



PRINCE2[®] Agile Practitioner

VERSION 2

Global Best Practice

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

Sample Paper 1

Answers and Rationales


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Sample Paper 1: Answers and Rationales

Q	A	Syllabus Ref	Rationale
1	C	1.1.1	<p>A. Incorrect. Collaboration remains vital in agile “Collaboration: agile emphasizes working closely with team members, stakeholders, and users to deliver value. In agile, collaboration is not merely about teamwork; it is about creating a culture of shared ownership and mutual support. This enables agile teams to harness diverse perspectives and fosters the co-creation of solutions.” Ref 2.6.2</p> <p>B. Incorrect. “Finally, complexity, which leads to ambiguity, makes it nearly impossible to find a single solution that satisfies all needs and addresses all risks. Instead of wasting time and energy looking for a perfect solution, it is better to stay adaptable and be able to pivot to another solution quickly.” Ref 2.4</p> <p>C. Correct. “Adaptability: the ability to adapt to goals quickly within a bigger strategy.” Ref Table 2.3</p> <p>D. Incorrect. It is ‘understanding’, not ‘adaptability’ that is about “having a deep understanding of the underlying user needs.” Ref Table 2.3</p>
2	B	1.1.3	<p>A. Incorrect. A key characteristic of the agile mindset is transparency and rich communication. “Where information flows openly and comprises more than just text. In agile teams, openness is essential for building trust and keeping everyone aligned with goals, progress, and challenges. This encourages sharing updates, feedback, and obstacles without fear, allowing teams to make informed decisions and collaborate more effectively. Regular meetings, open documentation, and clear visibility of the current work status support this transparency, ensuring progress and alignment with the defined direction.” Allowing team members to attend only when they choose to does not enable transparency. Ref 2.6.2</p> <p>B. Correct. A key characteristic of the agile mindset is transparency and rich communication. “Regular meetings, open documentation, and clear visibility of the current work status support this transparency, ensuring progress and alignment with the defined direction.” Using an on-line meeting to update the burn chart and ensuring attendance to share progress should ensure transparency and rich communication. Ref 2.6.2</p> <p>C. Incorrect. A key characteristic of the agile mindset is transparency and rich communication. “Regular meetings, open documentation, and clear visibility of the current work status support this transparency, ensuring progress and alignment with the defined direction.” Allowing the project manager to present progress does not promote information sharing. Ref 2.6.2</p> <p>D. Incorrect. A key characteristic of the agile mindset is transparency and rich communication. “Where information flows openly and comprises more than just text. In agile teams, openness is essential for building trust and keeping everyone aligned with goals, progress, and challenges. This encourages sharing updates, feedback, and obstacles without fear, allowing teams to make informed decisions and collaborate more effectively. Regular meetings, open documentation, and clear visibility of the current work status support this transparency, ensuring progress and alignment with the defined direction.” Allowing team members to</p>

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			attend separate daily stand-up meetings does not support this mindset of transparency and rich communication. Ref 2.6.2
3	B	1.2.1	<p>A. Incorrect. As part of 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>B. Correct. As part of the 'focus on products' principle, "PRINCE2 Project Management emphasizes delivering well-defined outputs ('products') rather than focusing solely on activities. The benefits of the 'focus on products' principle include: Ensuring efficiency by avoiding unnecessary work, Preventing uncontrolled changes (scope creep). Improving stakeholder satisfaction by setting clear expectations, and . Facilitating smooth and controlled project closure and if needed project pause and resumption." The needs of the users are addressed by producing multilingual versions of the campaign. Ref 5.2.1.6</p> <p>C. Incorrect. As part of the 'define roles, responsibilities, and relationships' principle, "Projects need the right people with clear roles and expectations. Stakeholders, both internal and external, should be identified and engaged effectively. Challenges arise because projects involve multiple teams, organizations, and management structures. Clear definitions of roles and responsibilities ensure smooth execution." While it is correct that such principle is applied in the project, it is incorrect that the project manager is responsible for including user interests, as it is the chief product owner who ensures user requirements are met. Ref 5.2.1.3, Table B.1</p> <p>D. Incorrect. As part of 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." This principle is though not applied here as the project is neither in the initiation stage as it is pre-project, nor do we apply the principle. Ref 5.2.1.4</p>
4	B	1.2.2	<p>A. Incorrect. This option prioritizes scope over sustainability, which violates the project's fixed tolerance for sustainability. "Scope. Fixed – for must haves; Flexed – for Should and Could haves"; "Sustainability. Fixed – for minimum criteria; Flexed – anything above the minimum criteria". Ref Table 3.1</p> <p>B. Correct. In this instance, sustainability is a fixed tolerance, meaning all decisions must prioritize adherence to ethical and environmental standards. While the scope is flexed for Should have and Could have items. "Scope. Fixed – for Must haves; Flexed – for Should and Could haves"; "Sustainability. Fixed – for minimum criteria; Flexed – anything above the minimum criteria". Ref Table 3.1</p> <p>C. Incorrect. While this solution might seem like a compromise, sourcing from the larger supplier still violates the fixed tolerance for sustainability. "Sustainability. Fixed – for minimum criteria Flexed – anything above the minimum criteria". Ref Table 3.1</p> <p>D. Incorrect. This choice introduces a delay, which violates the fixed timeline. "Time. Zero tolerance for extra time on all levels of plan." Ref Table 3.1</p>

Q	A	Syllabus Ref	Rationale
5	C	1.2.3	<p>A. Incorrect. While theoretical knowledge is important, focusing solely on lectures and terminology does not provide the practical application necessary for improving agile maturity. Training and coaching “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> <p>B. Incorrect. Limiting sessions to specific roles does not support organization-wide adoption of agile practices. “Training and coaching: when implementing new ideas, concepts, and ways of working through agile, it is critical that as many people as possible understand what is changing and why (the purpose of the change). This leads to smoother organization-wide adoption of changes.” Ref 2.7.3</p> <p>C. Correct. This approach aligns with the principle that people need both theoretical understanding and practical application to effectively adopt agile practices. The ‘training and coaching’ concept implies that “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> <p>D. Incorrect. While learning from successful examples can be valuable, focusing primarily on for-profit case studies may not adequately address NowByou's unique challenges as an NGO. This approach lacks the tailored, practical coaching element. Training and coaching “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>
6	C	1.3.1	<p>A. Incorrect. “True agility goes beyond following a specific set of practices; it requires constantly adapting and enabling teams to respond effectively to change. By fostering experimentation, learning from feedback, and pivoting quickly, agile teams can minimize waste, reduce delays, and deliver user-focused solutions. Therefore, agile is less about rigid adherence to a framework and more about building a culture of collaboration, creativity, and adaptability to meet evolving needs.” Ref 2.3</p> <p>B. Incorrect. Financial incentives alone cannot guarantee that changes will stay in place. “To add to the higher motivation for adoption and adherence to the agile values, bonus systems are introduced, where peers assess each other and can award others with an amount of points/fictional currency for model behaviour based on agile values. To add balance to the motivation systems, considering that most people need tangible incentives alongside intangible motivators such as purpose and recognition, another technique often used in agile is based on personal values.” Ref 4.5</p> <p>C. Correct. “In determining the level of detail to capture in the change management approach, it is worth considering: [...] the evolving culture and ways to ensure changes are not rolled back after the transformation[...].” Ref 4.2.1</p> <p>D. Incorrect. “In determining the level of detail to capture in the change management approach, it is worth considering: [...] the communication strategy and any relevant learning or upskilling needed [...]” While it is important to consider the communication strategy, this is not the most important. Ref 4.2.1</p>

Q	A	Syllabus Ref	Rationale
7	A	1.3.2	<p>A. Correct. The advocate 'leads NowByou's efforts to engage marginalized communities and amplify their voices'. Key influencers may be "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 1.6 NowByou, 4.2.2</p> <p>B. Incorrect. Although BrightPulse has experience in agile marketing and diversity, and oversees the creation of campaign materials, it is unlikely to be a key influencer with the local communities. Key influencers may be "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 1.6 NowByou, 4.2.2</p> <p>C. Incorrect. The campaign analyst specializes in campaign analytics and impact measurement, and is unlikely to be a key influencer with the local communities. Key influencers may be "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 1.6 NowByou, 4.2.2</p> <p>D. Incorrect. Although the communications specialist is a digital communications expert who specializes in social media for NGOs, he is unlikely to be a key influencer with the local communities. Key influencers may be "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 1.6 NowByou, 4.2.2</p>
8	C	1.3.3	<p>A. Incorrect. A skill matrix "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." While this will help, it is the delegation matrix that will clarify roles and therefore support teamwork. Ref 7.4.1</p> <p>B. Incorrect. Although co-locating an office-based team may help to develop social cohesion, making this mandatory would be unlikely to be effective. "Whether teams work virtually, in person, or through a hybrid approach, the way people work with each other needs to be considered carefully, both to optimize the use of their time and to build social cohesion." Therefore, it is not necessary to be co-located although it does help with teamwork. Ref 4.3.3</p> <p>C. Correct. Successfully working across cultures requires "setting clear boundaries within which people can flex". Ref 4.3.1</p> <p>D. Incorrect. It is unlikely that it would be practical to ensure all police force representatives have experience with agile. "Ideally, organizations would assign individuals to each required role, but this is often impractical." Ref 4.3.2</p>

Q	A	Syllabus Ref	Rationale
9	B	1.3.4	<p>A. Incorrect. The communication management approach facilitates, not prevents, bidirectional feedback. "The communication management approach can be used to define and describe the means and frequency of communication, as well as to receive feedback from across the ecosystem supporting alignment and shaping of the initiative. It facilitates engagement with stakeholders through the establishment of a controlled and bidirectional flow of information." Ref 4.4</p> <p>B. Correct. Tailoring messages to address diverse concerns is a benefit of the communication management approach. "A communication management approach is equally about listening as it is about broadcasting. It seeks to understand the perceptions and concerns of the people involved and address them before they become more significant risks. It also allows for messaging to be tailored to the concerns and interests of different groups within the change initiative and the wider organizational ecosystem." Ref 4.4</p> <p>C. Incorrect. Informal networks are embraced as part of effective communication. "Most communication within organizations occurs outside of formal channels. Therefore, it is best to accept this and provide information in multiple formats that people can share while also offering multiple pathways for feedback." Ref 4.4</p> <p>D. Incorrect. "Generic messaging is rarely effective, as people obtain information from various channels. Identifying and working with key influencers from the user, supplier, and business stakeholder groups helps accommodate different perspectives. This ensures strong feedback loops and enables tailored messaging for each of these groups." Ref 4.4</p>
10	B	1.3.5	<p>A. Incorrect. The question refers to highlighting skills gaps. 'Co-deciding team values and accountabilities' relates to understanding "what the boundaries of self-management are and when decisions must be escalated due to organizational guidelines." Ref 4.5</p> <p>B. Correct. "To support training plans and empower team members, an artifact called 'team skill matrix' is often used to visually represent areas of current and planned future expertise and skills on agile teams." Ref 4.5</p> <p>C. Incorrect. The question refers to highlighting skills gaps. 'Motivation through value-based incentives and personal values' relates to motivating "employees in the adoption of agile values." Ref 4.5</p> <p>D. Incorrect. The question refers to highlighting skills gaps. 'Visual management with team dashboards' relates to having "information visualized in agile." Ref 4.5</p>
11	C	2.1.1	<p>A. Incorrect. The risk practice "addresses how the project team manages uncertainty." Ref 5.3.1.5</p> <p>B. Incorrect. The progress practice "addresses the ongoing achievability of the plans. It explains the monitoring of performance and the escalation process if events do not go according to plan, through a mixture of event and time-based controls. Ultimately, this practice determines whether and how the project should proceed." Ref 5.3.1.7</p> <p>C. Correct. "The business case (management product) will be tailored to the project canvas (artifact). The project canvas should outline best-case, worst-case, and expected case</p>

Q	A	Syllabus Ref	Rationale
			<p>scenarios to enable delivery of the project objectives and the benefits associated with the various cases.” Ref Table 5.2</p> <p>D. Incorrect. The quality practice “explains how the outline is developed so all stakeholders understand the quality attributes of the products to be delivered and then how project management will ensure that these requirements are subsequently delivered.” Ref 5.3.1.4</p>
12	C	2.1.2b	<p>A. 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.” However, this is not focusing on value as part of the business case practice. Ref 2.6.1</p> <p>B. Incorrect. As part of psychological safety, employees need to feel “contributor safety: I am encouraged to share my ideas and skills openly, knowing that my contributions are appreciated and respected.” Ref 2.7.4</p> <p>C. Correct. “In agile, the focus on value is meant to ensure that every effort directly contributes to delivering meaningful outcomes for users and stakeholders. Prioritizing value facilitates focusing on solutions that solve real problems, enhance user satisfaction, and support business goals.” This can be achieved by assigning value to each user story. Ref 6.3.1, Appendix A.9</p> <p>D. Incorrect. As part of psychological safety, employees need to feel “inclusion safety: I feel accepted and valued as part of the team, and I can be myself without fear of exclusion.” Ref 2.7.4</p>
13	C	2.1.2c	<p>A. Incorrect. “When setting out to write personas, it is highly encouraged to do so in a cross-functional workshop, where development team members will be involved to increase collaboration but also identification with users. Another important point is to assure that personas are indeed fictional, as the level of abstraction will ensure a broader range for innovation.” Basing the persona around someone who is known to the advocate is unlikely to achieve the goal of writing personas. Ref 6.4.1</p> <p>B. Incorrect. “When setting out to write personas, it is highly encouraged to do so in a cross-functional workshop, where development team members will be involved to increase collaboration but also identification with users. Another important point is to assure that personas are indeed fictional, as the level of abstraction will ensure a broader range for innovation.” The advocate should be invited to a workshop, not be the sole creator of the personas. Ref 6.4.1</p> <p>C. Correct. “When setting out to write personas, it is highly encouraged to do so in a cross-functional workshop, where development team members will be involved to increase collaboration but also identification with users. Another important point is to assure that personas are indeed fictional, as the level of abstraction will ensure a broader range for innovation.” Ref 6.4.1</p> <p>D. Incorrect. “In contrast to traditional user groups that were historically grouped according to demographic data, in agile the focus is on user needs, whether these users represent external customers or internal/public users. Experience has shown that</p>

Q	A	Syllabus Ref	Rationale
			demographics, for example age, occupation and income, no longer represent people having the same wants and needs." Therefore, writing a persona based on demographics is not helpful. Ref 6.4.1
14	D	2.1.3	<p>A. Incorrect. While it is true that the project canvas should document "Benefits: expected benefits; measurable benefits and tolerance", the production of an agile transformation plan is not a "measurable improvement resulting from an outcome that is perceived as an advantage by the investing organization [...]" It is an output as part of the project product. Ref Figure 6.3, Glossary</p> <p>B. Incorrect. While it is true that the project canvas needs to show, like the business case, that the project is worthwhile: "a PRINCE2 Agile project canvas is suggested to contain the following: project vision, business value, business options, costs, users, scope, benefits, and major risks", the production of an agile transformation plan is not a "measurable improvement resulting from an outcome that is perceived as an advantage by the investing organization [...]" It is an output as part of the project product. Ref 6.3.2.1, Glossary</p> <p>C. Incorrect. It is true that the benefits from the agile transformation are unlikely to occur until after the project has closed as part of the technique for business case management: "confirm: means to assess whether the intended benefits have been (or will be) realized. Confirming benefits will mostly take place after the project has been closed." However, this does not explain why the agile transformation plan is an output as part of the project product, not a benefit. Ref 6.3.1</p> <p>D. Correct. A benefit is defined as "the measurable improvement resulting from an outcome that is perceived as an advantage by the investing organization and contributes towards one or more business objectives." An agile transformation plan is an output which is part of the project product, not a benefit. An output is defined as "the tangible or intangible deliverable of an activity. In PRINCE2 Project Management, outputs are the specialist products used to enable change." Therefore, the agile transformation plan should be documented under "scope: [...] project product; epics/main features". Ref Glossary, Figure 6.3</p>
15	C	2.1.4a	<p>A. Incorrect. The issue management approach should "describe how issues will be captured and reported and explain how changes to the project baseline will be assessed and controlled." Ref Table 11.1</p> <p>B. Incorrect. The commercial management approach describes the "form of procurement and contract needs to ensure that it supports agile approaches to product development, for example fixed delivery teams/costs per iteration, a definition of the MVP and possible tolerances, use of an agreed Definition of Done, possibly guidelines for delivery team self-management and for tracking/reporting." Arrangements for co-location or remote teams are not a guideline or form of procurement. Ref Table 7.3</p> <p>C. Correct. The project management team structure should "define who is involved in the project, their relationships, and how they will work together." "The working practices described should reflect agile ways of working and define any techniques, metrics, artifacts, and so on that should be used across the project. They should also include arrangements for co-location or remote teams with a special focus on agile techniques and</p>

Q	A	Syllabus Ref	Rationale
			<p>tools to enable transparency and rich communication.” Ref Table 7.3 D. Incorrect. Role descriptions should “describe the roles of those in the project management team and their specific responsibilities”. Arrangements for co-location or remote teams are not a role responsibility. Ref Table 7.3</p>
16	B	2.1.4b	<p>A. Incorrect. The project executive should “approve tolerances for agile decision-making.” A common tone and branding are not elements of value delivery. Ref Table B.1 B. Correct. The chief product owner should “ensure priorities are clearly defined across teams.” Ref Table 7.2 C. Incorrect. The project manager should “act as a servant leader, facilitating collaboration between PRINCE2 Agile governance and teams.” This does not include prioritization. Ref Table 7.2 D. Incorrect. The product owner should ensure the product backlog “aligns with the project backlog and PRINCE2 Agile ‘continued business justification’ principle and project tolerances.” The product owner does not prioritize across teams. Ref Table 7.2</p>
17	D	2.1.5	<p>A. Incorrect. Project assurance should “monitor adherence to PRINCE2 Agile principles and agile practices.” However, they do not support the project manager to address agile adoption risks (the chair’s resistance to agile adoption). Ref Table 7.2 B. Incorrect. Project support, not project assurance, should “help manage reporting requirements for all stakeholders by updating and pulling information from project/team dashboards”. However, this may provide the chair with the reports needed but will not address the chair’s resistance to agile adoption. Ref Table 7.2 C. Incorrect. Project support, not the agile coach, should “facilitate smooth communication between PRINCE2 Agile governance roles and teams”. However, this may provide the chair with the reports needed but will not address the chair’s resistance to agile adoption. Ref Table 7.2 D. Correct. “The agile coach serves as a mentor and facilitator who helps organizations adopt and sustain agile principles and practices.” The agile coach should “work across teams to identify and remove systemic blockers to agile adoption [...].” Ref Table 7.2</p>
18	B	2.2.1g	<p>A. Incorrect. The executive “is responsible for ensuring that the campaign aligns with strategic goals and will serve as a role model for the organization’s agile transformation”. Thus, the executive takes on strategic tasks and is accountable for the project but does not do research and documentation tasks. Ref 1.6 NowByou Additional Information (People) B. Correct. The project support provides “assistance with stakeholder analysis” and provides “administrative support tailored to agile iterations and workshops” as well as assists with reports and documentation in general. Therefore, this role supports research for stakeholder analysis and documentation. Ref Table B.1 C. Incorrect. The project assurance monitors “adherence to PRINCE2 Agile principles and agile practices” and ensures “quality and governance checks are integrated into iterative delivery”. Therefore, the role does not support research and documentation of the stakeholder analysis but confirms that the process and quality go along with control mechanisms of the project. Ref Table B.1</p>

Q	A	Syllabus Ref	Rationale
			D. Incorrect. The agile coach helps “embed agile ways of working within the PRINCE2 Agile framework into project approaches”. Therefore, this role does not do research for the stakeholder analysis or documents it. Ref Table B.1
19	C	2.2.1k	<p>A. Incorrect. This experience would be more relevant to the role of developer. “Developers are responsible for designing, building, and maintaining outputs. This includes developing products, contributing to their design, and collaborating with other team members to ensure technical feasibility.” Ref Table 7.2</p> <p>B. Incorrect. This experience would be more relevant to the role of team coach. The team coach “works closely with one or two specific teams to enhance their effectiveness and performance”. This includes “helping the teams self-manage”. Ref Table 7.2</p> <p>C. Correct. “Testers ensure the quality and reliability of the product by designing, executing, and possibly automating tests/quality reviews.” This includes reviewing “products against acceptance/quality criteria, as well as the team Definition of Done”. Ref Table 7.2</p> <p>D. Incorrect. This experience would be more relevant to the role of project support. “Project support is responsible for providing services, such as administrative support, advice and guidance on the project tools, planning support, risk management support, and change management support.” This may include helping to manage reporting by “updating and pulling information from project/team dashboards”. Ref Table 7.2</p>
20	D	2.1.6a	<p>A. Incorrect. The project canvas is used as part of the business case practice to visually show the elements of a business case. The 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>B. Incorrect. “User stories should be seen as summarizing key information about a requirement.” Therefore, while a user story documents a single requirement it would not document all requirements for version A. Ref 8.3.2.3</p> <p>C. Incorrect. “A project backlog is a PRINCE2 Agile adaptation of a backlog that was tailored to replace the contents of a project product description. It usually contains more high-level requirements in the form of epic user stories (section 8.3.2.2) and should show or link to the project Definition of Ready/Done (from the quality management approach) and mention which individuals or roles are responsible for accepting the project product.” As the scenario in this question goes more into detail, the project backlog does not apply. Ref 8.3.2.1</p> <p>D. Correct. “A product backlog in PRINCE2 Agile contains everything a regular backlog does, but it should also include or link to the team Definition of Done. Product backlogs are used on the team levels by the person responsible for the team outputs.” In the product backlog there will be the requirements defined as user stories with all information needed or to be updated by the team. Ref 8.3.2.1</p>

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21	A	2.1.6c	<p>A. Correct. Estimation of work is used in the plans practice and takes place during the 'managing product delivery' process. "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> <p>B. Incorrect. This describes the quality practice and its focus on defining and ensuring adherence to quality standards, and the quality management approach that describes "the quality techniques and standards to be applied and the roles and responsibilities for achieving the required quality specifications and acceptance criteria during a project". Ref Table 9.1</p> <p>C. Incorrect. This describes the issues practice. While it is correct that changes to the project baseline may be part of the practice, the product owner with the delivery team do not make these changes. The project baseline is "the current approved versions of the management products and project products that are subject to change control". Ref Glossary</p> <p>D. Incorrect. This describes the progress practice as Objective and Key results (OKRs) are part of that practice. While it is correct that the team defines its own OKRs, it happens during the 'managing a stage boundary' process in a workshop with other teams as well as the project manager. "OKR (John Doerr) is a goal-setting framework that helps organizations define and track ambitious goals." Ref 12.3.2.3</p>
22	C	2.1.7	<p>A. Incorrect. The information given in the question is contrary to iterative delivery as it uses detailed plans. While it is correct that at the end of iteration 2 is also the end of the stage and the 'managing a stage boundary' process is needed to plan the next stage, the plan (the release map) is rather created on a high level. "A release map can be created using the information from a story map (see Section 8.3.2.4), where user stories are clustered into suitable releases, that make sense from a priority and a development/technical point of view. These releases are then visually separated and given deadlines that usually contain two to four iterations." The team plans the next iteration on task level in the 'managing product delivery' process. Ref 8.3.2.5</p> <p>B. Incorrect. The information given in the question uses detailed plans on task level. While it is correct that at the end of iteration 2 is also the end of the stage and the 'managing a stage boundary' process is needed to plan the next stage, the plan (the release map) is rather created on a high level. "A release map can be created using the information from a story map (see Section 8.3.2.4), where user stories are clustered into suitable releases, that make sense from a priority and a development/technical point of view. These releases are then visually separated and given deadlines that usually contain two to four iterations." In agile, plans are made just in time to avoid too early planning and inherent risks. Ref 8.3.2.5</p> <p>C. Correct. The information given in the question uses detailed plans on task level. While it is correct that at the end of iteration 2 is also the end of the stage and the 'managing a stage boundary' process is needed to plan the next stage, the plan (the release map) is rather created on a high level. "A release map can be created using the information from a story</p>

Q	A	Syllabus Ref	Rationale
			<p>map (see Section 8.3.2.4), where user stories are clustered into suitable releases, that make sense from a priority and a development/technical point of view. These releases are then visually separated and given deadlines that usually contain two to four iterations.” The team plans the next iteration on task level in the ‘managing product delivery’ process.</p> <p>Ref 8.3.2.5</p> <p>D. Incorrect. The information given in the question proposes that the project is at the end of iteration 2. Therefore, the ‘managing a stage boundary’ process is needed to plan the next stage, and the plan (the release map) is rather created on a high level. “A release map can be created using the information from a story map (see Section 8.3.2.4), where user stories are clustered into suitable releases, that make sense from a priority and a development/technical point of view. These releases are then visually separated and given deadlines that usually contain two to four iterations.” The next iterations can be defined but not on task level yet. Ref 8.3.2.5</p>
23	B	2.1.8a	<p>A. Incorrect. The purpose of the communication management approach is “to define and describe the means and frequency of communication with and receiving feedback from across the project ecosystem, supporting alignment and shaping of the project”. It does not describe the agile behaviours. Ref Table 4.1</p> <p>B. Correct. In the quality management approach, “agile ways of working should be incorporated and documented, ensuring that agile behaviours are part of the approach and properly assured”. Ref Table 9.1</p> <p>C. Incorrect. The quality register summarizes “all quality management activities that are planned or have occurred”. It does not describe the agile behaviours. Ref Table 9.1</p> <p>D. Incorrect. The lessons log provides “a repository to record lessons that apply to this project or future projects”. It does not describe the agile behaviours. Ref Table 12.1</p>
24	B	2.1.8b	<p>A. Incorrect. The BrightPulse approach has been successful on past projects and the quality management approach can be tailored. “An alternative procedure may be used, if preferred, when the business has product design, development, and testing procedures specific to their organization. The use of an alternative procedure should be documented as part of the tailoring decisions in the PID.” Ref 9.3.1</p> <p>B. Correct. The BrightPulse approach has been successful on past projects and the quality management approach can be tailored. “An alternative procedure may be used, if preferred, when the business has product design, development, and testing procedures specific to their organization. The use of an alternative procedure should be documented as part of the tailoring decisions in the PID.” Ref 9.3.1</p> <p>C. Incorrect. There is no need to find an additional contractor because of this approach. The BrightPulse approach has been successful on past projects and the quality management approach can be tailored. “An alternative procedure may be used, if preferred, when the business has product design, development, and testing procedures specific to their organization. The use of an alternative procedure should be documented as part of the tailoring decisions in the PID.” Ref 9.3.1</p> <p>D. Incorrect. “An alternative procedure may be used, if preferred, when the business has product design, development, and testing</p>

Q	A	Syllabus Ref	Rationale
			procedures specific to their organization. The use of an alternative procedure should be documented as part of the tailoring decisions in the PID." The transformation plan will reflect the decision made on tailoring the approach for this project and once piloted which approach to use on future projects. "An agile transformation plan will typically span several projects/initiatives to enable enterprise-wide adoption of agile." Ref 9.3.1, 2.7.1
25	A	2.1.9	<p>A. Correct. The quality management approach describes "agile ways of working". Therefore, it is appropriate to document the agile testing methods, used by external suppliers, in the quality management approach. Ref Table 9.1</p> <p>B. Incorrect. As part of the 'authorize the project' activity, "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". However, this does not explain why this requirement should be documented in the quality management approach as part of the quality practice. Ref Table 13.4</p> <p>C. Incorrect. It is not true that agile 'test/check first' can only be used for software development. "When using the PRINCE2 Project Management method with agile, a decision should be made early on, as to how much of the testing and quality checking can be carried out in the preferred agile manner of 'test/check first' or at least 'test/check as you go. This is the one area where transferring agile concepts and techniques, originally from the software development domain, needs to be handled carefully. Software can be built iteratively and tested frequently using automation. The frequency can be as short as days, hours, or minutes in terms of iterative builds. This approach can be used for other products, for example a marketing campaign, but it may not be built as quickly or via automation." Ref 9.4.3</p> <p>D. Incorrect. The commercial management approach describes the procedure used to select as a supplier not the agile ways of working they will use. The commercial management approach clarifies the "Delivery model, resources (for market engagement, procurement, contract management activities), responsibilities, supporting tools and techniques, standards, references". Ref Table 7.3</p>
26	D	2.1.10a	<p>A. Incorrect. The 'flexibility on what is delivered' slider is concerned with whether "They are also very comfortable with the role they need to play in prioritizing the work." It is the 'advantageous environmental conditions' slider which relates to whether "the overall working environment is very supportive of working in an agile way". Ref 10.3.2.2</p> <p>B. Incorrect. The 'ease of communication' slider is concerned with whether "communication is very easy amongst all parties involved". It is the 'advantageous environmental conditions' slider which relates to whether "the overall working environment is very supportive of working in an agile way". Ref 10.3.2.2</p> <p>C. Incorrect. The 'ability to work iteratively and deliver incrementally' slider is concerned with: "It is very easy to deliver benefit to the customer by regular partial deliveries of the final product." It is the 'advantageous environmental conditions' slider which relates to whether "the overall working environment is very supportive of working in an agile way". Ref 10.3.2.2</p>

Q	A	Syllabus Ref	Rationale
			D. Correct. The 'advantageous environmental conditions' slider relates to whether "the overall working environment is very supportive of working in an agile way". This includes contractual details which "do not inhibit the agile way of working and delivering". Ref 10.3.2.2
27	B	2.1.11	<p>A. Incorrect. The 'assess' step is where "[...] will need to be estimated and evaluated." Ref 10.3.1</p> <p>B. Correct. The 'plan' step is addressed by "planning necessary risk responses". Ref 10.3.1</p> <p>C. Incorrect. It is correct that the 'assess' step is where "[...] will need to be estimated and evaluated", but this action refers to "planning necessary risk responses". Ref 10.3.1</p> <p>D. Incorrect. The 'plan' step is addressed by "planning necessary risk responses". Ref 10.3.1</p>
28	C	2.1.13	<p>A. Incorrect. Although the team has identified this requirement as 'must-have', it will affect the project baseline. The decision to include it "will be taken by the project board, or by the person (or persons) assigned with the authority to decide on changes." Ref 11.3.1</p> <p>B. Incorrect. Although the change is important, it will affect the project baseline. The decision to include it "will be taken by the project board, or by the person (or persons) assigned with the authority to decide on changes [...]". Ref 11.3.1</p> <p>C. Correct. This change will affect the project baseline and "formal handling will be essential". Ref 11.3.1</p> <p>D. Incorrect. Changes to the project baseline, including the project backlog, can be made but "formal handling will be essential". Ref 11.3.1</p>
29	C	2.1.12c	<p>A. Incorrect. If new requirements are coming in, then some of the existing ones may need to make way, even if they refer to non-functional requirements. This will be carried out by removing requirements or tasks that are of a similar level of effort. "The key to successful trading is to ensure that only tasks requiring a similar amount of effort are swapped and that the changes align with the project's overall goals." Ref 11.4.1</p> <p>B. Incorrect. This is a detail change "if there is a request for a change to an existing requirement or a request for a new requirement that does not affect the project backlog, then this would be seen as creating a more accurate final product and therefore would be viewed as something positive". It is not a baseline change which would mean a change to the project backlog. It should not be ignored. It should be prioritized and traded if of higher priority than an existing requirement. Ref 11.3.2, 11.4.1</p> <p>C. Correct. "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." "The key to successful trading is to ensure that only tasks requiring a similar amount of effort are swapped and that the changes align with the project's overall goals. To implement trading effectively, teams should have strong communication with the PO to assess and agree on the priority of both the new and existing tasks." Ref 11.4.1</p> <p>D. Incorrect. "Trading allows the team to remain flexible and adapt to new priorities, without increasing the overall scope of work or disrupting the progress of the current iteration. Instead of adding</p>

Q	A	Syllabus Ref	Rationale
			new tasks on top of existing ones, the team 'trades' a lower-priority item for the new requirement, ensuring that the workload stays balanced." Ref 11.4.1
30	D	2.1.12b	<p>A. Incorrect. Changes like this to the baseline cannot be handled dynamically. Only changes at the detailed requirement level can be handled dynamically. "If a change to a requirement, or a new requirement, indicates that there needs to be a change to the project backlog, then this would be seen as a change to the baseline of the project" "Issues that do not affect the agreed baseline can be handled informally at team level, while issues with an impact on the baseline must be handled and decided formally at the appropriate management level." Ref 11.3.2</p> <p>B. Incorrect. The Agilometer is used to assess the risks associated with using agile not dealing with baseline change. This is a baseline change. "If a change to a requirement, or a new requirement, indicates that there needs to be a change to the project backlog, then this would be seen as a change to the baseline of the project" "Issues that do not affect the agreed baseline can be handled informally at team level, while issues with an impact on the baseline must be handled and decided formally at the appropriate management level." Ref 11.3.2</p> <p>C. Incorrect. Changes like this to the baseline cannot be handled dynamically. Only changes at the detailed requirement level can be handled dynamically and traded. "If a change to a requirement, or a new requirement, indicates that there needs to be a change to the project backlog, then this would be seen as a change to the baseline of the project." "Issues that do not affect the agreed baseline can be handled informally at team level, while issues with an impact on the baseline must be handled and decided formally at the appropriate management level." Ref 11.3.2</p> <p>D. Correct. This is a baseline change. "If a change to a requirement, or a new requirement, indicates that there needs to be a change to the project backlog, then this would be seen as a change to the baseline of the project." "Issues that do not affect the agreed baseline can be handled informally at team level, while issues with an impact on the baseline must be handled and decided formally at the appropriate management level." Ref 11.3.2</p>
31	B	2.1.14c	<p>A. Incorrect. A burn-down chart "is a run chart of outstanding work over time, often used on the team level to depict story points over days within an iteration." Ref 12.4.3</p> <p>B. Correct. A burn-up chart 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> <p>C. Incorrect. Team dashboards are used to report from team manager to project manager. Project dashboards are used to report from project manager to project board. The project dashboard would continuously be "updated and reviewed during progress review workshops". Ref Table 12.1</p> <p>D. Incorrect. A Cumulative Flow Diagram (CFD) is "a visual representation of tasks in different stages of the workflow over time. It helps identify bottlenecks and assess overall progress". It is unlikely to be used at project level. Ref 12.4.2</p>

Q	A	Syllabus Ref	Rationale
32	A	2.1.14c	<p>A. Correct. A burn-down chart “is a run chart of outstanding work over time [...]”. It shows the velocity of the work being done by the team. Velocity is “a metric for the average rate of story points delivered per timebox for one or more teams”. For example, if a team completes 20 user stories per week, then this is their velocity and “it can be used to empirically forecast their future rate of progress, assuming that the conditions remain the same”. The real line is above the ideal line therefore the products are not being delivered fast enough. The team will not complete everything at this rate and must focus on high priority items on the product backlog. Ref 12.4.3, Glossary</p> <p>B. Incorrect. A burn-down chart “is a run chart of outstanding work over time [...]”. It shows the velocity of the work being done by the team. Velocity is “a metric for the average rate of story points delivered per timebox for one or more teams”. For example, if a team completes 20 user stories per week, then this is their velocity and “it can be used to empirically forecast their future rate of progress, assuming that the conditions remain the same”. The real line is above the ideal line, not below, therefore the products are not being delivered fast enough. The team will not complete everything at this rate and must focus on high priority items on the product backlog. Ref 12.4.3, Glossary</p> <p>C. Incorrect. A burn-up chart “is a run chart of completed work” not a burn-down chart. “A burn-down chart is a run chart of outstanding work over time [...]”. A burn-up chart would show the “work against a deadline” and can be used to forecast completion dates for the products, not a burn-down chart. Ref 12.4.3, Glossary</p> <p>D. Incorrect. A burn-up chart “is a run chart of completed work” not a burn-down chart. “A burn-down chart is a run chart of outstanding work over time [...]”. A burn-up chart would show the scope of the work to be completed and can be used to calculate the remaining work, not a burn-down chart. Ref 12.4.3, Glossary</p>
33	D	3.1.1e	<p>A. Incorrect. As part of accepting a work package, the 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 [...]”. Advising the project manager that the work package is complete is part of the ‘notify work package completion’ activity. Ref Table 13.12</p> <p>B. Incorrect. As part of executing a work package, the team “notifies the project manager of the completed quality activities and products, and obtains approvals for any completed products”. Advising the project manager that the work package is complete is part of the ‘notify work package completion’ activity. Ref Table 13.12</p> <p>C. Incorrect. As part of evaluating a work package, the team “[...] reviews registers and logs, and updates the team dashboard to enable the project manager to pull the necessary up-to-date information”. Advising the project manager that the work package is complete is part of the ‘notify work package completion’ activity. Ref Table 13.12</p> <p>D. Correct. As part of notifying work package completion, the team “[...] and notifies the project manager that the work package is complete”. Ref Table 13.12</p>

Q	A	Syllabus Ref	Rationale
34	D	3.1.1e	<p>A. Incorrect. The 'product backlog refinement' topic includes activities to clarify requirements and prioritize. Its goal is to "ensure team understanding of user stories, define priorities, and align the product backlog with project objectives". Ref Table 13.13</p> <p>B. Incorrect. The 'user story refinement' topic examines acceptance criteria for the high-priority stories to ensure they are clear and testable. Its goal is to "align on what qualifies as 'done' for each story, eliminating ambiguity and setting a clear testing path". Ref Table 13.13</p> <p>C. Incorrect. The 'effort estimation' topic estimates effort for each prioritized user story. Its goal is to "achieve a shared understanding of the complexity and effort for each story". Ref Table 13.13</p> <p>D. Correct. The 'iteration planning' topic elects user stories for the upcoming iteration based on priorities and estimated efforts. Its goal is to "finalize a realistic team plan for the next iteration to maximize team output and value delivered". Ref Table 13.13</p>
35	B	3.1.1a	<p>A. Incorrect. As part of the 'benefits analysis' topic in the project canvas workshop, the focus is on "brainstorming benefits and dis-benefits in small groups, gathering and discussing results, and defining tolerances". Ref Table 13.2</p> <p>B. Correct. As part of the 'project vision definition' topic in the project canvas workshop, the focus is on "brainstorming on long-term outcomes and a visioning exercise as a group. Goal: a well-understood project vision that will align the project with business value and sustainability objectives". As this project includes the piloting of agile ways of working this is the vision for the agile pilot project (the 'characteristics of the agile mindset'). Ref Table 13.2, 2.6.2</p> <p>C. Incorrect. As part of the 'scope definition' topic in the project canvas workshop, the focus is on defining "the project timeline and tolerance; [...] the scope in epic user stories and prioritize with MoSCoW technique; Define [...] targets, wanted/needed collaborations and dependencies for the project; Check timeline and scope tolerances". Ref Table 13.2</p> <p>D. Incorrect. As part of the 'user group definition' topic in the project canvas workshop, the focus is on "group discussion, brainstorming one to three key user groups and prioritizing them first to third. Goal: clear priorities for key user groups" The goal is to understand key user groups, not write a vision. Ref Table 13.2</p>
36	D	3.1.1a	<p>A. Incorrect. As part of the 'assess previous lessons' activity in the 'starting up a project' process, "The project manager reviews related lessons of similar previous projects in collaboration with the key stakeholders, consults with individuals or teams with experience of similar projects, and, if appropriate, creates the lessons log". Ref Table 13.1</p> <p>B. Incorrect. As part of the 'select the project approach' activity in the 'starting up a project' process, "the project manager evaluates the possible delivery solutions and determines the project approach appropriate to delivering the project product, and defines any requirements to tailor the method, if known at this time". Ref Table 13.1</p> <p>C. Incorrect. As part of the 'plan the initiation stage' activity in the 'starting up a project' process, "the project manager identifies any constraints on time and costs for the initiation stage and, in</p>

Q	A	Syllabus Ref	Rationale
			<p>collaboration with the key stakeholders, produces the high-level release map which shows the work to be undertaken during initiation, whilst also reviewing any risks and their impact on the next stage, and establishes suitable management controls for the initiation stage". Ref Table 13.1</p> <p>D. Correct. As part of the 'assemble the project brief' activity in the 'starting up a project' process, "the project manager confirms the project objectives, desired outcomes, scope, exclusions, and project tolerances, identifies any constraints, assumptions and dependencies with other projects or activities, and documents the above in the project brief". Here, the dependency is on existing fundraising efforts. Ref Table 13.1</p>
37	A	3.1.1b	<p>A. Correct. The Agilometer assessment review should "review previously conducted Agilometer assessment results, discussing identified risk areas and linking them to agile values/agile transformation objectives". The goal is a "common understanding of key risk areas impacting agile adoption". Ref Table 13.5</p> <p>B. Incorrect. Risk identification should "brainstorm additional opportunities/threats related to agile adoption that were not captured in the Agilometer". The goal is to "develop a comprehensive list of risks". The risk to agile adoption would have been raised during the Agilometer assessment. Ref Table 13.5</p> <p>C. Incorrect. Risk assessment should "assess the probability of each risk and its impact. Use prioritization techniques to evaluate threats/opportunities, based on impact and probability". The goal is "a prioritized list, with focus on high-impact, high-probability risks for mitigation". This activity is not related to raising risks. Ref Table 13.5</p> <p>D. Incorrect. Risk planning should hold two exercises with the end goal to "ensure practical steps to implement mitigations are defined". This activity is not related to raising risks. Ref Table 13.5</p>
38	C	3.1.1b	<p>A. Incorrect. "Authorize initiation: the project board reviews and approves the project brief and the release map for initiation, informs all stakeholders and the impacted sites that the project is being initiated, and authorizes the project manager to proceed with the initiation stage." This process would occur before work on the benefits tracking has begun. Ref Table 13.4</p> <p>B. Incorrect. "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." This process would occur before work on the benefits tracking has begun. Ref Table 13.4</p> <p>C. Correct. "Authorize a stage or exception plan: 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 "updated PID" is "approved", which would include the benefits management approach. Establishing baselines and tracking of measurements would be part of this update. The "benefits" for this project will begin to be realized during the final stage (4), campaign distribution, but the set-up and baselining would therefore occur in stage 3. Ref Table 13.4, Figure 1.7</p>

Q	A	Syllabus Ref	Rationale
			D. Incorrect. "Give ongoing direction: Project board members offer informal guidance or respond to requests for advice at any time during a project." Updates on benefits work ('confirm benefits') occurs at the end each delivery stage and not ad-hoc. Ref Table 13.4
39	D	3.1.1c	<p>A. Incorrect. In the 'agree the management approaches' activity of the 'initiating a project' process, "the project manager in collaboration with the project team, reviews tailoring requirements, seeks lessons related to the management approaches, and defines approaches to manage change, communication, sustainability, benefits, commercial, quality, risk, issue, and digital and data." Ref Table 13.6</p> <p>B. Incorrect. In the 'establish project controls' activity of the 'initiating a project' process, "the project manager, in collaboration with the project team, assesses the implications of lessons, the delivery method, tailoring requirements, and management approaches for project controls." Ref Table 13.6</p> <p>C. Incorrect. In the 'request project authorization' activity of the 'initiating a project' process, "the project manager shares the final version of the project canvas, the PID, and the release map with the project board, and formally requests authority from the project board to deliver the project." Ref Table 13.6</p> <p>D. Correct. In the 'prepare the project plan' activity of the 'initiating a project' process, "the project manager considers whether the project backlog needs to be updated, identifies the arrangements for the transition of the project product into operational use, identifies and confirms people and resources required and their availability, and documents the release map." As part of planning "during the process of turning a story map into a release map, interdependencies between products are also defined and releases are planned accordingly". Ref Table 13.6, 8.3.1.1</p>
40	C	3.1.1d	<p>A. Incorrect. It is not 'the good'. It gives "participants time to gather thoughts, then let participants share positive aspects of the project and key accomplishments." It is the team building which facilitates "a collaborative game or exercise, such as a problem-solving challenge, or celebrate with food to boost morale and strengthen project team relationships." This is the agenda item that would include the team meal. Ref Table 13.11</p> <p>B. Incorrect. It is not 'the learning'. The learning includes "group discussion to capture lessons learned and key takeaways". It is the team building which facilitates "a collaborative game or exercise, such as a problem-solving challenge, or celebrate with food to boost morale and strengthen project team relationships." This is the agenda item that would include the team meal. Ref Table 13.11</p> <p>C. Correct. During 'team building' the purpose is to "facilitate a collaborative game or exercise, such as a problem-solving challenge, or celebrate with food to boost morale and strengthen project team relationships. Goal: strengthen team bonds and foster collaboration." Ref Table 13.11</p> <p>D. Incorrect. It is not the 'wrap-up'. It summarizes "the outcomes of the workshop and define next steps." It is the team building which facilitates "a collaborative game or exercise, such as a problem-solving challenge, or celebrate with food to boost morale and strengthen project team relationships." This is the agenda item that would include the team meal. Ref Table 13.10, Table 13.11</p>

Q	A	Syllabus Ref	Rationale
41	C	3.1.1c	<p>A. Incorrect. It is not the 'wrap-up' topic. The 'wrap-up' topic will "summarize the outcomes of the workshop and define next steps." It is the persona definition. The persona definition identifies and defines "key user personas that will guide product decisions." Ref Table 13.11, Table 13.7</p> <p>B. Incorrect. It is not the 'project canvas refinement' topic as it introduces "a refined project canvas, aligned with the updated release map and new information available." Ref Table 13.7</p> <p>C. Correct. It is the 'persona definition' topic as it identifies and defines "key user personas that will guide product decisions." Ref Table 13.7</p> <p>D. Incorrect. It is not the 'management approaches' topic. The goal of the 'management approaches' topic is to "establish clear guidelines for structured agility, maintaining flexibility and governance and control, as needed." Ref Table 13.7</p>
42	C	3.1.1g	<p>A. Incorrect. As part of the 'final product demo' agenda item in a project closure workshop, they "demonstrate final product for user acceptance. Gather final feedback. Goal: confirm product meets requirements and is ready for handover." Ref Table 13.19</p> <p>B. Incorrect. As part of the 'progress review' agenda item in a project closure workshop, they "update all project documentation, including the PID, project logs, the project dashboard, and Agilometer. Goal: ensure all documentation is accurate and complete for transition." Ref Table 13.19</p> <p>C. Correct. As part of the 'lessons report' agenda item in a project closure workshop, they "define actionable lessons for future projects based on previous presentations. Include insights and trends from the Agilometer and psychological safety assessments, if possible". Ref Table 13.19</p> <p>D. Incorrect. As part of the 'final handover planning' agenda item in a project closure workshop, they "develop a handover plan detailing support responsibilities and operational requirements, as well as benefits management actions needed. Goal: define clear guidelines for a smooth transition to operations." Ref Table 13.19</p>
43	B	3.1.1g	<p>A. Incorrect. In the 'final product demo' as part of the project closure workshop, they "demonstrate final product for user acceptance. Gather final feedback. Goal: confirm product meets requirements and is ready for handover." Ref Table 13.19</p> <p>B. Correct. In the 'final handover planning' as part of the project closure workshop, they "develop a handover plan detailing support responsibilities and operational requirements, as well as benefits management actions needed. Goal: define clear guidelines for a smooth transition to operations." Ref Table 13.19</p> <p>C. Incorrect. In 'project lessons' as part of the project closure workshop, they "present gathered lessons from the project phases and individual team members. Goal: share insights and identify common practices and learnings." Ref Table 13.19</p> <p>D. Incorrect. In the 'progress review' as part of the project closure workshop, groups "update all project documentation, including the PID, project logs, the project dashboard, and Agilometer. Goal: ensure all documentation is accurate and complete for transition." Ref Table 13.19</p>
44	B	3.1.2	<p>A. Incorrect. While co-creating management approaches is indeed part of the project initiation workshop, it focuses on overarching</p>

Q	A	Syllabus Ref	Rationale
			<p>governance topics like risk, quality, and change management. It does not directly involve defining readiness criteria for user stories, which is a separate activity tied specifically to the project Definition of Ready. In 'management approaches', they "co-create management approaches." "Goal: establish clear guidelines for structured agility, maintaining flexibility and governance and control, as needed." Ref Table 13.7</p> <p>B. Correct. In the 'project Definition of Ready' agenda item in the project initiation workshop the following exercise takes place: "Identify a list of general product-overarching criteria required to start development work on work packages/user stories (for example, clear requirements, resources, dependencies, measurable and prioritized acceptance criteria, and so on). Goal: create a shared understanding of the level of quality needed before work can be handed over to development." Ref Table 13.7</p> <p>C. Incorrect. While it is correct that in the starting up workshop epics are broken down into user stories when it comes to initiation stage planning and refine planning, it is incorrect that this option refers to epics and user stories. Hence in 'refine planning', the team updates "the initiation stage plan according to the previously agreed risk mitigation strategies and update all previous documentation according to timelines, cost, role appointments, and so on, as needed. Goal: ensuring the initiation stage supports the project objectives realistically and safeguarding project viability while remaining adaptable." Ref Table 13.3</p> <p>D. Incorrect. While it is correct that the kickoff workshop addresses team values and norms, but these norms do not refer to the DoR. In 'team values and norms', they "define team values and establish norms for working together. Goal: create an agile culture and manage expectations for future collaboration." Ref Table 13.8</p>
45	A	3.1.2	<p>A. Correct. The purpose of the project closure workshop in the 'closing a project' process is "to ensure the formal conclusion of the project by confirming the final product meets requirements, reflecting on lessons learned, finalizing documentation, and preparing for a smooth transition to operations." Ref 13.8.4</p> <p>B. Incorrect. While it is correct that the project closure workshop focuses on ensuring a "smooth transition to operations", it does not deliver a detailed implementation plan with tasks, especially not for a next project. They develop "a handover plan detailing support responsibilities and operational requirements." Ref 13.8.4</p> <p>C. Incorrect. The purpose of the progress review workshop in the 'controlling a stage' process is "to assess the project's current status, celebrate achievements, and address any challenges. By reviewing key metrics, accomplishments, and open risks, the team and stakeholders gain a shared understanding of progress and agree on necessary mitigation strategies." While it is correct that in the 'closing a project' process a progress review takes place, they cannot ensure corrective actions to meet the project's objectives. Ref 13.5.4.1</p> <p>D. Incorrect. The purpose of the progress review workshop in the 'controlling a stage' process is "to assess the project's current status, celebrate achievements, and address any challenges. By reviewing key metrics, accomplishments, and open risks, the team and</p>

Q	A	Syllabus Ref	Rationale
			stakeholders gain a shared understanding of progress and agree on necessary mitigation strategies." There are no detailed tasks and responsibilities for operations defined. Ref 13.5.4.1
46	A	3.1.2	<p>A. Correct. As part of the 'accept a work package' activity "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", then "agrees to deliver the work package." Ref Table 13.12</p> <p>B. Incorrect. It is the chief product owner, not the product owner, that prioritizes the project backlog. The chief product owner should "own the project backlog and ensure it is refined regularly with user inputs." Ref Table 7.2</p> <p>C. Incorrect. As part of the 'accept a work package' activity "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." Not all requirements in the work package are 'must-have' and it is not realistic to deliver them all. Ref Table 13.12</p> <p>D. Incorrect. It is true that the product owner produces the team plan when accepting the work package. The 'iteration planning' topic in the team planning workshop selects "user stories for the upcoming iteration based on priorities and estimated efforts." It aims to "finalize a realistic team plan for the next iteration to maximize team output and value delivered." However, "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." Ref Table 13.12, Table 13.13</p>
47	C	3.1.2	<p>A. Incorrect. The agile enablement workshop will "review previously conducted Agilometer assessment results, discussing identified risk areas and linking them to agile values/agile transformation objectives". However, this is not relevant to the creation of the agile transformation plan. This plan is created in the project initiation workshop, where an output is "management approaches created (if needed: replace change management approach with agile transformation plan)". Ref Table 13.5, Table 13.7</p> <p>B. Incorrect. The project manager, not the project board, should "consult with POs and stakeholders to prepare and maintain the product backlogs (product descriptions) and management approaches." The agile transformation plan replaces the change management approach. Ref Table B.1</p> <p>C. Correct. According to the scenario, the agile transformation plan is produced in stage 1 (initiation): "project canvas, PID including project backlog, agile transformation plan". Therefore, the "agile transformation plan" is likely to be created in the project initiation workshop, (not the agile enablement workshop), where an output is "management approaches created (if needed: replace change management approach with agile transformation plan)." Ref 1.6 NowByou, Table 13.7</p> <p>D. Incorrect. "An agile transformation plan will typically span several projects/initiatives to enable enterprise-wide adoption of agile. However, when the agile adoption is first tested and introduced</p>

Q	A	Syllabus Ref	Rationale
			through a single “pilot” project, this plan might not yet be needed; therefore, the PRINCE2 Agile change management approach will be updated accordingly.” It is therefore not created separately from a pilot project. Ref 2.7.1
48	B	4.1.1	<p>A. Incorrect. “Agile product management refers to the strategic and tactical approach of managing the product development process using agile frameworks and techniques (such as Scrum and Kanban).” Therefore, it is not appropriate to start a new project to deliver product enhancements. Ref 14.2.2.1</p> <p>B. Correct. Product management includes “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> <p>C. Incorrect. Product management includes “[...] agile product managers work closely with development, design, and other stakeholders to ensure that the product aligns with both business objectives and user needs.” Limiting collaboration to the chief product owner excludes diverse perspectives, which are critical in agile frameworks. Ref 14.2.2.1</p> <p>D. Incorrect. “Agile product management is about managing the product lifecycle through iterative planning, feedback, and adaptation, ensuring that each release delivers incremental value[...].” Agile encourages shared ownership of tasks and responsibilities, rather than centralized control. Ref 14.2.2.1</p>
49	B	4.1.3	<p>A. Incorrect. “Continuous Delivery ensures that new features or fixes are released to production in small, incremental changes, enabling the team to get fast feedback from real users.” Delaying feedback and setting up a new project reduces opportunities for iterative improvements and contradicts agile principles. Ref 14.2.2.2</p> <p>B. Correct. “Rapid iterations and fast feedback: Continuous Delivery ensures that new features or fixes are released to production in small, incremental changes, enabling the team to get fast feedback from real users. This allows for a high degree of agility in both product development and operations.” Ref 14.2.2.2</p> <p>C. Incorrect. “Rapid iterations and fast feedback: Continuous Delivery ensures that new features or fixes are released to production in small, incremental changes, enabling the team to get fast feedback from real users.” Agile emphasizes external stakeholder collaboration to iteratively improve outputs, not just relying on internal opinions. Ref 14.2.2.2</p> <p>D. Incorrect. “Rapid iterations and fast feedback: Continuous Delivery ensures that new features or fixes are released to production in small, incremental changes, enabling the team to get fast feedback from real users.” Agile emphasizes external stakeholder collaboration to iteratively improve outputs, not just relying on internal opinions. Ref 14.2.2.2</p>

Q	A	Syllabus Ref	Rationale
50	B	4.2.1	<p>A. Incorrect. "Ensure continued business justification: [...] 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. AI tools can detect early signs of cost overruns or diminishing returns, alerting stakeholders to potential issues before they escalate." Ref 15.4.1</p> <p>B. Correct. AI can significantly enhance the 'learn from experience' principle "by transforming vast volumes of raw data and information into accessible, actionable insights. While projects often capture lessons learned, these insights are rarely applied, due to challenges in accessing and filtering relevant information. AI can categorize, analyse, and prioritize these lessons, making them easily searchable and tailored to specific roles or project stages. By highlighting recurring issues, predicting potential risks, and recommending proven solutions, AI ensures that past experiences are genuinely leveraged, enabling continual learning and smarter decision-making across projects." Ref 15.4.1</p> <p>C. Incorrect. "Manage by stages: [...] AI can dynamically adjust predictions for timelines, costs, and benefits based on current progress, enabling teams to make rapid, data-driven adjustments that keep the project aligned with business objectives. In planning for the next iteration or stage, AI can refine predictions and optimize resource allocation based on historical and real-time data patterns." Ref 15.4.1</p> <p>D. Incorrect. "Focus on products: AI supports this principle by helping agile teams to clearly define products and break them down into manageable tasks. It assists in describing products and defining user stories based on user needs, making requirements clear and value focused. When decomposing the project product into smaller components, AI can help prioritize these tasks for agile backlogs and iterations. Automated testing tools powered by AI ensure each product meets quality specifications, allowing for early issue detection and continual improvement. This keeps agile teams aligned to deliver high-value, customer-centric products efficiently." Ref 15.4.1</p>



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