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PRINCE2 Agile Practitioner Project Management Exam

PRINCE2 PRINCE2-Agile-Practitioner

Version Demo

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Topic Break Down

Topic	No. of Questions
Topic 1, Understand the basic concepts of common agile ways of working	17
Topic 2, Understand the purpose and context for combining PRINCE2 and the agile way of working	5
Topic 3, Be able to apply and evaluate the focus areas to a project in an agile context	14
Topic 4, Be able to fix and flex the six aspects of a project in an agile context	7
Topic 5, Be able to tailor the PRINCE2 principles, themes, processes and management products to a project in an agile context	27
Total	70

QUESTION NO: 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.

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:

- a marketing campaign to promote the event;
- a celebrity to open the event;
- a website to provide information about the event and handle applications;
- an event village to support the 'family day out';
- the training of LGA staff as volunteers to run and support the event;
- back-office processes to handle the applications;
- fundraising to cover the cost of the event.

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.



Website - Additional information

A new website will be built for the event. There are five work packages within this product:

1. Initial homepage:

- Website showing the event details, competition rules, etc.

2. Team Registration functionality:

- team name, player's names and ages;
- contact information;
- payment;
- lunch pack requirements (includes any special dietary needs);
- car parking requirements.

3. Social media promoting the event and its aims.

4. Applications (apps) to promote healthy lifestyles including fitness and healthy eating apps.

5. Health Park:

- An online knowledge base about healthy lifestyles that includes a discussion forum.

The Website Team have a lot of experience in IT and have been using agile for several years. They are delivering the website through five two-week timeboxes. The team uses a Scrum Master to facilitate and the Scrum process and coach people accordingly.

The Website Team are very good at Scrum. They have created a set of tasks to assess more difficult work and they refer to this as sprint zero.

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

The Website team manager has identified the need for a supplier representative to work on the social media website.

Who can fulfil this need according to the 'defined roles and responsibilities' principle?

- The senior user who is able to represent those who understand how social media channels are to be delivered.
- The project manager who has a good overview of the entire project and the social media requirements.
- The senior supplier who has technical knowledge of the website and how it should be delivered.
- The team manager who is leading the delivery of the social media website.

ANSWER: C

Explanation:

The senior supplier who has technical knowledge of the website and how it should be delivered is the appropriate representative. Under PRINCE2's defined roles and responsibilities principle, the project board represents the business, user and supplier interests. The senior supplier represents the interests of those designing, developing, procuring, and implementing the project's specialist products. A social-media website requires specialist technical capability and delivery expertise, so this responsibility belongs on the supplier side of the project-management team.

The senior supplier provides the authority and informed perspective needed to ensure that the necessary supplier resources, skills, technical integrity, and practical delivery approach are available. They are accountable for the quality of the specialist products from the supplier perspective and can ensure that the website work is feasible and delivered in accordance with the agreed requirements and quality expectations. This is particularly relevant where an agile delivery team is using Scrum, because agile team practices complement rather than replace PRINCE2's clear project-level accountabilities. The role retains responsibility for representing the supplier's interests while the team organizes and performs the detailed development work.

PRINCE2's role structure and the senior supplier responsibility are described by [PeopleCert's PRINCE2 guidance](#) and summarized in the [PRINCE2 project-management overview](#).

QUESTION NO: 2

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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.



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 th
- C. 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.
- D. Flex the tolerance for this risk to enable the risk to be accepted by the project board at the current level of probability.
- E. Set a high risk tolerance in relation to this risk and monitor the situation in order to deliver on time and hit the deadline.
- F. Remove the delivery of health and safety training from the product backlog in order to deliver on time and within the budget.

ANSWER: D

Explanation:

Flex the tolerance for this risk to enable the risk to be accepted by the project board at the current level of probability is the appropriate PRINCE2 Agile response. PRINCE2 requires risk tolerances to be defined so that the project manager understands when a risk remains within delegated authority and when it must be escalated for a decision. Where the probability of a training-related risk has increased, flexing the agreed tolerance makes the changed exposure transparent and allows the project board to decide whether it is willing to accept that exposure.

This is particularly suitable where health and safety training remains an essential requirement for the event. The project board owns the authority to make informed decisions at the project level, taking account of the business case, safety

obligations, time constraints, and the available response actions. Acceptance does not mean ignoring the risk: it records a conscious management decision, while the team can continue to monitor the risk and pursue proportionate mitigating actions. This supports PRINCE2's management-by-exception principle and PRINCE2 Agile's emphasis on clear tolerances and empowered decision-making. See [PeopleCert's PRINCE2 Agile Practitioner overview](#) and [PRINCE2 Agile guidance](#).

QUESTION NO: 3

Project scenario - Get fit with football!

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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.



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. This is covered by four work packages:
- C. It applies the target well because the team manager should remove obstacles to delivery.
- D. It applies the target well because the relevant skills should be available for each timebox.
- E. It applies the target poorly because the LGA will NOT have access to the health and safety expert during Stage 3.
- F. It applies the target poorly because the CSME should have been added during Stage 2 to improve progress.

ANSWER: D

Explanation:

"It applies the target well because the relevant skills should be available for each timebox." is correct because a PRINCE2 Agile delivery plan must make practical provision for the people and capabilities needed to complete the agreed work within each timebox. Timeboxing is a core agile control: the end date is protected, and the team collaborates to deliver the agreed, prioritized work to the required quality level. Therefore, assigning or making available the appropriate skills during the specific timebox in which they are needed supports reliable delivery and allows the team to make informed choices about scope if capacity is constrained.

For the Staff Training work stream, this means that subject-matter capability—for example, health and safety, event operations, volunteer supervision, or training delivery—must be accessible when the relevant training work is undertaken. Planning this availability at timebox level helps the project manager and team manager coordinate dependencies, maintain delivery momentum, and ensure that volunteers receive suitable training before the event. This aligns with PRINCE2 Agile's integration of PRINCE2 governance with agile delivery practices, including collaborative planning, clear responsibilities, and controlled delivery against tolerances. See [PeopleCert's PRINCE2 Agile Practitioner overview](#) and [AXELOS PRINCE2 guidance](#).

QUESTION NO: 4

Project scenario - Get fit with football!

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

Introduction

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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.

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Project Background

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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.

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:

Refreshment stalls within a large food tent. The LGA is keen to promote the culinary diversity of the town whilst adhering to the objective of eating healthily.

There are 30 vendor stalls selling products related to the event.

The LGA has five stalls to promote their longer term aims and to demonstrate current and future initiatives.

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.

ANSWER: D

Explanation:

A workshop is run informally to enable effective face-to-face communication. In PRINCE2 Agile, rich communication emphasizes using high-bandwidth, interactive communication wherever practical, particularly when people must resolve ambiguity, negotiate priorities, or develop a shared understanding. The food-stall requirements contain genuine tensions: the offer must be culturally diverse, healthy, and quick to serve. These cannot be fully resolved efficiently through documents, emails, or sequential hand-offs because the participants need to explore implications, test ideas, clarify assumptions, and reach an agreed way forward together.

A workshop creates a direct forum for the Event Village Team to exchange information immediately and respond to each other's concerns in context. Its informal, collaborative character supports open discussion and makes it easier to surface misunderstandings and build a common view of what the food provision must achieve. This directly demonstrates the rich-communication focus area, whose purpose is to improve understanding and collaboration through timely, person-to-person interaction. It is also consistent with the agile principle that face-to-face conversation is an especially effective means of conveying information within a team. See the [Agile Manifesto principles](#) and [PeopleCert's PRINCE2 Agile overview](#).

QUESTION NO: 5

Which is a reason for 'blending and weaving' PRINCE2 with agile at all levels within a project?

- A. To adjust a 'command and control' culture for product delivery.
- B. Projects should be established with the intention of NOT delivering everything.
- C. To allow teams to self-organize whilst staying in control.
- D. PRINCE2 Agile is NOT a substitute for PRINCE2.

ANSWER: C

Explanation:

To allow teams to self-organize whilst staying in control is a core reason for blending and weaving PRINCE2 with agile throughout a project. PRINCE2 provides a project-management method with defined accountabilities, governance, decision points, tolerances, and continued business justification. Agile ways of working enable delivery teams to organize their day-to-day work collaboratively, respond to emerging detail, and deliver products iteratively. Applying both at every appropriate level

avoids treating governance and agile delivery as separate or competing activities. Instead, the project retains clear direction and assurance while the delivery teams have the autonomy needed to decide how best to produce agreed products within the boundaries set for them. This balance supports effective delegation: project-level management focuses on outcomes, controls, risks, value, and tolerances, while teams use agile practices to manage the work and adapt to change. PRINCE2 Agile is specifically intended to combine PRINCE2 governance with agile delivery approaches, helping organizations apply appropriate control without unnecessarily constraining team-level agility. See the [PeopleCert PRINCE2 Agile Practitioner overview](#) and the [AXELOS PRINCE2 overview](#).

QUESTION NO: 6

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5. Health Park:

- An online knowledge base about healthy lifestyles that includes a discussion forum.

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The Website Team are very good at Scrum. They have created a set of tasks to assess more difficult work and they refer to this as sprint zero.

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

The following assessment was made initially during the 'starting up a project' process:

'The Website Team is already using Scrum and it is expected that this team will be familiar with agile techniques. However, the Staff Training Team is less familiar with the agile ways of working.'

Training on agile techniques was given to the Staff Training Team as a result of this assessment.

As part of the 'closing a project" process, the following observation was made:

'The Staff Training Team gained more understanding of what to fix and what to flex as the project moved into Stage 3.'

Why should this observation appear in the end project report?

- A. The end project report should sum up the results of each timebox and stage.
- B. The end project report should hand over the remaining Could Haves to operational staff.
- C. The end project report should review the use of the Agilometer and the agile ways of working.
- D. The end project report should review how much scope was delivered by the project.

ANSWER: C

Explanation:

The end project report should review the use of the Agilometer and the agile ways of working. The initial assessment identified differing levels of agile familiarity between delivery teams, leading to targeted agile training for the Staff Training Team. The later observation provides valuable evidence about the outcome of that intervention: the team developed a better practical understanding of the PRINCE2 Agile concept of fixing appropriate project constraints while flexing the appropriate variable, commonly scope within agreed tolerances.

At project closure, PRINCE2 requires the project's performance and lessons to be evaluated so that the organization can improve future projects. In PRINCE2 Agile, the Agilometer is used to assess factors affecting the suitability of agile ways of working and to identify actions needed to address them. The team's increased capability is therefore relevant evidence for reviewing the original Agilometer-related assessment, the effectiveness of the training response, and the organization's future readiness to use agile practices. Recording this learning in the end project report supports continual improvement beyond this particular event project. See [PeopleCert's PRINCE2 Agile Practitioner overview](#) and [AXELOS PRINCE2 guidance](#).

QUESTION NO: 7

An organization is considering PRINCE2 Agile for a project with a fixed deadline and several suppliers. An Agilometer assessment identifies limited availability of user representatives and a culture in which teams wait for management approval before resolving routine delivery issues.

How should the project manager use this assessment?

- A. Use the assessment to identify agility risks and agree actions to address them.
- B. Use the assessment to replace the Project Board with a self-organizing delivery team.
- C. Use the assessment to remove the fixed deadline from the project plan.
- D. Use the assessment to require all decisions to be made by the project manager.

ANSWER: A

Explanation:

The Agilometer should be used to identify the risks to adopting agile ways of working and to agree actions that improve the project's agile suitability. In this case, the project should address user availability and establish clear delegation boundaries so that teams can make appropriate day-to-day decisions.

The Agilometer is not a mechanism for abandoning PRINCE2 governance or for assuming that agile practices will succeed without organizational support. It helps the project tailor its approach and actively manage barriers to agility.