Atmic Networks

CERTIFICATION EXAM SUPPORT

EXAM PREPARATION MATERIAL

Practice files designed to help you understand exam patterns, question styles and the overall assessment format.

IMPORTANT NOTE

> **Please note that these files may not be up to date. However, the questions will help you understand the exam format and typical question patterns.**

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Question: 1

What does PRINCE2 Agile identify as a 'concept'?

A. Prioritizing what needs to be delivered.
B. Trusting and not blaming others.
C. Setting tolerances for each project objective to establish limits of authority.
D. Using daily stand-up meetings and user stories.

Answer: D

Explanation:

This option reflects key practices in Agile methodologies, emphasizing collaboration and iterative progress, which are central to Agile principles.

Question: 2

Which describes a characteristic of business as usual (BAU) work?

A. Lists of routine modifications, received regularly during the life of existing products.)
B. A new team selected to address a specific problem or opportunity.
C. A collection of difficult tasks that are managed together.
D. A delivery which is part of a larger programme of work.

Answer: A

Explanation:

Routine Operations: BAU encompasses the standard activities and processes that are necessary for the daily functioning of an organization. This includes tasks that are performed regularly and consistently to maintain services, products, and overall operations.
Regular Modifications: BAU work often involves minor updates or modifications to existing products or services. These modifications are typically routine in nature, aimed at improving efficiency, fixing issues, or adapting to changes in the environment without major disruption.
Maintenance and Support: BAU includes maintenance tasks such as monitoring systems, providing customer support, and ensuring compliance with regulations. These tasks ensure that existing products and services continue to function effectively.
Predictable and Structured: Unlike projects that may have a defined start and end date, BAU work is ongoing and tends to follow established procedures. This predictability helps organizations manage their resources effectively.
Focus on Stability: The goal of BAU work is to maintain stability within the organization. While it may involve some level of change (like routine modifications), the primary focus is on ensuring that existing operations run smoothly.

Question: 3

Which BEST describes an agile method or approach that can be integrated with PRINCE2 Agile?

A. Encouraging system improvement through visualization and controlling work in progress.
B. Providing guidance on tailoring any applicable principles, themes and processes.
C. Reducing quality testing in order to deliver within agreed deadlines.
D. Favoring processes and tools over individuals and interactions.

Answer: A

Explanation:

This approach aligns with Agile principles, emphasizing continuous improvement and effective workflow management, which can complement the structured framework of PRINCE2 Agile.

Question: 4

Which is consistent with the eight guidance points of PRINCE2 Agile?

A. The project manager role is NOT required when incorporating IT-only frameworks.
B. The project manager role is NOT defined by Scrum or Kanban.
C. Working in an agile way removes the need for a project manager.
D. A project manager is indicative of a 'command and control' culture.

Answer: B

Explanation:

This highlights that while Scrum and Kanban have their own roles and frameworks, the role of the project manager can still exist and be integrated within Agile practices, including PRINCE2 Agile.

Question: 5

Which is a benefit that can be realized by a PRINCE2 organization seeking to adopt PRINCE2 Agile?

A. Comprehensive documentation is reduced as working software is a priority.
B. Reduced number of roles by combining project manager with team manager.
C. Lower cost of ownership throughout the life of the project's delivered product(s).
D. Improved maintenance of a business case throughout the project

Answer: A

Explanation:

This benefit reflects the Agile principle of prioritizing working software over extensive documentation, which can lead to

more efficient project delivery.

Question: 6

Which is a reason for 'blending and weaving' PRINCE2 with agile at all levels within a project?

A. To adjust a 'command and control' culture for product delivery.
B. Projects should be established with the intention of NOT delivering everything.
C. To allow teams to self-organize whilst staying in control.
D. PRINCE2 Agile is NOT a substitute for PRINCE2.

Answer: C

Explanation:

This approach enables teams to adopt Agile practices while maintaining the governance and structure provided by PRINCE2, promoting both flexibility and control in project delivery.

Question: 7

Project scenario - Get fit with football!

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

Introduction

A Local Government Authority (LGA) has decided to organize a six-a-side football tournament. The tournament will contribute towards achieving the targets set by a national initiative to improve the fitness of children under the age of 16. As part of the LGA's policy of self-funding, this has to be achieved at zero cost to the LGA (and therefore the local tax payer). The cost of the event will be covered through fees paid by teams registered to take part in the tournament, sponsorship and monies raised during the day. Any surplus would be used for the maintenance of local sports centres.

Teams can register under one of several age groups for both boys and girls. In addition, family members are asked to attend to provide support.

This sports event is designed to be a family day out. The football tournament will have an event village including a kidz'-zone, catering, car parking, mobile changing rooms and toilets. The tournament will take place on the LGA-owned football pitches near the centre of the town, although

space is somewhat limited.

Scope

The initial scope of the project includes:

- a marketing campaign to promote the event;
- a celebrity to open the event;
- a website to provide information about the event and handle applications;

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

1. Marketing
2. Website
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Project Background

The LGA have extensive experience in using PRINCE2 and will run the event as a single project. The project manager is fully conversant with PRINCE2 Agile. One office in the LGA building in the centre of town has been given to the project for the entire duration. The office is across the corridor from the Marketing Department and the project manager has already put a sign on the door that says 'Mission Control'.

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The marketing campaign has two key areas to promote:

1. The event itself including the football tournament, event village and fundraising activities.
2. The LGA's long term aim to improve the fitness of children under the age of 16.

The Marketing Team has received some initial Scrum training but is unsure how it can be applied to their marketing work.

The Marketing Team is keen that the project manager provides them with a clear brief for the campaign before they spend

too much time on it.

They have experience of working with a variety of marketing channels, although they are not sure which channel(s) will work most effectively to promote this type of event, and in particular to promote the LGA's longer term health aims.

The Marketing Team is not clear on the priority to assign to the two aims for the event.

The Marketing Team will publish advertisements and/or promotional material every week, with more information in each issue to keep the message up to date.

Nine releases are scheduled at the end of each of the nine week-long timeboxes.

The nine timeboxes within the marketing work stream are scheduled to include:

- advertisements:
- a radio interview;
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- banners and signs to put up around the town and at the event;
- the provision of a website and social media content;
- promotional posters to be displayed by local businesses.

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

Which approach BEST outlines how to apply the 'continued business justification' principle during the initiation stage?

A. Plan to publish a simple advertisement within a few days of timebox one to get feedback.
B. Request that the Head of the LGA confirms that the funding is available.
C. Plan a 'Design the Best Poster' competition in schools to encourage fitness awareness in children.
D. Define a brief for the marketing campaign with costings for the use of each marketing approach.

Answer: B

Explanation:

Continued business justification ensures that the project remains viable throughout its life cycle. By confirming that funding is available, the project manager ensures that there are sufficient resources to support the project, aligning with the principle of maintaining justification for the project's continuation.

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Project scenario - Get fit with football!

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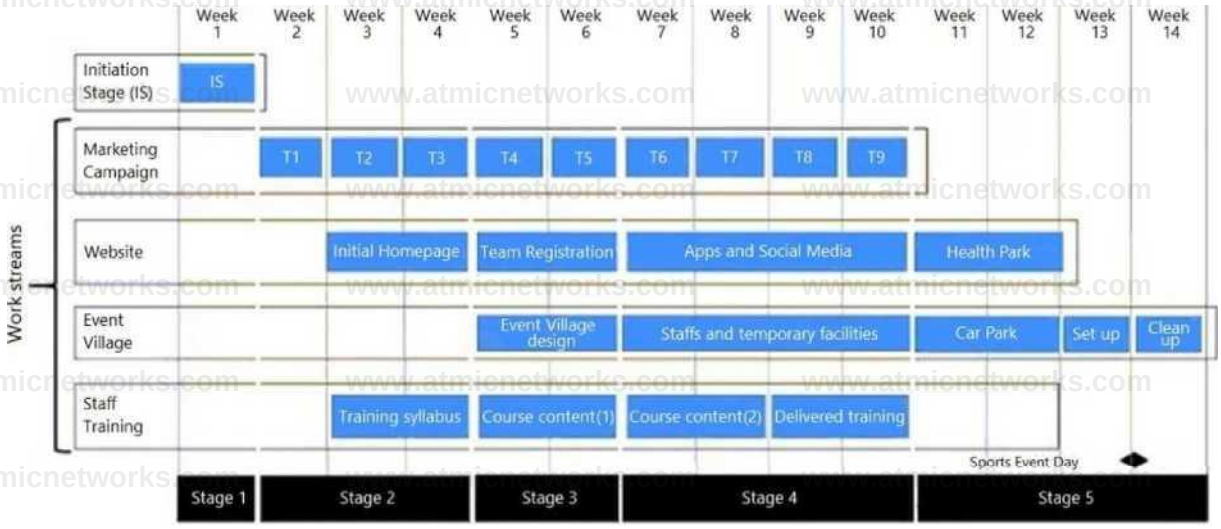

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Using the Project Scenario and Marketing Additional information, answer the following question:

The project manager recommends that Stage 2 should be broken down further with more stage boundaries linked to the weekly publication of a newspaper advertisement.

Using the Timeline, which statement BEST evaluates this proposal in relation to the 'manage by stages' principle?

A. It applies the principle well because short stage boundaries provide more opportunity for interteam collaboration.
B. It applies the principle well because short stage boundaries will enable the project to fail-fast and learn-fast.
C. It applies the principle poorly because stage boundaries should be set at the beginning of each new timebox.
D. It applies the principle poorly because the stage boundaries should typically be monthly on a three-month project.

Answer: B

Explanation:

The 'manage by stages' principle emphasizes breaking the project into manageable stages to assess progress and adapt as necessary. By creating shorter stage boundaries linked to the weekly publication of advertisements, the project can quickly identify issues and adjust strategies, fostering a learn-fast approach.

Question: 9

Project scenario - Get fit with football!

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

The senior user has specified a second charity to which any proceeds should be donated. All marketing material to be used from

now onwards must promote the new charity. Banners promoting only the first charity have already been produced, delivered and approved in a previous timebox. The effort to add the new logo to the existing banners is low.

How should the Marketing Team respond to this change with respect to the banners already created?

A. Handle it at the detailed level using the quality criteria in the product description for the banner.
B. Treat it as an item NOT meeting the specification which the banner supplier should rectify.
C. Escalate it to the project board as a request to change the detail of an existing product.
D. Address it when planning and prioritizing the work in the current or next timebox.

Answer: D

Explanation:

Since the effort to add the new logo is low, it is efficient to incorporate this change during the planning and prioritization of tasks for the current or next timebox. This allows the team to adapt to the new requirement without needing to escalate or disrupt the project flow significantly.

Question: 10

Project scenario - Get fit with football!

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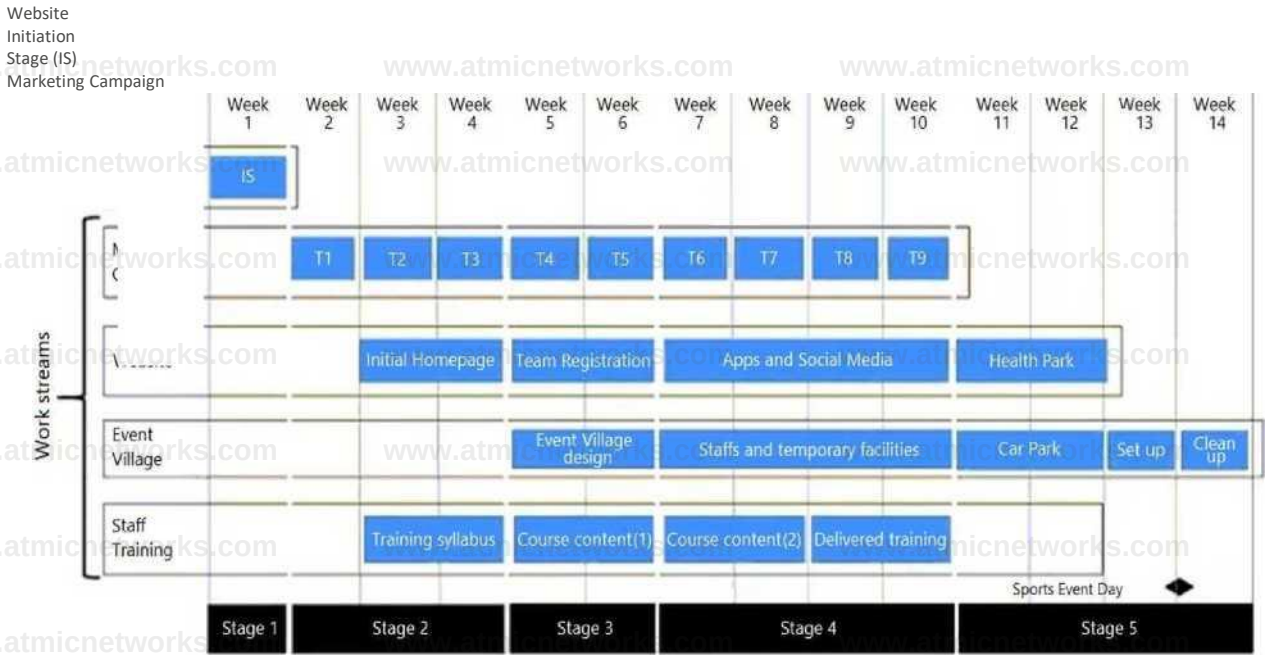

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Using the Project Scenario and Marketing Additional Information, answer the following question:

For which marketing product would a quality method of automated test-driven development be MOST suited?

A. The newspaper advertisements.
B. The banners for the Event Village.
C. The text and links for the website.
D. The radio interview.

Answer: C

Explanation:

Automated test-driven development (TDD) is particularly well-suited for digital products like website content, where code and links can be continuously tested for functionality and correctness. This approach allows for rapid iterations and ensures that updates do not introduce errors, making it ideal for maintaining the quality of web content.

Question: 11

Project scenario - Get fit with football!

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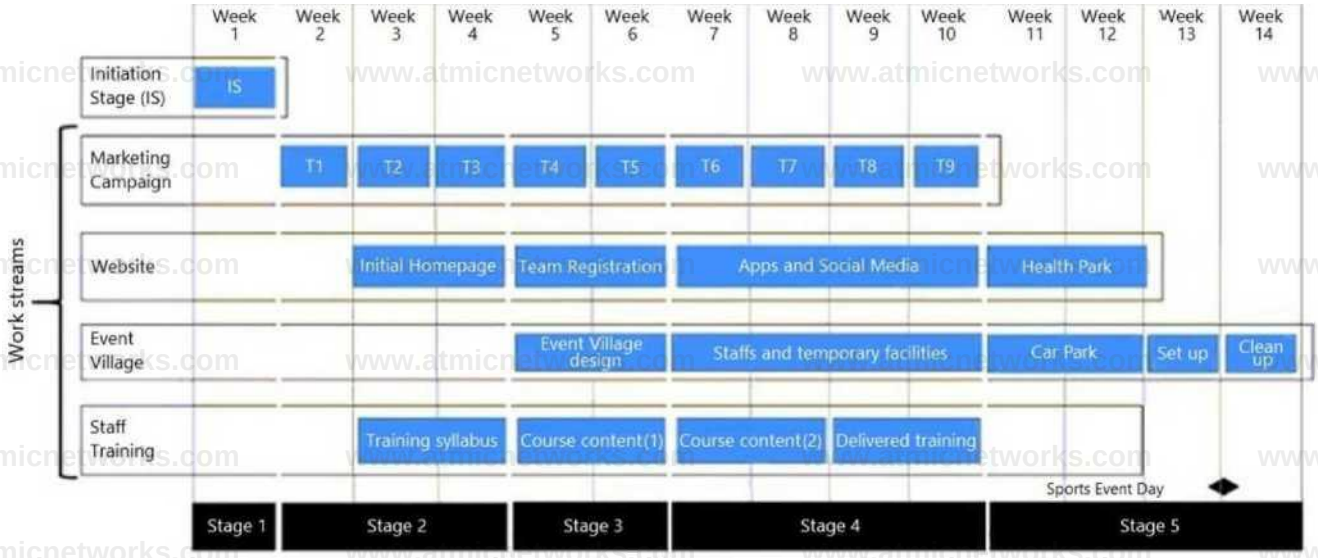

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Using the Project Scenario and Marketing Additional information, answer the following question:

The Marketing Team is not sure whether all the information, photos and links needed for the website pages being set up by the Website Team can be delivered within the current timebox.

One of the team members has suggested that the team regularly visit the LGA's cafeteria to show the staff in other departments some rough drawings of the website pages to get their feedback. This can then be used to help decide which parts of each page are most important to deliver within the timebox.

Which BEST explains how this approach manages change?

A. It is a good approach because changes at the high level for a timebox will NOT affect the baseline. B. It is a good approach because changes to the website information should be based on feedback. C. It is a poor approach because exploration is a behaviour that requires a creative environment to enable change.
D. It is a poor approach because some of the website pages should be moved to the next timebox.

Answer: B

Explanation:

By seeking feedback from staff on rough drawings of the website pages, the Marketing Team can make informed decisions about what content is most valuable and should be prioritized for delivery within the current timebox. This responsive approach allows the team to adapt to feedback effectively, ensuring the final product meets stakeholder needs.

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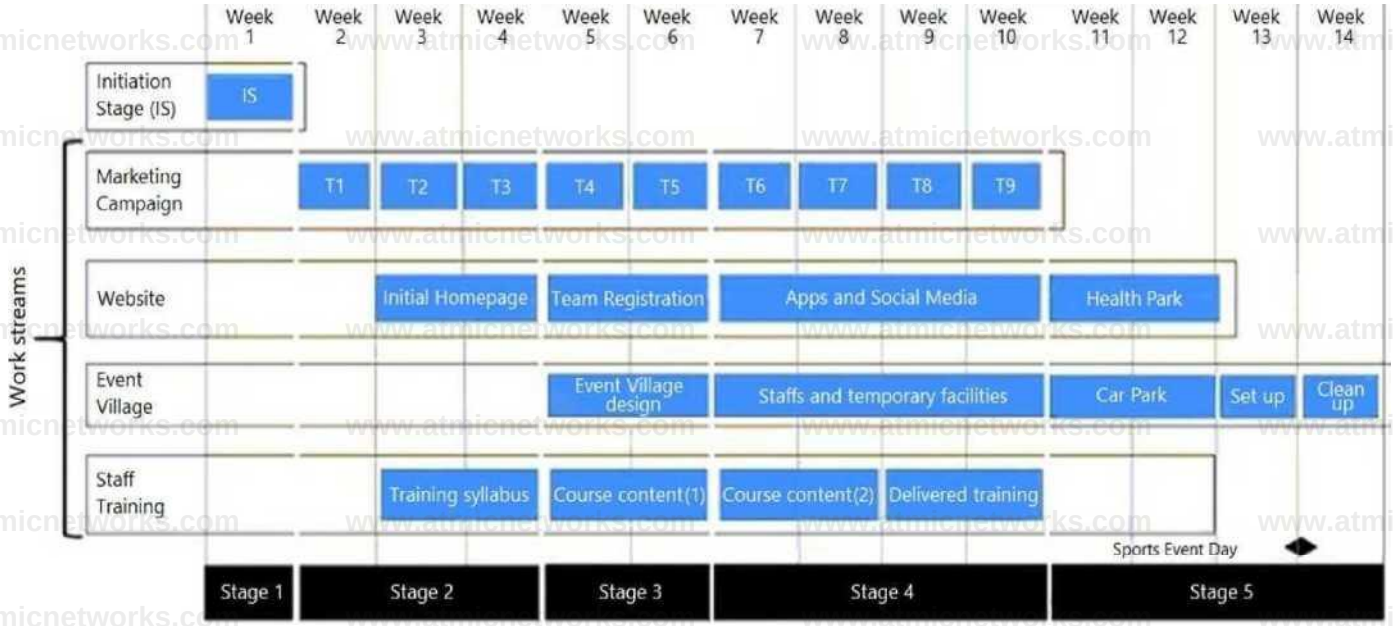

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Using the Project Scenario and Marketing Additional information, answer the following question:

The Marketing Team is concerned that if local schools hold their annual fundraiser on the same day as the football tournament, this may cause attendance to be adversely affected.

The team manager has asked the business analyst to investigate this risk further and report back to the team at the next daily stand-up.

Which BEST explains how this approach manages risk?

A. It is a good approach because the business analyst is responsible for capturing the wider customer view.
B. It is a good approach because discussions in the daily stand-up are a way to actively manage risk. C. It is a poor approach because the team manager should carry out actions related to risks that may impact delivery.
D. It is a poor approach because this risk is outside the project's control so it is NOT relevant to the Marketing Team.

Answer: B

Explanation:

The daily stand-up is an opportunity for the team to discuss ongoing issues, including risks. By having the business analyst investigate the potential conflict with the local schools' fundraiser and report back, the team can address this risk proactively and make informed decisions on how to mitigate it, thus managing risk effectively.

Question: 13

Project scenario - Get fit with football!

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

Introduction

A Local Government Authority (LGA) has decided to organize a six-a-side football tournament. The tournament will contribute

towards achieving the targets set by a national initiative to improve the fitness of children under the age of 16. As part of the LGA's policy of self-funding, this has to be achieved at zero cost to the LGA (and therefore the local tax payer). The cost of the event will be covered through fees paid by teams registered to take part in the tournament, sponsorship and monies raised during the day. Any surplus would be used for the maintenance of local sports centres.

Teams can register under one of several age groups for both boys and girls. In addition, family members are asked to attend to provide support.

This sports event is designed to be a family day out. The football tournament will have an event village including a kidz'-zone, catering, car parking, mobile changing rooms and toilets. The tournament will take place on the LGA-owned football pitches near the centre of the town, although space is somewhat limited.

Scope

The initial scope of the project includes:

- a marketing campaign to promote the event;
- a celebrity to open the event;
- a website to provide information about the event and handle applications;
- an event village to support the 'family day out';
- the training of LGA staff as volunteers to run and support the event;
- back-office processes to handle the applications;
- fundraising to cover the cost of the event.

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

1. Marketing
2. Website
3. Event Village
4. Staff Training

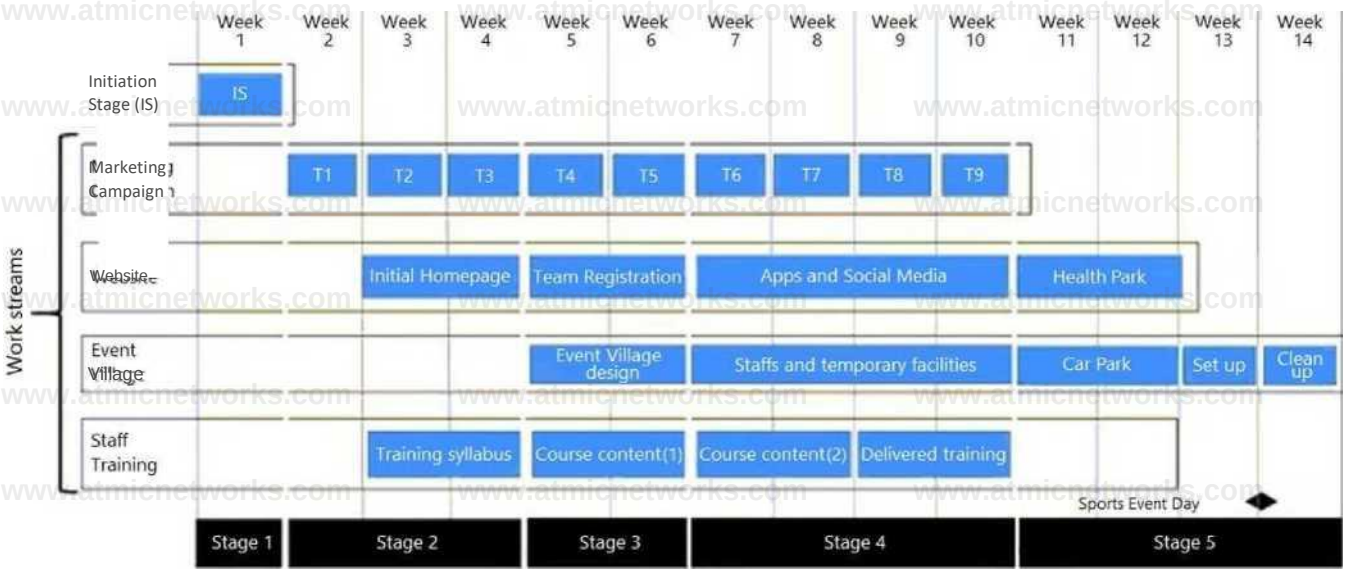
Project Background

The LGA have extensive experience in using PRINCE2 and will run the event as a single project. The project manager is fully conversant with PRINCE2 Agile. One office in the LGA building in the centre of town has been given to the project for the entire duration. The office is across the corridor from the Marketing Department and the project manager has already put a sign on the door that says

'Mission Control'.

Timeline

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



Marketing - Additional information

The marketing campaign has two key areas to promote:

1. The event itself including the football tournament, event village and fundraising activities.
2. The LGA's long term aim to improve the fitness of children under the age of 16.

The Marketing Team has received some initial Scrum training but is unsure how it can be applied to their marketing work.

The Marketing Team is keen that the project manager provides them with a clear brief for the campaign before they spend too much time on it.

They have experience of working with a variety of marketing channels, although they are not sure which channel(s) will work most effectively to promote this type of event, and in particular to promote the LGA's longer term health aims.

The Marketing Team is not clear on the priority to assign to the two aims for the event.

The Marketing Team will publish advertisements and/or promotional material every week, with more information in each issue to keep the message up to date.

Nine releases are scheduled at the end of each of the nine week-long timeboxes.

The nine timeboxes within the marketing work stream are scheduled to include:

- advertisements:
- a radio interview;
- production of a hand-out/flyer;
- banners and signs to put up around the town and at the event;
- the provision of a website and social media content;
- promotional posters to be displayed by local businesses.

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

The Marketing Team have noted in their daily stand-up that they cannot work out the versions and review status of the information and photos which will appear on the website pages.

Which core practice might be the MOST useful to immediately help with the 'managing product delivery' process?

A. Refer to a cumulative flow diagram to identify the status of the remaining work.
B. Identify the effect of delaying the delivery of a web page in a daily stand-up.
C. Visualize the status of the work using a 'ticket' board with 'swim lanes'.
D. Carry out a safe-to-fail experiment to identify a better way of working.

Answer: C

Explanation:

Using a 'ticket' board with 'swim lanes' allows the Marketing Team to visualize the different versions and review statuses of the information and photos for the website. This practice helps clarify the current state of work, promotes transparency, and facilitates better communication within the team, ultimately supporting effective management of product delivery.

Question: 14

Project scenario - Get fit with football!

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

Introduction

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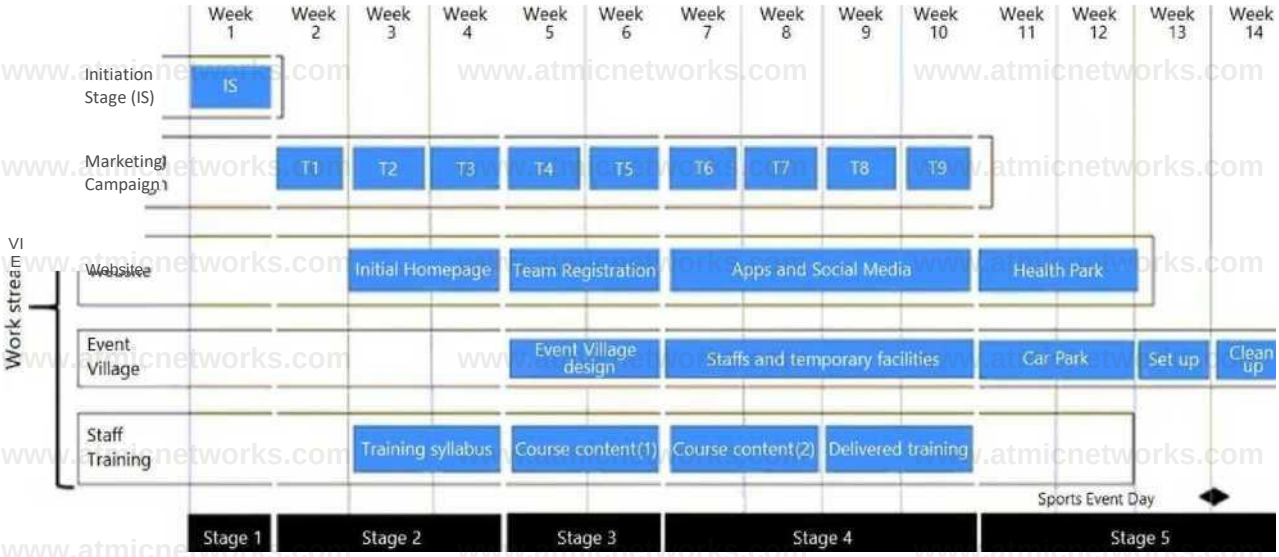

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The nine timeboxes within the marketing work stream are scheduled to include:

advertisements:
a radio interview;
production of a hand-out/flyer;
banners and signs to put up around the town and at the event; the provision of a website and social media content; promotional posters to be displayed by local businesses.

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

The Marketing Team has created a plan of 9 timeboxes that always end on a Friday. The senior user has decided to visit the Marketing Team every Friday in order to attend their regular reviews.

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

A. It is a good approach because regular reviews will provide rich information to assess project viability.
B. It is a good approach because the senior user will be able to oversee the performance of the team.
C. It is a poor approach because the senior user should focus on looking at the information radiator instead.
D. It is a poor approach because the reviews should be scheduled as needed, when products are developed.

Answer: A

Explanation:

Regular reviews conducted by the senior user allow for continuous assessment of the project's progress, ensuring that the project remains aligned with its objectives and can adapt to any necessary changes. This ongoing engagement is vital for maintaining project viability and stakeholder involvement.

Question: 15

Project scenario - Get fit with football!

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

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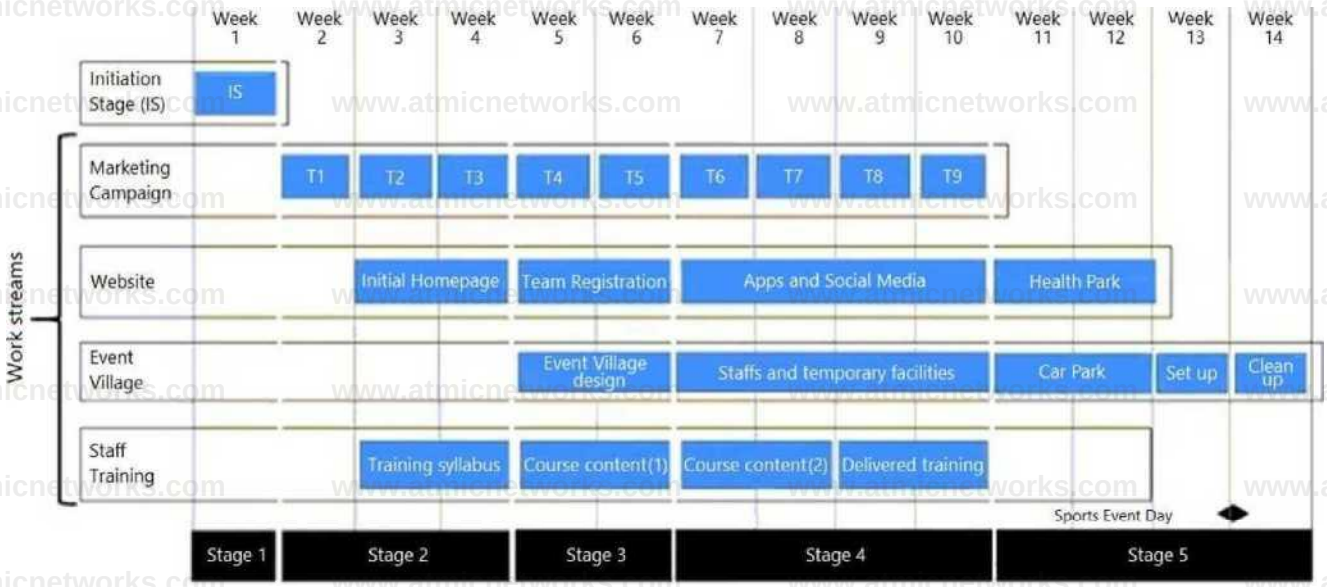

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- a radio interview;
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- banners and signs to put up around the town and at the event;
- the provision of a website and social media content;
- promotional posters to be displayed by local businesses.

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

Many Marketing Team members were expressing frustration that some members of the team had worked only on specific products and had not helped in the delivery of others. Therefore, the Marketing Team produced a Glad! Sad! Mad! board during a recent retrospective.

Which statement explains why this approach to identifying issues is appropriate for the 'controlling a stage' process?

A. A retrospective should identity all areas of improvement that should be actioned by a team.
B. Glad! Sad! Mad! is a feedback technique that focuses on feelings and helps to identify improvements.
C. Glad! Sad! Mad! is a feedback technique used in a retrospective to monitor the progress of a team. D. The retrospective empowers the delivery teams to work with a visual approach durinq a timebox.

Answer: B

Explanation:

The Glad! Sad! Mad! board allows team members to express their feelings about their experiences during the stage, helping to surface issues and areas for improvement. This emotional feedback can be crucial in identifying specific challenges within the team dynamics and product delivery, facilitating better control and adjustments for future stages.

Question: 16

Project scenario - Get fit with football!

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

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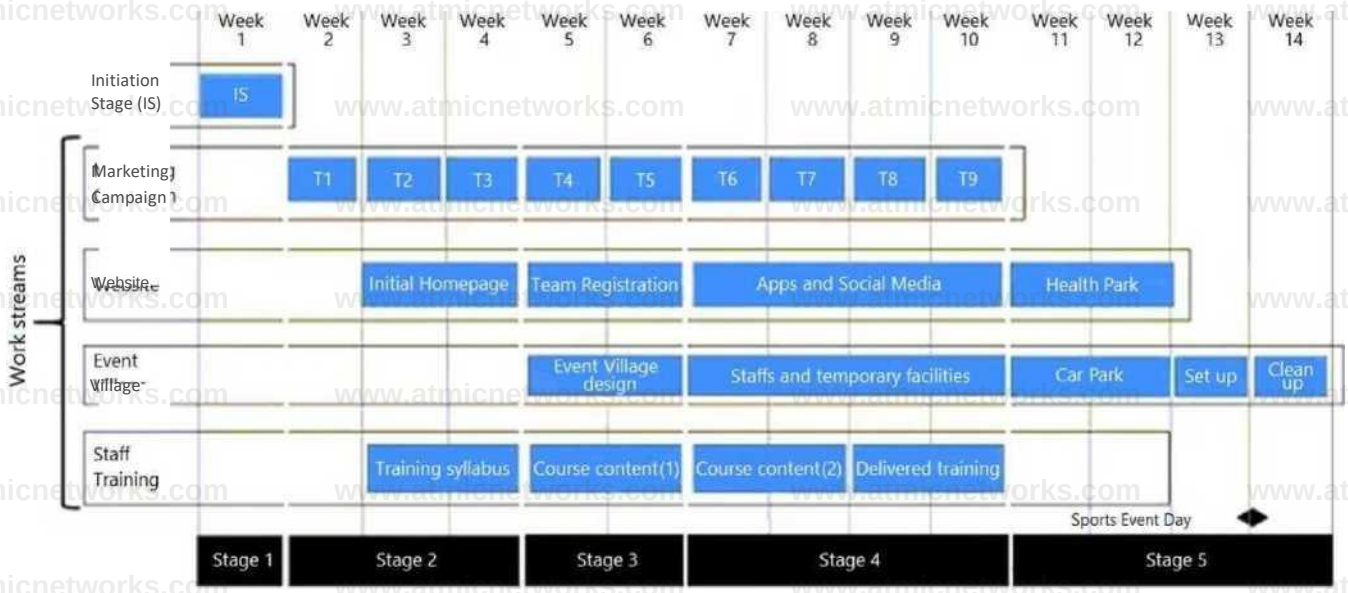

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- advertisements:
- a radio interview;
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- banners and signs to put up around the town and at the event;
- the provision of a website and social media content;
- promotional posters to be displayed by local businesses.

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

Nine timeboxes are scheduled for the marketing work.

Which baseline product is MOST relevant for defining which marketing product will be released in each timebox?

A. Business case.
B. Project product description.
C. Project brief.
D. Work package.

Answer: B

Explanation:

The project product description outlines the key deliverables of the project and their acceptance criteria. This product serves as a reference for the marketing team to determine which marketing products should be delivered in each timebox, ensuring that all releases align with the overall project goals.

Question: 17

Project scenario - Get fit with football!

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Introduction

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fundraising to cover the cost of the event.

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

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Project Background

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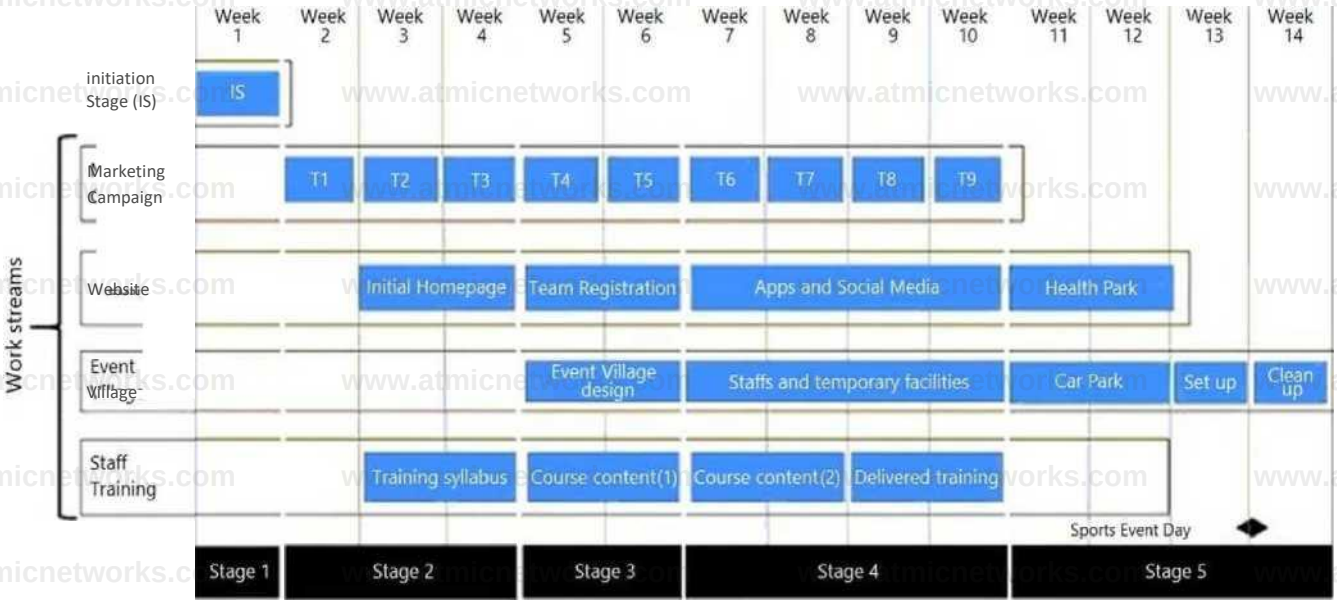

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- promotional posters to be displayed by local businesses.

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

When contributing to the development of the communication management approach, the Marketing Team felt that the only applicable agile technique to be included in the approach was the use of daily stand-ups.

Which reason BEST explains whether this is a suitable entry for 'tools and techniques' in the communication management approach?

A. It is suitable because the marketing products do NOT suit the use of other agile techniques.
B. It is suitable because the marketing products are already rich in communication.
C. It is unsuitable because the other teams will need a means to be updated on progress and feedback.
D. It is unsuitable because the daily stand-up is NOT a communication tool or technique.

Answer: C

Explanation:

While daily stand-ups are a valuable agile practice for team communication, relying solely on them may not provide sufficient updates and feedback to other teams involved in the project. A comprehensive communication management approach should include a variety of tools and techniques to ensure that all stakeholders are informed and engaged throughout the project.

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Question: 18

Project scenario - Get fit with football!

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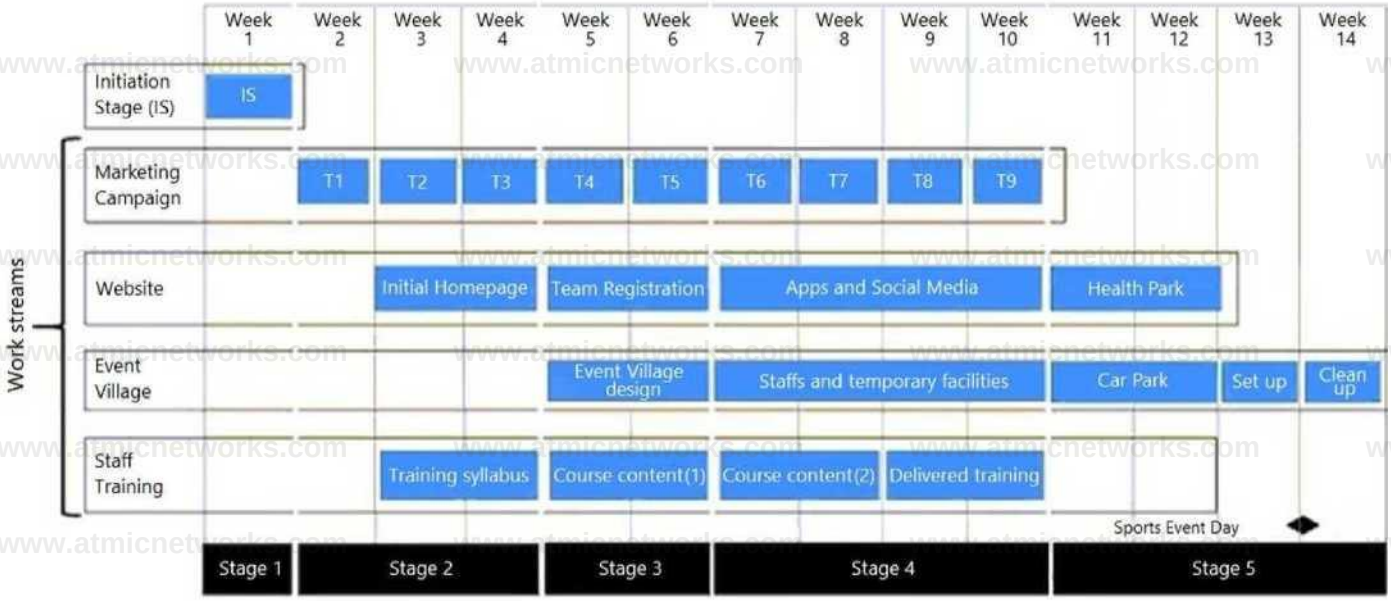

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- promotional posters to be displayed by local businesses.

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

The project manager has agreed that the 'Mission Control' room will have an issue register on the wall for project issues and all teams will display their own issue register on their own team wall as well.

Which BEST explains if this approach is suitable?

A. The issue registers may be difficult to keep synchronized across the teams so this should be avoided.
B. Each team will be able to physically log and update issues during their daily stand-ups.
C. A more formal approach would encourage issues to be raised that might otherwise be missed.
D. A spreadsheet that all teams have access to would be a more agile way of working.

Answer: B

Explanation:

Having issue registers displayed on the team walls allows for immediate visibility and encourages team members to log and discuss issues as they arise during daily stand-ups. This promotes a culture of transparency and collaboration, making it easier for teams to manage and address issues in a timely manner.

Question: 19

Project scenario - Get fit with football!

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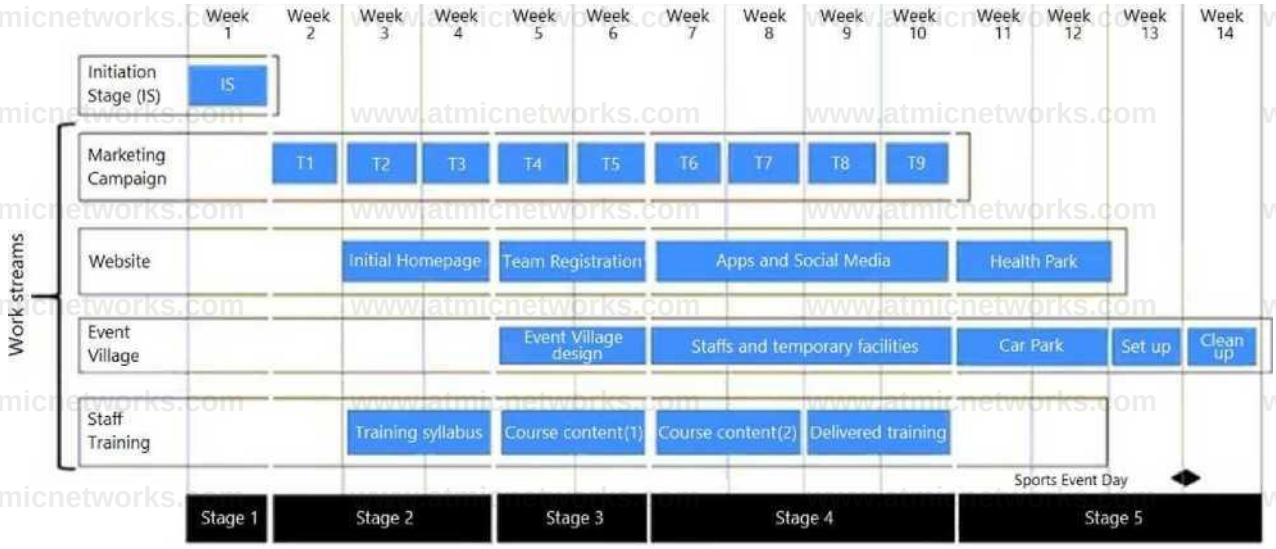

Website - Additional information

A new website will be built for the event. There are five work packages within this product:

1. Initial homepage:

   Website showing the event details, competition rules, etc.

2. Team Registration functionality:

   team name, player's names and ages;
   contact information;
   payment;
   lunch pack requirements (includes any special dietary needs);
   car parking requirements.

3. Social media promoting the event and its aims.

4. Applications (apps) to promote healthy lifestyles including fitness and healthy eating apps.

5. Health Park:

   An online knowledge base about healthy lifestyles that includes a discussion forum.

The Website Team have a lot of experience in IT and have been using agile for several years. They are delivering the website through five two-week timeboxes. The team uses a Scrum Master to facilitate and the Scrum process and coach people accordingly.

The Website Team are very good at Scrum. They have created a set of tasks to assess more difficult work and they refer to this as sprint zero.

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

The Website team manager has identified the need for a supplier representative to work on the social media website.

Who can fulfil this need according to the 'defined roles and responsibilities' principle?

A. The senior user who is able to represent those who understand how social media channels are to be delivered.
B. The project manager who has a good overview of the entire project and the social media requirements.
C. The senior supplier who has technical knowledge of the website and how it should be delivered.
D. The team manager who is leading the delivery of the social media website.

Answer: C

Explanation:

The senior supplier's technical knowledge and understanding of the website's delivery make them the most suitable candidate to represent the supplier's interests and ensure that the social media website meets the project requirements effectively.

Question: 20

Project scenario - Get fit with football!

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

Introduction

A Local Government Authority (LGA) has decided to organize a six-a-side football tournament. The tournament will contribute towards achieving the targets set by a national initiative to improve the fitness of children under the age of 16. As part of the LGA's policy of self-funding, this has to be achieved at zero cost to the LGA (and therefore the local tax payer). The cost of the event will be covered through fees paid by teams registered to take part in the tournament, sponsorship and monies raised during the day. Any surplus would be used for the maintenance of local sports centres.

Teams can register under one of several age groups for both boys and girls. In addition, family members are asked to attend to provide support.

This sports event is designed to be a family day out. The football tournament will have an event village including a kidz'-zone, catering, car parking, mobile changing rooms and toilets. The tournament will take place on the LGA-owned football pitches near the centre of the town, although space is somewhat limited.

Scope

The initial scope of the project includes:

a marketing campaign to promote the event;
a celebrity to open the event;
a website to provide information about the event and handle applications;
an event village to support the 'family day out';
the training of LGA staff as volunteers to run and support the event;
back-office processes to handle the applications;
fundraising to cover the cost of the event.

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

1. Marketing
2. Website
3. Event Village
4. Staff Training

Project Background

The LGA have extensive experience in using PRINCE2 and will run the event as a single project. The project manager is fully conversant with PRINCE2 Agile. One office in the LGA building in the centre of town has been given to the project for the entire duration. The office is across the corridor from the Marketing Department and the project manager has already put a sign on the door that says 'Mission Control'.

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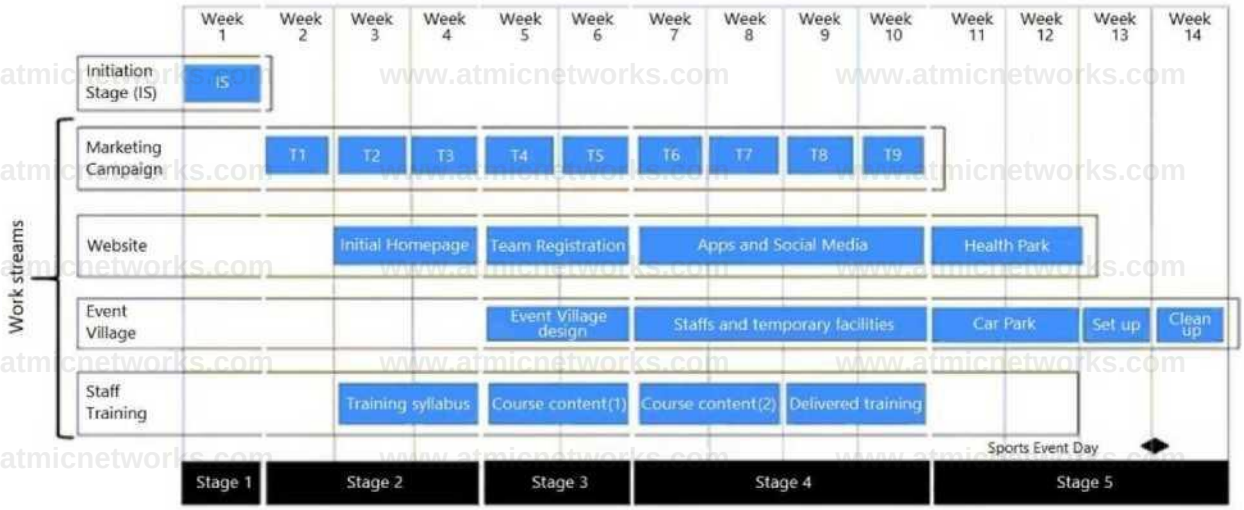

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The Website Team are very good at Scrum. They have created a set of tasks to assess more difficult work and they refer to this as sprint zero.

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

The Apps and Social Media work package includes the following requirements:

1. Fitness app - Must Have
2. Healthy eating app - Should Have

The burn-down chart is showing an ever-increasing negative gap between the ideal rate of progress and what has actually been delivered. The team manager decided not to deliver the healthy eating app. However, it is still forecast that requirement 1 cannot be completed within the current timebox.

The team manager escalated the issue to the project manager who instructed the team manager to immediately remove the burn-down chart from the information radiator.

What BEST explains how this approach applies the 'manage by exception' principle while taking into account the PRINCE2 Agile behaviours?

A. It applies the principle well because the project manager will now decide how to proceed with the issue.
B. It applies the principle well because the project manager's decision helps the Website Team self-organize within the constraints of the work package.
C. It applies the principle poorly because the Website Team should be empowered to deal with issues relating to the work package.
D. It applies the principle poorly because everyone in the Website Team should be aware that the work package is outside of tolerance.

Answer: C

Explanation:

By removing the burn-down chart from the information radiator, the project manager limits the team's ability to visualize and manage their progress and challenges. In PRINCE2 Agile, teams should be empowered to handle issues within their work package, and transparency through tools like the burn-down chart is essential for self-management and collaboration.

Question: 21

Project scenario - Get fit with football!

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

Introduction

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- fundraising to cover the cost of the event.

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

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2. Website
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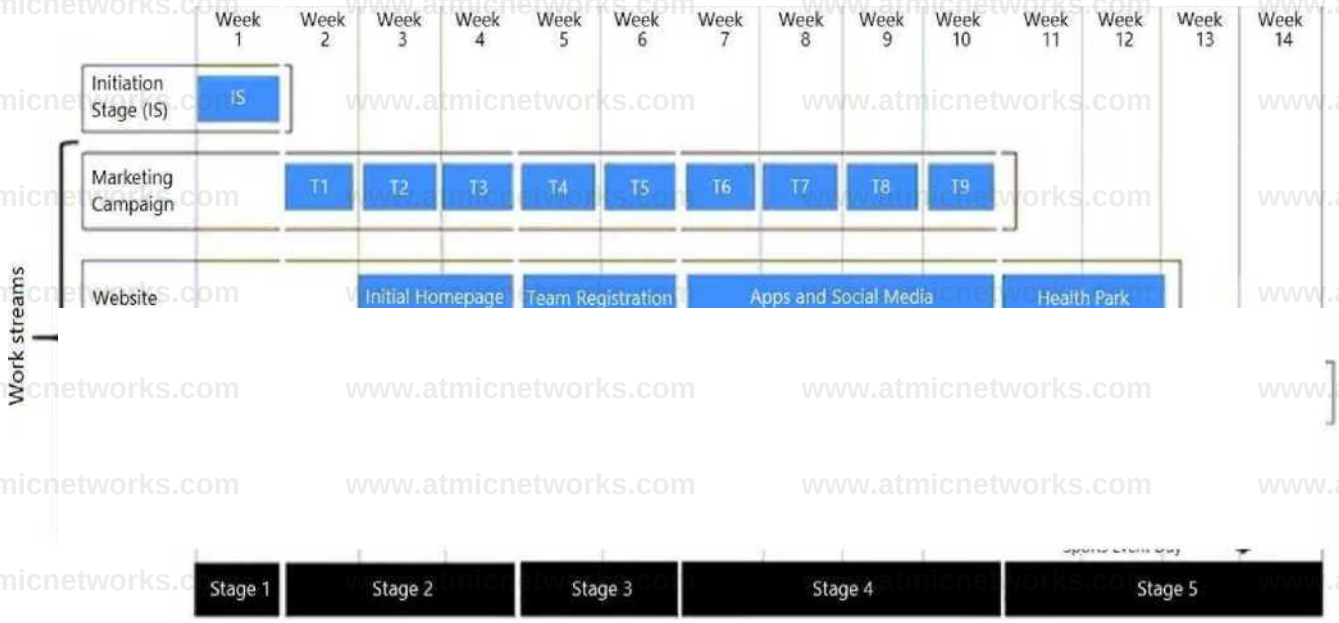

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Using the Project Scenario and Website Additional information, answer the following question:

The Scrum Master has been advised by the supplier subject matter expert that the five day task of building the social media website is now almost complete - there is just one more day's work to do.

How should this be shown on the burn-down chart?

A. The work remaining should be the difference between work completed and work left to be done.
B. The task should be shown as 80% complete as there is only one day's worth of effort left.
C. The task should be marked as almost complete as there is less than one day's worth of effort left.
D. The task should NOT be updated until the task has been completed.

Answer: B

Explanation:

The burn-down chart should reflect the current status of work remaining accurately. Since there is less than one day's worth of work left, marking the task as almost complete provides a clearer picture of progress and helps the team understand how much effort is needed to finish the task. This approach promotes transparency and effective tracking of progress.

Question: 22

Project scenario - Get fit with football

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

www.atmicnetworks.com

Introduction

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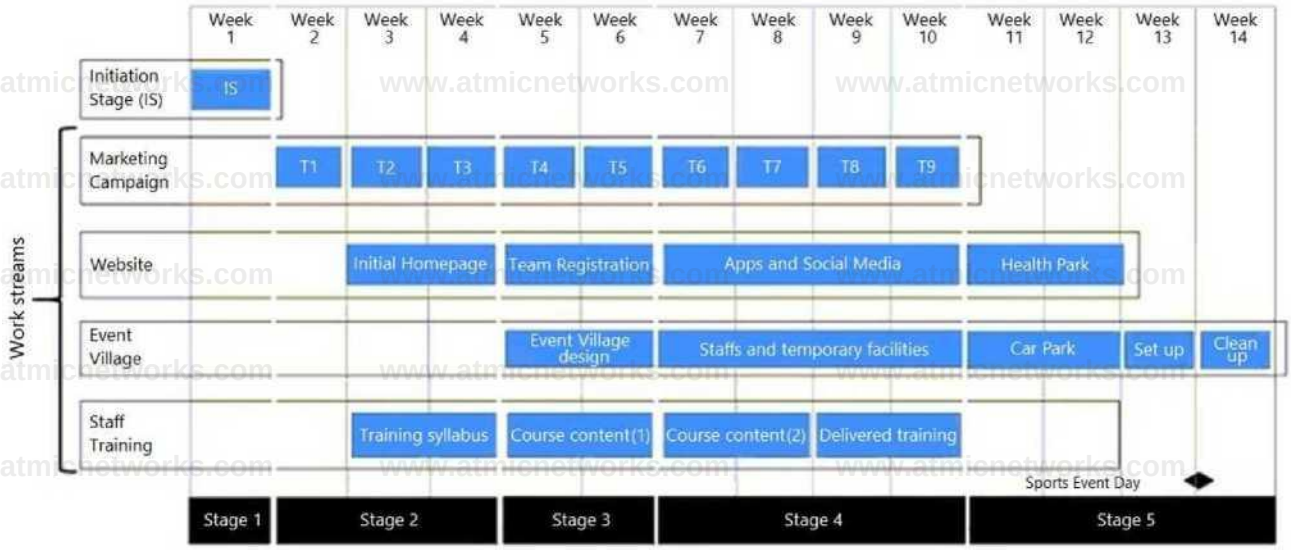

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The Website Team are very good at Scrum. They have created a set of tasks to assess more difficult work and they refer to this as sprint zero.

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

The project manager is creating the stage plan for Stage 3. The project manager is trying to incorporate the

Team Registration work package into the stage plan.

How should the stage plan be produced?

A. Using the velocity from the previous stage, working together with the Scrum Master and team members.
B. By the project manager, after discussing which website user stories should be delivered.
C. Using rationalism to estimate the effort to deliver the website sprints during the stage.
D. By pulling website tasks from the backlog dynamically into the work package as soon as there is capacity.

Answer: A

Explanation:

Utilizing the velocity from the previous stage provides a data-driven basis for estimating how much work can be accomplished in the upcoming stage. Collaborating with the Scrum Master and team members ensures that the plan is realistic and aligns with the team's capabilities, facilitating effective planning and execution of the Team Registration work package.

Question: 23

Project scenario - Get fit with football!

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

Introduction

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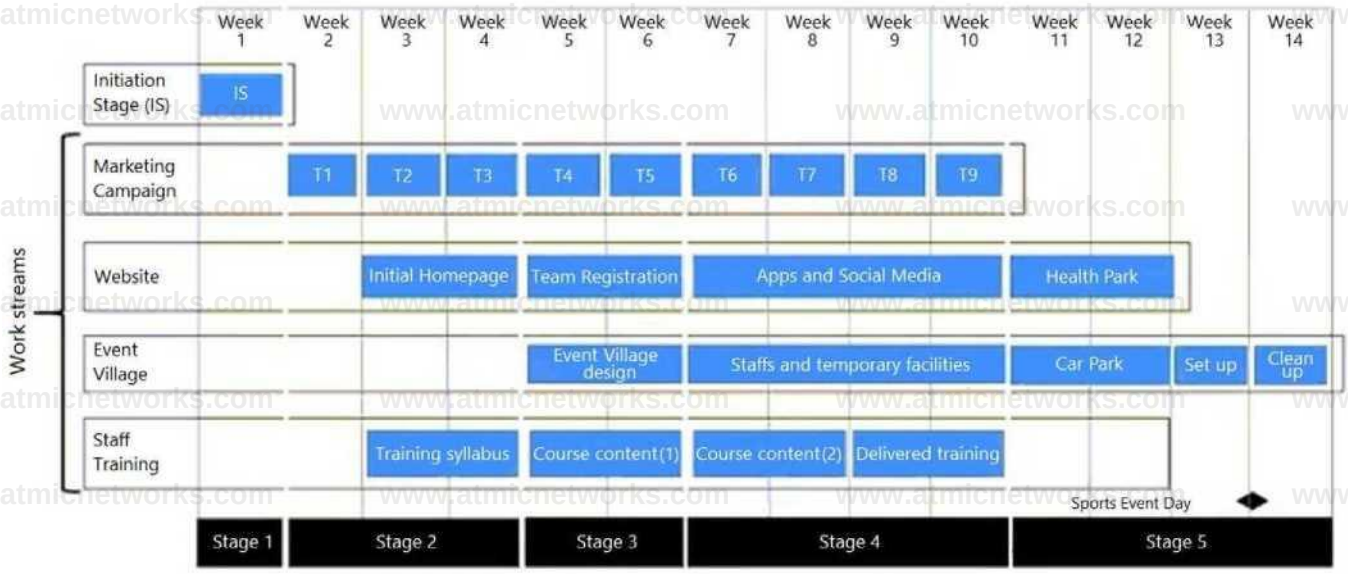

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The Website Team have a lot of experience in IT and have been using agile for several years. They are delivering the website through five two-week timeboxes. The team uses a Scrum Master to facilitate and the Scrum process and coach people accordingly.

The Website Team are very good at Scrum. They have created a set of tasks to assess more difficult work and they refer to this as sprint zero.

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

The project manager has asked the Scrum Master who will be leading the website work stream to act as team manager. The team manager will act as a single point of contact for the project manager, taking on the responsibilities of a team manager. The team manager will continue to coach and lead the Website Team.

Which BEST describes how this tailors the organization theme?

A. The Scrum Master should serve the Scrum team while taking on the responsibilities of a team manager.
B. The project manager wants the Website Team to use fewer agile behaviours than they are currently using.
C. Each person in the Website Team, including the Scrum Master, should be capable of performing multiple tasks.
D. There should only be one team in a small scale project with the Website Team taking on all of the delivery roles.

Answer: A

Explanation:

By having the Scrum Master act as the team manager, it emphasizes the role of the Scrum Master in supporting and serving the team while also managing the communication and responsibilities required by the project manager. This approach maintains agile principles while ensuring clarity in roles and responsibilities within

the team.

Question: 24

Project scenario - Get fit with football!

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Introduction

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

1. Marketing
2. Website
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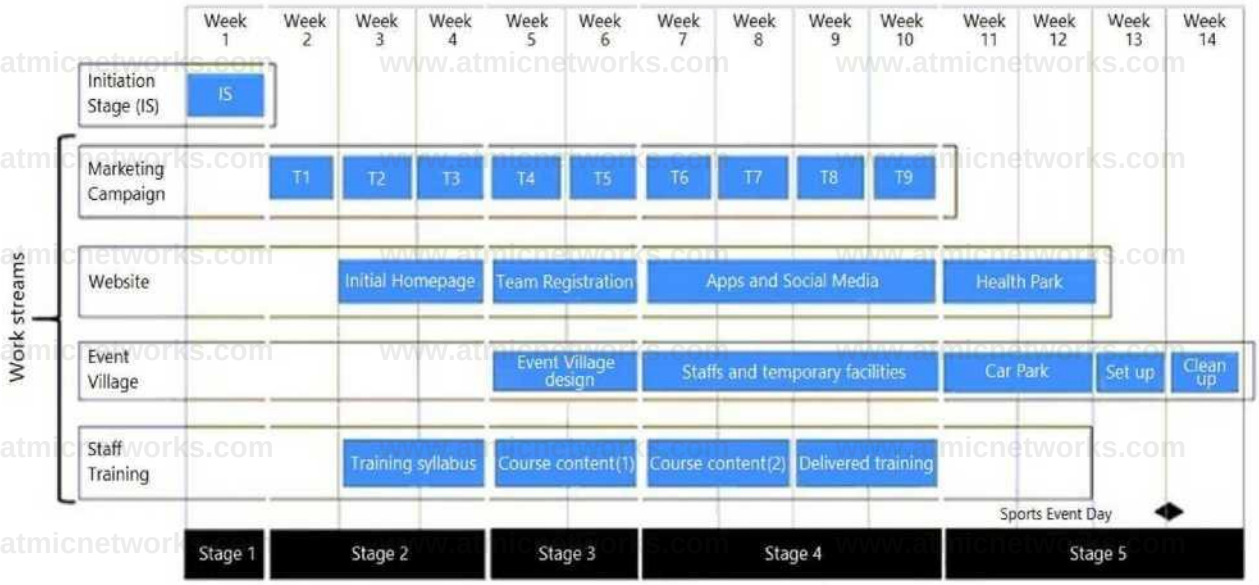

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The Website Team are very good at Scrum. They have created a set of tasks to assess more difficult work and they refer to this as sprint zero.

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

The project has been set up with multiple teams - one for each area of delivery. Each team has its own team manager.

The LGA employee who is an expert in health has been appointed to act as customer representative to all four of the delivery teams.

What BEST explains how this approach tailors the organization theme?

A. It tailors the theme well because the customer representative should work full time on the project.
B. It tailors the theme well because the customer representative provides specialist information to the teams.
C. It tailors the theme poorly because a customer subject matter expert should provide expert knowledge on health.
D. It tailors the theme poorly because each delivery team should have dedicated resources and a stable team.

Answer: B

Explanation:

Appointing a customer representative with expertise in health ensures that all delivery teams have access to specialized knowledge and insights that can inform their work. This role supports the teams effectively by providing relevant information and ensuring that the project aligns with customer needs and expectations, enhancing collaboration across multiple teams.

Question: 25

Project scenario - Get fit with football!

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

Introduction

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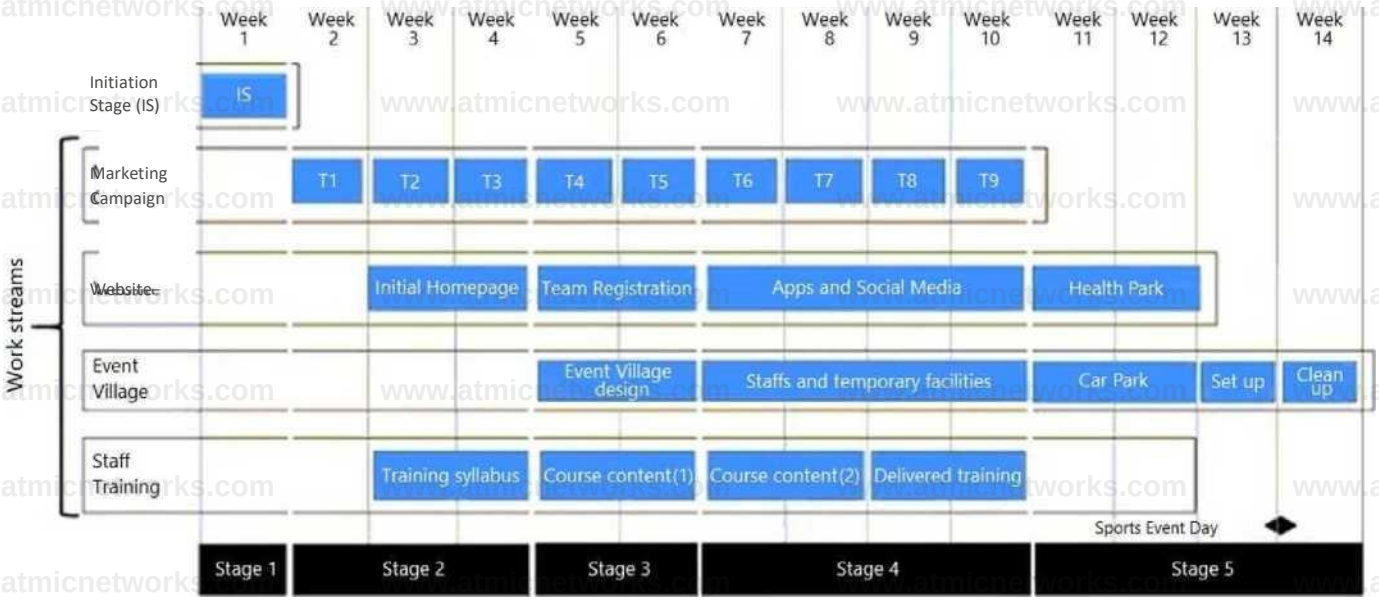

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Using the Project Scenario and Website Additional information, answer the following question:

During the 'initiating a project' process, the project manager has decided to use the Cynefin framework to

assess the project.

As a result, the following observation was made as part of the assessment:

'There is a relationship between the social media websites promoting active lifestyles and participation in sport. This in turn leads to an increase in the health and fitness of the people.

It will not be possible to measure the effect of the social media websites until after the project. The results of early communications on the websites should be reviewed in order to identify what effect it may be having, and why. This will then feed into further longer term initiatives at the LGA.'

How should this relationship be assessed according to the Cynefin framework?

A. Chaotic
B. Obvious.
C. Complex.
D. Disorder

Answer: C

Explanation:

In the complex domain, cause-and-effect relationships are not immediately apparent and can only be understood in retrospect. The relationship between social media websites promoting active lifestyles and their effect on health and fitness is not straightforward, as it involves multiple interacting factors. Since it will not be possible to measure the impact until after the project, the focus should be on observing and analyzing early communications and their effects. This aligns with the Cynefin framework's recommendation to probe, sense, and respond, allowing for adaptive management based on feedback and insights gained throughout the project.

Question: 26

Project scenario - Get fit with football!

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- a website to provide information about the event and handle applications;
- an event village to support the 'family day out';
- the training of LGA staff as volunteers to run and support the event;
- back-office processes to handle the applications;
- fundraising to cover the cost of the event.

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

1. Marketing
2. Website
3. Event Village
4. Staff Training

Project Background

The LGA have extensive experience in using PRINCE2 and will run the event as a single project. The project manager is fully conversant with PRINCE2 Agile. One office in the LGA building in the centre of town has been given to the project for the entire duration. The office is across the corridor from the Marketing Department and the project manager has already put a sign on the door that says 'Mission Control'.

Timeline

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

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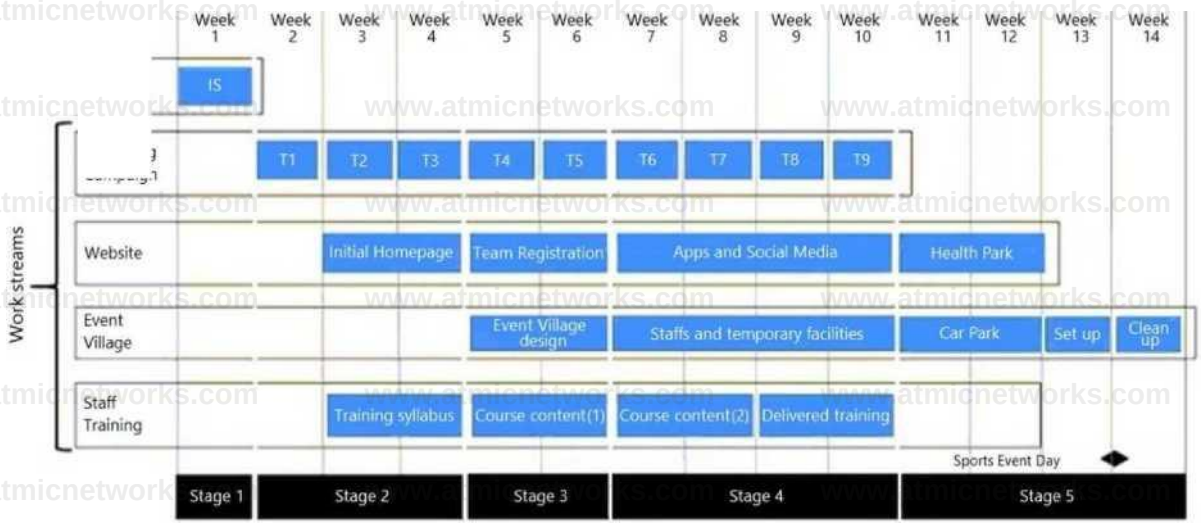
Initiation
Stage (IS)



Website - Additional information

A new website will be built for the event. There are five work packages within this product:

1. Initial homepage:

Website showing the event details, competition rules, etc.

2. Team Registration functionality:

team name, player's names and ages;
contact information;
payment;
lunch pack requirements (includes any special dietary needs);
car parking requirements.

3. Social media promoting the event and its aims.

4. Applications (apps) to promote healthy lifestyles including fitness and healthy eating apps.

5. Health Park:

■An online knowledge base about healthy lifestyles that includes a discussion forum.

The Website Team have a lot of experience in IT and have been using agile for several years. They are delivering the website through five two-week timeboxes. The team uses a Scrum Master to facilitate and the Scrum process and coach people accordingly.

The Website Team are very good at Scrum. They have created a set of tasks to assess more difficult work and they refer to this as sprint zero.

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

There are several work packages being delivered during Stage 4. The Website Team Scrum Master is concerned

that project-level issues may be overlooked and this might impact the Website Team during the current timebox.

Which agile way of working can be used as part of the 'controlling a stage' process to ensure that these issues are identified?

A. Scrum of Scrums.
B. Retrospectives.
C. MoSCoW.
D. User stories.

Answer: A

Explanation:

The Scrum of Scrums is a coordination practice used in Agile environments where multiple Scrum teams work on the same project. It allows representatives from different teams to meet regularly and discuss their progress, challenges, and any project-level issues that may impact their work. This approach helps ensure that potential problems are identified and addressed collaboratively across teams, thereby supporting effective stage control.

Question: 27

Project scenario - Get fit with football!

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

Introduction

A Local Government Authority (LGA) has decided to organize a six-a-side football tournament. The tournament will contribute towards achieving the targets set by a national initiative to improve the fitness of children under the age of 16. As part of the LGA's policy of self-funding, this has to be achieved at zero cost to the LGA (and therefore the local tax payer). The cost of the event will be covered through fees paid by teams registered to take part in the tournament, sponsorship and monies raised during the day. Any surplus would be used for the maintenance of local sports centres.

Teams can register under one of several age groups for both boys and girls. In addition, family members are asked to attend to provide support.

This sports event is designed to be a family day out. The football tournament will have an event village including a kidz'-zone, catering, car parking, mobile changing rooms and toilets. The tournament will take place on the LGA-owned football pitches near the centre of the town, although space is somewhat limited.

Scope

The initial scope of the project includes:

a marketing campaign to promote the event;
a celebrity to open the event;
a website to provide information about the event and handle applications;
an event village to support the 'family day out';
the training of LGA staff as volunteers to run and support the event;
back-office processes to handle the applications;
fundraising to cover the cost of the event.

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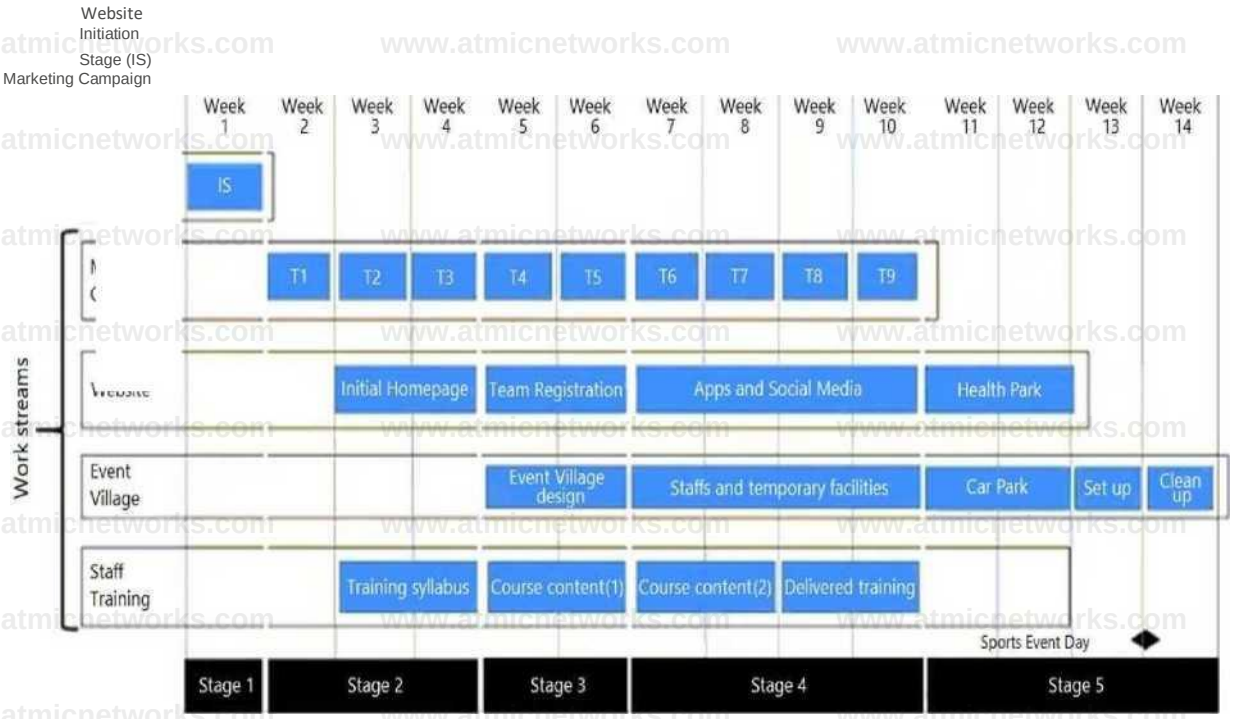

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The Website Team are very good at Scrum. They have created a set of tasks to assess more difficult work and they refer to this as sprint zero.

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

The project manager has agreed with the Website team manager delivering the Social Media work package that the team should try using the Kanban method along with their existing Scrum approach to improve delivery.

The team is now going to use a Kanban board as part of their information radiator.

Which explains the additional benefit of combining these two agile approaches during the 'managing product delivery' process?

A. A Kanban board makes the status of the Social Media work package visible to the delivery team. B. Using Kanban limits the amount of work being carried out by the team, with the aim of improving delivery during the sprint.

C. Using Kanban limits the amount of scope change on the project and therefore increases velocity.

D. By using Kanban, collaborative working is enabled between members of the Website Team delivering the social media.

Answer: A

Explanation:

A Kanban board provides a visual representation of the workflow, making it easy for the team to see the status of tasks within the Social Media work package. This increased visibility helps the team manage their work more effectively, identify bottlenecks, and facilitate communication, enhancing overall productivity and coordination during the delivery process.

Question: 28

Project scenario - Get fit with football!

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

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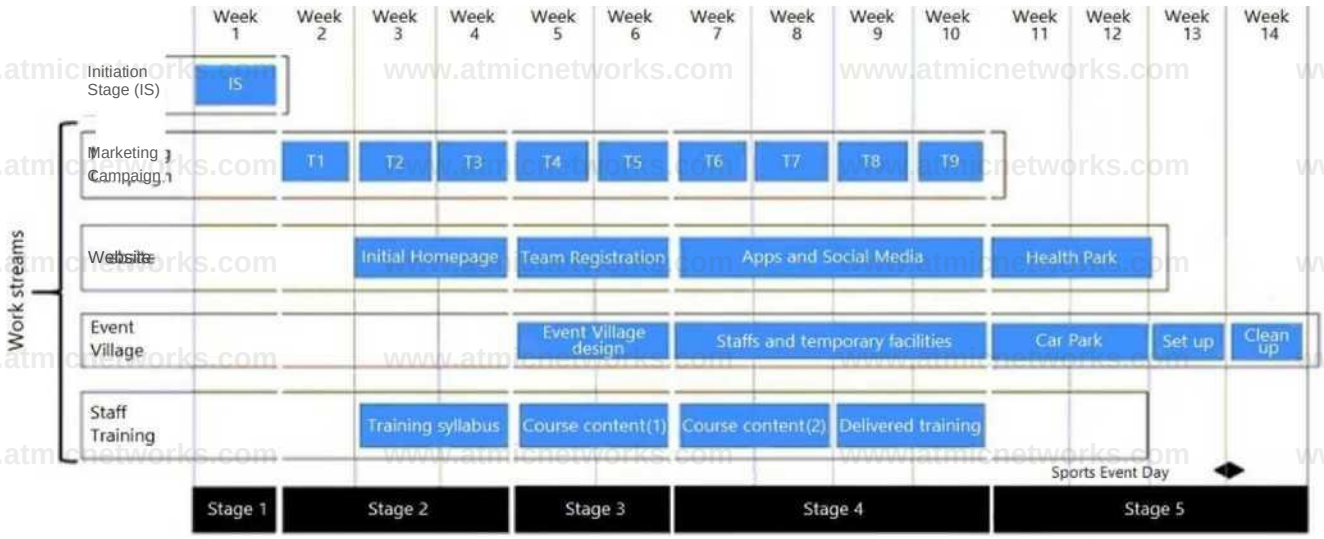

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The Website Team are very good at Scrum. They have created a set of tasks to assess more difficult work and they refer to this as sprint zero.

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

The project manager facilitated a visioning workshop to develop the project product description.

Which statement, captured during the workshop, should be recorded in the project product description under the 'Composition' heading?

A. Team registration should capture: team name, players' names and ages, main contact for team, registration fees, parking and lunch requirements as well providing confirmation of booking.
B. The website must include the ability for teams to register for the football tournament (team registration).
C. The website must comply with all relevant data protection legislation.
D. As the organizer of the football tournament, I must be able to identify which teams have registered (under each age group) so that I can plan the tournament.

Answer: A

Explanation:

The 'Composition' section of the project product description details the specific elements and components that make up the product. This statement outlines the exact data and requirements that the team registration must capture, providing clarity on what the registration process entails.

Question: 29

Project scenario - Get fit with football!

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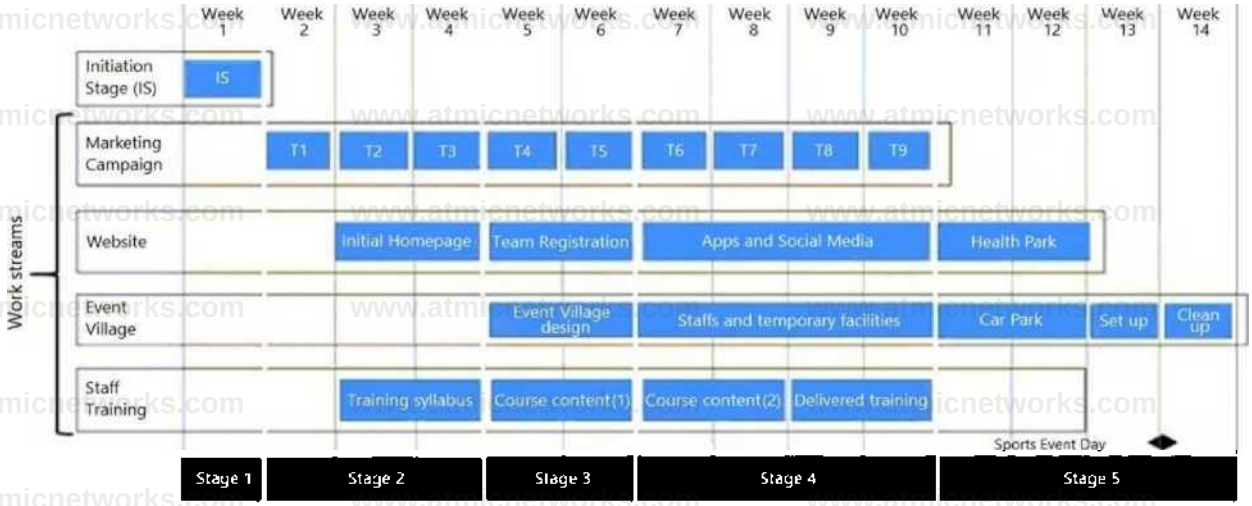

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Using the Project Scenario and Website Additional information, answer the following question:

During the Apps and Social Media timebox in Stage 4, the LGA made a request for the customer subject matter expert to be allowed to return to operational work, in order to resolve an urgent problem. This request was successfully resisted by the executive.

At the subsequent retrospective, the following observation was made:

'The stability of the Website Team during the sprint contributed to delivery of all Must Haves and 3 out of the 4 Should Haves.'

How should this observation be captured?

A. In the daily log by the project manager following the retrospective.
B. In the highlight report produced along with a burn-down chart.
C. In the risk register reflecting the level of risk associated with team instability.
D. In the lessons log displayed on the team information radiator.

Answer: D

Explanation:

The lessons log is a place to capture insights and reflections from retrospectives, making it accessible for the team to review and learn from past experiences. Documenting this observation there emphasizes the importance of team stability for successful delivery and can inform future practices and decisions.

Question: 30

Project scenario - Get fit with football!

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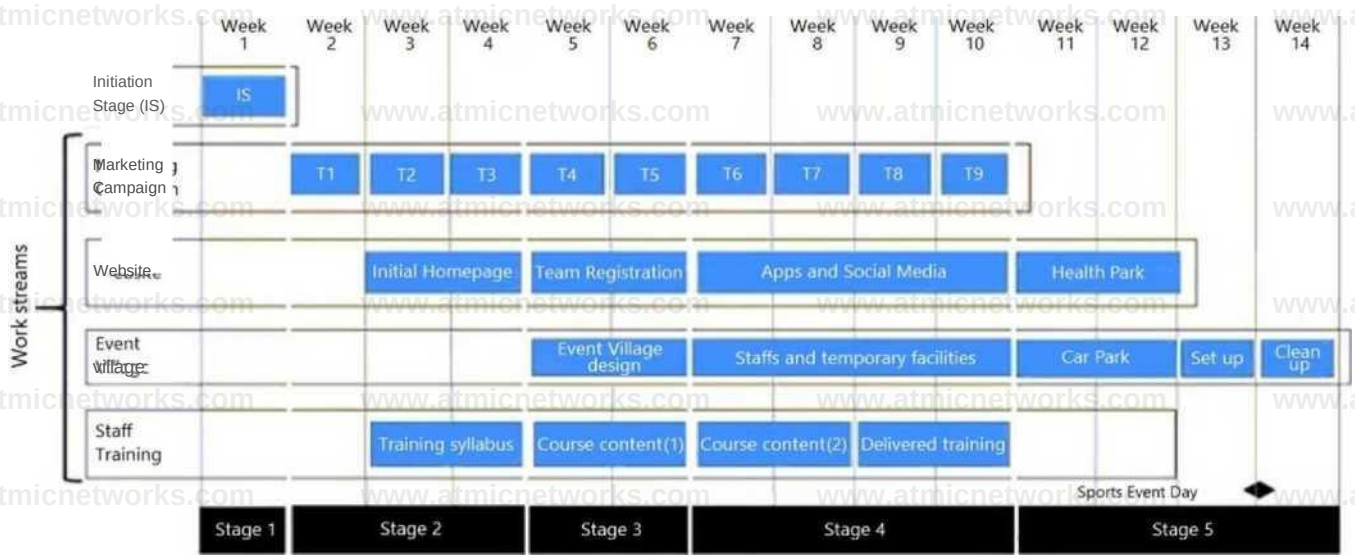

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The Website Team are very good at Scrum. They have created a set of tasks to assess more difficult work and they refer to this as sprint zero.

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

The following assessment was made initially during the 'starting up a project' process:

'The Website Team is already using Scrum and it is expected that this team will be familiar with agile techniques. However, the Staff Training Team is less familiar with the agile ways of working.'

Training on agile techniques was given to the Staff Training Team as a result of this assessment.

As part of the 'closing a project" process, the following observation was made:

'The Staff Training Team gained more understanding of what to fix and what to flex as the project moved into Stage 3.'

Why should this observation appear in the end project report?

A. The end project report should sum up the results of each timebox and stage.
B. The end project report should hand over the remaining Could Haves to operational staff.
C. The end project report should review the use of the Agilometer and the agile ways of working.
D. The end project report should review how much scope was delivered by the project.

Answer: C

Explanation:

This observation highlights the Staff Training Team's improved understanding of agile methodologies as the project progressed, which is relevant to evaluating the effectiveness of the training provided and how well the team adapted to agile practices. Including this in the end project report emphasizes the project's contribution to developing agile capabilities within the organization.

Question: 31

Project scenario - Get fit with football!

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Introduction

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somewhat limited.

Scope

The initial scope of the project includes:

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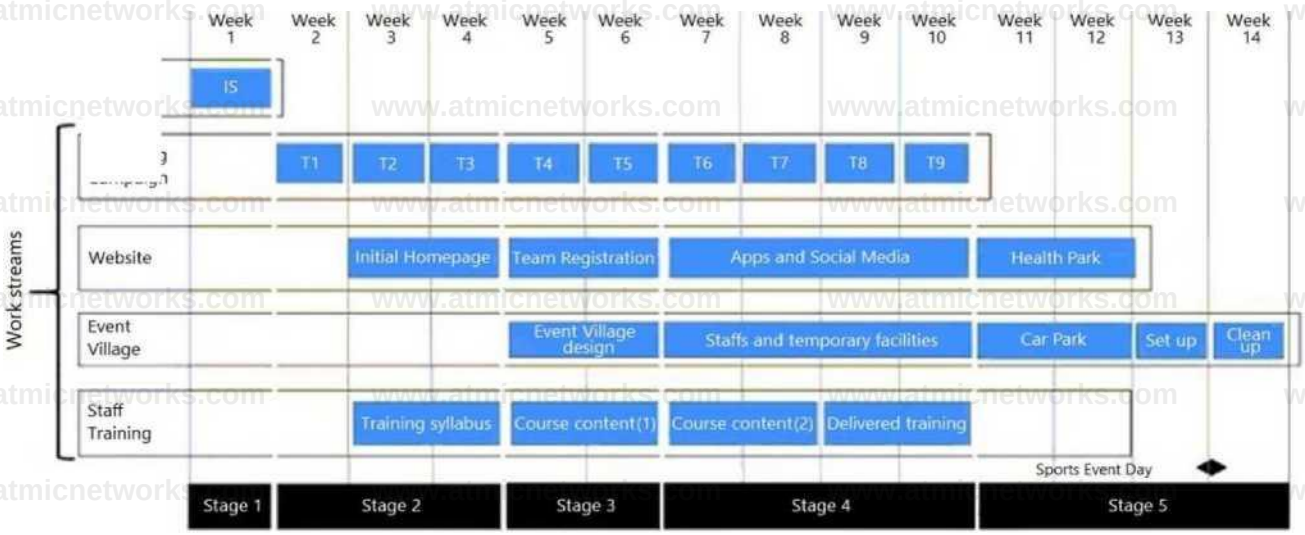

Event Village - Additional information

The aim of the event village is to provide a range of services and activities for anyone attending the football tournament.

The event village will comprise a number of work packages:

1. Event village design

2. A 'kids-zone' which includes trampolines and swings, as well as the opportunity to try out other sporting activities

3. Stalls which will be sold to local businesses to raise funds for the event:

- Refreshment stalls within a large food tent. The LGA is keen to promote the culinary diversity of the town whilst adhering to the objective of eating healthily.
- There are 30 vendor stalls selling products related to the event.
- The LGA has five stalls to promote their longer term aims and to demonstrate current and future initiatives.

4. A car park for 200 cars.

5. Temporary facilities including changing rooms, toilets and shower facilities.

6. Dismantling of the event village and clean up.

The Event Village Team is assembled using staff from various LGA departments who have no experience of working with agile.

Using the Project Scenario and Event Village Additional information, answer the following question:

The project manager used the Agilometer to assess the prevailing agile environment and, consequently, took action to improve the low score achieved on the 'flexibility on what is delivered'

slider.

When should the project manager undertake a further assessment in order to determine if further action is required to increase the slider score?

A. Sprint review.
B. Sprint retrospective.
C. Release retrospective.
D. Project retrospective.

Answer: B

Explanation:

The sprint retrospective is an opportunity for the team to reflect on the sprint, discuss what went well, what could be improved, and how to enhance processes moving forward. Assessing the Agilometer score at this point allows the project manager and the team to evaluate the effectiveness of actions taken and make adjustments as needed to improve flexibility in future sprints.

Question: 32

Project scenario - Get fit with football!

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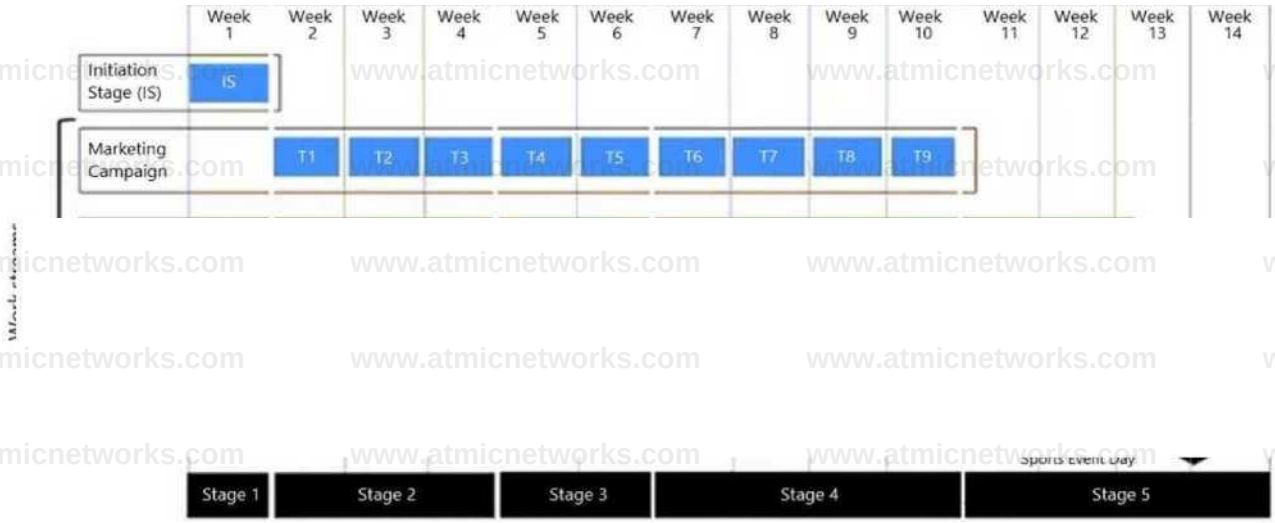

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The Event Village Team is assembled using staff from various LGA departments who have no experience of working with agile.

Using the Project Scenario and Event Village Additional information, answer the following question:

In order to assess the prevailing agile environment, the project manager made use of the Agilometer. A summary of the results from canvassing the views of key stakeholders involved in the Event Village is provided below:

Slider

- Flexibility on what is delivered: Score 5
- Level of Collaboration: Score 2
- Ease of Communication: Score 3
- Ability to work iteratively and deliver incrementally: Score 4
- Advantageous Environmental Conditions: Score 5
- Acceptance of Agile: Score 3

Which observation is appropriate at this point?

A. There are likely to be too many requirements that are 'Musts Haves' to be able to use PRINCE2 Agile.
B. The average score supports adopting Agile behaviours, concepts and techniques.
C. There is a need to evolve the Agilometer to better suit the needs of the project manager.
D. There is a need to investigate if team members have been disappointed by working in teams before.

Answer: B

Explanation:

The scores indicate a mixed but generally positive view of the agile environment, with certain areas like

flexibility and advantageous conditions scoring well. While collaboration and communication could improve, the overall results suggest that there is a foundation for adopting Agile behaviors, concepts, and techniques within the project. This supports the notion of continuing with agile practices while focusing on areas that need enhancement.

Question: 33

Project scenario - Get fit with football!

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Introduction

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- a marketing campaign to promote the event;
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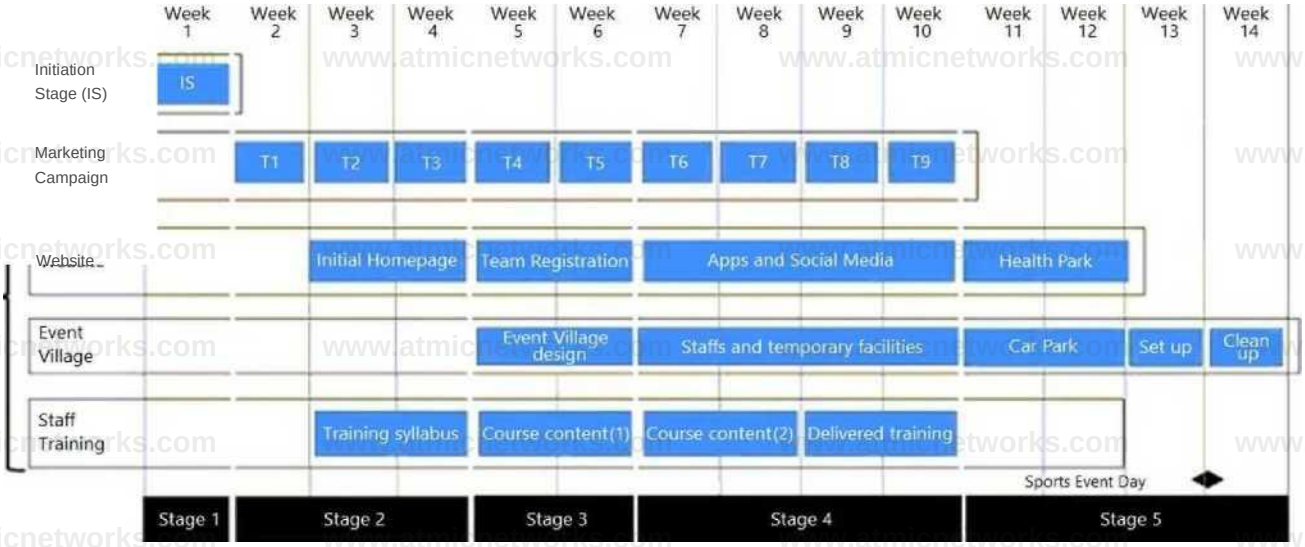

Event Village - Additional information

The aim of the event village is to provide a range of services and activities for anyone attending the football tournament.

The event village will comprise a number of work packages:

1. Event village design

2. A 'kids-zone' which includes trampolines and swings, as well as the opportunity to try out other sporting activities

3. Stalls which will be sold to local businesses to raise funds for the event:

- Refreshment stalls within a large food tent. The LGA is keen to promote the culinary diversity of the town whilst adhering to the objective of eating healthily.
- There are 30 vendor stalls selling products related to the event.
- The LGA has five stalls to promote their longer term aims and to demonstrate current and future initiatives.

4. A car park for 200 cars.

5. Temporary facilities including changing rooms, toilets and shower facilities.

6. Dismantling of the event village and clean up.

The Event Village Team is assembled using staff from various LGA departments who have no experience of working with agile.

Using the Project Scenario and Event Village Additional information, answer the following question:

The car park must have space for the following:

- 30 vendor stall vehicles
- 8 VIP visitors
- 10 officials
- 2 Emergency Services vehicles

Which statement is most likely to be included in the project product description under the heading Customer's Quality Expectations?

A. There will be sufficient car parking for all event visitors and officials.
B. There are 50 parking spaces available for pre-allocated parking.
C. 48 'standard' parking spaces and 2 larger spaces for emergency services vehicles.
D. Car parking spaces need to be 2.4 metres by 4.8 metres.

Answer: A

Explanation:

This statement captures the overarching customer expectation regarding parking capacity, ensuring that all necessary participants (vendors, VIPs, officials, and emergency services) have adequate space at the event. It focuses on the outcome that the customer desires, which is a functional requirement for the event.

Question: 34

Project scenario - Get fit with football!

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

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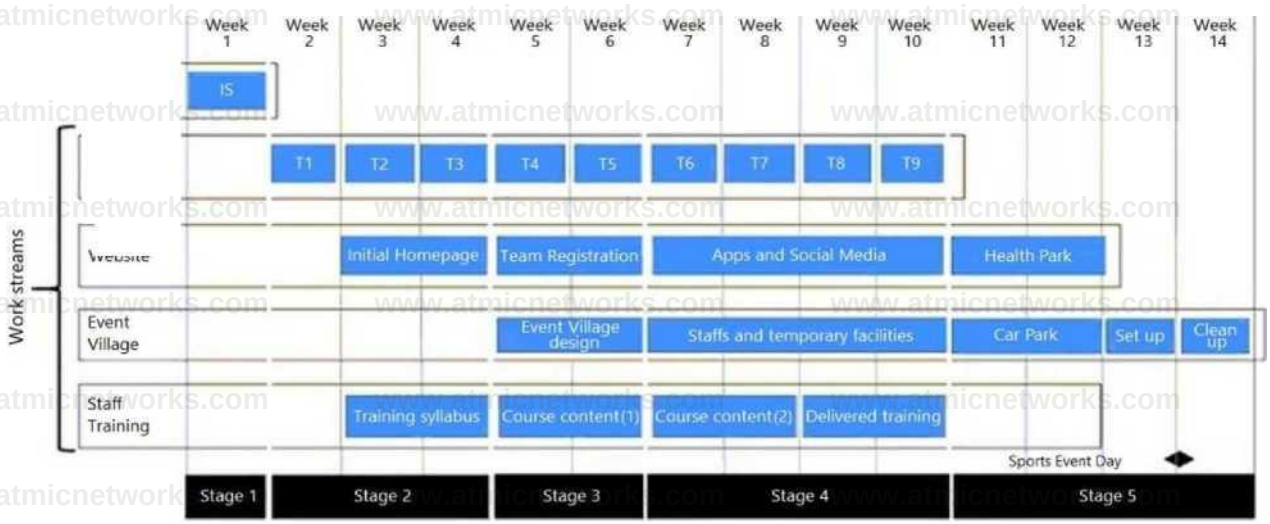
Marketing Campaign
Initiation
Stage (IS}



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5. Temporary facilities including changing rooms, toilets and shower facilities.

6. Dismantling of the event village and clean up.

The Event Village Team is assembled using staff from various LGA departments who have no experience of working with agile.

Using the Project Scenario and Event Village Additional information, answer the following question:

All public events supported by the LGA must be fully accessible to all visitors.

How should this requirement be recorded?

A. Under the composition heading of project product description as a Must Have requirement.
B. In the project product description for the tournament as a Customer Quality Expectation.
C. On a burn chart as a feature to be delivered by the team within the current timebox.
D. In a user story: 'As the LGA, I want to allow access to all visitors so that everyone can attend the tournament'.

Answer: B

Explanation:

Recording this requirement as a Customer Quality Expectation highlights its importance to the overall success of the event. It ensures that accessibility is recognized as a critical aspect that the project must meet to satisfy stakeholders and attendees, aligning with the principles of inclusivity in public events.

Question: 35

Project scenario - Get fit with football!

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

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the training of LGA staff as volunteers to run and support the event;

back-office processes to handle the applications;

fundraising to cover the cost of the event.

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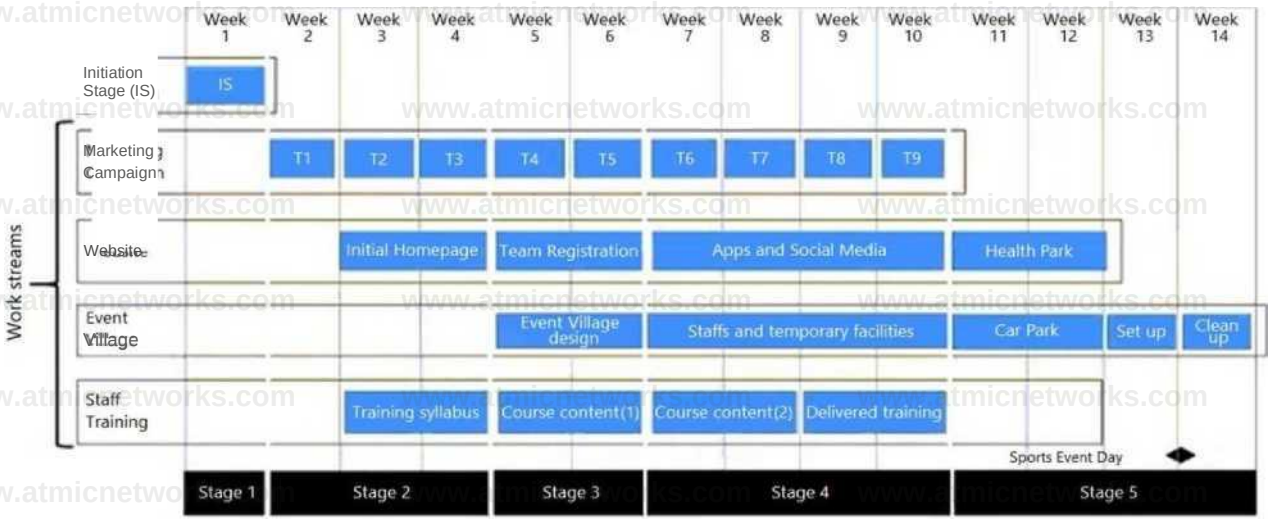

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The Event Village Team is assembled using staff from various LGA departments who have no experience of working with agile.

Using the Project Scenario and Event Village Additional information, answer the following question:

It has been agreed that supervised access to the vendor stalls will only be allowed between 16:00 and 20:00 on the day before the event to allow set-up.

Which is the BEST means of communicating these arrangements to all of the vendors?

A. Using visualizations in the form of diagrams and pictures.
B. By e-mailing everyone and asking for confirmation of receipt.
C. By telephone to discuss the arrangements with each stall holder.
D. Face to face in a workshop to enable discussion.

Answer: B

Explanation:

Emailing all vendors provides a clear, documented way to communicate the specific arrangements, and requesting confirmation of receipt ensures that each vendor acknowledges the information. This method is efficient for reaching multiple vendors simultaneously while allowing them to refer back to the details later.

Question: 36

Project scenario - Get fit with football

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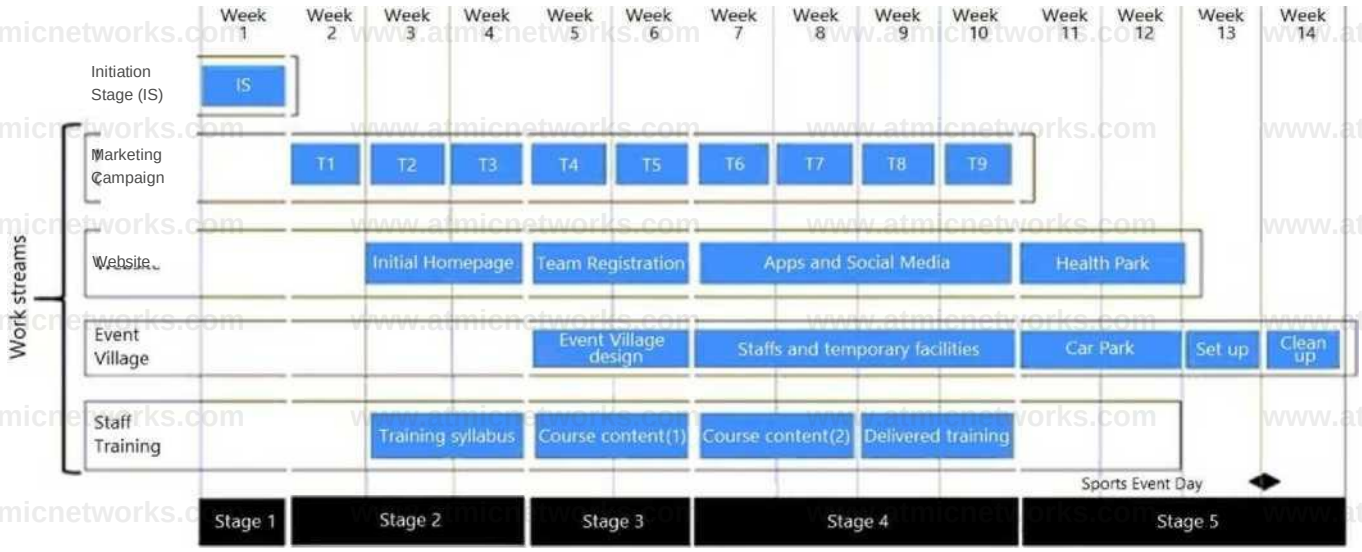

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The Event Village Team is assembled using staff from various LGA departments who have no experience of working with agile.

Using the Project Scenario and Event Village Additional information, answer the following question:

A local newspaper has reported the results of a survey. The survey indicated that local residents are concerned that costs from the event may be incurred by local tax payers.

Which action would have helped to avoid this situation?

A. Publishing updated costs of the event estimated using a points system.

B. Publishing regularly updated advertisements fisting the organizations that are sponsoring the event.

C. Sharing the delivery team's updated burn-charts with the local newspaper before the results of the survey were published.

D. Inviting a representative of the local press to participate and report upon a release review at the end of stage 4.

Answer: B

Explanation:

Regularly updating the public about the event's funding sources, particularly the sponsors, would have helped to alleviate concerns by clearly demonstrating that the event is being funded through external means rather than local taxpayer dollars. This transparency can build trust and reassure residents about the financial aspects of the event.

Question: 37

Project scenario - Get fit with football!

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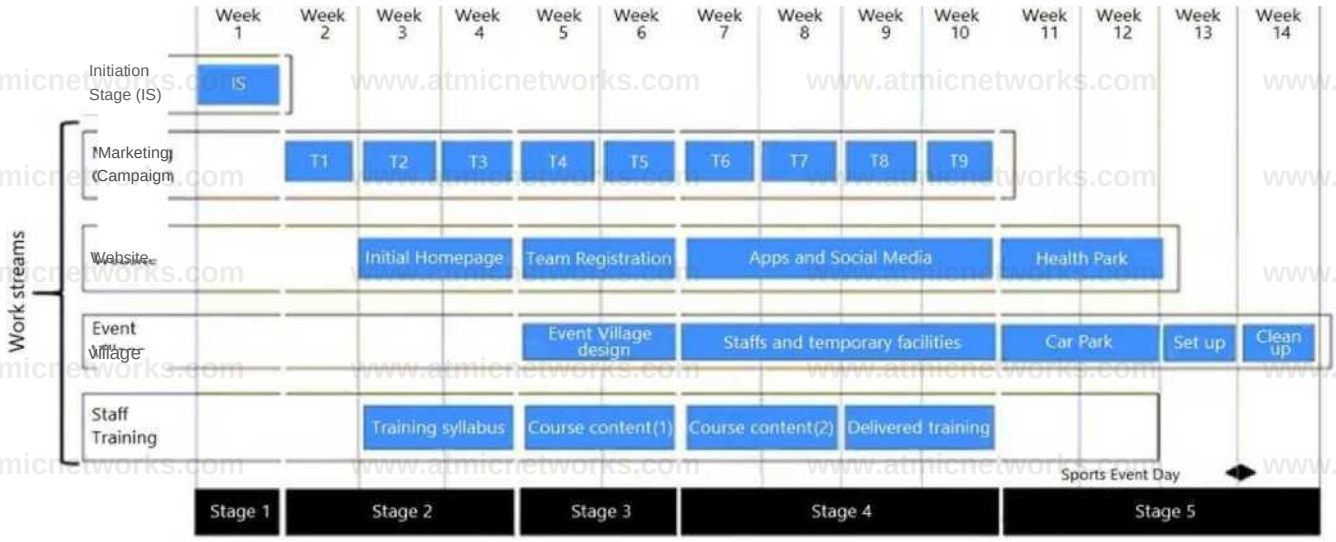

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Using the Project Scenario and Event Village Additional information, answer the following question:

Just before the event the team finds out that a major football match is taking place during the tournament and that many people will want to see it. One solution is to hire a large TV screen to display the game in the Event Village. However, the biggest concern is that the cheapest supplier has many mandatory requirements for access, technical elements and work conditions in their contract.

If the agile environment for the project was reassessed, should the 'Advantageous Environmental Conditions' slider on the Agilometer be increased?

A. It should be increased because high-value contracts should be designed to reduce the risk.
B. It should be increased because the Event Village team is being 'change friendly' in organizing the TV screen.
C. It should be reduced because the TV screen would increase the 'ease of communication' slider instead.
D. It should be reduced because the TV screen hire company is NOT supportive to working in an agile way.

Answer: D

Explanation:

If the supplier has many mandatory requirements for access, technical elements, and work conditions that may hinder flexibility and responsiveness, it suggests that the conditions are not conducive to an agile environment. This lack of support for agile principles would warrant a reduction in the 'Advantageous Environmental Conditions' slider on the Agilometer.

Question: 38

Project scenario - Get fit with football!

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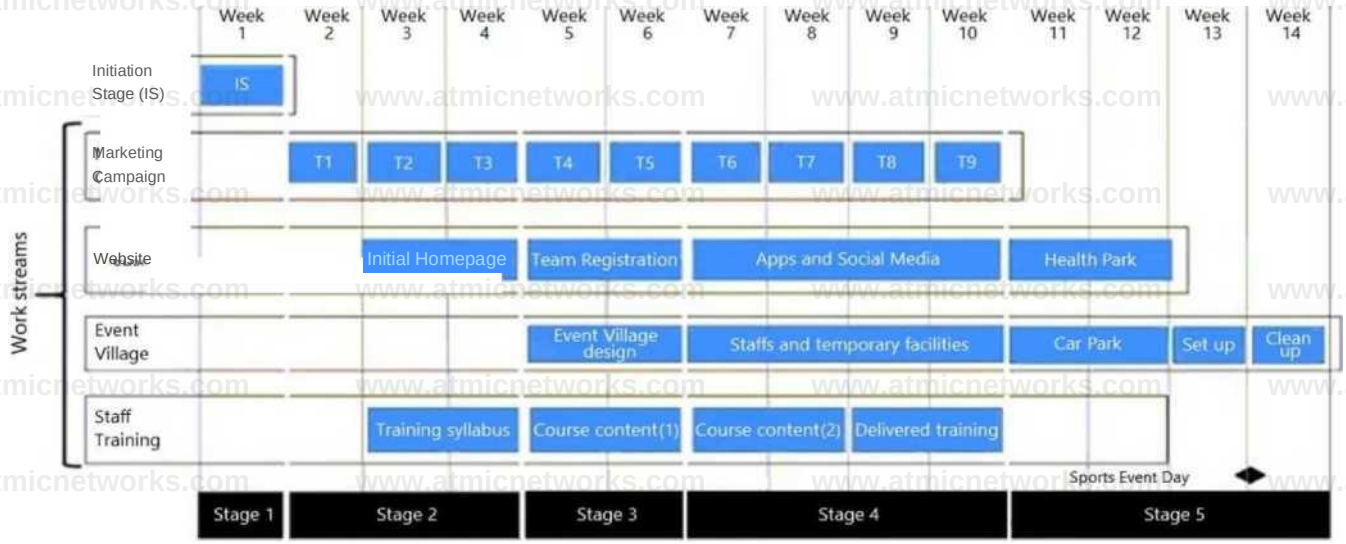

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The Event Village Team is assembled using staff from various LGA departments who have no experience of working with agile.

Using the Project Scenario and Event Village Additional information, answer the following question:

The typical approach to planning taken by the Event Village team is for the plans to be developed by the project manager and the Event Village team manager, and then presented to the team.

Which setting on the Agilometer is the MOST appropriate to reflect this approach?

A. Medium/High for 'level of collaboration' because the team manager has been involved throughout the planning process.
B. Medium/High for 'ability to work iteratively and deliver incrementally' because of the use of the feedback loop involving the team.
C. Low/Medium for 'acceptance of agile' because the teams understanding of an agile way of working could be improved.
D. Low/Medium for 'ease of communication' because this form of communication is too formal.

Answer: C

Explanation:

Since the planning is primarily developed by the project manager and the Event Village team manager and then presented to the team, it indicates a lack of full team involvement in the planning process. This approach suggests that the acceptance and understanding of agile principles within the team could be improved, warranting a Low/Medium rating for 'acceptance of agile.'

Question: 39

Project scenario - Get fit with football!

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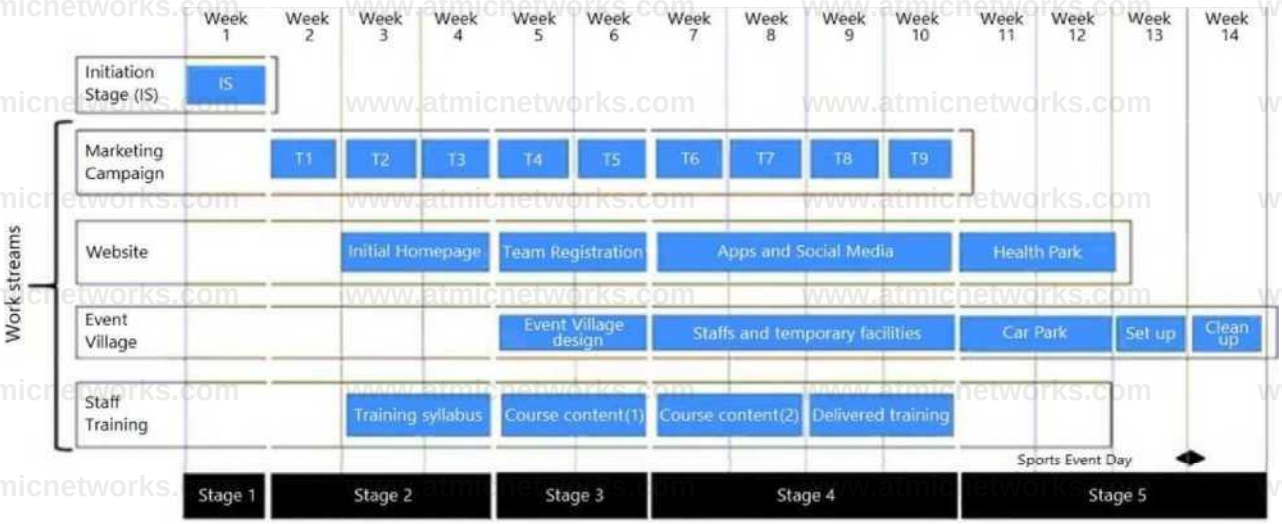

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The Event Village Team is assembled using staff from various LGA departments who have no experience of working with agile.

Using the Project Scenario and Event Village Additional information, answer the following question:

A requirement for the changing room facilities in the Event Village has been defined as a technical story as follows:

'Changing room facilities should have water pressure between 1.5 - 3 bar and must have a water pressure of at least between 0.1 - 0.5 bar.'

Has this requirement been recorded correctly?

A. Yes, because a product's performance range should only appear as a technical story.
B. Yes, because non-functional requirements may apply to more than one user story.
C. No, because non-functional requirements should always be part of the user stories.
D. No, because non-functional requirements should only be documented as quality criteria.

Answer: C

Explanation:

Non-functional requirements, such as performance criteria (in this case, water pressure), should typically be included as part of the user stories to ensure they are considered in the context of the overall functionality and user experience. This integration helps maintain a holistic view of what the system should deliver, ensuring that both functional and non-functional aspects are addressed together.

Question: 40

Project scenario - Get fit with football!

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

Introduction

A Local Government Authority (LGA) has decided to organize a six-a-side football tournament. The tournament will contribute towards achieving the targets set by a national initiative to improve the fitness of children under the age of 16. As part of the LGA's policy of self-funding, this has to be achieved at zero cost to the LGA (and therefore the local tax payer). The cost of the event will be covered through fees paid by teams registered to take part in the tournament, sponsorship and monies raised during the day. Any surplus would be used for the maintenance of local sports centres.

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This sports event is designed to be a family day out. The football tournament will have an event village including a kidz'-zone, catering, car parking, mobile changing rooms and toilets. The tournament will take place on the LGA-owned football pitches near the centre of the town, although space is somewhat limited.

Scope

The initial scope of the project includes:

a marketing campaign to promote the event;
a celebrity to open the event;

a website to provide information about the event and handle applications;
an event village to support the 'family day out';
the training of LGA staff as volunteers to run and support the event;
back-office processes to handle the applications;
fundraising to cover the cost of the event.

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

1. Marketing
2. Website
3. Event Village
4. Staff Training

Project Background

The LGA have extensive experience in using PRINCE2 and will run the event as a single project. The project manager is fully conversant with PRINCE2 Agile. One office in the LGA building in the centre of town has been given to the project for the entire duration. The office is across the corridor from the Marketing Department and the project manager has already put a sign on the door that says 'Mission Control'.

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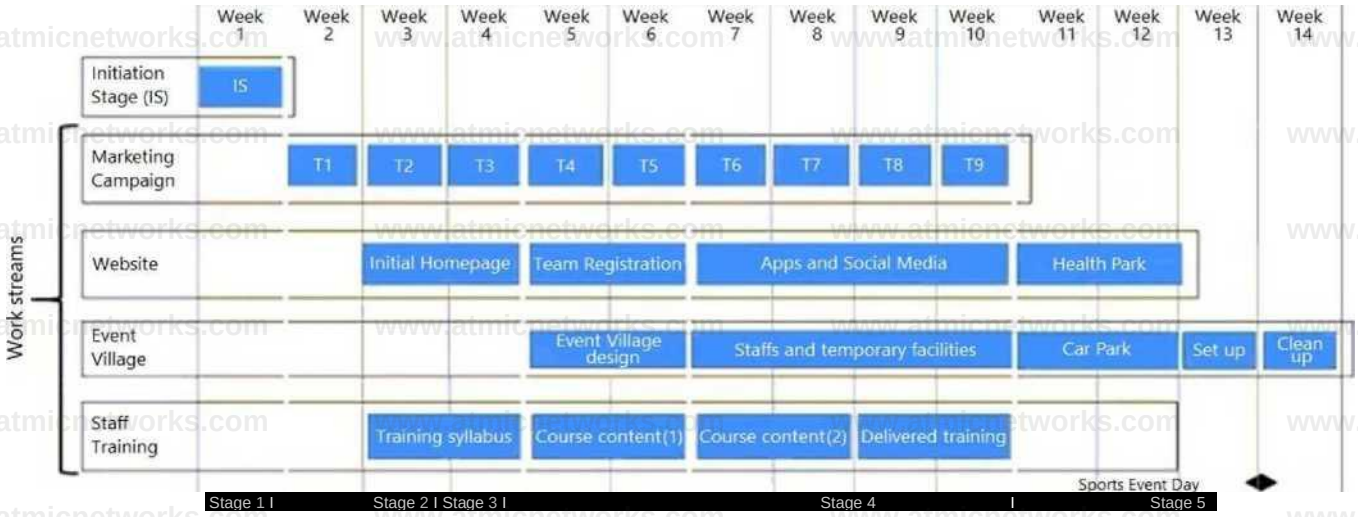

Event Village - Additional information

The aim of the event village is to provide a range of services and activities for anyone attending the football tournament.

The event village will comprise a number of work packages:

1. Event village design

2. A 'kids-zone' which includes trampolines and swings, as well as the opportunity to try out other sporting activities

3. Stalls which will be sold to local businesses to raise funds for the event:

- Refreshment stalls within a large food tent. The LGA is keen to promote the culinary diversity of the town whilst adhering to the objective of eating healthily.
- There are 30 vendor stalls selling products related to the event.
- The LGA has five stalls to promote their longer term aims and to demonstrate current and future initiatives.

4. A car park for 200 cars.

5. Temporary facilities including changing rooms, toilets and shower facilities.

6. Dismantling of the event village and clean up.

The Event Village Team is assembled using staff from various LGA departments who have no experience of working with agile.

Using the Project Scenario and Event Village Additional information, answer the following question:

As a: Footballer participating in the event

I want to: Have a private cubicle to change in before my football match, without having to wait for more than 5 minutes

So that: I can be ready for the game

Which statement explains whether the 'function' in this user story is appropriate?

A. The function is good because it contains a solution for the requirement.
B. The function is good because it contains a time element that can be measured.
C. The function is poor because it contains a performance element that is better suited to a technical story.
D. The function is poor because it does NOT contain any prioritization of the requirement.

Answer: C

Explanation:

While the user story describes the desired functionality of having a private cubicle, the inclusion of a specific performance element (waiting time of no more than 5 minutes) is more aligned with nonfunctional requirements, which are typically documented as technical stories. This could lead to confusion about the primary function being requested, as it mixes functional and performance criteria.

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Question: 41

Project scenario - Get fit with football!

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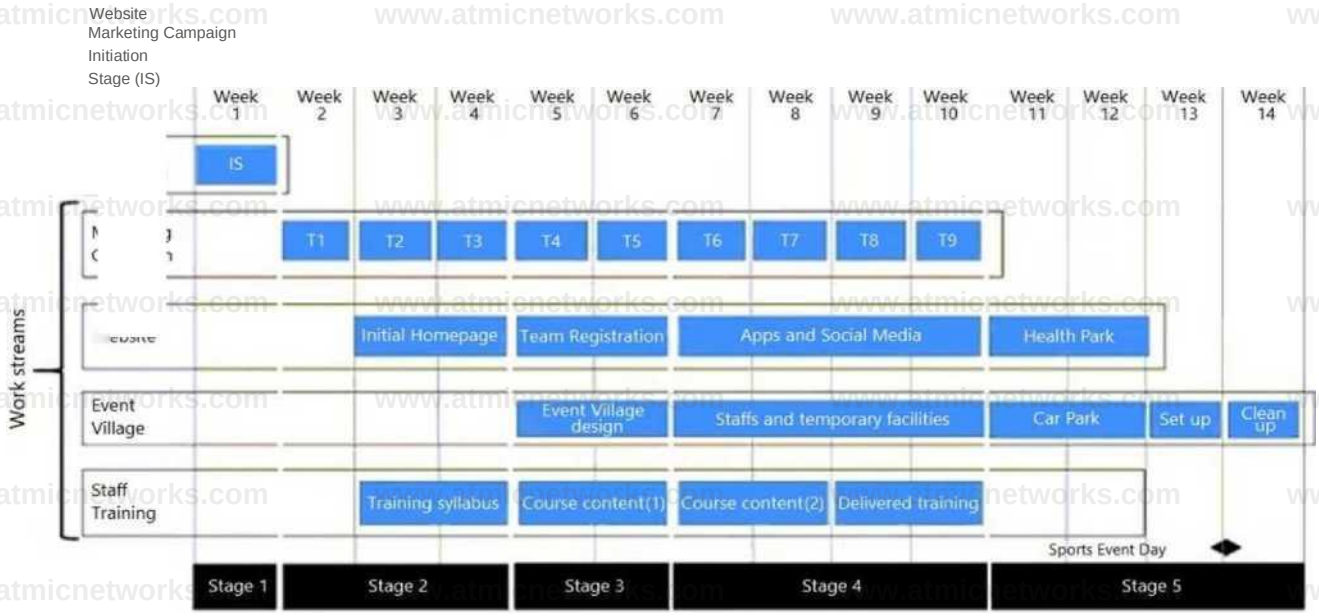

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The Event Village Team is assembled using staff from various LGA departments who have no experience of working with agile.

Using the Project Scenario and Event Village Additional information, answer the following question:

The Event Village Team is holding a workshop to decide how to meet the varied and often conflicting requirements for culturally diverse, healthy and quick food because several days have already been spent trying to establish the way forward. The workshop involves only the Event Village Team without the use of an independent facilitator.

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

A. A workshop can help improve team dynamics and bonding.
B. A workshop enables problems to be solved quickly.
C. A workshop will use fewer resources to resolve problems.
D. A workshop is run informally to enable effective face-to-face communication.

Answer: D

Explanation:

Workshops facilitate direct, face-to-face interaction among team members, allowing for richer communication. This informal setting encourages open dialogue, brainstorming, and collaborative problem-solving, which are essential for addressing complex and conflicting requirements effectively.

Question: 42

Project scenario - Get fit with football!

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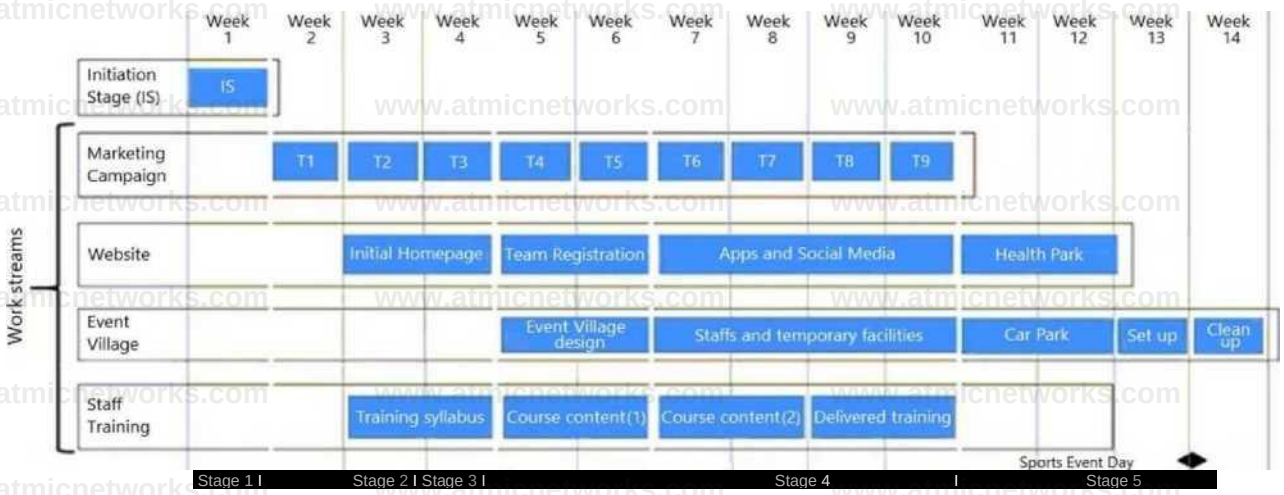

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The Event Village Team is assembled using staff from various LGA departments who have no experience of working with agile.

Using the Project Scenario and Event Village Additional information, answer the following question:

There is limited space in the Event Village to accommodate all of the equipment, e.g. the trampolines, 'kidz-zone', food tent, car park and changing rooms.

It is difficult to assess whether there is sufficient space from the design drawings. One of the team has suggested physically drawing out the actual space occupied by each facility at the site.

Which statement BEST describes whether this approach is a good application of the frequent releases focus area?

A. It is a good approach because a physical representation will deliver something of use to the project.
B. It is a good approach because a design should be an interim stage of the Event Village work package.
C. It is a poor approach because releases need to be put into operational use to receive any feedback.
D. It is a poor approach because visiting the site of the Event Village is NOT classed as a sub-product.

Answer: A

Explanation:

Creating a physical representation of the space occupied by each facility allows the team to visualize and assess the spatial arrangement more effectively. This tangible output is beneficial for the project, providing a

clear understanding of how the various components fit together within the limited space, which aligns with the principle of delivering usable outcomes frequently.

Question: 43

Project scenario - Get fit with football!

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Introduction

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Timeline

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

Staff Training - Additional information

The event will be supervised primarily by LGA staff volunteers. They will need to be trained in various skills so that:

A . the event is carried out safely and professionally;
B . staff members are able to give advice on health and fitness.

This is covered by four work packages:

1. Training syllabus:

- High-level design of the manual.
- Content of each module.

2. Course content for safety and professionalism:

- Detailed design of two modules:
- Health and Safety including basic first aid.
- Customer relations to look after people attending the event.
- Piloting the modules with a group of volunteers.

3. Course content tor giving advice on health and fitness:

- Detailed design of two modules:
- Exercise fundamentals including how to warm up and cool down.
- Healthy eating including what types of food are good for you.
- Piloting the modules with a group of volunteers.

4. Training delivery:

- Production of the training manual;
- Delivery of the training to the rest of the volunteers.

The Staff Training Team is staffed by in-house training staff members that have been involved in several waterfall projects but have not had any exposure to agile.

Using the Project Scenario and Staff Training Additional information, answer the following question:

The safety and professionalism course content timebox includes three high-level requirements.

During timebox planning, it was identified that it will not be possible to deliver everything relating to all three of these requirements during the timebox.

What is the effect of setting the time tolerance to zero for the timebox?

A. It is a good approach because a physical representation will deliver something of use to the

project.

B. It is a good approach because a design should be an interim stage of the Event Village work package.

C. It is a poor approach because releases need to be put into operational use to receive any feedback.

D. It is a poor approach because visiting the site of the Event Village is NOT classed as a sub-product.

Answer: A

Explanation:

Setting the time tolerance to zero means that the team cannot exceed the planned duration of the timebox. This necessitates a focus on prioritizing the requirements to ensure that the most critical aspects can be delivered within the allocated time. Decomposing the high-level requirements helps identify which elements are essential and can be achieved in the time available.

Question: 44

Project scenario - Get fit with football!

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

Introduction

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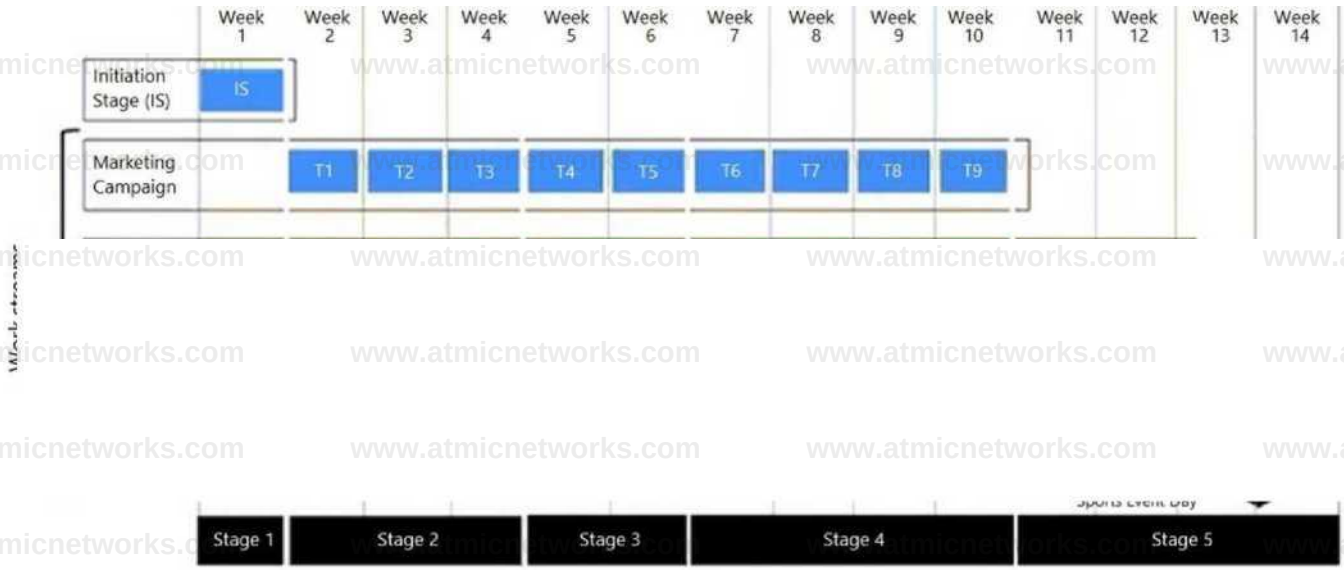

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4. Training delivery:

- Production of the training manual;
- Delivery of the training to the rest of the volunteers.

The Staff Training Team is staffed by in-house training staff members that have been involved in several waterfall projects but have not had any exposure to agile.

Using the Project Scenario and Staff Training Additional information, answer the following question:

The Staff Training Team has developed the following user stories:

- 'As a volunteer, I want to be trained in healthy eating so that I can answer questions from the public on the long term aims of the LGA during the football tournament.' - Should Have
- As the LGA. I want all volunteers to have received mandatory health and safety training so that we can ensure that the event takes place in a safe environment for the public.' - Must Have

A suitably qualified trainer has been scheduled to deliver a course covering both requirements. Unfortunately, there is no-one available from the LGA to quality check the course materials for the healthy eating training until three days after the date scheduled for training delivery.

How should the team respond to this situation?

A. De-scope the healthy eating training and remove it from the current sprint/work package.
B. Reschedule the delivery of the combined course until after the healthy eating course materials are likely to be available.
C. Remove the requirement for the volunteers to answer questions on the long term aims from the project product description.
D. Use the unchecked healthy eating course materials and hold the combined course on the scheduled date.

Answer: B

Explanation:

Rescheduling the training delivery ensures that the volunteers receive the necessary and quality- checked materials for healthy eating, which is important for providing accurate information to the public. This approach maintains the integrity of the training while still addressing the mandatory health and safety training requirement. It prevents the risk of delivering potentially inadequate or unchecked content.

Question: 45

Project scenario - Get fit with football!

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Introduction

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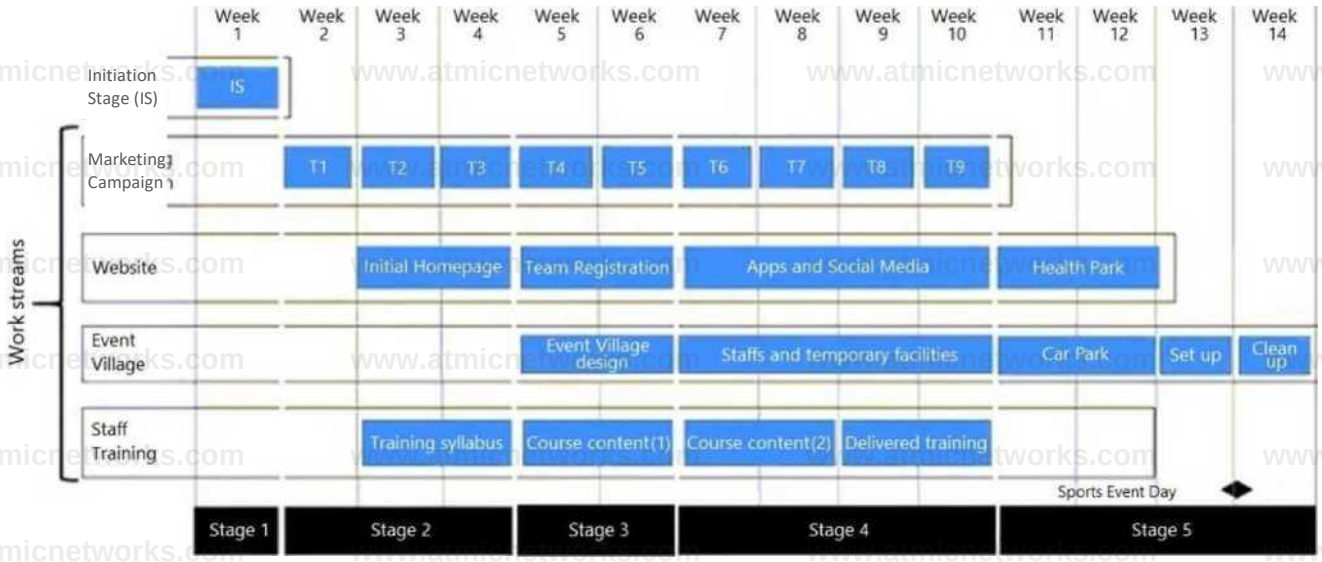

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Using the Project Scenario and Staff Training Additional information, answer the following question:

The Stall Training Team has developed the following user story:

'As the LGA, I want all volunteers to have received mandatory health and safety training so that we can ensure that the event takes place in a safe environment for the public.'

There is a high probability that a suitable trainer may not be available to deliver this mandatory training before the football tournament.

How should this risk be managed by the Staff Training Team in accordance with the five targets?

A. Set its risk tolerance to zero and agree with the project board to immediately find a suitable a trainer in order to meet the deadline.
B. Flex the tolerance for this risk to enable the risk to be accepted by the project board at the current level of probability.
C. Set a high risk tolerance in relation to this risk and monitor the situation in order to deliver on time and hit the deadline.
D. Remove the delivery of health and safety training from the product backlog in order to deliver on time and within the budget.

Answer: B

Explanation:

Flexing the risk tolerance allows the team to acknowledge the current situation while enabling the project board to understand and accept the risk. This approach facilitates informed decision-making regarding potential actions to mitigate the risk without immediately resorting to drastic measures, such as removing the training from the backlog. It keeps the requirement for health and safety training in focus while managing expectations around its delivery.

Question: 46

Project scenario - Get fit with football!

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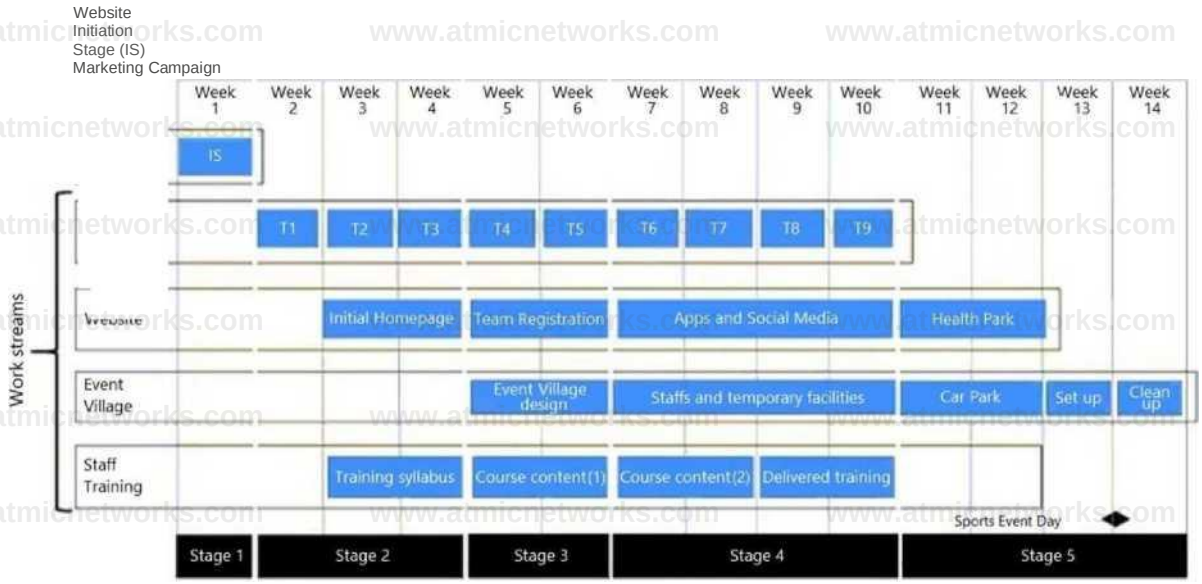

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- Customer relations to look after people attending the event.
- Piloting the modules with a group of volunteers.

3. Course content tor giving advice on health and fitness:

- Detailed design of two modules:
- Exercise fundamentals including how to warm up and cool down.
- Healthy eating including what types of food are good for you.
- Piloting the modules with a group of volunteers.

4. Training delivery:

- Production of the training manual;
- Delivery of the training to the rest of the volunteers.

The Staff Training Team is staffed by in-house training staff members that have been involved in several waterfall projects but have not had any exposure to agile.

Using the Project Scenario and Staff Training Additional information, answer the following question:

The Staff Training Team have developed the following user story:

'As the LGA, I want all volunteers to have received mandatory health and safety training so that we can ensure that the event takes place in a safe environment for the public.'

Which reason explains why the team should deliver the user story in accordance with the 'be on time and hit deadlines' target?

A. The training must be delivered so that the volunteers understand the health and safety requirements.
B. The health and safety training must be delivered before the planned football tournament takes place.
C. The volunteers will take time to understand the training before they can apply it safely.
D. The health and safety training should be left out if it cannot be delivered before the football tournament.

Answer: B

Explanation:

Timely delivery of the health and safety training is crucial to ensure that all volunteers are adequately prepared before the event. Meeting this deadline is essential for ensuring a safe environment for the public during the football tournament, making it a priority to adhere to the

schedule.

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Question: 47

Project scenario - Get fit with football!

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

Introduction

A Local Government Authority (LGA) has decided to organize a six-a-side football tournament. The tournament will contribute towards achieving the targets set by a national initiative to improve the fitness of children under the age of 16. As part of the LGA's policy of self-funding, this has to be achieved at zero cost to the LGA (and therefore the local tax payer). The cost of the event will be covered through fees paid by teams registered to take part in the tournament, sponsorship and monies raised during the day. Any surplus would be used for the maintenance of local sports centres.

Teams can register under one of several age groups for both boys and girls. In addition, family members are asked to attend to provide support.

This sports event is designed to be a family day out. The football tournament will have an event village including a kidz'-zone, catering, car parking, mobile changing rooms and toilets. The tournament will take place on the LGA-owned football pitches near the centre of the town, although space is somewhat limited.

Scope

The initial scope of the project includes:

a marketing campaign to promote the event;
a celebrity to open the event;
a website to provide information about the event and handle applications;
an event village to support the 'family day out';
the training of LGA staff as volunteers to run and support the event;
back-office processes to handle the applications;
fundraising to cover the cost of the event.

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

1. Marketing
2. Website
3. Event Village
4. Staff Training

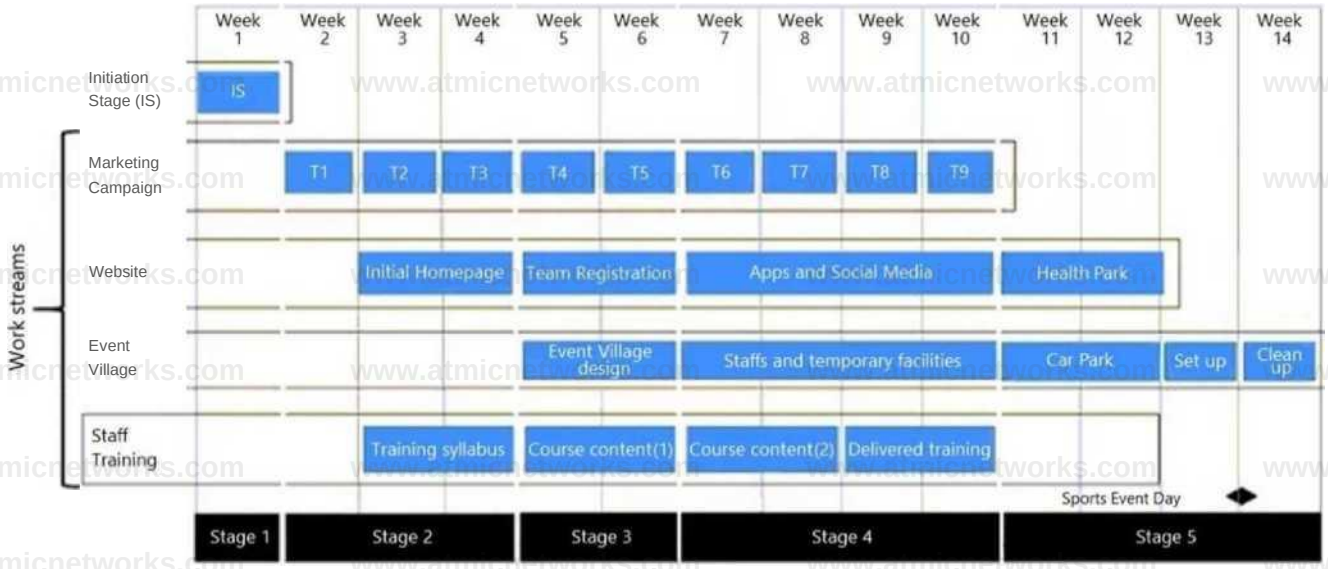
Project Background

The LGA have extensive experience in using PRINCE2 and will run the event as a single project. The project manager is fully conversant with PRINCE2 Agile. One office in the LGA building in the centre

of town has been given to the project for the entire duration. The office is across the corridor from the Marketing Department and the project manager has already put a sign on the door that says 'Mission Control'.

Timeline

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



Staff Training - Additional information

The event will be supervised primarily by LGA staff volunteers. They will need to be trained in various skills so that:

A . the event is carried out safely and professionally;
B . staff members are able to give advice on health and fitness.

This is covered by four work packages:

1. Training syllabus:

- High-level design of the manual.
- Content of each module.

2. Course content for safety and professionalism:

- Detailed design of two modules:
- Health and Safety including basic first aid.
- Customer relations to look after people attending the event.
- Piloting the modules with a group of volunteers.

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- Detailed design of two modules:
- Exercise fundamentals including how to warm up and cool down.
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- Piloting the modules with a group of volunteers.

4. Training delivery:

- Production of the training manual;
- Delivery of the training to the rest of the volunteers.

The Staff Training Team is staffed by in-house training staff members that have been involved in several waterfall projects but have not had any exposure to agile.

Using the Project Scenario and Staff Training Additional information, answer the following question:

The project product description for the sports event includes the following acceptance criteria (AC):

- It must be possible for the training materials to be maintained in the future by the LGA training department.
- The training materials must be usable for future events run by the LGA.

Which reason explains why the team manager should protect the level of quality in relation to the acceptance criteria?

A. The AC should be delivered as a minimum viable product.
B. The AC should be made transparent for maintenance by the training department.
C. The AC should be met so that the cost of ownership of the materials is acceptable.
D. The AC should be tested using spikes to trial the maintenance procedures.

Answer: C

Explanation:

Ensuring that the acceptance criteria are met is crucial for maintaining the quality of the training materials. This not only affects the usability for future events but also impacts the long-term cost of ownership, as high-quality materials will require less maintenance and adaptation over time. Protecting quality helps ensure that the investment in the training materials is justified and sustainable for future use.

Question: 48

Project scenario - Get fit with football!

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

Introduction

A Local Government Authority (LGA) has decided to organize a six-a-side football tournament. The tournament will contribute towards achieving the targets set by a national initiative to improve the fitness of children

under the age of 16. As part of the LGA's policy of self-funding, this has to be achieved at zero cost to the LGA (and therefore the local tax payer). The cost of the event will be covered through fees paid by teams registered to take part in the tournament, sponsorship and monies raised during the day. Any surplus would be used for the maintenance of local sports centres.

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- the training of LGA staff as volunteers to run and support the event;
- back-office processes to handle the applications;
- fundraising to cover the cost of the event.

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

1. Marketing
2. Website
3. Event Village
4. Staff Training

Project Background

The LGA have extensive experience in using PRINCE2 and will run the event as a single project. The project manager is fully conversant with PRINCE2 Agile. One office in the LGA building in the centre of town has been given to the project for the entire duration. The office is across the corridor from the Marketing Department and the project manager has already put a sign on the door that says 'Mission Control'.

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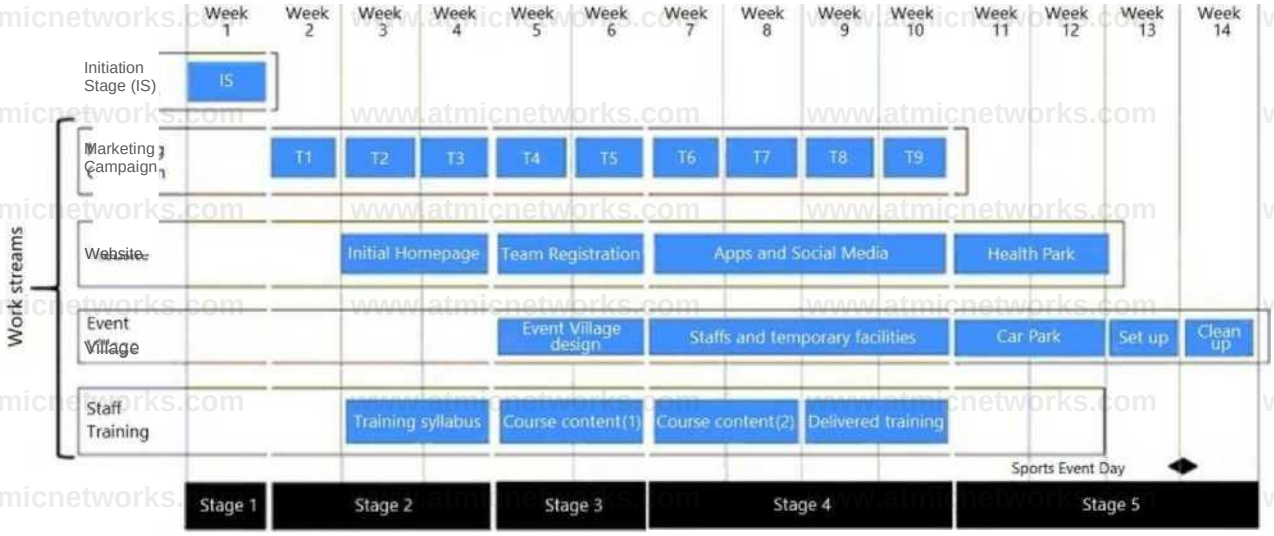

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- Production of the training manual;
- Delivery of the training to the rest of the volunteers.

The Staff Training Team is staffed by in-house training staff members that have been involved in several waterfall projects but have not had any exposure to agile.

Using the Project Scenario and Staff Training Additional information, answer the following question:

The Staff Training Team had been working to the following assumption:

'All volunteers will be trained in all training materials.'

Quite late in the project, it has been identified that this assumption is incorrect. As a result, the team manager produced a chart of who needs to be trained in what modules. This was agreed with a customer representative and the team manager made the necessary amendments to the requirements in the backlog within the current timebox.

What BEST explains why the team manager's approach complies with the 'embrace change' target?

A. It applies the target well because the training will be delivered in the most accurate way.

B. It applies the target well because visualization is the most effective way to communicate change.

C. It applies the target poorly because the customer subject matter expert should represent the impacted stakeholders.

D. It applies the target poorly because the training acceptance criteria should be specified in the project product description.

Answer: A

Explanation:

By recognizing the incorrect assumption and producing a chart to clarify who needs to be trained in which modules, the team manager is adapting to the new information and ensuring that the training is aligned with the actual needs. This responsiveness to change helps deliver training more effectively, reflecting the principle of embracing change to improve outcomes.

Question: 49

Project scenario - Get fit with football!

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

Introduction

A Local Government Authority (LGA) has decided to organize a six-a-side football tournament. The tournament will contribute towards achieving the targets set by a national initiative to improve the fitness of children under the age of 16. As part of the LGA's policy of self-funding, this has to be achieved at zero cost to the LGA (and therefore the local tax payer). The cost of the event will be covered through fees paid by teams registered to take part in the tournament, sponsorship and

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- fundraising to cover the cost of the event.

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

1. Marketing
2. Website
3. Event Village
4. Staff Training

Project Background

The LGA have extensive experience in using PRINCE2 and will run the event as a single project. The project manager is fully conversant with PRINCE2 Agile. One office in the LGA building in the centre of town has been given to the project for the entire duration. The office is across the corridor from the Marketing Department and the project manager has already put a sign on the door that says 'Mission Control'.

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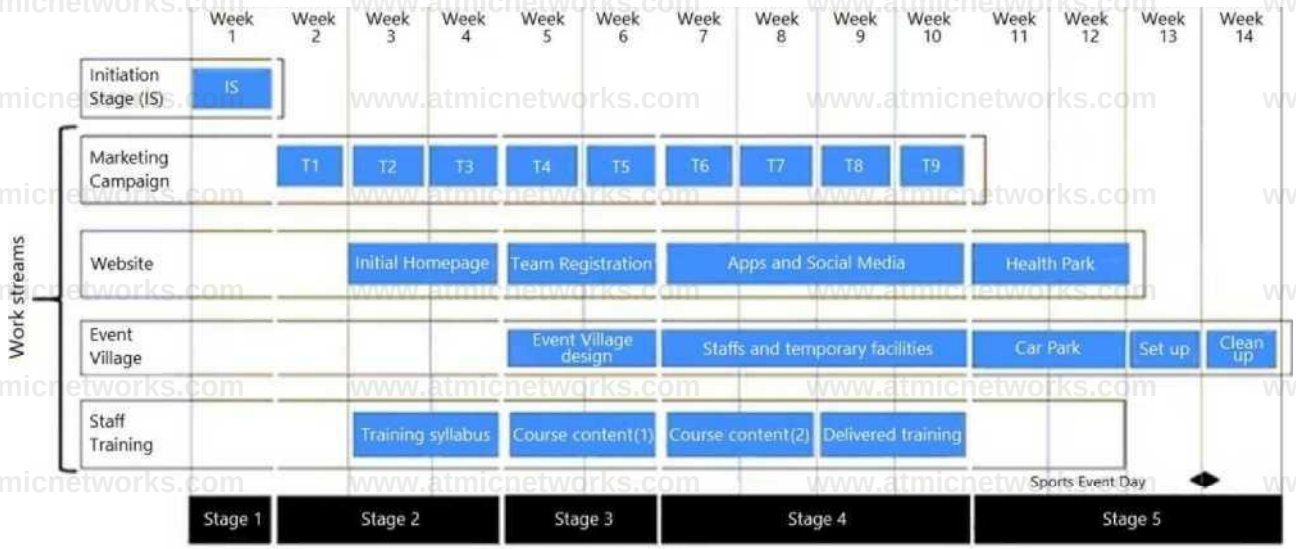

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- Piloting the modules with a group of volunteers.

4. Training delivery:

- Production of the training manual;

- Delivery of the training to the rest of the volunteers.

The Staff Training Team is staffed by in-house training staff members that have been involved in several waterfall projects but have not had any exposure to agile.

Using the Project Scenario and Staff Training Additional information, answer the following question:

The Staff Training team manager made a request for an additional full-time customer subject matter expert (CSME) to be allocated to the Staff Training Team for the next timebox, which is in Stage 3. This person is responsible for health and safety training within the LGA.

What BEST explains why this approach complies with the 'keep teams stable' target?

A. It applies the target well because the team manager should remove obstacles to delivery.
B. It applies the target well because the relevant skills should be available for each timebox.
C. It applies the target poorly because the LGA will NOT have access to the health and safety expert during Stage 3.
D. It applies the target poorly because the CSME should have been added during Stage 2 to improve progress.

Answer: B

Explanation:

By requesting an additional full-time customer subject matter expert (CSME) for the next timebox, the team manager ensures that the necessary expertise is available to the Staff Training Team. This stability in skills and resources helps the team maintain continuity in their work and increases the likelihood of successful delivery, aligning with the principle of keeping teams stable.

Question: 50

Project scenario - Get fit with football!

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

Introduction

A Local Government Authority (LGA) has decided to organize a six-a-side football tournament. The tournament will contribute towards achieving the targets set by a national initiative to improve the fitness of children under the age of 16. As part of the LGA's policy of self-funding, this has to be achieved at zero cost to the LGA (and therefore the local tax payer). The cost of the event will be covered through fees paid by teams registered to take part in the tournament, sponsorship and monies raised during the day. Any surplus would be used for the maintenance of local sports centres.

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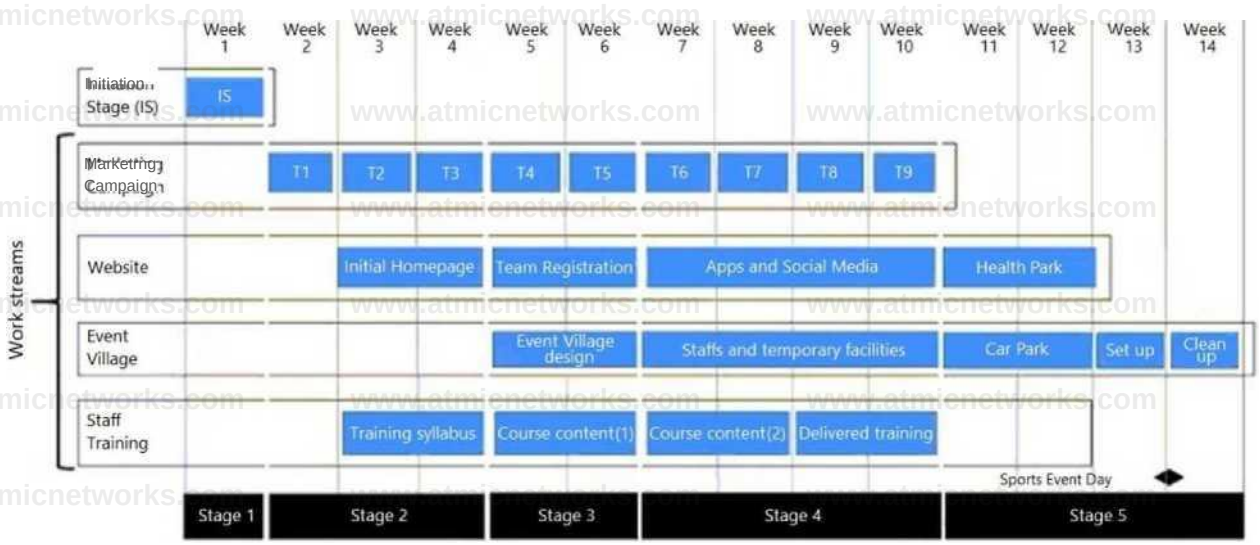

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- Healthy eating including what types of food are good for you.
- Piloting the modules with a group of volunteers.

4. Training delivery:

- Production of the training manual;

- Delivery of the training to the rest of the volunteers.

The Staff Training Team is staffed by in-house training staff members that have been involved in several waterfall projects but have not had any exposure to agile.

Using the Project Scenario and Staff Training Additional information, answer the following question:

The LGA's social media expert has advised that a few social media channels already used by the LGA have much more traffic than many of the others that are available.

However, the customer subject matter expert has requested a presence on a wide range of social media channels to promote the health and fitness messages.

Which reason explains why the team manager should focus delivery on the most popular social media channels according to the five targets?

A. It applies the target well because the team manager should remove obstacles to delivery.
B. It applies the target well because the relevant skills should be available for each timebox.
C. It applies the target poorly because the LGA will NOT have access to the health and safety expert during Stage 3.
D. It applies the target poorly because the CSME should have been added during Stage 2 to improve progress.

Answer: D

Explanation:

Concentrating on the most popular social media channels maximizes the potential reach and engagement for the health and fitness messages. By prioritizing these channels, the team can effectively promote discussions and interactions, aligning with the goal of generating awareness and interest in the initiative while utilizing resources efficiently.