Course Objectives

1. Understand the basic concepts of common agile ways of working
2. Understand the purpose and context for combining PRINCE2 and agile ways of working
3. Be able to apply and evaluate the focus areas to a project in an agile context
4. Be able to fix and flex the six aspects of a project in an agile context
5. Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context
6. To learn through the use of theory and practical exercises
7. To prepare delegates for the PRINCE2 Agile Practitioner exam
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About Cynefin:
- David J. Snowden used the word “Cynefin” to describe a framework he developed in 1999. Along with his colleague Mary Boone, he published the framework in the November 2007 issue of the Harvard Business Review.

About Lean startup
- Lean startup is a method for developing businesses and products first proposed in 2011 by Eric Ries.

About Scrum
- Scrum was first defined as “a flexible, holistic product development strategy where a development team works as a unit to reach a common goal” as opposed to a “traditional, sequential approach” in 1986 by Hirotaka Takeuchi and Ikujiro Nonaka in the New Product Development Game.

About Kanban
- The name ‘Kanban’ originates from Japanese, and translates roughly as “signboard” or “billboard”. It was formulated by David J. Anderson as an approach to incremental, evolutionary process and systems change for organizations.
Agenda Timetable

• This PRINCE2 Agile course is designed to be a three day course including the examination at the end of day three.
• The course is designed for 9.00 - 17.00 each day.
• There should be enough breaks during the day and a 45 minute lunch each day.

Agenda day 1
• Projects and BAU
• An overview of agile
• Blending PRINCE2 and agile together
• Assumptions
• The Hexagon (incl. MoSCoW prioritisation)
• Starting Up a Project, Initiating a Project (including the Business Case, value assessment and Cynefin approach)
• Requirements and User Stories
• Organization.

Agenda day 2
• Servant Leadership
• Principles and behaviours
• The Agilometer and the Risk Theme
• Managing Product Delivery (incl. Scrum, Plans and Progress, estimation, burn charts, IRs and Work Packages)
• Quality (Incl. DoD)
• Controlling a Stage and Managing a Stage Boundary (Incl. Frequent Releases and Retrospectives)
• Directing a Project.

Agenda day 3
• Agile Contracts
• Closing a Project
• Management Products
• Communication (Incl. workshops)
• Kanban
• Lean Start-up
• General guidance (Incl. Health Check, Transitioning, PM tips)
• Recap
• Examination preparation
• Examination.
About yourself

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

About the manual

- Aligned to the PRINCE2 2009 manual
- Early chapters
  - Basic understandings and drivers for PRINCE2 Agile.
- Middle chapters
  - Discussion and description of the Principles, Themes, Processes and Products
  - What you may find
  - What to do.
- Final chapters
  - Focus areas – where PRINCE2 needs more detailed guidance when in an agile context
  - The appendices.
Top slide
About yourself

Here everyone should give an introduction of themselves and their expectations for the course.

Bottom slide
About the manual
The PRINCE2 Agile manual is aligned to the PRINCE2 2009 manual.

For this course, you should have a copy of the PRINCE2 Agile manual beside you. The manual can be used in the exam on day 3.

The PRINCE2 Agile manual is deliberately split into three sections.
Section 1: To create a baseline of understanding about what agile is and what PRINCE2 Agile is.
Section 2: The main body of the manual where PRINCE2 is tailored to operate in an agile environment.
Section 3: Specific areas of information that is needed when working in an agile context.
Exam structure

- 2.5 hour exam
- Open book
- Objective Testing Exam
- Taken on the afternoon of the third day
- 5 questions totalling 50 marks
- Pass mark is TBC.

Agenda for Day 1

- Projects and BAU
- An overview of agile
- Blending PRINCE2 and agile together
- Assumptions
- The Hexagon (incl. MoSCoW prioritisation)
- Starting Up a Project, Initiating a Project (including the Business Case, value assessment and Cynefin approach)
- Requirements and User Stories
- Organization.
The PRINCE2 agile exam is a multiple choice exam and is based at Blooms taxonomy levels 3 and 4. There are no level 1 questions similar to those found in PRINCE2 foundation exam.

Simple example of Blooms taxonomy:

Level 1. Knowledge “What are the health benefits of eating apples?”

Level 2. Comprehension “Compare the health benefits of eating apples vs. oranges”

Level 3. Application “Would apples help prevent diseases caused by a deficiency in vitamin C?”

Level 4. Analysis “List four ways of serving foods made with apples and explain which ones have the highest health benefits. Provide references to support your statements.”

Level 5. Synthesis “Convert an “unhealthy” recipe for apple pie to a “healthy” recipe by replacing your choice of ingredients. Explain the health benefits of using the ingredients you chose vs. the original ones.”

Level 6. Evaluation “Which kinds of apples are best for baking a pie, and why?”

Agenda for day 1 of the course.

Please feel free if there are any misunderstanding regarding any of the terms included. The course instructor should be able to explain these words briefly and a more thorough explanation will be included later in the course. This is a very interactive course so we would like everyone to get involved to help create a better course for everyone.
Project or BAU

- PRINCE2 and PRINCE2 Agile are only suitable for projects
- Agile can be used on projects and for ongoing ‘Business as Usual’ (BAU) work
- Important to understand the difference between projects and BAU to use agile appropriately

<table>
<thead>
<tr>
<th>Project characteristics</th>
<th>Business as Usual characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Temporary</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Team is created</td>
<td>Stable team</td>
</tr>
<tr>
<td>Difficult</td>
<td>Routine</td>
</tr>
<tr>
<td>A degree of uncertainty</td>
<td>A degree of certainty</td>
</tr>
</tbody>
</table>

Guidance reference: Section 1.2

The difference between project work and BAU work

Guidance reference: Figure 1.1
Most of what is written about agile is based on Business As Usual (BAU) work. However, the goal of PRINCE2 agile is to run projects in an agile context. This concept is vital for understanding the aims behind the course.

PRINCE2 and PRINCE2 Agile are only suitable for use on projects, whereas Agile can be used for projects and routine ongoing work as well. Throughout this manual, routine ongoing work is referred to as ‘business as usual’ (BAU) and covers such areas as ongoing product development, product maintenance and continual improvement.

The distinction between project work and BAU work is important because some of the Agile ways of working need to be applied differently in each situation. Therefore, when carrying out a piece of work it is important to understand the type of work being undertaken, to ensure that it is addressed in the appropriate way and that Agile is used appropriately.

On the left side of the diagram is project work (temporary). On the right side is business as usual (ongoing). The left side could use PRINCE2 method with a project manager focusing on a product delivery. The right side could use the Scrum framework to continue working with an existing product.
An overview of agile

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

Guidance reference: Section 2.1

The Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.

Guidance reference: Figure 2.1
Top slide
An overview of agile

What is meant by Agile?
What is not Agile?
Why are there so many variations on the definition of Agile?

PRINCE2 Agile sees agile as a collection of frameworks, behaviours, concepts and techniques, therefore it is all embracing of any agile idea concepts or approach. But there is no single definition of Agile that everyone would agree with.

Bottom slide
The Agile Manifesto

In February 2001, 17 software developers met at the Snowbird resort in Utah to discuss lightweight development methods. They published the Manifesto for Agile Software Development.

The meanings of the manifesto items on the left of the diagram are:

Individuals and interactions: self-organization and motivation are important
Working software: working software is more useful and welcome than just presenting documents to clients in meetings about how the software will work in the future.
Customer collaboration: requirements can be difficult to be fully collected at the beginning of the software development cycle, therefore continuous customer or stakeholder involvement is very important.
Responding to change: agile methods are focused on quick responses to change and continuous development.

“The Agile movement is not anti-methodology, in fact many of us want to restore credibility to the word methodology. We want to restore a balance. We embrace modeling, but not in order to file some diagram in a dusty corporate repository. We embrace documentation, but not hundreds of pages of never-maintained and rarely-used tomes. We plan, but recognize the limits of planning in a turbulent environment. Those who would brand proponents of XP or SCRUM or any of the other Agile Methodologies as “hackers” are ignorant of both the methodologies and the original definition of the term hacker.”

—Jim Highsmith, History: The Agile Manifesto
**Waterfall or Iterative and Incremental**

- **Linear, Serial**
- **Iterative and Incremental**

**Time**
- Something goes into operational use
- Something goes into operational use

**Waterfall**
**Agile**

Guidance reference: Figure 2.2

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**Agile basics**

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

**A basic Backlog and Sprint structure is commonly used**

Guidance reference: Figure 2.3
Top slide
Waterfall or Iterative and Incremental

When we want to get something done we usually decide on some goals and figure out exactly what we want to do and achieve, then we develop the product and then deliver it to the customer. This is done as a linear process where everything is planned and figured out first before building and testing and then releasing the final product. This is known as a waterfall method. In some cases where the final product is well understood and there are no or few unknown variables, this could be a suitable method.

Waterfall methods are not necessarily “bad” methods and in some ways Iterative and Incremental methods could be viewed as many mini waterfalls.

However, most projects meet change during their projects and the waterfall method is not so apt for reworking requirements or initiation phases.

With a more agile state of mind, a project team realises that the more they work in the project the more they find out about problems and solutions. They are often better equipped to discuss with the customer about ways of achieving realistic value.

Bottom slide
Agile basics

This view of Agile is very common and is similar to the Scrum framework. However, Agile also refers to ways of working.

One of the main principles behind agility is keeping things as simple as possible but not simpler. There may be an amount of work remaining in the backlog that never gets developed as they would not add more significant value. There should therefore be a discussion about which work to pull from the Product backlog into the Sprint backlog at any given time. Once the work gets placed in the Sprint backlog, it will be developed during the upcoming sprint.
**Beyond a basic view**

A more comprehensive view would include:

- Vision, Roadmap and Releases
- Non-IT situations
- Project work
- Flow-based working
- A wider mind-set.

Guidance reference: Section 2.2

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**Agile Frameworks**

- Many frameworks are recognised as being agile
- Some are more common than others
- Some are only applicable to IT.

Scrum, Kanban, Lean, Lean Startup, XP, SAFe, DAD, DSDM/AgilePM, DevOps, FDD, Crystal, ASD

Guidance reference: Section 2.2.1, Table 2.1
Top slide
Beyond a basic view

In simple terms the PRINCE2 Agile manual refers to a basic view of agile (shown in the previous slide) and also a mature view of agile. This mature view of agile can come in two forms - firstly it is an extension of the basic view of agile where concepts such as releases, roadmaps and visions are applied over the top of a basic view…or secondly it is a full-blown project framework operating in an agile context.

Allowing for all of these different views is important because to restrict the definition of agile to only specific things will exclude certain areas of agile that are widely accepted and valid e.g. using agile for non-IT situations.

Bottom slide
Agile Frameworks

There are many frameworks recognised as being agile and some are very IT specific.

Scrum is possibly the most popular agile framework in software development. It is based on an iterative approach that has sprints at its core. In rugby football, a scrum refers to a tightly-packed formation of rugby players with their heads down who attempt to gain possession of the ball.

Kanban is a method for managing work with an emphasis on just-in-time delivery while not overloading the team members by applying work-in-progress limits. In this approach, the process, from definition of a task to its delivery to the customer, is displayed for participants to see. Team members can pull work from a queue. (https://en.wikipedia.org/wiki/Kanban_development)

Lean Startup is a method for developing businesses and products first proposed in 2011 by Eric Ries. Based on his previous experience working in several U.S. startups, Ries claims that startups can shorten their product development cycles by adopting a combination of business-hypothesis-driven experimentation, iterative product releases, and what he calls validated learning. Ries’ overall claim is that if startups invest their time into iteratively building products or services to meet the needs of early customers, they can reduce the market risks and sidestep the need for large amounts of initial project funding and expensive product launches and failures. (https://en.wikipedia.org/wiki/Lean_startup)

Extreme programming (XP) is a software development methodology which is intended to improve software quality and responsiveness to changing customer requirements. As a type of agile software development, it advocates frequent “releases” in short development cycles, which is intended to improve productivity and introduce checkpoints at which new customer requirements can be adopted. (https://en.wikipedia.org/wiki/Extreme_programming)
Agile behaviours, concepts and techniques

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

A few illustrative examples

<table>
<thead>
<tr>
<th>Term</th>
<th>Examples</th>
<th>Similar terms for this</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concepts</td>
<td>Prioritising what is delivered, Working iteratively and incrementally, Not delivering everything, Time focussed, Inspect and adapt. Kaizen. Limiting WIP</td>
<td>Fundamentals</td>
</tr>
</tbody>
</table>

Guidance reference: Section 2.2.2, Table 2.2

The PRINCE2 Agile view

PRINCE2 Agile Regards agile as a ‘family of behaviours, concepts, frameworks and techniques.’

Guidance reference: Section 2.2.1
Top slide
Agile behaviours, concepts and techniques

It is important to point out that these are illustrations and not a definitive list. Further to this it is possible that one word may fit into more than one of the categories in the left-hand column. Many of the techniques used in agile can be used quite happily in a waterfall context.

PRINCE2 and PRINCE2 Agile do not favour one Agile approach over any other (this is sometimes referred to as being ‘Agile agnostic’), and with due care and consideration, they can engage with Agile in all of its many forms to provide a holistic project management approach that can be tailored to suit a wide variety of conditions and working environments.

Bottom slide
The PRINCE2 Agile view

This slide attempts to explain as simply as possible how PRINCE2 Agile views Agile.
PRINCE2 Agile blending PRINCE2 and agile together

- They each have their own strengths
- Who is it for?
- When and where should it be used?

Guidance reference: Section 3.1, Figure 3.1

What does PRINCE2 Agile comprise of?

Guidance reference: Section 3.5, Figure 3.2
Top slide
PRINCE2 Agile blending PRINCE2 and Agile together

In simple terms, PRINCE2 and Agile each have their own strengths and when combined they complement each other and create a holistic approach to managing projects in an Agile way. The strength of PRINCE2 lies in the areas of project direction and project management. However, it provides little focus on the field of product delivery. Conversely, Agile has a very strong focus on product delivery but relatively little on project direction and project management (see Figure 3.1). Therefore, when PRINCE2 and Agile are combined, all three areas in Figure 3.1 are addressed. It is essential to see this combination as a blend and a mixture as opposed to PRINCE2 and Agile working in parallel. Those directing and managing a project in an Agile context need to adopt Agile disciplines and behaviours. Equally, those using Agile to deliver need to integrate seamlessly with the PRINCE2 ethos of staying in control by empowering people and ensuring that the project remains viable.

The cake diagram is known as the cake or sometimes the layer cake. It represents the three levels of a project and the important point of the metaphor is that both PRINCE2 and agile have their strengths and we need to play to those strengths - but we must blend and weave these together as it will not work as well if they are running in parallel universes.

How do you think Agile can be used at higher levels shown in the cake? How can more structure be used at lower levels? e.g. is the project board happy to prioritise their objectives and perhaps go without certain features...are the delivery teams happy to work within some degree of formality that may prove be provided by such a mechanism as the work package... In fact are the delivery teams happy that a project manager even exists as this will be an issue for many in the agile community.

The main point about the cake diagram is about blending and weaving all the ingredients together to create something greater than the sum of the parts.

Bottom slide
What does PRINCE2 Agile comprise of?

So what is in PRINCE2 Agile? It is essentially PRINCE2 with tailoring guidance and a few extra bits added on. Nothing is removed from PRINCE2.

PRINCE2 Agile provides guidance on tailoring PRINCE2 in an Agile context and covers:
- How to tailor the principles, themes and processes
- How to produce the PRINCE2 management products
- How to map the common Agile roles to the PRINCE2 project management team structure
- How to incorporate the fundamental Agile behaviours, concepts and techniques into PRINCE2
- What areas are of particular significance when using Agile and need specific focus.

This applies to all levels of a PRINCE2 project — i.e. project direction, project management and product delivery. Agile encapsulates a wide collection of frameworks, and PRINCE2 Agile incorporates and references several of them. A few of these methods and approaches receive particular attention in PRINCE2 Agile because they are seen as very popular or good practice. They are Scrum, Kanban and Lean Startup.
8 Guidance Points

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

Guidance reference: Section 3.6

Beware of prejudice!

Control and governance allows agile to be used in complex environments.

Guidance reference: Section 3.7
As a delegate on the course, you may not agree with some of the points but the fact is, they are all points upon which PRINCE2 Agile is based. Possibly the most important of all of these eight points is the first one because many people will not realise this or may have forgotten.

Take care with point 8 because although it is true, PRINCE2 Agile does not see working in an Agile way as a binary condition (i.e. you either are or you are not working in an Agile way). It always sees Agile as a question of how much (or how little) it can be used according to the situation that exists.

It would be understandable to think that bringing more control and governance into the Agile domain could prove counter-productive. However, PRINCE2 Agile represents a marriage that is based on the opposite view – that control and governance allow Agile to be used in more situations such as those involving multiple teams or complex environments. A fighter aircraft is built with a deliberately unstable airframe. This instability gives it agility and allows it to change direction easily and adapt quickly to situations. However, to do this still requires control and governance! This personifies PRINCE2 Agile.
The PRINCE2 journey with agile

• How PRINCE2 may look in an agile context
• Please note the word ‘typically’ …and ‘a way’ not ‘the way’
• Tailoring PRINCE2 depends on the project context and may affect:
  – the level of formality
  – where the emphasis is placed
  – how it is carried out.

Recap of PRINCE2

Guidance reference: Section 4.1, Figure 4.1

Guidance reference: Chapter 5, Figure 5.2
The PRINCE2 journey with agile is a way not the only way. The best way to tailor PRINCE2 depends on the project context, and the purpose of this slide may trigger a discussion in class of different ways to tailor PRINCE2.

To enrol on the PRINCE2 Agile course you will need to have completed PRINCE2 Foundation and PRINCE2 Practitioner. This is just a quick recap.

The PRINCE2 method addresses project management with four integrated elements of principles, themes, processes and the project environment.

- Principles are the guiding obligation of good practice enshrined in PRINCE2.
- The themes provide guidance on how the activities are to be performed.
- The processes give a model for how the project will be managed.
The Hexagon

- Fundamental to PRINCE2 Agile since it involves the 6 aspects of project performance
- A significant change to PRINCE2 with the 2009 edition.

Guidance reference: Section 6.1

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The Hexagon

Guidance reference: Section 6.1, Figure 6.1
Of the many ideas, concepts and techniques that exist within PRINCE2 Agile, one of the most important is that it focuses on flexing what is being delivered, as opposed to focusing on flexing time and cost or flexing time and resources.

However, it is not enough just to understand how to flex what is delivered; it is essential to understand why. Historically, the competing constraints on a project have often been shown graphically as a shape such as a triangle with constraints of time, cost, quality etc. pulling against each other. PRINCE2 does not have such a limited view of the variables on a project, as it identifies six 'aspects' that need to be controlled and managed: time, cost, quality, scope, risk and benefit.

PRINCE2 does not place emphasis on any of these aspects over and above the others. It sees them as equally significant and to be managed according to the needs of a particular project. However, PRINCE2 Agile does define what to emphasize by giving guidance on the use of tolerance levels (i.e. permissible deviations from what is planned) for the six aspects in terms of which should be fixed and which ones should vary (or flex).

In PRINCE2, tolerance is the permissible deviation above and below what has been planned, with respect to the six aspects of a project (i.e. time, cost, quality, scope, risk and benefit). Whenever any of these tolerances are forecast to be exceeded an exception will occur. It's not that fixed aspects can never flex, but they have tolerances set to zero and would be subject to management by exception if these were expected to be exceeded.

This slide is the cornerstone of how PRINCE2 Agile works. Some delegates may have different views on how Agile works and this may be true with their experience but this diagram shows PRINCE2 Agile. This distinction may be important.

PRINCE2 Agile is built upon the concept of flexing what is delivered. This can also be described as prioritizing what is delivered. This, for many, may require a fundamental shift in how a project is executed. It is not a nuance or a ‘different flavour’: it represents a significant change in how people think and act when they are working on a project.
What to fix and what to flex

This is about tolerances and not the aspects themselves.

Tolerance guidance

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

Guidance reference: Section 6.1, Table 6.1
Top slide
What to fix and what to flex

It is about the tolerances and not the aspects themselves. What this means is that if you do wish to extend a stage or a project that has zero time tolerance it will go into exception.

There is one unusual characteristic of the six tolerances and that is the risk aspect as it isn’t really perhaps relevant from a purely agile perspective. You can fix it or flex it as you see fit. Whereas time and cost you should not flex and benefits you may well flex and scope and quality criteria you would certainly want to flex.

Bottom slide
Tolerance guidance

PRINCE2 Agile defines what to emphasize by giving guidance on the use of tolerance levels (i.e. permissible deviations from what is planned) for the six aspects in terms of which should be fixed and which ones should vary (or flex)
The 5 targets

- It is essential to understand *why?*
- The 5 targets represent the rationale behind the hexagon
  - Be on time and hit deadlines
  - Protect the level of quality
  - Embrace change
  - Keep teams stable
  - Accept that the customer doesn’t need everything.

Guidance reference: Section 6.4, Table 6.2

Be on time and hit deadlines

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

Guidance reference: Section 6.4.1
Top slide
The 5 targets

The word ‘target’ may seem an odd choice of word but it has been chosen because this is what you are trying to achieve. All five targets are either highly desirable or sensible concepts.

1. Being on time and hitting deadlines has many very significant advantages.
2. Ensuring that the level of quality is protected and regarded as vital is of paramount importance to a project. This will lead to a lower cost of ownership throughout the lifetime of the final product.
3. Embracing change by seeing it not only as inevitable but also as a positive influence on a project allows for a more accurate final product.
4. Keeping a team stable over the short term removes the temptation to add people to a team in order to catch up with work when in reality it is more likely to have little or no effect.
5. Accepting the premise that not everything defined in the initial stages of a project must be delivered is wise. It inevitably turns out that many things do not add enough value to warrant delaying the project because of them.

Bottom slide
Be on time and hit deadlines

This point is massive part of PRINCE2 Agile.

For any project or piece of work being on time is naturally seen as desirable, but the advantages that meeting deadlines creates may not all be obvious; when the many upsides of this are taken together, it creates something that should be seen as essential as opposed to just desirable.

Some of these advantages can include:
- Delivering early realization of benefits, and these can be planned around
- Helping with planning (e.g. dependencies within a project or between projects, capacity and resources at the portfolio and programme level)
- Giving confidence (e.g. with progress)
- There may be no choice (e.g. external market forces or regulatory considerations)
- Reducing the likelihood of cost overruns (assuming that resources are fixed)
- Improving reputation (e.g. with the customer).
- ‘Being on time and hitting deadlines’ applies to any timescale – short-term (e.g. a two-week sprint), medium-term (e.g. a two-month stage) or long-term (a six-month project).
Protect the level of Quality

Why?
Damaging effects result from:
- Reduced testing
- Incomplete documentation
- Sub-optimal design
- Lack of appropriate training
- Non-compliance to standards.

Embrace change

Why?
- It is inevitable
- A more accurate final product is more likely
- Can be handled by flexing what is delivered.
Top slide
Protect the level of Quality

The concept of flexing what is being delivered ensures that the emphasis is on delivering less scope or using lower-priority quality criteria, as opposed to compromising the overall quality level of the final product (as described by the customer’s quality expectations and the associated acceptance criteria). Compromising the quality level of anything delivered during a project can take many forms but results from such situations as:

- Reduced testing
- Incomplete documentation
- Sub-optimal design
- Lack of appropriate training (e.g. for end-users, customers, support teams)
- Non-compliance with standards.
- The result of any compromise to the level of quality can have damaging long-term effects in terms of the total cost of ownership of the final product as it may suffer from:
  - Reduced usability
  - Significant support requirements
  - Degraded performance
  - Lack of engagement with the user community.
Therefore, this should be avoided. PRINCE2 Agile protects the level of quality and ensures that deadlines are met by reducing the amount delivered by the project but not reducing activities that ensure that the quality level is met.

Bottom slide
Embrace change

Change is inevitable when working on anything difficult so it is best to expect it and prepare for it. Change can take the form of a new idea that has not previously been thought of or a misunderstanding where an assumption proves to be incorrect. Change should be seen as positive because a more accurate final product is likely to be produced. It is important to distinguish between minor change (e.g. to the detail) and major change (e.g. to the project baseline) because only the former can be handled dynamically and with little overhead. This illustrates the importance of setting the project baseline in the project initiation documentation at the correct level (e.g. avoiding unnecessary detail early on).

Minor change can be handled by flexing what is being delivered through prioritization and trading (or swapping), whereas major change would usually require more formal change control processes and may even necessitate going into exception and/or stopping the project if the business case is no longer viable.
Keep teams stable

Why?
Changing team members can have a detrimental affect such as:

- Time spent bringing new team members up to speed
- Number of communication lines in the team grows exponentially
- An opportunity cost incurred to the areas providing the new people
- The team dynamics change and need to be re-established

Guidance reference: Section 6.4.4

Accept that the customer doesn’t need everything

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

Guidance reference: Section 6.4.5
Over longer term periods team personnel may change - this target refers to short-term timescales and the point that adding people to a Timebox or Sprint is not a clever option with respect to agile.

If a project falls behind schedule a traditional response would be to consider the option of increasing the number of people involved in order to speed up progress. In some circumstances where the work being undertaken is reasonably straightforward, this can solve the problem. However, when the work is more challenging it probably won’t – particularly in the short term. Although this has an impact in any situation, the Agile way of working is particularly impacted by the changing of personnel because Agile utilizes such things as informal communication and self-organizing whilst scheduling work into short timeframes (e.g. a two-week timebox). Therefore, changing team members or adding to the team can have a far more detrimental effect than normal for reasons such as:

- Time is spent bringing new team members up to speed.
- The number of communication lines in the team grows exponentially.
- There is an opportunity cost incurred to the areas providing the new people.
- The team dynamics change and need to be re-established.

The impact of changing a team’s dynamics is usually underestimated and can sometimes be the most counter-productive side-effect of the four.

It is important to understand that team members may need to change throughout the life of a project as the needs of a project change, but this concept of avoiding the use of extra people to improve progress applies primarily to the short term – for example four weeks or less, such as within a sprint.

So, does the customer need everything? Usually no, although the customer may not realize this at the start of a project. This point can be easily demonstrated by looking at products we frequently use and analysing how many of the functions and features we rarely or never use. A washing machine is perhaps a good example of this in that it would normally contain many functions and features as well as a wide range of spin speeds, temperature settings and programmes, yet it would be unusual to find many people who used more than just a few of the options available. Most people would use two programmes at most.

The importance of this concept lies in the PRINCE2 Agile belief that the features of the product are the safest and most sensible area to compromise on (i.e. to use as contingency). A project using PRINCE2 Agile doesn’t set out with the intention of not delivering everything, but it does aim to hit deadlines and protect the level of quality by reducing what is delivered accordingly. This in turn can result in the early delivery of a minimum viable product (MVP), and in general terms the project delivers what the customer really wants (or needs) more quickly.
The appropriate balance

Is the holistic view understood?

- The customer gets most of what was wanted.
- Changes include the right level of quality.
- On time delivery.
- The customer gets everything asked for.
- but will something be missing or missed?

Guidance reference: Section 6.5, Figure 6.2

MoSCoW prioritisation

- MoSCoW – Must, Should, Could, Wont have for now
- What makes a Must a Must?
- …and a Should a Should
- …and a Could a Could.

Guidance reference: Section 25.5.2, Table 25.3
Top slide
The appropriate balance

Getting an appropriate balance of what is essential and what is not essential becomes important when working this way. If the balance is not conducive to flexing what is being delivered (e.g. there is very little that can be described as not essential) then this creates a risk to this way of working and in extreme situations (e.g. where practically everything is essential), it may make the use of Agile on a project inadvisable. A lot of the understanding of Agile falls into place when the thinking behind flexing what is being delivered is understood correctly. One of the reasons that Agile is often misunderstood or hard to understand at times is that these concepts are a mixture of common sense (e.g. being on time) and ideas that are counterintuitive (e.g. seeing change in a positive light).

In order for a customer to understand that this is for their benefit, they need to see the holistic view that is supported by flexing what is being delivered. If this is not achieved then the customer may feel that flexing will not deliver everything they want. It would be unlikely that this will be seen as an attractive proposition.

Bottom slide
MoSCoW prioritisation

Would you go on holiday without a T-shirt? (Is the T-shirt a must?)
Would you go on holiday from Norway to Australia without a passport? (Is the passport a must?)

In a Timebox, the following priorities could exist:

Must have: Must be satisfied because without it, either the output from the timebox won’t work or it is not worth delivering the output

Should have: Should be satisfied because it is highly desirable or very important, but it is not a must have

Could have: Could be satisfied because it is still desirable or important, but not as much as a should have

Won’t have for now: Won’t be satisfied before the deadline
Agile and the PRINCE2 Processes

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

Guidance reference: Section 16.2, Figure 16.2, Figure 16.3

Relating agile processes to PRINCE2 processes

Guidance reference: Section 16.2, Figure 16.4
Top slide
Agile and the PRINCE2 Processes

These diagrams show where agile fits into the PRINCE2 process model. The overall PRINCE2 process model doesn’t really change at the higher level because the action from a process point of view with respect to agile takes place at the product delivery level.

The diagram also shows a way that a stage may be broken down - it should be pointed out that there are a variety of agile approaches and maybe only one release takes place per stage or potentially hundreds! What is being shown is a typical configuration. Also remember that sprints may not be being used and instead it could be more flow-based as per kanban. The table below refers to the diagrams on the left.

<table>
<thead>
<tr>
<th>Baseline management products, shown in red.</th>
<th>Records, shown in black</th>
<th>Reports, shown in blue</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Benefits review plan</td>
<td>5 Configuration item records</td>
<td>3 Checkpoint report</td>
</tr>
<tr>
<td>2 Business case</td>
<td>7 Daily log</td>
<td>8 End project report</td>
</tr>
<tr>
<td>4 Communication management strategy</td>
<td>12 Issue register</td>
<td>9 End stage report</td>
</tr>
<tr>
<td>6 Configuration management strategy</td>
<td>14 Lessons log</td>
<td>10 Exception report</td>
</tr>
<tr>
<td>16 Plan (covers project, stage and, optionally, team plans)</td>
<td>23 Quality register</td>
<td>11 Highlight report</td>
</tr>
<tr>
<td>17 Product description</td>
<td>25 Risk register</td>
<td>13 Issue report</td>
</tr>
<tr>
<td>19 Project brief</td>
<td></td>
<td>15 Lessons report</td>
</tr>
<tr>
<td>20 Project initiation documentation</td>
<td></td>
<td>18 Product status account</td>
</tr>
<tr>
<td>21 Project product description</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22 Quality management strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24 Risk management strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>26 Work package</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Bottom slide
Relating agile processes to PRINCE2 processes

This diagram on the top left relates how the typical agile process fits in to PRINCE2 – please note this is how it fits into PRINCE2 and not PRINCE2 Agile – understanding this distinction is important because PRINCE2 Agile is not a new method or new framework it is guidance on how to tailor PRINCE2 to work in an agile context.

Both of these diagrams are more mature than the basic backlog and Sprint view of agile. The bottom diagram could be said to be more mature than the top diagram as it supports the concept of releases which are typically larger container time boxes.

You could ask the delegates which of these two they seem more often but when you hear words like vision and product roadmap in an agile context this is more advanced than a simple backlog and Sprint situation. It is important to point out that in the scrum guide the idea of vision and release backlogs do not exist.
Starting up a Project and Initiating a Project

- **NB:** these are two distinct processes
- **What you may find:**
  - Up-front work – how much is done?
    - emergence
    - what constitutes ‘enough’
  - Visioning and chartering
  - Sprint zero, discovery
  - Starting with a backlog.

Guidance references: Section 17.3

---

Starting up a Project and Initiating a Project

- **What to do:**
  - Assess the level of uncertainty
    - Cynefin
  - Define things at the right level
    - Outputs, Outcomes and Benefits
    - Project Product Description
    - High level requirements
  - Define things in the right way
    - To enable agile to work easier e.g. outcome focussed
  - Set the project up in an appropriate manner
    - Integrating with agile teams e.g. role names
    - Impact of frequent releases of products to enable and provide benefits.

Guidance reference: Section 17.3
Top slide
Starting up a Project and Initiating a Project

In simple terms this is usually for one of two reasons. Either the Agile approach assumes that the upfront work would have already taken place, or it does not need it to be done.

Mature Agile organizations using Agile build their own processes for upfront work when they use Agile in a project context.

Two concepts that occur quite frequently in Agile are:
- Project chartering or visioning
- Sprint zero (or iteration zero or (the) discovery (phase))

Project chartering or visioning in Agile is typically used to gain a basic understanding of the project and is seen as a short process where information is captured and recorded in a very simple form often using bullet points and visualization.

Sprint zero is a similar idea widely used by Scrum and Agile teams but the concept is controversial in that it is seen by some as unnecessary and is not part of the Scrum Guide.

The amount of upfront work that takes place in an Agile context is often a question of balancing the need to do some planning with the desire to let things emerge and use empiricism in order to adapt to changing circumstances. In a BAU context doing very little planning can be a very effective philosophy but in a project context where work will be more challenging this could be too risky.

A lot of guidance in Agile starts with a backlog of features to build but in a project context this will need to be created.

Bottom slide
Starting up a Project and Initiating a Project

The Cynefin framework (pronounced kuh-nev-in) was created by David Snowden. It is a decision-making framework that has been designed to help with understanding and determining what level of complexity exists in a given situation or environment.

In the context of PRINCE2 Agile this can be used to help understand the level of complexity facing a project or potential project.

The project product description (and the business case) should be defined with more focus on how the output can be described so that the outcomes and benefits can be adjusted during the project. If the project product description just focuses on the intended solution then the supplier is more likely to focus on this than the value it intends to deliver. This in turn may impact contractual arrangements made before delivery commences (e.g. how much the style will reflect the Agile way of working).
Starting up a Project and Initiating a Project

- The use of workshops
- More informal control and communication

Cynefin

- A decision making framework to help determine the level of complexity
- It describes the relationship between ‘cause and effect’
- It determines how complex an environment is
- Used to help apply PRINCE2 and PRINCE2 Agile appropriately.
Top slide
Starting up a Project and Initiating a Project

• Define outcomes
• Use concepts from Lean Startup
• Identifying risks to the Agile way of working with the Agilometer
• Use the project product description
• Define a business case in an Agile context
• Know what is covered by sprint zero (or iteration zero or (the) discovery (phase))
• Run workshops to kick off a project
• Assess different levels of uncertainty with Cynefin
• Use more informal communication channels
• Plan the frequency of releases
• Create and manage a product backlog
• Write a definition of ‘done’
• Map Agile roles to PRINCE2 roles and describe the considerations to take into account
• Communicate on a project using Agile
• Plan and control a PRINCE2 project using Agile
• Tailor any of the PRINCE2 management products

Bottom slide
Cynefin

The Cynefin framework identifies five domains which describe the relationship between ‘cause’ and ‘effect’ of events and interactions, and therefore determines how complex an environment is. In simple terms, if x happens and results in y, what is the relationship between x and y? Is it to be expected and always happens, or could it be completely unexpected and in fact random?

Use of Cynefin is not mandated by PRINCE2 Agile - its role in the manual is to stimulate debate and to raise the concept that we may approach different problems differently. So something highly innovative may need to be approached differently to something that is a reasonably straightforward project. The reason for the inclusion of this framework is that many areas of agile operate in very volatile and disruptive situations and much of what is talked about in agile assumes that this is the only situation that agile can be used in, whereas more mundane and straightforward projects can still use agile.
The Cynefin Framework

- Five domains
- Disorder is the fifth
- Can be used to assess the output, outcome or benefit
- Can be used to assess the project environment
- Collaboratively assessed to avoid people’s natural tendencies.

Guidance references: Section 17.4.1, Figure 17.3

Cynefin

- Projects will typically exist in the Complicated or Complex domains
- If work exists in the Obvious domain it will probably be handled as Business As Usual
- If work exists in the Chaotic domain it will probably be unsuitable for existing processes.

Guidance reference: Section 17.4
The Cynefin Framework

The diagram on the left is created by AXELOS and a little different than other representations found online. Among other things, this diagram contains a cliff where the project may fall over and suddenly the project goes from Obvious to Chaotic.

NB: The diagram goes clockwise which is the opposite way to most representations of this diagram

The five relationships are identified as:
- Obvious Where the relationship is obvious and is usually addressed by ‘best practice’
- Complicated Where some form of analysis or expertise is required to understand the relationship, which is usually addressed by ‘good practice’ where there may be several different options available
- Complex Where the relationship can only be understood in retrospect and is addressed by ‘emergent practice’ which may evolve to a new way of working
- Chaotic Where there is no apparent relationship, and any way of working is described as novel
- Disorder Where the relationship is unknown.

Cynefin

During Starting up a Project and Initiating a Project this framework can be used to understand (or attempt to understand), the complexity of a project. The framework can be used to analyse two areas:
- The level of complexity of the final product in terms of the output, outcome and benefits: e.g. whether it is highly innovative and there is little knowledge of how well it will sell.
- The level of complexity of the project environment in terms of such things as the levels of co-location, collaboration and experience: e.g. there are many teams involved from all around the world.

The Cynefin framework can help with how PRINCE2 is configured for projects of varying degrees of uncertainty. In a similar way to driving a car, there is a need to understand the prevailing conditions: e.g. it is snowing, it is dark – then drive in the most appropriate way by using the controls that are available in the best way possible.

It is advised to watch a video of Dave Snowden talking about Cynefin:
http://cognitive-edge.com/library/more/video/introduction-to-the-cynefin-framework/
Agile and the PRINCE2 Themes

All 7 Themes need to incorporate agile

Some Themes are more prominent than others when combining PRINCE2 with agile.

Guidance reference: Section 8.1, Section 8.2

Business Case - general view of agile

- It may not exist in some agile environments as there may be a focus on value assigned to features instead
- May be created at the beginning of a piece of work as part of ‘sprint zero’ (or similar term).

Guidance reference: Section 9.2
Top slide
Agile and the PRINCE2 Themes

NB: Nothing in PRINCE2 has been removed - it is tuned, configured, tailored. Some themes are more prominent than others because of the very nature of agile e.g. it is very much delivery focused so themes such as progress and plans have a high level of interaction. The risk theme is less prominent in agile. Please note the word less as opposed to non-existent.

Bottom slide
Business Case - general view of agile

Each theme will be presented in the form of the general view followed by guidance.

The general view of agile with respect to the business case depends on the maturity of the agile organisation - a business case may exist or it may not.

NB. Scrum and kanban do not have a business case.
Business Case - guidance

- The Business Case may be affected by the amount being delivered
- Early delivery of benefits will affect the Business Case
- The minimum viable product (MVP) will need to be clearly stated
- Project viability is not the same as the MVP
- Best-case, worst-case and expected-case will relate to the amount of features delivered
- Where there is high uncertainty this may take very little time.

Guidance reference: Section 9.3

Defining value

- Can often be subjective
- Easier to assign relative values
- Value can be assessed in many ways  
  e.g. revenue, reducing costs, customer satisfaction
- There is a need to differentiate between output, outcome and benefit
- Outcome and benefit need to be measurable
- The Business Case should be flexible to maximise the benefit
- Focussing on benefits is helped through Collaboration.

Guidance reference: Section 9.4.1
The business case may be built around the early delivery of benefits i.e. if all the benefits are delivered after the project the project may not be viable. It is essential to understand the concept of MVP in PRINCE2 Agile because it is to do with learning and not the commercial viability of a product which its name may imply.

The trainer should check the definition of MVP in the glossary and if still unsure do further reading regarding the MVP in the Lean Startup.

Generally the best case worst case and expected case scenarios relate to how much is being delivered and not how late or how early the project as a whole is delivered.

In a PRINCE2 Agile context the term MVP broadly aligns with the Lean Startup view that it is a ‘version of the final product which allows the maximum amount of validated learning with the least effort’. This should not be confused with the viability of the project as a whole. Typically, an MVP would be delivered as early as possible during the project.

It is important to note that an MVP is about learning and may not go into operational use; it may be in the form of a simple experiment or prototype.

Agile usually refers to ‘value’ whereas PRINCE2 usually refers to ‘benefits’. Although not precisely the same thing the terms are often interchangeable.

Relative value relates to subjective values where it is possible to value one feature as a 10 and another feature as a five, although the actual value that will be delivered may not be known or hard to quantify.

During the course it is important to be aware when using the word value in the sense that agile refers to value and PRINCE2 refers to benefits.
Requirements and User Stories

- They need to be well defined and prioritised so that they are conducive to the agile way of working
- Many terms describe what a product does or how well it does it e.g. Requirement, Product Description, User Story
- Definitions should be at the right level and decomposed at the right time allowing them to evolve
- Boulder, rocks and gravel as a metaphor.

Guidance reference: Section 25.1

User Stories

- Similar to requirements
  - As a <role>, I want to <function>, so that <benefit>.
- Additional information would include:
  - Acceptance Criteria
  - Effort involved
  - Value
- They are a starting point and not fully defined.

Guidance reference: Section 25.6.1
It should be noted that requirements is one of the five focus areas as PRINCE2 doesn’t provide enough detail on this to run in an agile context.

The following slides are important to PRINCE2 Agile because many of the failings of current projects are through badly written requirements and/or user stories.

<table>
<thead>
<tr>
<th>Approximate level of detail</th>
<th>Preferred PRINCE2 Agile terms</th>
<th>Possible equivalent terms</th>
</tr>
</thead>
<tbody>
<tr>
<td>The highest</td>
<td>Project product description</td>
<td>Vision</td>
</tr>
<tr>
<td>High level</td>
<td>Product group</td>
<td>Epic, feature, function, theme, scope</td>
</tr>
<tr>
<td></td>
<td>Project product description composition</td>
<td></td>
</tr>
<tr>
<td></td>
<td>High-level requirement</td>
<td></td>
</tr>
<tr>
<td>Intermediate level</td>
<td>Product description</td>
<td>Epic, feature, function, Coarse-grained user story</td>
</tr>
<tr>
<td></td>
<td>Intermediate-level requirement</td>
<td></td>
</tr>
<tr>
<td>Low level</td>
<td>Product description</td>
<td>User story, fine-grained user story</td>
</tr>
<tr>
<td></td>
<td>Sub-product</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low-level or detailed requirement</td>
<td></td>
</tr>
</tbody>
</table>

User Stories

“A tool used to write a requirement in the form of who, what and why.”

User stories are a very popular technique used throughout Agile. The thinking behind user stories is quite simple and if some basic guidelines are followed correctly their use can be quite effective. This simplicity only goes so far and user stories need to be complemented by a degree of rigour to gain the most benefit from this technique.

User stories are a starting point and are deliberately not fully defined so that a conversation has to take place. The hardest part is possibly defining the benefit.
User Stories

- Takes skill to create good User Stories:
  - INVEST is used by many
  - So is a definition of ‘Ready’
- Epics are a type of User Story that need to be broken down
- Technical Stories can be used for Non-functional requirements e.g. performance or speed.

Requirements Prioritisation

- An essential part of PRINCE2 Agile
- Two approaches frequently used are:
  - MoSCoW
    - Ordering (1,2,3,…,n)
- MoSCoW stands for:
  - Must have
  - Should have
  - Could have
  - Won’t have for now.
Top slide
User Stories

The slide shows two examples of User Stories. The white card is good while the purple card is less good.

The INVEST mnemonic (created by Bill Wake) is used by many as a simple checklist to create a well-written user story in that it should be:
I – Independent
N – Negotiable
V – Valuable
E – Estimable
S – Small
T – Testable

In terms of managing the user stories (e.g. for planning purposes), making each user story ‘independent’ from one another means that someone can work on that user story without overlapping with or being dependent on someone else’s work. Making them ‘small’ further helps with planning and the quicker delivery of value.

‘Negotiable’ refers to the collaborative working between the customer and the team delivering the product. The thinking behind making the user story ‘valuable’, ‘estimable’ and ‘testable’ focuses the customer and the team to be clear on what they are really trying to achieve. If these three cannot be achieved then there is more to do before work commences.

The SMART abbreviation can also be used in this way (i.e. Specific, Measurable, Agreed, Realistic, Timed).

User stories are an effective technique when using Agile. They are easy to manage, they stimulate collaboration and ultimately, when used correctly, improve communication. But always remember it is what happens around the user story that is far more important than the user story itself.

Bottom slide
Requirements Prioritisation

It is important to use the correct approach in the correct situation because these do not work in the same way.

MoSCoW typically works at higher levels and over longer timescales where requirements may be grouped by function and dependencies exist between these functions.

Ordering primarily works at a lower level (or task level) where certain technical activities are taking place. The choice of approach will be dictated by the level of uncertainty of the work being undertaken. Generally speaking MoSCoW would be the default approach, as it specifically addresses situations where work is time-bound and finite such as when working on a project, or in a timebox.

The W for won’t is described differently by many people but in PRINCE2 Agile it is – won’t have for now
MoSCoW and ordering

- Is it really a Must?
  - Will it work without it?
  - Is it worth delivering it, without it?
- Can it be decomposed?
- Ordering is appropriate when:
  - There is little dependency between items
  - Items do not naturally group together.

Guidance reference: Section 25.5.6, Figure 25.2

Using prioritisation

- Can be used on:
  - Non-functional requirements
  - Quality Criteria (Acceptance Criteria)
  - Quality Review activities
- Prioritisation handles change but is it detail change or baseline change?
- Detail change can be handled dynamically.

Guidance reference: Section 25.5.7
Top slide
MoSCoW and ordering

If ever you need to quickly demonstrate to a customer prioritization with MoSCoW, a simple biro can be a useful prop, as the diagram shows. It can also be used to illustrate decomposition and how a ‘must’ can exist within a ‘could’.

Bottom slide
Using prioritisation

It is important to understand the difference between scope and quality when defining customer quality expectations, acceptance criteria, product descriptions, quality criteria and quality tolerances. They need to be defined in such a way that flexing what is being delivered does not compromise the fitness for purpose of any product, or ultimately the final product. Further to this, carefully differentiating functional from non-functional requirements is important, as this can help with respect to prioritization. The use of Agile concepts and techniques such as the definition of ‘done’ and the definition of ‘ready’ can be used to define quality criteria and acceptance criteria. The frequency of quality checking (in the form of reviews or tests) will have a significant impact on how a project is planned, as this will affect the iterative and incremental delivery of the project’s products and how they are released.
Change - general view of agile

- Agile embraces change
- Agile responds to it, welcomes it
- Change to the detail is typically viewed as positive
- Change to the baseline may not be.

Guidance reference: Section 14.2

Change - guidance

- PRINCE2 could be said to be more cautious
- Blending with agile controls significant change
- Allows responsive change at the detail level
- This typifies the marriage of the two
- It is important that baselines use the correct level of detail
- Starting-up a Project and Initiation a Project can create the correct environment for this.

Guidance reference: Section 14.3
Top slide
Change - general view of agile

Although no changes are needed to this theme, the Agile way of working embraces change and responds to it. The PRINCE2 approach to change control needs to allow for this and helps to create a more accurate final product.
The appropriate definition of product descriptions, quality criteria, quality tolerances and work packages is important. They can be defined in such a way as to allow for change, whilst at the same time creating a clearly defined baseline that can prevent a change to the very purpose of a product going undetected.
A change authority may still be appropriate but is unlikely to function at the delivery level unless it carries out its duties informally, and the change authority needs to understand how detailed change is perceived and addressed in Agile.
A change budget is unlikely to exist, as the Agile way of working uses the prioritization of what is being delivered as contingency.
Configuration management will need to be set up in a way that also helps to embrace change, as it may happen frequently.

Bottom slide
Change - guidance

Both PRINCE2 and Agile see change as inevitable but there is a contrast between the two in that Agile embraces change and could be described as ‘change friendly’, whereas PRINCE2 is somewhat more cautious and could be said to ‘control it’. These views are not contradictory, and when combining PRINCE2 with Agile it creates a blend of controlling significant change, whilst giving freedom to allow for responsive change at the detail level.
This means allowing change at the product delivery level in order to harness the benefits of positive change, whilst at the same time putting in place the appropriate governance to handle change, which may affect the agreed baseline upon which the project was justified.
One particular area of note when handling change is to assess if the change has any impact on the ability to deliver an MVP at the right time, as this will immediately raise an exception.
Change - guidance

- Requirement definition can be binary or like a spectrum
- Good risk management can lessen the impact of change
- So can good Configuration Management
- Empowered self-organizing teams at the delivery level handle change dynamically within defined tolerances.

Guidance reference: Section 14.3

The Feedback Loop

- Gather feedback as quickly as possible
- Ideally ‘true’ feedback from the end customer
- Many forms of feedback loop exist such as:
  - OODA (Observe Orient(ate), Decide, Act)
  - PDCA (Plan, Do, Check, Act)
  - PDSA (Plan, Do, Study, Act)
  - Build, Measure, Learn (Lean Start-up).

Guidance reference: Section 14.4.1
Top slide
Change - guidance

In order to be more proactive about change in an Agile setting, as well as controlled and consistent after responding to change, it should be noted that in PRINCE2 there is a close relationship between the Change theme, the Risk theme and the activity of configuration management. In this way a good risk management strategy and good risk management can lessen the impact of change by formally allowing for it and planning for it. A good configuration management strategy and good configuration management will then ensure that changes have been applied correctly and consistently. Whether or not this only happens at the higher levels of the project structure depends on where the baseline has been set and whether or not it impacts the teams working at the delivery level.

Bottom slide
The Feedback Loop

A fundamental concept in Agile is to gather feedback from a customer as quickly as possible. This is in keeping with the PRINCE2 Agile behaviour of exploration. This takes the form of a cycle where something is delivered, gets used, creates feedback (which can be in many forms) and then drives further decisions and deliveries.

Lean Startup puts particular focus on this and aims to make this cycle as short as possible in order to become more responsive. It refers to this as ‘accelerating the feedback loop’. How short a timescale this feedback loop will be varies considerably between different organizations in different sectors, but the aim is to move from months to weeks, weeks to days and even days to hours. Sprint reviews and release reviews are examples of where this feedback can be collected.

Ideally, this feedback should be as ‘true’ as possible and involve the end customer. Having said that, any feedback about the project process or the product being created is going to have value. The ultimate goal is to have real customer feedback in as short a time as possible: this may require continual customer involvement.

The feedback loop is of great importance to being truly Agile. A lot of emphasis on effort should be channelled into making this as short and effective as possible.
Organisation - general view of agile

- Self-organizing
- Two common roles:
  - Scrum Master
  - Product Owner
- Less prominence for:
  - Project Manager/Team Manager role
  - Requirements Engineer/Business Analyst (or similar) role.

Guidance reference: Section 10.2

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Organisation - guidance

- In simple terms adding PRINCE2 roles to agile delivery roles is quite straightforward
- However, how easy it is depends upon the nature of the work
- Roles need to be aligned.

<table>
<thead>
<tr>
<th>Size/Scale of the work</th>
<th>Typical number of teams involved</th>
<th>Ease of synchronisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>One</td>
<td>Probably straightforward</td>
</tr>
<tr>
<td>Large</td>
<td>Many (at least more than one)</td>
<td>Probably requires a degree of care</td>
</tr>
</tbody>
</table>

Guidance reference: Section 10.3, Table 10.1
Top slide
Organisation - general view of agile

Agile puts a lot of emphasis on the way a team operates in that it should self-organize, be empowered, remain stable and have a large amount of autonomy. This creates a feeling of the team being collectively responsible for what it delivers, which contrasts with the view that the person in charge of the team is solely responsible. It also prefers the team members to be multi-skilled (i.e. they can offer more than one discipline) as much as possible.

The Scrum master:
A common role in Agile is that of the Scrum master, who is seen as a servant leader. The Scrum master facilitates and coaches the Scrum process whilst removing impediments identified by the team working at the delivery level. It could be said that there is no equivalent role in PRINCE2. The team manager is the most obvious candidate, but in Scrum and in many Agile belief systems the team does not need to be ‘managed’ per se – it needs to be ‘led and coached’. When using Agile in a PRINCE2 environment there will need to be a team manager or equivalent who is ultimately accountable for the delivery of a team’s products, but this will need to be handled appropriately.

The product owner:
Another common and perhaps pivotal role in Agile is that of the product owner, and this role is often regarded as the key stakeholder. It is difficult to draw a simple parallel with a PRINCE2 role as it depends on the number of delivery teams involved on a project. Even making a general rule is difficult as there may be many teams with many product owners.

Bottom slide
Organisation - guidance

Mapping agile roles to PRINCE2 is easier if there is only one team. On more complex projects using more than one team it is not straightforward e.g. the role of product owner
Organisation - adjustments

- Common agile concepts may need to be adjusted
- Agile teams prefer to be led and coached as opposed to managed
  - Mapping the Team Manager roles needs to be handled appropriately
- Common agile guidance refers to a single Product Owner
  - PRINCE2 Agile recommends taking a more blended view
- Common agile guidance does not have a Project Manager role
  - PRINCE2 see this role as mandatory on a project
- The Team Manager role needs to integrate into an agile delivery team.

Guidance reference: Section 10.4

Organisation

- How the Project Manager relates to the delivery team is key
- There are 3 options:
  - Leave the delivery team roles as they are
  - Leave the delivery team roles as they are but identify a single point of contact for the Project Manager
  - Create a Team Manager role in the delivery team
- The choice will be made according to the circumstances of the project.

Guidance reference: Section 10.4.2
Integrating an agile delivery team into a PRINCE2 environment isn’t necessarily simple because it depends on how agile the delivery team is or thinks it is. As an example if a scrum team is working very effectively it could be damaging to install a team manager (or the role itself) in a form that will disrupt the delivery team. This needs to be handled with care.

The only time you do not need a project manager is when it is not a project e.g. when it is BAU.

How the Project Manager relates to the delivery team will depend on the maturity of the delivery team and the relationship between the project manager and the delivery team. It may be that the project board, who are ultimately accountable for the project, express a preference or make a decision.
Organisation - the delivery team

Usually represented by some or all of the following:

- Someone to lead the team
- Someone from the customer (or at least someone to represent the customer)
- A team to create the product
- Someone to assure the quality of the product
- Someone to coach the team (which includes coaching them in agile)
- Multi-skilled ‘generalising specialists’.

Guidance reference: Section 10.4.3

Organisation - project structures

All roles need to be conversant with working in an agile way

Guidance reference: Figure 10.4, Figure 10.5
Top slide
Organisation - the delivery team

There is no mention of the composition of the delivery team in PRINCE2. This is for two reasons. Firstly, PRINCE2 operates in a variety of situations and industry sectors; therefore defining delivery teams is difficult as there are a wide variety of disciplines to cover. Secondly, the technical delivery aspects of a project are separate from project management and project direction. All that is required by PRINCE2 is the clarification of the relationship between the project manager and the team manager.

Many in the Agile community promote the idea of teams made up of multi-skilled people, where any team member can do any other team member’s job. Others agree with having more than one skill, but prefer some degree of specialization. There is very little appetite for single-function roles in an Agile delivery team, as this makes self-organizing and the ability to respond to delays very difficult.

Bottom slide
Organisation - project structures

If a project is small enough to be addressed by one team where the roles of project manager and team manager are combined, an expected configuration of the customer and supplier roles would look something like that shown in the diagram on the left part of the slide.

If a project has more than one delivery team there will be one project manager and more than one team manager, and a typical configuration of the customer and supplier roles would look something like that shown in the right part of the slide.
Agenda for Day 2

- Servant Leadership
- Principles and behaviours
- The Agiometer and the Risk Theme
- Managing Product Delivery (incl. Scrum, Plans and Progress, estimation, burn charts, IRs and Work Packages)
- Quality (Incl. DoD)
- Controlling a Stage and Managing a Stage Boundary (Incl. Frequent Releases and Retrospectives)
- Directing a Project.

Servant Leadership

- Usually seen as best practice for leading an agile team
- The best way to lead a team is to be its servant
- Some of PRINCE2 could be said to be in conflict with this
- The focus is on:
  - Empowerment
  - Collaboration
  - Facilitation
- How much this can be used depends on context
- Nothing in PRINCE2 limits the use of Servant Leadership.

Guidance reference: Section 10.5.1
Top slide
Agenda for Day 2

The slide shows the expected areas to be covered on day 2 of the course.

Bottom slide
Servant Leadership

This concept or philosophy is usually advocated as a best practice for the person ‘leading’ a team at the delivery level in an Agile environment. The term ‘servant leader’ originates from books and essays written by Robert K. Greenleaf in the 1970s, although it could be said to date back to ancient history.

In simple terms the idea of servant leadership is that the best way to lead a team is to be a servant to the team. Therefore, as a leader of a team you would put team members’ needs above yours. It would be your role to ensure that everyone is looked after, that they are okay and they have what they need. This in turn creates a happier, more effective and productive team, and performance improves accordingly. When integrating Agile with PRINCE2 this concept needs to be handled carefully, as it could be said that some of PRINCE2 would be in conflict with the philosophy of servant leadership. An example of this is where a team manager has clearly defined responsibilities such as planning and monitoring the team’s work. Agile and servant leadership focus on everyone in the team as a whole being responsible for how they work and what they produce. Therefore, creating a role for this will automatically create a situation where the team may not feel that it is truly responsible. Even the title of the role itself can produce this effect. However, PRINCE2 does not have a preferred style of control and leadership, so it can support any style and this includes servant leadership.
Incorporating a wider Customer view

- The simplicity of the Product Owner role has limitations in a project context such as:
  - Project size
  - Size of the role
- The detailed view and the wider, higher level view needs to be reflected
- A specialist role can be used to define requirements
- Senior User is ultimately responsible
- The Product Owner operates best from inside a delivery team.

Guidance reference: Section 10.5.2

Working Agreements

- Used to evolve the effectiveness of a team
- Typically they are made visible
- Collaboratively defined, built by consensus
- Need to be built with care.

Guidance reference: Section 10.5.3
Incorporating a wider Customer view

In Agile, the customer view is often represented by a role called the product owner. It is one of the three Scrum roles and is hugely significant in Agile terms: executing this role correctly is critical to the successful use of Agile because this role is so commonly used. This may require an individual to be trained in how to be a product owner, or they may need the support of a proxy who has the appropriate skills. However, there is a paradox with this role in that it is simple to define it and assign someone to it, but this simplicity needs to be tailored when used in a project context – even when working in a mature Agile environment. The reason for this is that the product owner role is commonly associated with a scenario where there is one team, one product, and work is ongoing such as in a BAU environment. When using the product owner role in more challenging situations adjustments will probably need to be made.

Working Agreements

Many concepts in Agile relate to multi-skilled teams that are empowered and self-organize. Creating working agreements is a concept that is used to evolve the effectiveness of a team that is self-organizing. This is achieved by collectively developing a set of team guidelines, or rules, to bring some structure to how the team works and behaves.
Principles and behaviours

- Agile has a strong focus on principles (see Appendix E).
- All PRINCE2 principles are applicable when using agile.
- PRINCE2 Agile identifies 5 behaviours to be monitored.

Guidance reference: Appendix E

PRINCE2 Principles - guidance

- Continued Business Justification
  - The rationale behind the MVP should be understood
- Learn from Experience
  - Many agile concepts support this and should be used
- Defined Roles and Responsibilities
  - Delivery roles will apply and should be carefully mapped
- Manage by Stages
  - Timeboxes should be integrated carefully
- Manage by Exception
  - This is at the heart of empowering people with the appropriate level of governance
- Focus on Products
  - This makes it easier to stay in control and focus on value
- Tailor to suit the project
  - Further specific tailoring is enabled by assessing the risks associated with agile.

Guidance reference: Section 7.3, Table 7.1
In general the topic of principles and behaviours is a huge area and much is said and written about it in an agile context. It could be said that if there was only one thing to get right this would be it. Unfortunately the wide variety of methods and approaches refer to a mixture of principles and behaviours and also refer to them with other terms such as values and mind-sets. In PRINCE2 Agile this whole group of attitudes and ethos is seen as behaviours. Therefore the seven PRINCE2 principles are complemented by the five behaviours that would typify agile in a PRINCE2 context.

Appendix E in the manual describes the strong focus on principles and PRINCE2 Agile also identifies 5 behaviours to be monitored:

- Transparency
- Exploration
- Collaboration
- Self-Organisation
- Rich Communication

The list on the slide gives some ideas of simple guidance for the principles and possible examples. Some of the PRINCE2 principles are very relevant to agile and “manage by exception” is a very powerful principle to apply to agile as it empowers people to self organise and allow them to deliver.
PRINCE2 Agile Behaviours

- Transparency
- Collaboration
- Rich Communication
- Self-organization
- Exploration.

Guidance reference: Section 7.4, Figure 7.1

The Agilometer - a focus area

- An assessment tool providing guidance on risks and benefits from an agile perspective
- Assessed at the start of a project and throughout
- The Project Manager facilitates the assessment
- It is a guide to make an informed decision
- Use the sliders in isolation, do not create an average
- After the assessment, can any sliders be improved?
- The question is always ‘how much’ and not ‘yes or no’.

Guidance reference: Section 24.1, Section 24.2, Section 24.3
Top slide
PRINCE2 Agile Behaviours

These five behaviours have been created to cover all of the various principles, values and attitudes that have come to epitomise agile. Any agile behaviour of note should be covered in some way in one of these and if not they should be covered by one of the seven principles of PRINCE2.

Bottom slide
The Agilometer - a focus area

The purpose of this focus area is to describe how to assess the Agile environment in order to tailor PRINCE2 in the most effective way. Every project situation is different in some form due to factors such as the level of trust between the customer and the supplier, the technology being used or the level of uncertainty. Therefore it is important to decide in advance how to address these advantages and disadvantages in order to run a project in the most effective way from an Agile perspective.

In order to receive the most benefit from using a method or approach it is essential to adjust and adapt it to suit the context and conditions it is operating in. PRINCE2 is no exception to this rule and it provides a lot of guidance on how to tailor PRINCE2 for any project situation. The aim of the Agilometer is to provide further guidance (with respect to Agile considerations) that will create a level of control and predictability, without becoming overly prescriptive.

Take the analogy of driving a car. A typical car provides a mode of transportation and has many features to help make a journey in a safe manner (e.g. engine, lights, wipers); however, it still needs a driver to make decisions and use those features to control the car appropriately. On a regular car journey the route and the destination may not change but the conditions do. This is why a driver drives differently in snow and on ice compared to driving on a dry road on a sunny day. Importantly, assessing the conditions before the journey commences helps improve the chances of carrying out the journey in the safest and most effective way.

Essentially this is a risk assessment for how appropriate agile is for a given project. The name may be seen as somewhat quirky but the team working on PRINCE2 Agile generally wanted something lighter to describe some of the key areas that are important when combining PRINCE2 with agile.

It is only a guide and organisations should evolve their own version of the agilometer for assessing agility on a project.
The Agilometer

- The Agilometer in PRINCE2 Agile has 6 key areas
- This represents a starting point, it can be tuned.

Guidance reference: Section 24.4, Figure 24.1

Risk

- Generally there is relatively less prominence given to the area of risk in agile
- Agile concepts mitigate many risks associated with other approaches (e.g. waterfall)
- PRINCE2 brings a level of formality and planning to risk management
- The level of formality should be appropriate
- Address risk during stand-up meetings
- Agile has risk areas of its own (assessed by The Agilometer)
- The 5 behaviours in PRINCE2 Agile help manage risk.

Guidance reference: Section 13.1, Section 13.2
Top slide
The Agilometer

The ‘flexibility on what is delivered’ slider:
- The customer may be unaware of why there is a need to be flexible with what is delivered. Therefore training and education may be appropriate.
- Are there too many requirements that are ‘musts’? Can they (or the assumptions behind them) be challenged to see if the priority is too high?

The level of collaboration slider:
- Get people together and break down any barriers.
- Investigate reasons why people may be reluctant to collaborate. Have they been let down in the past? Political baggage?

The ease of communication slider:
- Bridge any physical gaps by arranging visits for a day or a week
- Use video-conferencing and plan around differing time zones
- Co-locate the team
- Improve the use of tactile and/or low-tech solutions when presenting information.

The ability to work iteratively and deliver incrementally slider:
- Challenge the team to think of partial deliveries that will be ‘of use’ in some form or another.
- What could go into a first release?
- Something ‘of use’ can have many forms: e.g. a quick win, technical proof of concept, getting the hardest work out of the way first.
- Try to calculate the value of delivering something early.

The advantageous environmental conditions slider:
- Would new tools help? Can you do more to protect the team from outside disturbances? Would some training help?
- Can ‘the commercials’ be adjusted to align more with the Agile way of working? Do third parties need awareness about their role on a project using Agile? Can you draw on other people’s experiences?

The acceptance of Agile slider:
- Would training help? Would a more informal workshop approach get over key messages?
- Can you direct people to helpful information on your knowledge base about Agile (e.g. the company intranet)?
- Can you get key personnel (e.g. at project board level) to help explain Agile to key stakeholders?
- Make it clear to the key stakeholders what the benefit is for them.

Bottom slide
Risk

When using the Agilometer it is important to see it as a guide to help you make an informed decision. The Agilometer itself does not make a decision or offer any recommendations. Further to this it is important to see each slider in isolation and not to create an average score across all areas. The Agilometer shows where there are risk areas with using Agile. It also shows the opposite: i.e. where there are benefits with using Agile
Managing Product Delivery

What you may find:
- A strong focus in this area
  - Managing product delivery
  - Product delivery practices
- Scrum manages product delivery

Guidance reference: Section 20.2

Managing Product Delivery

What to do:
- Use Work Packages appropriately
- It is a vital interface/link to be managed
- Perhaps define tolerances on what is delivered at the Work Package level
- Ensure that Product Descriptions are defined at the right level
- Agree and/or give guidance on such areas quality, releases and risk.

Guidance reference: Section 20.3
Managing Product Delivery

When combining PRINCE2 with Agile, the Managing Product Delivery process and the use of work packages needs to be seen as a vital interface and linking process. It is the glue that joins together project management (where PRINCE2 provides lots of guidance) with product delivery (where Agile provides lots of guidance).

It could be said that this process is more to do with ‘managing the interface’ between project management and product delivery, as opposed to ‘Managing Product Delivery’. The management of one specific work package (and the product or products contained within it) still needs to be carried out, but this is the responsibility of the team manager at the team level inside the Agile team.

Delivery teams using scrum or kanban would be inside this process.

The crafting and use of work packages is very significant in PRINCE2 Agile it could be said they are THE interface. There are many mechanisms in a work package that can help with agile such as tolerances.

In some ways the work package is like a handshake, and if this partnership is built correctly it brings the benefits of control in a project environment, whilst at the same time allowing the delivery teams enough room to negotiate the uncertainties they will meet when working at the detailed level.

This process and the use of work packages may not result in significant changes in how Agile teams work, but they do need to understand the role they play in a wider PRINCE2 context and also that they need to provide information in the form of reports (e.g. checkpoint reports) and logs (e.g. the quality register) in a timely manner to the project manager to enable the project manager to carry out their duties effectively.
Managing Product Delivery

How it might look

• Work Packages are collaboratively defined
• Reporting arrangements have an appropriate level of formality and transparency
• The wider project context is understood.

Guidance reference: Section 20.3

Work Packages

• A vital interface to blend to the project environment
• Collaboratively defined
• Agreed levels of detail and formality with respect to reporting, tolerances, product descriptions and quality criteria
• Guidance on behaviours, risk and the frequency of releases
• Guidance on quality checking techniques.

Guidance reference: Section 20.3
Managing Product Delivery

It should be collaboratively defined by the project manager and the team manager (and the team), perhaps with agreement that there is visibility of both the team plans and the stage plans that they form part of; (this may take place as part of a sprint planning or release planning meeting).

The formality of reporting arrangements should be agreed – e.g. low-tech burn charts. Checkpoint reports may be done verbally or as a group. Perhaps the same information could be pulled from information on display, or the project manager could attend sprint demos.

This process and the use of work packages may not result in significant changes in how Agile teams work, but they do need to understand the role they play in a wider PRINCE2 context and also that they need to provide information in the form of reports (e.g. checkpoint reports) and logs (e.g. the quality register) in a timely manner to the project manager to enable the project manager to carry out their duties effectively.

Work Packages

The level of formality can be quite wide and varied and would depend on the project circumstances.

The product description(s) contained in the work package may be defined at a level that clearly describes what the team needs to deliver, whilst at the same time not being too detailed to restrict the team and how they create those products.

Guidance on the appropriate quality-checking techniques (e.g. using techniques the team is comfortable with or identifying certain reviews that the PRINCE2 quality review technique could be used for).
Scrum - what is it?

- A framework for developing and sustaining complex products
- A collection of roles, events, artifacts and rules
- Created by Schwaber and Sutherland (c. 1995)
- A way to assess the efficiency of your practices so that you can improve.

Guidance reference: Appendix H

Scrum theory

- Founded on empirical process control theory
- Decisions based on evidence
- Covers three areas:
  - Transparency
  - Inspection
  - Adaptation.

Guidance reference: Appendix H
Top slide
Scrum - what is it?

Scrum is a process framework that has been used to manage complex product development since the early 1990s. Scrum is not a process or a technique for building products; rather, it is a framework within which you can employ various processes and techniques. Scrum makes clear the relative efficacy of your product management and development practices so that you can improve. The Scrum framework consists of Scrum Teams and their associated roles, events, artifacts, and rules. Each component within the framework serves a specific purpose and is essential to Scrum’s success and usage. The rules of Scrum bind together the events, roles, and artifacts, governing the relationships and interaction between them.

Bottom slide
Scrum theory

Scrum is founded on empirical process control theory, or empiricism. Empiricism asserts that knowledge comes from experience and making decisions based on what is known. Scrum employs an iterative, incremental approach to optimize predictability and control risk.

Three pillars uphold every implementation of empirical process control: transparency, inspection, and adaptation.

Transparency
Significant aspects of the process must be visible to those responsible for the outcome. Transparency requires those aspects be defined by a common standard so observers share a common understanding of what is being seen.

For example:
A common language referring to the process must be shared by all participants; and,
Those performing the work and those accepting the work product must share a common definition of “Done”.

Inspection
Scrum users must frequently inspect Scrum artifacts and progress toward a Sprint Goal to detect undesirable variances. Their inspection should not be so frequent that inspection gets in the way of the work. Inspections are most beneficial when diligently performed by skilled inspectors at the point of work.

Adaptation
If an inspector determines that one or more aspects of a process deviate outside acceptable limits, and that the resulting product will be unacceptable, the process or the material being processed must be adjusted. An adjustment must be made as soon as possible to minimize further deviation.
Scrum prescribes four formal events for inspection and adaptation:
- Sprint Planning
- Daily Scrum
- Sprint Review
- Sprint Retrospective
The Scrum team

- Self-organising
- Cross-functional
- Flexible, creative, productive
- The Roles:
  - The Product Owner
  - The Development Team
  - The Scrum Master.

Scrum events

- Events are prescribed to create regularity
- Every event has a maximum duration
- The Sprint is at the heart of this concept
- Forces transparency
- Opportunities to inspect and adapt.

Guidance reference: Appendix H
The Scrum team

The Scrum Team consists of a Product Owner, the Development Team, and a Scrum Master. Scrum Teams are self-organizing and cross-functional. Self-organizing teams choose how best to accomplish their work, rather than being directed by others outside the team. Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team. The team model in Scrum is designed to optimize flexibility, creativity, and productivity.

Scrum Teams deliver products iteratively and incrementally, maximizing opportunities for feedback. Incremental deliveries of “Done” product ensure a potentially useful version of working product is always available.


Scrum events

Prescribed events are used in Scrum to create regularity and to minimize the need for meetings not defined in Scrum. All events are time-boxed events, such that every event has a maximum duration. Once a Sprint begins, its duration is fixed and cannot be shortened or lengthened. The remaining events may end whenever the purpose of the event is achieved, ensuring an appropriate amount of time is spent without allowing waste in the process.

Other than the Sprint itself, which is a container for all other events, each event in Scrum is a formal opportunity to inspect and adapt something. These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt.
Scrum

The 5 Scrum events

- The Sprint
- Sprint Planning Meeting
- Daily Scrum Meeting
- Sprint Review
- Sprint Retrospective.

Guidance reference: Appendix H
The diagram shows how the five events, the three roles and the three artefacts combine together.

**Bottom slide**  
The 5 Scrum events

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Scrum artifacts

- Product Backlog
- Sprint Backlog
- Increment.

Plans - general view

- Agile puts a lot of emphasis on planning
- Agile mostly uses Empiricism as opposed to Rationalism
- Planning style:
  - Based on features
  - A team-based exercise
  - Plan at the last responsible moment
- Using a points scoring system to estimate is popular although there are other ways.

Guidance reference: Appendix H

Guidance reference: Section 12.2
Scrum's artifacts represent work or value to provide transparency and opportunities for inspection and adaptation. Artifacts defined by Scrum are specifically designed to maximize transparency of key information so that everybody has the same understanding of the artifact.

Check page 320 of the manual for details on the Scrum artifacts.

Agile puts a lot of emphasis on planning, and there are several concepts and techniques (e.g. planning and estimating with story points) that could be said to be common to the Agile way of working. However, not only are there significant differences between Agile and conventional approaches to planning, there are also differences between the various Agile frameworks. This means that there are choices to be made when planning, and care is needed to use the most appropriate approach to suit the situation.

A fundamental principle upon which most Agile methods are based is the concept of empiricism. This involves making decisions based on experience – i.e. what is happening or has already happened. A simple example of this would be to start a piece of work and then calculate how much work is left to complete by comparing it with how much work is getting done. This then allows the team to forecast or create an end date.

Starting work and seeing how much is getting done is sometimes called ‘calibration’ (in a similar way to manually setting weighing scales to zero), or calculating ‘velocity’ (i.e. what is the rate of progress). Another expression used to encapsulate this is ‘using yesterday’s weather’ as it can often be the best indicator of what is to follow. Future estimates are then based on this.

The opposite of this is called ‘rationalism’ whereby reasoning or logic is used to make predictions and plan what should happen.

In a BAU context empirical planning is a common Agile technique and works well in an environment where work is ongoing. This means that when planning a two-week sprint, the primary information to use would be that of the previous sprint and the sprints prior to that.

As Agile has evolved over the years many people have moved from controlling their work with a timeboxing approach (e.g. Scrum) to using flow-based systems through the use of Kanban. This has created choice for Agile teams whereby teams can use a point-scoring system to negotiate and plan (e.g. effort points per story), or they can choose to forecast according to such things as lead times (i.e. how long it takes a piece of work of this type to complete). There are advantages and disadvantages when using points in their many forms, so care should be taken to use them appropriately.
Plans - guidance

- PRINCE2 supports any planning style
- A PRINCE2 project needs an end date
- Both agile and PRINCE2 accept the premise of planning horizons
- Higher level plans may more conventional but not necessarily
- Product-based planning can be used easily for any level of plan (see Appendix D)
- Planning needs to consider dependencies and grouping similar work items.

Guidance reference: Section 12.3

Estimation

- Using some form of points system is popular
- Estimating starts with relative estimates and is carried out as a team
- Team members estimates should not be affected by others
- Differences are discussed
- The Fibonacci sequence or T-shirt sizing are very popular systems.

Guidance reference: Section 12.4.1
PRINCE2 supports any type of planning style from a conventional Gantt chart to a simple backlog list. Both styles are in keeping with the product description for plan. It may be the case that more than one planning style is used on a single project. There may be a tendency to use more conventional planning techniques for the higher levels of planning (e.g. where departmental and organizational dependencies may exist) but this may not be necessary. When using PRINCE2 in an Agile environment a Gantt chart can be of limited value as it is not geared to monitor and control the amount of the products delivered and their quality.

One of the most popular techniques used in Agile environments is to estimate the work to be done using a points system. This technique can be used for any type of plan in PRINCE2. Although the technique is reasonably straightforward and commonly used, many of its advantages are not that obvious and sometimes overlooked.

The principal thinking behind this technique is to start estimating by using ‘relative’ estimates (not ‘actual’ estimates) and to do this by harnessing the knowledge of the whole team in a way so that everyone can contribute without being prejudiced by other team members.

The most common form of relative estimation is achieved by giving requirements or user stories a points value that means something relative to another requirement or user story. If painting a wall was given a value of one point and painting a ceiling was given a value of two points, this would mean that painting the ceiling will require twice the effort compared to painting the wall. Importantly, this does not give any indication of how long either task will take, but it does mean that if painting the wall turns out to take five days then painting the ceiling should take something in the region of 10 days – assuming that we have made a correct relative estimate.

Creating these relative estimates is carried out as a team, where each team member simultaneously gives their opinion by using pre-numbered playing cards or pieces of paper showing their chosen points value. The reason for using playing cards or similar is to avoid people having their estimates affected or prejudiced by other people’s views. One area that can affect people’s judgement is the tendency for people to put too much emphasis on the first estimate suggested. This is known as ‘anchoring’.

When everyone reveals their points estimates it is important that any differences, small and large, are discussed and the reasoning behind the differences is understood. Then another round of voting takes place, which leads to the team estimates converging towards a collectively agreed point value. Ultimately, a team can work out how many points they can do in a timebox and can forecast future work throughput, although this does need a degree of stability in the working environment so that like is being compared with like.
Progress - general view

- Similar to plans in that it is of particular importance
- Burn charts and WIP boards are commonly used
- The bigger picture relates to key agile values (e.g. transparency).

Guidance reference: Section 15.2

Progress - guidance

- What is being delivered is of the most importance
- It may take several sprints to understand how things are progressing
- In terms of ‘how are things going?’, it is a necessity to be in control at all times
- Many agile techniques can be used at any level of a project
- The audience for any technique will need to be comfortable with the format.

Guidance reference: Section 15.3
Top slide
About yourself

In a similar way to the Plans theme, Agile sees the Progress theme as of particular importance and many Agile concepts and techniques exist to address the need to track progress. Although most of this is focused at the delivery level, more mature Agile environments use these techniques in a wider context where there is a need to see how a piece of work relates to other teams or other projects and what value is being delivered as a whole.

Agile typically tracks the progress of the amount of work being completed and the amount of value being delivered. Ideally this value is provided to real customers in an operational environment.

It is important to understand that Agile monitors and controls the work being carried out as much through some of its fundamental values and not just the use of specific techniques. Burn charts and work-in-progress boards are very common techniques used in Agile, and although they are very effective in their own right,

Bottom slide
Progress - guidance

Both PRINCE2 and Agile provide an abundance of guidance on tracking progress. There is nothing contradictory between the two. However, there are different areas of emphasis and when combining PRINCE2 with Agile it is important to draw on the strengths of both to create a strong blend that provides comprehensive coverage in all areas and at all levels of a project.

When using PRINCE2 with Agile, flexibility in what is delivered is the primary aspect of performance that is of most interest to the whole project management team; therefore displaying this in the form of a burn chart is quite natural irrespective of the project level.

It is also quite natural for a project manager to know that they will need to react quickly to how things are progressing as it may take several sprints or releases to understand how much work is going to be delivered by tracking overall velocity.
Burn charts

- A popular technique that comes in two forms:
  - a burn-down chart
  - a burn-up chart
- Displayed in the form of a graph with an x and y axis
- They show the current situation and the current rate of progress
- Burn-down charts assume the amount of work doesn’t change
- Burn-up charts should be used if the amount of work is likely to change
- They focus on what has been completed.

Guidance reference: Section 15.4.1
One of the most popular techniques used in Agile environments is to display progress using lines plotted on a graph. These graphs are known as burn charts and they come in two forms: burn-down charts and burn-up charts.

Burn-down charts are the most well known and they are used to show how much work remains whereas burn-up charts are slightly more complex and they are used to show how much work has been done. Both types of chart aim to provide two important pieces of information:

- What is the situation regarding progress – i.e. what is the current situation and what should it be?
- At the current rate of progress what will be the situation at the end of this time period (which could be a sprint, release, stage, project or any other period of time)?

Typically the vertical axis shows the amount of work to do in terms of effort and the horizontal axis shows time in some form such as days or dates.

In its most simple form the burn-down chart has two lines. A straight line that shows where the ‘ideal’ rate of progress should be (in black on the figure) and a line that is updated on a regular basis (usually daily) that shows the amount of work done (in purple on the figure). The work remaining is shown by the end of the purple line. When the purple line is above the black line this means that work is behind schedule. If the purple line is below the black line this means that work is ahead of schedule.

The current rate of progress can be determined by the trend of the line (i.e. its gradient) showing effort remaining. This is commonly referred to as ‘velocity’ by the Agile community. Assuming that there is stability and constancy in the team, this can then be used to project forward and forecast when the work will be complete and importantly determine if the deadline is likely to be met.

One limitation with burn-down charts is that they assume the amount of work doesn’t change. This is not a significant limitation in most situations (e.g. where a two-week sprint has been agreed and locked-in/baselined) but if the amount of work is likely to change, or does change, then this will not be picked up by a burn-down chart easily, and therefore a burn-up chart should be used. The purple line shows work completed, which can now be used in tandem with the red line showing the total amount of work. The work remaining is therefore the difference between the red and purple lines. Any work that has been added or removed during the time period can now be seen by the red line.
Information Radiators

- Creates visual information that can be accessed immediately
- Best created and maintained manually
- Contributes significantly to transparency
- Information is ‘pushed’ as opposed to ‘pulled’
- Can display a wide variety of information
- Holding a daily stand-up meeting by a display enables it to be updated immediately.

Guidance reference: Section 15.4.2

Quality - general view of agile

- Prominent techniques such as the definition of ‘Done’ and acceptance criteria address quality control
- Concepts such as ‘test as you go’ or ‘test first’ are used for testing and quality checking
- Evolving the definition of ‘Done’ is commonly used
- In some agile environments there may not be a lot of emphasis given to quality planning and quality management, during the start of a project.

Guidance reference: Section 11.2
Informatiobn Radiators

When entering a room where an Agile team is working you would expect to see lots of information displayed on the walls or boards and you would also expect to see this information conveyed in a 'low-tech' style with the abundant use of sticky notes, large sheets of paper, colour, symbols, pictures and graphics.

One of the best ways to convey most information is visually, and if this can be accessed quickly then this is even better. If a room contains large sheets of paper or large whiteboards and the information on them can be seen clearly from a distance, then this creates a 'push' of information that can be accessed immediately. If information is held on someone's desk or computer it is not immediately accessible and also needs to be 'pulled'.

Further to this, and of similar importance, the creation and maintenance of this information is best carried out manually – i.e. physically writing on charts and moving sticky notes. This can happen very quickly and in any format or style that is felt to be appropriate. For example spontaneous annotations and informal codes and symbols such as ticks, crosses, red dots, green stars etc. can be used. Although this can be achieved electronically, and perhaps it can be printed off, this takes longer and can be seen as being sterile and not as engaging as the 'low-tech' option.

Quality - general view of agile

There is a lot of emphasis put on quality throughout the whole Agile movement, and some of the most prominent Agile techniques address this area (e.g. the definition of ‘done’ in Scrum and the general use of acceptance criteria). However, perhaps surprisingly, the Agile Manifesto does not contain the word ‘quality’, although it does refer to working software.

Certain concepts that have evolved in most Agile approaches are very different from traditional views about how to ensure quality. A Waterfall approach would typically see activities such as quality checking and testing take place after a product has been built. Agile takes a much more dynamic view and uses such concepts as integrating the testing and quality checking ‘as you go’, or even doing this before you start (‘test first’). This contrasts greatly with performing this afterwards or at the end.

In some Agile environments there may not be a lot of emphasis given to quality planning and quality management during the start of a project, whereas there will usually be a lot of focus on quality control during product development. One approach commonly used in Agile is to evolve the definition of quality gradually over time. This is achieved by refining and honing the definition of ‘done’ as work progresses. Another approach is to ensure that all of the quality-checking approaches and tests are written and defined before work commences on building the product.
Quality - guidance

- Product Descriptions are flexible (e.g. they can be User Stories)
- The Project Product Description purpose would preferably be defined as an outcome
- Quality management and quality planning includes:
  - Which tools and approaches are to be used
  - The role of the customer (an essential ingredient)
  - Assessing and costing the resources
  - Quality control considerations.

Guidance reference: Section 11.3

Quality - how to test

- Care needed when transferring these concepts from the software development domain
- Common agile terms include:
  - Test-driven Development (TDD)
  - Behaviour-driven Development (BDD)
  - Definition of ‘Done’
  - Definition of ‘Ready’
  - Refactoring
  - Technical debt.

Guidance reference: Section 11.3.4
Although product descriptions are mandatory in PRINCE2, they are very flexible and can be written in the form of epics or user stories as long as they meet the requirements of the product description outline. These represent what are commonly referred to as the project’s ‘requirements’.

Product descriptions can be formal or informal, and they can evolve during the project to allow for change as long as it is clear what the baseline is and what level of plan they have been baselined to (e.g. they could be baselined at the stage plan level). The project management team may decide that the higher-level product descriptions need to be more formally defined (e.g. they are to be baselined in a configuration management system) and the lower-level product descriptions can be informal (e.g. captured as user stories on index cards).

The Project Product Description can be crafted in a similar way to the product description in that the customer’s quality expectations, acceptance criteria and project-level quality tolerances are defined with a level of formality and detail that embraces the Agile way of working. Further to this, when using Agile the preferred way to define the purpose of the project product description is to use a clearly defined outcome (or outcomes).

Regarding Quality, the tools and approaches that are to be used should be defined as part of the quality management strategy: working in an Agile way needs the appropriate choice of tooling and techniques as teams may be distributed and the testing may be ‘test-driven’.

Definition of ‘done’: A set of criteria that is used to determine if a piece of work or a collection of work items are completed. Something is either ‘done’ or it is ‘not done’

Definition of ‘ready’: A similar concept to the definition of ‘done’ except that this is a list of criteria to determine if work can be started on something such as a user story or a sprint.

Test-driven development (TDD): This is a software development process that uses a very short development cycle whereby:
• A developer writes an (initially failing) automated test for a new function.
• The developer then produces the minimum amount of code to pass that test.
• Finally, the new code is refactored to meet the appropriate coding standards.

Behaviour-driven development (BDD): Behaviour-driven development (BDD) is a software development process based on TDD. BDD is usually more collaborative and uses the general techniques and principles of TDD in a wider behavioural context (e.g. what the customer may want to achieve).

Refactoring: In a software context, this is defined by Martin Fowler as ‘...the process of changing a software system in such a way that it does not alter the external behavior of the code yet improves its internal structure’

Technical debt: The debt can be thought of as work that needs to be done before a particular job can be considered complete. If the debt is not repaid, then it will keep on accumulating interest, making it hard to implement changes later on.
Quality in relation to Scope

- Quality is defined by quality criteria
- Scope is defined by the products themselves.
- A reduction in scope is not seen by PRINCE2 as a reduction in quality
- Customer Quality Expectations are set and this level needs to be maintained

Guidance reference: Section 11.5

Controlling a Stage

- Stages may not exist as described in PRINCE2
- Container timeboxes e.g. a release
- Scrum of scrums.

Guidance reference: Section 19.2
Top slide
Quality in relation to Scope

It is important when using Agile to distinguish between the quality of a product (defined by quality criteria) and the scope (defined by the products themselves). Some project management philosophies see a reduction in scope as a reduction in quality. PRINCE2 does not see it this way. From the beginning of a project the customer’s quality expectations (and associated acceptance criteria) are set, and this level of quality needs to be maintained. At the end of a project if 10% of the scope is not delivered but the remaining 90% that has been delivered has achieved the desired quality level, then this is seen by PRINCE2 as a reduction in scope, not a reduction in the quality level.

Bottom slide
Controlling a Stage

The nearest equivalent to a stage within Agile would be a higher-level timebox that acts as a container for a set of lower-level timeboxes. This may be referred to using terms such as release, iteration or increment. These could involve more than one team and they would be typically managed by a project manager or product manager (the latter being at a higher level than a product owner).

It should be noted that a management stage is slightly different from such concepts as a release, iteration or increment in that it focuses on the commitment of resources and grants the project manager the authority to spend within the context of ongoing project viability. This is in contrast to a timebox such as a sprint or a release, which delivers a distinct set of features.

A concept known as a ‘Scrum of Scrums’ is sometimes used in Agile when there are multiple teams and this provides a mechanism to move information between the teams. It provides an opportunity for Scrum masters to raise project-level issues and discuss inter-team dependencies. This does not conflict with the role of the PRINCE2 project manager as it is not a mechanism for control. It is more focused on ensuring transparency and collaboration across the related teams. However, a Scrum of Scrums meeting would not typically involve the project manager.
Controlling a Stage

What to do:
- Plan around features
- Create flexible Work Packages in order to:
  - Make management by exception easier
  - Empower the teams to self-organise
  - Enable rich communication
- Control focuses on what is being delivered
  - Scope
  - Quality criteria
- Monitor agile risks.

Guidance reference: Section 19.3

Controlling a Stage

How it might look:
- Collaborative
- Visual
  - Information Radiators
  - Stand-up meetings
  - Demos
- Empirical
- Inspect and adapt.

Guidance reference: Section 19.3
Top slide
Controlling a Stage

Stages are likely to be made up of timeboxes (e.g. one or more releases, containing one or more sprints), with the focus being on delivering sets of features ideally into operational use and therefore enabling their respective benefits.

Bottom slide
Controlling a Stage

Although some of this may appear anyway in a normal PRINCE2 project this slide demonstrates that bit more how the emphasis may change in an agile context – but remember this is at the management level and not the delivery level.
Frequent Releases - focus area

- Frequent releases are important when using agile
- The advantages are:
  - Early delivery of benefit
  - Allows for feedback
  - Reduces risk (e.g. of delivering the wrong product)
  - Gives confidence of how the project is progressing
  - Fosters stakeholder engagement
  - Makes releasing easier
- Needs to be planned (Product-based Planning can be used)
- A release may not go into the operational environment.

Guidance reference: Section 27.1

Frequent releases

- Planned releases would show on Project and Stage Plans
  - Showing when they will take place
  - Showing what features are to be released
- Different views need to be taken into account when planning releases
  - The Project Board want to establish appropriate stage boundaries
  - Early benefits may need to fund later parts of the project
  - Enabling a product to fail fast, if it is going to fail
  - Products can be delivered too quickly (leading to disruption)
- Releasing into operational use is the ideal situation otherwise a staging area needs to be used which compromises agile to a degree.

Guidance reference: Section 27.2
Top slide
Frequent Releases - focus area

One of the five focus areas.

- A fundamental concept of any Agile method or approach is to frequently deliver something of use. There are many advantages associated with this such as:
  - It enables an early delivery of benefit to the customer.
  - It allows for feedback.
  - It is likely to reduce risk (e.g. of delivering the wrong product).
  - It gives confidence about how the project is proceeding through visibility and evidence.
  - It fosters engagement with project stakeholders.
  - It makes releasing easier and perhaps second nature.

Bottom slide
Frequent releases

To benefit from all of the advantages of frequent delivery, the ideal situation is for any release to go into the operational environment. However, this is not always possible or desirable. If a release does not go into operational use, it is unlikely to generate any benefits or ‘real’ customer feedback.

A lot depends on how much control over releasing into operational use a project has. If the necessary stakeholders are on the project and they can dictate whether or not a release goes into operational use, and they are responsible for the impact of the release, then this is the ideal situation. This would be seen as ‘very Agile’. However, if another company or department is responsible for the release process and the impact a release may have, then they may have other factors to consider such as contractual obligations or the needs of other stakeholders. This does, to a degree, limit the Agile way of working.
Managing a Stage Boundary

What you may find:

- Stages may not exist as described in PRINCE2
- Viability decisions not usually planned in advance
- Similarity between a stage and a release
  (where a release is a container time box)
- How are things progressing
- How are the team and the processes working.

Guidance reference: Section 21.2

Managing a Stage Boundary

What to do:

- Assess how much is being delivered
- Assess the quality of what is being delivered
- What benefits have been realised?
- Is agile being use appropriately?
- Do the processes need improving?

Guidance reference: Section 21.3
Managing a Stage Boundary

The Managing a Stage Boundary process is primarily about checking the ongoing viability of a project and stopping the project if this is no longer the case. In Agile there is a similar concept of stopping the regular delivery cycle of releases when the value being delivered drops off, becomes marginal to the amount of effort involved or there is an opportunity cost to other work or projects. In Agile this is usually determined as and when it happens (e.g. at the end of a sprint or release), whereas in PRINCE2 a stage end and a formal check on ongoing project viability is determined well in advance and the planned delivery of features needs to fit into this.

There is a similarity between a major review of a release (e.g. one that took three months) and the Managing a Stage Boundary process in that progress can be reviewed with respect to how much value or benefit has been delivered, how the team is performing, how the processes are working, how the project is progressing with regards to quality and product delivery, planning the next release and assessing the project’s exposure to issues and risks.

Bottom slide
Managing a Stage Boundary

- Reviewing how much is being delivered (and the quality of it) compared to what had been planned. This would include comparing the amount of value being delivered to the amount of cost incurred to create that value in order to ascertain if the project is still on track and is still viable.
- What has been released would typically be reviewed. What benefits are being realized?
- The appropriate use of Agile could be reviewed in case risks are surfacing in certain areas (e.g. if the level of customer involvement is lower than expected more formality may be required).
- Release planning would typically be reviewed. For example, would it be a good idea to increase the frequency of the releases (if it is possible)? Would it be a good idea to alter the number of sprints (or their lengths) inside each release?
- The efficiency of configuration management and the choice of configuration item records could be assessed with respect to the iterative and incremental nature of the Agile way of working. For example, are the configuration item records defined at too low a level and is this causing an unnecessary overhead?
Managing a Stage Boundary

How it might look

- Has many similarities to Controlling a Stage
  - Visual
  - Empirical
  - Inspect and adapt
- A point of formality carried out with as little ceremony as possible

Retrospectives

- Reviews the way of working (not what was produced)
- A significant technique when working in an agile way
- They need to be planned and structured (such as with a workshop)
- Covers what went well and what didn’t go so well
- Improve little by little and little and often
- Keep them effective by introducing variety
- Feedback can come in the form of facts or feelings.

Guidance reference: Section 21.4

Guidance reference: Section 19.4.1
Managing a Stage Boundary

In order to keep a project on track and viable PRINCE2 uses stage boundaries as major control points to assess the current status of the project. Ideally this process should not interrupt the natural flow of a project using Agile. Although this is an important point in the project to formalize its continuation, this should still be carried out with as little ceremony as possible because the team interactions and transparency of information will make the situation obvious and therefore the decision easy to make. Throughout the stage the frequent delivery of products in an iterative and incremental style will mean that it will be clear how many features have been delivered and their level of quality. This will give a clearer indication of progress than information relating to time and cost. The continual use of ‘inspect and adapt’ will in turn allow the team to continually and gradually improve how they work with the stage boundary giving team members the opportunity to consolidate their learnings across the organization as a whole. Ultimately this gives the project board the confidence to continue on the current successful path or to stop the project and use its resources elsewhere.

Retrospectives

A regular event that looks at how the process of doing work can be improved. In keeping with the Agile concept of ‘inspect and adapt’ these events help teams to continually improve their working practices, little by little, over time.
Directing a Project

What you may find will vary according to the level of agile maturity.

<table>
<thead>
<tr>
<th>Type of Agile Environment</th>
<th>Who gives ‘Direction’</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic</td>
<td>Product Owner</td>
</tr>
<tr>
<td>Between Basic and Mature</td>
<td>Sponsor</td>
</tr>
<tr>
<td>Mature</td>
<td>Similar to PRINCE2</td>
</tr>
</tbody>
</table>

Guidance reference: Section 18.2

Directing a Project

What to do

- Manage by Exception with the emphasis on:
  - Empowerment
  - The amount being delivered
  - Rich information flows
  - Value being delivered.

Guidance reference: Section 18.3
Top slide
About yourself
In some ways DP is difficult to describe in terms of what you will find in an agile environment because if you have this process in place you have probably already got PRINCE2 operating or something very similar to it. So it is worth reiterating to the delegates that PRINCE2 can help a basic environment or a reasonably mature environment with such concepts as project management and project direction but as described in sections 3.2, 3.3 and 3.4 – it may be that PRINCE2 is not needed because the agile environment has been optimised to run projects correctly.

So, you probably never find an optimal form of DP – as it means you do not need PRINCE2!

Bottom slide
About the manual
Although it is essential to use this process it is vital to ensure that management by exception is operating effectively for the whole project management team as this creates an environment conducive to the Agile way of working where people are empowered and self-organize.
In terms of progress reporting the project board should expect there to be more emphasis placed on the amount being delivered, and the information flows may be regular, rich and informal. The project board may even attend reviews.
Decision-making could be further enhanced by attending key demos.
Decision-making may be based more on information pulled from the project as opposed to formally reported.
Some, or most, of the benefits are likely to be enabled or delivered during the project.
Corporate and programme management should understand the rationale behind Agile and how it delivers products and benefits.
Directing a Project

How it might look
- Pulling information rather than having it delivered
- Collaborative working
  - Trusting
  - Absence of a blame culture.

Guidance reference: Section 18.3

Agenda for Day 3
- Agile Contracts
- Closing a Project
- Management Products
- Communication (Incl. workshops)
- Kanban
- Lean Start-up
- General guidance (Incl. Health Check, Transitioning, PM tips)
- Recap
- Examination preparation
- Examination.
Top slide
About yourself
There may be challenges for a project board from a cultural point of view if they do have command and control tendencies. Also it may be worth discussing whether or not a project board would be willing and able to pull information from a project as opposed to having it delivered to them.

In PRINCE2 the project board are ultimately accountable for the ongoing viability of a project. They need to provide direction and authorization as required.
In an Agile context this needs to happen quickly and should take the form of empowering the project manager and the delivery teams so that information can be pulled; the use of transparency and collaborative interaction helps to ensure that the project remains viable and on target, and that any deviations to this can be detected quickly and responded to immediately.

Bottom slide
Agenda for Day 3
Slide shows the expected agenda for day 3 including the examination at the end of the day.
Agile contracts

- Contracts may need to be created in a way amenable to agile
- An issue with traditional contracts is that requirements change and someone will need to allow for this
- Trust is important as it determines the amount of risk that is shared
- Guidance on structure in order to create the right behaviours:

<table>
<thead>
<tr>
<th>Focus on outcomes or throughput in preference to outputs.</th>
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</thead>
<tbody>
<tr>
<td>Define the amount of customer involvement required in order to collaborate with the supplier in the best way.</td>
</tr>
<tr>
<td>Buy amounts of time relating to timeboxes with deliverables.</td>
</tr>
<tr>
<td>Allow for a premature end to the project.</td>
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<tr>
<td>Relate incentives to the amount delivered (value or throughput).</td>
</tr>
<tr>
<td>Avoid including detailed requirements.</td>
</tr>
<tr>
<td>Prioritize the requirements and identify a MVP.</td>
</tr>
<tr>
<td>Handle changing requirements by trading out the less important ones.</td>
</tr>
<tr>
<td>If preferred, build a contract up from the ‘minimum’ to start with.</td>
</tr>
</tbody>
</table>

Guidance reference: Section 28.3

Closing a Project

What you may find

- Defined processes may only exist in mature agile environments
- Regular handovers have resulted in activities becoming second nature.

Guidance reference: Section 22.2
Top slide
Agile contracts

This is a focus area.

Many of the fundamental concepts of Agile do not sit easily with the way that contracts between a customer and a supplier are typically structured. Agile is a collaboration where a customer and a supplier work together and share risk. A contract is usually an adversarial mechanism which describes ‘legal remedies’ for when things go wrong. Any project using PRINCE2 Agile needs to choose between using existing practices or using a different underlying structure that is more amenable to working in an Agile way.

A contract based on outcomes or throughput needs collaboration between the customer and the supplier. In simple terms an Agile contract should create the right behaviours; moving from a solution-based view to a view based around throughput or outcomes is more likely to produce those beneficial behaviours. Structuring a contract to align to the Agile way of working is advantageous when using PRINCE2 Agile because the customer and supplier should be constantly responding to change in order to deliver the highest value possible in the defined timescale. This therefore needs a contract that supports the objective of delivering value and allowing for change. Ultimately, the contract should be seen as a safety net and not a weapon.

Bottom slide
Closing a Project

It is possible in some Agile environments that there aren’t many defined processes with respect to closing down a project, although mature Agile environments will have these in place. This is primarily because:

• Regular handovers (preferably carried out collaboratively) into operational use (or near operational use) reduce some of the need to formalize certain activities at the end, as they have become second nature – e.g. process reviews, updating operational documentation, getting sign-off/acceptance.
• Ending a piece of work is often decided upon at the time (when added value has become marginal) as opposed to in advance, or when acceptance criteria become satisfied.

Due to the iterative and incremental nature of Agile, the frequency of the delivery of product into operational use, and ease of delivery, are usually good indicators of the level of maturity of Agile within an organization.
Closing a Project

What to do

• Check against the original baseline
• Evaluate the use of agile on the project
• Ensure the formality of User Acceptance is appropriate
• Finalise documentation that has been created iteratively and incrementally.

Guidance reference: Section 22.3

Closing a Project

How it might look

• A workshop is used
• Benefits are already being delivered
• The majority of the information has already been completed.

Guidance reference: Section 22.4
Closing a Project

- Project closure may take the form of a workshop (see section 22.4) where the original baseline is checked in relation to the final outputs and outcomes of the project, and preparation for closure authorization can take place. This may include a review of the final release.
- Benefits may have already been enabled and be delivering value.
- End-of-project activities should already be in an advanced state of completeness due to frequent releases gradually improving how project closure is done and populating information.

Examples:
- Project/process evaluation should be ongoing through the frequent use of retrospectives.
- Continual use of 'inspect and adapt' would mean that the lessons report has been created as the project has gone along, and many of the lessons would have already been actioned and evaluated from retrospectives at both the project and delivery levels.
- User acceptance would be happening regularly, although care should be taken to ensure that user acceptance is not too informal when closing the project in order to ensure that the customer’s quality expectations and acceptance criteria have been met.
- Operational handovers (and acceptance) are likely to have happened many times due to the incremental delivery of products, so the final handover should be a routine event.
- Training and technical documentation would be finalized, as it would have been created iteratively and incrementally throughout the project.

Bottom slide
Closing a Project

An ideal way to close a project would be with a workshop involving all of the key project stakeholders. Ideally this would be independently facilitated and use information from project-level information radiators that have been used throughout the project. It may even take place in the room or area where the project took place and the project management team worked.

The whole project team should be present (e.g. the project board, project assurance) along with other stakeholders such as those who will make the final product operational (or the final release of the product operational), those that will maintain and support it and those from the strategic level who will be interested in the project outcome from a programme perspective.
PRINCE2 Management Products and Roles

- All 26 PRINCE2 Management Products are in appendix A
- The PRINCE2 roles are in appendix B along with the PRINCE2 Agile delivery roles.

Tailoring of the PRINCE2 Products

- Can exist in a wide range of formats and level of formality
- They are not necessarily documents
- They may need to include additional information
- Some products are significant/important:
The three products highlighted on slide do have special significance as they represent key interfaces and how they are composed both in terms of content and physicality is important for PRINCE2 Agile.
Rich communication - focus area

Communication problems need to be proactively addressed
Effective communication is fundamental to agile
Communication takes place in many ways therefore people should interact appropriately
Communication channels:
  - The written word
  - Visualisation
  - Verbally by telephone
  - Verbally face-to-face.

Guidance reference: Section 26.1, Section 26.2

Rich communication

- Face-to-face should be favoured as a faster and clearer channel
- Technology and the level of formality needs to be assessed
- There is a role for the written word but it has disadvantages
- A Project Manager (or Team Manager) needs to be aware of how a team is communicating
- Communication needs to be organised and planned.

Guidance reference: Section 26.3
Top slide
Rich Communication - focus area

People should always use the most effective channel to communicate. Using face-to-face and/or visualization are many times faster and more effective than words on their own. A rich communication environment should be created where information passes freely in a culture of commitment and trust. There is still a need for documentation, but by using other more effective channels, it can be replaced or complemented and greatly reduced.

An example of rich communication is provided where an email thread has been circulating between three team members for over an hour about a possible design change. One of the team members decides to get the other two over to a whiteboard and discuss the point face-to-face. They agree a way forward in a matter of minutes.

Bottom slide
Rich communication

Communication on a project will always be difficult to some degree. It is often noted that a small team located in the same room and working on one product can be highly effective. Part of the reason for this is that the communication between the team members is so fast and clear.

A married couple who have been together for 50 years can still have misunderstandings and communication problems, so if a new project team is assembled to work on something demanding and with lots of uncertainty, communication problems are inevitable.

PRINCE2 Agile focuses on this situation because in order to succeed with PRINCE2 in an Agile environment effective communication is essential. When communication breaks down in an Agile context it can be very damaging.
Workshops

- Harnesses interactions and creativity
- Ideally run by a neutral facilitator who manages the workshop
- Preparation is essential
- Many tools and techniques exist
- Workshops can be used at any point on a project
- It is important to get the group dynamics right
- Correctly run workshops can create high quality outputs quickly
- This leads to clarity, consensus and ownership.

Guidance references: Section 26.4.1

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Kanban and the Kanban Method

- Kanban systems are visual management systems that limit the number of work items in circulation
- Kanban should be seen as a way to increase agility through:
  - Improved day-to-day decision making
  - The deferral of commitment
  - Reduced lead times
- In PRINCE2 Agile it is applicable in a project context to time boxes.

Guidance references: Section 20.4.1
Workshops

In Agile terms a workshop is generally regarded as an activity where several people come together in order to achieve an objective by harnessing the interactions and creativity of the participants. Typically, a workshop would last from two or three hours to a whole day, but the principles behind the technique can be applied to any timescale (e.g. running a 15-minute retrospective).

The ideal way to run a workshop is by using a neutral facilitator who has no stake in the outcome. Without a facilitator the group will need to police itself, which will be difficult because participants will be concentrating on creating the content to achieve the objective of the workshop.

Groups can use workshops without a facilitator, but this would normally require the group to have established and agreed its own working norms. This often takes time to establish and typically exists in teams that have been together for a significant period of time.

A workshop is quite a significant event that takes a lot of time and resources to set up and run. Therefore, it is always advisable to question whether a workshop is really necessary or if there could be another way of achieving the objective (e.g. a small meeting).

With some workshops it is a good idea to create something collectively as a group (e.g. a plan); whereas at other times it is better for specific individuals to create something and then have it reviewed as a group (e.g. a business case).

Kanban and the Kanban Method

Kanban is a term that covers the use of Kanban systems, which are visual management systems that limit the number of work items in circulation. This creates what is known as a ‘pull system’. Kanban systems exist in a wide variety of forms, and in the late 1940s Taiichi Ohno employed a system of signal cards to deliver the just-in-time element of the Toyota production system. More recently, Kanban boards (see Figure 20.2) have become commonplace when working in an Agile way.

As at Toyota, Kanban is usually applied not only to improve flow in the short term but also to create long-lasting and ongoing change to the underlying processes of the organization. With that in mind, David J. Anderson’s book, Kanban – Successful Evolutionary Change for your Technology Business, documented the principles and practices of the Kanban method, to provide a radical new approach to change management. A strong community has grown around the method, and Kanban in general, and both continue to develop with this evolutionary message at heart.
The 6 general practices of the Kanban Method

1. Visualize
   - To show how work is progressing
   - To show what is still to do
   - To show what problems exist.

Guidance reference: Section 20.4.1.2, Figure 20.2

The 6 general practices of the Kanban Method

2. Limit ‘Work in Progress’ (WIP)
   - A fundamental concept in Kanban that may appear counterintuitive
   - WIP limits underpin the ‘pull’ system
   - Kanban avoids scheduling work at specific times
   - It pulls work when capacity exists
   - Reduces the impact of task switching and multitasking.

Guidance reference: Section 20.4.1.2, Figure 20.2
Top slide
The 6 general practices of the Kanban Method

Visualize
By making work visible, teams can easily see how work is progressing, what has been done, what is still to do and what problems exist that are hindering progress.

Bottom slide
The 6 general practices of the Kanban Method

Limit ‘work in progress’ (WIP)
Although this is a fundamental concept in Kanban it appears counterintuitive to many who would be forgiven for thinking that it may slow work down. It is important to understand the reasoning behind limiting WIP as it triggers many events and solves several problems, as illustrated by the following two analogies:

- Reducing the pressure
  Introducing reduced speed limits on motorways and highways speeds up the flow of traffic at busy times

- Reducing task-switching
  Writing a document takes much longer (in terms of actual writing time) if the author is receiving email notifications through a desktop alert, or similar, at the same time. Each email notification breaks the concentration and the current thought processes which then have to be ‘reloaded’ and restarted.

The actual WIP limit is usually shown as a number at the top of a column on the Kanban board, and this denotes the maximum number of sticky notes or cards that are allowed to be present in that column at any one time.

The use of WIP limits underpins the ‘pull’ system which characterizes the way Kanban avoids scheduling work at specific times (referred to as a ‘push system’) and instead pulls work from upstream, when the capacity exists to work on it.

Furthermore, limiting WIP reduces the impact of task-switching and multitasking. If a team or individual is working on several things at once, a lot of productive time is wasted when changing between them.

WIP limits effectively produce the visual signals that indicate that work can safely be pulled into a place that has the capacity to deal with it effectively. Conversely, the team can respond when the system appears to be at risk of being overloaded.
The 6 general practices of the Kanban Method

3. Manage the flow
   - The team constantly looks at ways to maximise flow
   - Waste is removed as quickly as possible.

4. Making policies explicit
   - Boundaries need to be clearly defined about how a team works
   - Policies should evolve over time.

Guidance reference: Section 20.4.1.2, Figure 20.2

The 6 general practices of the Kanban Method

5. Implement feedback loops
   - Ultimately, value being delivered is judged by the final consumer
   - Quantitatively assessing this will directly affect what will subsequently be delivered.

6. Improve collaboratively, evolve experimentally
   - The method builds on collaboration through experimental improvement
   - Process improvement is everyone’s business every day.

Guidance reference: Section 20.4.1.2, Figure 20.2
Top slide
The 6 general practices of the Kanban Method

Manage the flow
A Kanban system aims to achieve the highest level of performance from the existing way of working in order to deliver something of value as quickly as possible. Therefore the team is constantly looking at ways to maximize flow efficiency and minimize delays (e.g. by removing obstacles). Kanban highlights problems that the team needs to solve. This is a constant team exercise where the objective is to remove waste as quickly as possible. The Kanban board visualizes the work moving through the system and acts like a dashboard which enables the team to see blockers and areas where the flow is not smooth. They can then take immediate remedial action.

Making policies explicit
Even though empowerment, self-organization and trust play a significant role in Agile, there still need to be clearly defined boundaries that teams operate within. In the same way as management by exception enables empowerment and autonomy a team needs to clearly define how it works and make these policies transparent. These could be described as ‘rules’ and they create an environment that is more objective for decision-making and where scrutiny may be required. Policies should evolve and be built up collaboratively over time to create a set of guidelines that then become the team norm.

Bottom slide
The 6 general practices of the Kanban Method

Implement feedback loops
Ultimately, the value being delivered by any process (e.g. a project or a timebox) is judged by the final consumer such as the end customer. Being able to quantitatively assess this is very advantageous as it will directly affect what will subsequently be delivered. Typically there is a long time between a team adding a feature to the to-do list and the team receiving quantitative feedback from the feature being used. Constantly aiming to shorten this feedback loop so that the most valuable work is in the Kanban system is essential in order to deliver the most value.

The Kanban method contains four types of review to gather feedback (the stand-up meeting, the service delivery review, the operations review and the risk review). The stand-up meeting and the service delivery review can be used within a project context to check what is happening against what was forecast (e.g. for a timebox). Following this, policies can be adjusted as necessary. A risk review can be run at any time to see if there is a pattern to the types of risk that are being identified. The operations review would apply at a higher level than a project (e.g. programme level).

Improve collaboratively, evolve experimentally
The Kanban method embraces the idea that improvement is a collaborative exercise. Its transparency and the ease by which the Kanban system (and thereby the underlying process) can be modified creates the natural conditions for collaborative improvement to occur. The method builds on these advantages in its promotion of experimental improvement.

From observation of the system in action and the capture of key metrics such as lead times and delivery rates, the team is able to form hypotheses of what may be holding the system back and then agree to changes that can be tested experimentally in a safe-to-fail manner.
Kanban - further guidance

- Scrumban is the application of Kanban where the underlying process is based on Scrum
- Policies may exist for similar work items as flow may be more predictable
- A team may look to improve how the system works by carrying out experiments in a controlled and objective way.

Guidance reference: Section 20.4.1.3, Figure 20.2

Cumulative Flow Diagrams (CFDs)

- Cumulative Flow Diagrams (CFDs) track work items and show the amount of work in each column each day
- In simple terms WIP is the vertical difference between the top and bottom lines whereas the horizontal difference shows the lead time.

Guidance reference: Section 20.4.1.3, Figure 20.4
Scrum and Kanban are two of the most popular Agile approaches and yet many people get confused regarding the differences between them. They are similar in that they both focus strongly on process improvement, transparency and empiricism. Yet they are different in that Scrum has specific roles, the work is timeboxed and it relates to a specific product: whereas there are no defined roles in Kanban, work is pulled to create a flow and the work may relate to anything.

The very simple structure of Kanban and the fact that it can be applied to any process means that you can apply Kanban to a Scrum environment, although the opposite is not the case. This has led to the creation of a concept known as ‘Scrumban’ – the application of Kanban where the underlying process (the ‘what you do now’) is based on Scrum. In its most limited form this may simply involve the use of Kanban systems to manage the work of the sprint. It is more powerful (and increasingly typical) to apply Kanban to a broader workflow that starts upstream of the build process and ends with customer delivery or even post-deployment validation e.g. using Kanban at a programme or portfolio level.

**Bottom slide**
Cumulative Flow Diagrams

It is important to understand CFD. In simple terms it is a diagram that shows how much work is in progress and also what is the lead time.

Definition: Lead time/cycle time
These two terms are interpreted differently by many in the Kanban community (some see them as representing different things) but in simple terms they refer to how long a work item takes to go through the system or timebox. So although they are often interpreted differently, they are, in effect, the same thing.

Definition: Little’s Law
Average number of items in a system = (Average arrival rate) X (Average time an item spends in the system)

Little’s Law is part of the queueing theory body of knowledge and an adjusted version of it is used to understand the flow of work through a Kanban system. If the nature of the variety of work and the dynamics of the Kanban system remain unchanged in the near future, then data from the recent past can be used to forecast the capability and performance of the Kanban system. This is the primary method of forecasting used in project management when using a Kanban system.
Kanban hints

- A timebox (e.g. a stage) can be run with or without sprints
- Kanban aims to reduce the cost of delay
- Change to existing processes should be gradual
- Little’s Law (in simple terms):

  \[
  \text{Average number of items in the system} = \text{average arrival rate} \times \text{average time an item spends in the system}
  \]
- Little’s Law is used for forecasting.

Guidance reference: Section 20.4.1.3

Lean Start-up

- Core concepts are:
  - Build, Measure, Learn
  - Create a Minimum Viable Product (MVP)
  - Fail fast
  - Validated learning.

- Lean Start-up focusses on uncertainty, learning and handling change
- It refers to ‘shortening or accelerating the feedback loop’
- Learning needs to be measurable.

Guidance reference: Section 20.4.2
Top slide
Kanban hints

Reducing the cost of delay is a massive bonus for any organisation and represents a lot of the thinking behind the first target of the PRINCE2 Agile hexagon i.e. hitting deadlines.

A useful debate to have is whether or not to Timebox. So, if there was an eight-week piece of work is it better to run eight weeks on a kanban board or is it better to run 4 x two weeks sprints. Typically the answers will be mixed as the advantage of using Timeboxing is that there are regular points to focus on and targets to hit, but the downside is that they are actually artificial time points put into a wider Timebox. It could be said that the argument is six of one and a half a dozen of the other but there is a strong view from many in the agile community that kanban is a more advanced way of working but that is a point of debate and should not be presented as a fact.

Bottom slide
Lean Start-up

A popular Agile publication is The Lean Startup by Eric Ries. Lean Startup is a method to grow new businesses, and develop existing ones, through product innovation in uncertain markets. There are many ideas and concepts that can be taken from it that add value when combining PRINCE2 with Agile.

The core concepts of Lean Startup that apply to PRINCE2 are:

• Build, measure, learn
• Create a minimum viable product (MVP)
• Fail fast
• Validated learning

Drawing on an approach to developing businesses may not seem to be an obvious parallel to running a project, or even a timebox, but the way that Lean Startup works is to create a simple approach that can be applied to any situation where uncertainty exists, such as a project.

Lean Startup can be used in part or in whole as a source of techniques because it is like PRINCE2 and Agile in that it is product-focused and responsive to change.

Time is of the essence nowadays and the customer wants 'as much as they can get in as short a time as possible'. They don't want 'it all in the fullness of time'. A lot of start-up companies are using new technologies, and the pace of change in this area is so fast that they have to use a different management approach, and that approach needs to be an Agile one based on the early delivery of value (sometimes this being in the form of 'learnings').
Lean Start-up

- If you are going to fail, fail fast – the key point being ‘the later you fail the later you learn’
- A ‘pivot’ is a significant change in direction as a result of something major surfacing that wasn’t expected
- Minimum Viable Product (MVP) - ‘version of the final product which allows the maximum amount of validated learning with the least effort’.
- An MVP may not go into operational use and may be an experiment
- Releasing frequently can help with metrics.

Guidance reference: Section 20.4.2

Health Check (Appendix C)

- A checklist to assess how well a project is going from an agile perspective
- The PRINCE2 health check should be used as well
- The totality of answers will give a general indication
- Covers the following areas:

  Behaviours
  Environment
  Process
  Techniques

Guidance reference: Appendix C
**Top slide**

**Lean Start-up**

Definition: Minimum viable product (MVP)
In a PRINCE2 Agile context, the term MVP broadly aligns to the Lean Startup view that it is a ‘version of the final product which allows the maximum amount of validated learning with the least effort’. This should not be confused with the viability of the project as a whole. Typically, an MVP would be delivered as early as possible during the project.

It is important to note that an MVP is about learning; it may not go into operational use and may be in the form of a simple experiment or prototype.

**Bottom slide**

**Health Check**
Transitioning to Agile

- Agile is an enabler that helps solve problems and leverage opportunities
- Create a baseline before starting the journey
- There are distinctly different types of success on a project:
  - The success of the Business Case
  - The success of the project
  - The success of agile
- Investing in agile needs to be measured in order to gauge success.

Advice for a Project Manager using agile

- Tips created by the team that created PRINCE2 Agile
- Covers the following areas:
  - Collaboration and self-organisation
  - Transparency, Communication and Exploration
  - Environment
  - Plan, Monitor and Control.

Guidance reference: Appendix F

Guidance reference: Appendix G
In summary

- PRINCE2 can be very effective in an agile context
- Tailoring is about creating an appropriate blend of the two
- PRINCE2 is already enabled to work with agile
- Agile covers a wide range of behaviours, concepts, frameworks and techniques
- Using agile is always a question of ‘how much can be used according to the situation?’
End of slide deck
Appendix A
# Table of Contents

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2. PRINCE2 Agile\textsuperscript{TM} Courseware Syllabus 4
1. **Introduction**

The purpose of this document is to specify the learning outcomes of the PRINCE2 Agile qualification and to outline the requirements a candidate is expected to meet to demonstrate that the learning outcomes have been achieved.

The target audience for this document is:
- EIs (Examination Institutes)
- ATOs (Accredited Training Organizations)
- Courseware Developers
- Courseware Reviewers.

1.1 **Setting the stage of an accredited course**

There are two learning outcomes implicit within an accredited course leading to an AXELOS qualification.

1.1.1 To learn through the use of theory and practical exercises

This learning outcome relates to the ATO confirming how they intend to use the outlined theory and practical exercises to deliver the Course content, giving candidates the best chance of successfully achieving the Course outcomes and gaining Certification.

1.1.2 To prepare delegates for the PRINCE2 Agile Practitioner examination, e.g.

- Familiarize using sample examination questions
- Use sample examination paper as a mock exam
- Review candidate response to sample paper as revision exercise.

1.2 **Notes on use of this document**

The document sits alongside the PRINCE2 Agile Exam Specification document to provide additional guidance to courseware developers and trainers. It shows the primary reference for individual concepts that are in scope for the exam whilst recognizing that concepts within the whole manual are actually examinable. Where specific text and figures are referenced this does not mean that the specific material has to appear in the courseware - simply that the related concept should be covered for completeness of content.

**Note for Courseware Developers and Courseware Reviewers**

Please note that the following third party copyrighted images from the PRINCE2 Agile Manual cannot be re-used for any purposes including any Courseware or Courseware related documents:

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## 2. PRINCE2 Agile Courseware Syllabus

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<thead>
<tr>
<th>Learning Outcome</th>
<th>Content checklist (for Courseware Developers)</th>
<th>Courseware content (references to the PRINCE2 Agile™ Manual are in brackets)</th>
<th>Exam weight</th>
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<td><strong>1. Understand the basic concepts of common agile ways of working</strong></td>
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<td>Explain the differences between projects and BAU (Business as usual) <em>(Figure 1.1, Section 1.2)</em></td>
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<td>Describe agile and its common approaches, how and why agile approaches have developed and where they are used <em>(Figure 2.3, Section 2.1)</em></td>
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<td>Describe the history of agile, it’s contrast to the waterfall way of working and how the Agile Manifesto fits in <em>(Figure 2.1)</em></td>
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<td>Describe the different levels of agile maturity and well-known agile frameworks <em>(Section 2.2.1, Table 2.1)</em></td>
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<td>Describe behaviours, concepts and techniques that characterize agile <em>(Section 2.2.2, Table 2.2)</em></td>
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<td>Define the PRINCE2 Agile view of ‘agile’ <em>(Section 2.2)</em></td>
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<td>Describe Kanban, the Kanban method and its six general practices, including the use of Cumulative Flow Diagrams (CFDs) <em>(Figure 20.2, Figure 20.4, Section 20.4.1)</em></td>
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<td>Describe the core concepts of Lean Start-up <em>(Section 20.4.2)</em></td>
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<td>Describe the use of workshops <em>(Section 26.4.1)</em></td>
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<td>Describe how to transition to agile <em>(Appendix F)</em></td>
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<td>Define Scrum theory and explain the nature of the Scrum team, Scrum events, Scrum artefacts and Sprints <em>(Appendix H)</em></td>
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<td>Define the make-up of PRINCE2 Agile (frameworks, behaviours, concepts, techniques, focus areas) <em>(Section 3.5, Figure 3.2)</em></td>
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<td>Explain the eight ‘guidance points’ <em>(Section 3.6)</em></td>
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<td>Explain how PRINCE2 controls and governance can enable agile to be used in many environments <em>(Section 3.7)</em></td>
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<td></td>
<td></td>
<td>Describe what a typical PRINCE2 ‘project journey’ looks like in an agile context <em>(Figure 4.1, Section 4.1)</em></td>
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</tr>
<tr>
<td>Learning Outcome</td>
<td>Content checklist (for Courseware Developers)</td>
<td>Courseware content (references to the PRINCE2 Agile™ Manual are in brackets)</td>
<td>Exam weight</td>
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<td>------------------</td>
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<td>-----------------------------------------------------------------------------</td>
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<tr>
<td>3. Be able to apply and evaluate the focus areas to a project in an agile context</td>
<td>Explain the purpose and use of the Agilometer throughout a project <em>(Section 24.1, Section 24.2, Section 24.3)</em>&lt;br&gt;Describe the six sliders used on the Agilometer, explain their significance and how to improve them <em>(Figure 24.1, Section 24.4)</em>&lt;br&gt;Describe in detail requirements terminology, decomposition and prioritization, including MoSCoW and Ordering <em>(Figure 25.2, Section 25.5, Table 25.3)</em>&lt;br&gt;Explain how requirements prioritization is used <em>(Figure 25.2, Section 25.5)</em>&lt;br&gt;Explain the rich communication focus area, its importance and its key techniques <em>(Section 26.1, Section 26.2, Section 26.3)</em>&lt;br&gt;Explain how to manage frequent releases and the benefits of ‘failing fast’ <em>(Section 27.1, Section 27.2)</em></td>
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<td>24%</td>
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<tr>
<td>4. Be able to fix and flex the six aspects of a project in an agile context</td>
<td>Describe how to use the ‘hexagon’ in relation to the six aspects of project performance <em>(Figure 6.1, Section 6.1)</em>&lt;br&gt;Explain the use of tolerances in terms of what to ‘fix’ and what to ‘flex’ in relation to the six aspects of project performance <em>(Figure 6.1, Section 6.1, Table 6.1)</em>&lt;br&gt;Describe in detail each of the five targets that underpin the use of the hexagon <em>(Section 6.4, Section 6.5, Table 6.2)</em>&lt;br&gt;Explain why the ‘fix and flex’ approach is good for the customer <em>(Section 6.5)</em></td>
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<td>16%</td>
</tr>
<tr>
<td>5. Be able to tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context</td>
<td>Describe in detail the five PRINCE2 Agile behaviours (Transparency, Collaboration, Rich Communication, Self-Organization, Exploration) <em>(Section 7.4, Figure 7.1)</em>&lt;br&gt;Explain that agile needs to be incorporated in all seven PRINCE2 processes and all seven themes but that the amount appropriate to each will vary depending on the project context <em>(Section 8.1, Section 8.2, Figure 16.2, Figure 16.3, Figure 16.4, Section 16)</em>&lt;br&gt;Describe the two common Organization roles of Scrum master and Product owner <em>(Section 10.2.1)</em>&lt;br&gt;Explain how to adjust roles, including the use of specialist roles, and the options for team organization in a project <em>(Section 10.3, Section 10.4, Section 10.5.2, Table 10.1, Figure 10.4, Figure 10.5)</em>&lt;br&gt;Define the make-up of a typical delivery team <em>(Section 10.4.2, Section 10.4.3)</em>&lt;br&gt;Describe servant leadership, its use and importance <em>(Section 10.5.1)</em>&lt;br&gt;Describe how to define Working Agreements <em>(Section 10.5.3)</em>&lt;br&gt;Describe quality setting techniques including ‘definition of done’ and the use of acceptance criteria <em>(Section 11.1)</em>&lt;br&gt;Describe quality testing, quality checking and management techniques <em>(Section 11.2, Section 11.3, Section 20.3)</em>&lt;br&gt;Describe approaches to planning and typical planning techniques <em>(Section 12.3)</em>&lt;br&gt;Describe approaches to risk and how agile concepts mitigate many typical risks <em>(Section 13.1, Section 13.2)</em>&lt;br&gt;Describe how blending PRINCE2 with agile approaches controls, responds to, and minimizes the impact of change, including risk management and configuration management <em>(Section 14.2, Section 14.3)</em></td>
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<td>Learning Outcome</td>
<td>Content checklist (for Courseware Developers)</td>
<td>Courseware content (references to the PRINCE2 Agile™ Manual are in brackets)</td>
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<td><strong>5. Be able to tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context</strong></td>
<td></td>
<td>Describe how empowered self-organizing teams handle change dynamically within set tolerances ([Section 10.2], [Section 14.3.3]) <strong>continued from page 5</strong></td>
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<td></td>
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<td>Describe common feedback loops and their importance ([Section 14.4.1])</td>
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<td>Describe progress monitoring techniques including use of Work in Progress boards, burn charts, information radiators ([Figure 15.1], [Section 15.2], [Section 15.3], [Section 15.4])</td>
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<td></td>
<td>Describe in detail agile techniques that may apply to each PRINCE2 process including Cynefin ([Figure 17.3], [Section 17.3], [Section 17.4])</td>
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<td></td>
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<td>Describe how to flex the ‘Direct a Project’ stage and the benefits of collaborative working ([Section 18.2], [Section 18.3])</td>
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<td>Describe how to ‘manage by exception’ with emphasis on empowerment, quantity of deliverables, rich information flows and value of deliverables ([Section 18.3])</td>
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<td>Explain why PRINCE2 ‘stages’ may not be required, including the use of timeboxes and Scrum of scrums ([Section 19.2])</td>
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<td>Describe typical output mechanisms when ‘Controlling a Stage’ and ‘Managing a Stage Boundary’ ([Section 19.2], [Section 19.3], [Section 21.3], [Section 21.4])</td>
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<td>Describe the use of retrospectives and how to make them effective ([Section 19.4.1])</td>
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<td>Describe approaches to managing product delivery including Scrum and Kanban ([Section 20.2])</td>
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<td></td>
<td>Explain how to define Work Packages, Product Descriptions, quality criteria and tolerances ([Section 20.3])</td>
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<td>Give guidance on behaviours, risk and the frequency of releases ([Section 20.3])</td>
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<td>Explain how to manage Stage boundaries and the similarities between a stage and a release ([Section 21.2])</td>
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<td></td>
<td>Explain how to assess quantity, quality and benefits of stage deliverables ([Section 21.3])</td>
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<td>Explain how to effectively close a project, including evaluation of the use of agile ([Section 22.2], [Section 22.3], [Section 22.4])</td>
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<td></td>
<td></td>
<td>Describe how to tailor PRINCE2 products, including Work Packages, Highlight Reports and Checkpoint Reports ([Chapter 23])</td>
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<td></td>
<td></td>
<td>Describe in detail agile techniques that may apply to each PRINCE2 theme including requirements, defining value and user stories ([Figure 25.3], [Section 9.4.1], [Section 25.1], [Section 25.6.1])</td>
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<td>Describe guidance on the use of contracts ([Section 28.3])</td>
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<td></td>
<td>Describe PRINCE2 Agile delivery roles ([Appendix A], [Appendix B])</td>
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<td></td>
<td></td>
<td>Explain how to use the Health Check ([Appendix C])</td>
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<td></td>
<td></td>
<td>Describe the fundamental values and principles of agile ([Appendix E])</td>
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<td></td>
<td></td>
<td>Outline tips for the PRINCE2 Agile project manager ([Appendix G])</td>
<td><strong>continued from page 5</strong></td>
</tr>
</tbody>
</table>
Appendix B
<table>
<thead>
<tr>
<th>Ref</th>
<th>Exercise</th>
<th>Usage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Baselining (see guidance below)</td>
<td>Optional</td>
</tr>
<tr>
<td>1</td>
<td>Can you describe why Chestertons are building a website in as few words as possible?</td>
<td>Recommended</td>
</tr>
<tr>
<td>2</td>
<td>According to the 5 domains in the Cynefin framework, how would you assess the level of complexity involved in the website project?</td>
<td>Optional</td>
</tr>
<tr>
<td>3</td>
<td>Write down 2 or 3 requirements for the new website. For example, what would you want the website to do or how you would like it to perform.</td>
<td>Recommended</td>
</tr>
<tr>
<td>4</td>
<td>Examine the ‘requirements list’ provided. Decide on your ‘MoSCoW’ for each one.</td>
<td>Recommended</td>
</tr>
</tbody>
</table>
| 5   | Assuming that you are the Project Manager/Team Manager for the website project, who would you want to assign to the following roles in order to get the most appropriate view of the customer. Use the ‘people profiles’ provided?  
  - Executive  
  - Senior User  
  - Customer Subject Matter Expert  
  - Customer Representative  
  (you can assign more than one person to a role if you wish) | Recommended |
<p>| 6   | Examine the 5 behaviours in PRINCE2 Agile. Rank them in order of importance (from 1st to 5th) in your opinion? | Optional  |
| 7   | Using the 6 sliders on the Agilometer, how would you assess the website project or the workstreams in the practice exam paper? | Recommended |
| 8   | Critiquing a Work Package.                                                | Optional – created by the |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>9</td>
<td>Key exercise: Build an animal with Scrum</td>
<td>Recommended</td>
</tr>
<tr>
<td>10</td>
<td>Group estimation exercise</td>
<td>Recommended</td>
</tr>
<tr>
<td>11</td>
<td>Create the Quality Criteria (which will be part of a Product Description) for a quarter page advertisement in a local newspaper as part of Chestertons new marketing campaign (in the practice exam paper). Phrase each of the quality criteria as questions?</td>
<td>Optional</td>
</tr>
<tr>
<td>12</td>
<td>Using the MoSCoWed requirements from the earlier exercise, create a release plan covering 60 days for the project. How many releases will you need? Generally speaking what is the objective of each release and are they into operational use?</td>
<td>Recommended</td>
</tr>
<tr>
<td>13</td>
<td>Carry out a Retrospective on the last (or any) exercise. What went well and what didn’t go so well? What would you do differently next time?</td>
<td>Optional – can be run at anytime</td>
</tr>
<tr>
<td>14</td>
<td>Before a workshop takes place there are a handful of steps which should take place in order to run the workshop in the most effective way. What do you think they are?</td>
<td>Optional – but needs the PRINCE2 Agile manual closed as this provides the answer (in a bulleted list)</td>
</tr>
<tr>
<td>15</td>
<td>Key exercise: Kanban exercise</td>
<td>Recommended</td>
</tr>
<tr>
<td>16</td>
<td>What constitutes an MVP?</td>
<td>Optional</td>
</tr>
</tbody>
</table>
Appendix C
PRINCE2 Agile Case Study

(Version 1.0.1)
Chestertons Cheese

The Chesterton family are farmers, and they successfully moved in to the making and selling of a wide range of cheeses.

Chestertons sell most of their cheese to national supermarkets (referred to as ‘trade customers’). However, two years ago they decided to sell cheese directly to the public by receiving orders by telephone or over the counter at the farm shop. They did this in order to open up a new market in case their trade customers became less profitable.

They employ several staff who help with the running of the machinery, customer service and distribution. Deliveries to the public are done by courier. Trade deliveries are carried out using the 6 company vans.

They are currently receiving an increasing number of phone orders from the public for cheese every day and they have now reached a point where they are looking at selling cheese ‘online’.

The Chestertons currently have a website but it is very old and only has pictures of the farm, basic details about their cheeses and contact details. It will need to be completely replaced.

The Chestertons are looking for a website which will shift most of the phone traffic and visits to the farm shop onto the web.

From the research they have done so far it looks likely that they could possibly increase cheese sales to the public without recruiting more staff. The cost of the website looks like being 20,000 to build with a service contract of 400 per month. Initial estimates suggest that increased sales could pay for this within 12 months.
### Prioritisation Exercise

#### REQUIREMENTS LIST FOR THE NEW WEBSITE

<table>
<thead>
<tr>
<th>No.</th>
<th>Requirement</th>
<th>M/S/C</th>
<th>Estimate (days)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Create an order for some cheese</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Change an existing open order that has been submitted</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Create a customer account/login</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Choose to have the order gift wrapped</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>5</td>
<td>Browse product information (e.g. ingredients)</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>Show a price list/catalogue of cheeses</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>7</td>
<td>Ensure that payment over the web is secure</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>8</td>
<td>Search and filter by size, price and type of cheese</td>
<td></td>
<td>2</td>
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<tr>
<td>9</td>
<td>Enable a visitor to sign up to receive a newsletter</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>10</td>
<td>Provide a feedback facility for Chestertons</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>11</td>
<td>Promote special offers</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>12</td>
<td>Enter a separate invoice address</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>13</td>
<td>Enter an alternative delivery address</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>14</td>
<td>Provide information about Chestertons (‘about us’)</td>
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<td>1</td>
</tr>
<tr>
<td>15</td>
<td>Allow payment by credit card/debit card</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>16</td>
<td>Automatically authorise credit card payment</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>17</td>
<td>Support other payment methods (e.g. PayPal)</td>
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<td>2</td>
</tr>
<tr>
<td>18</td>
<td>Notify the customer that the order has been dispatched</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>19</td>
<td>Create, view and amend customer details</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>20</td>
<td>Provide an area for trade customers only</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>21</td>
<td>Support discounts related to size of order</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>22</td>
<td>Offer choice of delivery times</td>
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<td>3</td>
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</table>

Total work (in days) 60
Roles Exercise

PEOPLE PROFILES

Mrs. Chesterton


Mr. Chesterton

Likes to play around with ideas. Starts many things off but rarely finishes anything. Decides where the family business should be going at a strategic level. Very keen on technology and gadgets. Wears a watch that tells him how high he is above sea-level but no one is sure why.

Jake Chesterton

‘Hands-on’ day to day running of the cheese business. Leads a small team that handles all sales calls. Is very operationally focussed on getting the right thing to the right customer. Takes many of the calls. Very reactive – fire-fights problems as they happen. Likes to go for long walks on his own.

Kerry Chesterton

Leads the Customer Service and Marketing department. Generally keeps everyone happy. Responsible for dealing with any queries including those about new types of cheese. Responsible for the ‘image’ of Chestertons Cheese. Cares passionately about the environment.

Mirek Kowalski

The I.T. Manager who started as a website designer at Chestertons three years ago. Knows all of the existing systems and applications in a lot of detail, works long hours and leaves his phone on all the time in case of problems. Likes to straighten the pictures that hang in the reception area.

Mimi Bertillon

Leads a small team that handles order fulfilment. Is involved in the vital part of the process where the orders are packed and addressed according to the picking note information provided by Jake’s team. Is allergic to cheese.
Sanjay Patel

Responsible for looking after the delivery side of the business. This includes receiving raw materials and the dispatch of packaged orders. Very good interpersonal skills. Really loves cheese.

Sam O'Farrell

Has a lot of experience of many areas of the company. Has worked for the Chestertons for many years and is seen as the 'old stager'. Is currently looking after the production lines, ensuring that they run as well as possible. Affectionately known as 'Grumpy'. Believes cheese is only cheese if it is hard.
Appendix D
Liste over anbefalt bøker:

Module 2 – An overview of Agile

Module 9 – Business Case

Module 10 – Organization
- Belbin team roles: http://www.belbin.com
- Insights discovery: https://www.insights.com
- Myers-Briggs Type Indicator: http://www.myersbriggs.org
- Tailoring any of the PRINCE2 management products: see Chapter 23 in this publication.
- The Scrum Guide – see Appendix H.

Module 11 – Quality
- Chris Matts: https://theitriskmanager.wordpress.com
- Dan North: http://dannorth.net/introducing-bdd

Module 12 – Plans
- James Grenning: http://www.renaissancesoftware.net/blog

Module 15 – Progress
- Kent Beck: http://www.threeriversinstitute.org/blog/
- Martin Fowler: http://martinfowler.com/intro.html

Module 17 – Starting up a project and initiating a project
- Dave Snowden: http://cognitive-edge.com/library/more/video/introduction-to-the-cynefin-framework/

Module 19 – Controlling a stage
- Agile retrospective resource wiki: http://retrospectivewiki.org

Module 20 – Managing product delivery

Module 24 – The agilometer
- DSDM project approach questionnaire: http://www.dsdm.org/product/project-approach-questionnaire-paq

Module 25 – Requirements
- Kent Beck http://www.threeriversinstitute.org/blog
- Ron Jeffries: http://ronjeffries.com/

Module 26 – Rich communication
- Zachman Framework (i.e. the who, what, when, where, why and how): http://www.zachman.com/about-thezachman-framework

Module 28 – Creating contracts when using Agile
- www.agilecontracts.org
- www.flexiblecontracts.com

Appendix F – Transitioning to Agile, and what constitutes success?
- Organizational maturity and P3M3 – see https://www.axelos.com/p3m3
Appendix E
PRINCE2 Agile™

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The PRINCE2 Agile Examination

Sample Paper 1
Scenario Booklet

Instructions

1. Read the scenario carefully in order to answer questions 7 to 50.

2. The scenario is not based on actual organizations. Any similarities to known organizations are coincidental.
This is a blank page
Project Scenario - Chestertons Cheese

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

Introduction

The Chesterton family started out as farmers, and four years ago they successfully moved in to the making and selling of a wide range of cheeses. They now employ 80 people.

Chestertons sell most of their cheese to national supermarkets (referred to as ‘trade customers’). However, two years ago they decided to sell cheese directly to the public by telephone or over the counter at the farm shop. They did this in order to open up a new market in case their trade customers became less profitable.

One of their cheeses, the Chesterton Blue, has been nominated for the International Cheese of the Year Award. The winner of this award will be announced at the International Cheese Festival being held in Amsterdam in three months' time. Chestertons are expecting to see a significant increase in demand resulting from the publicity.

In order to cope with the extra demand, Chestertons have decided to undertake a project which they have called 'The Golden Clog Project'.

Scope

The initial scope of the project includes:

- Rebranding of Chestertons Cheese;
- Creating a marketing campaign to highlight how successful Chestertons have been and to publicize their new branding;
- Moving to new premises where the manufacturing of the cheese and the support office will be in one place;
- Creating a new website.

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

1. Rebranding;
2. Marketing campaign;
3. Website;

Project Background

Most of the staff at Chestertons have been trained in PRINCE2 Agile. Last year a project office was created to support best practice in the way Chestertons worked.

Due to the importance of this project, the Directors have decided to release the Board Room for use throughout the project’s duration.
Timeline

An initial timeline has been suggested and is shown in the following diagram. The timeline may evolve due to the agile ways of working. The timeline shows how work streams are broken down into work packages and/or timeboxes.
Rebranding – Additional information for questions 7 to 18

Chestertons have used a company called Brand-u-Like for many years. They have a lot of respect for Brand-u-Like as they are professional, easy to work with and produce high quality work.

Brand-u-Like are good at what they do. However, they require a very detailed ‘brief’ of the campaign and will not commit to the work until it is documented and authorized. As they invest a lot of time in the creation of the brief, any change will incur additional costs. They have recently invested in agile training in order to become more agile and responsive in the way they work with customers.

There are three Work Packages within this work stream:

1. Corporate image:
   - Scoping of objectives and key messages;
   - Redesigning the corporate brand/image and all corporate brand standards to align to the new logo, once it has been selected.

2. Logo:
   - Redesigning the Chestertons corporate logo to prepare Chestertons for expansion into a wider marketplace with more diverse customers.

3. Collateral:
   - Corporate signage;
   - Website look and feel;
   - Letterheads;
   - Fonts and tone of voice;
   - Corporate clothing.
Marketing Campaign – Additional information for 19 to 26

Chestertons have only recently invested in marketing as their reputation until now has been spread by ‘word of mouth’. The Marketing Team has been together for over a year now and the members of the team enjoy working with each other. They were very successful with a past campaign called ‘Chestertons Cheese? Yes please!’

The work is being split across a number of timeboxes and the campaign will be delivered across a variety of channels such as:

- Social media;
- Newspaper;
- Radio;
- Television;
- Trade magazines.

They are also thinking of creating a series of videos about cheese and putting them on a video-sharing website. One idea is to make an amusing video that they hope will ‘go viral’.

The Marketing Team has been trained in PRINCE2 Agile and has recently been using it on some of their current work. They are keen to use it on this project.
Website – Additional information for questions 27 to 38

The current website is very old and only has pictures of the farm, basic details about their cheeses and contact details. It will need to be completely replaced.

There are four Work Packages within this work stream being delivered across four timeboxes:

1. Ordering:
   - Customer account/login;
   - Subscribe to a newsletter;
   - Change customer details;
   - Incorporate new branding;
   - Cheese search and filter function;
   - Cheese catalogue download.

2. Payment:
   - Secure payment;
   - Allow payment by credit card/debit card;
   - Allow payment by PayPal.

3. Stock control:
   - Update stock levels;
   - Notification of low stock;
   - Expiry date alerts.

4. The Story of Cheese:
   - Incorporating new branding;
   - History of cheese;
   - History of Chestertons.

Two teams are involved in delivering the website. The Story of Cheese Work Package is being delivered by Chestertons’ own Information Technology (IT) department (the IT Team). They are reasonably good at agile ways of working but have not gained much real life experience as they have been limited, to date, by Chestertons’ basic website.

The remaining Work Packages are being delivered by an IT website development company that specializes in online sales called Web&Go. They are very experienced with agile ways of working and, in particular, they use Kanban for everything they do. Their office is across the narrow access road near Chestertons’ new premises.
Move Premises – Additional information for questions 39 to 50

Chestertons is currently located across several sites and they want to move to one site as quickly as possible, due to the expected increase in demand. The new premises are very large, and therefore Chestertons believe that all of the cheese making can be brought together onto one site.

There is a concern about the new premises because the access road is quite narrow and it also has limited space for parking, although alternative parking arrangements are available. The landlord who owns the building lives abroad but has agreed that if Chestertons do not like the new premises they can move out, without penalty, as long as they do so within three months of their arrival.

Chestertons make several types of cheese and their aim is to have all four production lines fully operational as soon as possible.

There will be a number of Work Packages in this work stream:

1. Production line:
   - Move four production lines to the new premises (shown as P1-P4 on the timeline).

2. Refrigeration Room:
   - Cold storage facilities for both raw produce and manufactured cheese.

3. Administration offices:
   - Prepare office space ready for all administration staff including those working in IT, Facilities, Operations, Sales, Marketing and Finance.

The Premises Team are not quite sure how the agile ways of working apply to their work in the Project but are willing to be guided.
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PRINCE2 Agile™

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The PRINCE2 Agile Examination

Sample Paper 1
Question Booklet

Exam Duration: 2 hours and 30 minutes

Instructions
1. All 50 questions should be attempted. Each question is worth one mark.
2. Read the scenario carefully in order to answer questions 7 to 50.
3. All answers are to be marked on the answer sheet provided.
4. Use a pencil (NOT ink pen) to mark your answers on the answer sheet provided. There is only one correct answer per question.
5. You have 2 hours and 30 minutes to complete this paper.
6. The exam is to be taken with the support of the PRINCE2 Agile Guide only i.e. no material other than the Scenario Booklet, the Question Booklet, the Answer Sheet and the PRINCE2 Agile Guide is to be used.
7. The scenarios are not based on actual organizations. Any similarities to known organizations are coincidental.
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Question Booklet

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

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

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

   a) It follows the traditional need for detailed design before development starts.
   b) It requires completion of work in a linear, sequential manner phase-by-phase.
   c) It recommends a flexible, delegated approach to project management.
   d) It works effectively with agile approaches when some areas of guidance are removed.

5. How might a PRINCE2 organization gain by using PRINCE2 Agile?

   a) It benefits from understanding what agile is and how it works.
   b) It benefits from the advantages of integrating agile into their existing PRINCE2 practices.
   c) It benefits from adopting an industry standard approach to project management.
   d) It benefits from understanding PRINCE2 Agile and how to add it to their existing ways of working.

6. How does a delivery team 'blend and weave' PRINCE2 with agile ways of working?

   a) By self-organizing within authority limits set by the Project Manager.
   b) By using rich communication more effectively on team projects.
   c) By prioritizing requirements using MoSCoW.
   d) By using stages in place of timeboxes in order to manage projects.
Using the Project Scenario and Rebranding Additional information, answer the following questions:

7. The ‘Chestertons Cheese? Yes please!’ Project Retrospective concluded that despite the campaign being successful, the company has a recognition problem in its non-English speaking markets. It was recommended that future campaigns make use of uniquely distinguishable branding.

Which is the PRINCE2 principle being applied?

a) Focus on products.
b) Learn from experience.
c) Continued business justification.
d) Manage by stages.

8. It has been recommended that a marketing campaign be used to determine whether the proposed new corporate logo is sufficiently unique and recognizable. This campaign will target a non-English speaking country.

How effectively does this apply the ‘Continued business justification’ principle?

a) This applies the principle well because it will help identify the Minimum Viable Product for the new corporate logo.
b) This applies the principle well because it will have a favourable impact on the prevailing agile environment.
c) This applies the principle poorly because the Minimum Viable Product is concerned with the viability of the project as a whole.
d) This applies the principle poorly because the proposed new corporate logo may not be sufficiently unique and recognizable.
9. A marketing campaign to promote Chesterton Blue will target a non-English speaking country in order to determine whether the proposed new corporate logo is sufficiently unique and recognizable. The Senior User will approve the chosen logo. During Brand-u-Like’s most recent daily stand-up meeting, a number of observations were made.

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

a) Targeting the Netherlands could increase awareness, resulting in a favourable outcome at the International Cheese Festival.

b) The chosen logo may not be sufficiently unique and recognizable, having a negative impact at the International Cheese Festival.

c) The Chesterton Blue marketing campaign will require an increase in the marketing budget.

d) The Senior User has reported that they may have limited availability over the next three months.

10. During Stage 4, the Cheese Marketing Association confirmed that Chestertons Cheese is allowed to use its quality accreditation logo as part of its branding on all of their marketing materials and products.

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

a) Adopt a dynamic approach to this branding change.

b) Redesign corporate brand standards, implement them, and seek feedback.

c) Produce an Exception Report to inform the Project Board.

d) Raise an issue to inform the Project Manager.
11. It was recommended that a marketing campaign to promote Chesterton Blue is used to determine whether the proposed new corporate logo is sufficiently unique and recognizable. The Customer Subject Matter Expert (CSME) in the Brand-u-Like Team has added this new marketing campaign to the Marketing Team’s Product Backlog.

How effectively does this apply the Change theme?

a) It applies it well because empowered self-organizing teams should be free to handle change dynamically.

b) It applies it well because work should be prioritized in a Product Backlog on an ongoing manner, based on value.

c) It applies it poorly because the change needs to be managed at the appropriate level.

d) It applies it poorly because a burn-up chart should be used where the amount of work changes.

12. During Brand-u-Like’s most recent daily stand-up meeting, a rumour that one of their suppliers is likely to become insolvent was reported. As a result, it was agreed that a safe-to-fail experiment should be conducted to determine the likelihood of this occurring.

How effectively does this apply the Risk theme?

a) It applies it well because a safe-to-fail experiment can be used to assess the impact of major changes to scope.

b) It applies it well because the person who is managing the team is responsible for managing risk at the delivery level.

c) It applies it poorly because it should be managed as an impediment, rather than as a risk.

d) It applies it poorly because a safe-to-fail experiment is NOT a good method for determining risk probabilities.
13. The Collateral Work Package is dependent upon the redesign of the corporate logo. In addition, the Marketing Campaign and ‘Story of Cheese’ are both dependent upon the outputs of the rebranding work.

How should the Brand-u-Like team respond to this during the Accepting a Work Package?

a) Record each of the dependencies as a risk ‘cause’ in the project Risk Register.
b) Ensure that the dependencies are specified as development interfaces in the Work Packages.
c) Document the purpose of each of the products in the appropriate Product Description.
d) Prioritize the work that needs to be undertaken using Brand-u-Like’s Product Backlog.

14. The products produced by Brand-u-Like will be delivered in Stage 2 only. The Project Board has agreed to visit the Board Room to review the burn charts each week.

Which reason BEST explains whether this is a suitable approach for the Directing a Project process?

a) It is a good approach because decision-making may be informed by information pulled from the project.
b) It is a good approach because the Executive will be able to provide direction to the Project Manager and the teams.
c) It is a poor approach because the Project Manager should be reviewing the burn charts and escalating any exceptions.
d) It is a poor approach because the Project Board should only review information at the end of a stage.

15. The Project Manager has worked with Brand-u-Like to create a Work Package which releases the collateral items in weeks 4 and 5. The Stage Plan shows the collateral items as a list in the form of a backlog. Brand-u-Like has produced a release backlog which covers two sprints each of one week duration.

Which statement BEST explains why this approach is appropriate for the Managing Product Delivery process?

a) All the rebranding work is contained within one stage so sprint planning is not necessary.
b) Within an agile project a Team Plan should always be in the same format as a Stage Plan.
c) Release and sprint backlogs can be used effectively to plan the work required in a Work Package.
d) The Work Package definition should include the preferred size of the timeboxes.
16. At the start of the project the Agilometer was used and the ‘Advantageous environmental conditions’ slider was set at a high-level across the project. When reviewing the project’s performance this was felt to have been too optimistic. Throughout the project it was found that Brand-u-Like would not change their approach and would not commit to their work until it was documented and authorized.

Which report is MOST relevant for including this information?

a) Checkpoint Report.  
b) Exception report.  
c) End project report.  
d) Product status account.

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

Which reason BEST explains whether the CMS should be used in this way?

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

18. The Acceptance Criteria relating to the new logo have been set at a high level in the Project Product Description (PPD). The introduction section of the Quality Management Strategy (QMS) contains the objective of ensuring that this standard is achieved.

Which BEST explains why this statement should be included in the introduction section of the QMS?

a) Brand-u-Like need to ensure that the agile ways of working documented in the QMS will achieve the appropriate level of quality.  
b) This objective corresponds to the reputation Brand-u-Like has for producing work to a high level of quality.  
c) All of Chesterton’s’ requirements are driven by the high standards needed by food production regulations.  
d) When working in basic agile environments a lot of emphasis should be placed on quality planning during the Initiation Stage.
Using the Project Scenario and Marketing Campaign Additional information, answer the following questions:

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

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

a) A tolerance range set for the video and/or photos to be available on as many social media platforms as possible.

b) Zero tolerance on the need for Twitter to be able to share with all social media applications.

c) Zero tolerance on the need for the video to be available on YouTube, Facebook and Instagram.

d) Zero tolerance on the need for the video to be on YouTube with a tolerance range of 1-5 photos on Instagram.

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

- Must Have advertisements in the ‘Good Food’ and ‘Great International Food’ magazines;
- Should Have advertisements in ‘Cook Organic’ and ‘The Vegetarian’ magazines.

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

a) Deliver the Must Have advertisements as required and as many Should Have advertisements as possible.

b) Deliver as many advertisements as possible on both Must and Should Have advertisements equally.

c) Deliver only the Must Have advertisements and remove all of the Should Have advertisements from project scope.

d) Deliver one Must Have and one Should Have advertisement in the first timebox and the remainder in the second.
21. The Business Case identifies that the marketing campaign must achieve a minimum of a 10% increase in sales within three months to be viable, and it would also like to achieve a wider awareness of Chestertons to improve their long term sales.

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

How should the team respond taking into account the ‘five targets’?

a) Make the long term benefits gained from television advertisements a higher priority than the magazine promotion benefits.
b) Fix the benefits from both campaign approaches and escalate to the Project Board the need to provide more funding.
c) Adjust the benefits from both campaign approaches and adjust the risk that the sales forecasts may be inaccurate.
d) Ensure the magazine promotion achieves a 10% sales increase and reduce the television advertisement benefits.

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

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

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

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

a) Publishing of the social media and newspaper advertisements allows rich communication with potential customers.
b) Generating increased cheese sales will give the Project Board early confidence in the ongoing Business Case viability.
c) Delivering all three campaigns would have reduced testing and increased the risk of errors in the advertisements.
d) Focusing on the critical requirements allows the Marketing Team to collaborate more effectively during the timebox.
23. The PPD for the Golden Clog Project includes the following Acceptance Criterion in relation to the marketing campaign:

‘The marketing campaign must generate a 200% increase in customer enquiries in advance of the International Cheese Festival.’

Which reason explains why the Team Manager should ‘protect the level of quality’ of the marketing campaign?

a) The impact of each marketing campaign needs to be established early in the project to generate enquiries.

b) The marketing campaign must be delivered before the International Cheese Festival.

c) The number of enquiries converted to sales depends on how well the campaign reflects the cheese range.

d) The Acceptance Criterion represents the Minimum Viable Product to be delivered by the Golden Clog Project.

24. One purpose of the marketing campaign is to promote awareness of the Chestertons' Blue cheese, using advertisements based on the smell of the cheese. There is a negative reaction from the public to the first advertisement. Further research identified that this is because the public dislikes the photographs of noses on the advertisement.

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

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

a) The team made the decision to change and take action collaboratively.

b) The cost of ownership of the marketing campaign will be reduced.

c) Revision to the advertisement removes features that the customer did not want.

d) Making changes according to feedback should result in a more successful product.
25. The Customer Representative on the Marketing Team who is responsible each day for updating social media for the Golden Clog Project is on holiday during weeks 8-9. Brand-u-Like, who is rebranding Chestertons Cheese, has several trainees and has offered to transfer these trainees at a reduced rate to the Marketing Team to assist in this work.

Why should the Project Manager resist this request in accordance with the ‘five targets’?

a) It should be possible for other people in the team to produce the output.
b) The additional cost of staff should be avoided by the project.
c) Team members should remain unchanged within a PRINCE2 Agile team.
d) Brand-u-Like will benefit from learning more about Chestertons’ business.

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

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

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

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

a) It applies the target well because the CSME has confirmed that the customer needs all three campaigns to be delivered.
b) It applies the target well because the level of quality should be reduced to deliver the campaigns before the International Cheese Festival.
c) It applies the target poorly because requirements should be broken down and prioritized in order to deliver on time to quality.
d) It applies the target poorly because the decision to deliver all three campaigns should have been taken collaboratively with the team.
Using the Project Scenario and Website Additional information, answer the following questions:

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

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

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

How should the 'Manage by Exception' principle be applied to this work?

a) Ensure that an initial forecast to exceed the time tolerance in this timebox is escalated to the Project Manager.
b) Ensure that a prototype is delivered in the first timebox, integrating the new branding with zero time tolerance.
c) Ensure that if Web&Go can only deliver the rebranding in the timebox then this is escalated to the Project Manager.
d) Ensure that this timebox only includes the rebranding with the other requirements included in later timeboxes.

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

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

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

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

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

a) Work within Stage 3 should be divided into timeboxes with requirements prioritized as Must/Should/Could Have.
b) Work within Stage 3 should be broken down to enable prioritization with and the amount of work in progress being controlled.
c) The internal IT Team is not using Kanban; therefore Web&Go should adopt the same agile approaches.
d) Retrospectives should be held after each product is delivered to focus the learning on the products.
29. Web&Go is using Kanban to deliver the Ordering Work Package.

How should the Organization theme be tailored for this team?

a) No change is required to the roles defined in PRINCE2.
b) By appointing the Scrum Master of the Web&Go Team to act as Team Manager for the Ordering Work Package.

c) By showing the Golden Clog Project organization chart on the Web&Go Team’s Kanban Board.

d) By ensuring that the Web&Go Team works closely with the Project Manager of the Golden Clog Project.

30. The Web&Go Team are delivering the Ordering Work Package using a Kanban approach. The Work Package includes the following requirements:

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

How should Web&Go estimate the delivery of this Work Package so that the Plans theme is tailored appropriately?

a) Use rationalism to estimate how long the Must Haves and Should Haves will take to deliver.

b) Use the previous lead times from similar work items for other customers to estimate the three requirements.

c) Use empiricism to estimate the effort to deliver the three requirements based on what happened in Stage 2.

d) Estimate the effort needed to design each of the three requirements in the first timebox.
31. When preparing the best-case scenario Business Case, the Project Manager asked Web&Go to estimate the effort required for the customer account/login function. Web&Go has been asked to provide estimates for each of the following:

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

What BEST explains how this approach tailors the Business Case theme?

a) It tailors the theme well because a best-case and worst-case scenario Business Case should be produced.
b) It tailors the theme well because the best-case scenario includes the delivery of all of the specified requirements.
c) It tailors the theme poorly because the Project Board should focus on the expected-case most likely to be delivered.
d) It tailors the theme poorly because a high level requirement to create a customer account/login should have been used.

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

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

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

a) The IT Team velocity is too slow to deliver all products at the current rate of progress.
b) The burn-down chart is displayed so that progress is visible to the IT Team members.
c) The burn-down chart shows how much work is left to be done during this timebox.
d) The burn-down chart assumes that the amount of work stays the same during this timebox.
33. A business analyst has been collecting ideas from sales staff on ways to improve the sales process. These ideas have been collated onto a backlog. This list of possible changes is being discussed during the Starting up a Project process along with other ideas to be included in the Project.

The value of each of these ideas needs to be understood by the members of the Project Board.

How should the project management team BEST present the Project Brief to the Project Board in order to achieve this?

a) By issuing it to the Project Board along with the backlog showing the risks, benefits and costs of each idea.
b) By issuing it to the Project Board with an invitation to call the Project Manager if information on risks, costs and benefits is needed.
c) By discussing it along with the risks, costs and benefits of each idea displayed in the board room with the Project Board.
d) By discussing it with the Executive, enabling the Executive to present the findings to the Project Board.

34. At the end of week 14, the Project Manager is getting ready to complete the Closing a Project process.

The rebranding, marketing, website and premises move have all been completed.

How should the Project Manager complete the Closing a Project process?

a) By completing a full review of each release of the website to obtain user acceptance.
b) By using lessons from website retrospectives, checking that they were actioned in later timeboxes.
c) By handing over the website to operations staff in a formal handover ceremony.
d) By developing the handover documentation for the operations staff who maintain the website.
35. At the end of week 7, the first timebox relating to the ordering on the website has been completed. The Web&Go Team Manager has been planning a retrospective with an independent facilitator. They have spent two hours planning with the following conclusions:

- All team members working on the Ordering Work Package (including staff from Web&Go) should attend as well as the Project Manager;
- At the retrospective, the focus should be on establishing how rich communication has contributed to a successful delivery of the timebox and how it should be used going forward.

Which BEST explains how well this tailors the Controlling a Stage process?

a) It tailors the process well because the retrospective workshop should be planned using an independent facilitator.
b) It tailors the process well because the retrospective should focus on understanding how team behaviors can be improved.
c) It tails the process poorly because the retrospective should involve internal staff rather than external suppliers.
d) It tails the process poorly because the retrospective should focus on the quality of the delivered website.

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

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

How should Web&Go start delivering the Team Plan where the Work in Progress (WIP) limit on the build column of the Kanban Board is 2?

a) By identifying at the beginning of the timebox that requirement 3 is unlikely to be delivered.
b) By measuring the number of customer requests for secure payments that are successful.
c) By pulling requirements 1 and 2 onto the Kanban board first, ready to start work on them.
d) By starting work on all three requirements at the same time to ensure that at least 2 are delivered within the timebox.
37. During Stage 4, work on the Story of Cheese is due to commence. The IT Team are delivering this Work Package which includes the following requirements:

- Incorporation of the new branding;
- History of cheese;
- History of Chestertons.

How should the Work Package for this timebox be authorized?

a) The Team Manager should estimate the lead times for each requirement in order to limit the amount of work in the timebox.

b) The Project Manager should agree the content of the Work Package with the IT Team at a timebox planning meeting.

c) The Team Manager should produce three separate Work Packages for the requirements, issuing them to the Project Manager for authorization.

d) The Project Manager should specify the order in which each requirement included in the Work Package should be delivered.

38. The following risk has been identified during the assessment of the Agilometer and entered into the Risk Register. The Risk Register is displayed on the information radiator in the Board Room.

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

What BEST explains how this tailors the Risk Register?

a) It tailors the Risk Register well because it assesses the estimated impact that the risk might have on the project.

b) It tailors the Risk Register well because it records the results of the agile risk assessment.

c) It tailors the Risk Register poorly because the risk register should be maintained in a more formal manner.

d) It tailors the Risk Register poorly because risks are avoided due to the use of agile approaches in a project.
Using the Project Scenario and Move Premises Additional information, answer the following questions:

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

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

Which action is an appropriate response to this observation?

a) To have a work stream launch party to build a ‘one-team’ culture with the staff to be relocated.
b) To create an email distribution list to ensure the team is kept up-to-date on decisions and progress.
c) To ensure that the updated backlog is distributed weekly to the team and the landlord.
d) To use web-cams on calls to the team and landlord to enable face-to-face communication.

40. The Premises Team is made up of both operations and maintenance staff, assigned full-time to the team. The operations process has to comply with hygiene regulations and therefore the operations staff is focused on delivering the required level of quality. The operations staff members feel that only they have the authority and knowledge to make the key decisions with respect to how the lines are set-up. They are unhappy that the maintenance staff members have, in the past, not appropriately implemented some minor operational requirements.

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

a) Level of collaboration.
b) Ease of communication.
c) Ability to work iteratively and deliver incrementally.
d) Advantageous environmental conditions.
41. The following requirement has been specified for the moving of premises:

As the Operations Manager responsible for all of the production lines:

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

Where is it MOST appropriate to record this wording?

a) As the Project Product Description.
b) As a Product Description.
c) As a User Story.
d) As an Epic.

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

Which approach should be taken to deal with this issue?

a) Escalate to the Project Board so the requirement is formally reassessed.
b) Change the expected range of the temperature to identify cheaper units.
c) Decompose the requirement to identify separate ranges for each cheese type.
d) Use project cost tolerance to pay for a more expensive cooling unit.

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

Which is the MOST appropriate way to convey the impact that this decision has on the Premises Team?

a) Document the options and impact in the impact analysis section in an Issue Report.
b) Record the options and choices in a visual decision tree and distribute this to all of the teams involved.
c) Discuss at a workshop attended by the Project Board members where decisions can be made.
d) Discuss in a meeting of the CSMEs from the Premises and Marketing Teams.
44. The move of the first production line to the new premises has been completed.

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

a) The Project Board was pleased with the visible progress.
b) The staff really liked the atmosphere of the new premises.
c) The delivery lorries were unable to gain access to the site.
d) Dispatching cheese was more complicated across both old and new sites.

45. The Project Manager used the Agilometer to assess the prevailing agile environment in order to tailor PRINCE2 in the most effective way. Overall, the work stream to move to the new premises scores low for all sliders.

Which slider should be set higher for the reason given?

a) **Flexibility on what is delivered**  
   **Reason:** There are many technical requirements for the product area related to hygiene, health and safety.
b) **Advantageous Environmental Conditions**  
   **Reason:** The Operations Manager wants to sign-off the technical design of the production lines before they are dismantled.
c) **Acceptance of Agile**  
   **Reason:** The Operations Team is used to a continual process environment so agile techniques feel very unfamiliar.
d) **Ability to work iteratively and deliver incrementally**  
   **Reason:** Being cautious, the team wants to move and test each production line one by one.

46. The Premises Team has just been appointed and is made up of operations and facilities staff.

Which characteristic justifies a high-level setting for the ‘Ease of communication’ slider on the Agilometer for this part of the project?

a) The Operations Manager walks around the production plant to manage the staff while the production lines are running.
b) The operations staff monitors their performance and level of production achieved through a visible dashboard.
c) The Premises Team has been trained in PRINCE2 Agile and is willing to be guided by others who have more experience.
d) When the production lines are running, the operations staff happily helps each other out and step-in for others when needed.
47. As a: an operations manager;  
I want to: locate the refrigeration room at the end of each production line;  
So that: the time needed to move the cheese into the refrigeration room is as short as possible.

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

a) The function in the ‘what’ is appropriate because it contains quality criteria.
b) The benefit in the ‘why’ is appropriate because it contains a target.
c) The ‘who’ is appropriate because the role is independent.
d) All parts are useable because they are appropriate for this user story.

48. 22 requirements have been identified for the cheese dispatch process, broken down by number as follows:

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

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

a) Pre-project stage because there are less than nine areas in the dispatch process.
b) Initiation stage because there are between 10 and 100 requirements in the dispatch process.
c) Delivery stages because the requirements have been decomposed with additional details.
d) No specific stage because the whole scope of the Work Package needs to be addressed.
49. The Premises Team has decided to mark-out the production lines with cardboard boxes on the production room floor to validate that the production lines will fit.

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

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

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

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

a) It applies the focus area well because it will assist in defining the requirements of the interim products.
b) It applies the focus area well because it will highlight early learnings with the moving of the production lines.
c) It applies the focus area poorly because there will not be an opportunity to rework each production line.
d) It applies the focus area poorly because it creates issues and extra costs when receiving goods and dispatching.
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PRINCE2 Agile™

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The PRINCE2 Agile Examination

Rationale

Sample Paper 1

June 2015 Release
1. Syllabus Topic: 1.1  
Correct Answer: D  
Objective: LO1 - Understand the basic concepts of common agile ways of working

   a) Kanban is a way to improve flow and provide system improvement through controlling work in progress (Table 2.1).
   b) DevOps is for IT work only. It is a collaborative approach between development and operations to creating a product or service where the two types of work and even the teams merge as much as possible (Table 2.1).
   c) SAFe (Scaled Agile Framework) is a large scale application of agile across an organization (Table 2.1).
   d) Lean Startup was originally an approach to creating and managing start-up companies, but is now applied to any business, so that they can deliver products quickly to the customer (Table 2.1).

2. Syllabus Topic: 1.2  
Correct Answer: B  
Objective: LO1 - Understand the basic concepts of common agile ways of working

   a) In a business as usual environment, the list of work is prioritized in some form and may be batched into timeboxes. As the work is completed the existing product evolves over time (1.2.2).
   b) An example of a project would be where a new product or service is being created and there may be a need to engage many stakeholders and a significant amount of uncertainty (1.2.2). PRINCE2 Agile is only suitable for use on projects (1.2).
   c) In a business as usual environment, the list of work is prioritized in some form and may be batched into timeboxes. As the work is completed the existing product evolves over time (1.2.2).
   d) For business as usual there would usually be a long list of tasks that would arrive regularly throughout the lifespan of the product (1.2.1). PRINCE2 Agile is only suitable for use on projects (1.2).
3. Syllabus Topic: 1.3
Correct Answer: A
Objective: LO1 - Understand the basic concepts of common agile ways of working

   a) Kanban is a way to improve flow and provoke system improvement through visualization and controlling work in progress (Table 2.1).
   b) A traditional waterfall lifecycle is broken down into ‘technical’ phases such as Analysis, Design, Build, Test and Implement (6.4.2).
   c) In a business as usual environment, the list of work is prioritized in some form and may be batched into timeboxes. As the work is completed the existing product evolves over time (1.2.2).
   d) The Product Roadmap is a diagram or document that shows the intended development path for a product. This would typically be a long range plan that may cover several months or years (Glossary).

4. Syllabus Topic: 2.2
Correct Answer: C
Objective: LO2 - Understand the purpose and context for combining PRINCE2 and the agile way of working

   a) PRINCE2 should not be thought of as a ‘traditional project management approach’ being predominantly ‘big design up front’ (3.7 point 2).
   b) PRINCE2 should not be thought of as a ‘traditional project management approach’ being predominantly ‘waterfall’ (3.7 point 2). The waterfall method is linear and sequential with distinct goals for each phase of development (Glossary).
   c) PRINCE2 should not be thought of as a ‘traditional project management approach’ being predominantly ‘bureaucratic’ and ‘command and control’ (3.7 point 2).
   d) PRINCE2 is already enabled to work with agile and nothing needs to be removed or significantly changed (3.7 point 1).
5. Syllabus Topic: 2.3
Correct Answer: B
Objective: LO2 - Understand the purpose and context for combining PRINCE2 and the agile way of working

a) This is a benefit to those PRINCE2 organizations encountering agile – they understand it but do not integrate it (Table 3.1).

b) A primary focus of PRINCE2 Agile is for those in the PRINCE2 community wanting to go agile. They wish to integrate agile into their existing PRINCE2 working practices in order to benefit from this way of working (Table 3.1).

c) This is a benefit to those who are already agile and want to adopt PRINCE2 (Table 3.1).

d) A mature agile organization might wish to become familiar with PRINCE2 Agile in order to add to their existing body of knowledge (Table 3.1).

6. Syllabus Topic: 2.4
Correct Answer: A
Objective: LO2 - Understand the purpose and context for combining PRINCE2 and the agile way of working

a) Those using agile to deliver need to integrate seamlessly with the PRINCE2 ethos of staying in control by empowering people and ensuring that the project remains viable (3.1).

b) Those directing and managing a project, in an agile context, need to adopt agile disciplines and behaviours (3.1). A team using agile approaches should already be using these behaviours (Table 2.2).

c) Those directing and managing a project, in an agile context, need to adopt agile disciplines and behaviours (3.1). A team using agile approaches should already be using these behaviours (Table 2.2).

d) PRINCE2 Agile is designed to be combined with the typical agile behaviours such as timeboxing (2.2). A team using agile approaches should already be using these behaviours (Table 2.2).
7. Syllabus Topic: 5.2
Correct Answer: B
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) Focus on products is related to product descriptions, quality criteria and quality tolerances. These can be flexed to focus on the delivery of value (Table 7.1).

b) The team learned that the company has a recognition problem in its non-English speaking markets. In response, a recommendation has been made (Table 7.1).

c) The team learned that the company has a recognition problem in its non-English speaking markets. In response, a recommendation has been made (Table 7.1).

d) A project retrospective takes place as part of the Closing a Project process rather than at the end of a stage (Table 22.1).

8. Syllabus Topic: 5.3
Correct Answer: A
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) This is an example of a ‘feasibility study’ or experiment, which will help determine the “version of the final product which allows the maximum amount of validated learning with the least effort”, i.e. the Minimum Viable Product (MVP) for the new corporate logo (Table 7.1 and Glossary).

b) This may have a favourable impact on the prevailing agile environment. However, it is a form of ‘feasibility study’ or experiment to learn and determine the MVP for the new corporate logo (Table 7.1, Section 24.3 and Glossary).

c) The MVP is a “version of the final product which allows the maximum amount of validated learning with the least effort”, and it should not be confused with the viability of the project as a whole (Glossary).

d) While it is true that the proposed new corporate logo may not be sufficiently unique and recognizable, this is an example of a ‘feasibility study’ or experiment, which will help determine the “version of the final product which allows the maximum amount of validated learning with the least effort”, i.e. the MVP for the new corporate logo (Table 7.1 and Glossary).
9. Syllabus Topic: 5.4
Correct Answer: D
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) The outcome at the Cheese Festival is outside the scope of Rebranding. This is a project ‘opportunity’ and is unlikely to block the Rebranding Team’s progress (Section 13.3). It should be escalated to the Project Manager.

b) The outcome at the Cheese Festival is outside the scope of Rebranding. This is a project ‘threat’ and is unlikely to block the Rebranding Team’s progress (Section 13.3). It should be escalated to the Project Manager.

c) The marketing campaign is outside the scope of Rebranding. This is a project issue and is unlikely to block the Rebranding Team’s progress (Section 13.3). The Project Manager should already be aware of this.

d) In stand-up meetings it is good practice to also ask if they are aware of anything that ‘may potentially’ block their progress (Section 13.3).

10. Syllabus Topic: 5.4
Correct Answer: D
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) While it is true that empowered self-organizing teams should be free to handle change dynamically at the detailed level, this change would affect more than Work Package and team. As a result, it is not at the detailed level (Section 14.3).

b) This is in keeping with the PRINCE2 Agile behaviour of Exploration. However, it is not appropriate, because this change would affect more than one Work Package and team. As a result, it is not at the detailed level (Sections 13.3 and 14.4.1).

c) Exception Reports to the Project Board would, if necessary, be raised by the Project Manager in the Controlling a Stage process (Figure 10.2, Table 19.1 and Section 19.5).

d) This change would affect more than one Work Package and team. As a result, it is not at the detailed level. The resulting issue needs to be escalated quickly to ensure that Sprint and Release goals are not compromised (Sections 13.3, 14.4.1 & 19.3 and Table 20.1).
11. Syllabus Topic: 5.5  
Correct Answer: C  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) While it is true that empowered self-organizing teams should be free to handle change dynamically at the detailed level, this is a change of scope and needs to be handled formally; decisions need to be made by the appropriate level of management (Section 14.3).
b) While it is true that work should be prioritized in a Product Backlog by a Product Owner, in an ongoing manner, based on value and maximizing that value, this is a change of scope and needs to be handled formally (Sections 9.2 and 14.3).
c) Empowered self-organizing teams should be free to handle change dynamically at the detailed level. However, is a change of scope and needs to be handled formally and it is very important to deal with change at the appropriate level of management (Section 14.3).
d) While it is true that if the amount of work is likely to change, or does change, then this will not be picked up by a burn-down chart easily and hence, a burn-up chart should be used. This is a change of scope and needs to be handled formally; decisions need to be made by the appropriate level of management (Sections 14.3 and 15.4.1).

12. Syllabus Topic: 5.5  
Correct Answer: D  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) A safe-to-fail experiment is one that is designed to have only limited impact on a system or the plan in the event of failure (Table 13.1 and Glossary).
b) While it is true that it is the responsibility of the role that is managing the team (i.e. the Team Manager) to manage risk at the delivery level, a safe-to-fail experiment is one that is designed to study impacts (i.e. limited impacts) on a system or plan in the event of failure, not probabilities of an uncertain event occurring (Section 13.3, Table 13.1 and Glossary).
c) This is a ‘cause’ or source of a risk to the successful completion of the teams work. As a result, it should be managed as a risk (Section 13.3).
d) A safe-to-fail experiment is one that is designed to study impacts (i.e. limited impacts) on a system or plan in the event of failure, not the probability of an uncertain event occurring (Section 13.3, Table 13.1 and Glossary).
13. Syllabus Topic: 5.6
   Correct Answer: B
   Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

   a) Dependencies may be the cause of risks. However, risks between work streams are project risks and, if necessary, recorded by the Project Manager (Section 13.3 and Appendix A.25.1).

   b) Interfaces that must be maintained while developing the products should be documented in the Work Package documentation which should be collaboratively defined by the Project Manager and the Team Manager (and the team) (Section 20.3.1 and Appendix A.26.2).

   c) While the purpose of a product, who will use it and whether it is a means to an end or an end in itself should be documented in the Product Description (Appendix A.17.2).

   d) A Product Backlog is used to prioritize work (by a Product Owner), based on value and maximizing that value. It does not document interdependencies (Section 9.2).

14. Syllabus Topic: 5.7
   Correct Answer: A
   Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

   a) Decision making may be based more on information pulled from the project as opposed to formally reported. The review of information on the burn charts in the project room enables regular, rich and informal information flows (18.3).

   b) It is vital to ensure that management by exception is operating effectively for the whole project management team as this creates an environment conducive to the agile way of working where people are empowered and self-organize. The Project Manager should only seek guidance from the Executive when the Project Board does not provide unified direction and guidance to the Project Manager (18.4 / 18.1).

   c) The Project Manager will inform the board of any exception situation. This is still a correct approach even if the Project Board is pulling information from the project burn charts (18.1).

   d) The Project Board manages by exception. It monitors via reports and controls through a small number of decision points. There should be no need for other ‘progress meetings’ for the project board. However in PRINCE2 Agile decision-making may be based more on information pulled from the project as opposed to formally reported (18.1 / 18.3).
15. Syllabus Topic: 5.8  
Correct Answer: C  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context  

   a) Even though the work is contained within one stage there would still be a need for some form of planning (12.3.5).  
   b) PRINCE2 supports any type of planning style from a conventional Gantt chart to a simple backlog list. Both styles are in keeping with the Plan product description. It may be the case that more than one planning style is used on a single project (12.3).  
   c) When accepting a Work Package, release and sprint backlogs can be used. Empirical and emergent planning is more likely to occur in the lower levels of plan such as with product delivery within the Managing Product Delivery process (i.e. where agile is predominantly used) because the timescales (and therefore the planning horizons) will be short, perhaps in the order of two to four weeks (Table 20.1 / 12.3.3).  
   d) Agreement on what the Work Package may release (if anything) and the preferred size of the timeboxes involved – if there might be more than one. However, this does not explain the use of backlogs within the Managing Product Delivery process (20.3.1).

16. Syllabus Topic: 5.8  
Correct Answer: C  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context  

   a) A Checkpoint Report is used to report, at a frequency defined in the Work Package, the status of the Work Package. This is throughout the project and not at the end of the project. Also Brand-u-Like would not document this information in a Checkpoint Report about themselves (A.3.1).  
   b) An Exception Report is most likely to occur due to the expected amount to be delivered being forecast to exceed tolerance. The information given will not cause an exception (Table 23.3).  
   c) An assessment of agile should be included in an End Project Report and should reference the judgements made when using the Agilometer (Table 23.3).  
   d) The Product Status Account may need to cater for high degrees of change due to the regular iteration of products under configuration management. The information given is not related to products (Table 23.3).
17. Syllabus Topic: 5.9
Correct Answer: C
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) The composition of a Configuration Item Record (CIR) will be defined in the project's Configuration Management Strategy (CMS). The need for a CIR is irrelevant to managing changes to a product (A.5.2).

b) Although the approach to development of the CMS should be collaborative, the requirements should be defined at a high or intermediate level, but not in detail (28.3).

c) The level at which configuration management takes place needs to take into account that project- or stage-level change may affect the agreed baseline, whereas detailed change is likely not to (Table 23.1). Change should be allowed at the product delivery level in order to harness the benefits of positive change (14.3).

d) A CMS in some form will be essential to the project. The iterative and incremental nature of agile means that there will naturally be several versions of products and that change is inevitable; therefore this should be embraced and supported accordingly. In environments where automation and frequent releases into operational use occur, specific tools may exist and their use should be clearly defined (Table 23.1).

18. Syllabus Topic: 5.9
Correct Answer: A
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) The agile way of working needs to be incorporated into the Quality Management Strategy (QMS) for ensuring that the quality level is achieved Table (23.1).

b) The QMS is used to define the quality techniques and standards to be applied. The reputation of a supplier has no bearing on the requirements (A.22.1).

c) The QMS is used to define the quality techniques and standards to be applied, and the various responsibilities for achieving the required quality levels, during the project (A.22.1).

d) Although in some agile environments there may not be a lot of emphasis given to quality planning and quality management during the start of a project, the QMS will define how the standard specified will be achieved using quality control during product development (11.2).
19. Syllabus Topic: 4.1 a)
Correct Answer: D
Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context - Quality

a) The need for the video to be on YouTube is missing from this statement (Section 11.2).
b) This statement does not relate to where the video is available (Table 6.1).
c) Not all of the items in this statement are essential so zero tolerance on all items is not appropriate (Table 6.1).
d) Zero tolerance is used for customer quality expectations that are essential (available on YouTube). Tolerance may be used where they are desirable but not essential (available on Instagram) (Table 6.1).

20. Syllabus Topic: 4.1 b)
Correct Answer: A
Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Scope

a) It is essential that the revised scope of work provides sufficient features to be worth delivering. It is likely that flexing the scope on the Should Have advertisements is viable (Section 9.2 and Table 6.1).
b) There should be zero tolerance on the scope of products that are essential. Flexing the scope may be done for products that are desirable but not essential. The Must Have advertisements should not be flexed (Table 6.1).
c) Flexing the scope may be done for products that are desirable but not essential. A typical agile response is to re-prioritize and aim to include in the next timebox if all the requirements cannot be addressed (Table 6.1 / 14.2).
d) There should be zero tolerance on the scope of products that are essential so all Must Have requirements have to be delivered in the timebox (Table 6.1).
21. Syllabus Topic: 4.1 c)  
Correct Answer: D  
Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Time/cost/benefit/risk

a) There must be zero tolerance for the level that is defined as ‘minimum viability’ in the Business Case – in this case a 10% increase in sales. The long term benefits of the television advertisements do not represent minimum viability in this case (Table 6.1).

b) Benefits may be fixed (at ‘minimum viability’) or flexed. There must be zero tolerance for extra cost on all levels of plan (Table 6.1).

c) Although benefits and risk may both be flexed, the ‘minimum viability’ in the Business Case must be fixed (Table 6.1).

d) There must be zero tolerance for the level that is defined as ‘minimum viability’ in the Business Case – in this case a 10% increase in sales. Tolerance may be used above the level that is defined as ‘minimum viability’ in the Business Case – in this case flexing the television advertisements (Table 6.1).

22. Syllabus Topic: 4.2 a)  
Correct Answer: B  
Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Be on time and hit deadlines

a) Rich communication is a PRINCE2 Agile behaviour to be exhibited by teams during a project (7.4.3). These campaigns do provide opportunities for communication with potential customers. However, this does not explain why the Marketing Team should be on time and hit deadlines (6.4.1).

b) The benefits of being on time and hitting deadlines include: early realization of benefits, giving confidence with progress and reducing likelihood of cost overruns (6.4.1). These benefits will all give the Project Board confidence in the viability of the project.

c) Reduced testing is an effect of failing to protect the quality (6.4.2) rather than a failure to be on time and hit deadlines (6.4.1).

d) Collaboration is a PRINCE2 Agile behaviour to be exhibited by teams during a project. Focusing on critical requirements does not enable collaboration – collaboration requires a motivated and respectful team (7.4.2).
23. Syllabus Topic: 4.2 b)  
Correct Answer: C  
Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Protect the level of quality  
   a) Frequent releases allow for feedback and reduce the risk of delivering the wrong product (27.1). However, this does not explain the need to protect the level of quality which impacts on the final product (6.4.1).  
   b) Delivering the campaign before the International Cheese Festival is about meeting a deadline over which there is no choice – being on time and hitting deadlines (6.4.1).  
   c) Compromising the quality level of anything delivered during a project can take many forms but results from incomplete documentation, sub-optimal design and non-compliance with standards. This sort of compromise should be avoided as it can lead to degraded performance, lack of engagement with the user community (6.4.2).  
   d) The Minimum Viable Product (MVP) broadly aligns with the Lean Startup view that it is a ‘version of the final product which allows the maximum amount of validated learning with the least effort’ (Glossary). The Acceptance Criterion specified is outcome focused – it needs to have already generated interest from customers (Table 23.1).  

24. Syllabus Topic: 4.2 c)  
Correct Answer: D  
Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Embrace change  
   a) Just because the team was acting collaboratively does not explain why the embrace change target is addressed (7.4.2).  
   b) The cost of ownership of the final product is related to compromises in the level of quality resulting in such things as reduced usability, increased support requirements, degraded performance and lack of engagement with the user community (6.1.3).  
   c) This is related to the target that a project using PRINCE2 Agile accepts that the customer does not need everything (Table 6.2 / 6.4.5).  
   d) Change should be seen as positive because a more accurate final product is likely to be produced (Table 6.2 / 6.4.3).
25. Syllabus Topic: 4.2 d)
   Correct Answer: A
   Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Keep teams stable
   a) How many of each role in a team will vary according to the needs of the delivery team. One person could do more than one role (e.g. lead the team and coach it). Several people could carry out one role (e.g. create the product) (10.3.3).
   b) Costs may need to be considered but it is more important to consider the impact on the agile way of working. This relates to time spent training, communication increases, and especially the impact of changing a team’s dynamics (6.4.4).
   c) Team members may need to change throughout the life of a project as the needs of a project change. The concept of avoiding the use of extra people to improve progress applies primarily to the short term – for example four weeks or less, such as within a sprint (6.4.4).
   d) It is likely that Chestertons would also benefit from Brand-u-like knowing more about their operations. The impact on the agile way of working is much more important to consider with any team member change (6.4.4).

26. Syllabus Topic: 4.2 e)
   Correct Answer: C
   Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Accept that the customer does not need everything
   a) A project using PRINCE2 Agile does not set out with the intention of not delivering everything, but it does aim to hit deadlines and protect the level of quality by reducing what is delivered accordingly (6.4.5).
   b) A project using PRINCE2 Agile does not set out with the intention of not delivering everything, but it does aim to hit deadlines and protect the level of quality by reducing what is delivered accordingly (6.4.5).
   c) A project using PRINCE2 Agile does not set out with the intention of not delivering everything, but it does aim to hit deadlines and protect the level of quality by reducing what is delivered accordingly (6.4.5). During the delivery stage, detailed requirements should be defined using decomposition (Figure 25.1 and Table 25.2).
   d) Collaboration is one of the PRINCE2 Agile behaviours that should be exhibited during a project (7.4.2). However, it does not explain why the customer does not need everything and that it is more important to delivery on time and to quality (6.4.5).
27. Syllabus Topic: 5.2  
Correct Answer: B  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context  

   a) Working in an agile way places a greater emphasis on allowing tolerance on what is delivered and restricting the tolerance on time and cost (Table 7.1). Therefore, time would not be exceeded; it would be the scope that is adjusted.
   b) Working in an agile way places a greater emphasis on allowing tolerance on what is delivered and restricting the tolerance on time and cost (Table 7.1).
   c) Not only is it essential to use the principle of ‘manage by exception’ and to ensure that it is implemented correctly but it is vital to see that this as at the heart of empowering people to self-organize and stay in control with the appropriate level of governance, when using PRINCE2 and agile together. Working in an agile way places a greater emphasis on allowing tolerance on what is delivered and restricting the tolerance on time and cost (Table 7.1).
   d) Working in an agile way places a greater emphasis on allowing tolerance on what is delivered and restricting the tolerance on time and cost (Table 7.1). By including only one feature in timebox one there is no flexibility on what is delivered and therefore there is a greater risk of time being exceeded.

28. Syllabus Topic: 5.3  
Correct Answer: B  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context  

   a) As agile has evolved over the years many people have moved from controlling their work with a timeboxing approach (e.g. Scrum) to using flow-based systems through the use of Kanban (12.2). Scrum and Kanban have different approaches to planning.
   b) Product Descriptions, Quality Criteria and Quality Tolerances can be prioritized and decomposed in order to make flexing what is being delivered possible and therefore make it easier to stay in control and focus on the delivery of value (Table 7.1).
   c) PRINCE2 and PRINCE2 Agile do not favour one agile approach over any other (this is sometimes referred to as being ‘agile agnostic’) and with due care and consideration, they can be combined with agile in all of its many forms to provide a holistic project management approach that can be tailored to suit a wide variety of conditions and working environments (2.1).
   d) The purpose of a retrospective is to improve the effectiveness of the team by reducing mistakes and promoting successful behaviours and practices not to focus on products (10.4.3).
29. Syllabus Topic: 5.4
   Correct Answer: D
   Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

   a) Some agile approaches such as Dynamics Systems Development Method (DSDM) define several roles with clearly defined levels of accountability and responsibility, whereas others such as Kanban define none (10.2). Adding the project management team structure from PRINCE2 to the delivery based roles of agile creates a very powerful combination (10.3).

   b) The Scrum Master is a role in Scrum not Kanban (10.2). While the Scrum Master can become a Team Manager, the Web&Go Team is operating a Kanban approach and therefore would not be led by a Scrum Master.

   c) A Kanban Board should be used to show ‘Work in Progress’ not organization charts (Figure 20.2).

   d) Some agile approaches such as DSDM define several roles with clearly defined levels of accountability and responsibility, whereas others such as Kanban define none (10.2). Adding the project management team structure from PRINCE2 to the delivery based roles of agile creates a very powerful combination (10.3).

30. Syllabus Topic: 5.4
    Correct Answer: B
    Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

    a) Agile approaches typically use empiricism (yesterday's weather) to estimate work rather than rationalism where logic is used to make predictions (12.2.1).

    b) Kanban uses lead times to estimate (Figure 12.2). Lead times are how long it will take a work item to go through the system (Glossary).

    c) All agile approaches prefer planning to be done at the last responsible moment (also known as JIT or Just in time planning) (12.2). There is no data from Stage 2 to use as the basis for estimating.

    d) The focus of any agile plan is on what features are being delivered as opposed to focusing on technical phases such as design, build and test (12.2).
31. Syllabus Topic: 5.5  
Correct Answer: D  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

   a) One way to present a Business Case is to describe best-case and worst-case scenarios that relate to the amount of features that are planned to be delivered (9.3).

   b) The best-case scenario could represent everything being delivered as planned. These scenarios can only be calculated when using high-level or (perhaps) intermediate-level requirements. It is unlikely that detailed requirements can be mapped directly to the Business Case (9.3).

   c) What would be useful to the Project Board assessing the Business Case in an agile context, is to be given clear information on what is expected to be delivered and therefore create an expected-case that is between the two extremes although this will not necessarily be the mid-point (9.3).

   d) These scenarios can only be calculated when using high-level or (perhaps) intermediate-level requirements. It is unlikely that detailed requirements can be mapped directly to the Business Case (9.3).

32. Syllabus Topic: 5.5  
Correct Answer: A  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

   a) The current rate of progress can be determined by the trend of the line (i.e. its gradient) showing effort remaining. This is commonly referred to as ‘velocity’ by the agile community. Assuming that there is stability and consistency in the team, this can then be used to project forward and forecast when the work will be complete and importantly determine if the deadline is likely to be met (15.4.1).

   b) One of the most popular techniques used in agile environments is to display progress using lines plotted on a graph with an x and y axis. These graphs are known as burn charts (15.4.1). However, this does not explain why all the work within the timebox cannot be completed.

   c) Burn-down charts are used to show how much work remains (15.4.1). However, this does not explain why all the work within the timebox cannot be completed.

   d) One limitation with burn-down charts is that they assume the amount of work does not change (15.4.1). However, this does not explain why all the work within the timebox cannot be completed.
33. Syllabus Topic: 5.6
Correct Answer: C
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) Collecting enough information means that a lot of areas need to be looked at because they can all impact on the Business Case. Typically this may be in a document but this could be delivered along with a face-to-face presentation. Most if not all, of this information could be visible on the wall of a team room using lots of visualization (17.3).

b) Collecting enough information means that a lot of areas need to be looked at because they can all impact on the Business Case. Typically this may be in a document but this could be delivered along with a face-to-face presentation. Most if not all, of this information could be visible on the wall of a team room using lots of visualization (17.3). By discussing it along with the risks, costs and benefits of each idea displayed in the board room with the Project Board.

c) Collecting enough information means that a lot of areas need to be looked at because they can all impact on the Business Case. Typically this may be in a document but this could be delivered along with a face-to-face presentation. Most if not all, of this information could be visible on the wall of a team room using lots of visualization (17.3).

d) Collecting enough information means that a lot of areas need to be looked at because they can all impact on the Business Case. Typically this may be in a document but this could be delivered along with a face-to-face presentation. Most if not all, of this information could be visible on the wall of a team room using lots of visualization (17.3).

34. Syllabus Topic: 5.6
Correct Answer: B
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) User acceptance would be happening regularly, although care should be taken to ensure that user acceptance is not too informal when closing the project in order to ensure the customer quality expectations and acceptance criteria have been met (22.3).

b) Continual use of 'inspect and adapt' would mean that the lessons report has been created as the project has gone along and many of the lessons would have already been actioned and evaluated from retrospectives at both the project and delivery levels (22.3).

c) Operational handovers are likely to have happened many times due to the incremental delivery of products, so that the final handover should be a routine event (22.3).

d) Training and technical documentation would be finalized (not developed), as it would have been created iteratively and incrementally throughout the project (22.3).
35. Syllabus Topic: 5.7
Correct Answer: B
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) Preparation is essential for a successful workshop and this can take as long as the workshop itself and should cover workshop objectives, attendees and the agenda (26.4.1). A Retrospective should be run using the same steps as a workshop (19.4.1). However, this does not explain why the focus of the Retrospective should be on applying key learnings.

b) Retrospectives involve looking back and reflecting on how things went in terms of how a team worked, in order to make improvements to how they work going forward (19.4.1).

c) Retrospectives involve looking back and reflecting on how things went in terms of how a team worked, in order to make improvements to how they work going forward (19.4.1). This would include both internal and external teams.

d) Retrospectives involve looking back and reflecting on how things went in terms of how a team worked, in order to make improvements to how they work going forward (19.4.1). This would include both internal and external teams.

36. Syllabus Topic: 5.8
Correct Answer: C
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) The use of Work In Progress (WIP) limits underpins the ‘pull’ system which characterizes the way Kanban avoids scheduling work at specific times (20.4.1.2). A project using PRINCE2 Agile does not set out with the intention of not delivering everything, but it does aim to hit deadlines and protect the level of quality by reducing what is delivered accordingly (6.4.5). Web&Go should not start by de-scoping a Should Have.

b) Lean Startup is about delivering products where there is uncertainty. To be successful there is a need to focus on learning (20.4.2.2). The learning must be measurable (20.4.2.3). Measuring the number of successful payment requests would occur at the end of the timebox, not at the beginning.

c) Agile plans tend to be informal or low-tech at the delivery level (Table 23.1). The use of WIP limits underpins the ‘pull’ system which characterizes the way Kanban avoids scheduling work at specific times (20.4.1.2).

d) Kanban is flow-based and limits WIP (Figure 12.2); therefore work on the third requirement should not have been started.
37. Syllabus Topic: 5.8
Correct Answer: B
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

   a) Kanban uses lead times and limiting Work in Progress (WIP) to deliver work in a timebox, not Scrum (20.4.1.2).
   b) The IT Team is using agile approaches and would be using sprint rather than Kanban. One or more Work Packages may be collaboratively defined as the output from a sprint planning meeting. A Customer Subject Matter Expert (CSME) is likely to help with prioritizing the work involved (Table 23.1).
   c) The authorization of a Work Package should be carried out collaboratively and negotiated by the Project Manager and Team Manager and perhaps the delivery team. A Work Package can contain one or more products so there is no need to create three separate Work Packages for a two-week sprint (Table 23.1).
   d) The authorization of a Work Package should be carried out collaboratively and negotiated by the Project Manager and Team Manager and perhaps the delivery team. A Work Package can contain one or more products, so there is no need to create three separate Work Packages for a two-week sprint (Table 23.1).

38. Syllabus Topic: 5.9
Correct Answer: B
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

   a) The risk description includes the cause, event, effect of the risk, and does not assess the estimated impact (which would be assessed using a standard scale (A.25.2).
   b) Risks identified by the agile risk assessment (Agilometer) may be included in the Risk Register (Table 23.2).
   c) The Risk Register may be informal or low-tech (Table 23.2). However, it can also be maintained in a more formal manner.
   d) Agile by its very nature mitigates many risks associated with other approaches (13.2). However, not all risks are mitigated by the use of agile and some new risks may be introduced – this is why agile suitability needs to be reassessed throughout the project (24.2). Risks should be recorded in the Risk Register, which may be informal or low-tech (Table 23.2).
39. Syllabus Topic: 3.1 a)
Correct Answer: D
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Agilometer

   a) Actions to break down barriers and create a ‘one-team’ culture will affect the ‘Level of Collaboration’ slider (24.4).
   b) Copying on emails will reduce the level of collaboration and is not an approach that would improve ease of communication. Informal and low-tech communication which is face-to-face or over the phone should be encouraged (24.4 / 24.7).
   c) New features for a product could be held in a prioritized list called the Product Backlog. However, distributing each week has no engagement with the team and informal and low-tech communication which is face-to-face or over the phone should be encouraged (2.2 / 24.4 / 24.7).
   d) Using video-conferencing and planning around differing time zones is a way of improving the situation with the ‘Ease of communication’ slider.

40. Syllabus Topic: 3.1 a)
Correct Answer: A
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context – Agilometer

   a) This slider is concerned with behaviours that create a one-team culture and excellent working relationships both internally and externally. High levels of trust exist and a desire to be helpful is prevalent. Where there is a lack of partnership and ‘baggage’ associated with events from the past, this would indicate a low setting on this slider (22.7.2).
   b) This slider is concerned with whether the communication is very easy amongst all parties involved. The environment is ‘communication rich’ where there is a lot of face-to-face interaction, and visual information is readily available in such forms as prototypes and models (24.7.3).
   c) This slider is related to the ease with which the project is able to deliver benefit to the customer by regular partial deliveries of the final product (24.7.4).
   d) This slider is related to the overall working environment being very supportive of working in an agile way. Personnel are assigned full-time to their work, they are appropriately skilled and they have very efficient platforms to work from (24.7.5).
41. Syllabus Topic: 3.1 b)
Correct Answer: D
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Requirements

a) The Project Product Description should be defined with a focus on how the project output can be defined so that the outcomes and benefits can be adjusted during the project. The equivalent agile product is the Vision (Section 17.3 and Table 25.1).
b) Product Descriptions provide an intermediate/low level of detail and are created during the initiation stage at the correct level of detail (and then allowed to evolve). The overall requirements for the Operations Manager of the production line are too high level for a Product Description (Table 25.1, Section 25.3 and Table 25.2).
c) A user story is a tool used to write a requirement in the form of who, what and why. User stories should be seen as summarizing key information about a requirement. The overall requirements for the Operations Manager of the production line are too high level for a user story (25.6.1).
d) An Epic is a high level or ‘super-user’ story that will over time be broken down into user stories that are at a level of granularity that the delivery teams can work on. The overall requirements for the Operations Manager of the production line are high level and would form an Epic (25.6.1).

42. Syllabus Topic: 3.1 b)
Correct Answer: C
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Requirements

a) Any significant change that may impact baselines set at the stage or project level may need to be escalated to the Project Boarder to a Change Authority if one has been set up. However the team should explore ways to handle the change dynamically at the detailed level within defined tolerances first (14.3).
b) Changing requirements without ‘trading’ or ‘swapping’ requirements would not happen in an agile project. The team should identify which requirement(s), will be de-scoped to make way for the new requirement (25.5).
c) Another technique which can be used to reduce the amount of effort needed for the Musts is to break the requirement down into more detail. It is normal for a high level requirement that has been prioritized as a Must to be broken down into sub-requirements that comprises several Musts, Shoulds and Coulds, thereby creating contingency in the form of Shoulds and Coulds (25.5).
d) After the Project Initiation Documentation (PID) has been approved, time and cost tolerances, with respect to overruns, may be set to zero in order to focus solely on managing the amount of what is delivered (9.3).
43. Syllabus Topic: 3.1 c)
   Correct Answer: D
   Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Communication and Contracts

   a) When communication involves opinions or emotions, the written word is not as effective as a phone call or a face-to-face conversation (26.3.2).

   b) Visualization is ideal to accompany face-to-face communication, but would not necessarily be used in its own right (26.3.1).

   c) A workshop is quite a significant event that takes a lot of time and resources to set up and run. Therefore, it is always advisable to question whether a workshop is really necessary or if there could be another way of achieving the objective (e.g. a small meeting) (26.4.1.5).

   d) One of the best ways to communicate effectively is to use as much face-to-face communication as possible. The team should operate in a way that is self-organized and empowered to make decisions (26.3.1 / 10.2).

44. Syllabus Topic: 3.1 d)
   Correct Answer: C
   Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Communication and Contracts

   a) One of the purposes of the frequent releases focus area is to give confidence about how the project is proceeding through visibility and evidence. However, this would be of less use than identifying an issue with the final product (27.1).

   b) One of the purposes of the frequent releases focus area is to allow for feedback. However, this would be of less use than identifying an issue with the final product (27.1).

   c) One of the purposes of the frequent releases focus area is to reduce risk of delivering the wrong product. It would be essential to identify the issue that delivery lorries are unable to fully access the site (27.1).

   d) One of the purposes of the frequent releases focus area is to allow for feedback. However, this would be of less use than identifying an issue with the final product (27.1).
45. Syllabus Topic: 3.2 a)  
Correct Answer: D  
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Agilometer

a) Where there are too many requirements this would indicate a low setting on the ‘Flexibility on what is delivered’ slider (24.7).
b) The wish to work in a waterfall type approach would indicate a low setting on the ‘Flexibility on what is delivered’ slider (24.7).
c) The knowledge of agile techniques is poor so this would not indicate a high setting on the ‘Acceptance of Agile’ slider (24.7).
d) The desire to deliver frequently and starting small is an aspect of the ‘Ability to work iteratively and deliver incrementally’ slider (24.7).

46. Syllabus Topic: 3.2 a)  
Correct Answer: B  
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Agilometer

a) The ‘Level of collaboration’ slider relates to a ‘one-team’ culture in the project team, with a partnership approach between the customer and the supplier (24.7.2 / 10.5.1.2).
b) The ‘Ease of communication’ slider relates to high levels of visibility and transparency: e.g. plans on walls. A lot of information is managed in a ‘low-tech’ and/or tactile way (24.7.3).
c) The ‘Acceptance of Agile’ slider relates to everyone accepting the agile philosophy and understands the difference from a traditional way of working. People have been trained to an appropriate level (24.7.6).
d) The ‘Level of collaboration’ slider relates to people who work quickly, are helpful and look out for each other (24.7.2).
47. Syllabus Topic: 3.2 b)  
Correct Answer: D  
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Requirements  

a) Quality criteria would be added as supporting documentation. The user story given does not contain quality criteria (25.6.1.7).  
b) The benefit needs to be measurable. Targets are not a feature of user stories (25.6.1.7).  
c) The ‘independent’ in the INVEST mnemonic means that someone can work on that user story without overlapping or being dependent on someone else’s work. It relates to the whole user story and not the role (25.6.1.3).  
d) There are three fields describing who, what and why. The information is deliberately insufficient to necessitate a conversation with the customer (25.6.1.2).

48. Syllabus Topic: 3.2 b)  
Correct Answer: C  
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Requirements  

a) The pre-project stage should have the key objectives of the whole project in bullet form – possibly less than 10 in total (Table 25.2).  
b) The initiation stage should have the requirements at an intermediate level – possibly more than 10 but less than 100 (Table 25.2).  
c) The delivery stages should have the requirements at a detailed level – possibly more than 100. The dispatch process is part of the overall project (Table 25.2).  
d) The level given is detail level, even if it is only for part of the project (Table 25.2).
49. Syllabus Topic: 3.2 c)
   Correct Answer: B
   Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Communication and Contracts

   a) Enabling benefits to the customer is an advantage to delivering frequently. Having a marked out layout will aid delivery but will not realize benefits to the customer (27.1).
   b) Agile team need to work at much quicker speeds due to the iterative and responsive nature of agile. This is why agile makes extensive use of workshops, face-to-face meetings, visualizations in the form of models and prototypes, and video (26.3.3).
   c) Requirements for a complex item such as a production line will need supporting information, such as user stories, a more detailed written specification, figures or models. A model will not be used to document detailed requirements (25.6.1 / 24.7).
   d) Test-driven development is the concept of writing tests or quality checks before building the product or sub-product as opposed to after. Marking out will test whether the lines will fit but is more an example of refining the requirements (11.3.3).

50. Syllabus Topic: 3.2 d)
   Correct Answer: B
   Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Communication and Contracts

   a) There are still many advantages to delivering frequently, such as enabling benefits to the customer, allowing for feedback, reducing risk and encouraging confidence and engagement. Helping to define requirements is not a good reason why you would deliver frequently (27.1).
   b) Frequently delivering something of use will allow feedback and reduce risk, as well as generating benefits (27.1).
   c) The strategy for delivering frequently and how to plan for this needs careful consideration as there are many trade-offs that have to be taken into account. Resolution of problems will need to be planned for whichever delivery approach is used (27.1).
   d) The ultimate goal is to release continuously if conditions allow and the benefits of doing so are realized. The strategy for delivering frequently and how to plan for this needs careful consideration, as there are many trade-offs that have to be taken into account (27.3 / 27.1).
PRINCE2 Agile™

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The PRINCE2 Agile Examination

Sample Paper 2
Scenario Booklet

Instructions

1. Read the scenario carefully in order to answer questions 7 to 50.
2. The scenario is not based on actual organizations. Any similarities to known organizations are coincidental.
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Project Scenario - Chestertons Cheese

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

Introduction

The Chesterton family started out as farmers, and four years ago they successfully moved in to the making and selling of a wide range of cheeses. They now employ 80 people.

Chestertons sell most of their cheese to national supermarkets (referred to as ‘trade customers’). However, two years ago they decided to sell cheese directly to the public by telephone or over the counter at the farm shop. They did this in order to open up a new market in case their trade customers became less profitable.

One of their cheeses, the Chesterton Blue, has been nominated for the International Cheese of the Year Award. The winner of this award will be announced at the International Cheese Festival being held in Amsterdam in three months’ time. Chestertons are expecting to see a significant increase in demand resulting from the publicity.

In order to cope with the extra demand, Chestertons have decided to undertake a project which they have called ‘The Golden Clog Project’.

Scope

The initial scope of the project includes:

- Rebranding of Chestertons Cheese;
- Creating a marketing campaign to highlight how successful Chestertons have been and to publicize their new branding;
- Moving to new premises where the manufacturing of the cheese and the support office will be in one place;
- Creating a new website.

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

1. Rebranding;
2. Marketing campaign;
3. Website;

Project Background

Most of the staff at Chestertons have been trained in PRINCE2 Agile. Last year a project office was created to support best practice in the way Chestertons worked.

Due to the importance of this project, the Directors have decided to release the Board Room for use throughout the project’s duration.
Timeline

An initial timeline has been suggested and is shown in the following diagram. The timeline may evolve due to the agile ways of working. The timeline shows how work streams are broken down into work packages and/or timeboxes.
Rebranding – Additional information for questions 7 to 18

Chestertons have used a company called Brand-u-Like for many years. They have a lot of respect for Brand-u-Like as they are professional, easy to work with and produce high quality work.

Brand-u-Like are good at what they do. However, they require a very detailed ‘brief’ of the campaign and will not commit to the work until it is documented and authorized. As they invest a lot of time in the creation of the brief, any change will incur additional costs. They have recently invested in agile training in order to become more agile and responsive in the way they work with customers.

There are three Work Packages within this work stream:

1. Corporate image:
   - Scoping of objectives and key messages;
   - Redesigning the corporate brand/image and all corporate brand standards to align to the new logo, once it has been selected.

2. Logo:
   - Redesigning the Chestertons corporate logo to prepare Chestertons for expansion into a wider marketplace with more diverse customers.

3. Collateral:
   - Corporate signage;
   - Website look and feel;
   - Letterheads;
   - Fonts and tone of voice;
   - Corporate clothing.
Marketing Campaign – Additional information for 19 to 26

Chestertons have only recently invested in marketing as their reputation until now has been spread by ‘word of mouth’. The Marketing Team has been together for over a year now and the members of the team enjoy working with each other. They were very successful with a past campaign called ‘Chestertons Cheese? Yes please!’

The work is being split across a number of timeboxes and the campaign will be delivered across a variety of channels such as:

- Social media;
- Newspaper;
- Radio;
- Television;
- Trade magazines.

They are also thinking of creating a series of videos about cheese and putting them on a video-sharing website. One idea is to make an amusing video that they hope will ‘go viral’.

The Marketing Team has been trained in PRINCE2 Agile and has recently been using it on some of their current work. They are keen to use it on this project.
Website – Additional information for questions 27 to 38

The current website is very old and only has pictures of the farm, basic details about their cheeses and contact details. It will need to be completely replaced.

There are four Work Packages within this work stream being delivered across four timeboxes:

1. Ordering:
   - Customer account/login;
   - Subscribe to a newsletter;
   - Change customer details;
   - Incorporate new branding;
   - Cheese search and filter function;
   - Cheese catalogue download.

2. Payment:
   - Secure payment;
   - Allow payment by credit card/debit card;
   - Allow payment by PayPal.

3. Stock control:
   - Update stock levels;
   - Notification of low stock;
   - Expiry date alerts.

4. The Story of Cheese:
   - Incorporating new branding;
   - History of cheese;
   - History of Chestertons.

Two teams are involved in delivering the website. The Story of Cheese Work Package is being delivered by Chestertons’ own Information Technology (IT) department (the IT Team). They are reasonably good at agile ways of working but have not gained much real life experience as they have been limited, to date, by Chestertons’ basic website.

The remaining Work Packages are being delivered by an IT website development company that specializes in online sales called Web&Go. They are very experienced with agile ways of working and, in particular, they use Kanban for everything they do. Their office is across the narrow access road near Chestertons’ new premises.
Move Premises – Additional information for questions 39 to 50

Chestertons is currently located across several sites and they want to move to one site as quickly as possible, due to the expected increase in demand. The new premises are very large, and therefore Chestertons believe that all of the cheese making can be brought together onto one site.

There is a concern about the new premises because the access road is quite narrow and it also has limited space for parking, although alternative parking arrangements are available. The landlord who owns the building lives abroad but has agreed that if Chestertons do not like the new premises they can move out, without penalty, as long as they do so within three months of their arrival.

Chestertons make several types of cheese and their aim is to have all four production lines fully operational as soon as possible.

There will be a number of Work Packages in this work stream:

1. Production line:
   - Move four production lines to the new premises (shown as P1-P4 on the timeline).

2. Refrigeration Room:
   - Cold storage facilities for both raw produce and manufactured cheese.

3. Administration offices:
   - Prepare office space ready for all administration staff including those working in IT, Facilities, Operations, Sales, Marketing and Finance.

The Premises Team are not quite sure how the agile ways of working apply to their work in the Project but are willing to be guided.
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PRINCE2 Agile™

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The PRINCE2 Agile Examination

Sample Paper 2
Question Booklet

Exam Duration: 2 hours and 30 minutes

Instructions

1. All 50 questions should be attempted. Each question is worth one mark.

2. Read the scenario carefully in order to answer questions 7 to 50.

3. All answers are to be marked on the answer sheet provided.

4. Use a pencil (NOT ink pen) to mark your answers on the answer sheet provided. There is only one correct answer per question.

5. You have 2 hours and 30 minutes to complete this paper.

6. The exam is to be taken with the support of the PRINCE2 Agile Guide only i.e. no material other than the Scenario Booklet, the Question Booklet, the Answer Sheet and the PRINCE2 Agile Guide is to be used.

7. The scenarios are not based on actual organizations. Any similarities to known organizations are coincidental.
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Question Booklet

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

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

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

a) Detailed control of a project's management and outputs.
b) Appropriate control over the versions of products.
c) Formal planning of all of the project's outputs.
d) A lifecycle approach to the technical stages of delivery.

5. Which statement accurately reflects one of the eight guidance points?

a) Scrum and Kanban can be used to manage both projects and BAU.
b) Agile focuses on the use of the Scrum or Kanban frameworks.
c) The use of PRINCE2 Agile relies on teams using either Scrum or Kanban.
d) Scrum and Kanban can be used in both a project and BAU context.

6. Which aspect of PRINCE2 benefits MOST from blending with Agile?

a) Project support.
b) Project management.
c) Project direction.
d) Product delivery.
Using the Project Scenario and Rebranding Additional information, answer the following questions:

7. Brand-u-Like has been given the following quality criteria for the new letterheads they are working on:
   
   - Must adhere to the corporate image;
   - No spelling or grammatical errors;
   - Should be printable in black and white as well as colour to enable cheaper printing, if required.

Which PRINCE2 principle is being applied?

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

8. The Project Manager has authorized the Collateral Work Package which must be delivered by the end of Week 5. It includes the following requirements:
   
   - Corporate signage - Should Have;
   - Website look and feel - Must Have;
   - Letterheads - Must Have.

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

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

   a) Prioritized requirements enable Brand-u-Like to plan their delivery within the limits agreed with the Project Manager.
   b) Setting zero time tolerance empowers Brand-u-Like to deliver by the end of Week 5.
   c) Combining the corporate image/logo and the collateral into one stage forms a single release.
   d) After Week 5 the value delivered by the Collateral Work Package can be assessed.
9. During the Initiation Stage, the Business Case is being refined and the Project Plan is being produced. The following risk cause is identified:

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

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

a) Include a time and cost estimate to deliver the corporate logo to the required quality level in the Business Case.
b) Record the risk cause in the Agilometer assessment when deciding on how much agile should be used.
c) ‘Take a leap of faith’ on the assumption that the corporate logo will be delivered on time to the required quality.
d) Document how late delivery of the corporate logo will impact on the increased sales expected in the Business Case.

10. Brand-u-Like is working on the Collateral Work Package in Stage 2 and has agreed the priorities for each of the requirements. Brand-u-Like believes that it is unlikely that all of the requirements will be delivered during the timebox as some of them are still being explored.

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

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

a) On a burn-down chart.
b) On a burn-up chart.
c) With a Checkpoint Report.
d) By limiting work in progress.
11. Brand-u-Like has created a Risk Register on its team board. It is updated during daily stand-ups as the risks associated with delivering the corporate logo are discussed. Brand-u-Like is finding this agile way of working to be very effective in monitoring risks associated with the Work Package.

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

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

a) It applies the theme well because the Brand-u-like Team Manager is responsible for managing delivery risks.
b) It applies the theme well because the reporting arrangements for risk are appropriate for the Work Package.
c) It applies the theme poorly because there should be a single Risk Register for the whole project.
d) It applies the theme poorly because the Project Manager needs a single point of visibility for all project risks.

12. During Brand-u-Like’s daily stand-up, a rumour that the supplier of banners may be about to become insolvent was reported. As a result, it was agreed that a safe-to-fail experiment should be conducted. This will determine whether Brand-u-Like could complete the work of adding an extra logo to the banners themselves if necessary.

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

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

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

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

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

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

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

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

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

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

a) It applies the process well because the Project Manager can access information about progress at any time.

b) It applies the process well because burn-up charts show the ideal rate of progress which can be used to forecast forward.

c) It applies the process poorly because the Project Manager should be focusing on creating guiding boundaries that empower the teams.

d) It applies the process poorly because the Project Manager should be focusing on progress information at a higher level.

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

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

a) Ask the Project Manager to attend the next daily stand-up to discuss the problem.

b) Call the Project Manager at the end of the meeting to escalate the problem and raise it as an issue.

c) Record the problem on the team’s Information Radiator so it can be ‘pulled’ by the Project Manager when required.

d) Raise a new issue in the Issue Register and raise an Exception Report.
17. There are two Work Packages within the Rebranding work stream. Each Work Package will be managed as a separate timebox. The Rebranding Work Packages will form a release.

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

a) Planning should focus on the immediate future and this should relate to timeboxes of two to four weeks.

b) Releases allow the management of timeboxes across more than one management stage.

c) Timeboxes that make up a release may not deliver something into operational use.

d) Each of the Work Packages should be managed as a higher level timebox within a separate stage.

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

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

a) It applies it well because Checkpoint Reports could be replaced by daily stand-ups.

b) It applies it well because collaborative behaviours are an important aspect of the agile way of working.

c) It applies it poorly because Checkpoint Reports should be replaced by a burn-down chart.

d) It applies it poorly because the daily stand-up meetings should NOT act as a ‘reporting to’ mechanism.
Using the Project Scenario and Marketing Campaign Additional information, answer the following questions:

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

   The radio campaign has the following quality criterion:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

a) It applies the target well because the half-page advertisement contributes to increased sales following Stage 3.
b) It applies the target well because a sub-standard advertisement could damage Chestertons’ image before the Cheese Festival.
c) It applies the target poorly because the customer needs the newspaper campaign in order to generate sales.
d) It applies the target poorly because this change to scope should be traded with another requirement.
23. The following user story has been defined by the Project Manager for delivery during Stage 4:

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

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

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

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

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

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

a) The Marketing Team should deliver the social media advertising to the appropriate level of quality.
b) The Marketing Team needs to deliver the advertising within the time and cost tolerances for Stage 4.
c) The Marketing Team can swap the social media advertising for TV advertising if both require similar effort.
d) The CSME represents the project’s stakeholders and must ensure that their advertising needs are met.
25. There are four people working on the Marketing campaigns. These people have been working in the Marketing Team since the work started.

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

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

a) The additional social media advertising should be delivered on time by flexing some of the desirable quality criteria.

b) If new team members are required to deliver the extra advertising they should be added to a new low-level timebox.

c) Teams should respond by self-organizing so they should decide whether team dynamics will be affected by an additional person.

d) Adding this expert to the Marketing Team will not exceed the maximum number of people who can work collaboratively.

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

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

a) Later timeboxes should be used to deliver the remainder of the required advertising.

b) The Marketing Team should deliver a quality campaign to meet customer needs.

c) PRINCE2 Agile should only be used where there is flexibility on what is being delivered.

d) The Marketing Team should deliver a Minimum Viable Product on time to enable learning.
Using the Project Scenario and Website Additional information, answer the following questions:

27. Web&Go is working on the 'payment' timebox which includes:
   - Allow payment by credit card - Must Have
   - Allow payment by debit card - Should Have
   - Allow payment through an online payment system - Should Have.

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

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

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

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

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

   a) Requirements should be divided into timeboxes and prioritized.
   b) The two timeboxes are combined to form a release within Stage 4.
   c) A release represents a Minimum Viable Product that the customer can use.
   d) Retrospective should be held at stage end to enable continuous learning.
29. The IT Team is delivering the Story of Cheese Work Package.

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

How should the Organization theme be tailored for this team?

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

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

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

a) Plan the timebox at the same time as planning the Stock Control Work Package.
b) Use the lead times from the Payment Work Package completed during Stage 3 to plan the timebox.
c) Create a Team Plan at the end of Stage 3 ready for delivery of the timebox in Stage 4.
d) Create a plan using the prioritized backlog just before work is about to start on the timebox.
31. During Stage 3, the Payment Work Package is being delivered. It includes the requirement to deliver ‘secure payment’.

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

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

What BEST explains how this approach tailors the Change theme?

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

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

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

a) Web&Go should independently test that the delivered payment functionality is working correctly.
b) The Quality Management Strategy should specify the use of ‘check first’ when delivering the payment functionality.
c) The Web&Go developer should initially quality check the correct working of the payment functionality.
d) The Quality Management Strategy should define the definition of ‘ready’ for the payment functionality.
33. During the Initiating a Project process, the project office recommended that the project management team should further improve their agile behaviours. The improved behaviours and their value were discussed with the project management team during a workshop. They have been documented in the Project Initiation Documentation (PID).

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

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

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

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

a) By creating a spike as early as possible and inviting feedback from the stock control staff.
b) By using lessons identified during the payment timebox in order to understand the requirements in more detail.
c) By handing over the delivered functionality to the stock control staff at the end of the timebox.
d) By developing a detailed Product Description of the low stock control processes.
35. At the end of Stage 3, the payment timebox is just coming to an end. The Project Manager is planning to demonstrate the ordering and payment functionality that is being delivered. Several staff from the sales department are attending the demonstration.

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

a) It tailors the process well because release reviews can demonstrate what has been delivered to a range of stakeholders.

b) It tailors the process well because retrospectives can be used to demonstrate the value of what has been delivered.

c) It tailors the process poorly because release reviews should demonstrate to the project management team what has been delivered.

d) It tailors the process poorly because the purpose of the Managing a Stage Boundary process is to plan the next stage.

36. During the project kick-off it was agreed how the project management team should work together. The Project Manager made the following note during the meeting:

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

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

a) Lessons Log.

b) Daily Log.

c) Risk Register.

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

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

Where should this information be recorded?

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

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

What BEST explains how this tailors the BRP?

a) It tailors the BRP well because the International Cheese Festival takes place during Stage 4.
b) It tailors the BRP well because it defines how and when the increased sales will be measured.
c) It tailors the BRP poorly because increased sales should be measured during the end of Stage 3.
d) It tailors the BRP poorly because increased sales should be measured at the end of Stage 2.
Using the Project Scenario and Move Premises Additional information, answer the following questions:

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

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

Which is the MOST appropriate response to this observation?

a) Ensure that everyone understands the differences involved with the agile way of working.
b) Challenge the team to identify parts of the production lines from which early delivery would be useful.
c) Monitor customer demand in case it affects the sequence in which the lines are moved.
d) No action is needed in response to the low value on this slider.

40. Moving the production lines one-by-one over a series of timeboxes means that the deliveries of ingredients, packaging and the dispatching of the cheeses will be difficult to coordinate across more than one site.

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

a) Flexibility on what is being delivered.
b) Ease of communication.
c) Ability to work iteratively and deliver incrementally.
d) Advantageous environmental conditions.
41. The following requirement has been specified as part of the move premises work stream:

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

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

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

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

Which requirement is MOST likely to have the lowest priority?

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

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

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

a) Request that the Marketing Team members look at the Premises Team’s burn charts.  
b) Discuss in frequent meetings involving the customer subject matter experts from both teams.  
c) Hold regular workshops involving the customer subject matter experts where decisions can be made.  
d) Circulate the Premises Team’s weekly Checkpoint Report to the Marketing Team.
44. According to the frequent releases focus area, which requirement would be MOST useful to deliver early to ensure that the project is viable?

   a) The refrigeration room for both raw produce and manufactured cheeses.
   b) Access to a delivery bay and improved car parking for the new site.
   c) The offices located in the new premises for the administration staff.
   d) An evaluation of the forecast demand resulting from the Cheese Festival.

45. The Project Manager is using the Agilometer to assess the prevailing agile environment in order to tailor PRINCE2 in the most effective way.

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

Which slider should be set lower for the reason given?

   a) Level of collaboration  
      Reason: Delivery of individual production lines does not suit the use of an agile approach.
   b) Ease of communication  
      Reason: The differing backgrounds of the facilities and operations staff will hinder making decisions.
   c) Advantageous environmental conditions  
      Reason: Only some of the team are keen on using agile methods.
   d) Acceptance of Agile  
      Reason: Behaving in a traditional way is preventing a change to a new philosophy.

46. Which characteristic justifies a low-level setting for the ‘Ability to work iteratively and deliver incrementally’ slider on the Agilometer for this part of the project?

   a) Little benefit will be achieved from delivering parts of each production line into operational use.
   b) The team is familiar with validating operational changes and learning from mistakes.
   c) The staff operating the production lines are dispersed across different lines and locations.
   d) There is a difficult relationship between the facilities staff and the operations staff.
47. During Stage 2, the following user story has been developed as part of the P1 Work Package:

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

Which explains how this user story could be improved?

a) The role could name an appropriate person who is actually performing this particular function.

b) The function could contain more detailed information on what a warning label should display.

c) The benefit could include the name of the Health and Safety regulations being complied with.

d) All parts of this user story should remain unchanged because it documents the high-level requirement.

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

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

a) Include the additional requirement in the timebox because it is a non-functional requirement.

b) Ignore the additional requirement for this release because it will require a change to the agreed baseline.

c) Prioritize the new requirement in order to allow for the swapping of requirements between timeboxes.

d) Add the new requirement to the end of the product backlog to deliver it in the timebox, if time permits.
49. During the premises move it has been difficult to hold the daily stand-ups. Some
teleconferences have been held but attendance at these has been varied. The team is now
experimenting with a webcam showing the team’s Information Radiator and sending out an
alert to everyone’s mobile telephone. As well as a reminder to call in, the alert also asks ‘Is
there anything blocking or potentially blocking your progress?’

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

a) It applies the focus area well because daily stand-ups ensure that issues are uncovered
and recorded quickly.
b) It applies the focus area well because a multi-faceted approach to communication
makes it easier and more effective.
c) It applies the focus area poorly because daily stand-ups should always be used for face-
to-face communication.
d) It applies the focus area poorly because an environment which is too complex can
damage communications.

50. Production line releases have been planned and the floor layout has been assigned to the
four lines. At the end of Stage 3 the Project Board suggested that space is provided for a fifth
production line because the project is turning out to be as successful as they had hoped. The
Project Manager has suggested that release plans should complement the planning at the
stage plan level in the future.

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

a) The different levels of plan need to be synchronized across the project.
b) The benefits from early release can be used to fund later parts of the project.
c) The disruption from releases to operations can be made visible to all.
d) Decision makers can be made aware of the significance of release planning.
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PRINCE2 Agile™

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1. Syllabus Topic: 1.1
   Correct Answer: C
   Objective: LO1 - Understand the basic concepts of common agile ways of working
   
a) Agile behaviours are often seen as such things as being collaborative, self-organizing, customer-focused, empowered and trusting not blaming (Table 2.2).
   b) Scrum, Kanban and Lean are examples of frameworks (also referred to as methods or approaches) that are generally recognized as being agile (2.2.1).
   c) Burn charts, user stories, retrospectives, timeboxing, and measuring flow are generally seen as techniques (Table 2.2).
   d) Prioritizing what is delivered, working iteratively and incrementally, not delivering everything, time-focused, ’inspect and adapt’. Kaizen and limiting work in progress (WIP) are illustrative examples of concepts (Table 2.2).

2. Syllabus Topic: 1.2
   Correct Answer: D
   Objective: LO1 - Understand the basic concepts of common agile ways of working
   
a) Business as usual (BAU) requires a stable team. A team is created in a project environment (Table 1.1.).
   b) A project has difficult and uncertain work so the work is unlikely to be similar to that completed before (Table 1.1).
   c) BAU requires a stable, ongoing team (Table 1.1).
   d) A temporary team is put together for a project (Table 1.1).
3. Syllabus Topic: 1.3  
Correct Answer: D  
Objective: LO1 - Understand the basic concepts of common agile ways of working

a) Scrum and Kanban are not project management frameworks, and a Project Manager role is not defined in either. On their own, and in isolation, they cannot be used to manage a project (3.7-6).

b) A traditional waterfall lifecycle is broken down into 'technical' phases such as Analysis, Design, Build, Test and Implement (6.4.2).

c) SWOT analysis is a technique that can be used in a workshop to identify the four areas of strengths, weaknesses, opportunities and threats in relation to business change or current state (Glossary/Table 26.1).

d) Lean is an agile approach that focuses on improving processes by maximizing value by eliminating waste (such as wasted time and wasted effort) (Table 2.1).

4. Syllabus Topic: 2.1  
Correct Answer: B  
Objective: LO2 - Understand the purpose and context for combining PRINCE2 and the agile way of working

a) Along with the agile frameworks there are a variety of behaviours, concepts and techniques that are seen as being part of the agile way of working. Command and control culture and controlling change at the detailed level is thought of as a traditional project management approach (2.2.2/3.7).

b) In order to be more proactive about change in an agile setting, as well as controlled and consistent after responding to change, a good Configuration Management Strategy and good configuration management will be necessary (14.3.2).

c) PRINCE2 allows for any style of working, such as with environments that involve high levels of informality, collaboration and trust. Being ‘bureaucratic’ is thought of as a traditional project management approach (3.7).

d) In contrast to the ‘Waterfall’ way of working, agile phases are smaller, more iterative and incremental and are unlikely to focus on technical stages (2.1.1/3.7).
5. Syllabus Topic: 2.2
Correct Answer: D
Objective: LO2 - Understand the purpose and context for combining PRINCE2 and the agile way of working

a) The most 'commonly used' agile approaches are Scrum and Kanban, but they are not suitable for managing a project in isolation (3.7/Table 3.4 – Item 6).
b) There is much more to agile than the Scrum framework. Agile is not Scrum. Other frameworks exist (including Kanban) and the Scrum framework is only part of the agile way of working (3.7/Table 3.4 – Item 5).
c) There is much more to agile than the Scrum framework. Agile is not Scrum. Other frameworks exist (including Kanban) and the Scrum framework is only part of the agile way of working (3.7/Table 3.4 – Item 5).
d) Scrum and Kanban can be used on a project as part of an approach to delivering products (as well as for BAU), as long as they are contained within a wider project management framework such as PRINCE2 (3.7/Table 3.4 – Item 6).

6. Syllabus Topic: 2.4
Correct Answer: D
Objective: LO2 - Understand the purpose and context for combining PRINCE2 and the agile way of working

a) Agile has a very strong focus on product delivery, but relatively little on project direction and project management (3). Project support is the responsibility of the Project Manager.
b) Agile has a very strong focus on product delivery, but relatively little on project direction and project management (3).
c) Agile has a very strong focus on product delivery, but relatively little on project direction and project management (3).
d) The strength of PRINCE2 lies in the areas of project direction and project management. However, it provides little focus on the field of product delivery whereas agile does (3).
7. Syllabus Topic: 5.2
Correct Answer: B
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) Tailoring in PRINCE2 Agile incorporates the use of the Agilometer (Table 7.1). The use of prioritized quality criteria is applying the ‘focus on products’ principle (Table 7.1).
b) Product descriptions, quality criteria and quality tolerances can be prioritized and decomposed in order to make flexing what is delivered possible (Table 7.1).
c) ‘Protect the level of quality’ is not a PRINCE2 principle (Table 7.1); it is one of the ‘five targets’ (Table 6.2).
d) Transparency is not a PRINCE2 principle (Table 7.1); it is a PRINCE2 Agile behaviour (7.4.1).

8. Syllabus Topic: 5.3
Correct Answer: A
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) The ‘manage by exception’ principle is at the heart of empowering people to self-organize and stay in control with the appropriate level of governance. Working in an agile way places greater emphasis on allowing tolerance on what is delivering and restricting the tolerance on time and cost (Table 7.1)
b) Time tolerance should be set to zero on all levels of a plan (Table 6.1). Working in an agile way places greater emphasis on allowing tolerance on what is delivering and restricting the tolerance on time and cost (Table 7.1).
c) According to the principle of ‘manage by stages’, releases should be carefully planned to integrate with and fit into stages (Table 7.1).
d) Assessing value delivered at the end of a stage is applying the principle of ‘continued business justification’ rather than ‘manage by exception’ (Table 7.1).
9. Syllabus Topic: 5.4
Correct Answer: D
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) A Business Case always includes the cost and time required to deliver the project's products (A.2.2). Therefore, this is not tailoring the Business Case theme.
b) Risks are recorded in the Risk Register not in the Agilometer (A.25.1). The Risk Register may also include risks identified when completing the Agilometer suitability test (Table 23.2).
c) Where there is a high level of uncertainty, the Business Case should be developed very quickly and the assumptions tested rapidly. The approach could be described as ‘taking a leap of faith’ (Table 8.1). However, this describes the assumptions which underpin the Business Case whereas a dependency between project outputs would be subject to risk management rather than needing to ‘take a leap of faith’ (A.16.2 and 13.1.1).
d) When creating a Business Case, understanding is required of how the incremental delivery of a product and the value associated with it could impact project viability (positively or negatively) and also the ability to achieve the early delivery of some benefits (Table 8.1).

10. Syllabus Topic: 5.4
Correct Answer: B
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) One limitation of burn-down charts is that they assume the amount of work does not change. If the amount of work is likely to change, or does change, then this will not be picked up by a burn-down chart easily and therefore a burn-up chart should be used (15.4.1.3).
b) One limitation of burn-down charts is that they assume the amount of work does not change. If the amount of work is likely to change, or does change, then this will not be picked up by a burn-down chart easily and therefore a burn-up chart should be used (15.4.1.3).
c) A Checkpoint Report is used to report, at a frequency defined in the Work Package, the status of a Work Package (A.3.1). It is not used to monitor progress.
d) Kanban controls (as opposed to monitors) work in progress through WIP limits (20.4.1.2). Brand-u-Like is not using Kanban. They are just starting to use more agile approaches.
11. Syllabus Topic: 5.5  
Correct Answer: B  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context  

a) It is the responsibility of the role that is managing the team (the Team Manager) to manage risk at the delivery level (13.3). However, this does not explain why the use of a Risk Register on a team board tailors the Risk theme.  
b) The level of formality should be appropriate to the needs of a project. On some projects, a Risk Register of a few columns manually updated on a team board may suffice (13.3.1).  
c) The level of formality should be appropriate to the needs of a project. On some projects, a Risk Register of a few columns manually updated on a team board may suffice (13.3.1).  
d) Displaying risks on a team board makes them highly visible (Figure 13.2) and can be easily accessed by the Project Manager. There is a need to produce a single Risk Register but the information may be pulled from team boards.  

12. Syllabus Topic: 5.5  
Correct Answer: A  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context  

a) A safe-to-fail experiment is one that is designed to have only limited impact on a system or a plan in the event of failure (Table 13.1 and Glossary).  
b) While it is true that it is the responsibility of the role that is managing the team (i.e. the Team Manager) to manage risk at the delivery level, this does not explain why a safe-to-fail experiment should be conducted (Section 13.3, Table 13.1 and Glossary).  
c) This is an issue that is a ‘cause’ or source of a risk to the successful completion of the teams work. As a result, it should be managed as a risk (Section 13.3).  
d) A safe-to-fail experiment may be designed to study impacts (i.e. limited impacts) on a system or plan in the event of failure (Section 13.3, Table 13.1 and Glossary).
13. Syllabus Topic: 5.6
Correct Answer: C
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) A customer quality expectation is a description of the quality expected of the project’s products and the standards and processes that will need to be applied to achieve that quality (A.21.2). The statement describes the project approach and how agile will be used which should be recorded in the Project Brief (Table 23.1).

b) A pre-requisite contains any fundamental aspects that must be in place, and remain in place, for the plan to succeed (A.16.2). A pre-requisite would have to be in place before the Initiation Stage Plan could be implemented. The statement describes the project approach and how agile will be used which should be recorded in the Project Brief (Table 23.1).

c) The project approach will contain an agile element describing the use of agile, which techniques and approaches have been selected, and how the agile element will benefit the project (Table 23.1).

d) The Project Manager may use the Daily Log to store informal communications (Table 23.2). However, the statement describes the project approach and how agile will be used which should be recorded in the Project Brief (Table 23.1).

14. Syllabus Topic: 5.7
Correct Answer: A
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) Corporate clothing is within the scope of the Collateral Work Package. This is a prioritization change at the product delivery level; therefore, as work should be prioritized in some form of Product Backlog by the Product Owner, in an ongoing manner, this is the most appropriate response (Section 9.2).

b) Corporate clothing is within the scope of the Collateral Work Package. This is a prioritization change at the product delivery level where an empowered self-organizing team should be free to handle such changes dynamically as long as that change is at the detailed level and is within defined tolerances (Sections 14.3 and 25.5).

c) Corporate clothing is within the scope of the Collateral Work Package. This is a prioritization change not a change to the product – the Product Description does not need to change (Section 25.5 and Appendix A.17)

d) Corporate clothing is within the scope of the Collateral Work Package. This is a prioritization change not a change to the product. An empowered self-organizing team should be free to handle such changes dynamically as long as that change is at the detailed level and is within defined tolerances (Sections 14.3 and 25.5).
15. Syllabus Topic: 5.7
Correct Answer: A
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) The formality of reporting arrangements should be agreed – e.g. low-tech burn charts. Checkpoint Reports may be done by pulling from information on display (20.3.1).

b) It is the burn-down chart that shows the ideal rate of progress as a diagonal straight line. It is the ‘actual’ line that is used to forecast forward (Figure 15.1). A burn-up chart has the planned work as a straight horizontal line unless work has been added (Figure 15.1).

c) PRINCE2 and, therefore the Project Manager should be focused on creating guiding boundaries that empower people to carry out their work by self-organizing. What is delivered is the primary aspect of performance that is of most interest to the whole project management team therefore, the use of burn charts is quite natural irrespective of the project level (Section 15.3).

d) While there may be different areas of emphasis at project and team levels, what is delivered is the primary aspect of performance that is of most interest to the whole project management team therefore, the use of burn charts is quite natural irrespective of the project level (Section 15.3).

16. Syllabus Topic: 5.8
Correct Answer: B
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) A Checkpoint Report could be replaced by a daily stand-up with the agreement of the delivery team. However, this is an issue that needs reporting promptly (Table 23.3).

b) This is an issue that needs reporting promptly and must be entered onto the Issue Register (Table 23.2).

c) A Checkpoint Report could be replaced by an Information Radiator where information can be extracted (or ‘pulled’) by the Project Manager when required. However, as this is an issue it needs reporting promptly to the Project Manager (Table 23.3).

d) An Exception Report would be raised by the Project Manager during Controlling a Stage (Table 19.1).
17. Syllabus Topic: 5.9  
Correct Answer: A  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) When working at the delivery level with agile, planning centres around the immediate future and this often relates to a timebox of two to four weeks (12.3.3).

b) Significant timeboxes such as releases should be carefully planned to integrate with, and fit into, management stages. A Work Package may include one or more releases and one or more timeboxes (Tables 7.1 & 23.1).

c) A release is a set of products in handover. The contents of a release are managed, tested and deployed as a single entity (Glossary).

d) Within agile, the nearest equivalent to a stage is ‘a higher level timebox that acts as a container for a set of lower level timeboxes’. A stage is likely to deliver multiple Work Packages managed as a timebox, comprising a series of sprints (19.2).

18. Syllabus Topic: 5.9  
Correct Answer: D  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) A Checkpoint Report could be replaced by a daily stand-up or Scrum meeting with the agreement of the delivery team. However, the team needs to avoid seeing the daily stand-ups as a ‘reporting to’ mechanism (Table 23.3).

b) Collaborative behaviours are an important aspect of the agile way of working. However, this applies the PRINCE2 Agile guidance poorly because the team needs to avoid seeing the daily stand-ups as a ‘reporting to’ mechanism (Tables 2.2 and 23.3).

c) Checkpoint Reports could be replaced by using both an Information Radiator and a burn-down chart. Alternatively, they could be replaced by a daily stand-up or Scrum meeting. However, the team needs to avoid seeing the daily stand-ups as a ‘reporting to’ mechanism (Table 23.3).

d) A Checkpoint Report could be replaced by a daily stand-up or Scrum meeting with the agreement of the delivery team. However, the team needs to avoid seeing the daily stand-ups as a ‘reporting to’ mechanism (Table 23.3).
19. Syllabus Topic: 4.1 a)
Correct Answer: C
Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context - Quality

a) If a project falls behind schedule, a traditional response would be to consider the option of increasing the number of people involved to speed up progress. Changing team members in the short term can have a detrimental effect, because time is spent bringing new team members up to speed (6.4.4).

b) The concept of flexing what is being delivered, ensures that the emphasis is on delivering less scope or using lower-priority quality criterion as opposed to compromising the overall quality level of the final product (6.4.2). The quality tolerance of delivering advertisements of at least one minute can be used to maintain the quality level in Stage 3. The longer advertisements could be added to Stage 4 but the product is within its quality tolerances.

c) The concept of flexing what is being delivered, ensures that the emphasis is on delivering less scope or using lower-priority quality criterion as opposed to compromising the overall quality level of the final product (6.4.2). The quality tolerance of delivering advertisements of at least one minute can be used to maintain the quality level.

d) The concept of flexing what is being delivered, ensures that the emphasis is on delivering less scope or using lower-priority quality criterion as opposed to compromising the overall quality level of the final product (6.4.2). However, the radio advertising campaign is a Must Have and therefore cannot be de-scoped during the stage.

20. Syllabus Topic: 4.1 b)
Correct Answer: B
Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Scope

a) PRINCE2 Agile believes that the features of the product are the safest and most sensible area to compromise on. A PRINCE2 Agile project does not set out with the intention of not delivering everything but it does aim to hit deadlines and protect the level of quality by reducing what is delivered accordingly. The ability to reduce scope if necessary acts as a contingency (6.4.5).

b) PRINCE2 Agile believes that the features of the product are the safest and most sensible area to compromise on. A PRINCE2 Agile project does not set out with the intention of not delivering everything but it does aim to hit deadlines and protect the level of quality by reducing what is delivered accordingly. In order to do this each video needs to be prioritized (6.4.5).

c) The concept of flexing what is being delivered ensures that the emphasis is on delivering less scope or using lower-priority quality criteria as opposed to compromising the overall quality level of the final product. This is part of the ‘protect the level of quality’ target (6.4.2).

d) The target of ‘embrace change’ recognizes that change is inevitable at the detail level and should be handled dynamically (6.4.3).
21. Syllabus Topic: 4.1 c)
Correct Answer: D
Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Time/cost/benefit/risk

a) Zero tolerance is set for extra cost on all levels of a plan and therefore this would not be directly affected by this issue (Table 6.1).
b) Zero tolerance is set for extra time on all levels of a plan and therefore this would not be directly affected by this issue (Table 6.1).
c) Risk tolerance can be fixed or flexed (Table 6.1). However, this is not a risk it is an issue so there could be an indirect impact on risks rather than a direct effect.
d) Benefit tolerance can be fixed or flexed. Zero tolerance is set for the level defined as ‘minimum viability’ in terms of the benefits that ‘must’ be delivered as part of the Business Case (Table 6.1). The Project Manager will need to identify whether the ‘minimum viability’ of the project is still going to be delivered and whether the project is therefore within benefit tolerance or needs to go in to exception.

22. Syllabus Topic: 4.2 a)
Correct Answer: A
Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Be on time and hit deadlines

a) Being on time and hitting deadlines enables the early realization of benefits which can be planned around (6.4.1).
b) The ‘protect the level of quality’ target seeks to ensure that the right level of quality is delivered to stop a product going into operational use containing errors (6.4.2). It is not about ‘being on time and hitting deadlines’ (6.4.1).
c) The full page advertisement is a Should Have. The ‘accept that the customer does not need everything’ target recognizes that features should be de-scoped if required, in order to deliver on time (6.4.5).
d) Trading (or swapping) is the act of handling change by replacing one or more requirements (or features) with others of a similar size in terms of effort. This is part of the ‘embrace change’ target (6.4.3).
23. Syllabus Topic: 4.2 b)
Correct Answer: B
Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Protect the level of quality

a) While it is true that development teams should be self-organizing within PRINCE2 Agile (6.1.4), it is a fundamental part of PRINCE2 Agile that time should be fixed while scope should be flexed and the quality level should be protected (6.1).

b) The ‘protect the level of quality’ target identifies the concept of flexing the lower-priority quality criteria as opposed to compromising the overall quality level of the final product (6.4.2). However, ‘high quality, successful TV campaign’ is a poor quality criterion and does not define appropriately the overall level of quality required. Also the function is not defined correctly.

c) A user story is a tool used to write a requirement in the form of who, what and why (Glossary). Acceptance criteria is a term that is commonly used in agile to assess whether a user story has been completed. It is the equivalent to quality criteria in PRINCE2 (6.4.2). Each user story needs to align to the overall Customer Quality Expectations and Acceptance Criteria as defined in the Project Product Description (A.21.1).

d) The customer should get most of the features that were wanted but at the right level of quality and on time delivery (Figure 6.2 and Table 6.1). The sales bonus is a benefit not a feature – as a role, I want to function, so that benefit (25.6.1.2).

24. Syllabus Topic: 4.2 c)
Correct Answer: C
Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Embrace change

a) It is true that the Marketing Team needs to protect the quality of the product being delivered (6.1.2). However, the change requested is a change in scope, not quality and change should be embraced (6.1.3).

b) It is true that the advertisement should be delivered on time and to cost – these are elements which should be fixed (6.1). However, this does not explain why the Marketing Team should embrace the proposed change to scope (6.1.3).

c) Trading or swapping is the act of handling change by replacing one or more requirements with others of a similar size in terms of effort (6.4.3). It allows change to be embraced without affecting time, cost or quality.

d) The Customer Subject Matter Expert (CSME) acts as a representative of all of the customer stakeholders with a responsibility for ensuring that the project’s products are understood (Table B.2). However, this does not relate to complying with the ‘five targets’.
25. Syllabus Topic: 4.2 d)  
Correct Answer: B  
Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Keep teams stable

a) The concept of flexing what is being delivered ensures that the emphasis is on delivering less scope or using lower priority quality criteria, as opposed to compromising the overall quality level of the final product (6.12).

b) Although adding new team members has an impact in any situation, the agile way of working is particularly impacted by the changing of personnel because agile utilizes such things as informal communication and self-organizing whilst scheduling work into short timeframes. It is important to understand that team members need to change throughout the life of a project as the needs of a project change. Therefore, as the work is entering a new stage and delivering additional campaigns, adding a new team member is possible (6.1.5).

c) While it is true that teams should be self-organizing, this is in relation to the work rather than the resources doing that work (6.1.4). The impact of changing a team’s dynamics is usually under-estimated. However, that impact is more felt in the short-term (6.4.4).

d) There are five generic roles which can be used, if desired. How many of each role will vary according to the needs of the delivery team. One person could do more than one role (e.g. lead the team and coach it). Several people could carry out one role (e.g. create the product) (10.3.3).

26. Syllabus Topic: 4.2 e)  
Correct Answer: D  
Objective: LO4 - Be able to fix and flex the six aspects of a project in an agile context – Accept that the customer does not need everything

a) According to the scenario, the newspaper and radio campaigns can also be delivered in the later timebox in Stage 3. However, this does not explain the need to deliver a Minimum Viable Product (MVP) early to find out what the customer really wants (6.1.5).

b) It is true that the quality should be protected (6.1.2). However, this does not explain the need to deliver a MVP early to find out what the customer really wants (6.1.5).

c) It is true that PRINCE2 Agile should only be used on projects where there is flexibility on what is delivered (Figure 24.1). However, this does not explain the need to deliver a MVP early to find out what the customer really wants (6.1.5).

d) Asking the question whether the customer really needs everything they asked for is one of the 'five targets'. This information can be found out early through the delivery of a MVP (6.1.5).
27. Syllabus Topic: 5.2
Correct Answer: A
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) Shortening the feedback loop to the customer supports the principle of ‘learn from experience’ (Table 7.1).

b) Working in an agile way places a greater emphasis on allowing tolerance on what is delivered and restricting the tolerance on time and cost (Table 7.1). This applies the principle of ‘manage by exception’ rather than ‘learn from experience’ (Table 7.1).

c) Not only is it essential to use the principle of ‘manage by exception’ and to ensure that it is implemented correctly but it is vital to see that this as at the heart of empowering people to self-organize and stay in control with the appropriate level of governance, when using PRINCE2 and agile together. Working in an agile way places a greater emphasis on allowing tolerance on what is delivered and restricting the tolerance on time and cost (Table 7.1). This applies the principle of ‘manage by exception’ rather than ‘learn from experience’ (Table 7.1).

d) Working in an agile way places a greater emphasis on allowing tolerance on what is delivered and restricting the tolerance on time and cost (Table 7.1). By including only one feature in timebox one there is no flexibility on what is delivered and therefore there is a greater risk of time being exceeded. This applies the principle of ‘manage by exception’ rather than ‘learn from experience’ (Table 7.1).

28. Syllabus Topic: 5.3
Correct Answer: B
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) Requirements within a timebox should be prioritized using MoSCoW prioritization (25.5.1). A timebox does not necessarily relate to a stage. A stage can include several timeboxes (Figure 16.3).

b) According to the principle of ‘manage by stages’, releases should be carefully planned to integrate with and fit into stages (Table 7.1).

c) The MVP is a version of the final product which allows the maximum amount of validated learning with the least effort (Glossary). The MVP for the website could have been delivered during Stage 3 rather than Stage 4 to learn fast/fail fast to support the principle of ‘continued business justification’ (Table 7.1).

d) The purpose of a retrospective is to improve the effectiveness of the team by reducing mistakes and promoting successful behaviours and therefore supports the principle of ‘learn from experience’ rather than ‘manage by stages’ (10.4.3 and Table 7.1).
29. Syllabus Topic: 5.4  
Correct Answer: C  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) A Customer Representative may contribute to more than one team at the detailed level rather than being appointed to a single team. Their involvement is typically in specialist areas and they are less involved than CSMEs (10.4.5).

b) CSMEs may be either full-time or part-time, depending on their role within the organization as a whole. As only ‘some ongoing’ input is required, the role would not be full-time. The Supplier Subject Matter Expert (SSME) would typically be full-time (10.4.4).

c) CSMEs may be either full-time or part-time depending on their role within the organization as a whole. As only ‘some ongoing’ input is required, the role would be unlikely to be full-time. The SSME would typically be full-time (10.4.4).

d) A Customer Representative may contribute to more than one team at the detailed level rather than being appointed to a single team. Their involvement is typically in specialist areas and they are less involved than CSMEs (10.4.5). A Supplier Representative is partially assigned and canvassed about specific technical information (Table B.2). A Customer Representative would be unable to provide the ongoing support required from the Marketing Team and the Supplier Representative would not be doing the product delivery.

30. Syllabus Topic: 5.4  
Correct Answer: D  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) Agile focuses on Just-In-Time planning (12.3.3) and often uses backlogs to plan timeboxes (Figure 12.3). Team planning would therefore take place as work on the Story of Cheese timebox is about to commence.

b) Kanban uses lead times to estimate (Figure 12.2). Lead times are how long it will take a work item to go through the system (Glossary). Web&Go are using Kanban whereas the IT Team is not, so the lead times would not be applicable.

c) Agile focuses on Just-In-Time planning (12.3.3) and uses backlogs to plan timeboxes (Figure 12.3). Team planning would therefore take place as the work on the Story of Cheese timebox is about to commence.

d) Agile focuses on Just-In-Time planning (12.3.3) and often uses backlogs to plan timeboxes (Figure 12.3). Team planning would therefore take place as work on the Story of Cheese timebox is about to commence.
31. Syllabus Topic: 5.5  
Correct Answer: C  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context  

a) If changes to the baseline upon which the work was justified is being compromised, then this may not be seen in a positive light (14.2.1 and Table 23.1). Changes to baseline products like the Project Product Description are high level changes that will affect the baseline and should be handled through change control to the user stories (Figure 14.1). The use of user stories does not explain why change control should be applied.  
b) If changes to the baseline upon which the work was justified is being compromised, then this may not be seen in a positive light (14.2.1 and Table 23.1). Changes to baseline products like the Project Product Description are high level changes that will affect the baseline and should be handled through change control rather than being handled dynamically as a change to detailed requirements (Figure 14.1).  
c) If changes to the baseline upon which the work was justified is being compromised, then this may not be seen in a positive light (14.2.1 and Table 23.1). Changes to baseline products like the Project Product Description are high level changes that will affect the baseline and should be handled through change control (Figure 14.1).  
d) If changes to the baseline upon which the work was justified is being compromised, then this may not be seen in a positive light (14.2.1 and Table 23.1). Changes to baseline products like the Project Product Description are high level changes that will affect the baseline and should be handled through change control (Figure 14.1). The CSME is part of a self-organizing delivery team and should be consulted (Figure 10.4).  

32. Syllabus Topic: 5.5  
Correct Answer: B  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context  

a) Although it is appropriate to independently check that the project’s products are fit for purpose at the delivery level (Table B.2) this does not explain the need to ‘check first’ (11.3.4).  
b) When using PRINCE2 with Agile, a decision has to be made early on, as part of the Quality Management Strategy, as to how much of the testing and quality checking can be carried out in the preferred Agile manner of ‘test/check first’ (11.3.4).  
c) A developer, like a SSME, provides the appropriate technical skills to build and initially quality check the project’s products (Table B.2). However, this does not explain the need to ‘check first’ (11.3.4).  
d) Definition of ‘ready’ is a set of criteria used to determine if a piece of work is ready to be started. Testing would be built around the definition of ‘done’ not the definition of ‘ready’ (Glossary).
33. Syllabus Topic: 5.6
Correct Answer: B
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) Emailing the Project Initiation Documentation (PID) and asking for confirmation of compliance would not be an agile way of working, which promotes collaboration and self-organization (7.4.2 and 7.4.4).

b) The PID (or parts of it) may exist on an Information Radiator in the form of ‘team rules’ (Table 23.1 and Figure 15.2) to enable it to be constantly visible to the team.

c) Workshops are a form of rich communication which would assist in understanding and agreeing which behaviours to implement (26.4.1). The PID (or parts of it) may exist on an Information Radiator (Table 23.1 and Figure 15.2) to enable it to be constantly visible to the team. However, the possible advantages of agile behaviours would not be documented in the PID or shown on the Information Radiator.

d) The Executive presenting the findings to the delivery teams is not a collaborative (agile) behaviour (7.4.2). The PID (or parts of it) may exist on an Information Radiator (Table 23.1 and Figure 15.2) to enable it to be constantly visible to the team.

34. Syllabus Topic: 5.6
Correct Answer: A
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) Spiking is a temporary piece of work used to understand more about a given situation. It may take the form of a prototype or some research and is often used to reduce uncertainty from a technical or customer viewpoint (Glossary).

b) The payment timebox is delivering different requirements and is unlikely to provide lessons for delivery of the stock control timebox. Lean Startup refers to shortening the feedback loop in keeping with the PRINCE2 Agile behaviour of exploration (20.4.2.2).

c) Operational handovers are likely to occur at a release or even at the end of a timebox (2.2). However, waiting until the end of the timebox will not allow the feedback loop to be accelerated in order to understand what the customer wants (20.4.2.2).

d) The Product Descriptions contained in the Work Package may be defined at a level that clearly describes what the team needs to deliver, whilst at the same time not being too detailed to restrict the team (20.3.1). Developing a detailed Product Description will not accelerate the feedback loop and enable learning (20.4.2.2).
35. Syllabus Topic: 5.7
Correct Answer: A

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) A formal workshop can be held to review the stage as part of a release review or at least a large-scale demo can be given to as many stakeholders as appropriate (21.3).

b) Retrospectives involve looking back and reflecting on how things went in terms of how a team worked, in order to make improvements to how they work going forward (19.4.1). A release review focuses on products rather than processes (21.3).

c) A formal workshop can be held to review the stage as part of a release review or at least a large-scale demo can be given to as many stakeholders as appropriate (21.3) and not just to the team.

d) A formal workshop can be held to review the stage and then plan the next stage as part of a release review or at least a large-scale demo can be given to as many stakeholders as appropriate (21.3) but the demonstration of the functionality is about signing off the current stage products rather than planning for the next stage.

36. Syllabus Topic: 5.8
Correct Answer: D

Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) Continual process improvement is a prominent concept in Agile. However, this is not a lesson incorporated; it is an agreed way of working (Table 23.2). In order to communicate and record this agreement, it would be recorded in the Risk Management Strategy (Table 23.1).

b) The Daily Log can be used by the Project Manager to store information gathered as part of informal face-to-face communications (Table 23.2). In order to communicate and record this agreement, it would be recorded in the Risk Management Strategy (Table 23.1).

c) In terms of roles and responsibilities, the agile way of working relies on everyone looking out for risks and raising them quickly. This responsibility would be recorded in the Risk Management Strategy (Table 23.1). Individual risks would be recorded in the Risk Register (Table 23.2).

d) In terms of roles and responsibilities, the agile way of working relies on everyone looking out for risks and raising them quickly. This responsibility would be recorded in the Risk Management Strategy (Table 23.1).
37. Syllabus Topic: 5.8
Correct Answer: B
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

   a) A burn-up chart shows the work completed compared to the total amount of work to be completed in a timebox (15.4.1.3). It is not used to record face-to-face communications.
   b) The Project Manager can use this to store information, as there may be a lot of informal communications such as those taking place face-to-face (Table 23.2).
   c) The purpose of a Product Description is to understand the detailed nature, purpose, function and appearance of the product (A.17.1). It is not used to record informal discussions.
   d) The purpose of the Product Status Account is to provide information about the state of products within a stage or timebox (A.18.1). It is not used to record informal discussions.

38. Syllabus Topic: 5.9
Correct Answer: C
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

   a) Frequent releases are planned in order to enable benefits during the course of the project. A significant amount of benefits are being delivered before the end of the project (Table 23.1). The earliest delivery of benefits in the Golden Clog Project is during Stage 3.
   b) The Benefits Review Plan (BRP) is used to define how and when a measurement of the achievement of the project’s benefits can be made (A.1.1). Frequent releases are planned in order to enable benefits during the course of the project. A significant amount of benefits are being delivered before the end of the project (Table 23.1). The earliest delivery of benefits in the Golden Clog Project is during Stage 3.
   c) Frequent releases are planned in order to enable benefits during the course of the project. A significant amount of benefits are being delivered before the end of the project (Table 23.1). The earliest delivery of benefits in the Golden Clog Project is during Stage 3.
   d) Frequent releases are planned in order to enable benefits during the course of the project. A significant amount of benefits are being delivered before the end of the project (Table 23.1). The earliest delivery of benefits in the Golden Clog Project is during Stage 3. Stage 2 simply enables the work of Stage 3 rather than actual benefits.
39. Syllabus Topic: 3.1 a) 
Correct Answer: C 
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context – Agilometer

a) Actions to ensure that everyone accepts the agile philosophy and understands the difference from a traditional way of working will affect the ‘Acceptance of Agile’ slider (24.7.6).
b) Actions that challenge the team to think of partial deliveries that will be ‘of use’ in some form or another will affect the ‘Ability to work iteratively and deliver incrementally’ slider (24.4.3).
c) De-scoping and prioritization as a team exercise is customer driven and is an example of behaviour for increasing the ‘Flexibility on what is delivered’ slider (24.7.1).
d) After using the Agilometer to create an assessment, the next step is to see what can be done to improve the sliders and shift them further to the left (24.4).

40. Syllabus Topic: 3.1 a) 
Correct Answer: B 
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context – Agilometer

a) This slider is concerned with stakeholders being very comfortable with the fact that change is inevitable and needs to happen in order to converge on an accurate product. The issue described is about resolving a situation where the teams are separate and activities need to be coordinated (24.7.1).
b) This slider is concerned with whether the communication is very easy amongst all parties involved. To address any risks due to the separate locations, the environment needs to be made ‘communication rich’ where there is a lot of face-to-face interaction, and visual information is readily available in such forms as prototypes and models (24.7.3).
c) This slider is related to addressing the ease with which the project is able to deliver benefit to the customer by regular partial deliveries of the final product. The issue described is about resolving a situation where the teams are separate and activities need to be coordinated (24.7.4).
d) This slider is related to the overall working environment being very supportive of working in an agile way. Personnel are assigned full-time to their work, they are appropriately skilled and they have very efficient platforms to work from. The issue described is about resolving a situation where the teams are separate and activities need to be coordinated (24.7.5).
41. Syllabus Topic: 3.1 b)  
Correct Answer: C  
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context – Requirements  
a) In order for a user story to be considered ‘ready’, it must have a benefit that is measurable. This entry is not measurable or to do with why the boxes are wanted in a stock room either (25.6.1.7).  
b) In order for a user story to be considered ‘ready’, it must have a benefit that is measurable. This entry is not measurable or to do with why the boxes are wanted in a stock room either (25.6.1.7).  
c) In order for a user story to be considered ‘ready’, it must have a benefit that is measurable. This entry is measurable (25.6.1.7).  
d) In order for a user story to be considered ‘ready’, it must have a benefit that is measurable. This entry is not measurable and is actually a function, which should also not contain a solution (25.6.1.7).

42. Syllabus Topic: 3.1 b)  
Correct Answer: D  
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context – Requirements  
a) No delays is likely to be a Must Have. Must Have is defined as ‘must be satisfied because without it, either the output from the timebox won’t work or it is not worth delivering the output’ (Table 25.3).  
b) Delays of no more than two minutes is likely to be a Should Have. Should Have is defined as ‘should be satisfied because it is highly desirable or very important, but it is not a Must Have’ (Table 25.3).  
c) This is likely to be a Must Have or a Should Have as a site of employment is likely to need to meet disability requirements. Must Have is defined as ‘must be satisfied because without it, either the output from the timebox won’t work or it is not worth delivering the output’ (Table 25.3).  
d) Alternative parking is available so this is likely to be a Could or Won’t have. Could Have is defined as ‘could be satisfied because it is still desirable or important, but not as much as a Should Have’. Won’t have is defined as ‘won’t be satisfied before the deadline’ (Table 25.3).
43. Syllabus Topic: 3.1 c)  
Correct Answer: B  
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Communication and Contracts

a) Using visualizations is ideal to accompany face-to-face communication, but would not necessarily be used in its own right. Burn charts will be at a detail level and will not be sufficient to be used alone (26.3.1).

b) One of the best ways to communicate effectively is to use as much face-to-face communication as possible. The team should operate in a way that is self-organized and empowered to make decisions (26.3.1/10.2).

c) A workshop is quite a significant event that takes a lot of time and resources to set up and run. Therefore, it is always advisable to question whether a workshop is really necessary or if there could be another way of achieving the objective (e.g. a small meeting) (26.4.1.5).

d) When communication involves opinions or emotions, the written word is not as effective as a phone call or a face-to-face conversation. Weekly information would also not provide quick enough information on decisions if for example, one line was swapped for another (26.3.2).

44. Syllabus Topic: 3.1 d)  
Correct Answer: B  
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Communication and Contracts

a) One of the purposes of the frequent releases focus area is to give confidence about how the project is proceeding through visibility and evidence. However, this would be of less use than identifying an issue with the final product (27.1).

b) One of the purposes of the frequent releases focus area is to reduce risk of delivering the wrong product. It would be essential to identify the issue that delivery lorries are unable to fully access the site as this was a concern at the start (27.1).

c) One of the purposes of the frequent releases focus area is to allow for feedback. However, this would be of less use than identifying an issue with the final product (27.1).

d) This is not a requirement that is related to the delivery of the final product so it is not relevant to the frequent releases focus area (27.1).
45. Syllabus Topic: 3.2 a)  
Correct Answer: D  
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context – Agilometer  

a) The ‘Level of collaboration’ slider is about the working relationships of the parties involved, not the production lines. The fact that the delivery of the production lines does not suit an agile approach is more indicative of a problem with the ‘Advantageous environmental conditions’ slider (24.7.2/24.7.5).  
b) The ‘Ease of communication’ slider is about making communication very easy amongst all parties involved. The backgrounds of the staff members is not relevant to how communication is set up (24.7.3).  
c) The ‘Advantageous environmental conditions’ slider is about the overall working environment being very supportive of working in an agile way. Only two or three in a team wanting to use agile methods is more indicative of a problem with the ‘Acceptance of Agile’ slider (24.7.5/24.7.6).  
d) For the ‘Acceptance of Agile’ slider everyone needs to accept the agile philosophy and understand the difference from a traditional way of working (24.7.6).

46. Syllabus Topic: 3.2 a)  
Correct Answer: A  
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context – Agilometer  

a) The ‘Ability to work iteratively and deliver incrementally’ slider relates to delivering benefit to the customer by regular partial deliveries of the final product. As this is not a reasonable approach to a production line this would indicate a low-level setting (24.7.4).  
b) Learning and validation are seen as an ongoing process for the ‘Ability to work iteratively and deliver incrementally’ slider. This would be seen as a positive characteristic and indicate a high-level setting (24.7.4).  
c) The ‘Ease of communication’ slider requires that there are high levels of co-location. This characteristic is not relevant to the ‘Ability to work iteratively and deliver incrementally’ slider (24.7.3).  
d) The ‘Level of collaboration’ slider relates to people who achieve a partnership approach between the customer and the supplier. This characteristic is not relevant to the ‘Ability to work iteratively and deliver incrementally’ slider (24.7.2).
47. Syllabus Topic: 3.2 b)
Correct Answer: C
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context – Requirements

a) A good user story defines the user as a role, not as a named person (25.6.1.7).
b) A good user story should not contain a solution, such as a warning label (25.6.1.7).
c) The benefit needs to be measurable and could be evolved to include the name of a regulation (25.6.1.7).
d) There are three fields describing who, what and why. The information is deliberately insufficient to necessitate a conversation with the customer. Additional information is needed to evolve the user story (25.6.1.2).

48. Syllabus Topic: 3.2 b)
Correct Answer: C
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context – Requirements

a) If new requirements are coming in, then some of the existing ones may need to make way, even if they refer to non-functional requirements. This will be carried out by removing requirements or tasks that are of a similar level of effort (25.5.9).
b) If the customer changes their mind on a requirement or comes up with a new requirement, but this does not affect the Project Product Description, then this would be seen as creating a more accurate final product and therefore likely to be seen as something positive. This new requirement does not change the baseline (25.5.8.1).
c) If new requirements are coming in, then some of the existing ones may need to make way. This will be carried out by removing requirements or tasks that are of a similar level of effort after defining the priority of the new requirement (25.5.9).
d) Prioritizing requirements is a regular and fundamental activity when using agile, so that the team can 'maximizing the amount of work they are not doing' and are therefore able to hit deadlines, protect the quality of the products being delivered and respond to changes which provide a more accurate final product. The new requirement may be more urgent than others so it needs to prioritized to ensure that it is scheduled appropriately e.g. all of the functionality relating to weight can be delivered at the same time (25.5.10).
49. Syllabus Topic: 3.2 c)
   Correct Answer: B

   Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Communication and Contracts

   a) The daily stand-up provides the delivery team with the opportunity to identify issues. This approach ensures that issues are uncovered and escalated quickly to ensure that sprint and release goals are not compromised. However, this does not explain how the use of a webcam and texting applies to the rich communication focus area (19.3.4).

   b) Technology should be assessed with respect to making communication easier and more effective. Webcams and collaboration tools can help build a multi-faceted approach to communication (26.3.1).

   c) Face-to-face should be favored over the phone but it is not always possible to have everyone co-located. Alternative methods need to be used where co-location is not possible (26.3.1).

   d) In order to succeed with PRINCE2 in an agile environment, effective communication is essential. When communication breaks down in an agile context, it can be very damaging. Technical solutions are sought to move communication traffic to faster, clearer channels when communication is not working (26.3/26.3.1).

50. Syllabus Topic: 3.2 d)
   Correct Answer: D

   Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Communication and Contracts

   a) The different levels of a plan would need to be synchronized with respect to release planning. This is a good application of the Plans theme, not the frequent releases focus area (27.2.1).

   b) It is possible that a project needs to realize early benefits in order to fund later parts of the project. However, this is not a reason why release plans should complement the Stage Plans (27.2.1).

   c) Disruption should only occur when products and sub-products can be delivered too quickly for the customer to absorb them efficiently. A well-crafted release plan can prove to be significantly beneficial to an organization. It can create feedback that can be responded to at the earliest opportunity (27.2.1).

   d) Release planning needs to be incorporated into the PRINCE2 plans. Release planning would typically be reviewed when Managing a Stage Boundary. The Project Board needs to be fully aware of the significance of release planning. It is not something that just concerns the people working at the delivery level (27.2.1/21.3).
Appendix F
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