Number: PRINCE2 Agile Practitioner
Passing Score: 800
Time Limit: 120
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Exam Code: PRINCE2 Agile Practitioner

Exam Name: PRINCE2 Agile Practitioner Project Management

Exam A

QUESTION 1
Project scenario - Get fit with football!
(Note: The companies and people within the scenario are fictional)
Introduction
A Local Government Authority (LGA) has decided to organize a six-a-side football tournament. The tournament will contribute towards achieving the targets set by a national initiative to improve the fitness of children under the age of 16. As part of the LGA's policy of self-funding, this has to be achieved at zero cost to the LGA (and therefore the local tax payer). The cost of the event will be covered through fees paid by teams registered to take part in the tournament, sponsorship and monies raised during the day. Any surplus would be used for the maintenance of local sports centres.
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Scope
The initial scope of the project includes:
The project has been set up with four work streams to deliver this work:
1. Marketing
2. Website
3. Event Village
4. Staff Training
Project Background
The LGA have extensive experience in using PRINCE2 and will run the event as a single project. The project manager is fully conversant with PRINCE2 Agile. One office in the LGA building in the centre of town has been given to the project for the entire duration. The office is across the corridor from the Marketing Department and the project manager has already put a sign on the door that says 'Mission Control'.
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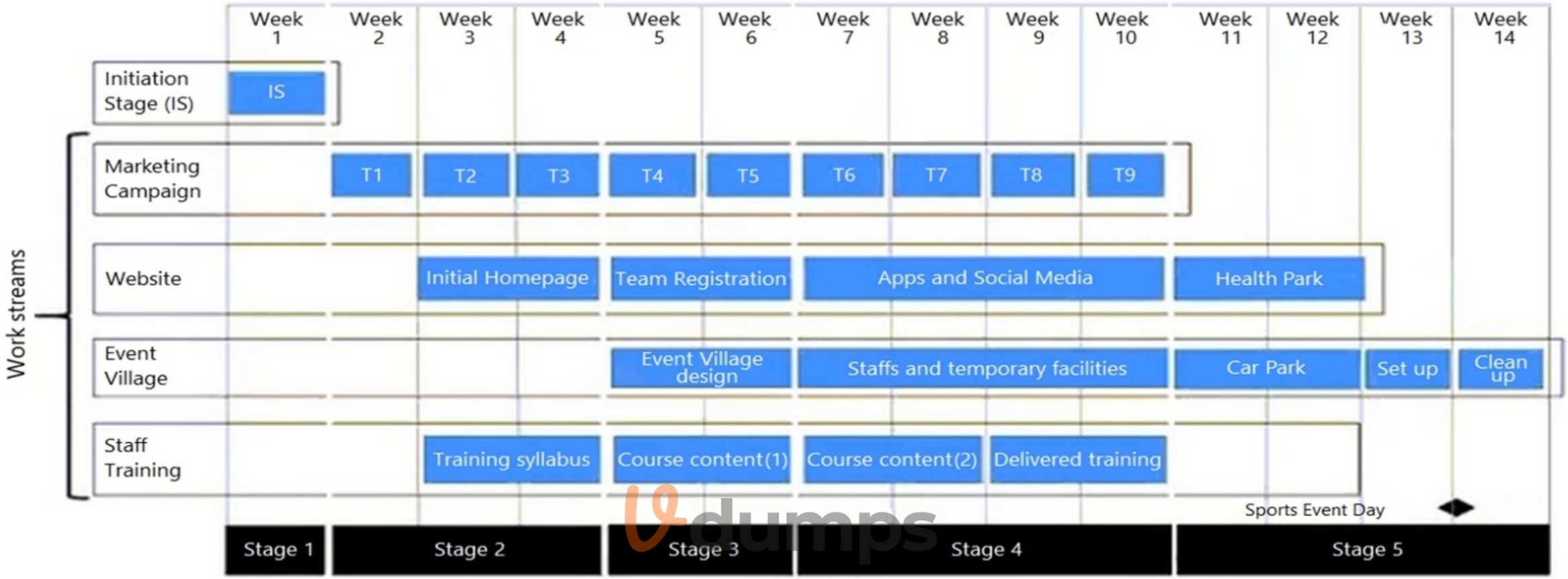

Event Village - Additional information
The aim of the event village is to provide a range of services and activities for anyone attending the football tournament.
The event village will comprise a number of work packages:
1. Event village design
2. A 'kids-zone' which includes trampolines and swings, as well as the opportunity to try out other sporting activities
3. Stalls which will be sold to local businesses to raise funds for the event:
4. A car park for 200 cars.
5. Temporary facilities including changing rooms, toilets and shower facilities.
6. Dismantling of the event village and clean up.
The Event Village Team is assembled using staff from various LGA departments who have no experience of working with agile.
Using the Project Scenario and Event Village Additional information, answer the following question:
The typical approach to planning taken by the Event Village team is for the plans to be developed by the project manager and the Event Village team manager, and then presented to the team.
Which setting on the Agilometer is the MOST appropriate to reflect this approach?

A. Medium/High for 'level of collaboration' because the team manager has been involved throughout the planning process.
B. Medium/High for 'ability to work iteratively and deliver incrementally' because of the use of the feedback loop involving the team.
C. Low/Medium for 'acceptance of agile' because the teams understanding of an agile way of working could be improved.
D. Low/Medium for 'ease of communication' because this form of communication is too formal.

Correct Answer: C
Section:

Explanation:
Since the planning is primarily developed by the project manager and the Event Village team manager and then presented to the team, it indicates a lack of full team involvement in the planning process. This approach suggests that the acceptance and understanding of agile principles within the team could be improved, warranting a Low/Medium rating for 'acceptance of agile.'

QUESTION 2
Project scenario - Get fit with football!
(Note: The companies and people within the scenario are fictional)
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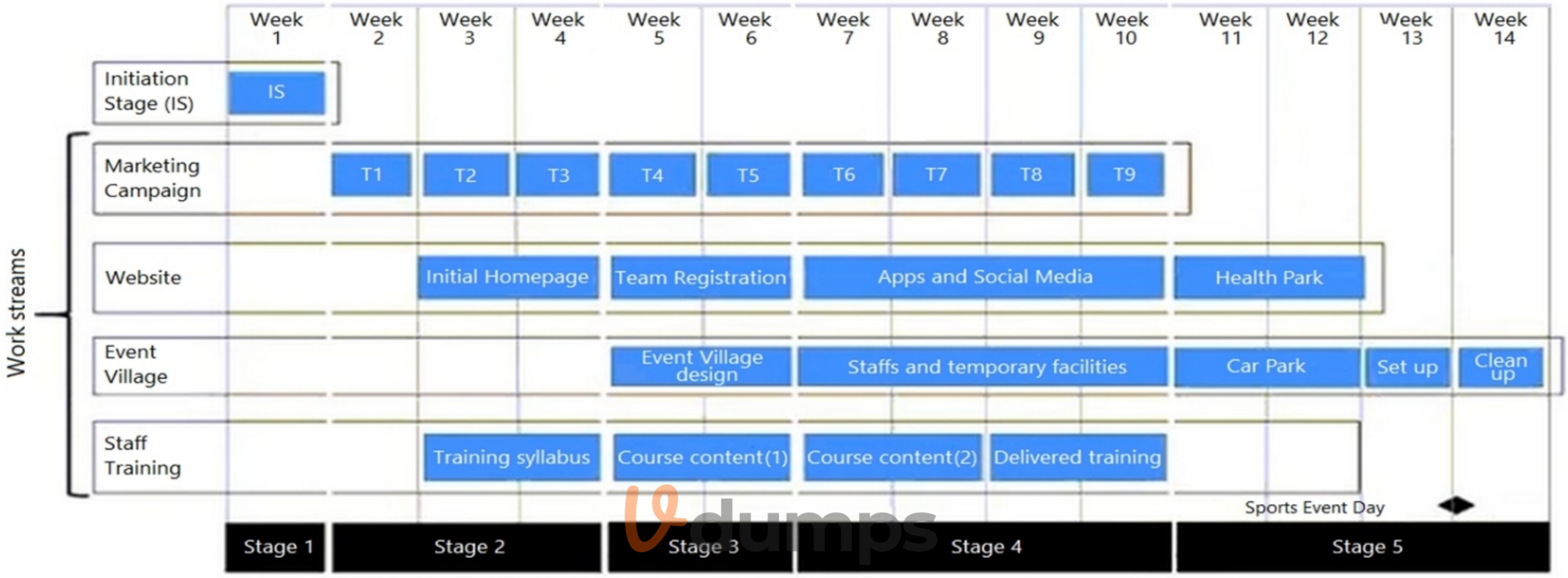

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5. Temporary facilities including changing rooms, toilets and shower facilities.
6. Dismantling of the event village and clean up.
The Event Village Team is assembled using staff from various LGA departments who have no experience of working with agile.
Using the Project Scenario and Event Village Additional information, answer the following question:
A requirement for the changing room facilities in the Event Village has been defined as a technical story as follows:
'Changing room facilities should have water pressure between 1.5 - 3 bar and must have a water pressure of at least between 0.1 - 0.5 bar.'
Has this requirement been recorded correctly?

A. Yes, because a product's performance range should only appear as a technical story.
B. Yes, because non-functional requirements may apply to more than one user story.
C. No, because non-functional requirements should always be part of the user stories.
D. No, because non-functional requirements should only be documented as quality criteria.

Correct Answer: C

Section:
Explanation:
Non-functional requirements, such as performance criteria (in this case, water pressure), should typically be included as part of the user stories to ensure they are considered in the context of the overall functionality and user experience. This integration helps maintain a holistic view of what the system should deliver, ensuring that both functional and non-functional aspects are addressed together.

QUESTION 3
Project scenario - Get fit with football!
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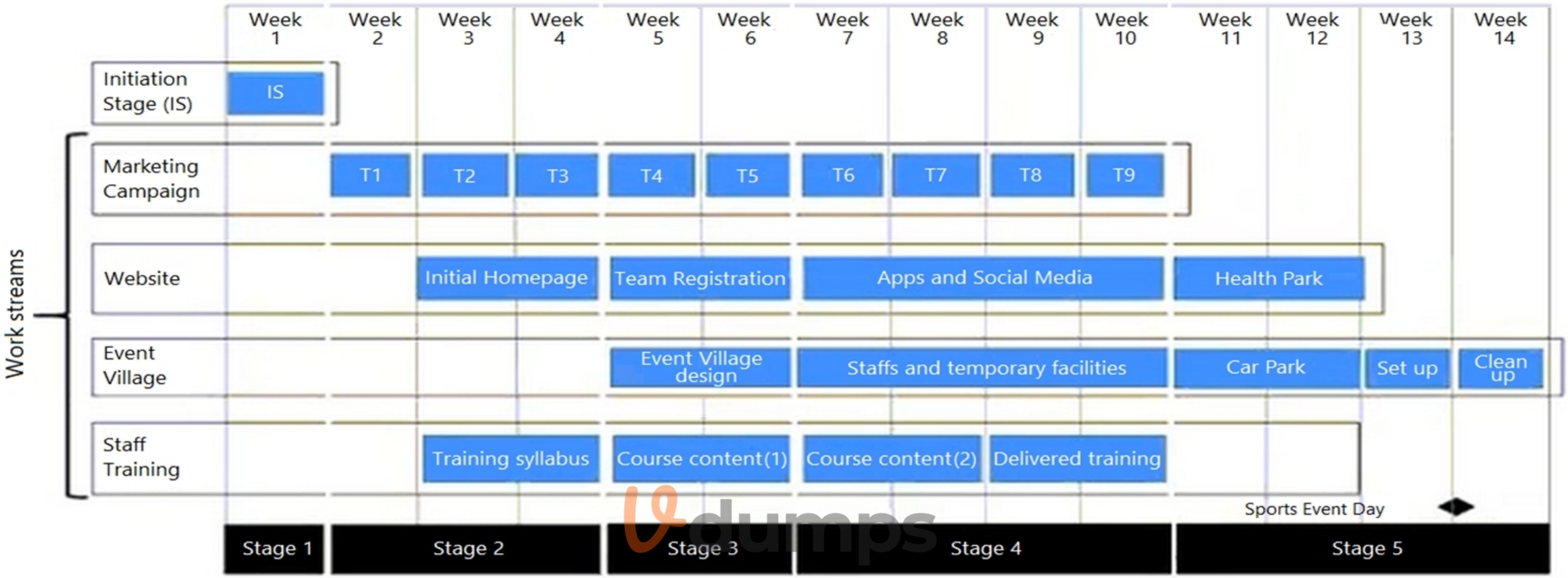

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6. Dismantling of the event village and clean up.
The Event Village Team is assembled using staff from various LGA departments who have no experience of working with agile.
Using the Project Scenario and Event Village Additional information, answer the following question:
As a: Footballer participating in the event
I want to: Have a private cubicle to change in before my football match, without having to wait for more than 5 minutes
So that: I can be ready for the game
Which statement explains whether the 'function' in this user story is appropriate?

A. The function is good because it contains a solution for the requirement.
B. The function is good because it contains a time element that can be measured.
C. The function is poor because it contains a performance element that is better suited to a technical story.
D. The function is poor because it does NOT contain any prioritization of the requirement.

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Correct Answer: C
Section:
Explanation:
While the user story describes the desired functionality of having a private cubicle, the inclusion of a specific performance element (waiting time of no more than 5 minutes) is more aligned with non-functional requirements, which are typically documented as technical stories. This could lead to confusion about the primary function being requested, as it mixes functional and performance criteria.

QUESTION 4
Project scenario - Get fit with football!
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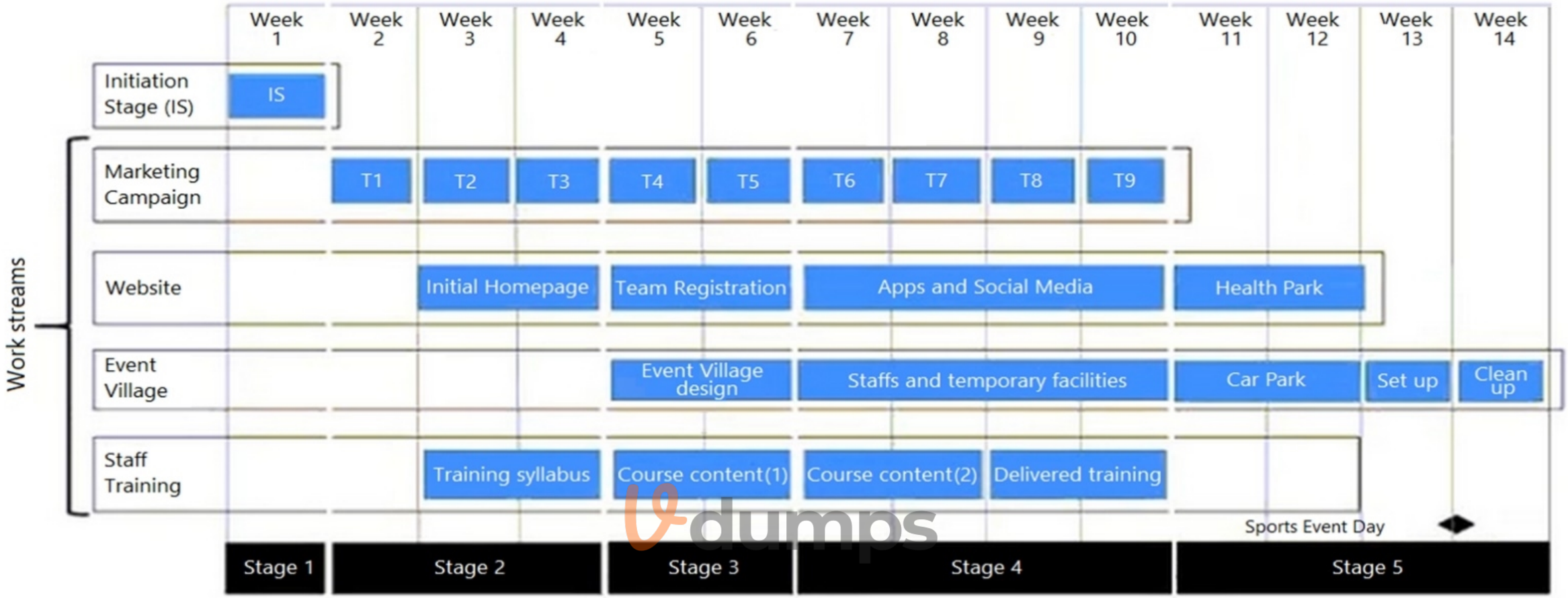

Staff Training - Additional information
The event will be supervised primarily by LGA staff volunteers. They will need to be trained in various skills so that:
A . the event is carried out safely and professionally;
B . staff members are able to give advice on health and fitness.
This is covered by four work packages:
1. Training syllabus:
* High-level design of the manual.
* Content of each module.
2. Course content for safety and professionalism:
* Detailed design of two modules:
* Health and Safety including basic first aid.
* Customer relations to look after people attending the event.
* Piloting the modules with a group of volunteers.
3. Course content tor giving advice on health and fitness:
* Detailed design of two modules:
* Exercise fundamentals including how to warm up and cool down.
* Healthy eating including what types of food are good for you.
* Piloting the modules with a group of volunteers.
4. Training delivery:
* Production of the training manual;

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* Delivery of the training to the rest of the volunteers.
The Staff Training Team is staffed by in-house training staff members that have been involved in several waterfall projects but have not had any exposure to agile.
Using the Project Scenario and Staff Training Additional information, answer the following question:
The Staff Training Team has developed the following user stories:
* 'As a volunteer, I want to be trained in healthy eating so that I can answer questions from the public on the long term aims of the LGA during the football tournament.' - Should Have
* As the LGA. I want all volunteers to have received mandatory health and safety training so that we can ensure that the event takes place in a safe environment for the public.' - Must Have
A suitably qualified trainer has been scheduled to deliver a course covering both requirements. Unfortunately, there is no-one available from the LGA to quality check the course materials for the healthy eating training until three days after the date scheduled for training delivery.
How should the team respond to this situation?

A. De-scope the healthy eating training and remove it from the current sprint/work package.
B. Reschedule the delivery of the combined course until after the healthy eating course materials are likely to be available.
C. Remove the requirement for the volunteers to answer questions on the long term aims from the project product description.
D. Use the unchecked healthy eating course materials and hold the combined course on the scheduled date.

Correct Answer: B
Section:
Explanation:
Rescheduling the training delivery ensures that the volunteers receive the necessary and quality-checked materials for healthy eating, which is important for providing accurate information to the public. This approach maintains the integrity of the training while still addressing the mandatory health and safety training requirement. It prevents the risk of delivering potentially inadequate or unchecked content.

QUESTION 5
Project scenario - Get fit with football!
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Introduction
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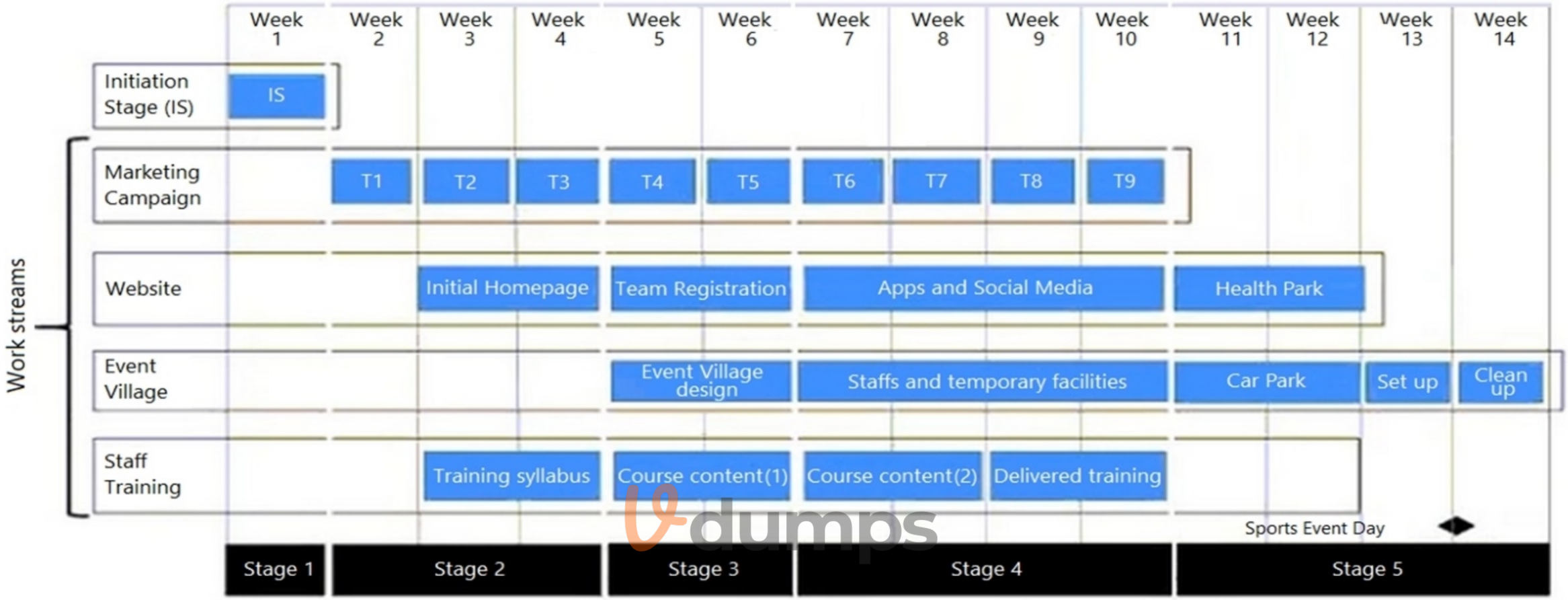

Staff Training - Additional information
The event will be supervised primarily by LGA staff volunteers. They will need to be trained in various skills so that:
A . the event is carried out safely and professionally;
B . staff members are able to give advice on health and fitness.
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* Delivery of the training to the rest of the volunteers.
The Staff Training Team is staffed by in-house training staff members that have been involved in several waterfall projects but have not had any exposure to agile.
Using the Project Scenario and Staff Training Additional information, answer the following question:
The Stall Training Team has developed the following user story:
'As the LGA, I want all volunteers to have received mandatory health and safety training so that we can ensure that the event takes place in a safe environment for the public.'
There is a high probability that a suitable trainer may not be available to deliver this mandatory training before the football tournament.
How should this risk be managed by the Staff Training Team in accordance with the five targets?

A. Set its risk tolerance to zero and agree with the project board to immediately find a suitable a trainer in order to meet the deadline.
B. Flex the tolerance for this risk to enable the risk to be accepted by the project board at the current level of probability.
C. Set a high risk tolerance in relation to this risk and monitor the situation in order to deliver on time and hit the deadline.
D. Remove the delivery of health and safety training from the product backlog in order to deliver on time and within the budget.

Correct Answer: B
Section:
Explanation:
Flexing the risk tolerance allows the team to acknowledge the current situation while enabling the project board to understand and accept the risk. This approach facilitates informed decision-making regarding potential actions to mitigate the risk without immediately resorting to drastic measures, such as removing the training from the backlog. It keeps the requirement for health and safety training in focus while managing expectations around its delivery.

QUESTION 6
Which describes a characteristic of business as usual (BAU) work?

A. Lists of routine modifications, received regularly during the life of existing products.)
B. A new team selected to address a specific problem or opportunity.
C. A collection of difficult tasks that are managed together.
D. A delivery which is part of a larger programme of work.

Correct Answer: A
Section:
Explanation:
Routine Operations: BAU encompasses the standard activities and processes that are necessary for the daily functioning of an organization. This includes tasks that are performed regularly and consistently to maintain services, products, and overall operations.
Regular Modifications: BAU work often involves minor updates or modifications to existing products or services. These modifications are typically routine in nature, aimed at improving efficiency, fixing issues, or adapting to changes in the environment without major disruption.
Maintenance and Support: BAU includes maintenance tasks such as monitoring systems, providing customer support, and ensuring compliance with regulations. These tasks ensure that existing products and services continue to function effectively.
Predictable and Structured: Unlike projects that may have a defined start and end date, BAU work is ongoing and tends to follow established procedures. This predictability helps organizations manage their resources effectively.
Focus on Stability: The goal of BAU work is to maintain stability within the organization. While it may involve some level of change (like routine modifications), the primary focus is on ensuring that existing operations run smoothly.

QUESTION 7
Which BEST describes an agile method or approach that can be integrated with PRINCE2 Agile?

A. Encouraging system improvement through visualization and controlling work in progress.
B. Providing guidance on tailoring any applicable principles, themes and processes.
C. Reducing quality testing in order to deliver within agreed deadlines.

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D. Favoring processes and tools over individuals and interactions.

Correct Answer: A
Section:
Explanation:
This approach aligns with Agile principles, emphasizing continuous improvement and effective workflow management, which can complement the structured framework of PRINCE2 Agile.

QUESTION 8
Which is consistent with the eight guidance points of PRINCE2 Agile?

A. The project manager role is NOT required when incorporating IT-only frameworks.
B. The project manager role is NOT defined by Scrum or Kanban.
C. Working in an agile way removes the need for a project manager.
D. A project manager is indicative of a 'command and control' culture.

Correct Answer: B
Section:
Explanation:
This highlights that while Scrum and Kanban have their own roles and frameworks, the role of the project manager can still exist and be integrated within Agile practices, including PRINCE2 Agile.

QUESTION 9
Which is a benefit that can be realized by a PRINCE2 organization seeking to adopt PRINCE2 Agile?

A. Comprehensive documentation is reduced as working software is a priority.
B. Reduced number of roles by combining project manager with team manager.
C. Lower cost of ownership throughout the life of the project's delivered product(s).
D. Improved maintenance of a business case throughout the project

Correct Answer: A
Section:
Explanation:
This benefit reflects the Agile principle of prioritizing working software over extensive documentation, which can lead to more efficient project delivery.

QUESTION 10
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Project Background

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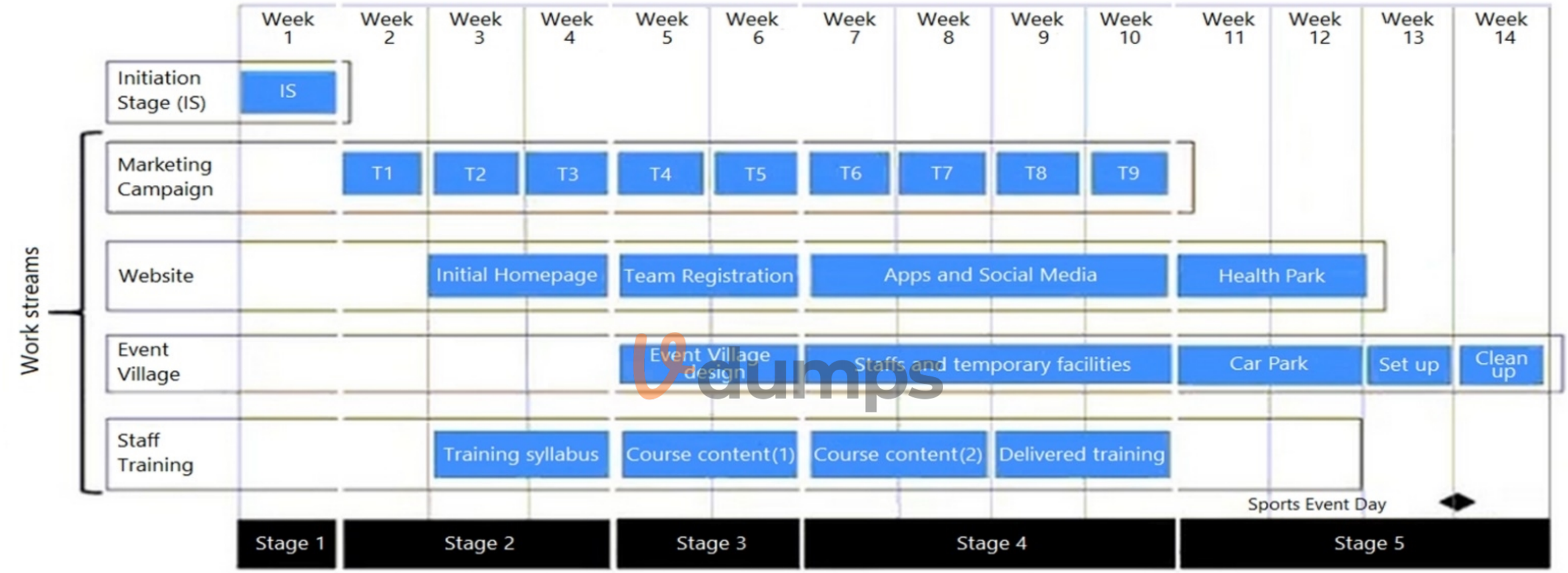

Event Village - Additional information

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6. Dismantling of the event village and clean up.

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

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

Just before the event the team finds out that a major football match is taking place during the tournament and that many people will want to see it. One solution is to hire a large TV screen to display the game in the Event Village. However, the biggest concern is that the cheapest supplier has many mandatory requirements for access, technical elements and work conditions in their contract.

If the agile environment for the project was reassessed, should the 'Advantageous Environmental Conditions' slider on the Agilometer be increased?

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A. It should be increased because high-value contracts should be designed to reduce the risk.
B. It should be increased because the Event Village team is being 'change friendly' in organizing the TV screen.
C. It should be reduced because the TV screen would increase the 'ease of communication' slider instead.
D. It should be reduced because the TV screen hire company is NOT supportive to working in an agile way.

Correct Answer: D
Section:
Explanation:
If the supplier has many mandatory requirements for access, technical elements, and work conditions that may hinder flexibility and responsiveness, it suggests that the conditions are not conducive to an agile environment. This lack of support for agile principles would warrant a reduction in the 'Advantageous Environmental Conditions' slider on the Agilometer.

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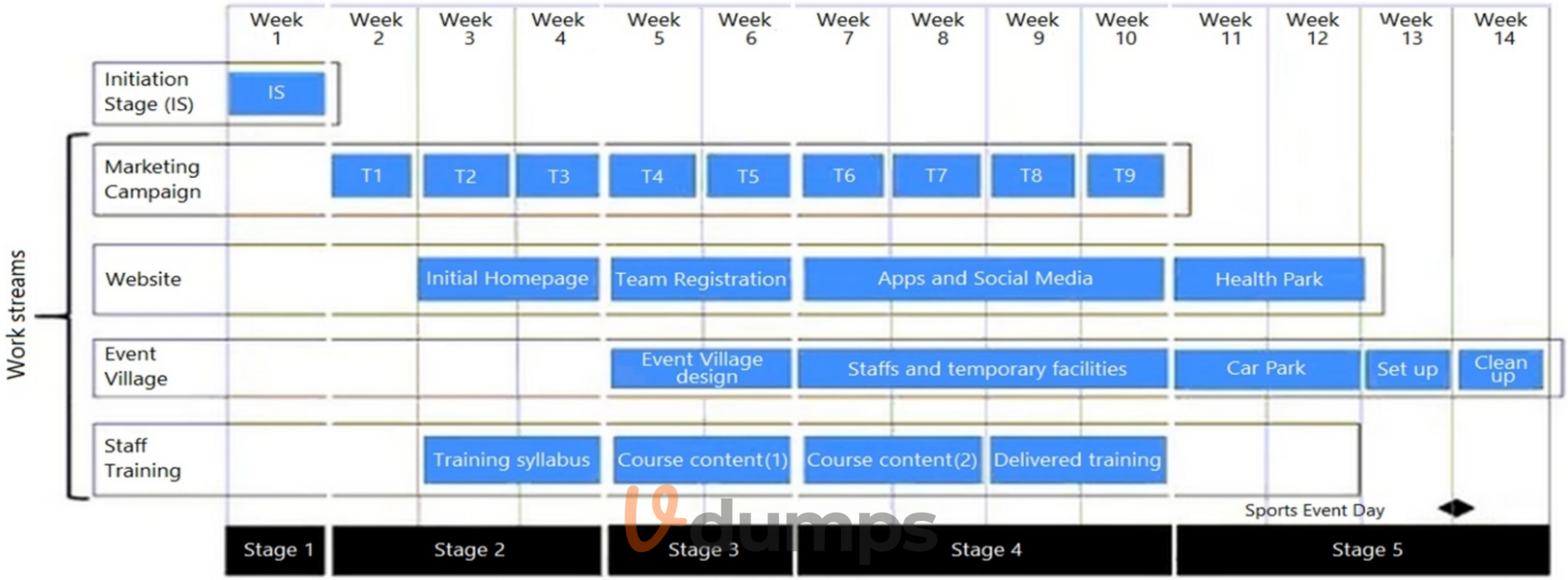

Event Village - Additional information
The aim of the event village is to provide a range of services and activities for anyone attending the football tournament.
The event village will comprise a number of work packages:
1. Event village design
2. A 'kids-zone' which includes trampolines and swings, as well as the opportunity to try out other sporting activities
3. Stalls which will be sold to local businesses to raise funds for the event:
4. A car park for 200 cars.
5. Temporary facilities including changing rooms, toilets and shower facilities.
6. Dismantling of the event village and clean up.
The Event Village Team is assembled using staff from various LGA departments who have no experience of working with agile.
Using the Project Scenario and Event Village Additional information, answer the following question:
The Event Village Team is holding a workshop to decide how to meet the varied and often conflicting requirements for culturally diverse, healthy and quick food because several days have already been spent trying to establish the way forward. The workshop involves only the Event Village Team without the use of an independent facilitator.
Which reason BEST explains why this workshop is a good application of the 'rich communication' focus area?

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

Correct Answer: D

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

QUESTION 12
Project scenario - Get fit with football!
(Note: The companies and people within the scenario are fictional)
Introduction
A Local Government Authority (LGA) has decided to organize a six-a-side football tournament. The tournament will contribute towards achieving the targets set by a national initiative to improve the fitness of children under the age of 16. As part of the LGA's policy of self-funding, this has to be achieved at zero cost to the LGA (and therefore the local tax payer). The cost of the event will be covered through fees paid by teams registered to take part in the tournament, sponsorship and monies raised during the day. Any surplus would be used for the maintenance of local sports centres.
Teams can register under one of several age groups for both boys and girls. In addition, family members are asked to attend to provide support.
This sports event is designed to be a family day out. The football tournament will have an event village including a kidz'-zone, catering, car parking, mobile changing rooms and toilets. The tournament will take place on the LGA-owned football pitches near the centre of the town, although space is somewhat limited.
Scope
The initial scope of the project includes:
The project has been set up with four work streams to deliver this work:
1. Marketing
2. Website
3. Event Village
4. Staff Training
Project Background
The LGA have extensive experience in using PRINCE2 and will run the event as a single project. The project manager is fully conversant with PRINCE2 Agile. One office in the LGA building in the centre of town has been given to the project for the entire duration. The office is across the corridor from the Marketing Department and the project manager has already put a sign on the door that says 'Mission Control'.
Timeline
An initial timeline has been suggested and is shown in the following diagram. The timeline may evolve due to the agile ways of working. The timeline shows how work streams are broken down into work packages and/or timeboxes.

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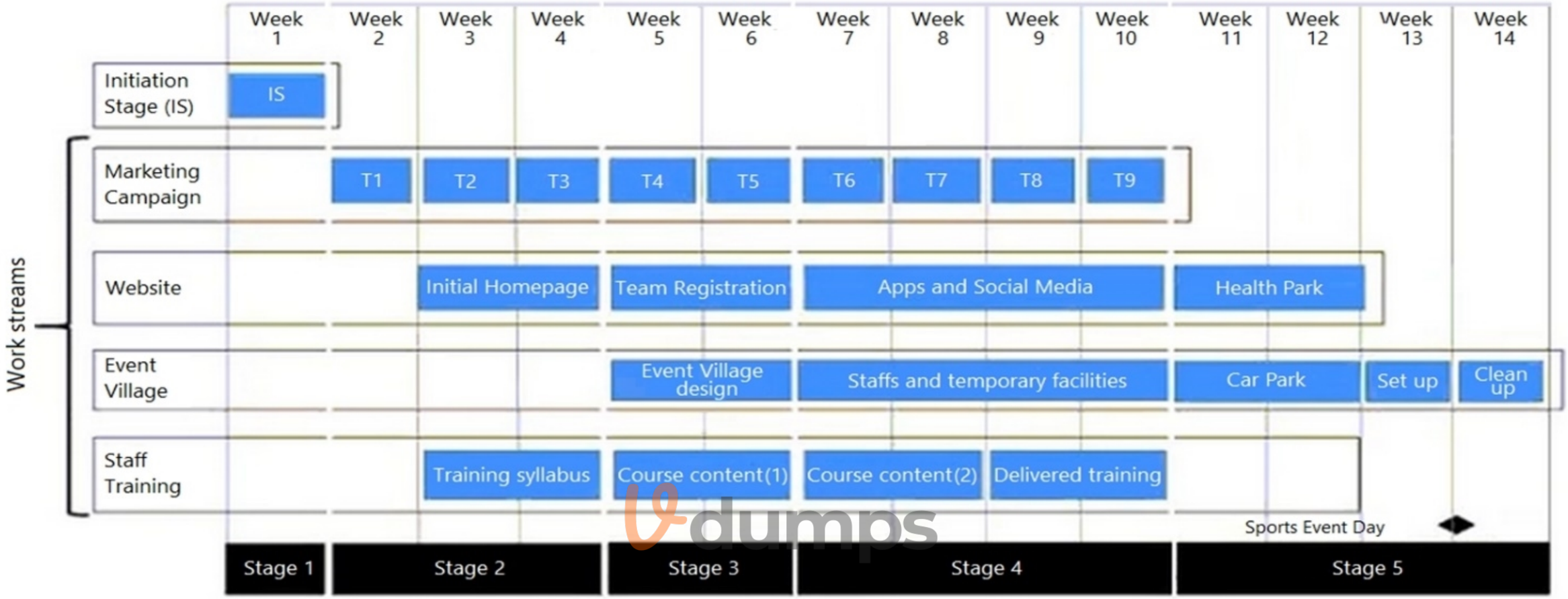

Staff Training - Additional information
The event will be supervised primarily by LGA staff volunteers. They will need to be trained in various skills so that:
A . the event is carried out safely and professionally;
B . staff members are able to give advice on health and fitness.
This is covered by four work packages:
1. Training syllabus:
* High-level design of the manual.
* Content of each module.
2. Course content for safety and professionalism:
* Detailed design of two modules:
* Health and Safety including basic first aid.
* Customer relations to look after people attending the event.
* Piloting the modules with a group of volunteers.
3. Course content tor giving advice on health and fitness:
* Detailed design of two modules:
* Exercise fundamentals including how to warm up and cool down.
* Healthy eating including what types of food are good for you.
* Piloting the modules with a group of volunteers.
4. Training delivery:
* Production of the training manual;

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* Delivery of the training to the rest of the volunteers.
The Staff Training Team is staffed by in-house training staff members that have been involved in several waterfall projects but have not had any exposure to agile.
Using the Project Scenario and Staff Training Additional information, answer the following question:
The Staff Training Team had been working to the following assumption:
'All volunteers will be trained in all training materials.'
Quite late in the project, it has been identified that this assumption is incorrect. As a result, the team manager produced a chart of who needs to be trained in what modules. This was agreed with a customer representative and the team manager made the necessary amendments to the requirements in the backlog within the current timebox.
What BEST explains why the team manager's approach complies with the 'embrace change' target?

A. It applies the target well because the training will be delivered in the most accurate way.
B. It applies the target well because visualization is the most effective way to communicate change.
C. It applies the target poorly because the customer subject matter expert should represent the impacted stakeholders.
D. It applies the target poorly because the training acceptance criteria should be specified in the project product description.

Correct Answer: A
Section:
Explanation:
By recognizing the incorrect assumption and producing a chart to clarify who needs to be trained in which modules, the team manager is adapting to the new information and ensuring that the training is aligned with the actual needs. This responsiveness to change helps deliver training more effectively, reflecting the principle of embracing change to improve outcomes.

QUESTION 13
Project scenario - Get fit with football!
(Note: The companies and people within the scenario are fictional)
Introduction
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The project has been set up with four work streams to deliver this work:
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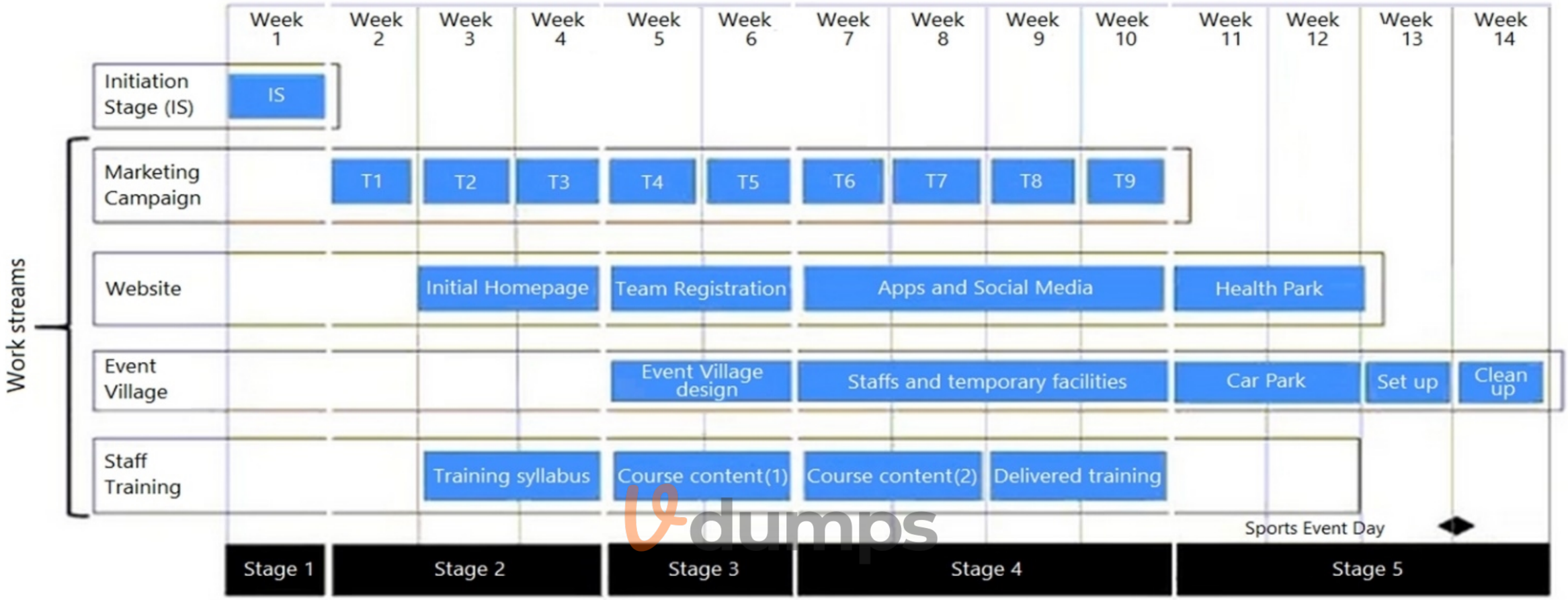

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* Piloting the modules with a group of volunteers.
4. Training delivery:
* Production of the training manual;

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* Delivery of the training to the rest of the volunteers.
The Staff Training Team is staffed by in-house training staff members that have been involved in several waterfall projects but have not had any exposure to agile.
Using the Project Scenario and Staff Training Additional information, answer the following question:
The Staff Training team manager made a request for an additional full-time customer subject matter expert (CSME) to be allocated to the Staff Training Team for the next timebox, which is in Stage 3. This person is responsible for health and safety training within the LGA.
What BEST explains why this approach complies with the 'keep teams stable' target?

A. It applies the target well because the team manager should remove obstacles to delivery.
B. It applies the target well because the relevant skills should be available for each timebox.
C. It applies the target poorly because the LGA will NOT have access to the health and safety expert during Stage 3.
D. It applies the target poorly because the CSME should have been added during Stage 2 to improve progress.

Correct Answer: B
Section:
Explanation:
By requesting an additional full-time customer subject matter expert (CSME) for the next timebox, the team manager ensures that the necessary expertise is available to the Staff Training Team. This stability in skills and resources helps the team maintain continuity in their work and increases the likelihood of successful delivery, aligning with the principle of keeping teams stable.

QUESTION 14
Project scenario - Get fit with football!
(Note: The companies and people within the scenario are fictional)
Introduction
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Project Background
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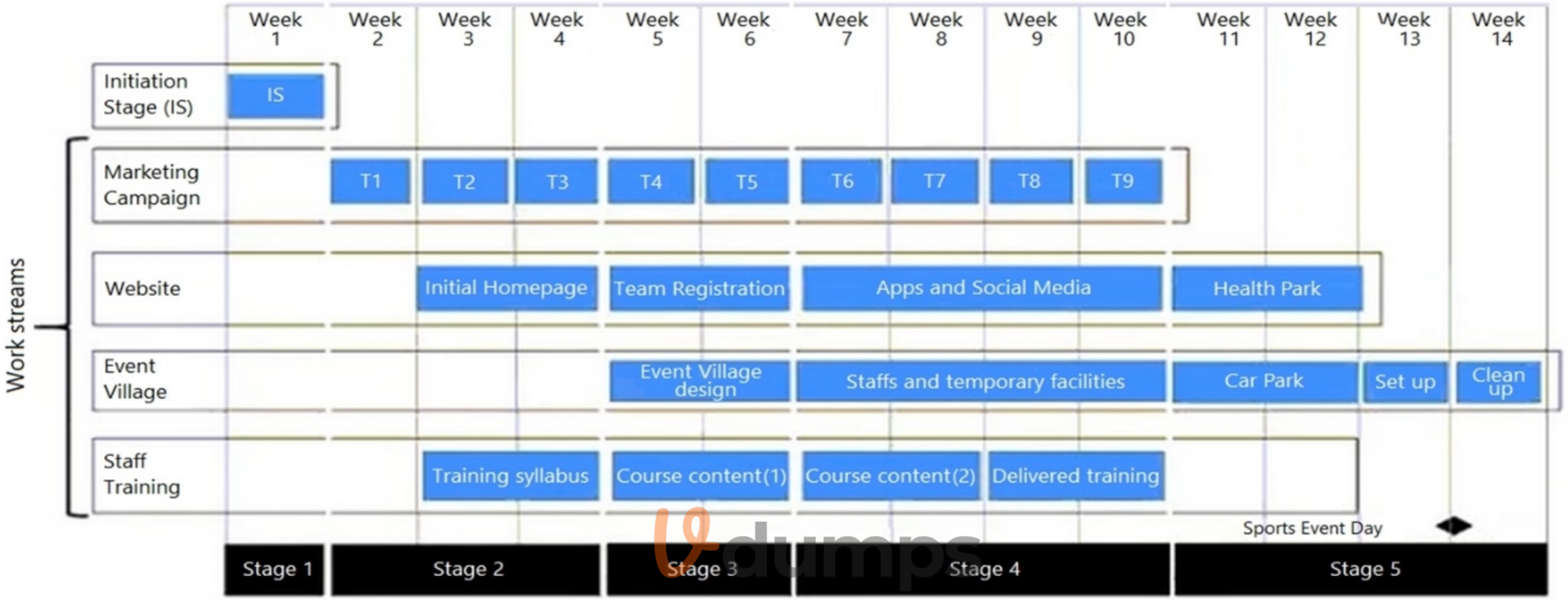

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The event will be supervised primarily by LGA staff volunteers. They will need to be trained in various skills so that:

A . the event is carried out safely and professionally;

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This is covered by four work packages:

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4. Training delivery:

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

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Using the Project Scenario and Staff Training Additional information, answer the following question:
The Staff Training Team have developed the following user story:
'As the LGA, I want all volunteers to have received mandatory health and safety training so that we can ensure that the event takes place in a safe environment for the public.'
Which reason explains why the team should deliver the user story in accordance with the 'be on time and hit deadlines' target?

A. The training must be delivered so that the volunteers understand the health and safety requirements.
B. The health and safety training must be delivered before the planned football tournament takes place.
C. The volunteers will take time to understand the training before they can apply it safely.
D. The health and safety training should be left out if it cannot be delivered before the football tournament.

Correct Answer: B
Section:
Explanation:
Timely delivery of the health and safety training is crucial to ensure that all volunteers are adequately prepared before the event. Meeting this deadline is essential for ensuring a safe environment for the public during the football tournament, making it a priority to adhere to the schedule.

QUESTION 15
Project scenario - Get fit with football!
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Introduction
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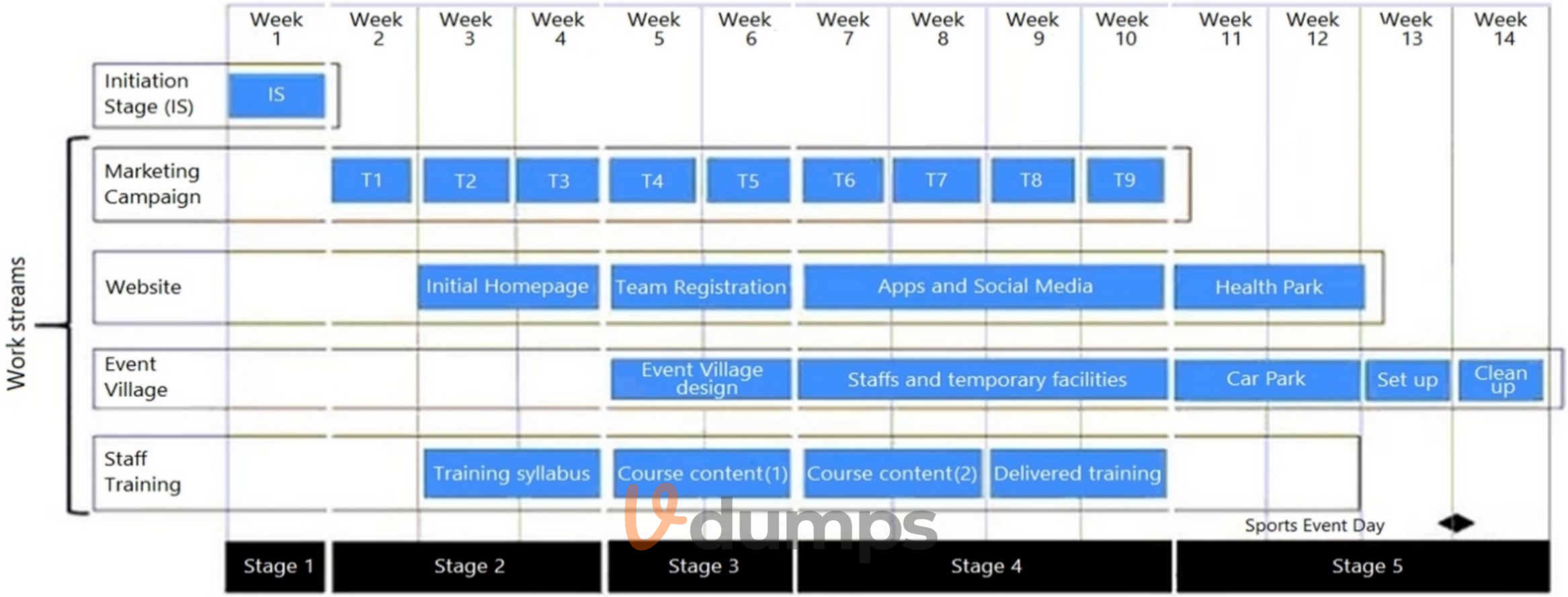

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4. Training delivery:
* Production of the training manual;
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The Staff Training Team is staffed by in-house training staff members that have been involved in several waterfall projects but have not had any exposure to agile.
Using the Project Scenario and Staff Training Additional information, answer the following question:
The project product description for the sports event includes the following acceptance criteria (AC):
* It must be possible for the training materials to be maintained in the future by the LGA training department.
* The training materials must be usable for future events run by the LGA.
Which reason explains why the team manager should protect the level of quality in relation to the acceptance criteria?

A. The AC should be delivered as a minimum viable product.
B. The AC should be made transparent for maintenance by the training department.
C. The AC should be met so that the cost of ownership of the materials is acceptable.
D. The AC should be tested using spikes to trial the maintenance procedures.

Correct Answer: C
Section:
Explanation:
Ensuring that the acceptance criteria are met is crucial for maintaining the quality of the training materials. This not only affects the usability for future events but also impacts the long-term cost of ownership, as high-quality materials will require less maintenance and adaptation over time. Protecting quality helps ensure that the investment in the training materials is justified and sustainable for future use.

QUESTION 16
What does PRINCE2 Agile identify as a 'concept'?

A. Prioritizing what needs to be delivered.
B. Trusting and not blaming others.
C. Setting tolerances for each project objective to establish limits of authority.
D. Using daily stand-up meetings and user stories.

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Correct Answer: D
Section:
Explanation:
This option reflects key practices in Agile methodologies, emphasizing collaboration and iterative progress, which are central to Agile principles.