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Question 1

Project scenario - Get fit with football!

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

Introduction

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

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

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

Scope

The initial scope of the project includes:

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

1. Marketing

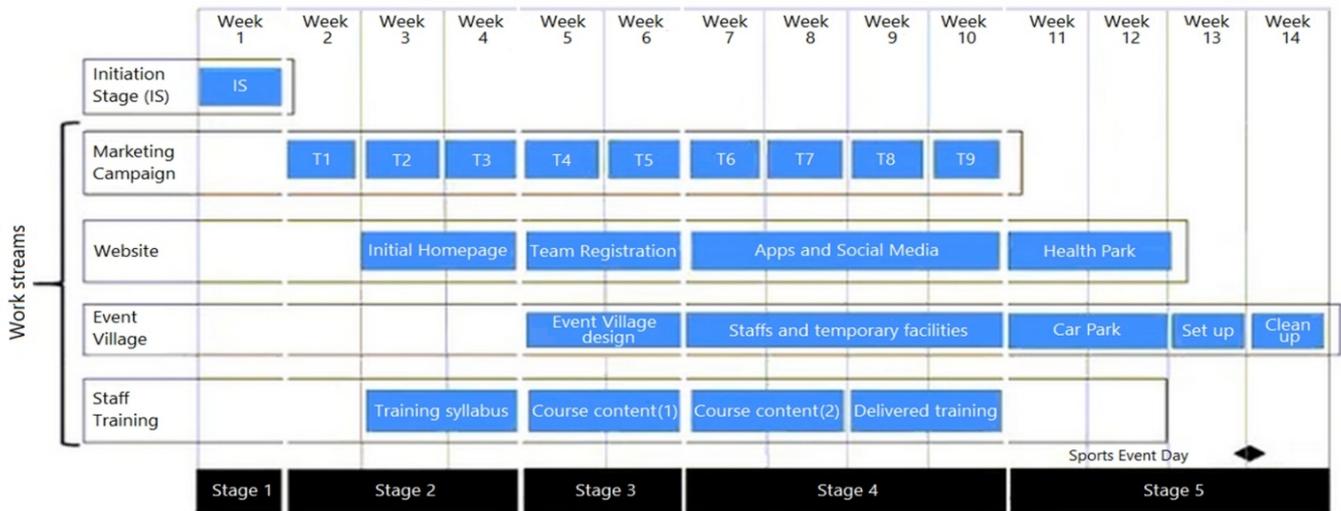2. Website

3. Event Village

4. Staff Training

Project Background

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

Timeline

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

packages and/or timeboxes.

Marketing - Additional information

The marketing campaign has two key areas to promote:

1. The event itself including the football tournament, event village and fundraising activities.

2. The LGA's long term aim to improve the fitness of children under the age of 16.

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

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

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

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

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

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

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

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

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

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

Which BEST explains how this approach manages change?

Question 2

Question Type: MultipleChoice

Project scenario - Get fit with football!

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

Introduction

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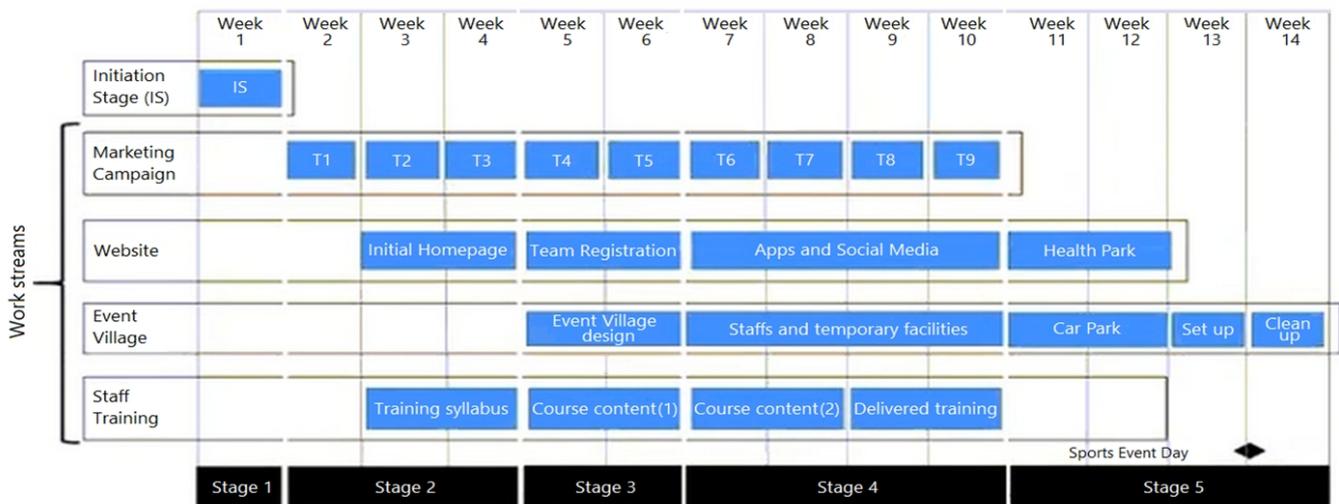
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The Marketing Team has received some initial Scrum training but is unsure how it can be applied to their marketing work.

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

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

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

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

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

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

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

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

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

Options:

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

Answer:

C

Explanation:

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

Question 3

Question Type: MultipleChoice

Project scenario - Get fit with football!

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

Introduction

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Timeline

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	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14
Initiation Stage (IS)	IS													
Marketing Campaign		T1	T2	T3	T4	T5	T6	T7	T8	T9				
Website			Initial Homepage		Team Registration		Apps and Social Media				Health Park			
Event Village					Event Village design		Staffs and temporary facilities				Car Park		Set up	Clean up
Staff Training			Training syllabus		Course content(1)		Course content(2)	Delivered training						

Sports Event Day

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5

Website - Additional information

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

1. Initial homepage:

2. Team Registration functionality:

3. Social media promoting the event and its aims.

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

5. Health Park:

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

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

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

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

1. Fitness app - Must Have

2. Healthy eating app - Should Have

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

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

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

Options:

A- It applies the principle well because the project manager will now decide how to proceed with the issue.

B- It applies the principle well because the project manager's decision helps the Website Team self-organize within the constraints of the work package.

C- It applies the principle poorly because the Website Team should be empowered to deal with issues relating to the work package.

D- It applies the principle poorly because everyone in the Website Team should be aware that the work package is outside of tolerance.

Answer:

C

Explanation:

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

Question 4

Question Type: MultipleChoice

Project scenario - Get fit with football!

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

Introduction

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Scope

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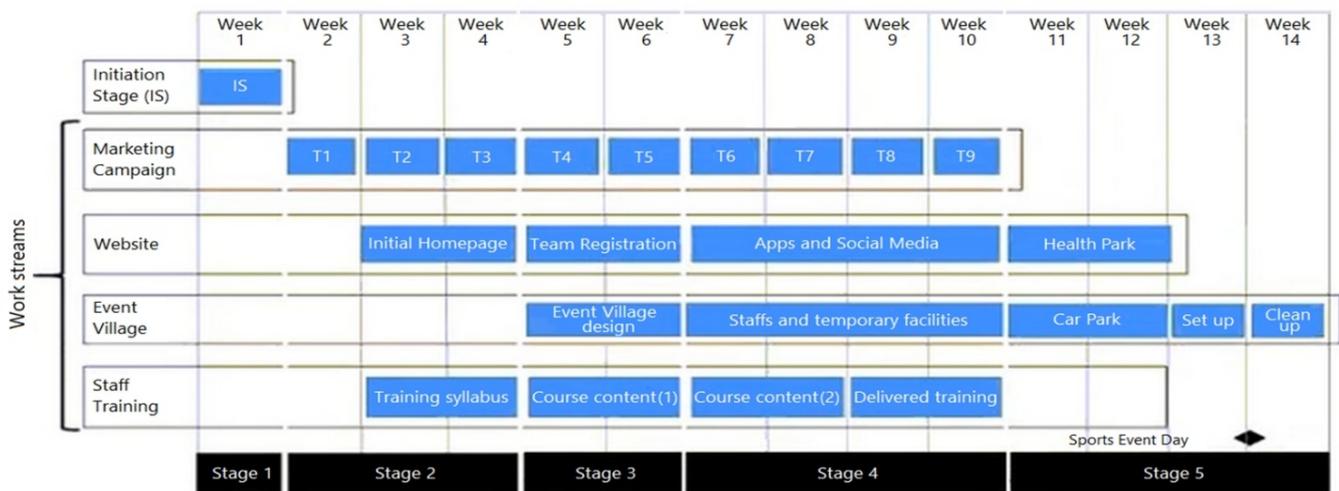The project has been set up with four work streams to deliver this work:

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Project Background

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Timeline

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Event Village - Additional information

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

The event village will comprise a number of work packages:

1. Event village design

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

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

4. A car park for 200 cars.

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

6. Dismantling of the event village and clean up.

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

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

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

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

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

Options:

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

Answer:

A

Explanation:

Creating a physical representation of the space occupied by each facility allows the team to visualize and assess the spatial arrangement more effectively. This tangible output is beneficial for the project, providing a clear understanding of how the various components fit together within the limited space, which aligns with the principle of delivering usable outcomes frequently.

Question 5

Question Type: MultipleChoice

Project scenario - Get fit with football!

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

Introduction

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Scope

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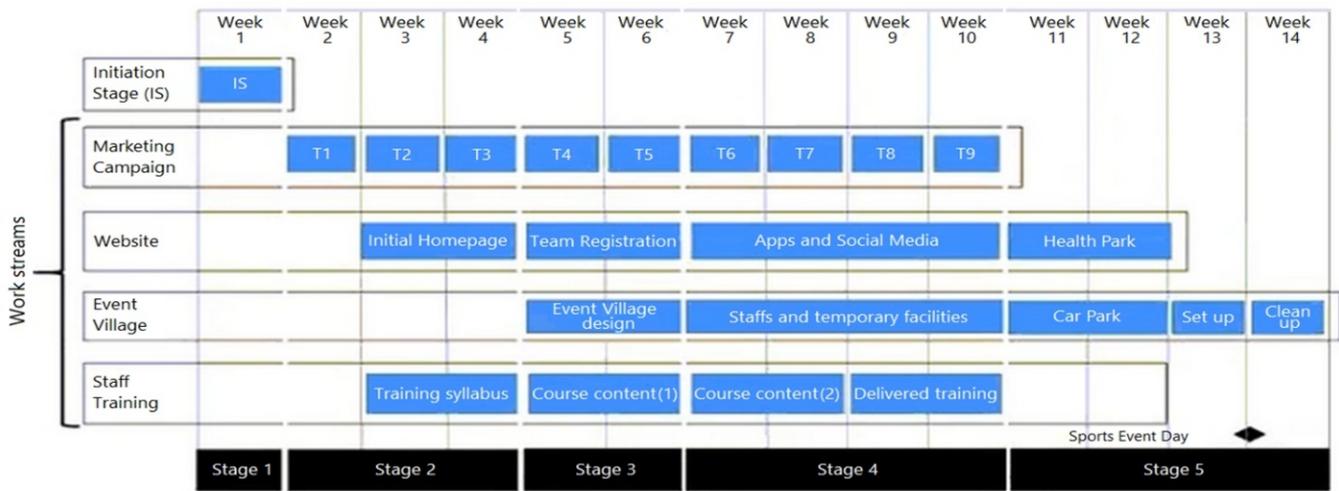
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2. Website

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Project Background

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Timeline

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Marketing - Additional information

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1. The event itself including the football tournament, event village and fundraising activities.

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

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

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

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

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

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

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

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

The senior user has specified a second charity to which any proceeds should be donated. All marketing material to be used from now onwards must promote the new charity. Banners promoting only the first charity have already been produced, delivered and approved in a previous timebox. The effort to add the new logo to the existing banners is low.

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

Options:

A- Handle it at the detailed level using the quality criteria in the product description for the banner.

B- Treat it as an item NOT meeting the specification which the banner supplier should rectify.

C- Escalate it to the project board as a request to change the detail of an existing product.

D- Address it when planning and prioritizing the work in the current or next timebox.

Answer:

D

Explanation:

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

Question 6

Question Type: MultipleChoice

Project scenario - Get fit with football!

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

Introduction

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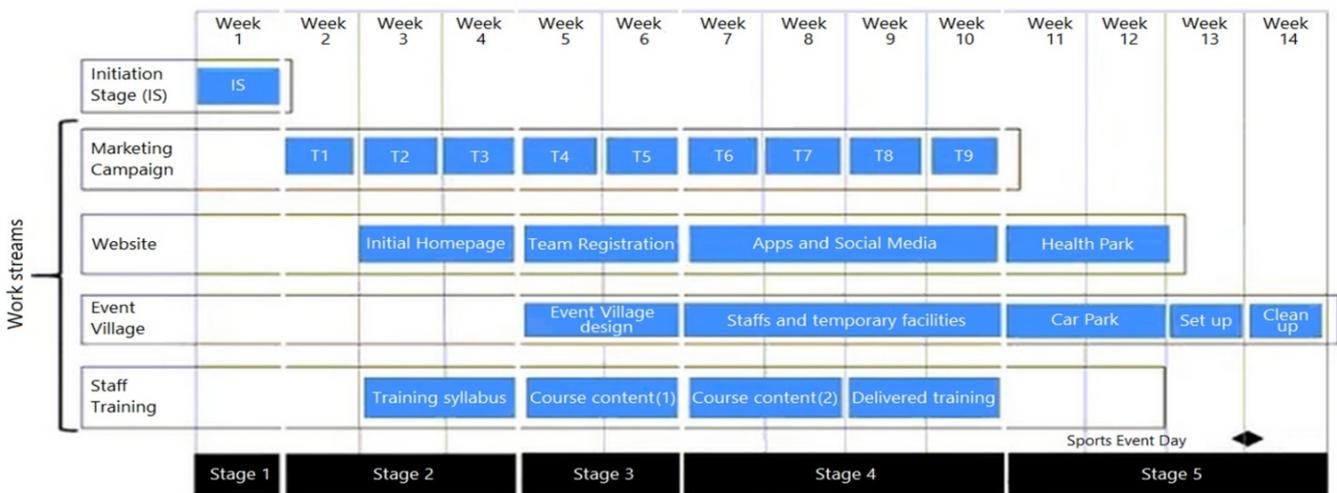
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Event Village - Additional information

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

The event village will comprise a number of work packages:

1. Event village design

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

4. A car park for 200 cars.

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

6. Dismantling of the event village and clean up.

The Event Village Team is assembled using staff from various LGA departments who have no

experience of working with agile.

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

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

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

Options:

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

Answer:

D

Explanation:

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

Question 7

Question Type: MultipleChoice

Project scenario - Get fit with football!

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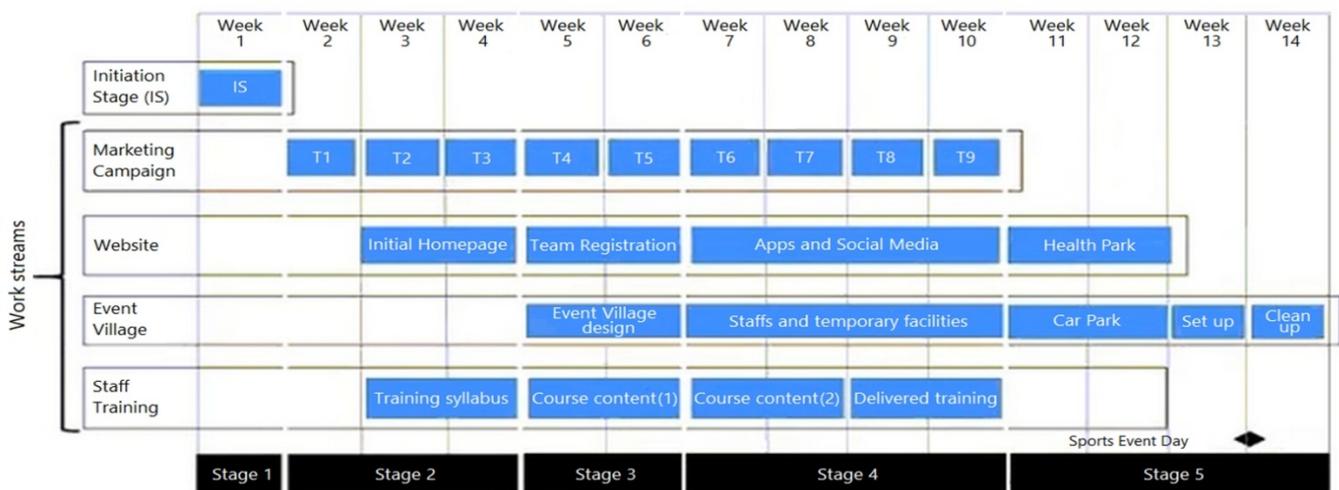The project has been set up with four work streams to deliver this work:

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Timeline

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Staff Training - Additional information

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

skills so that:

A . the event is carried out safely and professionally;

B . staff members are able to give advice on health and fitness.

This is covered by four work packages:

1. Training syllabus:

* High-level design of the manual.

* Content of each module.

2. Course content for safety and professionalism:

* Detailed design of two modules:

* Health and Safety including basic first aid.

* Customer relations to look after people attending the event.

* Piloting the modules with a group of volunteers.

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

* Detailed design of two modules:

* Exercise fundamentals including how to warm up and cool down.

* Healthy eating including what types of food are good for you.

* Piloting the modules with a group of volunteers.

4. Training delivery:

* Production of the training manual;

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

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

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

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

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

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

Options:

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

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

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

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

Answer:

A

Explanation:

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

Question 8

Question Type: MultipleChoice

Project scenario - Get fit with football!

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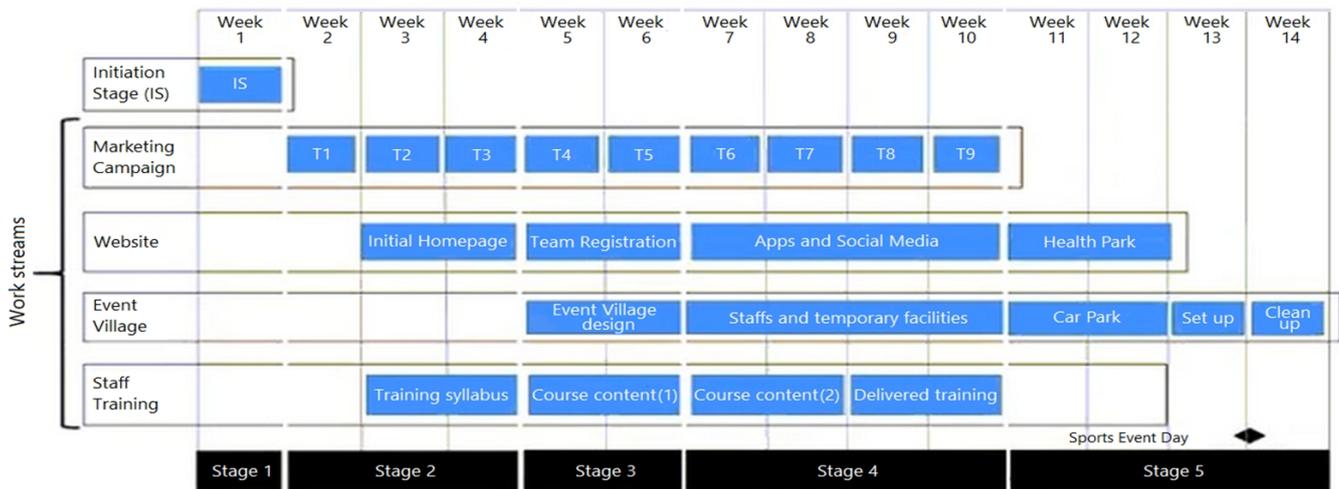The project has been set up with four work streams to deliver this work:

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6. Dismantling of the event village and clean up.

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

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

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

Which action would have helped to avoid this situation?

Options:

A- Publishing updated costs of the event estimated using a points system.
B- Publishing regularly updated advertisements fisting the organizations that are sponsoring the event.
C- Sharing the delivery team's updated burn-charts with the local newspaper before the results of the survey were published.
D- Inviting a representative of the local press to participate and report upon a release review at the end of stage 4.

Answer:

B

Explanation:

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

Question 9

Question Type: MultipleChoice

Project scenario - Get fit with football!

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

Introduction

A Local Government Authority (LGA) has decided to organize a six-a-side football tournament. The tournament will contribute towards achieving the targets set by a national initiative to improve the fitness of children under the age of 16. As part of the LGA's policy of self-funding, this has to be

achieved at zero cost to the LGA (and therefore the local tax payer). The cost of the event will be covered through fees paid by teams registered to take part in the tournament, sponsorship and monies raised during the day. Any surplus would be used for the maintenance of local sports centres.

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

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

Scope

The initial scope of the project includes:

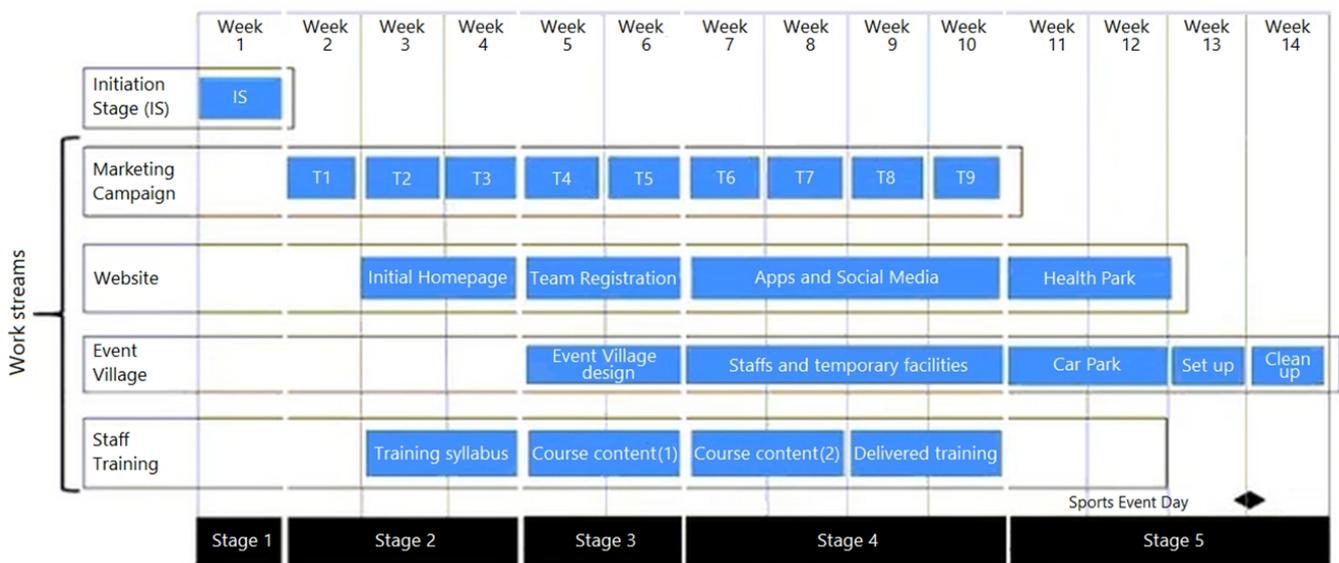The project has been set up with four work streams to deliver this work:

1. Marketing

2. Website

3. Event Village

4. Staff Training

Project Background

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

Timeline

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

Website - Additional information

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

1. Initial homepage:

2. Team Registration functionality:

3. Social media promoting the event and its aims.

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

5. Health Park:

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

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

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

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

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

Options:

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

B

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

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