



Candidate Number



The Practitioner Examination Answer Booklet

Use an **HB PENCIL** and only mark the paper where directed.

Enter your candidate number in the space provided at the bottom of the page and also in the 10 boxes on the right. Fill in the associated ovals next to the 10 boxes, e.g. for candidate 2000123456, fill ovals 2000123456.

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Instructions

You should attempt to answer all questions.

Select your answers by filling in the appropriate ovals. Ovals must be darker than the grey square at the top of the page and filled between 80% - 100% as follows:

If you wish to change an answer, completely erase your original mark and place a mark in your preferred answer.

All questions require one answer unless stated otherwise. Do **NOT** give more answers than required. If you do, the question will score zero.

Do **NOT** use the following marks as they may be ignored.

Do **NOT** write or make marks in other areas of the booklet.

Do **NOT** use coloured pens or highlighters.

Do **NOT** use correction fluid.





The Practitioner Examination

Question 1

Part A

- + 1. a b c
- + 2. a b c
- + 3. a b c
- + 4. a b c

Part B

- + 1. a b c d
- + 2. a b c d
- + 3. a b c d

Part C

- + 1. a b c d e
- + 2. a b c d e
- + 3. a b c d e
- + 4. a b c d e

Part D

- + 1. a b c d e
- + 2. a b c d e
- + 3. a b c d e

Part E

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- + 3. a b c d e
- + 4. a b c d e
- + 5. a b c d e
- + 6. a b c d e

Question 2

Part A

- 1. a b c d e
- 2. a b c d e
- 3. a b c d e
- 4. a b c d e

Part B

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- 2. a b c
- 3. a b c
- 4. a b c
- 5. a b c

Part C

- 1. a b c d
- 2. a b c d
- 3. a b c d
- 4. a b c d
- 5. a b c d
- 6. a b c d

Part D

- 1. a b c d e
- 2. a b c d e
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- 5. a b c d e





The Practitioner Examination

Question 3

Part A

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- + 3. (a) (b) (c) (d)
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Part B

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Part C

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Part D

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Question 4

Part A

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Part B

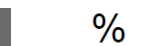
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Part C

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Part D

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The AgilePM® Practitioner Examination

AX02

Scenario Booklet

This is a 2.5 hour objective test examination. This booklet contains the Project Scenario upon which this exam paper is based. All questions are contained within the *Question Booklet*.

Additional information is provided within this *Scenario Booklet* for a number of questions. Where reference should be made to additional information, this is clearly stated within the question to which it is relevant. All information provided within a question must only be applied to that question.

Each of the four questions is worth 20 marks, giving a maximum of 80 marks in the paper. The pass mark is 50% (40 marks). Within each question the syllabus area to which the question refers is clearly stated. The exam is to be taken with the support of the Agile Project Management Manual only, i.e. no material other than the *Question Booklet*, the *Scenario Booklet*, the *Answer Booklet* and the Agile Project Management Manual is to be used.

Candidate Number:

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Project Scenario

Rowlands Business Re-launch Project

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

Rowlands Books, owned by Les and Amanda Rowlands, is the only bookshop in a thriving market town. It stocks a wide range of books, to satisfy the very different demands of local people and the tourist trade. Over the years the Rowlands have expanded their business and now occupy four neighbouring shops. In order to diversify they have just taken over the premises and business of a local record and memorabilia company.

Following successful negotiations, the legal aspects are almost complete. The management at Rowlands has started re-organising the expanded company and wants to set up a project to launch the new venture. They now see two distinct sides to their business: new books and records are one area, and the rare and second-hand books, records and memorabilia are the second area. Initial research has shown that specialising in the more niche, second-hand market will prove to be more lucrative and give them greater global exposure. The newly-limited company will be known as Rowlands Collectables Ltd (RCL).

Their prime objective now, having completed the restructuring of the expanded company, is to promote themselves to existing, new and potential customers. With this in mind they see the International Collectables Fair, being held in Geneva in four months' time, as the perfect place to launch their new venture. The new organisational structure and change plan, including refurbishment of all five shops, has been successful but the company needs to complete the rebranding process and be fully prepared for the launch event in Geneva. The overall objectives for this 16-week project are:

- Ensure a professional, consistent and coherent 'message' on all externally-presented media at the launch
- Liaise with the external marketing company working on the RCL 'brand' to finalise requirements and sign off designs
- Plan and produce a catalogue of current RCL stock, for distribution to specialist dealers and use at the Geneva launch. (It is envisaged that a catalogue will be produced quarterly)
- Ensure a 'print-ready' version of the catalogue is produced in time to meet the printer's one month lead time for printing
- Arrange delivery of sample stock, catalogues and other items to Geneva at least two days before the event.

The project has been split into three Evolutionary Development Timeboxes:

- Evolutionary Development Timebox 1 will produce a print-ready version of the catalogue, using information from the company's stock database. The management would like a number of sample designs to be produced so that the most appropriate one can be chosen
- Evolutionary Development Timebox 2 will produce the company branding, and create the marketing and advertising materials for the Geneva launch
- Evolutionary Development Timebox 3 will arrange delivery of all the sample stock, printed catalogues and other promotional items to Geneva.

End of Scenario

Question 1: Techniques - Additional Information

Additional information for Part C

The Rowlands project is in Foundations and the project team members are assessing the focus of Evolutionary Development Timebox 2 for the Delivery Plan. This timebox is scheduled to produce:

- Designed and printed company branding – Must Have
- Internal wall posters with company branding – Must Have
- Display stand with full branding – Must Have
- Full colour advertising leaflets for each product – Must Have.

The Business Visionary has expressed concern that not all of these requirements can be achieved within the timebox. The Solution Development Team members think that there is some flexibility in the requirements but are reluctant to contradict the Business Visionary, who is the overall decision-maker for priorities. The Solution Developer thinks that the display stand could be replaced by two roll-up banners, and the Business Analyst is sure that the internal wall posters are not as important as originally stated. The team would like the Business Advisor to become involved. Also, they feel that some overtime would enable more of the requirements to be delivered.

Additional Information for Part E

The project is in Foundations and the Delivery Plan is being created, with input from the Solution Development Team, Project Manager, Business Visionary and Technical Co-ordinator. High-level requirements have been defined and high-level acceptance criteria have been set for each requirement.

The Business Visionary has re-iterated the project's objectives for the 16-week project and has made the following points to the Solution Development Team:

- This project needs to produce materials of a high-quality for the launch, and nothing must compromise this
- Enough time must be allowed within the Delivery Plan to revisit decisions made and complete several reviews of branding and designs
- Enough time must be allowed to re-take photographs, where necessary
- The acceptance criteria must be defined in detail at the start of each Evolutionary Development Timebox, before development of the products begins
- It must be made clear which of the project's products are essential to the Geneva Launch and which could be left until later.

Question 2: People and Roles - Additional Information

The objective of Timebox 3 is to arrange delivery of all the sample stock, printed catalogues and other promotional items to Geneva, at least two days before the event.

In the past the company has only ever transported small amounts of stock to national fairs using their own vans. The costs and timings for using an overseas transport company for larger quantities of stock need to be identified and compared with the costs and timings of using the company's own staff to transport the stock in company vans.

Exactly which books and records are to be transported needs to be finalised. One of the high-level requirements stated in the Prioritised Requirements List defines that the launch must have some rare records of the Beatles at the Geneva show. However, it has been identified that these records will require specific and costly insurance. The Solution Development Team has decided in their Daily Stand-up that this requirement should be excluded.

It is also a Must Have requirement that a record deck and wind-up gramophone player are transported with the stock items. However, the wind-up gramophone is broken and will need repairing before the transport date. In the Daily Stand-up, the Solution Developer stated that he might be able to repair the wind-up gramophone in time. The Business Ambassador thought that an alternative gramophone should be sought.

The issue was raised to the Project Manager.

Question 3: Planning and Control - Additional Information

The objective of Evolutionary Development Timebox 1 is to produce a print ready copy of the catalogue.

The first task in the Evolutionary Development Timebox is to clarify that the data on stock items held in the company's rather old database is in a format compatible with the software which will be used by the desktop publishing company and the external printer. The data will also be used to mock-up a number of designs for the catalogue, so that the Solution Development Team can decide which design is most appropriate.

The table below gives an extract of the requirements to be addressed at the start of this Timebox.

Req No:	Description	Priority (MoSCoW)	Dependency
R5.1	Sample of electronic stock item records from database	M	
	<i>R5.1.1 - Export database without the sold stock items</i>	C	
	<i>R5.1.2 - Export whole database</i>	M	
R5.2	Ensure compatibility of database records with desktop publishing software	M	R5.1
	<i>R5.2.1 - Import all fields per record</i>	C	
	<i>R5.2.2 - Import description, year, artist/maker, stock number per record</i>	M	
R5.3	Sample of different photograph styles for each stock item	S	
	<i>R5.3.1 - One shot per stock item</i>	M	
	<i>R5.3.2 - Front & side photo per stock item</i>	S	
	<i>R5.3.3 - Whole item and close-up photo per stock item</i>	S	
R5.4	Sample design for the catalogue layout	M	R5.1, R5.2, R5.3
	<i>R5.4.1 - Three sample designs</i>	C	
	<i>R5.4.2 - Two sample designs</i>	S	

A sample of electronic stock items was exported from the database and was tested with the desktop publishing software. It was found that, although the sold stock items could be excluded, the data did not merge successfully. Data was transferred to the wrong place in records where some of the fields had blank entries. The Solution Development Team have decided in their Daily Stand-up to work on updating specific blank fields and exclude requirement 5.2.1.

The team is also concerned that the cost of providing several different photographs for all the stock items in the final catalogue may exceed the timebox budget.

Question 4: Lifecycle and Products - Additional Information

Extract of Information from the Timebox Plan - Evolutionary Development Timebox 1

The first Evolutionary Development Timebox will be used to create a number of sample designs for the catalogue. This will allow the Solution Development Team to decide which design is the most appropriate.

The following table gives an extract of information from the Timebox Plan related to Requirement 5 from the Prioritised Requirements List - 'Produce print-ready copy of catalogue'.

The project information in the table is true, but it may not be recorded under the correct heading or be in the correct document.

Req No:	Description of Work	Priority (MoSCoW)	Effort (in days)	Resource
R5.5	Produce sample cover pictures	M	2	External Illustrator
R5.6	Capture all high-level requirements in the Prioritised Requirements List (PRL)	M	1	Solution Development Team
R5.7	Obtain brand details from external marketing company for page layout	S	1	External Marketing Company
R5.8	Define pricing details – could use 'placeholder' on page at this stage	C	1	
R5.9	Liaise with printers to confirm pricing, format and paper type	S	1	Solution Development Team

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The AgilePM® Practitioner Examination

AX02

Question Booklet

Candidate Number:

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Syllabus areas covered:

Question 1 - Techniques

Question 2 - People and Roles

Question 3 - Planning and Control

Question 4 - Lifecycle and Products

Question Number 1

Syllabus Area Techniques

Syllabus Area	Question Number	Part	Marks
Techniques	1	A	4

Column 1 is a list of some of the activities performed by the Solutions Development Team within Timebox 1. Column 2 is a subset of the steps within a Timebox. For each activity in Column 1, indicate the step in Column 2 to which it applies.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Develop a print-ready version of the catalogue.	A Kick-Off
2	Discuss a number of different catalogue design ideas with the management team.	B Investigation
3	Agree how many items are to be displayed on each page of the new catalogue and how the final design will be judged.	C Refinement
4	Verify the reliability of the company's stock database and whether all of this information can realistically be presented in a catalogue format.	

Syllabus Area	Question Number	Part	Marks
Techniques	1	B	3

One of the overall objectives for the Rowlands project is to ensure there is a professional, consistent and coherent message on all externally presented media at the launch. This requires liaison with the external marketing company working on the new RCL 'brand' in order to finalise requirements and sign off designs.

There has been some disagreement amongst the team about what is considered to be 'professional, consistent and coherent'. The Project Manager has decided to arrange a Facilitated Workshop to clarify this issue and to build some consensus among the team.

Answer the following questions about a Facilitated Workshop arranged by the Project Manager.

1	Which action should the Project Manager take when preparing for the workshop?
A	Arrange for the external marketing company to present a training session to the Solution Development Team.
B	Appoint a trained individual to facilitate the workshop.
C	Assign ownership of the workshop to the external marketing company.
D	Attend a training session on how to become an effective Workshop Facilitator.
2	When preparing for the workshop, which of the following should the Project Manager provide to the Workshop Facilitator?
A	A copy of the RCL structured process for conducting workshops.
B	Flexibility to discuss any other issues and concerns that may arise during the workshop.
C	Background on the project objective in question, the current issue and the goal of the workshop.
D	Confirmation that the approach to the workshop is appropriate.
3	The Workshop Facilitator could not get the team to agree a shared understanding of the terms 'professional, consistent and coherent'. Which action should the Workshop Facilitator take?
A	Present own interpretation of these terms to the group.
B	Present the group with the Project Manager's understanding of these terms.
C	Agree a plan of action with the group, to remedy the situation.
D	Agree to disagree, and close the workshop acknowledging that all participants are entitled to their own view.

Syllabus Area	Question Number	Part	Marks
Techniques	1	C	4

Using the additional information provided for this question in the *Scenario Booklet*, answer the following questions about using MoSCoW for assigning priorities.

Each of the following questions include actions that could be taken to resolve the Business Visionary's concern, but only two actions represent an appropriate application of the MoSCoW prioritisation technique.

Remember to limit your answers to the number of selections requested in each question.

1	Which 2 actions represent an appropriate application of the MoSCoW prioritisation technique by the Solution Development Team?
A	Re-prioritise some Must Have requirements to Should Haves.
B	Replace the display stand with two roll-up banners.
C	Escalate a concern that there is NOT enough contingency of Could Have Requirements.
D	Change the priority of the requirement for internal wall posters from a Must Have into a Could Have requirement.
E	Confirm with the Business Visionary that the Must Have requirements represent the minimum usable subset.
2	Which 2 actions represent an appropriate application of the MoSCoW prioritisation technique by the Project Manager?
A	Empower the Business Advisor to de-scope requirements.
B	Review the requirements more closely with the Solution Development Team and the Business Visionary, as there may be Should Have or Could Have sub-requirements within the high-level Must Have requirements.
C	Plan for only 60% of effort to be spent on the Must Have requirements.
D	Challenge the Must Have requirements with the Business Visionary to ensure that they are valid.
E	Postpone one of the Must Have requirements until after the launch.
3	Which 2 actions represent an appropriate application of the MoSCoW prioritisation technique by the Team Leader?
A	Ask the Project Manager to plan a facilitated workshop during Foundations to consider the MoSCoW priorities set for the high-level requirements.
B	Ensure that the Solution Development Team does NOT plan to work overtime to develop the requirements.
C	Ask the Business Visionary to accept that the quality of the end products may have to be reduced in order to deliver all of the Must Have requirements.
D	Plan for the Solution Tester to test only the Must Have requirements within Timebox 1.
E	Advise the Business Sponsor to stop the project, since there is NO contingency.

Question continues on next page

4	Which 2 actions represent an appropriate application of the MoSCoW prioritisation technique by the Business Analyst?
A	Initially consider all of the requirements as Won't Haves and ask the Business Visionary and the Solution Development Team to justify moving them to higher priorities.
B	Ask the Business Sponsor if the absence of each requirement would stop the company being successful at the launch event.
C	Ask the Business Sponsor to create a few additional requirements to make up the necessary percentage of Should Have and Could Have requirements.
D	Do NOT tie the requirements to the project objectives if this is thought to be too restrictive.
E	Allow only the Business Sponsor to prioritise requirements.

Syllabus Area	Question Number	Part	Marks
Techniques	1	D	3

Using the Project Scenario answer the following questions about requirements.

The following questions all contain **true statements** about the requirements for the catalogue needed for the Geneva event but only 2 statements represent appropriate requirements within the Agile lifecycle.

Remember to limit your answers to the number of selections requested in each question.

1	Which 2 options describe requirements that would be captured during Feasibility?
A	The font size should be no less than 10 point Arial.
B	The inclusion of the stock item number is a Must Have priority.
C	There will be a catalogue of current items for sale at the Geneva event.
D	The sample photographs of each stock item in the catalogue should be selected by the graphic designer.
E	All product types sold by the new company are to be included in the catalogue.
2	Which 2 options describe requirements that would be captured during Foundations?
A	The catalogue should have an index to allow customers to search and find specific items.
B	Each catalogue should be stapled in two places along the spine.
C	A professional, consistent and coherent message must appear on all externally-presented media.
D	A photograph of the shop could have the staff standing outside, to make the brand appear more human.
E	A photograph of the refurbished shop should appear in the contact details page of the catalogue.
3	Which 2 options describe requirements that would be captured during Solution Development Timeboxes?
A	The company logo should appear 10mm from the corner of each page.
B	The paper should be 80-100gsm.
C	A professional, consistent and coherent message must appear on the catalogue.
D	A visual representation of each stock item is more likely to make customers want to buy the item.
E	The catalogue is to be used as ongoing sales material within Rowlands Collectables Ltd after the Geneva event.

Syllabus Area	Question Number	Part	Marks
Techniques	1	E	6

Using the additional information provided for this question in the *Scenario Booklet*, answer the following question about timeboxes and other DSDM practices for control.

Lines 1 to 6 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	The high-quality output needed in this project means that there is NO opportunity for iterative development.	BECAUSE	An iterative process can stifle the autonomy and creativity of a Solution Development Team.
2	Any re-work required to meet the Business Visionary's requirements should be controlled through iterative development.	BECAUSE	Review points are built into the iterative development within a timebox to determine whether a further iteration is required.
3	The team should define detailed acceptance criteria in the Delivery Plan.	BECAUSE	The Delivery Plan should describe a schedule of focused Timeboxes for the next Increment.
4	The Delivery Plan should break the 16-week project into NO more than three timeboxes.	BECAUSE	Iterative development must be controlled by a cycle of three iterations: Investigation, Refinement and Consolidation.
5	The re-taking of photographs can NOT be allowed during a timebox.	BECAUSE	Iterative development consists of thought, action and conversation.
6	Frequent prototypes of sample branding and designs should be planned for in the Refinement step.	BECAUSE	The Evolving Solution is subject to the iterative development process.

Question Number 2

Syllabus Area People and Roles

Syllabus Area	Question Number	Part	Marks
People and Roles	2	A	4

The Rowlands project is in Foundations. The Business Sponsor has decided that a simple website, consisting of a maximum of four pages, is required to support the launch of the new venture. The Business Sponsor views this as a valuable marketing tool, enabling potential customers to view details of the new venture on-line. This is a new Must Have requirement.

All parties are to be invited to a Facilitated Workshop to discuss the new Must Have requirement.

Remember to limit your answers to the number of selections requested in each question.

1	Which 2 actions should the Business Sponsor take?
A	Check that, after inclusion of the website requirement, the project is still in line with the Business Case.
B	Add the extra tasks required to create the website in the appropriate Timebox Plan.
C	Approve the inclusion of the website's high-level requirements in the Prioritised Requirements List.
D	Ensure that funds and other resources are made available for the development of the website.
E	Prepare and circulate an agenda for the Facilitated Workshop.
2	Which 2 actions should the Project Manager take?
A	Add the extra tasks required to create the website in the appropriate Timebox Plan.
B	Ensure that there is appropriate business involvement regarding the website within subsequent higher-level re-planning activities.
C	Agree the technical architecture for the website.
D	Add the technical tasks required to develop the website to the Delivery Plan.
E	Ensure that all workshop participants are appropriately engaged in the process.
3	Which 2 actions should the Technical Co-ordinator take?
A	Agree the technical architecture for the website.
B	Ensure that funds are made available for technical resources to develop the website.
C	Ensure that appropriate, technical best-practice coding standards are adhered to during the development of the website.
D	Add the technical tasks required to develop the website to the Timebox Plan.
E	Approve the inclusion of the website's high-level requirements in the Prioritised Requirements List.

Question continues on next page

4	Which 2 actions should the Workshop Facilitator take?
A	Specify the appropriate workshop scope with respect to the website.
B	Add the tasks required to hold the workshop to the Timebox Plan.
C	Prepare and circulate an agenda for the workshop.
D	Check that, after inclusion of the workshop, the project is still in line with the Business Case.
E	Ensure that all workshop participants are appropriately engaged in the workshop process.

Syllabus Area	Question Number	Part	Marks
People and Roles	2	B	5

Column 1 contains some of the activities to be carried out within the Rowlands project. Column 2 is a list of role categories within the Agile team structure. For each activity in Column 1, select from Column 2 the role category that will be responsible for carrying it out.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	Decide which desktop publishing tools are to be used when developing the new catalogue.	A Project-level role
2	Determine the detailed breakdown of promotional items to be transported to Geneva for the launch.	B Solution Development Team role
3	Approve the required funding for a transportation company to deliver sample stock, catalogues and other items to Geneva for the launch.	C Supporting role
4	Provide legal guidance on compliance with trading standards applicable to the promotional materials.	
5	Liaise with the external marketing company to sign off the new Rowlands Collectables Ltd brand design.	

Syllabus Area	Question Number	Part	Marks
People and Roles	2	C	6

Using the Project Scenario answer the following questions.

The Rowlands project is in Foundations. The Project Manager has made a number of decisions with regard to moving the project forward.

Decide if each decision is an appropriate application of Agile Project Management for this project and select the option that supports your decision.

1	<p>The Business Ambassador will telephone his line manager on a regular basis in order to ascertain if the sample stock catalogue is appropriate to send to Geneva.</p> <p>Is this an appropriate application of Agile Project Management for this project?</p> <p>A No, because Agile team members must be empowered to make decisions.</p> <p>B No, because this is the role of the Project Manager.</p> <p>C Yes, because frequent contact with the business by Agile teams means that systems that are fit for purpose should be developed.</p> <p>D Yes, because the focus should be on planning low-level objectives.</p>
2	<p>The end-date of the timebox containing the Must Have requirement to produce a print-ready copy of the catalogue for sending to an outside printer can be renegotiated due to the importance of this requirement.</p> <p>Is this an appropriate application of Agile Project Management for this project?</p> <p>A No, because the project duration is NOT long enough to renegotiate the timebox.</p> <p>B No, because the content of a timebox should be renegotiated rather than the end-date of the timebox.</p> <p>C Yes, because the requirement has the highest level priority possible.</p> <p>D Yes, because the requirement is associated with an external company.</p>
3	<p>The Business Ambassador must go abroad for two days during Evolutionary Development. However, the Project Manager has arranged for her to be involved in the Daily Stand-ups using online conference calls.</p> <p>Is this an appropriate application of Agile Project Management for this project?</p> <p>A No, because only members of the Agile team who are physically present may attend a Daily Stand-up.</p> <p>B No, because the Business Ambassador should facilitate all Daily Stand-ups.</p> <p>C Yes, because Daily Stand-ups held by teleconference can be effective if a single work location is not possible.</p> <p>D Yes, because this is the only time the view of the Business Ambassador is taken into account.</p>

Question continues on next page

4	<p>Decisions relating to project scope will be the sole responsibility of the Business Ambassador.</p> <p>Is this an appropriate application of Agile Project Management for this project?</p> <p>A No, because these are project-level role decisions.</p> <p>B No, because decisions related to scope change should be made by the Solution Development Team.</p> <p>C Yes, because the Business Ambassador has decided this will speed up decision-making.</p> <p>D Yes, because this is a relatively small project.</p>
5	<p>Burn Down charts will be used to monitor the progress of the project.</p> <p>Is this an appropriate application of Agile Project Management for this project?</p> <p>A No, because Burn Down charts do NOT provide a detailed plan against which the team can monitor and control activities.</p> <p>B No, because Burn Down charts are too bureaucratic to use in an Agile project.</p> <p>C Yes, because Burn Down charts show the completion of tasks.</p> <p>D Yes, because Burn Down charts visibly demonstrate the remaining work and whether the current plan looks achievable.</p>
6	<p>Only one of the Solution Developers, a multimedia designer on short-term contract, is working on the project full time. The other Solution Developers and other members of the Solution Development Team have been scheduled to work on the project for the first two hours of every day.</p> <p>Is this an appropriate application of Agile Project Management for this project?</p> <p>A No, because the Agile Solution Development Team should be dedicated full time to the project.</p> <p>B No, because teams should be co-located for the duration of the Evolutionary Development Timeboxes.</p> <p>C Yes, because synchronising these hours allows team members to work collaboratively.</p> <p>D Yes, because the team must be sufficiently empowered to guide the day-to-day evolution of the solution.</p>

Syllabus Area	Question Number	Part	Marks
People and Roles	2	D	5

Using the additional information provided for this question in the Scenario Booklet, answer the following question about which roles should take particular actions in the Agile team.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

	Assertion		Reason
1	The Business Sponsor should liaise with the overseas transport company to confirm the costs and timing for transport to Geneva.	BECAUSE	The Business Sponsor should ensure that funds and other resources are made available as needed.
2	The Business Ambassador should de-scope the rare Beatles records requirement from the Prioritised Requirements List.	BECAUSE	Approving changes to the high-level requirements in the Prioritised Requirements List is the role of the Business Ambassador.
3	The Technical Co-ordinator should be contacted to discuss how to deliver the requirement to transport the wind-up gramophone.	BECAUSE	The Technical Co-ordinator should resolve technical differences between team members.
4	The Project Manager should contact the Business Visionary regarding the issues associated with the requirement to transport the wind-up gramophone.	BECAUSE	The Project Manager handles problems escalated from the Solution Development Team.
5	The Solution Developer should produce the list of all stock to be transported after liaising with the Business Ambassador.	BECAUSE	The Solution Developer translates business requirements into the Deployable Solution.

Question Number 3

Syllabus Area Planning and Control

Syllabus Area	Question Number	Part	Marks
Planning and Control	3	A	5

Answer the following questions about the use of risk management in the Rowlands project.

During the review at the end of the Investigation Step in Timebox 1, (producing a print-ready version of the catalogue using information from the company’s stock database), the following risks were identified:

- **The Business Ambassador may have difficulty spending enough time during the evolution of the catalogue solution because of conflicting demands with involvement in the overlapping development of Timebox 2.**
- **In addition, the Business Ambassador may not be sufficiently senior enough to decide on elements with company-wide implications within Timebox 2 (producing the company branding and materials for the Geneva launch).**
- **Les Rowlands is the Business Sponsor for the project, but it is well known in the organisation that things have to change if Amanda Rowlands is unhappy with the outcome. Even though Amanda has no formal role in the project there is a concern that the final solution may not be accepted.**

1	Which action should be taken after the review meeting?
A	Escalate all the risks to the Business Visionary to decide on the way forward.
B	Raise the risks with the Business Sponsor to gain more resources to reduce the risks.
C	Invite Amanda Rowlands as a second Business Sponsor to gain her involvement.
D	Log what was agreed for each risk in a Timebox Review Record project email.
2	Which action should mitigate the risk that the Business Ambassador may miss sessions during the evolution of the solution in Timebox 1?
A	Produce a more detailed catalogue specification to reduce the need for ongoing business involvement.
B	Concentrate more effort into the testing elements of the solution.
C	Forward plan the times when the Business Ambassador can attend specific sessions.
D	Shorten the Timebox schedules so that there is no overlap of activities between Timeboxes 1 and 2.

Question continues on next page

3	Which action should mitigate the risk that the Business Ambassador may be too junior to make company-wide decisions during the evolution of the solution in Timebox 2?
A	Transfer the responsibilities related to the company branding element of the Timebox to the Business Visionary.
B	Use the Business Analyst to step in when the Business Ambassador is unavailable.
C	Use a DSDM coach to help the Business Ambassador understand and fulfil the role.
D	Change to a more senior Business Ambassador before the start of the investigation step of Timebox 2.
4	Which action should mitigate the risk that the business may be unwilling to sign-off the final solution?
A	Arrange formal sign-off on a detailed overall specification by Les and Amanda Rowlands.
B	Ensure agreement and sign-off is achieved at the Close-out of each of the three Solution Development Timeboxes.
C	Use the principle of fixing the deadline to finalise the end of the project so that Amanda cannot interfere.
D	Ensure that a time or cost contingency is set on Timeboxes where there is a high proportion of Must Have requirements.
5	At the end of the Timebox 1, who is the MOST appropriate owner for the risk that final sign-off of the final solution may be difficult to obtain?
A	The whole Solution Development Team
B	Business Analyst
C	Business Visionary
D	Project Manager

Syllabus Area	Question Number	Part	Marks
Planning and Control	3	B	5

Using the Project Scenario answer the following question.

Column 1 is a list of information about the Rowlands project. For each statement in Column 1, select from Column 2 the level of planning where this information is captured. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	A print-ready copy of the catalogue is a Must Have requirement.	A Pre-Project
2	The existing order-tracking process is to be amended to account for the new product lines.	B Delivery Planning
3	The project will consist of three Solution Development Timeboxes, each of which will be four weeks in duration.	C Deployment Planning
4	The format and layout of the catalogue is to be reviewed during week ten, to ensure it aligns to the new corporate branding standards.	D Timebox Planning
5	Staff will be trained in the sale of rare and second-hand books.	

Syllabus Area	Question Number	Part	Marks
Planning and Control	3	C	5

Column 1 is a list of estimates from the Rowlands project. For each estimate in Column 1, select from Column 2 the phase to which the estimate relates. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	It will cost £8,000 to £10,000 for transport and staff time to deliver all the merchandise and sample stock for Geneva.	A Feasibility
2	The staff time, materials and overhead costs will be £45,000 to £50,000 for the preparation and printing of the catalogue.	B Foundations
3	Producing three sample designs for the catalogue during Timebox 1 will take 5 days.	C Evolutionary Development
4	An external graphic designer estimates that designing the catalogue layout should take 3 days.	D Deployment
5	Preparation and printing of the finished catalogue will cost between £50,000 and £100,000.	E Post-Project

Syllabus Area	Question Number	Part	Marks
Planning and Control	3	D	5

Using the additional information provided for this question in the *Scenario Booklet*, answer the following question.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	The Project Manager should have resolved the data compatibility issue for the Solution Development Team.	BECAUSE	The Project Manager has the responsibility to deal with any issues which may affect the timely delivery of the products.
2	The change to exclude requirement 5.2.1 should be escalated to the Project Level to assess the impact on quality.	BECAUSE	Omission of any features will lower the quality of the final product.
3	The Solution Development Team can decide that it is appropriate to update business information in the database.	BECAUSE	The Business Ambassador can make day-to-day business decisions within the project.
4	The Solution Development Team should ask the Project Manager to request more funding in order to take several photographs of all the stock items.	BECAUSE	The Project Manager should be involved when a budget set by the project's governing body is exceeded.
5	The concern with the costs of photographing all of the stock items should be investigated as soon as possible.	BECAUSE	The Solution Development Team should be empowered to handle any change that falls within the agreed scope.

Question Number 4

Syllabus Area Lifecycle and Products

Syllabus Area	Question Number	Part	Marks
Lifecycle and Products	4	A	5

Using the Project Scenario, answer the following question about where information should be recorded in the DSDM products.

Column 1 contains information relevant to the Rowlands project. Column 2 contains a subset of the DSDM management products. For each item of information in Column 1, select from Column 2 the product in which it should be included.

Each selection from Column 2 can be used once, more than once or not at all.

	Column 1	Column 2
1	The Technical Advisor has confirmed that the marketing materials produced adhere to the required advertising standards codes of practice.	A Management Approach Definition
2	Future plans for production of the catalogue should include an online version to support the antique auction sites.	B Delivery Plan
3	The Business Advisor for the purchased records and memorabilia company is scheduled for two hours every afternoon to provide an independent inspection of the catalogue data.	C Timebox Plan
4	Les and Amanda Rowlands will not be involved in the day-to-day running of the project but may wish to attend some of the reviews.	D Timebox Review Record
5	It is expected that 2,000 of the printed catalogues will be available after the Geneva launch for use in a direct marketing mailing, which should bring increased sales of 4%.	E Project Review Report

Syllabus Area	Question Number	Part	Marks
Lifecycle and Products	4	B	5

Each of the following questions contain **true statements** about the Rowlands project, but only 2 statements represent appropriate activities within the Agile lifecycle.

Remember to limit your answers to the number of selections requested in each question.

1	Which 2 statements represent appropriate activities to be performed during Feasibility?
A	Document the production of a catalogue as an objective of the project.
B	Define the expected benefits from the Geneva launch.
C	Liaise with the printers to confirm pricing, format and paper type.
D	Arrange the delivery of all merchandise and sample stock to Geneva.
E	Identify the most appropriate person to perform the role of Business Sponsor.
2	Which 2 statements represent appropriate activities to be performed during Foundations?
A	Identify the most appropriate person to perform the role of Business Visionary.
B	Record the production of a print-ready catalogue as a Must Have requirement.
C	Decide whether to design the catalogue in-house or to outsource this work to an external third party.
D	Create a specification for the final deliverable of the project.
E	Assess whether the printed catalogue is likely to enable the sales of rare items and memorabilia.
3	Which 2 statements represent appropriate activities to be performed during Evolutionary Development?
A	Ensure compatibility of database records with desktop publishing software.
B	Create a specification for the final deliverable of the project.
C	Liaise with the printers to confirm pricing, format and paper type.
D	Carry out an assessment of the benefits achieved as a direct result of the Geneva launch.
E	Provide specialist training to those staff required to sell rare and second-hand books.

Question continues on next page

4	Which 2 statements represent appropriate activities to be performed during Deployment?
	<p>A Ensure the desktop publishing software is made available to the design team.</p> <p>B Calculate the sales achieved as a result of the first edition of the catalogue.</p> <p>C Assess whether the printed catalogue is likely to enable the sales of rare items and memorabilia.</p> <p>D Ensure compatibility of database records with the desktop publishing software.</p> <p>E Arrange delivery of all merchandise and sample stock to Geneva.</p>
5	Which 2 statements represent appropriate activities to be performed Post-Project?
	<p>A Ensure compatibility of the database records with the desktop publishing software.</p> <p>B Assess whether the printed catalogue is likely to enable the sales of rare and memorabilia items.</p> <p>C Provide specialist training to those staff required to sell rare and second-hand books.</p> <p>D Review the number of clients registered to receive future editions of the stock catalogue.</p> <p>E Calculate the sales achieved as a result of the first edition of the catalogue.</p>

Syllabus Area	Question Number	Part	Marks
Lifecycle and Products	4	C	5

Answer the following question about managing quality across the lifecycle.

During Feasibility there was a lot of discussion about the future use and format of the catalogue. It was decided that the catalogue, with one high quality photograph of each stock item, will be produced quarterly for a minimum of two years, although this could potentially be longer. It was also envisaged that RCL would negotiate with online auction sites so online methods of accessing the RCL catalogue contents may also be needed in the future.

In this phase it was identified that there should be 99% accuracy of information contained within the catalogue, which will contain over 700 stock items. The shop staff from the purchased records and memorabilia company will be the only people who will be able to assess the information in the catalogue to make corrections.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason
A	True	True AND the reason explains the assertion
B	True	True BUT the reason does not explain the assertion
C	True	False
D	False	True
E	False	False

	Assertion		Reason
1	In order to meet the needs of the Geneva launch, the maintainability objective for the catalogue should be to deliver a short-term, tactical solution.	BECAUSE	The target for a short-term, tactical solution is to deploy a solution as early as possible.
2	The viability of including ongoing high quality photographs of stock in the catalogue should be assessed as part of the Feasibility Assessment.	BECAUSE	The expectations of solution quality will affect the total cost of ownership.
3	The overall target level of accuracy for information in the catalogue should NOT be agreed until Foundations.	BECAUSE	The quality that can be achieved is defined when the solution architecture is agreed.

Question continues on next page

Question continued

	Assertion		Reason
4	The target level of accuracy of information in the catalogue should be broken down into individual acceptance criteria relating to the stock descriptions, pricing, photos and other elements of the contents during Evolutionary Development.	BECAUSE	The objectives for each Timebox must be agreed and captured in the Development Approach Definition.
5	The shop staff from the purchased records and memorabilia company should form a separate testing team alongside the Solution Development Team.	BECAUSE	Business Testing should occur throughout Evolutionary Development.

Syllabus Area	Question Number	Part	Marks
Lifecycle and Products	4	D	5

Using the additional information provided for this question in the *Scenario Booklet*, answer the following questions about the Extract of Information from the Timebox Plan - Evolutionary Development Timebox 1.

1	Which statement applies to entry R5.5?
A	Remove, because this is outside of the scope of the Rowlands Project.
B	Amend, because the resource shown is NOT working within this project.
C	Move to the Deployment Plan, because this is too detailed for the Timebox Plan.
D	No change, because this is an appropriate entry.
2	Which statement applies to entry R5.6?
A	Remove, because all high-level requirements should be captured in the Prioritised Requirements List by the end of Foundations.
B	Amend, because the checking of the software should be the responsibility of the Solution Tester.
C	Move to the Delivery Plan, because this is too detailed for the Timebox Plan.
D	No change, because this is an appropriate entry.
3	Which statement applies to entry R5.7?
A	Remove, because this is a dependency NOT a deliverable.
B	Amend, because products provided by external suppliers should NOT be shown in the Timebox Plan.
C	Move to the Delivery Plan, because this is too detailed for the Timebox Plan.
D	No change, because this is an appropriate entry.
4	Which statement applies to entry R5.8?
A	Remove, because Could Have requirements should NOT be planned for.
B	Amend, because the Timebox Plan should show the allocation of resources.
C	Move to the Business Case, because this will impact on the expected benefits.
D	No change, because this is an appropriate entry.
5	Which statement applies to entry R5.9?
A	Remove, because there is NO requirement to print the catalogue in this timebox.
B	Amend, because this should be the responsibility of the Project Manager.
C	Move to the Business Case, because this will impact on the expected benefits.
D	No change, because this is an appropriate entry.



The AgilePM® Practitioner Examination

Rationale

Exam Paper: GB-AX02-1.3

Question: 1, Syllabus: TE, Part: A, Type: MG, SyllabusRef: TE0301, Level: 3		
1	Correct [C]:	After Kick-off (to decide products and Acceptance Criteria) and Investigation (to understand the scope of the work in a timebox), Refinement is where most of the development and testing work is done. (11.2.1)
2	Correct [B]:	The aim of Investigation is to provide a firm foundation for the work to be carried out. This will entail confirming the detail of requirements before going into the development process. (11.2.1)
3	Correct [B]:	The aim of Investigation is to provide a firm foundation for the work to be carried out. This will entail confirming the detail of requirements. Acceptance criteria for the deliverables are agreed during Investigate. (11.2.1)
4	Correct [A]:	This is Kick Off, a short session for the Solution Development Team to understand the timebox objectives and accept them as realistic. (11.2.1)

Question: 1, Syllabus: TE, Part: B, Type: CL, SyllabusRef: TE0304, Level: 3

1	A	Incorrect:	Facilitated Workshops are designed for participants to work together to achieve an agreed goal, whether that be solving a problem, building a plan, gathering requirements or making decisions. It is not a training session. (12.1.1)
	B	Correct:	Workshop Facilitator should be trained, but also independent of the project. (12.1.3)
	C	Incorrect:	The external marketing company is not the owner of the workshop. It is a team-based approach to rich communication. (12.1.1)
	D	Incorrect:	Workshop Facilitator should be trained, but also independent of the project, which the Project Manager is not. (12.1.3)
2	A	Incorrect:	One of the factors found, in practice, to greatly improve the success of Facilitated Workshops is flexibility in the format but always with clearly defined objectives. (12.3.1)
	B	Incorrect:	One of the factors found, in practice, to greatly improve the success of Facilitated Workshops is flexibility in the format but always with clearly defined objectives. The issue is to build consensus on the terms, not discuss any issues that arise. (12.3.1)
	C	Correct:	A factor found to greatly improve the success of Facilitated Workshops is the thorough preparation by the Workshop Facilitator and participants before the Workshop starts. (12.1.3)
	D	Incorrect:	Facilitated Workshops are a process where a neutral facilitator, with no stake in the outcome of the workshop, enables a group to work together to achieve an agreed goal. As it is an independent process there is no requirement for the approach to the workshop to be approved by the Project Manager. (12.1.1)
3	A	Incorrect:	The Facilitator has no stake in the outcome of the workshop and no opinion on the content. (12.1.1)
	B	Incorrect:	The Project Manager may participate in the workshop and have an opinion, but is not a decision-maker. (12.1.1)
	C	Correct:	Decisions and agreements that are not forced. If the Participants cannot agree on a point within the Workshop (perhaps due to lack of information or time), the Workshop Facilitator should recognise this outcome and elicit from the group the appropriate action to remedy the shortfall. (12.1.3)
	D	Incorrect:	Decisions and agreements that are not forced. If the Participants cannot agree on a point within the Workshop (perhaps due to lack of information or time), the Workshop Facilitator should recognise this outcome and elicit from the group the appropriate action to remedy the shortfall. (12.1.3)

Question: 1, Syllabus: TE, Part: C, Type: MR, SyllabusRef: TE0302, Level: 3

1	A	Incorrect:	The Solution Development Team are not empowered to re-prioritise Must Haves. Without these, the project fails. (17.4.3)
	B	Incorrect:	The Solution Developer is not empowered to unilaterally change or de-prioritise a requirement. This is a job for the whole team with, in this case, the Business Visionary having overall responsibility for priorities. In the case of a Must Have high level requirement the Business Sponsor must be involved. (17.4.3)
	C	Correct:	The Project Manager should control the percentage of Must Haves – 60% should be the target. The issue that there is insufficient flexibility or contingency within the timebox (to allow de-scoping of requirements in order to complete the timebox on time) should be escalated. (17.3.1 / Figure 17)
	D	Incorrect:	The Business Analyst is not empowered unilaterally to de-prioritise a requirement. This is a job for the whole team and, in the case of a Must Have, for the Business Sponsor. (17.4.3)
	E	Correct:	The Business Visionary has overall responsibility for the priorities in this case, and should define the Must Have requirements which represent the minimum usable subset and must be delivered. (17.4.3)
2	A	Incorrect:	It is not within the empowerment of a Business Advisor to de-scope a Must Have requirement. (17.4.3)
	B	Correct:	It is possible that a High-level Must Have requirement may be broken down further to reveal a degree of Should Have or Could Have prioritisation of sub-requirements. (17.8 Tips)
	C	Incorrect:	Although the Project Manager works with the team to plan and co-ordinate product delivery, they cannot limit the work effort if there is a concern that these requirements cannot be delivered in 100% of the timebox. (17.4.3)
	D	Correct:	The Project Manager or Business Analyst should challenge requirements if they are not obvious Must Haves. The prioritisation of requirements is what allows on-time and on-budget delivery. (17.8 Tips)
	E	Incorrect:	If a true Must Have requirement is left out, the project will fail. (17.8 Tips)
3	A	Correct:	Facilitated workshops can be used throughout the DSDM lifecycle. They can be used to agree and prioritise requirements. (12.1.1 / 22.2.4)
	B	Correct:	Cost and time cannot be adjusted in an Agile project. The use of overtime should not be planned for. (17.7)
	C	Incorrect:	Never compromise quality is a principle of DSDM. To compromise any of the eight principles of DSDM undermines DSDM's basic philosophy. (4.5)
	D	Incorrect:	All the products developed in a Timebox should be tested during the refinement stage so that formal acceptance of all Timebox deliverables can be achieved at the Close-out stage. (17.8.2)
	E	Incorrect:	The project should not be stopped unless it is not viable. Options to address the concern should be explored first. The Sponsor should recognise the risk to on-time and on-budget completion. (17.6)
4	A	Correct:	It is a correct approach to consider starting initially with all requirements as Won't Haves, and then justify why they need to be given a higher priority. (17.8 Tips)
	B	Correct:	For each requirement proposed as a Must Have, ask: 'What happens if this requirement is not met?' If the answer is 'Cancel the project', then it really is a Must Have. (17.8 Tips)
	C	Incorrect:	60% Must Have requirements is a guide only. It is not up to the team to find unwanted requirements to make the numbers. (17.3.1)
	D	Incorrect:	The prioritisation of all requirements should be in line with the project objectives.

		17.8 Tips)
E	Incorrect:	It is the Business Visionary's ultimate responsibility to ensure that priorities are correct. The Business Ambassadors and Technical Co-ordinator also have key roles in prioritising. (17.4.3)

Question: 1, Syllabus: TE, Part: D, Type: MR, SyllabusRef: TE0303, Level: 3

1	A	Incorrect:	In a Development Timebox, the point size is fine detail which would be elicited just before that element of the solution is created. (19.4.3)
	B	Incorrect:	The stock number is a definition of what is needed, which would be done in Foundations. (19.4.2)
	C	Correct:	This is an overall objective of the project and should be defined at Feasibility. (19.4.1 / Scenario)
	D	Incorrect:	The selection of the sample photographs is a definition of what is needed, which would be done in Foundations. (19.4.2)
	E	Correct:	This is an overall objective of the project which would be defined at Feasibility. (19.4.1 / Scenario)
2	A	Correct:	The requirement to search the catalogue is a definition of what is needed, which would be done in Foundations. (19.4.2)
	B	Incorrect:	In a Development Timebox, the location of staples on each catalogue is fine detail which would be elicited just before that element of the solution is created. (19.4.3)
	C	Correct:	This is a Foundations level requirement describing what is needed. (19.4.2)
	D	Incorrect:	In a Development Timebox, how the photographs should be posed is fine detail which would be elicited just before that element of the solution is created. (19.4.3)
	E	Incorrect:	In a Development Timebox, the provision of a photograph is a definition of how a requirement would be implemented. (19.4.3)
3	A	Correct:	In a Development Timebox, where a company logo is positioned is fine detail which would be elicited just before that element of the solution is created. (19.4.3)
	B	Correct:	In a Development Timebox, the weight of the paper is fine detail which would be elicited just before that element of the solution is created. (19.4.3)
	C	Incorrect:	This is an overall objective of the project and would be defined at Feasibility. (19.4.1 / Scenario)
	D	Incorrect:	The requirement for a pictorial representation is a definition of what is needed, which would be done in Foundations. How it is achieved, i.e. photograph or drawing, would be refined later. (19.4.2)
	E	Incorrect:	This is an overall objective of the project and would be defined at Feasibility. (19.4.1 / Scenario)

Question: 1, Syllabus: TE, Part: E, Type: AR, SyllabusRef: TE0404, Level: 4

1	False:	An Agile project sets its quality level at the outset. Quality is not a variable in an Agile project so the use of iterative development is not related. (4.5 / 12.3 / 13.5)	False:	Iterative development recognizes that most detail should emerge later rather than sooner, the work of Foundations should shape the project and act as a framework rather than be detailed and prescriptive. (13.7)
2	True:	Each execution of the iterative cycle yields a result successively closer to a desired outcome. Within the timebox itself the iterative development also has control in the Investigate, Refine, Consolidate stages. (12.3.3)	True:	Iterative development is done within a timebox and uses Investigate, Refine, Consolidate to converge on the accurate solution. Consolidation ends with review, so it is part of the iterative cycle. (11.2.1/ 11.2.2) The answer is A, because the iterative development allows the team to evolve from a high-level idea to a delivered product. (11.2.2)
3	False:	The team will agree the acceptance criteria for each product to be delivered at the development timebox Investigation step. The Delivery Plan is a high-level schedule of Increments for the projects and rarely deals with low level detail. (11.2.1 / 16.7 1)	True:	The Delivery Plan should clearly describe a schedule of Project Increments and, for the first/imminent Increment, a schedule of properly resourced and appropriately focused Timeboxes' (13.3).
4	False:	There is no fixed number of timeboxes which would be appropriate. The optimum length is between two and four weeks. Investigate, Refine and Consolidate are not different timeboxes. They are steps within a timebox. (11.1)	False:	Iterative development is the practice used to evolve a solution from a high level concept to something with business value. Iteration is provided through an informal cycle of thought, action and conversation. A timebox is controlled by a cycle of three main steps - Investigate, Refine, Consolidate - with review points between them. (12.3.1/ 11.2.1)
5	False:	The taking and re-taking of photographs would be carried out in the Refinement step of a Timebox. Any final photographs which needed to be re-taken following the Refinement review could be done during the Consolidation step. (11.2.1)	True:	The iterative cycle typically requires the team to consider what needs to be achieved (thought), evolve the solution (action) and discuss whether the solution is right or further iteration is required (conversation) (12.3.1)
6	True:	The timeboxed approach means that there are frequent prototypes of the product shown to the customer. The aim of Refinement is to complete as much of the development work as possible. (12.2.1/17.8.2.1)	True:	The Evolving Solution evolves through the Iterative Development process. The answer is A, because the delivery of sample designs are part of the Evolving Solution being developed iteratively. (12.3.1)

Question: 2, Syllabus: PR, Part: A, Type: MR, SyllabusRef: PR0301, Level: 3

1	A	Correct:	This aligns with the following Business Sponsor responsibility – Ensuring ongoing viability of the project in line with the Business Case. (14.4.1)
	B	Incorrect:	Planning all aspects of product delivery at task level is the role of the Solution Development Team. (16.12.1)
	C	Incorrect:	The Business Visionary is responsible for defining and approving changes to the high-level requirements in the Prioritised Requirements List. (14.5.1)
	D	Correct:	This aligns with the following Business Sponsor responsibility – Ensuring that funds and other resources are made available as needed. (14.4.1)
	E	Incorrect:	The Workshop Facilitator is responsible for organizing and facilitating the workshop process. (14.14)
2	A	Incorrect:	Planning all aspects of product delivery at task level is the role of the Solution Development Team. (16.12.1)
	B	Correct:	During Evolutionary Development, as a minimum of engagement, the Project Manager should encourage the Business Visionary to attend and actively participate in the End of Timebox reviews and subsequent project-level re-prioritisation and re-planning activities. (14.16.2)
	C	Incorrect:	This aligns with the following Technical Co-ordinator responsibility – Agreeing and controlling the technical architecture. (14.6.1).
	D	Correct:	The Project Manager is responsible for collaborating with the Solution Development Team and other appropriate stakeholders to create and agree the Delivery Plan. (Scenario / 14.3.1)
	E	Incorrect:	The Workshop Facilitator is responsible for organizing and facilitating the workshop process. (14.14)
3	A	Correct:	This aligns with the following Technical Co-ordinator responsibility – Agreeing and controlling the technical architecture. (14.6.1)
	B	Incorrect:	The Business Sponsor is responsible for ensuring that funds and other resources are made available as needed. (14.4.1)
	C	Correct:	This aligns with the following Technical Co-ordinator responsibility – Ensuring adherence to appropriate standards of technical best practice. (14.6.1)
	D	Incorrect:	Planning at task level is the role of the Solution Development Team not just the Technical Co-ordinator. (16.12.1)
	E	Incorrect:	The Business Visionary is responsible for defining and approving changes to, the high-level requirements in the Prioritised Requirements list. (14.5.1)
4	A	Incorrect:	The Workshop Facilitator is responsible for agreeing the scope of the workshop with the workshop owner (the person who wants the workshop to take place), not specifying it. (14.14.1)
	B	Incorrect:	Planning at task level is the role of the Solution Development Team, not the Workshop Facilitator. (16.12.1)
	C	Correct:	The Workshop Facilitator is responsible for organizing and facilitating the workshop process. (14.14.1)
	D	Incorrect:	The Business Sponsor is responsible for ensuring the ongoing viability of the project in line with the Business Case. (14.4.1)
	E	Correct:	The Workshop Facilitator is responsible for organizing and facilitating the workshop process. (14.14.1)

Question: 2, Syllabus: PR, Part: B, Type: MG, SyllabusRef: PR0301, Level: 3

1	Correct [A]:	[A] The Technical Coordinator is a Project-level role. As the project's technical authority, the Technical Coordinator ensures that the solution/technical roles work in a consistent way, that the project is technically coherent and that it meets the desired technical standards. (14.2.2.1/14.6)
2	Correct [B]:	[B] The Business Ambassador is a Solution Development Team Role, providing the day-to-day detail of the requirements during timeboxed development. (14.9)
3	Correct [A]:	[A] The Business Sponsor provides the overall strategic direction and controls the funding/budget for the project. The Project Manager ensures that project funds are used effectively to create the envisaged solution within the agreed timescale. These are Project-level roles. (14.2.2.1)
4	Correct [C]:	[C] The supporting roles (Business Advisors, Technical Advisors, Workshop Facilitator and DSDM Coach) provide assistance and guidance to the project on an ad hoc basis throughout the lifecycle. They advise the Solution Development Team in areas where specialist expertise is needed (e.g. legal and compliance matters, technical knowledge, business-specific rules and regulations). (14.2.2.3)
5	Correct [B]:	[B] The Business Ambassador is a Solution Development role. During the Evolutionary Development phase of the project, the Business Ambassador is the main decision-maker on behalf of the business. (14.9)

Question: 2, Syllabus: PR, Part: C, Type: CL, SyllabusRef: PR0402, Level: 4

1	A	Correct:	An Agile Project Management team has to be empowered to make decisions if the pace of development and delivery is to be kept high. Regularly telephoning your line manager is not empowerment and slows down the pace of the delivery. (14.1)
	B	Incorrect:	The project level roles, including the Project Manager should ensure the freedom of the Solution Development Team to do the job, getting to an endpoint by its own means. (14.2.2.1)
	C	Incorrect:	Fit for Purpose is defined by the Acceptance Criteria early in the project. The feedback should be from the Business Ambassador rather than their line manager outside of the Solution Development Team. (13.5 / 14.9.1)
	D	Incorrect:	In line with the DSDM concept of empowerment, the Project Manager is expected to leave the detailed planning of the actual delivery of the product to the members of the Solution Development Team. (14.3)
2	A	Incorrect:	In an Agile project, the Timebox deadline is sacrosanct. It would be against Principle 2 (Deliver on Time) if the project duration was associated with renegotiating Timebox end dates. (10.3 / 13.3 / 21.3.4)
	B	Correct:	In an Agile project, the Timebox deadline is sacrosanct, often because it is set by the business need. Features are the key control that can be adjusted. (10.3 / 13.3 / 21.3.4)
	C	Incorrect:	In an Agile project, the Timebox deadline is sacrosanct. It would be against Principle 2 (Deliver on Time) if Must Have requirements allowed Timebox end dates to be renegotiated. (10.3 / 13.3 / 21.3.4)
	D	Incorrect:	In an Agile project, the Timebox deadline is sacrosanct. It would be against Principle 2 (Deliver on Time) if requirements associated with an external company allowed Timebox end dates to be renegotiated. (10.3 / 13.3 / 21.3.4)
3	A	Incorrect:	Daily Stand-ups run by teleconference can be used if a single work location is not possible. This negates the comment that only members of the Agile team who are physically present may attend a Daily Stand-up. (18.2.3)
	B	Incorrect:	The Daily Stand-up is normally facilitated by the Team Leader. The Business Ambassador is an active participant to all Daily Stand-ups. (11.3)
	C	Correct:	Daily Stand-ups run by teleconference can be just as effective as those held in a single work location if those involved cannot physically get together. (18.2.3)
	D	Incorrect:	The view of the Business Ambassador is taken into account throughout the development process, not just during occasional telephone calls. The Business Ambassador is responsible for providing day-to-day assurance that the solution is evolving correctly. (14.9.1)
4	A	Correct:	Project Scope (goals and high- level results), time, budget, high-level resources, other management constraints are project-level role decisions. (14.2.2.1 / 14.2.3)
	B	Incorrect:	Project Scope (goals and high- level results), time, budget, high-level resources, other management constraints are project-level role decisions. (14.2.2.1 / 14.2.3)
	C	Incorrect:	Project Scope (goals and high- level results), time, budget, high-level resources, other management constraints are project-level role decisions. The Business Ambassador may be empowered to make decisions, but this is still a project-level decision. (14.2.2.1 / 14.2.3)
	D	Incorrect:	Project Scope (goals and high- level results), time, budget, high-level resources, other management constraints are project-level role decisions. This may be a small project, but this is still a project-level role decision. (14.2.2.1 / 14.2.3)
5	A	Incorrect:	In a traditionally managed project, the Project Manager has a detailed plan

		against which to monitor and control activities. In an Agile project, there are typically more activities going on in parallel. Burn down charts, task boards, planning boards and storyboards are among the possibilities used on a Team Board. (Glossary)
	B	Incorrect: Burn Down charts and Burn Up charts (see Glossary) are useful within an Agile project for visibly demonstrating the current status and the projected outcome. Burn down charts, task boards, planning boards and storyboards are among the possibilities used on a Team Board. (Glossary)
	C	Incorrect: In an Agile project, there are typically many activities going on in parallel. Burn Down charts do not show the completion of tasks, they show the number of features/ requirements (user stories) remaining and team velocity. They are useful for showing team progress. (Glossary)
	D	Correct: Burn Down charts and Burn Up charts (see Glossary) are useful for visibly demonstrating the current status and highlight whether the current plan looks achievable or whether it may be necessary to de-scope features. They are often used on Team Boards. (Glossary)
6	A	Incorrect: It may not be viable to have a dedicated team full-time to the project. Planning becomes even more important where the whole Solution Development Team are not co-located or working on the project full time. (24.2.1 Statement 9)
	B	Incorrect: Teams should be co-located for the duration of the Evolutionary Development Timeboxes but where this is not possible clear working arrangements need to be put in place to minimise the impact. (18.2.2)
	C	Correct: Planning becomes even more important where the whole Solution Development team are not co-located or working on the project full time. Where resources are only available part-time, it is recommended to try to secure formal agreements as to how many hours per day, per week or per Timebox they will spend on the project, ideally with specific times to allow people to work collaboratively. (24.2.1 Statement 9)
	D	Incorrect: Being scheduled to work together at a certain time means that they are available but does not necessarily mean that the team will be sufficiently empowered to guide the day-to-day evolution of the solution. Empowerment is acting within agreed boundaries of decision-making. (5.3.1)

Question: 2, Syllabus: PR, Part: D, Type: AR, SyllabusRef: PR0402, Level: 4

1	False:	Liaising with external companies is not a responsibility of the Business Sponsor outlined or implied in the Agile Project Management approach. (14.4)	True:	The Business Sponsor is responsible for ensuring that funds and other resources are made available as needed. (14.4.1)
2	False:	Approving changes to the Prioritised Requirements List is not a responsibility of the Business Ambassador outlined or implied in the Agile Project Management approach. (14.9.1 / 14.5.1)	False:	Approving changes to the high-level requirements in the Prioritised Requirements List is the role of the Business Visionary. (14.5.1)
3	True:	Advising on and co-ordinating each Solution Development Team's technical activities is the role of the Technical Co-ordinator, and this can include external suppliers. (14.6.1)	True:	Resolving technical differences between technical team members is the role of the Technical Co-ordinator. The answer is A, because the Technical Co-ordinator should be involved in resolving the difference in approaches to solving the gramophone technical issues. (14.6.1)
4	True:	Ensuring collaboration across stakeholder business areas is the role of the Business Visionary. The Project Manager is responsible for managing risks and issues and escalating these to senior business or technical roles as appropriate. (14.5.1 / 14.3.1)	True:	Handling problems escalated from the Solution Development Teams is the role of the Project Manager. The answer is A, because the Project Manager is contacting the Business Visionary as a part of handling the issue. (14.3.1)
5	True:	The Solution Developer collaborates with the other Solution Development Team roles to interpret business requirements and translate them into a Solution Increment that meets functional and non-functional needs of the business as a whole. (7.3.8)	True:	The Solution Developer interprets business requirements and translates them into a deployable solution. The answer is A, because the Solution Developer is translating the Business Ambassador's needs into a Deployable Solution. (7.3.8)

Question: 3, Syllabus: PC, Part: A, Type: CL, SyllabusRef: PC0302, Level: 3

1	A	Incorrect:	These risks do not need escalation. Provided the team is confident that it can deliver a solution within tolerance, it can make any decisions it needs to concerning the detail of what will be done and how. Only exceptions to the Must and Should Have requirements and compromises to quality should be escalated to the project-level roles for guidance. (9.4.4)
	B	Incorrect:	DSDM's approach to managing the project fixes time, cost and quality at the end of the Foundations phase, while contingency is managed by varying the features to be delivered. More resources is not a suitable option. (3.2)
	C	Incorrect:	Whilst the one role may be shared by two or more people, the addition of a new Sponsor just to mitigate a risk is not an appropriate solution. The involvement of Amanda in reviews and use of a DSDM coach to ensure that Les Rowlands can fulfil his role would be appropriate action. (24.2.1 – 2 & 11)
	D	Correct:	The feedback from the end of Investigation Timebox review when the risks are reviewed, is captured as a Timebox Review Record (which can be as simple as a brief email, confirming what has been agreed). (17.8.2.1)
2	A	Incorrect:	Success is achieved by distributing business effort throughout the project. Additional testing would not mitigate the risk identified. (Table 23.3)
	B	Incorrect:	The amount of effort spent testing elements of the solution will not reduce the risk that the Business Ambassador may miss session during the Timebox. Testing should be fully integrated into the iterative and incremental development approach. (5.5)
	C	Correct:	The structure within a DSDM structured Timebox is very useful to allow forward planning of the times when the Business Ambassador will attend specific planning, feedback and review sessions. Where a Business Ambassador is trying to manage a very busy diary, this can be a great help. (24.2.1 -8 / 17.8.2 / Table 23.3)
	D	Incorrect:	Time boxes may be shortened to allow for limited availability but this would not occur once the timebox had started as managing on-time/on-target delivery at the lowest level during Evolutionary Development is how on-time and on-target delivery at the project level is assured. (17.8.1)
3	A	Correct:	It may be appropriate to transfer responsibilities, such as 'owning the wider implications of any business change from an organisational and business process perspective' to a more senior role. (24.2.1 – Statement 11)
	B	Incorrect:	In certain circumstances it may be sensible to transfer one or more responsibilities from one role to another to help achieve a good fit of responsibilities to a given individual, but the Business Analyst is not a role which would take wider business decisions. (24.2.1 – Statement 11)
	C	Incorrect:	Helping the Business Ambassador to understand their role would not provide the seniority required to make specific business decisions. (24.2.1 – Statement 11)
	D	Incorrect:	Whilst resources should only be changed at the end of an increment, this is not a means of mitigating the risk that the Business Ambassador may be too junior to make company-wide decisions. (Table 23.3)
4	A	Incorrect:	The solution is defined in detail during the development timeboxes so there is no detailed signed-off specification to sign-off, as this will evolve throughout the process. (Table 23.3)
	B	Correct:	If the business accepts the evolving solution incrementally, achieving final sign-off will only be a final step in a gradual process. (Table 23.3)
	C	Incorrect:	Even though the principle of Deliver on Time exists with the use of timeboxes, this must be achieved with continual business communication and agreement. (Table 23.3 / 4.3)

	D	Incorrect:	Time is fixed; it is the Could Have requirements that provide the primary contingency. This is not a method for mitigating an unwillingness to sign-off the final solution. (Table 23.3)
5	A	Incorrect:	The whole team should be made aware of the key risks, but the individual risks will have named owners, often people performing roles at the project level. (23.1 / 23.5 Top Tips)
	B	Incorrect:	The Business Visionary, not the Business Analyst, is responsible for owning business-based risks. (14.5.1)
	C	Correct:	At the end of a Timebox, the ownership of new and outstanding risks should be taken back to the project-level roles. Ultimately the risk of the project not delivering as expected is 'owned' by the business, since effective operation of their business depends on successful delivery. The Business Visionary is responsible for owning business-based risk. (23.5 Top Tips / 23.1 / 14.5.1)
	D	Incorrect:	The Project Manager is accountable for maximum effectiveness of risk management. Ultimately the risk of the project not delivering as expected is 'owned' by the business, since effective operation of their business depends on successful delivery. (23.1)

Question: 3, Syllabus: PC, Part: B, Type: MG, SyllabusRef: PC0304, Level: 3

1	Correct [B]:	Delivery Planning – Each of the requirements are expanded and the overall MoSCoW priorities are agreed. (21.3.2/21.3.3)
2	Correct [C]:	Deployment Planning - The Deployment Plan includes everything needed to move the Solution into the operational environment. This may include business process change information and training. (21.3.5)
3	Correct [B]:	Delivery Planning – The Delivery Plan will outline the number and likely length of the Development Timeboxes. (21.3.2/21.3.3)
4	Correct [D]:	The Timebox Plan details the deliverables of that Timebox, along with the activities to produce those deliverables and the resources to do the work (16.12.1). Testing should be considered part of the Iterative Development process with testing activity as fully embedded as it can be within the same Timebox as the development activity (9.3.1).
5	Correct [C]:	Deployment Planning - The Deployment Plan includes everything needed to move the Solution into the operational environment. This may include business process change information and training. (21.3.5)

Question: 3, Syllabus: PC, Part: C, Type: MG, SyllabusRef: PC0301, Level: 3

1	Correct [B]:	Foundations: This is a top-down estimate. The purpose of estimating at this stage is to revisit the Business Case and to produce the Delivery Plan, with enough detail to give confidence in the delivery approach. (20.5.2)
2	Correct [B]:	Foundations: This estimate does not have detailed planning of the internal work of the timeboxes and would be made by the Solution Development Team at Foundations, when they put together the Delivery plan. (20.5.2)
3	Correct [C]:	Evolutionary Development: The estimate is for an item to be delivered within the coming Development Timebox. (20.5.3)
4	Correct [C]:	Evolutionary Development: The estimate is from an expert for an item to be delivered within the coming Development Timebox. (20.5.3)
5	Correct [A]:	Feasibility: This is a top-down estimate made on a high-level requirement, with a high degree of uncertainty. (20.5.1)

Question: 3, Syllabus: PC, Part: D, Type: AR, SyllabusRef: PC0405, Level: 4

1	False:	If the team can resolve an issue themselves there is no need to escalate to the Project Manager to solve an issue. (9.4.4/17.10)	True:	The key responsibility for the Project Manager is to deal with any issues that can affect the timely delivery of products (13.3 / 14.3.1)
2	False:	The Solution Development Team is empowered to make day-to-day decisions about features and has the power to de-scope Could Haves. (9.4.4)	False:	Omission of features, provided the Minimum Usable Subset is still intact, is not seen as lowering the quality. (22.2.1)
3	True:	The business users and solution developers collaborate to produce a solution that both meets the business need and is maintainable. Therefore the Solution Development Team can decide which approach is appropriate, whether it is a business or technical solution. (9.4.4/17.10)	True:	The role of the Business Ambassador is to provide a business perspective on all decisions. As the solution had a business element and the Business Ambassador is part of the Solution Development Team the answer is A. (17.10/14.9)
4	False:	Time, resources and cost are fixed to ensure an acceptable amount of business benefit so more funding should not be requested. (9.4.4/3.2)	True:	The Project Manager should set objectives for the teams but leave them to get on with it unless the controls exceed any tolerances that may have been set by the project's governing body. (9.4.4/14.3)
5	True:	Escalation of issues, if it does occur, will require swift and decisive action. When issues are raised early, solutions can be found while there are still options available. The later an issue is raised, the less choice is open to them. (14.16.1 / 14.16.4 / 18.3.6)	True:	It is important that all members of the Solution Development Team are appropriately empowered to handle any change that falls within the agreed scope of the Timebox objectives, without the need for a formal change control process that reaches beyond the team. The answer is B (17.10)

Question: 4, Syllabus: LP, Part: A, Type: MG, SyllabusRef: LP0301, Level: 3

1	Correct [D]:	The Timebox Review Record documents where the Business and Technical Advisors confirm regulatory and other standards have been met for the work undertaken in a Timebox. (16.13.2)
2	Correct [E]:	The Project Review Report records feedback, learning points and business benefits related to the ongoing project or the life of the delivered Solution, in terms of future plans for development etc. (16.14.1 and Agile PM Top Tips)
3	Correct [C]:	The Timebox Plan elaborates on the objectives provided for that Development Timebox and details the deliverables of that Timebox, along with the activities to produce those deliverables and the resources to do the work (16.12.1).
4	Correct [A]:	The Management Approach Definition records how stakeholders will be engaged in the project. (16.8.1)
5	Correct [E]:	The Project Review Report records the business benefits that should now accrue through the proper use of the solution delivered by the project up to this point. (16.14.1)

Question: 4, Syllabus: LP, Part: B, Type: MR, SyllabusRef: LP0302, Level: 3

1	A	Correct:	During Feasibility an Outline Business Case is prepared, to include the scope and objectives of the proposed project. (19.4.1 / 20.5.1)
	B	Correct:	An objective of Feasibility is to identify the benefits likely to arise from the delivery of the proposed solution. Baselines of the Business Case are typically created first as an outline by the end of Feasibility then as a basis for approval of development by the end of Foundations. (Ref 19.4.1 / 20.5.1)
	C	Incorrect:	This will happen during Evolutionary Development, when refining the products required to successfully operate and support the solution in live operation. (15.3.4)
	D	Incorrect:	This will happen during Deployment, when the end-products of the project are to be distributed outside of the organisation creating it. (15.3.5)
	E	Incorrect:	It is an objective of Pre-Project to identify a Business Sponsor and Business Visionary. These roles are actively engaged during the Feasibility phase, therefore they are appointed much earlier in the Pre-Project phase. (14.16.2/15.3.2)
2	A	Incorrect:	It is an objective of Pre-Project to identify a Business Sponsor and Business Visionary. These roles are actively engaged during the Feasibility phase, therefore they are appointed much earlier in the Pre-Project phase. (14.16.2/15.3.2)
	B	Correct:	It is an objective of Foundations to baseline the high-level requirements for the project and describe their priority and relevance to the business need. (19.4.2 / 20.5.2)
	C	Correct:	It is an objective of Foundations to describe the strategies for delivering all aspects of the solutions. (19.4.2 / 20.5.2)
	D	Incorrect:	The final specification will not be known until the solution has been approved for deployment. (23.3)
	E	Incorrect:	It is during Deployment that the deployed solution is assessed for its ability to enable the delivery of the intended elements of business benefits. (15.3.5/21.3.5)
3	A	Correct:	This is an objective of Evolutionary Development, to address the non-functional requirements, and refine the Evolving Solution to meet the agreed acceptance criteria. (19.4.3 / 20.5.3)
	B	Incorrect:	The final specification will not be known until the solution has been approved for deployment. (Table 23.3)
	C	Correct:	This will happen during Evolutionary Development, when refining the products required to successfully operate and support the solution in live operation. (19.4.3 / 20.5.3)
	D	Incorrect:	It is during Post-Project that the benefits achieved through use of the Deployed Solution are assessed. This should be planned during Deployment. (21.3.6)
	E	Incorrect:	Training for end users, support and maintenance staff should be carried out during Deployment. (21.3.3)
4	A	Incorrect:	It is a pre-condition of Evolutionary Development that the environments are in place and adequately set up to support the development of the solution. (15.3.4)
	B	Incorrect:	It is Post-Project, after the launch, that the benefits achieved through use of the Deployed Solution are assessed. (21.3.6)
	C	Correct:	It is during Deployment that the deployed solution is assessed for its ability to enable the delivery of the intended elements of business benefits. (15.5.3 / 21.3.5)
	D	Incorrect:	This is an objective of Evolutionary Development, to address the non-functional

		requirements, and refine the Evolving Solution to meet the agreed acceptance criteria. (15.3.4)
	E	Correct: This will happen during Deployment, when the end-products of the project are to be distributed outside of the organisation creating it. (15.3.5)
5	A	Incorrect: This is an objective of Evolutionary Development, to address the non-functional requirements, and refine the Evolving Solution to meet the agreed acceptance criteria. (15.3.5)
	B	Incorrect: It is during Deployment that the deployed solution is assessed for its ability to enable the delivery of the intended elements of business benefits (15.3.5)
	C	Incorrect: Training for end users, support and maintenance staff should be carried out during Deployment. (15.3.5)
	D	Correct: It is during Post-Project that the benefits achieved through use of the Deployed Solution are assessed. (15.3.6 / 21.3.6)
	E	Correct: It is during Post-Project that the benefits achieved through use of the Deployed Solution are assessed. (15.3.6 / 21.3.6)

Question: 4, Syllabus: LP, Part: C, Type: AR, SyllabusRef: LP0403, Level: 4

1	False:	The maintainability objective for the catalogue should be either a required attribute of the initial delivered solution or a 'deliver first, re-engineer later' solution. This is because the production of the catalogue has a future life and is not a short-term stop gap. (22.2.3)	True:	The target for a 'short-term, tactical solution is to deliver a solution as early as possible. Acceptance will not consider maintainability since it is a one-off or temporary solution. (22.2.3.3)
2	True:	During Feasibility it is important to consider the Total Cost of Ownership (TCO), which typically includes the support and maintenance costs for a number of years, alongside the development cost. This has significant effect on the Business Case for the project. (22.2.5)	True:	By the end of Feasibility there should be an early understanding of the appropriate Solution Quality acceptance criteria, based on any general high-level acceptance criteria and the level of maintainability for the solution. The answer is A because the inclusion of photographs is part of the Feasibility Assessment to gain an early understanding of the appropriate Solution Quality acceptance criteria. (22.2.5)
3	False:	Any generally high-level acceptance criteria, particularly where these are non-standard can be agreed during Feasibility. (22.2.5)	False:	Decisions on quality should be made early so that everyone involved in the project clearly understands what is and what is not acceptable. In Feasibility the early expectations for quality are set. (22.2.5)
4	True:	During Evolutionary Development, the acceptance criteria for each of the individual requirements that are to be developed in a Timebox are agreed. (22.2.5)	False:	The objectives for each Timebox must be agreed before starting any development in a Timebox, during Evolutionary Development. The Development Approach Definition provides a high-level definition of the tools, techniques, customs, practices and standards that will be applied to the evolutionary development of the solution. It also includes a strategy for Testing and Review. (22.2.5 / 16.6.1)
5	False:	The Solution Tester is an empowered Solution Development Team role, fully integrated within the team and performing testing throughout the project in accordance with the agreed strategy. (14.11)	True:	Both Technical and Business Testing should take place before the end of the Timebox. This ensures the right people are involved at the right time and allows ongoing acceptance of completed requirements. (22.2.5)

Question: 4, Syllabus: LP, Part: D, Type: CL, SyllabusRef: LP0401, Level: 4

1	A	Incorrect:	The sample cover pictures (Requirement 5.5) are a deliverable of this project. It is therefore an activity to be planned for within this project. (8.2.6/9.2.2/21.3.3)
	B	Incorrect:	Whilst the external illustrator is not within the Agile team, he/she would be an External supplier and should be recorded as the person responsible for providing the pictures. (8.2.6/9.2.2/21.3.3)
	C	Incorrect:	This does not move to the Deployment Plan, The Timebox Plan is the appropriate document because it should contain the allocation of resources to the timebox and other activities. (8.2.6, 9.2.2, 21.3.3)
	D	Correct:	A Timebox Plan elaborates on the objectives provided for that Timebox and details the deliverables, along with the activities to produce those deliverables and the resources to do the work. (8.2.11)
2	A	Correct:	The Project Manager needs to ensure that by the end of the Foundations phase all high-level requirements are captured in the PRL and, at least for the first/imminent Project Increment. (15.3.3)
	B	Incorrect:	This is not a 'test' activity. The Solution Tester is a member of the Solution Development Team. (15.3.4/15.4/21.3.2)
	C	Incorrect:	The Delivery Plan shows a schedule of timeboxes and other activities for the delivery of project products covering all aspects of Evolutionary Development and Deployment. (15.3.4/15.4/21.3.2/21.3.3)
	D	Incorrect:	A Timebox Plan elaborates on the objectives provided for that Timebox and details the deliverables, along with the activities to produce those deliverables and the resources to do the work. (8.2.11)
3	A	Incorrect:	R5.7 is a Should Have requirement. This is a product required for this project. Whilst it is not developed by internal resources, the activity to obtain it should be planned. (21.3.2/21.3.3)
	B	Incorrect:	This is a product required for this project. Whilst it is not developed by internal resources, the activity to obtain it should be planned. (21.3.2/21.3.3)
	C	Incorrect:	The Delivery Plan shows a schedule of timeboxes and other activities for the delivery of project products covering all aspects of evolutionary development and deployment. (21.3.2/21.3.3)
	D	Correct:	A Timebox Plan elaborates on the objectives provided for that Timebox and details the deliverables, along with the activities to produce those deliverables and the resources to do the work. (8.2.11)
4	A	Incorrect:	All requirements should be planned for. If the Must Have and Should Have requirements are completed, then the Could Have's can be delivered. (17.5/21.3.4)
	B	Correct:	A Timebox Plan elaborates on the objectives provided for that Timebox and details the deliverables, along with the activities to produce those deliverables and the resources to do the work. (8.2.11)
	C	Incorrect:	This is a Could Have requirement and will therefore not impact significantly on the Business Case. However, the requirement should not be moved to the Business Case. It will already be there. (21.3.2/21.3.3)
	D	Incorrect:	The Delivery Plan should contain the allocation of resources to timeboxes and other activities. (21.3.2/21.3.3)
5	A	Incorrect:	The finished catalogue is to be delivered to Geneva. It will be printed within the scope of this project. (Project Scenario)
	B	Incorrect:	Activities are assigned to the Solution Development Team. The Project Manager is responsible for monitoring progress, managing risks and issues, and motivating the teams to meet their objectives. (15.3.4/21.3.2/21.3.3)

C	Incorrect:	The costs will impact on the Business Case, but the activity to obtain them should be planned for. The outcome may require the Business Case to be amended. (21.3.7)
D	Correct:	A Timebox Plan elaborates on the objectives provided for that Timebox and details the deliverables, along with the activities to produce those deliverables and the resources to do the work. (8.2.11)