SAMPLE of practice exam questions
and explanatory rationales

(Full contents is included in the full course)
PRINCE2 Agile™

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The PRINCE2 Agile Examination

Sample Paper 1
Scenario Booklet

Instructions

1. Read the scenario carefully in order to answer questions 7 to 50.

2. The scenario is not based on actual organizations. Any similarities to known organizations are coincidental.
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Project Scenario - Chestertons Cheese

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

Introduction

The Chesterton family started out as farmers, and four years ago they successfully moved in to the making and selling of a wide range of cheeses. They now employ 80 people.

Chestertons sell most of their cheese to national supermarkets (referred to as ‘trade customers’). However, two years ago they decided to sell cheese directly to the public by telephone or over the counter at the farm shop. They did this in order to open up a new market in case their trade customers became less profitable.

One of their cheeses, the Chesterton Blue, has been nominated for the International Cheese of the Year Award. The winner of this award will be announced at the International Cheese Festival being held in Amsterdam in three months’ time. Chestertons are expecting to see a significant increase in demand resulting from the publicity.

In order to cope with the extra demand, Chestertons have decided to undertake a project which they have called 'The Golden Clog Project'.

Scope

The initial scope of the project includes:

- Rebranding of Chestertons Cheese;
- Creating a marketing campaign to highlight how successful Chestertons have been and to publicize their new branding;
- Moving to new premises where the manufacturing of the cheese and the support office will be in one place;
- Creating a new website.

The Project has been set up with four work streams to deliver this work:

1. Rebranding;
2. Marketing campaign;
3. Website;

Project Background

Most of the staff at Chestertons have been trained in PRINCE2 Agile. Last year a project office was created to support best practice in the way Chestertons worked.

Due to the importance of this project, the Directors have decided to release the Board Room for use throughout the project’s duration.
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.
Rebranding – Additional information for questions 7 to 18

Chestertons have used a company called Brand-u-Like for many years. They have a lot of respect for Brand-u-Like as they are professional, easy to work with and produce high quality work.

Brand-u-Like are good at what they do. However, they require a very detailed ‘brief’ of the campaign and will not commit to the work until it is documented and authorized. As they invest a lot of time in the creation of the brief, any change will incur additional costs. They have recently invested in agile training in order to become more agile and responsive in the way they work with customers.

There are three Work Packages within this work stream:

1. Corporate image:
   - Scoping of objectives and key messages;
   - Redesigning the corporate brand/image and all corporate brand standards to align to the new logo, once it has been selected.

2. Logo:
   - Redesigning the Chestertons corporate logo to prepare Chestertons for expansion into a wider marketplace with more diverse customers.

3. Collateral:
   - Corporate signage;
   - Website look and feel;
   - Letterheads;
   - Fonts and tone of voice;
   - Corporate clothing.
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The PRINCE2 Agile Examination

Sample Paper 1
Question Booklet

Exam Duration: 2 hours and 30 minutes

Instructions

1. All 50 questions should be attempted. Each question is worth one mark.

2. Read the scenario carefully in order to answer questions 7 to 50.

3. All answers are to be marked on the answer sheet provided.

4. Use a pencil (NOT ink pen) to mark your answers on the answer sheet provided. There is only one correct answer per question.

5. You have 2 hours and 30 minutes to complete this paper.

6. The exam is to be taken with the support of the PRINCE2 Agile Guide only i.e. no material other than the Scenario Booklet, the Question Booklet, the Answer Sheet and the PRINCE2 Agile Guide is to be used.

7. The scenarios are not based on actual organizations. Any similarities to known organizations are coincidental.
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PRINCE2 Agile Examination

Question Booklet

1. Which describes Lean Startup?
   a) An approach to system improvement which controls how much work is underway at any one time.
   b) An approach that creates IT services through enhanced collaboration between development and operations.
   c) An approach to applying agile across an entire organization for large scale and complex work.
   d) An approach to delivering new products quickly, initially based on setting up new companies.

2. Which type of change should PRINCE2 Agile be used for?
   a) Prioritizing ideas in order to enhance or continuously improve a product.
   b) Developing a new service which is not yet understood or fully defined.
   c) Responding to simple requests for change received from sales staff.
   d) Resolving a long list of minor upgrades that is regularly added to.

3. Which describes an agile approach which can be integrated with PRINCE2 Agile?
   a) Limiting the amount of work under way and using visualization to show progress.
   b) Comprising a sequence of phases such as design, build and test.
   c) Prioritizing and delivering frequent requests to improve existing operational products.
   d) Representing the intended long-term product functionality in a diagram and making it visible to the project team.
Using the Project Scenario and Rebranding Additional information, answer the following questions:

7. The ‘Chestertons Cheese? Yes please!’ Project Retrospective concluded that despite the campaign being successful, the company has a recognition problem in its non-English speaking markets. It was recommended that future campaigns make use of uniquely distinguishable branding.

Which is the PRINCE2 principle being applied?

a) Focus on products.
b) Learn from experience.
c) Continued business justification.
d) Manage by stages.

8. It has been recommended that a marketing campaign be used to determine whether the proposed new corporate logo is sufficiently unique and recognizable. This campaign will target a non-English speaking country.

How effectively does this apply the ‘Continued business justification’ principle?

a) This applies the principle well because it will help identify the Minimum Viable Product for the new corporate logo.
b) This applies the principle well because it will have a favourable impact on the prevailing agile environment.
c) This applies the principle poorly because the Minimum Viable Product is concerned with the viability of the project as a whole.
d) This applies the principle poorly because the proposed new corporate logo may not be sufficiently unique and recognizable.
9. A marketing campaign to promote Chesterton Blue will target a non-English speaking country in order to determine whether the proposed new corporate logo is sufficiently unique and recognizable. The Senior User will approve the chosen logo. During Brand-u-Like’s most recent daily stand-up meeting, a number of observations were made.

Which observation should be recorded as an item that may potentially block the team’s progress?

a) Targeting the Netherlands could increase awareness, resulting in a favourable outcome at the International Cheese Festival.
b) The chosen logo may not be sufficiently unique and recognizable, having a negative impact at the International Cheese Festival.
c) The Chesterton Blue marketing campaign will require an increase in the marketing budget.
d) The Senior User has reported that they may have limited availability over the next three months.

10. During Stage 4, the Cheese Marketing Association confirmed that Chestertons Cheese is allowed to use its quality accreditation logo as part of its branding on all of their marketing materials and products.

How should this be managed by Brand-u-Like?

a) Adopt a dynamic approach to this branding change.
b) Redesign corporate brand standards, implement them, and seek feedback.
c) Produce an Exception Report to inform the Project Board.
d) Raise an issue to inform the Project Manager.
11. It was recommended that a marketing campaign to promote Chesterton Blue is used to determine whether the proposed new corporate logo is sufficiently unique and recognizable. The Customer Subject Matter Expert (CSME) in the Brand-u-Like Team has added this new marketing campaign to the Marketing Team’s Product Backlog.

How effectively does this apply the Change theme?

a) It applies it well because empowered self-organizing teams should be free to handle change dynamically.
b) It applies it well because work should be prioritized in a Product Backlog on an ongoing manner, based on value.
c) It applies it poorly because the change needs to be managed at the appropriate level.
d) It applies it poorly because a burn-up chart should be used where the amount of work changes.

12. During Brand-u-Like’s most recent daily stand-up meeting, a rumour that one of their suppliers is likely to become insolvent was reported. As a result, it was agreed that a safe-to-fail experiment should be conducted to determine the likelihood of this occurring.

How effectively does this apply the Risk theme?

a) It applies it well because a safe-to-fail experiment can be used to assess the impact of major changes to scope.
b) It applies it well because the person who is managing the team is responsible for managing risk at the delivery level.
c) It applies it poorly because it should be managed as an impediment, rather than as a risk.
d) It applies it poorly because a safe-to-fail experiment is NOT a good method for determining risk probabilities.
16. At the start of the project the Agilometer was used and the ‘Advantageous environmental conditions’ slider was set at a high-level across the project. When reviewing the project’s performance this was felt to have been too optimistic. Throughout the project it was found that Brand-u-Like would not change their approach and would not commit to their work until it was documented and authorized.

Which report is MOST relevant for including this information?

a) Checkpoint Report.
b) Exception report.
c) End project report.
d) Product status account.

17. When contributing to the development of the Configuration Management Strategy (CMS), Brand-u-Like wish to specify how changes to the detailed brief they have produced will be managed. They can then charge for changes made to it.

Which reason BEST explains whether the CMS should be used in this way?

a) It is suitable because the rebranding brief will require a formal configuration item record.
b) It is suitable because the development of the CMS should be collaborative and include the views of stakeholders.
c) It is unsuitable because change should be allowed for at the product delivery level by trading requirements.
d) It is unsuitable because a CMS is redundant if Brand-u-Like wishes to become more agile.

18. The Acceptance Criteria relating to the new logo have been set at a high level in the Project Product Description (PPD). The introduction section of the Quality Management Strategy (QMS) contains the objective of ensuring that this standard is achieved.

Which BEST explains why this statement should be included in the introduction section of the QMS?

a) Brand-u-Like need to ensure that the agile ways of working documented in the QMS will achieve the appropriate level of quality.
b) This objective corresponds to the reputation Brand-u-Like has for producing work to a high level of quality.
c) All of Chestertons’ requirements are driven by the high standards needed by food production regulations.
d) When working in basic agile environments a lot of emphasis should be placed on quality planning during the Initiation Stage.
Using the Project Scenario and Marketing Campaign Additional information, answer the following questions:

19. The Marketing Team believes that the most successful viral marketing videos are normally uploaded to YouTube and shared by people using Twitter. Videos on Facebook have much less impact. Adding pictures from the video onto Instagram could also improve the take-up rate. The acceptance criteria need to be set for where the video is made available.

Which tolerance level is MOST suitable for the acceptance criteria, in order to comply with the ‘protect the level of quality’ target?

a) A tolerance range set for the video and/or photos to be available on as many social media platforms as possible.

b) Zero tolerance on the need for Twitter to be able to share with all social media applications.

b) Zero tolerance on the need for the video to be available on YouTube, Facebook and Instagram.

d) Zero tolerance on the need for the video to be on YouTube with a tolerance range of 1-5 photos on Instagram.

20. The Marketing Team is working on the advertisements in the first timebox but there is not enough time to complete them all. The remaining requirements to be completed for this timebox are:

- Must Have advertisements in the ‘Good Food’ and ‘Great International Food’ magazines;
- Should Have advertisements in ‘Cook Organic’ and ‘The Vegetarian’ magazines.

How should the team respond, taking into account the ‘five targets’?

a) Deliver the Must Have advertisements as required and as many Should Have advertisements as possible.

b) Deliver as many advertisements as possible on both Must and Should Have advertisements equally.

c) Deliver only the Must Have advertisements and remove all of the Should Have advertisements from project scope.

d) Deliver one Must Have and one Should Have advertisement in the first timebox and the remainder in the second.
23. The PPD for the Golden Clog Project includes the following Acceptance Criterion in relation to the marketing campaign:

'The marketing campaign must generate a 200% increase in customer enquiries in advance of the International Cheese Festival.'

Which reason explains why the Team Manager should 'protect the level of quality' of the marketing campaign?

a) The impact of each marketing campaign needs to be established early in the project to generate enquiries.
b) The marketing campaign must be delivered before the International Cheese Festival.
c) The number of enquiries converted to sales depends on how well the campaign reflects the cheese range.
d) The Acceptance Criterion represents the Minimum Viable Product to be delivered by the Golden Clog Project.

24. One purpose of the marketing campaign is to promote awareness of the Chestertons' Blue cheese, using advertisements based on the smell of the cheese. There is a negative reaction from the public to the first advertisement. Further research identified that this is because the public dislikes the photographs of noses on the advertisement.

The Marketing Team decide to immediately change from using photographs of noses to new ones based on smiling faces in the next timebox.

Which BEST describes why this change complies with the 'embrace change' target?

a) The team made the decision to change and take action collaboratively.
b) The cost of ownership of the marketing campaign will be reduced.
c) Revision to the advertisement removes features that the customer did not want.
d) Making changes according to feedback should result in a more successful product.
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The PRINCE2 Agile Examination

Rationale

Sample Paper 1

June 2015 Release
1. Syllabus Topic: 1.1  
Correct Answer: D  
Objective: LO1 - Understand the basic concepts of common agile ways of working  

   a) Kanban is a way to improve flow and provide system improvement through controlling work in progress (Table 2.1).  
   b) DevOps is for IT work only. It is a collaborative approach between development and operations to creating a product or service where the two types of work and even the teams merge as much as possible (Table 2.1).  
   c) SAFe (Scaled Agile Framework) is a large scale application of agile across an organization (Table 2.1).  
   d) Lean Startup was originally an approach to creating and managing start-up companies, but is now applied to any business, so that they can deliver products quickly to the customer (Table 2.1).  

2. Syllabus Topic: 1.2  
Correct Answer: B  
Objective: LO1 - Understand the basic concepts of common agile ways of working  

   a) In a business as usual environment, the list of work is prioritized in some form and may be batched into timeboxes. As the work is completed the existing product evolves over time (1.2.2).  
   b) An example of a project would be where a new product or service is being created and there may be a need to engage many stakeholders and a significant amount of uncertainty (1.2.2). PRINCE2 Agile is only suitable for use on projects (1.2).  
   c) In a business as usual environment, the list of work is prioritized in some form and may be batched into timeboxes. As the work is completed the existing product evolves over time (1.2.2).  
   d) For business as usual there would usually be a long list of tasks that would arrive regularly throughout the lifespan of the product (1.2.1). PRINCE2 Agile is only suitable for use on projects (1.2).
3. Syllabus Topic: 1.3
   Correct Answer: A
   Objective: LO1 - Understand the basic concepts of common agile ways of working

   a) Kanban is a way to improve flow and provoke system improvement through visualization and controlling work in progress (Table 2.1).
   b) A traditional waterfall lifecycle is broken down into ‘technical’ phases such as Analysis, Design, Build, Test and Implement (6.4.2).
   c) In a business as usual environment, the list of work is prioritized in some form and may be batched into timeboxes. As the work is completed the existing product evolves over time (1.2.2).
   d) The Product Roadmap is a diagram or document that shows the intended development path for a product. This would typically be a long range plan that may cover several months or years (Glossary).

4. Syllabus Topic: 2.2
   Correct Answer: C
   Objective: LO2 - Understand the purpose and context for combining PRINCE2 and the agile way of working

   a) PRINCE2 should not be thought of as a ‘traditional project management approach’ being predominantly ‘big design up front’ (3.7 point 2).
   b) PRINCE2 should not be thought of as a ‘traditional project management approach’ being predominantly ‘waterfall’ (3.7 point 2). The waterfall method is linear and sequential with distinct goals for each phase of development (Glossary).
   c) PRINCE2 should not be thought of as a ‘traditional project management approach’ being predominantly ‘bureaucratic’ and ‘command and control’ (3.7 point 2).
   d) PRINCE2 is already enabled to work with agile and nothing needs to be removed or significantly changed (3.7 point 1).
7. Syllabus Topic: 5.2
Correct Answer: B
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) Focus on products is related to product descriptions, quality criteria and quality tolerances. These can be flexed to focus on the delivery of value (Table 7.1).
b) The team learned that the company has a recognition problem in its non-English speaking markets. In response, a recommendation has been made (Table 7.1).
c) The team learned that the company has a recognition problem in its non-English speaking markets. In response, a recommendation has been made (Table 7.1).
d) A project retrospective takes place as part of the Closing a Project process rather than at the end of a stage (Table 22.1).

8. Syllabus Topic: 5.3
Correct Answer: A
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) This is an example of a ‘feasibility study’ or experiment, which will help determine the “version of the final product which allows the maximum amount of validated learning with the least effort”, i.e. the Minimum Viable Product (MVP) for the new corporate logo (Table 7.1 and Glossary).
b) This may have a favourable impact on the prevailing agile environment. However, it is a form of ‘feasibility study’ or experiment to learn and determine the MVP for the new corporate logo (Table 7.1, Section 24.3 and Glossary).
c) The MVP is a “version of the final product which allows the maximum amount of validated learning with the least effort”, and it should not be confused with the viability of the project as a whole (Glossary).
d) While it is true that the proposed new corporate logo may not be sufficiently unique and recognizable, this is an example of a ‘feasibility study’ or experiment, which will help determine the “version of the final product which allows the maximum amount of validated learning with the least effort”, i.e. the MVP for the new corporate logo (Table 7.1 and Glossary).
9. Syllabus Topic: 5.4
Correct Answer: D
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) The outcome at the Cheese Festival is outside the scope of Rebranding. This is a project ‘opportunity’ and is unlikely to block the Rebranding Team’s progress (Section 13.3). It should be escalated to the Project Manager.

b) The outcome at the Cheese Festival is outside the scope of Rebranding. This is a project ‘threat’ and is unlikely to block the Rebranding Team’s progress (Section 13.3). It should be escalated to the Project Manager.

c) The marketing campaign is outside the scope of Rebranding. This is a project issue and is unlikely to block the Rebranding Team’s progress (Section 13.3). The Project Manager should already be aware of this.

d) In stand-up meetings it is good practice to also ask if they are aware of anything that ‘may potentially’ block their progress (Section 13.3).

10. Syllabus Topic: 5.4
Correct Answer: D
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) While it is true that empowered self-organizing teams should be free to handle change dynamically at the detailed level, this change would affect more than Work Package and team. As a result, it is not at the detailed level (Section 14.3).

b) This is in keeping with the PRINCE2 Agile behaviour of Exploration. However, it is not appropriate, because this change would affect more than one Work Package and team. As a result, it is not at the detailed level (Sections 13.3 and 14.4.1).

c) Exception Reports to the Project Board would, if necessary, be raised by the Project Manager in the Controlling a Stage process (Figure 10.2, Table 19.1 and Section 19.5).

d) This change would affect more than one Work Package and team. As a result, it is not at the detailed level. The resulting issue needs to be escalated quickly to ensure that Sprint and Release goals are not compromised (Sections 13.3, 14.4.1 & 19.3 and Table 20.1).
11. Syllabus Topic: 5.5
Correct Answer: C
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) While it is true that empowered self-organizing teams should be free to handle change dynamically at the detailed level, this is a change of scope and needs to be handled formally; decisions need to be made by the appropriate level of management (Section 14.3).

b) While it is true that work should be prioritized in a Product Backlog by a Product Owner, in an ongoing manner, based on value and maximizing that value, this is a change of scope and needs to be handled formally (Sections 9.2 and 14.3).

c) Empowered self-organizing teams should be free to handle change dynamically at the detailed level. However, is a change of scope and needs to be handled formally and it is very important to deal with change at the appropriate level of management (Section 14.3).

d) While it is true that if the amount of work is likely to change, or does change, then this will not be picked up by a burn-down chart easily and hence, a burn-up chart should be used. This is a change of scope and needs to be handled formally; decisions need to be made by the appropriate level of management (Sections 14.3 and 15.4.1).

12. Syllabus Topic: 5.5
Correct Answer: D
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) A safe-to-fail experiment is one that is designed to have only limited impact on a system or the plan in the event of failure (Table 13.1 and Glossary).

b) While it is true that it is the responsibility of the role that is managing the team (i.e. the Team Manager) to manage risk at the delivery level, a safe-to-fail experiment is one that is designed to study impacts (i.e. limited impacts) on a system or plan in the event of failure, not probabilities of an uncertain event occurring (Section 13.3, Table 13.1 and Glossary).

c) This is a ‘cause’ or source of a risk to the successful completion of the teams work. As a result, it should be managed as a risk (Section 13.3).

d) A safe-to-fail experiment is one that is designed to study impacts (i.e. limited impacts) on a system or plan in the event of failure, not the probability of an uncertain event occurring (Section 13.3, Table 13.1 and Glossary).
15. Syllabus Topic: 5.8
Correct Answer: C
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) Even though the work is contained within one stage there would still be a need for some form of planning (12.3.5).
b) PRINCE2 supports any type of planning style from a conventional Gantt chart to a simple backlog list. Both styles are in keeping with the Plan product description. It may be the case that more than one planning style is used on a single project (12.3).
c) When accepting a Work Package, release and sprint backlogs can be used. Empirical and emergent planning is more likely to occur in the lower levels of plan such as with product delivery within the Managing Product Delivery process (i.e. where agile is predominantly used) because the timescales (and therefore the planning horizons) will be short, perhaps in the order of two to four weeks (Table 20.1 / 12.3.3).
d) Agreement on what the Work Package may release (if anything) and the preferred size of the timeboxes involved – if there might be more than one. However, this does not explain the use of backlogs within the Managing Product Delivery process (20.3.1).

16. Syllabus Topic: 5.8
Correct Answer: C
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context

a) A Checkpoint Report is used to report, at a frequency defined in the Work Package, the status of the Work Package. This is throughout the project and not at the end of the project. Also Brand-u-Like would not document this information in a Checkpoint Report about themselves (A.3.1).
b) An Exception Report is most likely to occur due to the expected amount to be delivered being forecast to exceed tolerance. The information given will not cause an exception (Table 23.3).
c) An assessment of agile should be included in an End Project Report and should reference the judgements made when using the Agilometer (Table 23.3).
d) The Product Status Account may need to cater for high degrees of change due to the regular iteration of products under configuration management. The information given is not related to products (Table 23.3).
17. Syllabus Topic: 5.9  
Correct Answer: C  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context  

a) The composition of a Configuration Item Record (CIR) will be defined in the project’s Configuration Management Strategy (CMS). The need for a CIR is irrelevant to managing changes to a product (A.5.2).  
b) Although the approach to development of the CMS should be collaborative, the requirements should be defined at a high or intermediate level, but not in detail (28.3).  
c) The level at which configuration management takes place needs to take into account that project- or stage-level change may affect the agreed baseline, whereas detailed change is likely not to (Table 23.1). Change should be allowed at the product delivery level in order to harness the benefits of positive change (14.3).  
d) A CMS in some form will be essential to the project. The iterative and incremental nature of agile means that there will naturally be several versions of products and that change is inevitable; therefore this should be embraced and supported accordingly. In environments where automation and frequent releases into operational use occur, specific tools may exist and their use should be clearly defined (Table 23.1).

18. Syllabus Topic: 5.9  
Correct Answer: A  
Objective: LO5 - Be able to apply or tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context  

a) The agile way of working needs to be incorporated into the Quality Management Strategy (QMS) for ensuring that the quality level is achieved (Table 23.1).  
b) The QMS is used to define the quality techniques and standards to be applied. The reputation of a supplier has no bearing on the requirements (A.22.1).  
c) The QMS is used to define the quality techniques and standards to be applied, and the various responsibilities for achieving the required quality levels, during the project (A.22.1).  
d) Although in some agile environments there may not be a lot of emphasis given to quality planning and quality management during the start of a project, the QMS will define how the standard specified will be achieved using quality control during product development (11.2).
49. Syllabus Topic: 3.2 c)  
Correct Answer: B  
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Communication and Contracts

a) Enabling benefits to the customer is an advantage to delivering frequently. Having a marked out layout will aid delivery but will not realize benefits to the customer (27.1).

b) Agile team need to work at much quicker speeds due to the iterative and responsive nature of agile. This is why agile makes extensive use of workshops, face-to-face meetings, visualizations in the form of models and prototypes, and video (26.3.3).

c) Requirements for a complex item such as a production line will need supporting information, such as user stories, a more detailed written specification, figures or models. A model will not be used to document detailed requirements (25.6.1 / 24.7).

d) Test-driven development is the concept of writing tests or quality checks before building the product or sub-product as opposed to after. Marking out will test whether the lines will fit but is more an example of refining the requirements (11.3.3).

50. Syllabus Topic: 3.2 d)  
Correct Answer: B  
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Communication and Contracts

a) There are still many advantages to delivering frequently, such as enabling benefits to the customer, allowing for feedback, reducing risk and encouraging confidence and engagement. Helping to define requirements is not a good reason why you would deliver frequently (27.1).

b) Frequently delivering something of use will allow feedback and reduce risk, as well as generating benefits (27.1).

c) The strategy for delivering frequently and how to plan for this needs careful consideration as there are many trade-offs that have to be taken into account. Resolution of problems will need to be planned for whichever delivery approach is used (27.1).

d) The ultimate goal is to release continuously if conditions allow and the benefits of doing so are realized. The strategy for delivering frequently and how to plan for this needs careful consideration, as there are many trade-offs that have to be taken into account (27.3 / 27.1).
In the beginning was THE PLAN.

And then came The Assumptions.

And The Plan was without Substance.

And The Assumptions were without form.

And darkness was upon the face of the Workers.

And they spoke among themselves saying,

'lt is a crock of s--t, it stinks.'

And the workers went unto their supervisors,

and said,

'It is a pail of dung, and none may abide the odour thereof.'

And the supervisors went unto their Managers,

saying,

'It is a container of excrement and it is very strong, such that none may abide it.'

And the Managers went unto their Directors,

saying,

'It contains that which aids plant growth, and it is very powerful.'

And the Directors went to the Vice-Presidents,

saying unto them,

'It promotes growth, and it is very powerful.'

And the Vice-Presidents went to the President,

saying unto him,

'This new plan will actively promote the growth and vigour of the company, with powerful effects.'

And the President looked upon The Plan, and saw that it was good.

And The Plan became policy.

And that is how S--t happens.
PRINCE2 Agile™

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The PRINCE2 Agile Examination

Sample Paper 2
Scenario Booklet

Instructions

1. Read the scenario carefully in order to answer questions 7 to 50.
2. The scenario is not based on actual organizations. Any similarities to known organizations are coincidental.
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Project Scenario - Chestertons Cheese

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

Introduction

The Chesterton family started out as farmers, and four years ago they successfully moved in to the making and selling of a wide range of cheeses. They now employ 80 people.

Chestertons sell most of their cheese to national supermarkets (referred to as ‘trade customers’). However, two years ago they decided to sell cheese directly to the public by telephone or over the counter at the farm shop. They did this in order to open up a new market in case their trade customers became less profitable.

One of their cheeses, the Chesterton Blue, has been nominated for the International Cheese of the Year Award. The winner of this award will be announced at the International Cheese Festival being held in Amsterdam in three months’ time. Chestertons are expecting to see a significant increase in demand resulting from the publicity.

In order to cope with the extra demand, Chestertons have decided to undertake a project which they have called ‘The Golden Clog Project’.

Scope

The initial scope of the project includes:

- Rebranding of Chestertons Cheese;
- Creating a marketing campaign to highlight how successful Chestertons have been and to publicize their new branding;
- Moving to new premises where the manufacturing of the cheese and the support office will be in one place;
- Creating a new website.

The Project has been set up with four work streams to deliver this work:

1. Rebranding;
2. Marketing campaign;
3. Website;

Project Background

Most of the staff at Chestertons have been trained in PRINCE2 Agile. Last year a project office was created to support best practice in the way Chestertons worked.

Due to the importance of this project, the Directors have decided to release the Board Room for use throughout the project’s duration.
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.
Rebranding – Additional information for questions 7 to 18

Chestertons have used a company called Brand-u-Like for many years. They have a lot of respect for Brand-u-Like as they are professional, easy to work with and produce high quality work.

Brand-u-Like are good at what they do. However, they require a very detailed ‘brief’ of the campaign and will not commit to the work until it is documented and authorized. As they invest a lot of time in the creation of the brief, any change will incur additional costs. They have recently invested in agile training in order to become more agile and responsive in the way they work with customers.

There are three Work Packages within this work stream:

1. Corporate image:
   - Scoping of objectives and key messages;
   - Redesigning the corporate brand/image and all corporate brand standards to align to the new logo, once it has been selected.

2. Logo:
   - Redesigning the Chestertons corporate logo to prepare Chestertons for expansion into a wider marketplace with more diverse customers.

3. Collateral:
   - Corporate signage;
   - Website look and feel;
   - Letterheads;
   - Fonts and tone of voice;
   - Corporate clothing.
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The PRINCE2 Agile Examination

Sample Paper 2
Question Booklet

Exam Duration: 2 hours and 30 minutes

Instructions

1. All 50 questions should be attempted. Each question is worth one mark.

2. Read the scenario carefully in order to answer questions 7 to 50.

3. All answers are to be marked on the answer sheet provided.

4. Use a pencil (NOT ink pen) to mark your answers on the answer sheet provided. There is only one correct answer per question.

5. You have 2 hours and 30 minutes to complete this paper.

6. The exam is to be taken with the support of the PRINCE2 Agile Guide only i.e. no material other than the Scenario Booklet, the Question Booklet, the Answer Sheet and the PRINCE2 Agile Guide is to be used.

7. The scenarios are not based on actual organizations. Any similarities to known organizations are coincidental.
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Question Booklet

1. How is timeboxing typically described?
   
   a) As a behaviour.  
   b) As a framework.  
   c) As a technique.  
   d) As a concept.

2. Which characteristic is MOST likely to apply to a project using PRINCE2 Agile?
   
   a) Operational teams are stable and work well together.  
   b) Teams already have accurate metrics for business as usual (BAU) work.  
   c) Teams remain in place after completing work.  
   d) Teams are created as the environment is temporary.

3. Which describes an agile approach which can be integrated with PRINCE2 Agile?
   
   a) A framework of principles, values, and methods to manage project delivery.  
   b) The processes and tools that may be applied to a sequence of technical phases.  
   c) A technique to determine favourable and unfavourable factors for a given situation.  
   d) The improvement of processes to maximize value by removing wasted time and effort.
49. During the premises move it has been difficult to hold the daily stand-ups. Some teleconferences have been held but attendance at these has been varied. The team is now experimenting with a webcam showing the team’s Information Radiator and sending out an alert to everyone’s mobile telephone. As well as a reminder to call in, the alert also asks ‘Is there anything blocking or potentially blocking your progress?’

Which statement BEST explains how this approach applies the rich communication focus area?

a) It applies the focus area well because daily stand-ups ensure that issues are uncovered and recorded quickly.
b) It applies the focus area well because a multi-faceted approach to communication makes it easier and more effective.
c) It applies the focus area poorly because daily stand-ups should always be used for face-to-face communication.
d) It applies the focus area poorly because an environment which is too complex can damage communications.

50. Production line releases have been planned and the floor layout has been assigned to the four lines. At the end of Stage 3 the Project Board suggested that space is provided for a fifth production line because the project is turning out to be as successful as they had hoped. The Project Manager has suggested that release plans should complement the planning at the stage plan level in the future.

Which BEST explains why this observation shows a good understanding of the frequent releases focus area?

a) The different levels of plan need to be synchronized across the project.
b) The benefits from early release can be used to fund later parts of the project.
c) The disruption from releases to operations can be made visible to all.
d) Decision makers can be made aware of the significance of release planning.
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The PRINCE2 Agile Examination

Rationale

Sample Paper 2

June 2015 Release
1. Syllabus Topic: 1.1  
Correct Answer: C  
Objective: LO1 - Understand the basic concepts of common agile ways of working

- Agile behaviours are often seen as such things as being collaborative, self-organizing, customer-focused, empowered and trusting not blaming (Table 2.2).
- Scrum, Kanban and Lean are examples of frameworks (also referred to as methods or approaches) that are generally recognized as being agile (2.2.1).
- Burn charts, user stories, retrospectives, timeboxing, and measuring flow are generally seen as techniques (Table 2.2).
- Prioritizing what is delivered, working iteratively and incrementally, not delivering everything, time-focused, 'inspect and adapt'. Kaizen and limiting work in progress (WIP) are illustrative examples of concepts (Table 2.2).

2. Syllabus Topic: 1.2  
Correct Answer: D  
Objective: LO1 - Understand the basic concepts of common agile ways of working

- Business as usual (BAU) requires a stable team. A team is created in a project environment (Table 1.1.).
- A project has difficult and uncertain work so the work is unlikely to be similar to that completed before (Table 1.1.).
- BAU requires a stable, ongoing team (Table 1.1.).
- A temporary team is put together for a project (Table 1.1.).
49. Syllabus Topic: 3.2 c)  
Correct Answer: B  
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Communication and Contracts

a) The daily stand-up provides the delivery team with the opportunity to identify issues. This approach ensures that issues are uncovered and escalated quickly to ensure that sprint and release goals are not compromised. However, this does not explain how the use of a webcam and texting applies to the rich communication focus area (19.3.4).

b) Technology should be assessed with respect to making communication easier and more effective. Webcams and collaboration tools can help build a multi-faceted approach to communication (26.3.1).

c) Face-to-face should be favoured over the phone but it is not always possible to have everyone co-located. Alternative methods need to be used where co-location is not possible (26.3.1).

d) In order to succeed with PRINCE2 in an agile environment, effective communication is essential. When communication breaks down in an agile context, it can be very damaging. Technical solutions are sought to move communication traffic to faster, clearer channels when communication is not working (26.3/26.3.1).

50. Syllabus Topic: 3.2 d)  
Correct Answer: D  
Objective: LO3 - Be able to apply and evaluate the focus areas to a project in an agile context - Communication and Contracts

a) The different levels of a plan would need to be synchronized with respect to release planning. This is a good application of the Plans theme, not the frequent releases focus area (27.2.1).

b) It is possible that a project needs to realize early benefits in order to fund later parts of the project. However, this is not a reason why release plans should complement the Stage Plans (27.2.1).

c) Disruption should only occur when products and sub-products can be delivered too quickly for the customer to absorb them efficiently. A well-crafted release plan can prove to be significantly beneficial to an organization. It can create feedback that can be responded to at the earliest opportunity (27.2.1).

d) Release planning needs to be incorporated into the PRINCE2 plans. Release planning would typically be reviewed when Managing a Stage Boundary. The Project Board needs to be fully aware of the significance of release planning. It is not something that just concerns the people working at the delivery level (27.2.1/21.3).