent was reported. As a result, it was agreed that a safe-to-fail experiment should be conducted to determine the likelihood of this occurring.

How effectively does this apply the risk theme?

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

- 13) The collateral work package is dependent upon the redesign of the corporate logo. In addition, the marketing campaign and 'Story of Cheese' are both dependent upon the outputs of the rebranding work.

How should the Brand-u-Like team respond to this during the 'accepting a work package' stage?

- A. Record each of the dependencies as a risk 'cause' in the project risk register.
 - B. Ensure that the dependencies are specified as development interfaces in the work packages.
 - C. Document the purpose of each of the products in the appropriate product description.
 - D. Prioritize the work that needs to be undertaken using Brand-u-Like's product backlog.
- 14) The products produced by Brand-u-Like will be delivered in stage 2 only. The project board has agreed to visit the board room to review the burn charts each week.

Which reason BEST explains whether this is a suitable approach for the 'directing a project' process?

- A. It is a good approach because decision-making may be informed by information pulled from the project.
- B. It is a good approach because the executive will be able to provide direction to the project manager and the teams.
- C. It is a poor approach because the project manager should be reviewing the burn charts and escalating any exceptions.
- D. It is a poor approach because the project board should only review information at the end of a stage.

- 15) The project manager has worked with Brand-u-Like to create a work package which releases the collateral items in weeks 4 and 5. The stage plan shows the collateral items as a list in the form of a backlog. Brand-u-Like has produced a release backlog which covers two sprints each of one week duration.

Which statement BEST explains why this approach is appropriate for the 'managing product delivery' process?

- A. All the rebranding work is contained within one stage so sprint planning is not necessary.
 - B. Within an agile project a team plan should always be in the same format as a stage plan.
 - C. Release and sprint backlogs can be used effectively to plan the work required in a work package.
 - D. The work package definition should include the preferred size of the timeboxes.
- 16) At the start of the project the Agilometer was used and the 'advantageous environmental conditions' slider was set at a high level across all sliders and all work streams. When reviewing the project's performance at the end of week 14, this was felt to have been too optimistic. Throughout the project it was found that Brand-u-Like was not willing to change their approach and would not commit to their work until it was fully documented and authorized.

In which report should this information be included?

- A. Checkpoint report.
- B. Exception report.
- C. End project report.
- D. Product status account.

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

Which reason BEST explains whether the change control approach should be used in this way?

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

- 18) The acceptance criteria relating to the new logo have been set at a high level in the project product description (PPD). The introduction section of the quality management approach contains the objective of ensuring that this standard is achieved.

Which BEST explains why this statement should be included in the introduction section of the quality management approach?

- A. Brand-u-Like need to ensure that the agile ways of working documented in the quality management approach will achieve the appropriate level of quality.
- B. This objective corresponds to the reputation Brand-u-Like has for producing work to a high level of quality.
- C. All of Chesterton's requirements are driven by the high standards needed by food production regulations.
- D. When working in basic agile environments a lot of emphasis should be placed on quality planning during the initiation stage.

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

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

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

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

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

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

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

- A. Deliver the 'must have' advertisements as required and as many 'should have' advertisements as possible.
- B. Deliver as many advertisements as possible on both 'must and should have' advertisements equally.
- C. Deliver only the 'must have' advertisements and remove all of the 'should have' advertisements from project scope.
- D. Deliver one 'must have' and one 'should have' advertisement in the first timebox and the remainder in the second.

- 21) The business case identifies that the marketing campaign must achieve a minimum of a 10% increase in sales within three months to be viable, and it would also like to achieve a wider awareness of Chesterton's to improve their long-term sales.

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

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

- A. Make the long-term benefits gained from television advertisements a higher priority than the magazine promotion benefits.
- B. Fix the benefits from both campaign approaches and escalate to the project board the need to provide more funding.
- C. Adjust the benefits from both campaign approaches and adjust the risk that the sales forecasts may be inaccurate.
- D. Ensure the magazine promotion achieves a 10% sales increase and reduce the television advertisement benefits.

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

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

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

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

- A. Publishing of the social media and newspaper advertisements allows rich communication with potential customers.
- B. Generating increased cheese sales will give the project board early confidence in the ongoing business case viability.
- C. Delivering all three campaigns would have reduced testing and increased the risk of errors in the advertisements.
- D. Focusing on the critical requirements allows the Marketing Team to collaborate more effectively during the timebox.

- 23) The project product description for the Golden Clog project includes the following acceptance criterion in relation to the marketing campaign:

‘The marketing campaign must accurately describe the ingredients and characteristics of the 5 most popular cheeses to generate enquiries about these cheeses at the International Cheese Festival.’

Which reason explains why the team manager should ‘protect the level of quality’ of the marketing campaign?

- A. The impact of each marketing campaign needs to be established early in the project to generate enquiries.
 - B. The marketing campaign must be delivered before the International Cheese Festival to generate enquiries.
 - C. There will be confusion from customers at the International Cheese Festival if the campaign does not advertise the cheeses accurately.
 - D. The acceptance criterion represents the Minimum Viable Product to be delivered by the Golden Clog project.
- 24) One purpose of the marketing campaign is to promote awareness of the Chesterton’s Blue cheese, using advertisements based on the smell of the cheese. There is a negative reaction from the public to the first advertisement. Further research identified that this is because the public dislikes the photographs of noses on the advertisement.

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

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

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

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

Why should the project manager resist this request in accordance with the 'keep teams stable' target?

- A. It should be possible for other people in the team to do this work in order to maintain effective working relationships.
- B. The additional cost of employing temporary staff for two weeks should be avoided by the team.
- C. Team members should remain unchanged throughout all stages of a PRINCE2 Agile project.
- D. Brand-u-Like will benefit from the trainee being able to learn about Chesterton's business and the agile way of working.

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

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

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

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

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

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

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

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

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

How should the 'manage by exception' principle be applied to this work?

- A. Ensure that an initial forecast to exceed the time tolerance in this timebox is escalated to the project manager.
- B. Ensure that a prototype is delivered in the first timebox, integrating the new branding with zero time tolerance.
- C. Ensure that if Web&Go can only deliver the rebranding in the timebox then this is escalated to the project manager.
- D. Ensure that this timebox only includes the rebranding with the other requirements included in later timeboxes.

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

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

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

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

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

- A. Work within stage 3 should be divided into timeboxes with requirements prioritized as must/should/could have.
- B. Work within stage 3 should be broken down to enable prioritization and the amount of work in progress to be controlled.
- C. The internal IT Team is not using Kanban; therefore Web&Go should adopt the same agile approaches.
- D. Retrospectives should be held after each product is delivered to focus the learning on the products.

29) Web&Go is using Kanban to deliver the ordering work package in stage 3.

How should the organization theme be tailored for this team?

- A. No change is required to the roles defined in PRINCE2.
- B. By appointing the Scrum Master of the Web&Go Team to act as team manager for the ordering work package.
- C. By showing the Golden Clog Project organization chart on the Web&Go team's Kanban board.
- D. By ensuring that the Web&Go team works closely with the project manager of the Golden Clog project.

30) The Web&Go team are delivering the ordering work package stage using a Kanban approach. The work package includes the following requirements:

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

How should Web&Go estimate the delivery of this work package so that the plans theme is tailored appropriately?

- A. Use rationalism to estimate how long the 'must haves' and 'should haves' will take to deliver.
- B. Use the previous lead times from similar work items for other customers to estimate the three requirements.
- C. Use empiricism to estimate the effort to deliver the three requirements based on what happened in stage 2.
- D. Estimate the effort needed to design each of the three requirements in the first timebox.

31) When preparing the business case, the project manager asked Web&Go to estimate the effort required for the customer account/login function. Web&Go has been asked to provide estimates based on a best-case scenario for each of the following:

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

What BEST explains how this approach tailors the business case theme?

- A. It tailors the theme well because a best-case and worst-case scenario business case should be produced.
- B. It tailors the theme well because the best-case scenario includes the delivery of all of the specified requirements.
- C. It tailors the theme poorly because the project board should focus on the expected-case most likely to be delivered.
- D. It tailors the theme poorly because a high level requirement to create a customer account/login should have been used.

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

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

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

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

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

The value of each of these ideas needs to be understood by the members of the project board.

How should the project management team BEST present the project brief to the project board in order to achieve this?

- A. By issuing it to the project board along with the backlog showing the risks, benefits and costs of each idea.
 - B. By issuing it to the project board with an invitation to call the project manager if information on risks, costs and benefits is needed.
 - C. By discussing it along with the risks, costs and benefits of each idea displayed in the board room with the project board.
 - D. By discussing it with the executive, enabling the executive to present the findings to the project board.
- 34) At the end of week 14, the project manager is getting ready to complete the 'closing a project' process. The rebranding, marketing and premises move have all been completed. The website is now fully operational and the project manager wants to review how well the project has delivered the website in order to pass on lessons to future projects.

How should the project manager complete the 'closing a project' process?

- A. By completing a full review of each release of the website to obtain user acceptance.
- B. By checking that lessons from website retrospectives, have been actioned in later timeboxes.
- C. By handing over the website to operations staff in a formal handover ceremony.
- D. By writing the handover documentation for the operations staff who maintain the website.

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

- All team members working on the ordering work package stage (including staff from Web&Go) should attend as well as the project manager;
- At the retrospective, the focus should be on establishing how rich communication has contributed to a successful delivery of the timebox and how it should be used going forward.

Which BEST explains how well this tailors the 'controlling a stage' process?

- A. It tailors the process well because the retrospective workshop should be planned using an independent facilitator.
- B. It tailors the process well because the retrospective should focus on understanding how team behaviors can be improved.
- C. It tailors the process poorly because the retrospective should involve internal staff rather than external suppliers.
- D. It tailors the process poorly because the retrospective should focus on the quality of the delivered website.

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

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

How should Web&Go start delivering the team plan where the work in progress (WIP) limit on the build column of the Kanban board is 2?

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

37) During stage 4, work on the Story of Cheese is due to commence. The IT team are delivering this work package which includes the following requirements:

- Incorporation of the new branding;
- History of cheese;
- History of Chesterton's.

How should the work package for this timebox be authorized?

- A. The team manager should estimate the lead times for each requirement in order to limit the amount of work in the timebox.
- B. The project manager should agree the content of the work package with the IT Team at a timebox planning meeting.
- C. The team manager should produce three separate work packages for the requirements, issuing them to the project manager for authorization.
- D. The project manager should specify the order in which each requirement included in the work package should be delivered.

38) The following risk has been identified during the assessment of the Agilometer and entered into the risk register. The risk register is displayed on the information radiator in the board room.

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

What BEST explains how this tailors the risk register?

- A. It tailors the risk register well because it assesses the estimated impact that the risk might have on the project.
- B. It tailors the risk register well because it records the results of the agile risk assessment.
- C. It tailors the risk register poorly because the risk register should be maintained in a more formal manner.
- D. It tailors the risk register poorly because risks are avoided due to the use of agile approaches in a project.

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

- 39) The project manager used the Agilometer to assess the prevailing agile environment in order to tailor PRINCE2 in the most effective way.

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

Which action is an appropriate response to this observation?

- A. To have a work stream launch party to build a 'one-team' culture with the staff to be relocated.
 - B. To create an email distribution list to ensure the team is kept up-to-date on decisions and progress.
 - C. To ensure that the updated backlog is distributed weekly to the team and the landlord.
 - D. To use web-cams on calls to the team and landlord to enable face-to-face communication.
- 40) The premises team is made up of both operations and maintenance staff, assigned full-time to the team. The operations process must comply with hygiene regulations and therefore the operations staff is focused on delivering the required level of quality. The operations staff members feel that only they have the authority and knowledge to make the key decisions with respect to how the lines are set-up. They are unhappy that the maintenance staff members have, in the past, not appropriately implemented some minor operational requirements.

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

- A. Level of collaboration.
- B. Ease of communication.
- C. Ability to work iteratively and deliver incrementally.
- D. Advantageous environmental conditions.

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

As the operations manager responsible for all of the production lines;

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

What is the MOST appropriate way to record this wording?

- A. As the project product description.
- B. As a product description.
- C. As a user story.
- D. As an epic.

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

Which approach should be taken to deal with this issue?

- A. Escalate to the project board so the requirement is formally reassessed.
- B. Change the expected range of the temperature to identify cheaper units.
- C. Decompose the requirement to identify separate ranges for each cheese type.
- D. Use project cost tolerance to pay for a more expensive cooling unit.

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

Which is the MOST appropriate way to convey the impact that this decision has on the premises team?

- A. Document the options and impact in the impact analysis section in an issue report.
- B. Record the options and choices in a visual decision tree and distribute this to all of the teams involved.
- C. Discuss at a workshop attended by the project board members where decisions can be made.
- D. Discuss in a meeting of the CSMEs from the premises and Marketing Teams.

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

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

- A. The project board was pleased with the visible progress.
- B. The staff really liked the atmosphere of the new premises.
- C. The delivery lorries were unable to gain access to the site.
- D. Dispatching cheese was more complicated across both old and new sites.

45) The project manager used the Agilometer to assess the 'move premises' work stream. The Agilometer scored low for all sliders.

The project manager then discussed the results of the Agilometer further with the team moving premises and discovered that the team is cautious in its approach. They want to obtain sign-off of the technical design for all production lines before moving any of them. The design needs to include many mandatory hygiene, health and safety requirements. The team then wants to move and test each production line, one by one.

Which slider should the project manager set higher as a result of this discussion?

- A. 'Flexibility on what is delivered' because there are many requirements that need to be met when moving premises allowing flexibility in what is delivered first.
- B. 'Flexibility on what is delivered' because each production line will be tested to make sure it meets the requirements as soon as it has been moved.
- C. 'Ability to work iteratively and deliver incrementally' because the team is being cautious in its approach by signing off the technical design first.
- D. 'Ability to work iteratively and deliver incrementally' because moving each production line individually will enable learnings to be applied to other lines.

46) The premises team has just been appointed and is made up of operations and facilities staff.

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

- A. The operations manager walks around the production plant to manage the staff while the production lines are running.
- B. The operations staff monitors their performance and level of production achieved through a visible dashboard.
- C. The premises team has been trained in PRINCE2 Agile and is willing to be guided by others who have more experience.
- D. When the production lines are running, the operations staff happily helps each other out and step-in for others when needed.

47) As a: production line worker;

I want to: be able to transport the cheese into the refrigeration room located at the end of each production line;

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

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

- A. The 'who' is not appropriate because the role should be a manager rather than a staff member.
- B. The 'what' is not appropriate because it should contain quality criteria to assess the output against.
- C. The 'why' is not appropriate because the target should be defined in measurable terms.
- D. All parts are appropriate because a user story should be the starting point for discussions.

48) Twenty-two requirements have been identified for the cheese dispatch process, broken down by number as follows:

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

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

- A. Pre-project stage because there are less than nine areas in the dispatch process.
- B. Initiation stage because there are between 10 and 100 requirements in the dispatch process.
- C. Delivery stages because the requirements have been decomposed with additional details.
- D. No specific stage because the whole scope of the work package needs to be addressed.

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

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

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

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

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

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