

# PRINCE2 Agile® Sample Papers

## The Official PRINCE2 Agile Accreditor Sample Examination Papers

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***The PRINCE2 Agile® Foundation Examination***

***Sample Paper 2***

***Question Booklet***

**Multiple Choice**

**Examination Duration: 60 minutes**

***Instructions***

1. You should attempt all 50 questions. Each question is worth one mark.
2. There is only one correct answer per question.
3. You need to answer 28 questions correctly to pass the exam.
4. Mark your answers on the answer sheet provided. Use a pencil (NOT pen).
5. You have 60 minutes to complete this exam.
6. This is a 'closed book' exam. No material other than the exam paper is allowed.

- 1) Which describes a PRINCE2 principle?
- A. It should be tailored to suit the project's size, capability and risk
  - B. It should value responding to change more than following a plan
  - C. It should implement iterative feedback loops
  - D. It should apply the concept of build-measure-learn
- 2) Which is a purpose of the change theme?
- A. To assess how possible changes will impact the baselined aspects of the project
  - B. To ensure that the project delivers to the baseline specified during project initiation
  - C. To assess and control the uncertainty surrounding the baselined products
  - D. To establish mechanisms to prevent changes to the baselined aspects of the project
- 3) Which is a purpose of the 'closing a project' process?
- A. To produce the stage plan for the activities in the final stage
  - B. To confirm that all the project benefits have been achieved
  - C. To establish that nothing further is required from the project
  - D. To agree what is required for accepting and executing project work
- 4) Which roles use the work package to take responsibility for delivery?
- 1. Team member.
  - 2. Project manager.
  - 3. Senior supplier.
  - 4. Team manager.
- A. 1 and 2
  - B. 2 and 3
  - C. 3 and 4
  - D. 1 and 4

- 5) Which responsibilities are specifically assigned to the project manager?
1. Producing a project result that can achieve the defined benefits.
  2. Running the project within time, cost, quality, scope, risk and benefit tolerances.
  3. Representing the interests of those using the project's products.
  4. Acting as the ultimate decision maker for the project.
- A. 1 and 2  
B. 2 and 3  
C. 3 and 4  
D. 1 and 4
- 6) Which context BEST suits the use of PRINCE2 Agile?
- A. A few small routine improvements are required  
B. The work scope is complex and difficult to deliver  
C. The work will be carried out by an operational team  
D. There is a degree of certainty to the work required
- 7) Which agile framework is lightweight and helps teams generate value, using an iterative timeboxed approach?
- A. Lean  
B. Lean Startup  
C. Kanban  
D. Scrum
- 8) When tailoring PRINCE2, what does PRINCE2 Agile guidance cover?
- A. How to choose which agile behaviours to incorporate  
B. How to decide if the PRINCE2 method is appropriate for a specific project  
C. How to map the common agile roles to the PRINCE2 project management team structure  
D. How to select the most appropriate agile framework to use

- 9) Which describes PRINCE2 Agile, according to the eight guidance points?
- A. It assumes that the outputs will relate to IT systems
  - B. It requires that the project is relatively small and simple
  - C. It requires that the project has high levels of uncertainty
  - D. It is suitable for use on any project, if appropriately tailored
- 10) Which two statements about the supplier representative are CORRECT?
- 1. They communicate guidance on areas of technical compliance.
  - 2. They perform initial technical assurance.
  - 3. They consolidate and communicate the views of the customer.
  - 4. They provide support on releasing into operational use when needed.
- A. 1 and 2
  - B. 2 and 3
  - C. 3 and 4
  - D. 1 and 4
- 11) How is the 'focus on products' principle applied in an agile context?
- A. By flexing what is delivered to make it easier to stay in control
  - B. By using the Agilometer to assess the risks associated with delivery
  - C. By using shorter stages to produce the product in an innovative way
  - D. By using the inspect and adapt technique to continually receive feedback
- 12) Which statement explains how the 'manage by exception' principle is applied in an agile context?
- A. It supports the 'inspect and adapt' technique
  - B. It empowers people to self-organize and stay in control
  - C. It supports many short stages in situations of high uncertainty
  - D. It prioritizes quality criteria at product level

- 13) Which statement explains the PRINCE2 Agile behaviour of 'self-organization'?
- A. It enables information to pass freely in a culture of commitment
  - B. It seeks out feedback from stakeholders collaboratively
  - C. It helps to create mutual respect throughout the project
  - D. It allows everyone to know the situation and there are no surprises
- 14) Which statement explains the PRINCE2 Agile behaviour of 'exploration'?
- A. It uses the people closest to the work as they know best how to get the work done
  - B. It promotes the use of learning to improve the products produced by the project
  - C. It encourages people to use the most effective channel to communicate
  - D. It displays progress information so everyone knows the situation
- 15) In an agile context, who is accountable for managing risks at the delivery level?
- A. The project manager
  - B. The team manager
  - C. The project board
  - D. The project team
- 16) What are the concepts of refactoring and technical debt usually associated with?
- A. Software
  - B. Manufacturing
  - C. Economics
  - D. Mathematics
- 17) Which statement about the PRINCE2 Agile business case is CORRECT, when describing best-case and worst-case scenarios?
- A. It is likely that detailed requirements can be mapped directly to the business case
  - B. It is unlikely that detailed requirements can be mapped directly to the business case
  - C. It is unlikely that high-level requirements can be mapped directly to the business case
  - D. It is unlikely that intermediate-level requirements can be mapped directly to the business case

- 18) Which term does PRINCE2 Agile use when reducing uncertainty by planning for two weeks rather than twelve months?
- A. Empiricism
  - B. Planning horizon
  - C. Rationalism
  - D. Planning poker
- 19) Which BEST describes how both PRINCE2 and agile see change?
- A. Unwelcome
  - B. Avoidable
  - C. Inevitable
  - D. Desirable
- 20) Where there is only one delivery team involved, which statement BEST describes the synchronization of PRINCE2 and agile roles?
- A. The alignment of common agile roles is less obvious
  - B. The alignment of common agile roles should be easy
  - C. The alignment of common agile roles should be avoided
  - D. The alignment of common agile roles is impossible
- 21) When can a product be used as a primary source of information with respect to progress?
- A. It has been planned into a sprint
  - B. It has been delivered to budget
  - C. It has met the acceptance criteria
  - D. It has used the right number of resources

- 22) In which process should the project manager FIRST assess the suitability of using agile?
- A. Controlling a stage
  - B. Starting up a project
  - C. Initiating a project
  - D. Managing a stage boundary
- 23) Which process provides the vital link between agile and PRINCE2?
- A. Starting up a project
  - B. Managing a stage boundary
  - C. Managing product delivery
  - D. Initiating a project
- 24) In the 'managing a stage boundary' process, what is the main focus?
- A. To review the cost incurred
  - B. To review the amount delivered
  - C. To review the time spent
  - D. To review the risks closed
- 25) Which process informs programme management of the value that agile brings to delivering products?
- A. Starting up a project
  - B. Initiating a project
  - C. Closing a project
  - D. Directing a project

26) Which statements about the typical tailoring of a work package in an agile environment are CORRECT?

1. It should be used to record risks identified as part of the Agilometer assessment.
  2. It should be negotiated collaboratively with the team manager and delivery team.
  3. It should be defined to give the delivery team enough space to self-organize.
  4. It should be replaced by a daily stand-up attended by the project manager.
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- A. 1 and 2
  - B. 2 and 3
  - C. 3 and 4
  - D. 1 and 4

27) Which statement BEST explains the target 'embrace change' for flexible delivery?

- A. It delivers an early realization of benefits
- B. It checks that the customer needs everything they have asked for
- C. It allows for a more accurate final product
- D. It leads to a lower cost of ownership throughout the life of the product

28) Which statement summarizes the setting of the time tolerance for a project in an agile context?

- A. Time tolerance is flexed
- B. Time tolerance can be fixed or flexed
- C. Time tolerance can be fixed and flexed
- D. Time tolerance is fixed

29) Which statement BEST explains the 'be on time and hit deadlines' target for flexible delivery?

- A. It allows the project to deliver early realization of benefits
- B. It supports the trading of requirements with others of a similar size
- C. It avoids the use of extra people to improve progress within a sprint
- D. It maintains the activities that ensure the level of quality

- 30) Which statement about the 'keep teams stable' target is CORRECT?
- A. It allows for a more accurate final product
  - B. It is achieved by ensuring that support teams have appropriate training
  - C. It allows team members to change according to the needs of the project
  - D. It encourages the customer to raise new ideas
- 31) Which statement about the 'accept that the customer doesn't need everything' target is CORRECT?
- A. It is achieved by swapping features for others of a similar size
  - B. It is achieved by setting the project baseline at the correct level
  - C. It encourages the customer to raise new ideas
  - D. It prioritizes the features that the customer really wants
- 32) Which statement explains the target 'protect the level of quality' for flexible delivery?
- A. It leads to a lower cost throughout the life of a product
  - B. It helps with planning dependencies between projects
  - C. It accepts that not everything that is defined must be delivered
  - D. It improves your reputation with your customer
- 33) What is spiking?
- A. Using evidence to make decisions about a given situation
  - B. Improving processes by maximizing value
  - C. Using a piece of work to understand more about a given situation
  - D. Escalating variances from a plan
- 34) What is the primary purpose of a stand-up meeting?
- A. To plan the next timebox
  - B. To assess progress
  - C. To announce team changes
  - D. To summarize a sprint

- 35) Which statement about value is CORRECT?
- A. It is a measurable decline resulting from an outcome
  - B. It is an objective measure used by different people to assess it
  - C. It represents the benefits delivered proportional to the resources used
  - D. It does not need to be measured or tracked as it is subjective
- 36) Which term is used to describe "the rate of progress a team is making"?
- A. Velocity
  - B. Work-in-progress (WIP)
  - C. User stories
  - D. Spiking
- 37) What is the definition of a Waterfall methodology?
- A. An iterative and incremental development approach
  - B. A lightweight and flexible project approach
  - C. A prototyping and visualization approach
  - D. A linear and sequential development approach
- 38) Which is NOT one of the preparation steps needed for a successful workshop?
- A. Planning the logistics including room layout and equipment
  - B. Identifying any required pre-reading to be issued
  - C. Understanding what the workshop is looking to achieve
  - D. Using brainstorming to generate ideas using sticky notes
- 39) Which Scrum role is accountable for ordering product backlog items?
- A. Product owner
  - B. Team manager
  - C. Project manager
  - D. Developers

- 40) What has two lines, one increasing to show the amount of work completed, and the other showing the total amount of work to be done?
- A. A Kanban board
  - B. A project product description
  - C. A burn-down chart
  - D. A burn-up chart
- 41) Which describes a minimum viable product?
- A. It is the project product resulting from the project delivering the Must Haves and nothing more
  - B. It is a tool that assesses the level of risk associated with using agile combined with PRINCE2
  - C. It may take the form of a simple experiment or prototype in order to promote learning
  - D. It should go into operational use in order to deliver benefits to the customer
- 42) Which is NOT recommended to use as part of agile estimation?
- A. The Fibonacci sequence
  - B. T-shirt sizing
  - C. Points per user story
  - D. Rationalism for estimates
- 43) Which is NOT one of the five preparation steps to run a successful retrospective?
- A. Setting the objective
  - B. Identifying the attendees
  - C. Planning the sprint
  - D. Adjusting the agenda

- 44) Which is NOT a typical characteristic of team working agreements?
- A. They are built by carefully building consensus and involving all delivery team members
  - B. They are proposed by the pastor of fun to bring out the human side of everyone in the team
  - C. They are designed to improve the effectiveness of the self-organizing team by agreeing values
  - D. They are typically displayed on the team information radiator, to enable them to evolve over time
- 45) What is NOT typically included in a user story?
- A. The fully defined solution to deliver the requirement
  - B. The role that will benefit from the requirement
  - C. The effort that is required to deliver the requirement
  - D. The business value expected from the requirement
- 46) How are requirements typically documented during the initiation stage of the project?
- A. As several hundred detailed user stories relating to product descriptions
  - B. Within the range of ten to a hundred product descriptions or epics
  - C. In a maximum of ten outline bullet points in the project product description
  - D. As ten very detailed user stories relating to project vision objectives
- 47) When is it MOST suitable to run a workshop without a facilitator?
- A. When the participants have established working norms
  - B. When there is a large number of participants involved
  - C. When there are many strong personalities attending
  - D. When the workshop needs to use a variety of techniques

48) Which details about releases are recommended to be included in a project-level plan?

- A. Information about the requirements that could be traded
- B. Dates and what features are intended for delivery
- C. General acceptance criteria for user stories
- D. Product owner and project sponsor responsibilities

49) Which BEST describes the purpose of the Agilometer focus area?

- A. To tailor agile so that it can be used with PRINCE2
- B. To help tailor PRINCE2 according to the agility of the environment
- C. To assess how well a project is using the agile techniques
- D. To assess which agile techniques are suitable for a project

50) What should the project board do during release planning?

- A. Conduct tests to check that the release will be executed smoothly
- B. Identify whether a sprint retrospective is necessary
- C. Provide information to ensure that benefits are realized in the best order
- D. Ensure the release of the agreed products by the delivery teams

**END OF EXAMINATION**