



PRINCE2[®] Agile Foundation

VERSION 2

Global Best Practice

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

Sample Paper 2

Answers and Rationales


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Sample Paper 2: Answers and Rationales

Q	A	Syllabus Ref	Rationale
1	C	2.2.15	<p>A. Incorrect. Burn charts are “a technique for showing progress (for example, within a timebox/during an iteration), where work that is completed and work still to be done are shown with one or more lines that are updated regularly or daily”. Ref 12.4.3</p> <p>B. Incorrect. the Definition of Done (DoD) is “a shared agreement within the team that specifies the criteria a task, deliverable, piece of work, or a collection of work items must meet to be considered complete”. Ref 9.3.2.2</p> <p>C. Correct. “Agile maturity assessments: Initially assessed during ‘starting up a project’ or in ‘initiating a project’. It is based on the assessment of the key metrics for agility (see Section 2.7.6): psychological safety, agile maturity and agile sustainability.” Ref 12.4.1</p> <p>D. Incorrect. Objectives and Key Results (OKRs) “are designed to help organizations focus on what matters most and align their teams around common goals”. They are not used to assess agile maturity. Ref 12.3.2.3</p>
2	C	2.1.2	<p>A. Incorrect. “The purpose of the issues practice is to collect and assess issues and control changes to the project’s baseline.” Ref 11.1</p> <p>B. Incorrect. “The purpose of the risk practice is to identify, assess, and control uncertainties that would affect the project’s objectives and, as a result, improve the ability of the project to succeed.” Ref Table 10.1</p> <p>C. Correct. “The purpose of the progress practice is to: establish mechanisms to monitor and compare actual achievements against those planned, provide a forecast for the project’s objectives and continued viability, control any deviations causing an exception.” Ref 12.1</p> <p>D. Incorrect. “The purpose of the quality practice is to document the user’s requirements of the project products and to establish the means by which they will be met.” Ref Table 9.1</p>
3	D	2.2.13	<p>A. Incorrect. “Trading (or swapping) is used to handle emerging change by replacing one or more requirements (or features, or user stories) with others of a similar size in terms of effort.” It is not used to resolve blockers. Ref 11.4.1</p> <p>B. Incorrect. “In a software context, refactoring, is defined by Martin Fowler as [...] the process of changing a software system in such a way that it does not alter the external behaviour of the code yet improves its internal structure”. The same concept can be applied to any product, irrespective of whether it is software.” It is not used to resolve blockers. Ref 9.4.1</p> <p>C. Incorrect. “‘Technical debt’ (Ward Cunningham) is another term mostly used in the software domain. It is a metaphor referring to the eventual consequences of poor system design, software architecture, or software development. The debt can be seen as work that needs to be done before a particular job can be considered complete.” Ref 9.4.2</p> <p>D. Correct. Swarming “is particularly effective as an issue resolution technique when a team encounters a problem or blocker that hinders progress. When a task or story is stuck, or an obstacle arises that an individual team member cannot resolve alone, the team can ‘swarm’ on the issue”. Ref 11.4.2</p>

Q	A	Syllabus Ref	Rationale
4	A	3.2.6	<p>A. Correct. The 'OKR definition' topic includes activities to define or update team OKRs. Its goal is to define "a clear set of OKRs to guide project progress and measure success". Ref Table 13.16</p> <p>B. Incorrect. The 'release planning' topic for initiation includes activities to "update the release map". Its goal is to update a "release map with prioritized features and defined timelines for upcoming releases." Ref Table 13.16</p> <p>C. Incorrect. The 'persona definition' topic is not a part of the release planning workshop (for initiation). It is used in the project initiation workshop to "identify and define key user personas that will guide product decisions". Ref Table 13.7</p> <p>D. Incorrect. The 'wrap-up' topic includes activities to "review key outputs" and they are not used to define the measures to show progress. Ref Table 13.16</p>
5	A	1.3.4	<p>A. Correct. According to the 'manage by stages' principle "a project is planned, monitored, and controlled on a stage-by-stage basis. The project board authorizes one stage at a time and delegates the authority for day-to-day control of the stage within agreed tolerances to the project manager". Ref 5.2.1.4</p> <p>B. Incorrect. According to the 'manage by exception' principle "PRINCE2 Project Management establishes governance by delegating responsibilities and setting tolerances (limits) for seven performance aspects: benefits, cost, time, quality, scope, sustainability, and risk." Ref 5.2.1.5</p> <p>C. Incorrect. According to the 'focus on products' principle "PRINCE2 Project Management emphasizes delivering well-defined outputs ('products') rather than focusing solely on activities." Ref 5.2.1.6</p> <p>D. Incorrect. According to the 'tailor to suit the project' principle "PRINCE2 is flexible and should be adapted based on project size, complexity, risk, and organizational context." Ref 5.2.1.7</p>
6	B	2.2.12	<p>A. Incorrect. A request for change is "a proposal for a change to a baseline". Requests for change usually come from users and represent additional requirements or a change to existing requirements. Ref 11.3.1</p> <p>B. Correct. An off-specification is "a product that will not meet its quality specifications". Ref 11.3.1</p> <p>C. Incorrect. "A problem is an issue with an immediate and negative impact [...]." An example of a problem would be that the selected supplier has gone bankrupt. Ref 11.3.1</p> <p>D. Incorrect. A business opportunity is "an issue that represents unanticipated positive consequences for the project or user organization." An example of a business opportunity would be additional funding that has been made available. Ref 11.3.1</p>

Q	A	Syllabus Ref	Rationale
7	D	1.3.5	<p>A. Incorrect. The 'rich communication' concept is: "The idea is to get as much information as possible to minimize miscommunication or faulty interpretations, because in the short iterations within agile 'there is no time for misunderstandings.'" Ref 2.7.3</p> <p>B. Incorrect. The 'growth mindset' "is the fundamental belief that any person can learn, adapt to change and therefore 'grow', and is often seen as the core of the agile mindset itself." Ref 2.7.3</p> <p>C. Incorrect. This is about the 'servant leadership' concept: "In simple terms, the idea of servant leadership is that the best way to lead a team is to be a servant to the team. Therefore, a leader of a team would put team members' needs above their own. Their role would be to ensure that everyone is supported, that they are well, and they have what they need." Ref 2.7.3</p> <p>D. Correct. This is about the 'training and coaching' concept: "People do not only need to be informed, but they also need to understand the application of the proposed changes through theoretical training and practical coaching on the job." Ref 2.7.3</p>
8	A	2.2.11	<p>A. Correct. "With a cumulative risk burn-down chart (John Brothers), the total risk level of iterations can be tracked. [...] This shows trends in risk exposure (ideally total risk levels decreasing over time) [...]." Ref 10.4.2</p> <p>B. Incorrect. "While there are many different versions of canvases and project canvases, a PRINCE2 Agile project canvas is suggested to contain the following: project vision, business value, business options, costs, users, scope, benefits, and major risks." Ref 6.3.2.1</p> <p>C. Incorrect. The risk register is used "to maintain a record of identified risks related to the project, including their status and history." It therefore shows the status of individual risks, not the overall risk exposure during an iteration. Ref Table 10.1</p> <p>D. Incorrect. "A burn-up chart (see Figure 12.3) is a run chart of completed work against a deadline, often used on project/product levels to depict story points over stages/iterations to forecast potential completion dates." Ref 12.4.3</p>
9	A	2.2.7	<p>A. Correct. "A technique that can be used in early planning stages (for instance, at the project product level of a project) is magic estimation. It is a quick, collaborative prioritization technique used to estimate the relative size or complexity of work or user stories without lengthy discussions." Ref 8.4.3</p> <p>B. Incorrect. "A product breakdown structure is useful for describing the products to be delivered and their essential components. Each product is divided into its component elements in a hierarchical manner and the requirements for those elements are collected." Ref 8.4.1</p> <p>C. Incorrect. "The development of the product breakdown structure helps identify dependencies among the products. These dependencies can be described in a product flow diagram, which illustrates the sequence in which the products in the plan will be developed and any dependencies between them." Ref 8.4.2</p> <p>D. Incorrect. "The principal thinking behind this technique is to start estimating by using "relative" estimates (not "actual" estimates) and to do so by harnessing the knowledge of the whole team, in a way that everyone can contribute without being prejudiced by other team members." Ref 8.4.3</p>

Q	A	Syllabus Ref	Rationale
10	D	3.2.4	<p>A. Incorrect. "Authorize a work package: the project manager co-creates and reviews the work package description with the PO and the delivery team, confirms they have accepted it, and authorizes the team to begin work." This activity within the 'controlling a stage' process does not require a dedicated agile event. Ref 13.4.1, Table 13.9</p> <p>B. Incorrect. "Take corrective action: the project manager collects any relevant information about the deviation, identifies potential solutions for the deviation, selects the most appropriate option, and triggers corrective action via authorizing a work package." This activity within the 'controlling a stage' process does not require a dedicated agile event. Ref 13.4.1, Table 13.9</p> <p>C. Incorrect. "Escalate issues and risks: the project manager examines the release map to define the extent of the deviation and its effect, determines the options for recovery and assesses them against the project canvas, assesses the impact of the options for recovery against the release map, and puts the situation, options, and the recommendation to the project board in an exception report." This activity within the 'controlling a stage' process does not require a dedicated agile event. Ref 13.4.1, Table 13.9</p> <p>D. Correct. "Evaluate stage status: the project manager reviews progress for the stage and decides whether any actions are required, updates the release map if the aggregated assessment changes any forecasts, and confirms if ownership of any of the products has been transferred to the users." This activity takes place within a 'progress review'. Ref 13.4.1, Table 13.9</p>
11	A	1.1.7	<p>A. Correct. "Principles: the core guidelines that steer agile behaviour. These derive from the Agile Manifesto, including principles such as 'welcome changing requirements, even late in development'. Teams that internalize these principles understand the 'why' behind practices and techniques/ processes, leading to a more adaptive agile approach." Ref 2.6.1</p> <p>B. Incorrect. "Practices: [...] activities (for example, events/workshops) used in agile frameworks. These are the most visible aspects of agile adoption and guide what agile teams do but only scratch the surface of true agility. Teams focusing only on practices may appear to be agile but lack the depth of the agile mindset needed for long-term agile success." Ref 2.6.1</p> <p>C. Incorrect. "Processes: the formal processes used in agile frameworks provide structure to agile implementations, guiding teams on when to deliver value and how to manage work. However, processes alone do not guarantee agility; they must be supported by deeper principles and values to allow room for change and innovation." Ref 2.6.1</p> <p>D. Incorrect. "Values: the core values of agile are defined by the Agile Manifesto. These values are the foundation of agile and encompass all else. They shift the focus from rigid processes to people, collaboration, and user value. A truly agile team lives by these values, which enables them to be more adaptable and capable of continual improvement." Ref 2.6.1</p>

Q	A	Syllabus Ref	Rationale
12	B	4.1.1	<p>A. Incorrect. The roadmap in agile is not fixed but flexible: “Product vision and roadmap: agile product managers maintain a high-level product vision and align the development team’s efforts with that vision through a flexible roadmap.” Ref 14.2.2.1</p> <p>B. Correct. “The roadmap is continually adjusted based on feedback from stakeholders, customers, and market conditions.” Ref 14.2.2.1</p> <p>C. Incorrect. Agile product management emphasizes collaboration with stakeholders: “Collaboration with development teams: agile product managers work closely with development, design, and other stakeholders to ensure that the product aligns with both business objectives and user needs.” Ref 14.2.2.1</p> <p>D. Incorrect. Agile emphasizes flexibility and adaptation, not rigidity: “Iteration and prioritization: agile product management emphasizes short development cycles, often referred to as sprints (in Scrum) or iterations (in Kanban). The product manager works closely with the team to prioritize features and improvements based on business value, user feedback, and evolving market needs.” Ref 14.2.2.1</p>
13	B	3.1.1	<p>A. Incorrect. “The purpose of the process of ‘initiating a project’ is to establish solid foundations for the project, enabling the business to understand the work that needs to be done to deliver the project product, before committing to any significant expenditure or resources.” Ref 13.4.1</p> <p>B. Correct. “The purpose of the ‘managing product delivery’ process is to control the link between the project manager and the delivery team. This is achieved by establishing the requirements for acceptance, execution, reporting, and delivery of specialist products.” Ref 13.6.1</p> <p>C. Incorrect. “The purpose of the ‘starting up a project’ process is to ensure that the prerequisites for initiating a project are established by answering the question, ‘Do we have a viable and worthwhile project?’” Ref 13.2.1</p> <p>D. Incorrect. “The purpose of the ‘managing a stage boundary’ process is to enable the project manager to provide the project board with sufficient information to be able to: review the success of the current stage; review the updated release map; approve the next stage plan (updated release map); Confirm continued business justification and acceptability of the risks.” Ref 13.7.1</p>
14	B	2.1.2	<p>A. Incorrect. “The purpose of the issues practice is to collect and assess issues and control changes to the project’s baseline.” Ref 11.1</p> <p>B. Correct. “The purpose of the progress practice is to: establish mechanisms to monitor and compare actual achievements against those planned; provide a forecast for the project’s objectives and continued viability; control any deviations causing an exception.” Ref 12.1</p> <p>C. Incorrect. “The purpose of the business case practice is to establish mechanisms to judge whether the project is (and remains) desirable, viable, and achievable as a means to support decision-making in its continued investment.” Ref 6.1</p> <p>D. Incorrect. “The purpose of the risk practice is to identify, assess, and control uncertainties that would affect the project’s objectives and, as a result, improve the ability of the project to succeed.” Ref 10.1</p>

Q	A	Syllabus Ref	Rationale
15	D	2.2.4	<p>A. Incorrect. "The project manager has the authority to run the project on behalf of the project board within the agreed project tolerances and constraints." There is only one project manager where there are multiple teams. Ref Table 7.2, Figure 7.2</p> <p>B. Incorrect. "The team coach works closely with one or two specific teams to enhance their effectiveness and performance." "The agile coach serves as a mentor and facilitator who helps organizations adopt and sustain agile principles and practices." They are not merged where there are multiple teams. Ref Table 7.2, Figure 7.2</p> <p>C. Incorrect. Developers "work incrementally to deliver high-quality, functional product(s), resolve technical issues, and continually improve the outputs by adhering to (agile) best practices." Multiple teams have the same composition as projects with a single team. Ref Table 7.2, Figure 7.2</p> <p>D. Correct. Product owners are "responsible for delivering the work allocated to them within the tolerances and constraints agreed with the project manager." There can be more than one product owner where there are multiple teams. Ref Table 7.2, Figure 7.2</p>
16	B	1.1.10	<p>A. Incorrect. Lean Startup was "originally an approach to creating and managing start-up companies, but now applied to any business, to help them deliver products to customers quickly." Ref Glossary</p> <p>B. Correct. Scrum is "an iterative, timeboxed approach to product delivery that is described as "a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems" (The Scrum Guide by Ken Schwaber and Jeff Sutherland, updated November 2020)." Ref Glossary</p> <p>C. Incorrect. eXtreme Programming emphasizes rapid feedback but does not use sprints as its core structure. "TDD is related to the test-first programming concepts of eXtreme Programming (XP): it requires automation and usually takes place at the "unit-testing" level (that is the smallest testable part of a system)." Ref Glossary</p> <p>D. Incorrect. Kanban is "an approach to improve flow and provoke system improvement through visualization and controlling work in progress. It relies on a "pull system" implemented by limiting the number of work items in circulation to identify possible bottlenecks in processes." Ref Glossary</p>

Q	A	Syllabus Ref	Rationale
17	C	4.2.1	<p>A. Incorrect. AI, not humans, processes vast data quickly: “AI can strengthen this principle by continually assessing a project’s viability. Through predictive analytics, AI can forecast a project’s future performance, using historical and real-time data to estimate whether anticipated benefits will align with projected timelines and budgets.” Ref 15.4.1</p> <p>B. Incorrect. “AI enhances team leadership by helping project teams understand the complexity of team relationships, identifying individual strengths, and tracking workload distribution.” Ref 15.4.2</p> <p>C. Correct. “AI supports effective communication by automating the collection and dissemination of information, ensuring timely insights, and enhancing project transparency. It can streamline responses to common inquiries [...]. Automated routine updates enable project leaders to focus on strategic, high-impact communications that drive alignment and engagement across the project.” Ref 15.4.2</p> <p>D. Incorrect. “AI supports effective communication by automating the collection and dissemination of information, ensuring timely insights, and enhancing project transparency. It can streamline responses to common inquiries through a project chatbot, allowing stakeholders to access FAQs and key details quickly.” However, there will always be the need to communicate with stakeholders. Ref 15.4.2</p>
18	A	1.2.2	<p>A. Correct. “Commercial context: it is important to take into consideration that suppliers of the project’s products may be external to the sponsoring organization.” Ref 1.3.4</p> <p>B. Incorrect. “Delivery method: it is important to consider the way in which project work is to be delivered (for example, linear-sequential, iterative-incremental). PRINCE2 Project Management is configured to enable the project to implement any chosen delivery method, whereas PRINCE2 Agile is specifically designed for projects that use iterative and incremental (agile) delivery.” Ref 1.3.4</p> <p>C. Incorrect. “Organizational context: projects do not operate in a vacuum; they may be part of a programme or portfolio, or they may be standalone projects introducing a singular change into the operational environment[...].” Ref 1.3.4</p> <p>D. Incorrect. “Scale: projects can vary from relatively simple to significantly larger and more complex. The scale of the project influences how it is managed and controlled, such as the formality around governance, documentation, project structure, and tolerances applied.” Ref 1.3.4</p>

Q	A	Syllabus Ref	Rationale
19	A	3.2.5	<p>A. Correct. "The purpose of the 'managing product delivery' process is to control the link between the project manager and the delivery team. This is achieved by establishing the requirements for acceptance, execution, reporting, and delivery of specialist products." Ref 13.6.1</p> <p>B. Incorrect. "The purpose of the 'managing a stage boundary' process is to enable the project manager to provide the project board with sufficient information to be able to: review the success of the current stage; review the updated release map; approve the next stage plan (updated release map); confirm continued business justification and acceptability of the risks." Ref 13.7.1</p> <p>C. Incorrect. "The purpose of the 'controlling a stage' process is to assign work, monitor such work, handle issues, report progress to the project board, and take corrective actions to ensure that the stage remains within the tolerances set by the project board." Ref 13.5.1</p> <p>D. Incorrect. "The purpose of the 'starting up a project' process is to ensure that the prerequisites for initiating a project are established by answering the question, 'Do we have a viable and worthwhile project?'" Ref 13.2.1</p>
20	C	1.3.1	<p>A. Incorrect. High-level content of the commercial management approach includes "delivery model, resources (for market engagement, procurement, contract management activities), responsibilities, supporting tools and techniques, standards, references". Ref Table 7.3</p> <p>B. Incorrect. High-level content of the benefits management approach includes "benefits realization procedures, benefits measurement and tolerance guidance, responsibilities, resources for benefit management activities, supporting tools and techniques, standards, references". Ref Table 6.1</p> <p>C. Correct. A PRINCE2 Agile project canvas "contains the following: project vision, business value, business options, costs, users, scope, benefits and major risks". Ref Glossary</p> <p>D. Incorrect. "User/customer requirements can initially be quite large or vague. This has given rise to a specific type of user story known as an epic (Mike Cohn). In agile, epics are often referenced as high-level user stories that break down into more detailed user stories." Ref 8.3.2.2</p>

Q	A	Syllabus Ref	Rationale
21	A	2.2.14	<p>A. Correct. "In PRINCE2 Agile, flexibility in what is delivered is probably the primary aspect of performance that is of most interest to the whole project management team; therefore, displaying this in the form of a burn chart is quite natural, irrespective of the project level." Ref 12.3.1</p> <p>B. Incorrect. "In PRINCE2 Agile, flexibility in what is delivered is probably the primary aspect of performance that is of most interest to the whole project management team; therefore, displaying this in the form of a burn chart is quite natural, irrespective of the project level." In PRINCE2 Agile, zero tolerance is set "for extra cost on all levels of plan". Therefore, there is no point tracking spend against budget. Ref 12.3.1, Table 3.1</p> <p>C. Incorrect. "In PRINCE2 Agile, flexibility in what is delivered is probably the primary aspect of performance that is of most interest to the whole project management team; therefore, displaying this in the form of a burn chart is quite natural, irrespective of the project level." In PRINCE2 Agile, zero tolerance is set "for extra time on all levels of plan". Therefore, there is no point tracking time tolerance. Ref 12.3.1, Table 3.1</p> <p>D. Incorrect. "Retrospectives, providing opportunities to learn lessons and act upon them to improve change adoption." They occur at the end of an iteration not during an iteration and therefore should not be used to track progress during an iteration. Ref 4.2.4</p>
22	B	2.2.2	<p>A. Incorrect. It is the benefits management approach that is used "to define the benefits management actions and benefits reviews [...]". Ref Table 6.1</p> <p>B. Correct. "Defining an MVP varies by project and depends on the level of uncertainty; in highly innovative contexts, it often involves exploring key assumptions to validate them as quickly as possible. In PRINCE2 Agile, the MVP helps assess product viability by allowing testing of core product features with minimal investment." Ref 6.3.1</p> <p>C. Incorrect. It is a work package description that is used to "describe how one or more products will be produced and delivered". Ref Table 8.1</p> <p>D. Incorrect. It is the product breakdown structure that is "useful for describing the products to be delivered and their essential components". Ref 8.4.1</p>

Q	A	Syllabus Ref	Rationale
23	C	1.1.4	<p>A. Incorrect. "Long-term impact vs. Short-term mechanics: 'being agile' leads to a cultural shift and long-term organizational resilience, while 'doing agile' alone is more focused on the mechanics of agile practices, which may provide short-term efficiency gains but lack sustainable impact." Ref 2.3.1</p> <p>B. Incorrect. "Adaptability vs. Routine: 'being agile' allows teams to adapt to changes and think critically about their work, while 'doing agile' alone may limit teams to follow frameworks rigidly without understanding the 'why' behind them." Ref 2.3.1</p> <p>C. Correct. "Long-term impact vs. Short-term mechanics: 'being agile' leads to a cultural shift and long-term organizational resilience, while 'doing agile' alone is more focused on the mechanics of agile practices, which may provide short-term efficiency gains but lack sustainable impact." Ref 2.3.1</p> <p>D. Incorrect. "Adaptability vs. Routine: 'being agile' allows teams to adapt to changes and think critically about their work, while 'doing agile' alone may limit teams to follow frameworks rigidly without understanding the 'why' behind them." Ref 2.3.1</p>
24	A	4.1.2	<p>A. Correct. "To ensure continuity and alignment with agile practices post-transition, several agile artifacts and tools must be handed over effectively." Ref 14.2.1</p> <p>B. Incorrect. "Escalation pathways, detailing points of contact and timelines for issue resolution, further assist knowledge transfer and operational handling." However, they do not ensure alignment with agile practices post transition. Ref 14.2.1</p> <p>C. Incorrect. "Lastly, establishing continual feedback mechanisms, such as surveys or structured check-ins, further facilitates the transition. These mechanisms provide real-time insights to monitor integration success and allow for adjustments as needed." However, they do not ensure alignment with agile practices post transition. Ref 14.2.1</p> <p>D. Incorrect. "Operational procedures presented in an explicit, step-by-step format, covering configuration management, maintenance schedules, applicable Service Level Agreements (SLAs), and troubleshooting guides facilitate smooth, consistent maintenance and establish clear operational expectations." However, they do not ensure alignment with agile practices post-transition. Ref 14.2.1</p>
25	D	2.3.1	<p>A. Incorrect. The product owner has a responsibility to "prepare and maintain the product backlogs and user stories. Agree work package descriptions with the project manager". Ref Table B.1</p> <p>B. Incorrect. "The team coach works closely with one or two specific teams to enhance their effectiveness and performance." Ref Table 7.2</p> <p>C. Incorrect. Testers are responsible to "incorporate quality assurance processes into agile iterations and review products against acceptance criteria, as well as the team Definition of Done". Ref Table B.1</p> <p>D. Correct. Developers are responsible to "design, develop, and maintain increments of products during a project". Ref Table B.1</p>

Q	A	Syllabus Ref	Rationale
26	C	1.4.4	<p>A. Incorrect. "Agile ways of working support organizational change management through: frequent releases, allowing for incremental and smooth adoption of change; user representation in the delivery team, facilitating organizational adoption; frequent testing, increasing user engagement; progress reviews, including demos, which enable user engagement and improve the speed of adoption; retrospectives, providing opportunities to learn lessons and act upon them to improve change adoption; regular feedback, which can be incorporated both during iterations and after a release." Ref 4.2.4</p> <p>B. Incorrect. "Agile ways of working support organizational change management through: frequent releases, allowing for incremental and smooth adoption of change; user representation in the delivery team, facilitating organizational adoption; frequent testing, increasing user engagement; progress reviews, including demos, which enable user engagement and improve the speed of adoption; retrospectives, providing opportunities to learn lessons and act upon them to improve change adoption; regular feedback, which can be incorporated both during iterations and after a release." Ref 4.2.4</p> <p>C. Correct. "Agile ways of working support organizational change management through: frequent releases, allowing for incremental and smooth adoption of change; user representation in the delivery team, facilitating organizational adoption; frequent testing, increasing user engagement; progress reviews, including demos, which enable user engagement and improve the speed of adoption; retrospectives, providing opportunities to learn lessons and act upon them to improve change adoption; regular feedback, which can be incorporated both during iterations and after a release." Therefore, frequent releases support OCM. Ref 4.2.4</p> <p>D. Incorrect. "Agile ways of working support organizational change management through: frequent releases, allowing for incremental and smooth adoption of change; user representation in the delivery team, facilitating organizational adoption; frequent testing, increasing user engagement; progress reviews, including demos, which enable user engagement and improve the speed of adoption; retrospectives, providing opportunities to learn lessons and act upon them to improve change adoption; regular feedback, which can be incorporated both during iterations and after a release." Ref 4.2.4</p>

Q	A	Syllabus Ref	Rationale
27	A	2.2.5	<p>A. Correct. A delegation matrix “can be useful to make responsibilities and decision-making authority transparent, ensuring alignment and reducing confusion”. A delegation matrix is used in the organization practice. Ref 7.4.3</p> <p>B. Incorrect. Story mapping “is a technique used to define and break down work required to develop a product that meets user needs”. A story map is used in the plans practice. Ref 8.3.2.4</p> <p>C. Incorrect. “Personas are valuable tools in business case development because they help identify and articulate the specific benefits that a proposed solution or project can deliver to its users, customers, and stakeholders.” Personas are used in the business case practice. Ref 6.4.1</p> <p>D. Incorrect. “A skill matrix (see Figure 7.3) is a valuable tool for project (delivery) teams, as it provides a clear overview of the team’s capabilities, highlighting individual strengths, gaps, and areas for development. It helps ensure the right people are assigned to tasks based on their expertise and to identify training needs to address skill deficiencies.” Ref 7.4.1</p>
28	D	1.1.3	<p>A. Incorrect. “Organizational resilience and alignment: agile teams are prepared to navigate change and adapt their approach as needed, while prioritizing work that contributes to organizational objectives. This makes agile organizations more resilient, as they are better equipped to face uncertainty and to respond effectively to unforeseen challenges while focusing on delivering the most valuable outcomes.” Ref 2.4</p> <p>B. Incorrect. “Psychological safety is essential for a productive and innovative agile environment. In agile organizations, where rapid feedback, collaboration, and continual learning are key, employees need to feel safe to express themselves, take risks, and challenge ideas without fear of judgment or negative consequences.” Ref 2.7.4</p> <p>C. Incorrect. “In PRINCE2 Project Management it is recommended that a project has a change management approach, which can be tailored to be applied outside a project environment. The change management approach can be used to define the target organizational state to introduce the agile mindset and values, together with how the business will shift from the current state and through any interim states (see Table 4.1).” Ref 4.2.1</p> <p>D. Correct. “Responsiveness and innovation: agile organizations prioritize learning and evolution, using feedback loops to reflect on successes and challenges. This commitment to continual improvement helps teams to enhance processes and reduce waste to stay flexible, refine their approach over time, and develop innovative solutions to complex problems.” Ref 2.4</p>

Q	A	Syllabus Ref	Rationale
29	D	3.2.3	<p>A. Incorrect. "The purpose of the 'starting up a project' process is to ensure that the prerequisites for initiating a project are established by answering the question, 'Do we have a viable and worthwhile project?'" Ref 13.2.1</p> <p>B. Incorrect. "The purpose of the 'controlling a stage' process is to assign work, monitor such work, handle issues, report progress to the project board, and take corrective actions to ensure that the stage remains within the tolerances set by the project board." Ref 13.5.1</p> <p>C. Incorrect. "The purpose of the 'managing product delivery' process is to control the link between the project manager and the delivery team. This is achieved by establishing the requirements for acceptance, execution, reporting, and delivery of specialist products." Ref 13.6.1</p> <p>D. Correct. "The purpose of the 'initiating a project' process is to establish solid foundations for the project, enabling the business to understand the work that needs to be done to deliver the project product, before committing to any significant expenditure or resources." Ref 13.4.1</p>
30	B	3.2.1	<p>A. Incorrect. "The project manager, in collaboration with the project team, reviews the management approaches [...] and documents the release map". As part of the 'prepare the project plan' activity, in the 'initiating a project' process "the project manager considers whether the project backlog needs to be updated". Ref Table 13.6</p> <p>B. Correct. As part of the 'prepare the outline business case' activity in the 'starting up a project' process, the "The project manager, in consultation with the CPO, senior supplier, and project executive, defines what the project is to deliver and creates the project backlog". "Project backlog incl. epics' is created as part of the starting up workshop". Ref Table 13.1, Table 13.3</p> <p>C. Incorrect. As part of the 'accept a work package' activity in the 'managing product delivery' process "the delivery team reviews the work package description with set of user stories to understand what is to be delivered and when and produces a team plan to show which products can be completed within the given constraints. The team undertakes a review of the risks against the team plan, advises the project manager of any additional or modified risks, and agrees to deliver the work package". Ref Table 13.12</p> <p>D. Incorrect. As part of the 'prepare the next stage plan' activity in the 'managing a stage boundary' process "The project manager, in collaboration with the project team, reviews and, if necessary, updates the components of the PID, reviews the lessons to apply to the next stage, and updates the release map with the details for the next stage". Ref Table 13.15</p>

Q	A	Syllabus Ref	Rationale
31	B	2.2.8	<p>A. Incorrect. "The purpose of the risk practice is to identify, assess, and control uncertainties that would affect the project's objectives and, as a result, improve the ability of the project to succeed." Ref 10.1</p> <p>B. Correct. "The purpose of the quality practice is to document the user's requirements of the project products and to establish the means by which they will be met." Ref 9.1</p> <p>C. Incorrect. "The purpose of the organization practice is to define and establish the project's structure of accountability and responsibilities (the 'who')." Ref 7.1</p> <p>D. Incorrect. "The purpose of the plans practice is to facilitate communication and control by defining the products to be delivered (the 'what') and the means to deliver them (the 'who', 'how', and 'where', along with estimates of 'when' and for 'how much') to satisfy the project business case (the 'why')." Ref 8.1</p>
32	B	2.2.3	<p>A. Incorrect. "When agile maturity is high, the persona set can be enlarged, but anything above five is not recommended for agile pilot projects or new products. Having too many user needs to meet will shift focus from key users, it will make it harder to prioritize requirements, and will take too long to meet project deadlines." Ref 6.4.1</p> <p>B. Correct. "When agile maturity is high, the persona set can be enlarged, but anything above five is not recommended for agile pilot projects or new products. Having too many user needs to meet will shift focus from key users, it will make it harder to prioritize requirements, and will take too long to meet project deadlines." Ref 6.4.1</p> <p>C. Incorrect. "When agile maturity is high, the persona set can be enlarged, but anything above five is not recommended for agile pilot projects or new products. Having too many user needs to meet will shift focus from key users, it will make it harder to prioritize requirements, and will take too long to meet project deadlines." Ref 6.4.1</p> <p>D. Incorrect. "When agile maturity is high, the persona set can be enlarged, but anything above five is not recommended for agile pilot projects or new products. Having too many user needs to meet will shift focus from key users, it will make it harder to prioritize requirements, and will take too long to meet project deadlines." Ref 6.4.1</p>

Q	A	Syllabus Ref	Rationale
33	B	1.4.2	<p>A. Incorrect. “[...] those who can shape the perception of the majority within the organizational ecosystem. These are the people who, through their network, can have the greatest influence on the adoption of the change outcomes and the realization of benefits”. However, the supplier will not significantly influence the adoption of project products. Ref 4.2.2</p> <p>B. Correct. “[...] those who can shape the perception of the majority within the organizational ecosystem. These are the people who, through their network, can have the greatest influence on the adoption of the change outcomes and the realization of benefits”. Ref 4.2.2</p> <p>C. Incorrect. “[...] those who can shape the perception of the majority within the organizational ecosystem. These are the people who, through their network, can have the greatest influence on the adoption of the change outcomes and the realization of benefits”. Ref 4.2.2</p> <p>D. Incorrect. “[...] those who can shape the perception of the majority within the organizational ecosystem. These are the people who, through their network, can have the greatest influence on the adoption of the change outcomes and the realization of benefits”. Ref 4.2.2</p>
34	A	3.2.7	<p>A. Correct. The ‘final product demo’ topic gathers final feedback and demonstrates ‘final product for user acceptance’. Its goal is to “confirm product meets requirements and is ready for handover”. Ref Table 13.19</p> <p>B. Incorrect. The ‘project lessons’ topic presents ‘gathered lessons’. Its goal is to “share insights and identify common practices and learnings”. Ref Table 13.19</p> <p>C. Incorrect. The ‘progress review’ topic updates “all project documentation”. Its goal is to “ensure all documentation is accurate and complete for transition”. Ref Table 13.19</p> <p>D. Incorrect. The ‘final handover planning’ topic develops “a handover plan detailing support responsibilities and operational requirements [...]”. Its goal is to “define clear guidelines for a smooth transition to operations”. Ref Table 13.19</p>
35	C	2.2.6	<p>A. Incorrect. The opposite of empiricism “is called ‘rationalism’ whereby reasoning or logic is used for making predictions and planning what should happen”. Ref 8.3</p> <p>B. Incorrect. “A release map can be created using the information from a story map [...], where user stories are clustered into suitable releases, that make sense from a priority and a development/technical point of view.” Ref 8.3.2.5</p> <p>C. Correct. “A fundamental principle upon which most agile methods are based is the concept of empiricism. This involves making decisions based on experience (that is, what is happening or has already happened). A simple example of this would be to start a piece of work and then calculate the remaining workload by comparing it with how much work is getting done. This then allows the team to forecast or create an end date.” Ref 8.3</p> <p>D. Incorrect. “The most common form of relative estimation is achieved by giving requirements or user stories a points value (story points) that means something relative to another requirement or user story.” Ref 8.4.3</p>

Q	A	Syllabus Ref	Rationale
36	A	3.2.2	<p>A. Correct. The 'give ongoing direction' activity in the 'directing a project' process is where "project board members offer informal guidance or respond to requests for advice at any time during a project. The project board makes decisions and offers advice and guidance in response to advice and decisions from the business, informal requests, escalated issues, exception reports, and updated project dashboard if necessary". Ref Table 13.4</p> <p>B. Incorrect. The 'authorize the project' activity in the 'directing a project' process is where "the project board reviews and approves the PID, confirms tolerances for the project, obtains or commits the people and resources needed, notifies the business and other interested parties that the project has been authorized, and authorizes the project manager to deliver the project". Ref Table 3.1</p> <p>C. Incorrect. The 'authorize the exception plan' activity in the 'directing a project' process is where "the project board reviews the updated project dashboard, reviews and approves the updated release map, or instructs the project manager to initiate premature closure of the project. The project board communicates the status of the project to the business and other interested parties". Ref Table 13.4</p> <p>D. Incorrect. The 'take corrective action' activity in the 'controlling a stage' process is where "the project manager collects any relevant information about the deviation, identifies potential solutions for the deviation, selects the most appropriate option, and triggers corrective action via authorizing a work package". Ref Table 13.9</p>
37	B	1.3.2	<p>A. Incorrect. "It is important to note however, we do recognize that some businesses may choose not to use agile as part of their project delivery method and only adopt PRINCE2 Project Management for overall governance and control since they may feel agile is not suited to their needs." Ref 3.1</p> <p>B. Correct. "The strength of project management lies in the areas of governance and control. However, it provides little focus on the field of product delivery. Conversely, agile has a very strong focus on product delivery and responding to change, but relatively little on project direction and project management (see Figure 3.1). In PRINCE2 Agile all three areas in Figure 3.1 are addressed while taking into account the need for governance and control throughout." Ref 3.1</p> <p>C. Incorrect. "The strength of project management lies in the areas of governance and control. However, it provides little focus on the field of product delivery. Conversely, agile has a very strong focus on product delivery and responding to change, but relatively little on project direction and project management (see Figure 3.1). In PRINCE2 Agile all three areas in Figure 3.1 are addressed while taking into account the need for governance and control throughout." Ref 3.1</p> <p>D. Incorrect. "The strength of project management lies in the areas of governance and control. However, it provides little focus on the field of product delivery. Conversely, agile has a very strong focus on product delivery and responding to change, but relatively little on project direction and project management (see Figure 3.1). In PRINCE2 Agile all three areas in Figure 3.1 are addressed while taking into account the need for governance and control throughout." Ref 3.1</p>

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38	D	1.1.1	<p>A. Incorrect. "A common misconception is assuming that simply adopting a framework guarantees benefits, such as faster delivery or higher-quality products." Ref 2.3</p> <p>B. Incorrect. "[...] the waterfall development follows a linear, sequential approach. In this approach, each phase must be fully completed before progressing to the next. The main limitation here is that waterfall does not allow for adaptability during the process." Ref 2.2</p> <p>C. Incorrect. "If agile thinking is not instilled and appropriate levels of freedom are not allowed, it is meaningless for an organization to label its processes, frameworks, or techniques as agile, if in effect, it is not able to 'be agile'. This discrepancy is often referred to as the difference between 'being' versus 'doing' agile." Ref 2.3</p> <p>D. Correct. "Agile's true value lies in shifting mindsets, which requires organizations to embrace a culture that empowers teams to self-manage, make decisions independently, and drive innovation." Ref 2.3</p>
39	A	3.2.1	<p>A. Correct. The 'appoint the project executive and project manager' activity in the 'starting up a project' process is where "the project manager creates the daily log [...]". Ref Table 13.1</p> <p>B. Incorrect. The 'prepare the outline business case' in the 'starting up a project' process is where "the project executive leads the team in developing the project canvas based on the project mandate. The project manager, in consultation with the CPO, senior supplier, and project executive, defines what the project is to deliver and creates the project backlog". Ref Table 13.1</p> <p>C. Incorrect. The 'project dashboard' activity in the 'initiating a project' process is where the 'project dashboard' is 'created'. Ref Table 13.8</p> <p>D. Incorrect. The 'refine planning' activity in the 'starting up a project' process is where the 'release map' is 'updated'. Ref Table 13.3</p>
40	C	1.1.8	<p>A. Incorrect. Adaptability relates to the agile mindset's focus on 'inspection and adaptation', not on freedom to make decisions. Ref 2.6.2</p> <p>B. Incorrect. While 'transparency' involves open 'rich communication', it does not focus on freedom to make decisions. Ref 2.6.2</p> <p>C. Correct. Empowerment is a key characteristic of the agile mindset that "fosters autonomy and self-management within teams". Ref 2.6.2</p> <p>D. Incorrect. Respect emphasizes 'empathy and open-mindedness' within the team but does not directly pertain to freedom to make decisions. Ref 2.6.2</p>



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