



PRINCE2[®] Agile Practitioner

VERSION 2

Global Best Practice

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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	B	1.1.1	<p>A. Incorrect. "Vision: an overarching goal that stays stable for a certain time." Ref Table 2.3</p> <p>B. Correct. "More efficient teams and engaged people: agile promotes a culture of collaboration and transparent communication within cross-functional teams. Empowering teams to self-manage and make decisions fosters trust, ownership, and strong sense of purpose, leading to higher morale and productivity." Ref 2.4</p> <p>C. Incorrect. "More efficient teams and engaged people: agile promotes a culture of collaboration and transparent communication within cross-functional teams. Empowering teams to self-manage and make decisions fosters trust, ownership, and strong sense of purpose, leading to higher morale and productivity." Ref 2.4</p> <p>D. 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>
2	B	1.1.3	<p>A. Incorrect. A key characteristic of the agile mindset is respect and ensuring all voices are heard. An in-person coaching session that only the key members attend will not allow everyone's voice to be heard. "Agile values respect, which is rooted in empathy and open-mindedness, ensuring that all voices are valued, and diverse perspectives are embraced. Agile teams thrive on a foundation of mutual respect, where each member's contributions and insights are acknowledged. Empathy allows team members to understand each other's perspectives, leading to better collaboration and stronger interpersonal relationships. Open-mindedness encourages listening to new ideas in an unbiased way, creating an inclusive environment where everyone feels valued and encouraged to share their thoughts and experiences." Ref 2.6.2</p> <p>B. Correct. A key characteristic of the agile mindset is respect and ensuring all voices are heard. A virtual coaching session in which the whole team is in attendance would allow everyone's voice to be heard. "Agile values respect, which is rooted in empathy and open-mindedness, ensuring that all voices are valued, and diverse perspectives are embraced. Agile teams thrive on a foundation of mutual respect, where each member's contributions and insights are acknowledged. Empathy allows team members to understand each other's perspectives, leading to better collaboration and stronger interpersonal relationships. Open-mindedness encourages listening to new ideas in an unbiased way, creating an inclusive environment where everyone feels valued and encouraged to share their thoughts and experiences." Ref 2.6.2</p> <p>C. Incorrect. A key characteristic of the agile mindset is respect and ensuring all voices are heard. Online distance learning is unlikely to promote this agile mindset effectively. "Agile values respect, which is rooted in empathy and open-mindedness, ensuring that all voices are valued, and diverse perspectives are embraced. Agile teams</p>

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			<p>thrive on a foundation of mutual respect, where each member's contributions and insights are acknowledged. Empathy allows team members to understand each other's perspectives, leading to better collaboration and stronger interpersonal relationships. Open-mindedness encourages listening to new ideas in an unbiased way, creating an inclusive environment where everyone feels valued and encouraged to share their thoughts and experiences." Ref 2.6.2</p> <p>D. Incorrect. A key characteristic of the agile mindset is respect and ensuring all voices are heard. Individual coaching sessions will not allow everyone's voice to be heard. "Agile values respect, which is rooted in empathy and open-mindedness, ensuring that all voices are valued, and diverse perspectives are embraced. Agile teams thrive on a foundation of mutual respect, where each member's contributions and insights are acknowledged. Empathy allows team members to understand each other's perspectives, leading to better collaboration and stronger interpersonal relationships. Open-mindedness encourages listening to new ideas in an unbiased way, creating an inclusive environment where everyone feels valued and encouraged to share their thoughts and experiences." Ref 2.6.2</p>
3	A	1.2.1	<p>A. Correct. According to the 'learn from experience' principle, "many agile concepts support this principle, and as many of them as appropriate should be used to provide the techniques for continual learning. Examples include shortening the feedback loop to the customer, continual customer involvement, and inspect and adapt along with retrospectives." Ref Table 5.1</p> <p>B. Incorrect. This is the 'define roles, responsibilities, and relationships' principle, not the 'learn from experience' principle. "Additional agile roles may be needed and PRINCE2 Project Management roles should be tailored carefully to the agile context." Ref Table 5.1</p> <p>C. Incorrect. This is the 'focus on products' principle, not the 'learn from experience' principle. "Product descriptions, quality specifications, and quality tolerances can be prioritized and decomposed to enable flexing what is being delivered, and therefore make it easier to stay in control and focus on the delivery of value." Ref Table 5.1</p> <p>D. Incorrect. Varying levels of agile maturity are not escalated but handled transparently as the lessons are gathered with the project team. If tolerances were to be exceeded, the 'manage by exception' principle applies. "It is not only essential to use this principle and to make sure it is implemented correctly, but it is also vital to see it at the heart of empowering people to self-manage and stay in control with the appropriate level of governance when using the PRINCE2 Project Management method and agile together. Working in an agile way emphasizes allowing tolerance on what is delivered and restricting tolerance on time and cost." Ref Table 5.1</p>
4	C	1.2.2	<p>A. Incorrect. While the discussions involve measurement, they are not about the quality of deliverables. The discussions are focused on the outcomes and benefits (workplace behavioural changes). "Quality: the characteristics of the project products that ensure they are fit for purpose and in line with expectations." Ref 1.3.2</p> <p>B. Incorrect. The discussions are not about what features or elements to include but about measuring the impact of the project on workplace behavioural changes. "Scope: what the project will</p>

Q	A	Syllabus Ref	Rationale
			<p>deliver (scope) and what the project will not deliver (out of scope).” Ref 1.3.2</p> <p>C. Correct. The discussions focus on establishing minimum viable benefits (baseline improvement level) in workplace behavioural changes, while allowing flexibility for additional benefits (exceeding baseline). “Benefits: measurable improvements that business expects, as a result of the change enabled by the project.” “Benefits. Fixed – for minimum viability Flexed – anything above minimum viability.” Ref 1.3.2, Table 3.1</p> <p>D. Incorrect. While the discussions involve measurement criteria, the measurements are referring to outcomes and benefits (workplace behavioural changes) rather than sustainability standards. “Sustainability: how the project will impact the wider environment.” Ref 1.3.2</p>
5	B	1.2.3	<p>A. Incorrect. Implementing a new tool is premature without proper training and understanding of agile principles. Training and coaching “just informing people and ‘letting them fend for themselves’ can render all previous efforts to communicate the changes and their purpose ineffective”. Ref 2.7.3</p> <p>B. Correct. In the early stages of agile transformation, the coach should focus on building a foundation of agile knowledge and skills within the project team. This approach ensures that team members understand agile principles and practices, enabling them to apply these concepts effectively throughout the project. Agile transformation plan includes “short-term objectives to guide the practical implementation of these new target states”. 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 2.7.1, 2.7.3</p> <p>C. Incorrect. Prioritizing user stories to implement the agile mindset is not a responsibility of agile coach. “The agile coach serves as a mentor and facilitator who helps organizations adopt and sustain agile principles and 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 Table 7.2, 2.7.3</p> <p>D. Incorrect. Developing a marketing plan is not within the agile coach's primary responsibilities and does not address the immediate need for agile knowledge. “The agile coach serves as a mentor and facilitator who helps organizations adopt and sustain agile principles and 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 Table 7.2, 2.7.3</p>

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6	C	1.3.1	<p>A. Incorrect. "The project's performance target sets the expected success level against which the management of the project will be judged. PRINCE2 Project Management includes performance targets for benefits, cost, time, quality, scope, sustainability, and risk." Ref 1.3.2</p> <p>B. Incorrect. Project management is "the application of methods, tools, techniques, and competencies to enable the project to meet its objectives". Ref 1.3.2</p> <p>C. Correct. Organizational Change Management (OCM) "is the means by which an organization transitions from the current state to the target state". Ref 4.2.1</p> <p>D. Incorrect. Agile transformation plan is "a plan guiding an initiative to adopt (more) agility. It contains high-level goals aligning new target states to organizational strategy (for example, mission/vision), as well as short-term objectives to guide the practical implementation of these new target states". Ref 2.7.1</p>
7	C	1.3.2	<p>A. Incorrect. 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. 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. Correct. The campaign analyst specializes in campaign analytics and impact measurement, and is therefore most likely to be a key influencer. 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 communication specialist is a digital communications expert who specializes in social media for NGOs, he is unlikely to be a key influencer. 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>

Q	A	Syllabus Ref	Rationale
8	C	1.3.3	<p>A. Incorrect. Although co-locating a team may “facilitate the organic relationship building that occurs during non-structured activities”, mandating this would be unlikely to build social cohesion. Ref 4.3.3</p> <p>B. Incorrect. Although having a formal agenda may make meetings efficient, it is unlikely to build social cohesion, which may be improved by “allowing time for less structured conversations online”. Ref 4.3.3</p> <p>C. Correct. “When teams are virtual, located at a distance from each other, or hybrid, building social cohesion may need additional activities such as: syncing co-location days for key people and teams with a focus on building key relationships”. Ref 4.3.3</p> <p>D. Incorrect. Although “setting clear boundaries within which people can flex” is important, mandating this would be unlikely to build “social cohesion”. Ref 4.3.1, 4.3.3</p>
9	C	1.3.4	<p>A. Incorrect. Generic messaging is noted as 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> <p>B. Incorrect. Periodic reporting alone is insufficient for communication. “It is insufficient to rely solely on periodic reporting to assess the progress of a change initiative. Reporting can be biased, as people might subconsciously manipulate information based on what is considered acceptable, expected, or desirable.” Ref 4.4</p> <p>C. Correct. “Remote teams: a more deliberate and structured approach is required to ensure information flows through the project ecosystem. The focus is on: [...] seeking clarity on how information flows through the ecosystem and providing information in appropriate formats to facilitate this [...].” Ref 4.4</p> <p>D. Incorrect. In remote teams the focus is on “identifying key relationships and agreeing with how they build both structured and unstructured time together”. Therefore, the project team members should also use unstructured time together. Ref 4.4</p>
10	B	1.3.5	<p>A. Incorrect. While iterative retrospectives are valuable in agile for process improvement, the question focuses on empowering team members. The provided text emphasizes retrospectives as part of regular progress reviews to refine agile maturity rather than direct empowerment tactics. “These can be broken down in organizational team values and be used in peer-based assessments, often as part of team retrospectives, where the team evaluates processes and teamwork for the past iteration.” Ref 4.5</p> <p>B. Correct. Empowering teams often involves providing them with tools to visualize their strengths and areas for growth. The skills matrix supports training plans and development within agile teams, ensuring members are well-equipped for their roles. “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. Aligning outcomes with mission and values ensures strategic alignment, but this primarily reflects governance and</p>

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			<p>sponsorship activities rather than direct team empowerment. “[...] understanding that a wide-spread adoption of the agile mindset is a critical success for agile transformations, it is necessary to motivate employees in the adoption of agile values. These can be broken down in organizational team values and be used in peer-based assessments, often as part of team retrospectives, where the team evaluates processes and teamwork for the past iteration.” Ref 4.5</p> <p>D. Incorrect. A/B testing optimizes campaign impact through data-driven decisions but does not specifically address team empowerment. This method is tied to campaign effectiveness, not team skill development. “A/B testing: A comparison between two versions of a product, design, or feature to determine which is more effective. It involves presenting different options to users and analyzing their responses to guide decision-making.” Ref 9.4.3</p>
11	D	2.1.1	<p>A. Incorrect. The ‘risk’ practice answers the following question: “What if something unexpected happens and how to plan appropriate responses for it?” Ref Table 5.2</p> <p>B. Incorrect. The ‘quality’ practice answers the following question: “What is acceptable to the users and how can this be measured?” Ref Table 5.2</p> <p>C. Incorrect. The ‘business case’ practice answers the following question: “Why does the project/initiative exist and what should it stay aligned to?” Ref Table 5.2</p> <p>D. Correct. The ‘issues’ practice answers the following question: “What now, when a product deviates from what was agreed to be acceptable, and how to respond?” Ref Table 5.2</p>
12	C	2.1.2a	<p>A. Incorrect. In an agile project environment, “the artifact that can serve as a suitable business case replacement for PRINCE2 Agile is a project canvas”. The purpose of the project canvas is “to document the business justification for undertaking a project, based on the estimated costs against the expected benefits and value to be gained and offset by any associated risks”. However, PRINCE2 Agile recommends the business case be tailored to the project canvas, which is more suitable for project transitioning to agile ways of working. Ref Table 6.1, 6.3.1</p> <p>B. Incorrect. The business case is one of the management products provided by PRINCE2 Project Management and PRINCE2 Agile defines how they are applied, tailored, or replaced with agile artifacts in an agile context. It should not be removed: “all projects must have a business justification, usually documented in some form of a business case.” In an agile project environment, “the artifact that can serve as a suitable business case replacement for PRINCE2 Agile is a project canvas”. Ref Table 6.1, 6.3.1</p> <p>C. Correct. The purpose of the project canvas is “to document the business justification for undertaking a project, based on the estimated costs against the expected benefits and value to be gained and offset by any associated risks”. In an agile project environment, “the artifact that can serve as a suitable business case replacement for PRINCE2 Agile is a project canvas”. Ref Table 6.1, 6.3.1</p> <p>D. Incorrect. The purpose of the project canvas is “to document the business justification for undertaking a project, based on the estimated costs against the expected benefits and value to be gained and offset by any associated risks”. Therefore, if the project has two objectives (the campaign objectives and agile pilot</p>

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			objectives), then the associated benefits for both should be included in the business case/project canvas. Ref Table 6.1
13	D	2.1.2c	<p>A. 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." In addition, "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 demographics, for example age, occupation and income, no longer represent people having the same wants and needs". Ref 6.4.1</p> <p>B. 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." In addition, "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>C. 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." Ref 6.4.1</p> <p>D. Correct. "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." In addition, "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 demographics, for example age, occupation and income, no longer represent people having the same wants and needs". Ref 6.4.1</p>
14	A	2.1.3	<p>A. Correct. As part of the technique for business case management, "develop: means to explore options and get the right information upon which investment appraisal decisions can be made". Here, the project manager is considering business value and benefits. Ref 6.3.1, Figure 6.3</p> <p>B. Incorrect. While it is true that, as part of the technique for business case management, "check: means to assess whether the project is (still) worthwhile", this does not explain why business value and benefits should be considered when producing the project canvas. Ref 6.3.1</p> <p>C. Incorrect. While it is true that, as part of the technique for business case management, "check: means to assess whether the project is (still) worthwhile", this does not explain why business value and benefits should be considered when producing the project canvas. Ref 6.3.1</p> <p>D. Incorrect. While it is true that, as part of the technique for business case management, "check: means to assess whether the project is (still) worthwhile", this does not explain why business value and benefits should be considered when producing the project canvas. Ref 6.3.1</p>

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15	A	2.1.4a	<p>A. Correct. The role descriptions “describe the roles of those in the project management team and their specific responsibilities.” In addition “the agile coach serves as a mentor and facilitator who helps organizations adopt and sustain agile principles and practices”. NowByou requires the agile project manager to be mentored by the professional agile coach. Ref Table 7.3, Table 7.2</p> <p>B. Incorrect. The project management team structure includes “project structure (chart), summary of authority and responsibilities, working practices and arrangements, supporting information”. Performance reviews will be part of their working practices and arrangements. Ref Table 7.3</p> <p>C. Incorrect. The project management team structure includes “project structure (chart), summary of authority and responsibilities, working practices and arrangements, supporting information”. The described working practices should “include arrangements for co-location or remote teams with a special focus on agile techniques and tools to enable transparency and rich communication”. Access to systems relates to tools and this is not a role definition. Ref Table 7.3</p> <p>D. Incorrect. In the release map “other typical elements of the plan such as the budget, tolerances, and assumptions should also be included or referred to”. As part of PRINCE2 Agile approach to planning, in ‘preparing the budget’ step “costs of the activities (including people, equipment, materials, and facilities) to produce and deliver the products, as well as the cost of the project management activities” are included. Ref Table 8.1, 8.3.1.5</p>
16	B	2.1.4c	<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”. This does not include who is involved in the decision-making process, and how. Ref 7.4.1</p> <p>B. Correct. A delegation matrix “can be useful to make responsibilities and decision-making authority transparent, ensuring alignment and reducing confusion. It helps teams understand who makes decisions and who is involved in decision-making processes according to the decision area. This streamlines communication and helps avoid duplication of effort”. Ref 7.4.3</p> <p>C. Incorrect. Project dashboard is a “visual representation of the project release status/plan, burn charts, current risks/issues, the communication plan, as well as the Agilometer/agile assessment trends”. This does not include who is involved in the decision-making process, and how. Ref 12.3.2.1</p> <p>D. Incorrect. “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.” This does not include who is involved in the decision-making process, and how. Ref 8.3.2.5</p>

Q	A	Syllabus Ref	Rationale
17	C	2.1.5	<p>A. Incorrect. The team skill matrix is “collaboratively” completed as part of the project kickoff workshop to “map out each member's skills and identify gaps or overlaps”. Ref Table 13.8</p> <p>B. Incorrect. The team skill matrix is “collaboratively” completed as part of the project kickoff workshop to “map out each member's skills and identify gaps or overlaps”. Ref Table 13.8</p> <p>C. Correct. “By offering a structured view of available and required competencies, a skill matrix enhances resource planning, promotes collaboration by leveraging complementary skills, and increases overall efficiency and project success rates. If it is used for delivery teams, it should be visually displayed on the team dashboard.” Moreover, the team skill matrix is “collaboratively” completed as part of the project kickoff workshop to “map out each member's skills and identify gaps or overlaps”. Ref 7.4.1, Table 13.8</p> <p>D. Incorrect. The ‘team skill matrix’ is “collaboratively” completed as part of the project kickoff workshop to “map out each member's skills and identify gaps or overlaps”. Ref Table 13.8</p>
18	A	2.2.1g	<p>A. Correct. The project support provides “administrative support tailored to agile iterations and workshops” and helps managing “reporting requirements for all stakeholders by updating and pulling information from project/team dashboards.” Ref Table B.1</p> <p>B. Incorrect. While it is correct that the project manager will “ensure that project risks are being identified, assessed, and controlled throughout the project”, the project support helps with administrative tasks like compiling lists. Ref Table B.1</p> <p>C. Incorrect. The agile coach would not be working at team level, they will “support the project board, project assurance and the project manager with expert knowledge in agile best practices and techniques”. The project support helps with administrative tasks like compiling lists. Ref Table B.1</p> <p>D. Incorrect. While it is correct that the project assurance advises “the project board and project manager on assessing and resolving issues, risks, and exceptions reports and checking for impacts against the project canvas (business case)”, they are not responsible for administrative support. Ref Table B.1</p>
19	C	2.2.1k	<p>A. Incorrect. The advocate’s experience in community engagement and role representing the interests of communities within the project would make them more suitable for the role of chief product owner. “The CPO represents the user community.” They are responsible for reviewing “products against acceptance/quality criteria, as well as the team Definition of Done”. Ref 1.6 NowByou, Table 7.2</p> <p>B. Incorrect. The scrum master’s experience in helping teams try out agile would make them more suitable for the role of team coach. The team coach “works closely with one or two specific teams to enhance their effectiveness and performance”. This includes guiding “the teams in adopting (agile) best practices”. Ref 1.6 NowByou, Table 7.2</p> <p>C. Correct. The campaign analyst’s role in campaign analytics and impact measurement would make them suitable for the role of tester. Testers are responsible for “ensuring that the products meet the defined quality/acceptance criteria. They</p>

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			<p>play a critical role in making sure products deliver value to users". Ref 1.6 NowByou, Table 7.2</p> <p>D. Incorrect. The communication specialist's experience would make them more suitable for 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 1.6 NowByou, Table 7.2</p>
20	D	2.1.6b	<p>A. Incorrect. The Definition of Done within the 'quality' practice "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>B. Incorrect. The Definition of Ready within the 'quality' practice "is a shared agreement within the team that outlines the criteria a task, deliverable, or user story must meet before work begins. It ensures that the item is fully prepared, with clear objectives, clearly defined scope, with all the necessary information, resources, and dependencies in place". Ref 9.3.2.1</p> <p>C. Incorrect. The project canvas in the 'business case' practice documents "the business justification for undertaking a project, based on the estimated costs against the expected benefits to be gained and offset by any associated risks". Ref Glossary</p> <p>D. Correct. The story map is part of the product-based planning technique and represents the 'create a product breakdown structure' step. "The product breakdown structure is recommended to be replaced by a user story map [...]. During story mapping, products are also broken down into smaller user stories, eliminating the need for a separate product breakdown document." In addition, "the team starts by taking user descriptions/personas to brainstorm common activities users would want to perform with the product or use the solution for and organize them in chronological order". Ref 8.3.1.1, 8.3.2.4</p>
21	B	2.1.6b	<p>A. Incorrect. Agile approaches typically use empiricism (yesterday's weather) to estimate work rather than rationalism where logic is used to make predictions. "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." Rationalism is the opposite "whereby reasoning or logic is used for making predictions and planning what should happen". Ref 8.3</p> <p>B. Correct. "Starting work and seeing how much is getting done is sometimes called 'calibration' (in a similar way to manually setting weighing scales to zero) or 'calculating velocity' (that is, the rate of progress)." Ref 8.3</p> <p>C. Incorrect. "Starting work and seeing how much is getting done is sometimes called 'calibration' (in a similar way to manually setting weighing scales to zero) or 'calculating velocity' (that is, the rate of progress)." However, the BrightPulse team cannot use the campaign analyst's velocity to estimate iteration 4. Ref 8.3</p> <p>D. Incorrect. "The team collaborates to create these relative estimates, and each team member simultaneously gives their</p>

Q	A	Syllabus Ref	Rationale
			opinion by using pre-numbered playing cards or pieces of paper showing their chosen points value." Therefore, using the marketing agency director's estimate is not using previous velocity nor is the estimate created collaboratively. Ref 8.4.3
22	C	2.1.8a	<p>A. Incorrect. The quality register is used to "summarize all quality management activities that are planned or have occurred". It contains "quality and product identifiers, quality method, planned and actual dates for quality activities, responsibilities, result (pass/fail), records." This does not include the status of products. Ref Table 9.1</p> <p>B. Incorrect. The quality register is used to "summarize all quality management activities that are planned or have occurred". It contains "quality and product identifiers, quality method, planned and actual dates for quality activities, responsibilities, result (pass/fail), records". However, not all products have passed their quality review. Ref Table 9.1</p> <p>C. Correct. The product register is used to "list all products required of a plan and the status of those products". It contains "product identifier, dates (approval, acceptance), status of the product, references". Ref Table 9.1</p> <p>D. Incorrect. It is true that the product register is used to "list all products required of a plan and the status of those products". It contains "product identifier, dates (approval, acceptance), status of the product, references". However, not all products have been completed. Ref Table 9.1</p>
23	C	2.1.8c	<p>A. 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 contains software". Ref 9.4.1</p> <p>B. Incorrect. Behaviour-Driven Development is "a development process based on TDD. It is usually more collaborative and implements the general techniques and principles of TDD in a wider behavioural context (e.g. what the user may want to achieve). It uses a style of language that users can understand easily (hence the use of words such as 'behaviour' in BDD)". Ref Glossary</p> <p>C. Correct. "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. If the debt is not repaid, then it will keep on accumulating interest, making it hard to implement changes later. Unaddressed technical debt increases the level of disorder in the software, and therefore its overall level of quality. In a PRINCE2 context, tolerances may be applied to this, and if the debt is forecast to become too significant, it will cause an exception." Ref 9.4.2</p> <p>D. Incorrect. Validation and verification can be applied to both "building the right thing" and "building the thing right". This is "sometimes referred to by two separate processes called Validation and Verification (V&V)". This is not what the project manager is applying in this situation. Ref 9.4.3</p>

Q	A	Syllabus Ref	Rationale
24	C	2.1.9	<p>A. Incorrect. 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. It ensures clarity, consistency, and quality by defining what ‘done’ means for a team, which might include aspects such as review, validation, or approval by stakeholders. The DoD helps avoid ambiguity, providing a clear benchmark that ensures every deliverable is fully finished and ready for its intended use or integration. Something is either ‘done’ or ‘not done’; there is no ‘almost done’ in agile”. Ref 9.3.2.2</p> <p>B. Incorrect. It is true that “if a user story is partially done before a review, it will be split and the ‘done’ part will be moved to done, while the ‘not done’ part will be moved back into the backlog to await reprioritization”. However, if there are still defects, the mock-up designs should not be marked as ‘done’. Ref 9.3.2.2</p> <p>C. Correct. 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. [...] Something is either ‘done’ or ‘not done’; there is no ‘almost done’ in agile”. Therefore, if there are still defects, the mock-up designs should not be marked as ‘done’. Ref 9.3.2.2</p> <p>D. Incorrect. Definition of Ready (DoR) “is a shared agreement within the team that outlines the criteria a task, deliverable, or user story must meet before work begins. It ensures that the item is fully prepared, with clear objectives, clearly defined scope, with all the necessary information, resources, and dependencies in place”. As the work has been completed, albeit with defects, it is not waiting for work to start. Ref 9.3.2.1</p>
25	D	2.1.10b	<p>A. Incorrect. The ‘identify’ step is “where risks are gathered and documented”. Ref 10.3.1, Figure 10.1</p> <p>B. Incorrect. The ‘assess’ step is when risks “[...] will need to be estimated and evaluated”. Ref 10.3.1, Figure 10.1</p> <p>C. Incorrect. The ‘plan’ step is “addressed by planning necessary risk responses”. Ref 10.3.1, Figure 10.1</p> <p>D. Correct. The ‘implement’ step is when actions to mitigate risk are implemented as “part of the continuous iteration cycles”. Ref 10.3.1, Figure 10.1</p>
26	B	2.1.10c	<p>A. Incorrect. The risk-adjusted product backlog documents “both stories and risk responses in the product backlog”. Ref 10.4.1, Figure 10.3</p> <p>B. Correct. “With a cumulative risk burn-down chart (John Brothers), the total risk level of iterations can be tracked.” The team “defines the risk likelihood per tracked risk in their first planning meeting and updates their probability in each next planning session”. Ref 10.4.2, Figure 10.4</p> <p>C. Incorrect. The risk management approach describes “how risk will be managed on the project”. Ref Table 10.1</p> <p>D. Incorrect. The Agilometer is a tool used “to identify and monitor the risks of agile working”. Ref 10.3.1</p>

Q	A	Syllabus Ref	Rationale
27	A	2.1.11	<p>A. Correct. The ‘flexibility on what is delivered’ slider can be improved by reviewing if there are too many requirements defined as ‘must-have’: “Can they (or the assumptions behind them) be challenged to see if the priority is too high?” Ref 10.3.2.3</p> <p>B. Incorrect. While it is true that incremental delivery helps make it easy to “deliver benefit to the customer by regular partial deliveries of the final product”, this does not explain why the action is appropriate to lift the ‘flexibility on what is delivered’ slider. Ref 10.3.2.2</p> <p>C. Incorrect. While it is essential to deliver all ‘must-have’ requirements, the action relates to challenging whether the priorities are correct. The ‘flexibility on what is delivered’ slider can be improved by reviewing if there are too many requirements defined as ‘must-have’: “Can they (or the assumptions behind them) be challenged to see if the priority is too high?” Ref 10.3.2.3</p> <p>D. Incorrect. Although working together is likely to lift the ‘level of collaboration’ slider, the action relates to challenging whether the priorities are correct, and this does not explain why this action is appropriate to help improve the ‘flexibility on what is delivered’ slider. It can be improved by reviewing if there are too many requirements defined as ‘must-have’: “Can they (or the assumptions behind them) be challenged to see if the priority is too high?” Ref 10.3.2.3</p>
28	C	2.1.12.c	<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 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</p>

Q	A	Syllabus Ref	Rationale
29	C	2.1.12.c	<p>A. Incorrect. This is not an exception at this stage as it can be dealt with through swarming. If it still cannot be handled at team level, the delivery team would escalate this as an issue to the project manager. "An exception is likely to occur when the tolerances are forecast to be exceeded. It may be triggered by an updated burn chart at the iteration or release level, indicating progress outside tolerance. This could lead to an immediate project meeting to discuss options before escalating the issue to the project board." Ref Table 12.1</p> <p>B. Incorrect. The Agilometer is used to assess the risks associated with using agile not dealing with changes in requirements. "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. Correct. "Swarming is an agile technique that can be applied in various contexts, such as accelerating task completion or response to time-sensitive requirements. However, it is particularly effective as an issue resolution technique when a team encounters a problem or blocker that hinders progress." Ref 11.4.2</p> <p>D. Incorrect. This is a detail change. "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>
30	A	2.1.13	<p>A. Correct. This is not a baseline change. It is a 'could-have' requirement which can be added to the project backlog "without requiring decision by the CPO". Ref 11.3.2</p> <p>B. Incorrect. This is not a baseline change which will not affect the project baseline if the team decides to implement it. It is a 'could-have' requirement which can be added to the project backlog "without requiring decision by the CPO". Ref 11.3.2</p> <p>C. Incorrect. This is not a baseline change. It is a 'could-have' requirement which can be added to the project backlog "without requiring decision by the CPO". Ref 11.3.2</p> <p>D. Incorrect. This is not a baseline change. It is a 'could-have' requirement which can be added to the project backlog "without requiring decision by the CPO". Any cost implications can be dealt with through trading and swapping at the lower level 'could-have' requirements. "Instead of adding 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 11.3.2, 11.4.1</p>
31	C	2.1.14a	<p>A. Incorrect. The technical debt is significant and has caused "an exception" because of inability to deliver the remaining 'must-haves'. An exception report is required not a highlight report. A highlight report is used "to inform the project board when a stage plan or project plan is forecast to exceed tolerance levels set and to offer options and recommendations for the way to proceed." Ref 9.4.2, Table 12.1</p> <p>B. Incorrect. The technical debt is significant and has caused "an exception" because of inability to deliver the remaining 'must-haves'. An exception report is required not an issue report. An issue report is used "to describe the issue's impacts on the project baseline and identify ways to resolve the issue or address off-specification and recommend a decision". Ref 9.4.2, Table 11.1</p>

Q	A	Syllabus Ref	Rationale
			<p>C. Correct. “Unaddressed technical debt increases the level of disorder in the software, and therefore its overall level of quality. In a PRINCE2 context, tolerances may be applied to this, and if the debt is forecast to become too significant, it will cause an exception.” The technical debt is significant and has caused “an exception” because of inability to deliver the remaining ‘must-haves’. An exception report will be produced by the project manager “to inform the project board when a stage plan or project plan is forecast to exceed tolerance levels set and to offer options and recommendations for the way to proceed”. Ref 9.4.2, Table 12.1</p> <p>D. Incorrect. The technical debt is significant and has caused ‘an exception’ because of inability to deliver the remaining ‘must-haves’. An exception report is required not a lessons report. A lessons report is used “to share lessons and trigger actions to ensure that lessons become embedded in the appropriate organization’s ways of working”. Ref 9.4.2, Table 12.1</p>
32	D	2.1.15	<p>A. Incorrect. It applies it poorly as the “the project manager may attend daily/stand-up meetings with the delivery team’s agreement”. They cannot decide to attend without the team’s agreement. Ref Table 12.1</p> <p>B. Incorrect. The checkpoint report can be replaced by a “team dashboard” not a “project dashboard”. A team dashboard “is continuously updated and reviewed during team planning and retrospective workshops, ensuring transparency. Information can be extracted by the project manager as needed”. The project dashboard replaces the highlight report and “is continuously updated and reviewed during progress review workshops”. Ref Table 12.1</p> <p>C. Incorrect. The checkpoint report can be replaced by a “team dashboard” not a “project dashboard”. A team dashboard “is continuously updated and reviewed during team planning and retrospective workshops, ensuring transparency. Information can be extracted by the project manager as needed”. The project dashboard replaces the highlight report and “is continuously updated and reviewed during progress review workshops.” Ref Table 12.1</p> <p>D. Correct. It applies it poorly as the “the project manager may attend daily/stand-up meetings with the delivery team’s agreement”. The project manager cannot decide to attend without the team’s agreement. Ref Table 12.1</p>
33	C	3.1.1a	<p>A. Incorrect. As part of ‘project roles’ in the starting up workshop, the goal is to “align on the project management team and role description.” Although the Marketing Agency, BrightPulse, is engaged in the exercise, their role is not being agreed, they are workshop participants. Ref Table 13.3</p> <p>B. Incorrect. As part of ‘initiation stage planning’ in the starting up workshop, the goal is to “develop clarity on what is needed for a successful project initiation.” Ref Table 13.3</p> <p>C. Correct. As part of the ‘lessons review’ in the starting up workshop, “in small groups, gather lessons from previous projects/initiatives, add details, and outline their possible impact.” Ref Table 13.3</p> <p>D. Incorrect. As part of ‘risk analysis’ in the starting up workshop, the focus is on “identifying, assessing, and planning responses for</p>

Q	A	Syllabus Ref	Rationale
			threats and opportunities that may arise or impact the initiation stage and therefore the project". This is not an opportunity; this is a lesson. Ref Table 13.3
34	D	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. "Authorize the project: 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. Incorrect. "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> <p>D. Correct. "Authorize project closure: the project board reviews the original and current versions of the PID, reviews and approves the end project report, ensures that post-project benefits reviews cover the performance of the project product in operational use, and confirms the updated project canvas." "Confirming benefits will mostly take place after the project has been closed, although benefits may be realized during the project when products are delivered and released iteratively." Ref Table 13.4, 6.3.1</p>
35	A	3.1.1c	<p>A. Correct. The agenda item 'management approaches' in the project initiation workshop includes co-creating "management approaches". "Goal: establish clear guidelines for structured agility, maintaining flexibility and governance and control, as needed." Ref Table 13.7</p> <p>B. Incorrect. The agenda item 'project Definition of Done' in the project initiation workshop includes identifying "a list of general product-overarching criteria required to define development work on work packages/user stories as 'done'/acceptable to user needs (for example, general criteria to fulfill, quality checks needed, guidelines to adhere to, and so on). Goal: create a shared understanding of the level of quality needed, before work can be handed over to users/the CPO". That does not explain how the flexibility to adapt based on feedback is ensured. Ref Table 13.7</p> <p>C. Incorrect. The agenda item 'Agilometer' in the project initiation workshop includes introducing "the Agilometer and its purpose. Using the PRINCE2 Agile Agilometer, let all participants assess the agile maturity across the project according to the Agilometer sliders anonymously/or with more mature agile teams in groups. Gather individual assessments into one project Agilometer. Goal:</p>

Q	A	Syllabus Ref	Rationale
			<p>understand the project context, project team's strengths and other areas to improve agile adoption and manage risks." That does not explain structured guidelines or how flexibility based on feedback is ensured. Ref Table 13.7</p> <p>D. Incorrect. While it is correct that the release map represents priorities of the target group, the agenda item 'high-level release planning' in the project initiation workshop does not aim to create a structured guideline while maintaining flexibility. The goal is to "an update a "high-level release map with prioritized features and defined timelines for upcoming releases." Ref Table 13.7</p>
36	C	3.1.1c	<p>A. Incorrect. In the 'agree tailoring requirements' activity as part of the 'initiating a project' process, "the project manager, in collaboration with the project team, seeks lessons on how to apply tailoring, and defines any tailoring requirements as part of the PID." Ref Table 13.6</p> <p>B. Incorrect. In the 'prepare the project plan' activity as part of the 'initiating a project' process, "the project manager, in collaboration with the project team, reviews the management approaches to understand the resources, standards, methods, and costs for the work to be performed. 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." Ref Table 13.6</p> <p>C. Correct. In the 'establish project controls' activity as part 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. The project manager confirms and documents the stage boundaries, the tolerances for the project and the escalation and decision-making procedures and describes the project controls". Ref Table 13.6</p> <p>D. Incorrect. In the 'prepare the full business case' activity as part of the 'initiating a project' process, "the project manager, in collaboration with the project team, seeks lessons related to business case development and creates a more detailed project canvas with the additional detail gained during planning". Ref Table 13.6</p>
37	B	3.1.1d	<p>A. Incorrect. 'Authorize a work package' is where "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. The project manager reviews the team plan and updates the release map to reflect the work packages authorized for the next iteration." Ref Table 13.9</p> <p>B. Correct. 'Evaluate work package status' is where "the project manager has informal conversations with the PO to maintain the relationship and understand any issues or risks they may have, collects and reviews progress information from the updated team dashboard, and updates the release map with actuals to date, forecasts, and adjustments". Ref Table 13.9</p> <p>C. Incorrect. 'Evaluate stage status' is where "the project manager reviews progress for the stage and decides whether any actions are required, updates the release map if the aggregated assessment</p>

Q	A	Syllabus Ref	Rationale
			changes any forecasts, and confirms if ownership of any of the products has been transferred to the users". Ref Table 13.9 D. Incorrect. 'Receive completed work package' is where "the project manager ensures that the team has completed the work defined by the work package description (set of user stories) or delivered the features agreed for the timebox". Ref Table 13.9
38	D	3.1.1d	A. Incorrect. It is not the welcome. It will set "the stage for the workshop, clarify the agenda, goals, and output(s), introduce the facilitators, presenters, and stakeholders". It is the product demo which shows "completed product features or deliverables". Its goal is to "showcase progress and gather user acceptance and feedback." Ref Table 13.10 B. Incorrect. It is not the 'project highlights' which discusses and analyses "open issues and risks". This will be done after they are presented. It is the 'product demo' which shows "completed product features or deliverables." Its goal is to "showcase progress and gather user acceptance and feedback." Ref Table 13.10 C. Incorrect. It is not the 'current risks and issues'. It sets "review key project metrics and accomplishments by reviewing the current project dashboard." It is the product demo which shows "completed product features or deliverables." Its goal is to "showcase progress and gather user acceptance and feedback." Ref Table 13.10 D. Correct. It is the 'product demo' which shows "completed product features or deliverables." Its goal is to "showcase progress and gather user acceptance and feedback". Ref Table 13.10
39	C	3.1.1e	A. Incorrect. The 'the good' topic allows team members to "share positive aspects of the iteration and key accomplishments", its goal is to "acknowledge successes, celebrate wins, and boost morale". Ref Table 13.14 B. Incorrect. The 'the bad' topic allows team members to "share and discuss issues, risks, and challenges encountered", its goal is to "pinpoint areas for growth and understand causes of challenges". However, suggestions for improvements are gathered as a part of 'the learning' topic. Ref Table 13.14 C. Correct. 'The learning' topic captures "lessons learned and key takeaways", its goal is to "consolidate learning for future iterations and set actionable insights". Ref Table 13.14 D. Incorrect. The 'team building' topic facilitates "a collaborative game" or celebration "to boost morale and strengthen team relationships", its goal is to "strengthen team bonds and foster collaboration". Ref Table 13.14
40	C	3.1.1e	A. Incorrect. This would be discussed during the 'product backlog refinement' topic, which reviews and prioritizes requirements "using the MoSCoW method", its goal is to "ensure team understanding of user stories, define priorities, and align the product backlog with project objectives". Ref Table 13.13 B. Incorrect. This would be discussed during the 'user story refinement' topic, which reviews "acceptance criteria" 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 C. Correct. This would be discussed during the 'effort estimation' topic, which estimates effort "for each prioritized

Q	A	Syllabus Ref	Rationale
			<p>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. Incorrect. This would be discussed during the ‘iteration planning’ topic, which selects “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>
41	B	3.1.1f	<p>A. Incorrect. It is not the introduction. The introduction presents “the project canvas, project backlog, release map, and any other useful project documentation. Gather feedback in a group or open floor discussion, take notes for improvement, and ensure alignment between the project team and stakeholders. It is the OKR definition. The OKR includes “Introduction to OKRs and their role in agile projects (linking high-level goals to measurable outcomes)”. The objective is “clear, aspirational business goals” that is to increase awareness of discrimination of the homeless community. The result is “specific, measurable outcomes that indicate progress towards achieving the objective” that is 60% of the local community have viewed the web page on discrimination. Ref Table 13.16, Glossary</p> <p>B. Correct. It is the OKR definition. The OKR includes “introduction to OKRs and their role in agile projects (linking high-level goals to measurable outcomes).” The objective is “clear, aspirational business goals” that is to increase awareness of discrimination of the homeless community. The result is “specific, measurable outcomes that indicate progress towards achieving the objective” that is 60% of the local community have viewed the web page on discrimination. Ref Table 13.16, Glossary</p> <p>C. Incorrect. It is not the persona definition. The persona definition introduces “to the importance of personas for agile projects and product development. Identify and define key user personas that will guide product decisions”. It is the OKR definition. The OKR includes “introduction to OKRs and their role in agile projects (linking high-level goals to measurable outcomes)”. The objective is “clear, aspirational business goals” that is to increase awareness of discrimination of the homeless community. The result is “specific, measurable outcomes that indicate progress towards achieving the objective” that is 60% of the local community have viewed the web page on discrimination. Ref Table 13.16, Glossary</p> <p>D. Incorrect. It is not the release planning. Release planning is to “update the release map to include more details on the next stage/release”. It is the OKR definition. The OKR includes “introduction to OKRs and their role in agile projects (linking high-level goals to measurable outcomes)”. The objective is “clear, aspirational business goals” that is to increase awareness of discrimination of the homeless community. The result is “specific, measurable outcomes that indicate progress towards achieving the objective” that is 60% of the local community have viewed the web page on discrimination. Ref Table 13.16, Glossary</p>

Q	A	Syllabus Ref	Rationale
42	D	3.1.1f	<p>A. Incorrect. "The purpose of the project canvas workshop is to create a shared understanding and establish a clear foundation for an agile project, by defining its core elements in alignment with organizational goals and priorities." Ref 13.2.4.1</p> <p>B. Incorrect. "The purpose of the team retrospective workshop is to reflect on the most recent iteration, celebrating successes, identifying challenges, and capturing lessons learned to drive continual improvement." Ref 13.6.4.2</p> <p>C. Incorrect. "The purpose of the project kickoff workshop is to align the team and stakeholders on the project's vision, objectives, and scope while fostering collaboration and building a strong foundation for teamwork." Ref 13.4.4.2</p> <p>D. Correct. "The purpose of the release planning workshop during initiation is to establish a shared understanding of the project's objectives, align teams with the project vision, and collaboratively plan the next stage. The team will review key project artifacts, including the project canvas, project backlog, and release map, to ensure alignment with stakeholder expectations. Participants will define clear and measurable team OKRs to guide progress, break down key activities into actionable user stories, and update the release map." Ref 13.7.4.1</p>
43	D	3.1.1g	<p>A. Incorrect. In the 'prepare planned closure' activity as part of the 'closing a project' process, "the project manager, in collaboration with the project team, identifies any organization or interested party that needs to know that the project is closing, updates the project log and the release map with actuals from the final stage, and prepares a draft project closure notification". Updating the benefits management approach is not a part of this activity. Ref Table 13.18</p> <p>B. Incorrect. In the 'request project closure' activity as part of the 'closing a project' process, "the project manager briefs the project board with a summary of the performance of the project, confirms readiness to close, highlighting where there are concessions for any off-specifications, and requests project closure from the project board". Ref Table 13.18</p> <p>C. Incorrect. In the 'evaluate the project' activity as part of the 'closing a project' process, "the project manager, in collaboration with the project team, reviews the project's original intent as defined by the PID in the initiation stage, reviews the approved changes as defined by the current version of the components of the PID, prepares an end project report, reviews the project log to identify lessons that could be applied to future projects and includes them in the lessons report". Ref Table 13.18</p> <p>D. Correct. In the 'confirm project acceptance' activity as part of the 'closing a project' process, "the project manager, in collaboration with the project team, prepares follow-on action recommendations for the project product to include any uncompleted work, issues, and risks, checks that the benefits management approach includes post-project activities to confirm benefits, and examines the PID to confirm how products are to be delivered to operations". Ref Table 13.18</p>

Q	A	Syllabus Ref	Rationale
44	C	3.1.2	<p>A. Incorrect. The situation described contradicts agile principles of team autonomy and shared ownership. “The purpose of the project kickoff workshop is to align the team and stakeholders on the project’s vision, objectives, and scope while fostering collaboration and building a strong foundation for teamwork. Through activities such as team introductions, psychological safety assessments, and establishment of team values, norms, and skill matrices, participants will create an agile culture that promotes openness and self-management.” The team dashboards are not dictated, but rather co-created within the respective teams. Ref 13.4.4.2</p> <p>B. Incorrect. The situation described contradicts agile principles of team autonomy and shared ownership. “The purpose of the project kickoff workshop is to align the team and stakeholders on the project’s vision, objectives, and scope while fostering collaboration and building a strong foundation for teamwork. Through activities such as team introductions, psychological safety assessments, and establishment of team values, norms, and skill matrices, participants will create an agile culture that promotes openness and self-management.” The project manager takes control in setting tolerances, but gives the team autonomy and fosters transparency. Ref 13.4.4.2</p> <p>C. Correct. “The purpose of the project kickoff workshop is to align the team and stakeholders on the project’s vision, objectives, and scope while fostering collaboration and building a strong foundation for teamwork. Through activities such as team introductions, psychological safety assessments, and establishment of team values, norms, and skill matrices, participants will create an agile culture that promotes openness and self-management”. The situation described in the question is contrary to the original purpose of the workshop. Ref 13.4.4.2</p> <p>D. Incorrect. The activities described are not appropriate for any agile workshop, as they contradict agile principles of team autonomy and shared ownership. Although planning takes place in the project initiation workshop, “the purpose of the project initiation workshop is to align the team on the project vision and objectives and develop high-level release map while establishing structured yet flexible management approaches to guide the project’s progression. Participants will collaboratively define criteria for Definition of Ready and Definition of Done, assess agile readiness using the Agilometer, develop personas, high-level release map and project backlog and refine the project canvas”. Ref 13.4.4.1</p>

Q	A	Syllabus Ref	Rationale
45	A	3.1.2	<p>A. Correct. “The term project mandate applies to whatever information is used to trigger the project, such as a feasibility study or a request for proposal in a supplier environment.” The request for a quotation is acting as a project mandate to trigger the ‘starting up a project’ process. Ref 13.2.1</p> <p>B. Incorrect. It is true that “the trigger for the project is typically referred to as the project mandate, which is provided by the responsible authority from the business that is commissioning the project”. Here the responsible authority is most likely to be the project executive, not the project manager as it is the executive that should “approve the project brief, management approaches, the project management team structure [...]”. This should include the commercial management approach. Ref 13.2.1, Table B.1</p> <p>C. Incorrect. The project executive is likely to act as the “responsible authority from the business that is commissioning the project” with the marketing agency. Ref 13.2.1</p> <p>D. Incorrect. It is true that “the purpose of the process of starting up a project is to ensure that the prerequisites for initiating a project are established by answering the question, ‘Do we have a viable and worthwhile project?’ However, “the term project mandate applies to whatever information is used to trigger the project, such as a feasibility study or a request for proposal in a supplier environment”. Therefore, the request for proposal is acting as the project mandate for the supplier. Ref 13.2.1</p>
46	B	3.1.2	<p>A. Incorrect. While co-creating management approaches is indeed part of the project initiation workshop, it focuses on overarching 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 DoR’ topic 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</p>

Q	A	Syllabus Ref	Rationale
			norms for working together". "Goal: create an agile culture and manage expectations for future collaboration." Ref Table 13.8
47	B	3.1.2	<p>A. Incorrect. While it is true that this is the correct use of the 'initiating a project' process, this process "defines the project scope, products to be delivered, timeline, costs, and the decision-making structure". This is not the reason why 'controlling a stage' can be used during the initiation stage. The 'controlling a stage' process can be used "during the initiation stage, especially for large or complex projects". Ref 13.4.1, 13.5.1</p> <p>B. Correct. This is a correct use of the 'controlling a stage' process during the initiation stage on this project due to the complexity of piloting the agile approach. "Normally, the 'controlling a stage process' is used first after the project board authorizes the project, but it can be used during the initiation stage, especially for large or complex projects". Ref 13.5.1</p> <p>C. Incorrect. It is not true that the 'controlling a stage' process can only be used to deliver specialist products and not the PID. The 'controlling a stage' process can be used to produce the PID during the initiation stage. "Normally, the 'controlling a stage process' is used first after the project board authorizes the project, but it can be used during the initiation stage, especially for large or complex projects." Ref 13.5.1</p> <p>D. Incorrect. It is true that 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." However, this does not explain why it is appropriate to use the 'controlling a stage' process during the initiation stage. The 'controlling a stage' process can be used to produce the PID during the initiation stage. "Normally, the 'controlling a stage process' is used first after the project board authorizes the project, but it can be used during the initiation stage, especially for large or complex projects." Ref 13.4.1, 13.5.1</p>
48	B	4.1.1	<p>A. Incorrect. "Agile product managers continuously gather customer feedback and adjust the product's direction and features accordingly." Having a sequential approach contradicts agile. Ref 14.2.2.1</p> <p>B. Correct. "Agile product managers maintain a high-level product vision and align the development team's efforts with that vision through a flexible roadmap. The roadmap is continuously adjusted based on feedback from stakeholders, customers, and market conditions." Ref 14.2.2.1</p> <p>C. Incorrect. "[...] continuous agile development is closely linked with monitoring the product in production. Performance metrics, user behaviour data, and system health are constantly tracked, providing feedback to the development team to iteratively improve the product." However, having only marginalized groups as target groups does not support customer-centric focus that is needed throughout the product life cycle. Ref 14.2.2.2</p> <p>D. 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>

Q	A	Syllabus Ref	Rationale
49	A	4.1.3	<p>A. Correct. "Collaboration between development and operations: In traditional software development, development teams and operations teams often work in silos. With DevOps, development, testing, and operations teams collaborate closely to ensure that the software is developed, deployed, and monitored efficiently and reliably." Sprint reviews involving every role that is necessary from both teams ensure continuous collaboration and alignment with project goals. Ref 14.2.2.2</p> <p>B. Incorrect. "The goal is to make the release process seamless and automated." Assigning complete control to BrightPulse contradicts the principle of shared responsibility, which ensures alignment between all stakeholders and creates transparency. Ref 14.2.2.2</p> <p>C. Incorrect. Collaboration between development and operations ensures "that the software is developed, deployed, and monitored efficiently and reliably". Excluding BrightPulse from the team creates silos, reducing the opportunity for cross-functional collaboration and iterative improvements. 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[...]." Finalizing materials before releasing them all at once excludes them from iterative collaboration, which is a cornerstone of agile practices. Ref 14.2.2.2</p>
50	A	4.2.1	<p>A. Correct. "Tailor to suit the project: AI supports this principle by identifying similarities between past and current projects and suggesting how best to adapt to suit the project size, type, and complexity. It can also recommend where agile practices might be most effective, allowing the project team to stay adaptable and responsive to changes while achieving project goals." Ref 15.4.1</p> <p>B. 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> <p>C. Incorrect. "Define roles, responsibilities, and relationships: [...]" Through AI-driven analysis of historical project data, role requirements, and team dynamics, AI can help identify optimal role assignments based on individual skills, past performance, and workload. AI tools can automatically highlight gaps or overlaps in responsibilities and suggest adjustments." Ref 15.4.1</p> <p>D. Incorrect. "Learn from experience: AI can significantly enhance this 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." Ref 15.4.1</p>



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