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Exam : **AgilePM Practitioner**

Title : Agile Project Management (AgilePM) Practitioner

Version : DEMO

1. Topic 1, Hoy Hall Hotel Refurbishment Project
Scenario:
Hoy Hall Hotel Refurbishment Project
Note: Hoy Hall, a historic, timber-framed building dating from the 17th century, was originally the residence of the Lords of the Manor of Hoy town. The building is registered as a Heritage Building of Special Interest and is subject to restrictions in terms of development. Used as a hotel for over a century, it has recently fallen into disrepair, and for two years it has been completely unused, accelerating its deterioration. The local community has formed the Action Group "Hoy for Hoy Hall" to save the building, and wants to be closely involved in its future success.
After much discussion Hoy Hall has been purchased by Architecture Angels (AA), a small company whose directors are experienced hoteliers. Five years ago they decided to move into the property renovation business and have recently restored two other similarly-endangered buildings for use as hotels.

Architecture Angels are keen to both support local businesses and to have local people run their hotels, giving them a significant amount of autonomy to do this. To maintain core consistency, the hotels use Architecture Angels' Head Office services, such as IT operations, accounting, payroll, stocktaking, compliance, human resources and property management. The Head Office is based 80 miles from Hoy Hall.

Recently Architecture Angels commenced an Agile project to renovate Hoy Hall, which has a large downstairs hall and reception area, and 20 potential bedrooms upstairs. The roof requires extensive repairs and the electrical and plumbing installations require complete replacement. The 40 acres of land around the site are overgrown and need to be restored, and the driveway needs re-laying.

In the hotel industry, the trend for direct customer bookings via the internet has had a major impact on the growth of those hotels with this facility. Online booking now accounts for around 80% of room bookings, with only 20% being made via walk-in and telephone enquiries. Before Hoy Hall can open for business, a reservation system must be fully operational.

Architecture Angels use contractors to manage such work and have good relationships with two local companies: Timber Tigers (TT) who will handle the internal works, and Earth Excavations (EE) who will handle the gardens.

A Project Manager, who has since left the company, started the Feasibility phase. This phase has been continued by the Senior Management Team, which consists of the Sales, Marketing, and Finance Directors and the Chief Executive. This was scheduled to take a month and has almost been completed. A Feasibility Assessment has been produced. An Outline Business Case has been completed which assessed the project as being viable.

The Architecture Angels Senior Management Team will be responsible for Steering the project.
The table below shows the appointments planned for the project team and is subject to change.

Role	Person
Business Sponsor	• Architecture Angels Finance Director
Business Visionary	• Architecture Angels Marketing Director
Technical Coordinator	• Contract Architect
Business Ambassadors	• Architecture Angels Chief Accountant • Architecture Angels Procurement Manager
Business Advisor	• Architecture Angels Operations
Solution Developers	• Timber Tigers Site Manager • Earth Excavation Head Landscape Gardener

Additional Information:
The project is approaching the end of Feasibility. The original Project Manager was involved in drafting a Delivery Plan for the project but not in the outline refurbishment options.

The Senior Management Team generated several options for the refurbishment. All the options included a landscaping solution for the gardens and re-laying of the driveway, as the solution will not be acceptable without these. However, the best solution for the refurbishment is still under debate. The new Project Manager has suggested that a Feasibility Prototype could consist of paper-based drawings for each option. The "Hoy for Hoy Hall" Action Group thinks that a physically-built representation is mandatory for a prototype and wants a small-scale model of the recommendation for the building. The time available to produce this, however, is limited.

Contracts for resources have not yet been signed and will be postponed until the chosen outline solution has been agreed.

The diagram below gives the Hoy Hall Hotel project timeline

Feasibility	**Foundations**	Evolutionary Development & Deployment **<----- INCREMENT 1 ----->**			Evolutionary Development & Deployment **<------ INCREMENT 2 ----->**	
		Timebox A	Timebox B	Timebox C	Timebox D	Timebox E
1 month	2 weeks	1 month	1 month	1 month	3 weeks	1 month
Initial Study	Prototype built	Front rooms finished and approved	Front and East wing finished and approved	West wing, kitchens and gardens finished and approved Online Reservation system	Marketing campaign and website links to booking system	Contingency

Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following questions about Feasibility.
Remember to limit your answers to the number of selections requested in each question.
Which 2 statements describe the appropriate application of Agile Project Management when developing the Feasibility Assessment?
A. The new Project Manager should NOT be involved in finalising the Feasibility Assessment.
B. The Architecture Angels' Finance Director should approve the final Business Case as part of the Feasibility Assessment.
C. The Earth Excavations' Head Gardener should contribute to the outline solutions considered for the gardens.
D. The different options should be presented to the 'Hoy for Hoy Hall' Action Group for their feedback before the chosen outline solution is finalised.
E. The Timber Tigers' Site Manager should be the sole approver of the finalised Feasibility Assessment before development commences.
Answer: BD
Explanation:
In Agile Project Management, it's important to involve key stakeholders and to ensure that there's a collaborative approach to project decisions. Considering the Agile principles and the given scenario, the appropriate application of Agile to the Feasibility Assessment would likely involve the following statements:
B. The Architecture Angels' Finance Director should approve the final Business Case as part of the Feasibility Assessment. In Agile, it's crucial to ensure that the business aspect of any project aligns with the financial feasibility. The Finance Director's approval would be significant in validating the economic viability of the project.
D. The different options should be presented to the 'Hoy for Hoy Hall' Action Group for their feedback before the chosen outline solution is finalised. Agile encourages stakeholder engagement and iterative feedback. Presenting options to the action group aligns with the Agile value of customer collaboration over contract negotiation, allowing for community input that could be vital due to the building's heritage status and the community's interest.

2.Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following questions about Feasibility.
Remember to limit your answers to the number of selections requested in each question.
Which 2 statements describe the appropriate application of Agile Project Management when producing an Outline Business Case to support the Feasibility Assessment?
A. The Feasibility Assessment should contain a detailed description of costs and benefits associated with the refurbishment.
B. Enough description of the required refurbishment work should be provided to enable the Architecture Angels' Finance Director to decide whether the project should proceed.
C. During Feasibility, potential beneficiaries of the project should be involved when the Outline Business Case for the refurbishment is created.
D. The Outline Business Case should demonstrate the mitigation of all business risks associated with the refurbishment.

E. The Outline Business Case should describe the full team structures to be engaged for the later phases of the project.

Answer: BC

Explanation:

In applying Agile Project Management to the creation of an Outline Business Case in support of the Feasibility Assessment, the following two statements are most appropriate:

B. Enough description of the required refurbishment work should be provided to enable the Architecture Angels' Finance Director to decide whether the project should proceed.

Agile approaches favor providing just enough detail to make informed decisions without going into unnecessary depth at early stages. This allows for flexibility and adaptation as more information becomes available.

C. During Feasibility, potential beneficiaries of the project should be involved when the Outline Business Case for the refurbishment is created.

Agile methodologies emphasize stakeholder engagement and user involvement early and throughout the project. This ensures that the project delivers value and meets the needs of those it is intended to benefit.

3.Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following questions about Feasibility.

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

Which 2 statements describe the appropriate application of Agile Project Management when developing the Delivery Plan?

A. The Project Manager should include any known constraints associated with planning permission.

B. The Project Manager should NOT need to identify any risks this early in the project.

C. The approach to the project should be based on the Project Approach Questionnaire responses.

D. The Earth Excavations' Head Gardener should be excluded from discussions related to deliverables since contracts are NOT yet signed.

E. The Architecture Angels' Marketing Director should be involved in the development of the Delivery Plan.

Answer: AE

Explanation:

In the context of Agile Project Management, when developing the Delivery Plan during the Feasibility phase, the two statements that best align with Agile principles are:

A. The Project Manager should include any known constraints associated with planning permission.

E. The Architecture Angels' Marketing Director should be involved in the development of the Delivery Plan.

Here's the rationale:

• A: Recognizing and accounting for known constraints such as planning permission is a key aspect of Agile. It allows for better adaptability and planning around these constraints. Including them early in the Delivery Plan helps ensure that they are considered throughout the project.

• E: Agile emphasizes cross-functional collaboration and stakeholder engagement. The Marketing Director would provide valuable insights into customer needs and market conditions, which are crucial for a successful delivery plan.

4.Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following questions about Feasibility.
Remember to limit your answers to the number of selections requested in each question.
Which 2 statements describe the appropriate application of Agile Project Management when developing the Solution Architecture Definition (SAD)?
A. Paper-based drawings are to be used for each option being considered for the building and gardens.
B. The SAD must include a physically-built miniature model of the Hoy Hall building.
C. The Architecture Angels' Marketing Director can request a SAD to illustrate the achievability of complex elements of the solution.
D. The views of the 'Hoy for Hoy Hall' Action Group members are NOT relevant to the business decision made by Architecture Angels' Finance Director when approving the final option.
E. The SAD should contain high-level costs for all elements of each solution option.
Answer: AC
Explanation:
In the context of Agile Project Management when developing the Solution Architecture Definition (SAD), the two statements that are appropriate are:
A. Paper-based drawings are to be used for each option being considered for the building and gardens.
C. The Architecture Angels' Marketing Director can request a SAD to illustrate the achievability of complex elements of the solution.
Here's the rationale:
• A: Agile methodologies support the use of simple and understandable tools that can quickly convey ideas and be easily changed. Paper-based drawings align with this by providing a flexible and adaptable way to represent different options, which can be rapidly modified in response to feedback.
• C: It is important for the Marketing Director, who understands the market and customer needs, to request clarification on complex elements to ensure that the proposed solutions are feasible and aligned with customer expectations. This contributes to creating a solution that is viable both technically and from a business perspective.

5.Which 2 statements describe the appropriate application of Agile Project Management when developing the Prioritised Requirements List during Feasibility?
A. Details of which areas will require seeding in order to become lawn, and which are to become planted borders, should be captured.
B. The re-laying of the driveway and a landscaping solution should be listed as Must Have requirements.
C. The scope of the project should be agreed before moving into the Foundations phase.
D. The responsibility for setting the priority of each of the requirements identified should be assigned to the Project Manager.
E. Regulatory obligations associated with the redevelopment of Hoy Hall should be recorded as Must Have requirements.
Answer: BE
Explanation:
In the context of Agile Project Management when developing the Prioritised Requirements List during Feasibility, the two statements that align with Agile principles are:
B. The re-laying of the driveway and a landscaping solution should be listed as Must Have requirements.
E. Regulatory obligations associated with the redevelopment of Hoy Hall should be recorded as Must

Have requirements.
Here's the rationale:
• B: In Agile, requirements are often categorized by priority such as "Must Have", "Should Have", "Could Have", and "Won't Have for now" (the MoSCoW method). The re-laying of the driveway and a landscaping solution are essential for the project's success and thus should be classified as "Must Have".
• E: Regulatory requirements are non-negotiable constraints that the project must adhere to. These should always be prioritized in the requirements list to ensure compliance and to avoid legal issues, making them "Must Have" items as well.