Vendor: PRINCE2

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Version: DEMO

QUESTION 1
What is used to address aspects of project and product development such as problem solving and release planning?

A. Delegation matrix
B. Project log
C. Agilometer
D. Agile workshops

Answer: D
Explanation:
Agile workshops are collaborative sessions used throughout the project to address various aspects such as problem-solving, release planning, team alignment, and continuous improvement. Workshops encourage open communication, collective decision-making, and foster a shared understanding of goals and challenges.

Unlike a delegation matrix, which defines roles and authorities, or the project log, which records issues and risks, workshops are interactive events that enable timely resolution of challenges. The Agilometer is a diagnostic tool assessing agility maturity but not a problem-solving forum.

Agile workshops embody the agile principle of collaboration and adaptability, enabling teams to respond quickly to issues and refine plans collectively.

QUESTION 2
Which of the following is a benefit of 'being and doing agile'?

A. Following processes
B. Using agile techniques
C. Increasing user satisfaction
D. Focusing on completing tasks

Answer: C
Explanation:
A key benefit of being and doing agile is increasing user satisfaction by delivering value early and continuously, adapting to feedback, and ensuring the product meets real user needs. Agile approaches emphasize collaboration with customers and iterative delivery, which enhances satisfaction compared to traditional, rigid methods.

QUESTION 3
In which process should the requirements for delivery of specialist products be agreed?

A. Initiating a project
B. Managing product delivery
C. Starting up a project
D. Managing a stage boundary

Answer: B
Explanation:
The Managing Product Delivery process includes agreeing on and controlling the requirements for the delivery of specialist products. This process ensures that team managers understand the scope and quality expectations before work begins and that delivery aligns with the project plan.

Initiating a project and starting up a project establish overall direction but do not handle detailed delivery requirements. Managing a stage boundary reviews progress and plans the next stage.

This process maintains clarity and accountability for delivery within PRINCE2's framework, facilitating effective control over specialist products.

QUESTION 4
What is essential to secure leadership buy-in for scaling up agile?

A. Speaking the language of leadership
B. Ensuring that all decisions are made by leadership
C. Ensuring emphasis on doing agile
D. Empowering teams to self-manage

Answer: A
Explanation:
Speaking the language of leadership is essential for securing leadership buy-in when scaling agile. This means framing agile benefits, risks, and requirements in terms that resonate with leaders--such as business value, risk management, and return on investment--rather than just agile jargon.

QUESTION 5
Which of the following describes shared attitudes, values, and goals?

A. Culture
B. Leadership
C. Co-creation
D. Management

Answer: A
Explanation:
Culture refers to the collective attitudes, values, beliefs, and goals shared by a group or organization. It shapes how people behave, make decisions, and interact. In PRINCE2 Agile, understanding and adapting organizational culture is critical for successful agile adoption and delivery.

QUESTION 6
Which workshop focuses on team growth and improvements in working practices?

A. Project kickoff workshop
B. Team retrospective workshop
C. Progress review workshop
D. Team planning workshop

Answer: B
Explanation:
The Team Retrospective Workshop is explicitly designed to facilitate team growth and continuous improvement in working practices. It is a fundamental agile practice where the team reflects on the recently completed work or sprint to identify what went well, what didn't, and what could be

improved. The goal is to foster an environment of trust and openness, enabling teams to discuss challenges and successes honestly.

Retrospectives promote inspect and adapt principles by encouraging teams to continuously evaluate their processes, collaboration, and tools. They help uncover systemic issues, process bottlenecks, or interpersonal challenges that may be impeding productivity or quality. Teams use this feedback to implement actionable improvements, which can range from adjusting communication methods to refining definitions of done or ready.

This workshop supports a key agile mindset--continuous learning and improvement--which directly contributes to team maturity, performance, and morale. Importantly, retrospectives are not about assigning blame but rather about fostering a growth mindset that accepts change as an opportunity to evolve.

QUESTION 7
What is the MOST important when blending PRINCE2 Project Management with agile?

A. Adopting agile mindset
B. Fostering psychological safety
C. Using agile techniques
D. Following agile processes

Answer: A
Explanation:
When blending PRINCE2 with agile, adopting an agile mindset is the most important factor for success. The mindset involves embracing agile values such as flexibility, collaboration, delivering value incrementally, and being responsive to change. Without this cultural and attitudinal shift, the use of agile techniques or processes becomes superficial and fails to deliver the benefits of agility.

PRINCE2 is a highly structured project management method with defined roles, processes, and controls. Integrating agile methods requires more than just overlaying practices like Scrum or Kanban; it demands a fundamental shift in thinking about leadership, governance, team dynamics, and customer involvement.

QUESTION 8
What should be included when transitioning from a project to business as usual to ensure continual improvement?

A. Providing access to Kanban or team boards
B. Establishing regular feedback loops
C. Agreeing applicable Service Level Agreements (SLAs)
D. Defining Key Performance Indicators (KPIs)

Answer: B
Explanation:
When transitioning from project delivery into business as usual (BAU), establishing regular feedback loops is crucial to ensure continual improvement. Feedback loops enable ongoing monitoring, learning, and adaptation of both products and processes post-transition. They provide mechanisms for capturing user experiences, operational issues, and evolving requirements that inform future iterations and enhancements.

Feedback loops can take many forms, such as user surveys, retrospectives, operational reviews, or service desk reports. Their regularity and structure ensure that BAU teams remain aligned with customer needs and organizational goals while adapting to changes effectively. This approach fosters a culture of continuous learning and agility even after the formal project has closed.

QUESTION 9
Which artifact is used to describe the project's major products in the form of epic user stories?

A. Project dashboard
B. Release map
C. Product backlog
D. Project backlog

Answer: D
Explanation:
The Project Backlog is the artifact used to describe the project's major products in the form of epic user stories. Epic stories are large, high-level user stories that capture significant features or product components that may later be decomposed into smaller, more detailed user stories in the product backlog.

The Project Backlog provides a strategic view of what the project intends to deliver and supports planning at the project level, including releases and stages. It bridges the gap between business requirements and team-level delivery.

QUESTION 10
What is a purpose of the 'team planning' workshop?

A. To update the project dashboard
B. To update the product backlog
C. To update the release map
D. To update the OKRs

Answer: B
Explanation:
The Team Planning Workshop is primarily held to update the product backlog. This collaborative session allows the delivery team to break down, refine, and reprioritize user stories or tasks to prepare for the upcoming iteration or sprint. The team reviews the product backlog items, clarifies acceptance criteria, estimates effort, and commits to the planned work.

Updating the product backlog at this level ensures that detailed planning aligns with the overall project vision and release goals. It empowers the team to self-organize and manage their workload, supporting agile principles of autonomy and collaboration.

QUESTION 11
Which artifact identifies risks associated with using an iterative project management approach?

A. Project backlog
B. Agilometer
C. Risk management approach
D. Definition of Done

Answer: B
Explanation:
The Agilometer is a diagnostic tool used within PRINCE2 Agile to assess the agility maturity and identify risks associated with adopting or operating in an iterative and agile environment. It helps teams and organizations evaluate their current agile capabilities, cultural readiness, and potential challenges that may impact project delivery.

The Agilometer highlights risk areas such as resistance to change, lack of agile skills, unclear roles, or insufficient governance adaptation. By providing a structured assessment, it enables proactive risk management and targeted improvements to reduce uncertainties inherent in iterative approaches.

QUESTION 12
Which is a collaborative technique for defining decision-making within teams?

A. Delegation poker
B. Team skills matrix
C. Personas
D. Magic estimation

Answer: A
Explanation:
Delegation poker is a collaborative game used to define and clarify decision-making authority within teams. It helps teams agree on who has the power to make decisions for specific areas, from the team level to senior management. Using cards representing different levels of delegation, team members discuss and align expectations, ensuring clarity and reducing conflicts.

This technique fosters transparency, shared ownership, and empowerment, which are critical for agile teams operating under PRINCE2 governance. It also helps balance autonomy and control, supporting the principle of manage by exception.

QUESTION 13
Which workshop enables participants to collaboratively define the Definition of Ready?

A. Starting up workshop
B. Project kickoff workshop
C. Project initiation workshop
D. Agile enablement workshop

Answer: D
Explanation:
The Agile Enablement Workshop provides a collaborative environment where teams and stakeholders define critical agile artifacts, including the Definition of Ready. This definition specifies the criteria a user story or product backlog item must meet before work can begin, ensuring clarity and readiness.

The workshop facilitates alignment on quality standards, scope, and expectations, reducing ambiguity and improving flow through development cycles. By involving all key participants, the Definition of Ready is meaningful and practical, tailored to the project's specific context.

QUESTION 14
Which is a responsibility of the product owner?

A. Monitor progress of the stage
B. Ensure project-level risks are identified and assessed
C. Prepare and maintain the project backlog
D. Prepare and maintain the product backlog

Answer: D
Explanation:
The product owner is responsible for preparing and maintaining the product backlog, ensuring it accurately reflects user requirements, priorities, and acceptance criteria. This role acts as the voice of the customer, maximizing product value by managing backlog items, ordering them to reflect business priorities, and clarifying requirements for development teams.

QUESTION 15
Which technique is used in the 'Issues' practice?

A. Trading/swapping
B. Objectives and key results
C. Refactoring
D. Delegation poker

Answer: A
Explanation:
Trading/swapping is a technique used within the issues practice to manage and resolve conflicts or competing priorities by negotiating trade-offs. For example, scope items, resources, or deadlines may be traded or swapped between stakeholders to reach agreements that keep the project on track.

This collaborative negotiation supports flexible, pragmatic issue resolution, aligning with agile values of collaboration and customer focus. It enables project teams to balance competing demands while maintaining progress and business justification.

QUESTION 16
Which of the following is a challenge when merging project management and agile?

A. No common ground in terminology
B. No clear processes to follow
C. Lack of guidance at delivery level
D. Lack of guidance on doing agile

Answer: D
Explanation:
One of the significant challenges when merging traditional project management approaches like PRINCE2 with agile delivery methods is the lack of guidance on doing agile. While PRINCE2 provides a structured framework focusing on governance, control, and business justification, agile introduces flexible, iterative, and people-centered approaches. The integration of these requires clear guidance on how to implement agile practices effectively within the PRINCE2 framework.

PRINCE2 Agile acknowledges that while it offers a comprehensive method to combine

governance and agility, many organizations and practitioners struggle with practical implementation, especially in how to "do agile" properly. This includes understanding how to adopt agile roles, ceremonies, and artifacts without losing control, as well as aligning agile delivery with PRINCE2's management layers.

The challenge is compounded by the fact that agile methodologies emphasize adaptive planning and team autonomy, whereas traditional project management often focuses on upfront planning and command-and-control structures. PRINCE2 Agile aims to bridge this gap by providing detailed guidance, but a lack of practical `how-to' agile advice remains a common issue.

QUESTION 17
Which practice has the purpose of controlling uncertainties that would affect the project's objectives?

A. Plans
B. Issues
C. Quality
D. Risk

Answer: D
Explanation:
The Risk practice is specifically aimed at controlling uncertainties that could impact the achievement of the project's objectives. In PRINCE2 Agile, risk management involves identifying, assessing, and controlling threats and opportunities to reduce negative impacts and maximize positive outcomes.

Effective risk management is a core theme and practice in PRINCE2 Agile and is crucial for agile environments where change and uncertainty are inherent. The practice ensures that risks are continuously monitored and appropriate responses are planned and implemented. This proactive management helps keep the project viable and aligned with business justification.

While plans support managing scope and resources, issues deal with current problems rather than potential future events, and quality ensures that products meet requirements, risk management uniquely focuses on uncertainty.

The PRINCE2 Agile guidance emphasizes integrating agile techniques such as frequent reviews and retrospectives to improve risk awareness and control.

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