



# PRINCE2<sup>®</sup> Agile Practitioner

VERSION 2

## Global Best Practice

For all organizations and people aiming to accelerate success through agility!

## Sample Paper 1

Question Booklet | Multiple Choice Examination | 2 hours and 30 minutes


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# Sample Paper 1

## Question Booklet

### Multiple Choice

**Examination Duration: 2 hours and 30 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 30 questions correctly to pass the exam.
4. You have 2 hours and 30 minutes to complete this exam.
5. This is an 'open book' exam. You can use the PRINCE2® Agile Official Book.
6. Use the Scenario Booklet [Scenario 4: NowByou and additional information (People)].
7. No materials are allowed other than the exam paper, the PRINCE2® Agile Official Book, and the Scenario Booklet.
8. Do not use information from one question to answer another.

1. Why is adaptability crucial in an agile approach to ambiguity?
  - A. It reduces the need for effective team working
  - B. It allows organizations to refine the perfect solution
  - C. It helps achieve changing goals as part of a bigger strategy
  - D. It supports a deeper understanding of user needs
  
2. When gathering feedback on mock-ups, delivery team members have found it difficult to attend daily stand-ups.

Which statement explains how to ensure an agile mindset is maintained on the project?

  - A. Allow team members to attend when they are available and have something important to say
  - B. Set up an on-line meeting to update the burn chart and remind everyone of the importance of attending to share progress
  - C. Set up a daily stand-up where the project manager presents progress to the delivery team
  - D. Schedule the daily stand-up several times during the day to allow team members to attend at the time that suits them
  
3. The project is in the 'starting up a project' process. The advocate emphasized that marginalized communities, particularly refugees, often face language barriers, which could affect their understanding of the campaign. The project manager recommended including multilingual versions of the campaign to address this concern.

Which principle is being applied?

  - A. Manage by exception
  - B. Focus on products
  - C. Define roles, responsibilities, and relationships
  - D. Manage by stages
  
4. The campaign's scope includes producing some printed materials to support outreach efforts before the end of the project. A local supplier meets the minimum sustainability standard but cannot produce the full print order within the required timeframe. A larger supplier can meet the timeline but does not meet the minimum sustainability standards.

How should the team proceed?

  - A. Use the larger supplier, as meeting the full scope within the timeframe is critical
  - B. Use the local supplier, even if it means delivering fewer printed materials, as sustainability is a fixed tolerance
  - C. Split the order between the local supplier and the larger supplier to achieve scope and sustainability targets
  - D. Delay the distribution of printed materials to allow the local supplier to complete the order

5. The project team is preparing for stage 2, which includes agile training and coaching sessions.
- Considering NowByou's goal of improving agile maturity, how should the team approach these sessions?
- A. Deliver lectures on agile theory and standardized industry terminology
  - B. Conduct role-specific workshops for project managers and product owners
  - C. Blend learning with hands-on application, customized to NowByou's environment
  - D. Focus on case studies of successful agile transformations in the private sector
6. Which factor is the **MOST** important when ensuring changes stay in place after transformation?
- A. Focusing on complying with processes
  - B. Enhancing financial incentives
  - C. Evolving organizational culture
  - D. Establishing a communication strategy
7. Which stakeholder is **MOST LIKELY** to be a key influencer with the local communities?
- A. Advocate
  - B. Marketing agency BrightPulse
  - C. Campaign analyst
  - D. Communications specialist
8. The project is in the initiation stage, and the project manager is establishing the project team. External police force representatives will advise on the campaign and its effectiveness.
- Which action is **MOST LIKELY** to encourage effective working across different organizations?
- A. Use a team skill matrix to identify the skills that the police force representatives require
  - B. Ensure that the police force representatives are co-located in NowByou's office
  - C. Use a delegation matrix to clarify which decisions the police force representatives will advise on
  - D. Ensure that the police force representatives have experience in agile ways of working
9. Why is a communication management approach crucial in change initiatives within agile teams?
- A. It eliminates the need for bidirectional feedback
  - B. It ensures messaging is tailored to different stakeholders
  - C. It eliminates informal communication networks
  - D. It ensures a generic messaging style for all stakeholders

10. The project is in the initiation stage, and the team is defining the management approaches in the project initiation workshop. As the team members from NowByou and the NGOs are less familiar with agile ways of working than those from the online event organizer, the team will develop a project skills matrix to highlight any gaps in team member capabilities which need to be addressed.

Which consideration for agile teams is **MOST LIKELY** to be applied when using the skills matrix?

- A. Co-deciding team values and accountabilities
  - B. Empowering teams with training plans
  - C. Motivating teams through value-based incentives and personal values
  - D. Visual management with team dashboards
11. An organization has started a new project. The project executive has asked the project manager to display the minimum value to be achieved using a project canvas.

Which PRINCE2 Agile practice is this an example of?

- A. Risk
- B. Progress
- C. Business case
- D. Quality

## BUSINESS CASE

12. The project is in the 'initiating a project' process. The agile coach has recommended that the project should focus on value when producing the project canvas. The project manager set up a workshop to identify the best way to achieve this. Several ideas were discussed.

Which idea is the **BEST** way to focus on value?

- A. Consider which shared agile values are needed to lead to the required reduction in discrimination
- B. Value the contributions of workshop participants equally so that they share their ideas on how to reduce discrimination
- C. Prioritize each user story based on value and align it to the objective to reduce discrimination
- D. Ensure workshop participants feel accepted by the project team to reduce discrimination

13. The product owner has started writing personas for three marginalized communities that will benefit from the anti-discrimination campaign. One of the communities is homeless people. The advocate knows one homeless person called Pete. Pete used to be a skilled worker but had financial difficulties and ended up homeless.

Which is the correct way to write the bio section of the persona for homeless people?

- A. Write the persona about Pete, who used to be a skilled worker but had financial difficulties and ended up homeless
  - B. Interview the advocate who is an expert in the needs of the homeless community and in how to engage with the community
  - C. Hold a workshop with the advocate, the campaign analyst, and representatives from networking groups to define the needs of homeless people
  - D. Base the persona on the population group that Pete represents, including age, gender, occupation, and income
14. The anti-discrimination campaign project will also pilot agile ways of working. As a result of this project, an agile transformation plan will be produced to guide NowByou to adopt more agility. The project manager has documented the agile transformation plan as an expected benefit in the project canvas.

Is documenting this as a benefit an appropriate application of the business case practice, and why?

- A. Yes, because the project canvas should document the benefits from the agile transformation
- B. Yes, because the project canvas needs to demonstrate that the project is justified, taking into account the agile transformation
- C. No, because the benefits from the agile transformation should occur after the anti-discrimination campaign project has closed
- D. No, because an agile transformation plan is not a measurable improvement resulting from the pilot project

## ORGANIZATION

15. Certain staff members from the marketing agency BrightPulse, who have delivery team roles on the anti-discrimination campaign, will be located at the BrightPulse offices as they need access to specific design systems. NowByou's collaboration system will be used to provide visibility of the backlogs, release plans, and dashboards to the BrightPulse staff.

In which artifact should this co-location arrangement be recorded?

- A. Issue management approach
- B. Commercial management approach
- C. Project management team structure
- D. Role descriptions

16. During iteration 2, the delivery teams will be working on the campaign design mock-ups for all four campaign channels.
- Which role should prioritize the requirement to use a common tone and branding on all communications across all delivery teams?
- A. Project executive
  - B. Chief product owner
  - C. Project manager
  - D. Product owner
17. The chair of NowByou has a strong focus on policy development and governance and wishes to receive regular formal written status reports on the anti-discrimination campaign. The chair is not willing to pull information from the project dashboard as an alternative.
- Which role should work with the project manager to address the chair's resistance, and why?
- A. Project assurance, because this role monitors adherence to agile practices
  - B. Project assurance, because this role helps to manage reporting requirements for all stakeholders
  - C. Agile coach, because this role facilitates smooth communication between governance roles and teams
  - D. Agile coach, because this role should offer guidance on blockers to agile adoption
18. During the initiation stage of the campaign project, stakeholder analysis is needed to identify key internal and external stakeholders of the project. The project manager emphasizes the need for thorough research and documentation to ensure that stakeholder requirements are captured accurately and inform the project's direction.
- Who should assist the project manager with the stakeholder analysis?
- A. Project executive
  - B. Project support
  - C. Project assurance
  - D. Agile coach
19. The project is in the 'initiating a project' process, and the project manager is designing the project management team. Several people are being considered for the role of tester.
- Which experience is **MOST LIKELY** to be appropriate for a tester?
- A. Delivering marketing campaigns optimized for social media platforms
  - B. Advising teams on effective self-management
  - C. Reviewing product performance to increase user satisfaction
  - D. Updating team dashboards with product test results

## PLANS

20. During iteration 5, the project manager and campaign analyst collaborated on creating a campaign rollout plan for local channels. Two versions (A and B) of the campaign will be tested to gather user feedback, and results will be used to adapt future iterations. The product owners implementing the campaign will need to understand the requirements for the two campaign versions.

Where is the product owner for version A **MOST LIKELY** to find the requirements?

- A. Project canvas
  - B. User story
  - C. Project backlog
  - D. Product backlog
21. In iteration 1, the product owner is collaborating with the delivery team members to plan the target group analysis and determine the complexity of the work.
- How should the delivery team apply the plans practice?
- A. Use relative estimates to decide how many user stories for the target group analysis can be delivered
  - B. Ensure that the project's quality standards for the target group analysis are clearly defined
  - C. Help make changes to the project baseline based on how many user stories can be delivered
  - D. Create the team Objectives and Key Results to set goals for the target group analysis work
22. At the end of iteration 2, the project team creates a detailed plan for the next stage, outlining deliverables for each iteration including the task-level planning.
- Is this approach an appropriate application of the plans practice, and why?
- A. Yes, because it aligns with iterative delivery and Just-in-Time planning
  - B. Yes, because having too high-level plans could result in difficulties
  - C. No, because it should focus on higher-level planning rather than task-level
  - D. No, because it is not sufficient to define the next iterations yet

## QUALITY

23. The project is in the 'initiating a project' process. The agile coach, who has been delivering agile projects for over ten years, is working with the project manager to draft the PID. He has stressed that the project manager must empower the teams to collaboratively work together to resolve minor defects.

Where should this information be recorded?

- A. Communication management approach
- B. Quality management approach
- C. Quality register
- D. Lessons log

24. The marketing campaign has been contracted to the BrightPulse marketing agency. The agency uses very specific methods for product design, development, and testing of their products. The agency has stated that they cannot guarantee successful delivery of benefits, if their methods are tailored. The project is piloting the PRINCE2 Agile approach to enable the rollout of the method across NowByou.

What should the project manager do **NEXT**?

- A. Agree with BrightPulse that they will not use their approach, and show the impact in the benefits management approach
  - B. Document how BrightPulse's approach will be used on the project in the tailoring section of the PID
  - C. Find a contractor to collaborate with BrightPulse, who has experience of the PRINCE2 Agile method being piloted
  - D. Update the agile transformation plan to show that the BrightPulse's method will be used for NowByou future projects
25. The project manager is preparing the quality management approach in stage 1. BrightPulse has confirmed that they will use a 'test/check first' approach to deliver the marketing campaign. The project manager has documented this approach in the quality management approach that is approved at the end of the initiation stage.

Is the project manager's action an appropriate application of the quality practice, and why?

- A. Yes, because the quality management approach should define the agile ways of working
- B. Yes, because the quality management approach should be baselined at the end of the initiation stage
- C. No, because the 'test/check first' approach is suitable for software development
- D. No, because this approach should be documented in the commercial management approach

## RISK

26. The purchasing department of NowByou is developing the contract for engaging BrightPulse, the marketing agency sub-contracted for the campaign. NowByou's current purchasing policy does not allow for an agile approach to delivery.

Which slider on the Agilometer is **MOST LIKELY** to be given a low setting because of this situation?

- A. Flexibility on what is delivered
- B. Ease of communication
- C. Ability to work iteratively
- D. Advantageous environmental conditions

27. Some internal teams involved in the user groups are not experienced with the concept of 'flexing what is delivered' and may be uncomfortable if the campaign does not meet their full set of requirements. A risk has been raised. To address the risk, it was decided that the agile coach will conduct additional coaching sessions with key users during stages 2 and 3.

Is deciding on this action an appropriate use of the 'plan' step of the risk management technique, and why?

- A. Yes, because the 'plan' step applies when estimating the priority of a risk
- B. Yes, because the 'plan' step applies when deciding on the actions to respond to a risk
- C. No, because the 'assess' step applies when evaluating the potential impact of a risk
- D. No, because the 'assess' step applies when deciding on how to respond to a risk

## ISSUES

28. Feedback has highlighted the need for the campaign to include an additional marketing channel to produce information leaflets to distribute to local community and health centres and libraries. During a team retrospective, the team decided to add this to the project backlog as an additional Must have requirement.

Is this an appropriate application of the issue management technique, and why?

- A. Yes, because it is essential that the project delivers all the requirements classed as Must have
- B. Yes, because this is an important change which will improve the effectiveness of the campaign
- C. No, because this is a baseline change which will require formal management
- D. No, because the project backlog should be fixed through the project

29. The product backlog for iteration 5 has a requirement for the billboard installation team. The team needs to know the weight of the different sizes of advertisement. This will allow the team to calculate how many staff will be needed to install the advertisement. During the iteration, an additional requirement was identified for a warning label to be fixed to the larger heavy advertisements needing more than one person to lift them safely.

Which action should be taken to address this change to the requirements?

- A. Include this new non-functional requirement in the product backlog for immediate delivery
- B. Add the new requirement to the project backlog and delay delivery until a later release
- C. Prioritize the new requirement and swap it for a less important requirement, if required
- D. Add the new requirement to the end of the product backlog and deliver it in the iteration, if time permits

30. During stage 2, the campaign design mock-ups are being delivered. The mock-ups need to be delivered through secure social media channels. Several user stories have been developed to refine the team's understanding of the requirement. A developer has identified that one of the user stories conflicts with one of the project acceptance criteria.

Which action should the team take to address this change to requirements?

- A. Handle this change dynamically by adding it to the product backlog
- B. Undertake an Agilometer assessment to identify the impact of the change
- C. Prioritize this change to requirements by trading it with lower priority user stories
- D. Escalate this baseline change to the appropriate management level

## PROGRESS

31. This is a pilot project, and the project manager is using agile techniques. The project is in stage 3. The project manager wants to show how much work has been completed during iteration 3 and what is left to complete in iteration 4.
- What technique should the project manager use?
- A. Burn-down charts
  - B. Burn-up charts
  - C. Team dashboards
  - D. Cumulative flow diagram
32. The marketing team is using a burn-down chart to monitor the progress of content creation for social media channels. The line showing the amount of work done is above the line showing the ideal rate of progress and is relatively flat.
- How does this help the marketing team?
- A. It shows velocity is too slow, so they must focus on high priority items on the product backlog
  - B. It shows velocity is too fast, and more products can be pulled into the product backlog
  - C. It shows the work against the deadline and can be used to forecast completion dates for the products
  - D. It shows the scope of the work to be completed and can be used to calculate the remaining work

## PROCESSES

33. A work package description for iteration 1 outlined the requirement to conduct a series of five agile coaching sessions.
- In which activity of the 'managing product delivery' process should the agile coach advise the project manager that all the sessions had been successfully delivered?
- A. Accept a work package
  - B. Execute a work package
  - C. Evaluate a work package
  - D. Notify work package completion
34. Iteration 4 includes advertising content for different types of billboards. As more resources are required to make speeches at local schools than to develop billboard content, only two speeches will be scheduled during this iteration. The allocation of resources to these requirements has been included on the agenda for the team planning workshop.
- Under which topic should the team agree on the schedule?
- A. Product backlog refinement
  - B. User story refinement
  - C. Effort estimation
  - D. Iteration planning

35. The project is in the 'starting up a project' process. Project managers across NowByou are recognized as key users and have been invited to the 'project canvas' workshop.
- The following statement is being drafted:
- "NowByou project teams will experience transparency, exploration, collaboration, adaptability, empowerment, and increased respect on agile projects."
- During which agenda item in the project canvas workshop should this statement be drafted?
- A. Benefits analysis
  - B. Project vision definition
  - C. Scope definition
  - D. User group definition
36. The project manager has realized that funding for the agile training and coaching sessions will rely on the organization's existing fund-raising efforts. If insufficient money is raised through existing sources, the project will need to stop.
- During which activity of the 'starting up a project' process should this information be documented?
- A. Assess previous lessons
  - B. Select the project approach
  - C. Plan the initiation stage
  - D. Assemble the project brief
37. The project is in the 'directing a project' process and the project board is attending the agile enablement workshop. The project manager is concerned that PRINCE2 Agile has not been used by neither NowByou, that has little experience in agile, nor by BrightPulse, that has lots of experience in agile. Managing the lack of experience in PRINCE2 Agile across these extremes of agile knowledge presents a unique challenge to the organization-wide agile transformation.
- During which topic of the agile enablement workshop should this risk be discussed **FIRST**?
- A. Agilometer assessment review
  - B. Risk identification
  - C. Risk assessment
  - D. Risk planning
38. The advocate will work with local police forces to measure whether the campaigns have increased awareness and reporting of discriminatory incidents. During stage 3, the advocate will need to agree how these measurements will be tracked.
- During which activity of the 'directing a project' process should the project board approve the measures defined by the advocate?
- A. Authorize initiation
  - B. Authorize the project
  - C. Authorize a stage or exception plan
  - D. Give ongoing direction

39. During the initiation stage, the project manager is assembling the PID. The localized campaign materials will be dependent on the social media strategy to maximize engagement with the local target audience.
- During which activity of the 'initiating a project' process is it **MOST** appropriate to address this prioritization?
- A. Agree on the management approaches
  - B. Establish project controls
  - C. Request project authorization
  - D. Prepare the project plan
40. The project manager has decided to include a team dinner in project retrospectives from stage 3 onwards. The agile coach agreed with the project manager that this would work well.
- During which topic in the project retrospective workshop at the end of iteration 3 should the dinner take place?
- A. The good
  - B. The learning
  - C. Team building
  - D. Wrap-up
41. The following statement has been drafted during the initiation stage:
- "I fear for my safety when I am housed with other refugees. I feel vulnerable."
- This shows the need for the refugees to be housed in different locations. The campaign will need to include mechanisms to communicate this need to the authorities.
- During which topic in the project initiation workshop should this statement be drafted?
- A. Wrap-up
  - B. Project canvas refinement
  - C. Persona definition
  - D. Management approaches
42. The project is in the 'closing a project' process. During the project closure workshop for the campaign project, the team gathers insights about agile implementation and defines next steps so that the agile transformation plan can be updated.
- Which activity ensures these insights are documented?
- A. Confirm that the campaign meets all defined user requirements
  - B. Discuss incomplete or outdated project documentation and what the needs for transition are
  - C. Develop ideas how agile maturity across all project teams can be improved
  - D. Recommend clear roles and guidelines to ensure the campaign's success

43. The project closure workshop is underway for the campaign with the project team. The project team has documented that several products were released during the final stage and benefits tracking measures need to be established for them.

During which topic in the project closure workshop should this discussion be held?

- A. Final product demo
- B. Final handover planning
- C. Project lessons
- D. Progress review

44. The project is in the initiation stage. During the project initiation workshop, the team needs to agree when work can start on target group analysis requirements.

Is this agreement an appropriate topic in the project initiation workshop, and why?

- A. Yes, because the project team should collaborate to define how risk will be managed on the project
- B. Yes, because the project team needs a shared understanding of when development can begin
- C. No, because user stories and epics for the initiation stage should be defined as part of the starting up workshop
- D. No, because team values and norms should be defined as part of the kickoff workshop

45. During the NowByou project, the final rollout has been completed, and the project manager organizes a session to ensure all remaining feedback from the A/B rollout releases has been addressed. The project team also transfers unresolved user enhancement requests to the operational backlog and updates the benefits management approach for tracking future improvements.

During which workshop should this be explored, and why?

- A. Project closure workshop, because it focuses on ensuring all outstanding requirements are transitioned appropriately to operational processes
- B. Project closure workshop, because it aims to create a detailed implementation plan with tasks for addressing user feedback in the next project
- C. Progress review workshop, because it identifies misalignments and determines corrective actions to ensure the project objectives
- D. Progress review workshop, because the project manager and delivery teams define detailed tasks and responsibilities for operations

46. The project is in the 'managing product delivery' process. The work package for iteration 4 includes three 'must-have' requirements for social media advertisements, with a fourth to be developed if time permits. When accepting the work package, the product owner advised the project manager that only the three 'must-have' advertisements could be delivered as there would not be enough time.

Is this action by the product owner an appropriate application of the 'managing product delivery' process, and why?

- A. Yes, because the product owner should identify which products can be completed when planning the iteration
- B. Yes, because the product owner should be responsible for prioritizing the project backlog
- C. No, because the product owner should plan to deliver the four requirements included in a work package
- D. No, because the product owner should produce the team plan when accepting the work package

47. An objective of the project is to produce an agile transformation plan for the rollout of agile across NowByou that will follow the campaign. The project board defined the content of the agile transformation plan in the agile enablement workshop.

Is this action by the project board an appropriate application of the agile enablement workshop, and why?

- A. Yes, because the project board should review the Agilometer results when assessing the agile risks
- B. Yes, because the project board should be responsible for producing the organization's agile transformation plan
- C. No, because the project team should produce the agile transformation plan when creating the PID
- D. No, because the business should create the agile transformation plan for rollout across NowByou

48. The agile coach has suggested that the agile training and coaching materials should be managed as part of product management rather than as part of the campaign project.

How should the product manager apply effective product management to the agile training and coaching materials?

- A. Set up a new project to respond to trainee feedback about the materials
- B. Gather feedback from the trainees to prioritize changes to the materials
- C. Collaborate closely with the chief product owner to identify changes to the materials
- D. Agree with the agile coach which materials the coach will own to ensure accountability

49. The training and coaching materials have been included in a cloud-based system to enable the team to deploy updates to the materials rapidly based on user feedback. These updated materials would be accessible to all coaches once deployed.

How should the product owner ensure continuous development and operations to improve the materials?

- A. Collect suggestions from trainees onto a backlog and implement them as part of a project
- B. Collect suggestions for improvements from the trainees and agile coaches to update the materials immediately
- C. Collect suggestions from agile coaches onto a backlog and implement them quarterly
- D. Collect regular improvements from the agile coaches to update the materials immediately

50. How can a project manager use AI to support the 'learn from experience' principle?

- A. By monitoring the actual spending against the budget and alerting when costs exceed planned targets
- B. By analysing repeated user complaints and suggesting fixes to avoid future complaints
- C. By allocating tasks to ensure each project stage stays on schedule and by updating resource plans automatically
- D. By checking marketing materials to identify where they do not comply with brand guidelines early in development







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