



PRINCE2® Agile Foundation  
VERSION 2

# Sample Paper 1

Answers and Rationales


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Published by PeopleCert International Limited  
Published in Cyprus  
Publication printed in Greece or reproduced electronically in Greece

Version 2.0 (April 2025)

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## Sample Paper 1: Answers and Rationales

Q	A	Syllabus Ref	Rationale
1	C	3.2.2	<p>A. Incorrect. As part of the 'starting up a project' process, "the project manager will define participants for the agile workshops (project canvas workshop and starting up workshop), set dates, and invite all participants". Ref 13.2.3</p> <p>B. Incorrect. As part of the 'initiating a project' process, "the project manager will define participants for the agile workshops (project initiation and kickoff workshop), set dates and invite all participants". Ref 13.4.3</p> <p><b>C. Correct. As part of the 'directing a project' process, "to make sure that agile maturity and agile risks are assessed regularly, regular Agilometer assessments are carried out during the initiation, as well as subsequent stages. [...] This is done in a special workshop for the project board, agile coaches, and organizational/business representatives, called the agile enablement workshop." Ref 13.3.3</b></p> <p>D. Incorrect. As part of the 'managing a stage boundary' process, "the project manager will define participants for the agile workshops (release planning workshop for initiation/for subsequent stages), set dates, and invite all participants." Ref 13.7.3</p>
2	C	2.2.1	<p>A. Incorrect. "Another way to control progress is via reporting, which is also taken very seriously in agile. As higher levels of change and uncertainty occur, feedback loops are small and recur often. Even though reporting is often more informally handled, through workshops (for example, planning, review, retrospective) and information is presented more visually (for example, via burn-charts and dashboards), reporting has a strong focus in agile as well." Ref 12.2</p> <p>B. Incorrect. "One way of monitoring progress is by setting up baseline metrics through assessments and then checking progress with the same metrics regularly. In agile ways of working, there is a lot of emphasis placed on progress tracking for the delivery level. There are many metrics (for example, from Kanban) to track how fast and qualitative the delivery cycles are (for example, 'lead time')." Ref 12.2</p> <p><b>C. Correct. "Merging project management and agile can prove to be challenging, because the two have no common ground in terminology. To mediate this challenge, a combination of project management and agile terms is used in this book." Ref 5.8</b></p> <p>D. Incorrect. "Merging project management and agile can prove to be challenging, because the two have no common ground in terminology. To mediate this challenge, a combination of project management and agile terms is used in this book." Ref 5.8</p>

Q	A	Syllabus Ref	Rationale
3	A	2.2.10	<p><b>A. Correct. "PRINCE2 Agile recommends adapting the PRINCE2 Project Management technique. This technique consists of five steps: identify, assess, plan, implement, and communicate." The first step 'identify' is "suggested to be a fixed part of every planning session and team and project retrospectives, where risks are gathered and documented". Then in the second step 'assess', risks "will need to be estimated and evaluated". Ref 10.3.1, Figure 10.1</b></p> <p>B. Incorrect. "The purpose of the progress review workshop is to assess the project's current status, celebrate achievements, and address any challenges." However, the risks can be identified any time and during each project workshop but are most likely to be identified during "every planning session and team and project retrospectives, where risks are gathered and documented". Ref 13.5.4.1, 10.3.1, Figure 10.1</p> <p>C. Incorrect. "PRINCE2 Agile recommends adapting the PRINCE2 Project Management technique. This technique consists of five steps: identify, assess, plan, implement, and communicate. [...] while the fourth and fifth steps 'implement' and 'communicate' are part of the continuous iteration cycles and established communication procedures and feedback loops." This will be part of each iteration and stage. Ref 10.3.1, Figure 10.1</p> <p>D. Incorrect. "The purpose of the project closure workshop 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." However, the risks can be identified any time and during each project workshop, but are most likely to be identified during "every planning session and team and project retrospectives, where risks are gathered and documented". Ref 13.8.4, 10.3.1, Figure 10.1</p>
4	C	3.2.3	<p>A. Incorrect. The 'team values and norms' topic has the goal to "create an agile culture and manage expectations for future collaboration". Ref Table 13.8</p> <p>B. Incorrect. The 'team delegation matrix' topic has the goal to "simplify decision-making and empower self-management". Ref Table 13.8</p> <p><b>C. Correct. The 'team intro' topic has the goal to "foster familiarity and establish connections". Ref Table 13.8</b></p> <p>D. Incorrect. The 'team dashboards' topic has the goal to "provide transparency on team activities, promote accountability, and allow for quick insights into team progress and productivity." Ref Table 13.8</p>

Q	A	Syllabus Ref	Rationale
5	A	3.1.1	<p><b>A. Correct. "The purpose of the 'directing a project' process is to enable the project board to be accountable for the project's success by making key decisions and exercising overall control while delegating day-to-day management of the project to the project manager." Ref 13.3.1</b></p> <p>B. Incorrect. "The purpose of the 'initiating a project' process is to establish solid foundations for the project, enabling the business to understand the work that needs to be done to deliver the project product, before committing to any significant expenditure or resources." Ref 13.4.1</p> <p>C. Incorrect. "The purpose of the 'managing product delivery' process is to control the link between the project manager and the delivery team. This is achieved by establishing the requirements for acceptance, execution, reporting, and delivery of specialist products." Ref 13.6.1</p> <p>D. Incorrect. "The purpose of the 'controlling a stage' process is to assign work, monitor such work, handle issues, report progress to the project board, and take corrective actions to ensure that the stage remains within the tolerances set by the project board." Ref 13.5.1</p>
6	B	3.2.6	<p>A. Incorrect. "The purpose of the 'directing a project' process is to enable the project board to be accountable for the project's success by making key decisions and exercising overall control while delegating day-to-day management of the project to the project manager." Ref 13.3.1</p> <p><b>B. Correct. "The purpose of the 'managing a stage boundary' process is to enable the project manager to provide the project board with sufficient information to be able to: review the success of the current stage; review the updated release map; approve the next stage plan (updated release map); confirm continued business justification and acceptability of the risks." Ref 13.7.1</b></p> <p>C. Incorrect. "The purpose of the 'controlling a stage' process is to assign work, monitor such work, handle issues, report progress to the project board, and take corrective actions to ensure that the stage remains within the tolerances set by the project board." Ref 13.5.1</p> <p>D. Incorrect. "The purpose of the 'initiating a project' process is to establish solid foundations for the project, enabling the business to understand the work that needs to be done to deliver the project product, before committing to any significant expenditure or resources." Ref 13.4.1</p>

Q	A	Syllabus Ref	Rationale
7	B	1.1.4	<p>A. Incorrect. This is the opposite of the definition of 'being agile' and 'doing agile' from mindset point of view. "Being agile' is defined as thinking in an agile way and being allowed to apply this mindset to your work within appropriate levels of self-management. 'Doing agile' is the practical application of agile frameworks, following agile processes, applying agile techniques, as well as adopting agile terminology." Ref 2.3.1</p> <p><b>B. Correct. "Being agile' is defined as thinking in an agile way and being allowed to apply this mindset to your work within appropriate levels of self-management. 'Doing agile' is the practical application of agile frameworks, following agile processes, applying agile techniques, as well as adopting agile terminology." Ref 2.3.1</b></p> <p>C. Incorrect. "Adaptability vs. Routine: 'being agile' allows teams to adapt to changes and think critically about their work, while 'doing agile' may limit teams to follow frameworks rigidly without understanding the "why" behind them." Ref 2.3.1</p> <p>D. Incorrect. This is the opposite of the definition of 'being agile' and 'doing agile' from 'adaptability vs. routine' point of view. "Adaptability vs. Routine: 'being agile' allows teams to adapt to changes and think critically about their work, while 'doing agile' may limit teams to follow frameworks rigidly without understanding the 'why' behind them." Ref 2.3.1</p>
8	C	1.3.3	<p>A. Incorrect. Short-term goals are not the focus of scaling up agile. "Scaling up agile involves adopting agile values and principles beyond small teams to support larger, multi-team, and multi-product environments." Ref 3.2</p> <p>B. Incorrect. Scaling up agile focuses on multi-team environments, not individual teams. "Scaling up agile enables organizations to maintain agility across multiple teams, aligning them toward shared goals and streamlined processes. This ensures that complex initiatives benefit from agile flexibility, collaboration, and responsiveness while maintaining sufficient governance and control." Ref 3.2</p> <p><b>C. Correct. Scaling up agile enables alignment across multiple teams. "Scaling up agile enables organizations to maintain agility across multiple teams, aligning them toward shared goals and streamlined processes. This ensures that complex initiatives benefit from agile flexibility, collaboration, and responsiveness while maintaining sufficient governance and control." Ref 3.2</b></p> <p>D. Incorrect. Governance is maintained but not re-created for each team. "Scaling up agile enables organizations to maintain agility across multiple teams, aligning them toward shared goals and streamlined processes. This ensures that complex initiatives benefit from agile flexibility, collaboration, and responsiveness while maintaining sufficient governance and control." Ref 3.2</p>

Q	A	Syllabus Ref	Rationale
9	B	1.1.8	<p>A. Incorrect. Respect focuses on “empathy and open-mindedness”, not on “autonomy” or “self-management”. Ref 2.6.2</p> <p><b>B. Correct. Empowerment is a key characteristic of the agile mindset, encouraging “autonomy and self-management.” Ref 2.6.2</b></p> <p>C. Incorrect. Adaptability refers to “agile values inspection and adaptation” to change, rather than promoting autonomy within teams. Ref 2.6.2</p> <p>D. Incorrect. Transparency emphasizes “rich communication”, not “autonomy” or “self-management”. Ref 2.6.2</p>
10	A	2.2.6	<p><b>A. Correct. “Updated with user stories: release map for project/stages.” Ref Figure 8.3</b></p> <p>B. Incorrect. In the organization practice the purpose of the commercial management approach is “the form of procurement and contract needs to ensure that it supports agile approaches to product development[...].” Ref Table 7.3</p> <p>C. Incorrect. In the business case practice, the purpose of the benefits management approach is “frequent releases are planned to enable early delivery of benefits to users or customers.” Ref Table 6.1</p> <p>D. Incorrect. In the progress practice the purpose of the lessons log is “to provide a repository to record lessons that apply to this project or future projects.” Ref Table 12.1</p>
11	A	1.1.7	<p><b>A. Correct. The mindset “[...] is a way of thinking and approaching work that fosters adaptability [...]” and “[...] encourages continuous learning, improvement, and flexibility”. Ref 2.6.1</b></p> <p>B. Incorrect. “The formal processes used in agile frameworks provide structure to agile implementations, guiding teams on when to deliver value and how to manage work. However, processes alone do not guarantee agility; they must be supported by deeper principles and values to allow room for change and innovation.” Ref 2.6.1</p> <p>C. Incorrect. Values are “the foundation of agile and encompass all else. They shift the focus from rigid processes to people, collaboration, and user value”. Ref 2.6.1</p> <p>D. Incorrect. Practices represent “the specific techniques (for example, prioritization) and activities (for example, events/workshops) used in agile frameworks”. Ref 2.6.1</p>
12	A	1.3.4	<p><b>A. Correct. “A project must have a valid business justification that remains relevant throughout its lifecycle to ensure alignment with business objectives. Without rigorous justification, projects may proceed with minimal benefits or poor strategic fit, leading to inefficiencies and duplicated efforts.” Ref 5.2.1.1</b></p> <p>B. Incorrect. “PRINCE2 is flexible and should be adapted based on project size, complexity, risk, and organizational context.” Ref 5.2.1.7</p> <p>C. Incorrect. “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>D. Incorrect. “PRINCE2 Project Management emphasizes delivering well-defined outputs (‘products’) rather than focusing solely on activities.” Ref 5.2.1.6</p>

Q	A	Syllabus Ref	Rationale
13	A	3.2.5	<p><b>A. Correct. 'The good' topic of the team retrospective workshop in the 'managing product delivery' process is where the team gives "participants time to gather thoughts, then let participants share positive aspects of the iteration and key accomplishments". Ref Table 13.14</b></p> <p>B. Incorrect. "The purpose of the team planning workshop is to prepare the team for the upcoming iteration by refining the product backlog, clarifying requirements, prioritizing user stories, and agreeing to the team plan. Participants will collaboratively establish clear acceptance criteria, estimate effort, and create a focused iteration plan that aligns with project objectives." Ref 13.6.4.1</p> <p>C. Incorrect. "The purpose of the project closure workshop 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>D. 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. Participants will collaboratively identify key user groups, evaluate business options, articulate a project vision, and analyse benefits and risks." Ref 13.2.4.1</p>
14	C	1.3.1	<p>A. Incorrect. The purpose of the end project report is "to review how the project performed against the version of the PID used to authorize it". Ref Table 12.1</p> <p>B. Incorrect. A work package description is "the set of information relevant to the delivery of one or more products. It will contain a description of the activities to be performed, identification of the resources involved, the relevant product descriptions for the products to be delivered, and details of any constraints on production". Ref Glossary</p> <p><b>C. Correct. A backlog is "a prioritized list of the requirements for a product. The list may be made up of (epic) user stories or other formats of requirements". Ref Glossary</b></p> <p>D. Incorrect. "User stories (see Figure 8.7) are a very popular formatting type for requirement documentation used throughout agile. The thinking behind user stories is relatively simple, and if some basic guidelines are followed correctly, their use can be quite effective. The exact format can vary but it is based on describing the "who, what, and why" (Rachel Davies)." Ref 8.3.2.3</p>

Q	A	Syllabus Ref	Rationale
15	C	2.2.3	<p>A. Incorrect. A delegation matrix “can be useful to make responsibilities and decision-making authority transparent, ensuring alignment and reducing confusion”. Ref 7.4.3</p> <p>B. Incorrect. A team 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”. Ref 7.4.1</p> <p><b>C. 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.” Ref 6.4.1</b></p> <p>D. Incorrect. Definition of Done 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”. Ref 9.3.2.2</p>
16	A	1.1.3	<p><b>A. Correct. “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</b></p> <p>B. Incorrect. “Empowering teams to self-manage and make decisions fosters trust, ownership, and a strong sense of purpose, leading to higher morale and productivity.” Ref 2.4</p> <p>C. Incorrect. “Quality tends to be assessed quite late in the lifecycle, which leads to missed opportunities for addressing quality issues early.” Ref Table 2.2</p> <p>D. Incorrect. “Progress is challenging to measure, without complicated metrics. Projects often focus too much on time and cost, and less on the benefits and value that they are trying to enable.” Ref Table 2.2</p>
17	A	2.2.13	<p><b>A. Correct. “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</b></p> <p>B. Incorrect. “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>C. Incorrect. “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. “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>

Q	A	Syllabus Ref	Rationale
18	A	2.2.7	<p><b>A. Correct. "Release planning needs to be incorporated into the PRINCE2 Agile plans. A release map would need to clearly show how many releases were expected throughout the project, when they will take place and what features are intended to be released. The same applies to a stage plan, albeit with a shorter horizon and both would be represented through the use of a release map [...]." Ref 8.4.4</b></p> <p>B. Incorrect. "Trading (or swapping) is used to handle emerging change by replacing one or more requirements (or features or user stories) with others of a similar size in terms of effort." Ref 11.4.1</p> <p>C. Incorrect. Burn charts are "a technique for showing progress (for example, within a timebox/during an iteration), where work that is completed and work still to be done are shown with one or more lines that are updated regularly or daily". Ref 12.4.3</p> <p>D. Incorrect. The Definition of Done 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". Ref 9.3.2.2</p>
19	B	2.2.8	<p>A. Incorrect. In the risk practice "the Agilometer helps the project manager and the project team by defining six project areas in which agile adoption could cause issues when left unmanaged, which will then be graded on a scale from low to high according to their agile suitability". Ref 10.3.1</p> <p><b>B. Correct. The quality practice is "driven by the requirements expressed in the project backlog, this ensures alignment between the project products and the project's quality management approach through a stepwise cycle of quality planning, quality control, and product acceptance". Ref 9.3.1</b></p> <p>C. Incorrect. In the business case practice the benefits management approach is used to define "the benefits management actions and benefits reviews that will be established to ensure that the project's outcomes are achieved and to confirm that the project's benefits are realized". Ref Appendix A.2</p> <p>D. Incorrect. A daily log is used to "record informal issues, required actions, or significant events [...]" as part of the progress practice. Ref Table 12.1</p>
20	B	2.2.13	<p>A. Incorrect. In the business case practice the benefits management approach "frequent releases are planned to enable early delivery of benefits to users or customers". Ref Table 6.1</p> <p><b>B. Correct. In the issues practice the issue management approach is "the iterative and incremental nature of agile results in multiple product versions and inevitable change, which should be embraced and supported". Ref Table 11.1</b></p> <p>C. Incorrect. In the business case practice the business case would need to include the Minimum Viable Product. The "MVP – is used, would need to be identified so that an exception can be raised if this is forecast to be delivered later than expected". Ref Table 6.1</p> <p>D. Incorrect. In the organization practice the purpose of the commercial management approach is "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". Ref Table 7.3</p>

Q	A	Syllabus Ref	Rationale
21	C	1.2.1	<p>A. Incorrect. "There are five characteristics of a project that distinguish it from BAU. Change: BAU identifies a need for change. Projects are the means by which change is introduced." Ref 1.3.1</p> <p>B. Incorrect. "There are five characteristics of a project that distinguish it from BAU. [...] Cross-functional: project teams work across the functional divisions within BAU and sometimes span different organizations." Ref 1.3.1</p> <p><b>C. Correct. "There are five characteristics of a project that distinguish it from BAU. [...] Temporary: projects are temporary in nature; they have a start and an end, after which BAU adopts the change resulting in the expected benefits." Ref 1.3.1</b></p> <p>D. Incorrect. "There are five characteristics of a project that distinguish it from BAU. [...] Unique: projects differ from each other in a certain way; this can include different teams, customers, suppliers, products, locations, or timeframes. All these factors combine to make every project unique, whereas BAU is repetitive and ongoing." Ref 1.3.1</p>
22	B	2.1.2	<p>A. Incorrect. "The purpose of the plans practice is to facilitate communication and control by defining the products to be delivered (the 'what') and the means to deliver them (the 'who', 'how', and 'where', along with estimates of 'when' and for 'how much') to satisfy the project business case (the 'why')." Ref 8.1</p> <p><b>B. Correct. "The purpose of the organization practice is to define and establish the project's structure of accountability and responsibilities (the 'who')." Ref 7.1</b></p> <p>C. Incorrect. "The purpose of the business case practice is to establish mechanisms to judge whether the project is (and remains) desirable, viable, and achievable as a means to support decision-making in its continued investment." Ref 6.1</p> <p>D. Incorrect. "The purpose of the risk practice is to identify, assess, and control uncertainties that would affect the project's objectives and, as a result, improve the ability of the project to succeed." Ref 10.1</p>
23	B	4.1.2	<p>A. Incorrect. Quick-start guides support user adoption, not insight collection. "Tailored end-user training sessions, supplemented with manuals, quick-start guides, and video tutorials, can further facilitate user adoption." Ref 14.2.1</p> <p><b>B. Correct. "Establishing regular feedback loops, such as user surveys and retrospectives, allows for the collection of actionable insights that drive ongoing improvements." Ref 14.2.1</b></p> <p>C. Incorrect. Maintenance schedules manage operations, not insights. "Operational procedures presented in an explicit, step-by-step format, covering configuration management, maintenance schedules, applicable Service Level Agreements (SLAs), and troubleshooting guides facilitate smooth, consistent maintenance and establish clear operational expectations." Ref 14.2.1</p> <p>D. Incorrect. SLAs define agreements, not insight collection. "Operational procedures presented in an explicit, step-by-step format, covering configuration management, maintenance schedules, applicable Service Level Agreements (SLAs), and troubleshooting guides facilitate smooth, consistent maintenance and establish clear operational expectations." Ref 14.2.1</p>

Q	A	Syllabus Ref	Rationale
24	C	4.1.3	<p>A. Incorrect. One of the key features of continuous agile development is that the emphasis is on collaboration as “with DevOps, development, testing, and operations teams collaborate closely to ensure that the software is developed, deployed, and monitored efficiently and reliably. The goal is to make the release process seamless and automated”. However, the collaboration should be efficient and not maximized. Ref 14.2.2.2</p> <p>B. Incorrect. One of the key features of continuous agile development is that it involves frequent updates, not the absence of them. “Continuous agile development and operations is a set of practices aimed at enabling rapid, automated delivery of new features, bug fixes, and improvements. It is about the operationalization of agile practices, making sure that a product is always in a deployable state and can be continuously improved with minimal manual intervention. The focus is on building, deploying, and maintaining the product with as little friction as possible.” Ref 14.2.2.2</p> <p><b>C. Correct. “Continuous agile development and operations is a set of practices aimed at enabling rapid, automated delivery of new features, bug fixes, and improvements. It is about the operationalization of agile practices, making sure that a product is always in a deployable state and can be continuously improved with minimal manual intervention.” Ref 14.2.2.2</b></p> <p>D. Incorrect. “Continuous agile development and operations is a set of practices aimed at enabling rapid, automated delivery of new features, bug fixes, and improvements. It is about the operationalization of agile practices, making sure that a product is always in a deployable state and can be continuously improved with minimal manual intervention.” Ref 14.2.2.2</p>
25	B	4.2.1	<p>A. Incorrect. “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. By facilitating role clarity and ensuring responsibilities are well-defined and balanced, AI helps teams to operate more cohesively and reduces the risk of misunderstandings.” Ref 15.4.1</p> <p><b>B. Correct. AI enhances decision-making “through predictive analytics, AI can forecast a project’s future performance, using historical and real-time data to estimate whether anticipated benefits will align with projected timelines and budgets.” Ref 15.4.1</b></p> <p>C. Incorrect. AI does not focus on automating creative tasks specifically. AI enhances decision-making “through predictive analytics, AI can forecast a project’s future performance, using historical and real-time data to estimate whether anticipated benefits will align with projected timelines and budgets.” Ref 15.4.1</p> <p>D. Incorrect. AI does not aim to remove human involvement in decision-making. AI enhances decision-making “through predictive analytics, AI can forecast a project’s future performance, using historical and real-time data to estimate whether anticipated benefits will align with projected timelines and budgets.” Ref 15.4.1</p>

Q	A	Syllabus Ref	Rationale
26	A	3.2.6	<p><b>A. 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. [...] 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</b></p> <p>B. Incorrect. "The purpose of the team planning workshop is to prepare the team for the upcoming iteration by refining the product backlog, clarifying requirements, prioritizing user stories, and agreeing to the team plan. Participants will collaboratively establish clear acceptance criteria, estimate effort, and create a focused iteration plan that aligns with project objectives." Ref 13.6.4.1</p> <p>C. Incorrect. "The purpose of the progress review workshop 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." Ref 13.5.4.1</p> <p>D. Incorrect. "The purpose of the project closure workshop 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>
27	C	1.3.5	<p>A. Incorrect. "The 'growth mindset' (see Section 2.6.1 for the definition) is the fundamental belief that any person can learn, adapt to change and therefore 'grow', and is often seen as the core of the agile mindset itself." Ref 2.7.3</p> <p>B. Incorrect. Training and coaching imply 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><b>C. Correct. "A commonly used leadership style reflecting this is called 'servant leadership' (Robert Greenleaf). In simple terms, the idea of servant leadership is that the best way to lead a team is to be a servant to the team. Therefore, a leader of a team would put team members' needs above their own." Ref 2.7.3</b></p> <p>D. Incorrect. "Rich communication: While there are many types of communication on a project that may be necessary (emails, phone calls, documents, and so on), in agile the emphasis is made on 'rich' communication, which refers to communicating not just words, but also emotions, body language, visuals, and graphics/icons." Ref 2.7.3</p>

Q	A	Syllabus Ref	Rationale
28	C	2.2.3	<p>A. Incorrect. In the business case practice the business case would need to include the Minimum Viable Product. The “MVP – is used, would need to be identified so that an exception can be raised if this is forecast to be delivered later than expected”. Ref Table 6.1</p> <p>B. Incorrect. The project brief “will outline flexible areas of scope and quality criteria based on prioritization and include a description of the agile techniques and approaches selected, along with their expected benefits to the project”. Ref Table 6.1</p> <p><b>C. Correct. “Frequent releases are planned to enable early delivery of benefits to users or customers.” Ref Table 6.1</b></p> <p>D. Incorrect. Due to the desire for incremental delivery the project brief will include “more detailed information on how this impacts operations and maintenance”. Ref Table 6.1</p>
29	D	2.2.14	<p>A. Incorrect. “The purpose of the issues practice is to collect and assess issues and control changes to the project’s baseline.” Ref 11.1</p> <p>B. Incorrect. “The purpose of the plans practice is to facilitate communication and control by defining the products to be delivered (the ‘what’) and the means to deliver them (the ‘who’, ‘how’, and ‘where’, along with estimates of ‘when’ and for ‘how much’) to satisfy the project business case (the ‘why’).” Ref 8.1</p> <p>C. Incorrect. “The purpose of the business case practice is to establish mechanisms to judge whether the project is (and remains) desirable, viable, and achievable as a means to support decision-making in its continued investment.” Ref 6.1</p> <p><b>D. Correct. “The purpose of the progress practice is to: establish mechanisms to monitor and compare actual achievements against those planned; provide a forecast for the project’s objectives and continued viability; control any deviations causing an exception.” Ref 12.1</b></p>

Q	A	Syllabus Ref	Rationale
30	D	3.2.4	<p>A. Incorrect. The 'report highlights' activity in the progress review workshop in the 'controlling a stage' process is where "the project manager assembles the information from the updated team dashboards, project log, and any significant revisions to the release map, makes a list of corrective actions, and updates the project dashboard to enable the project board to pull the necessary up-to-date information". Ref Table 13.9</p> <p>B. Incorrect. The 'take corrective action' activity in the progress review workshop in the 'controlling a stage' process is where "the project manager collects any relevant information about the deviation, identifies potential solutions for the deviation, selects the most appropriate option, and triggers corrective action via authorizing a work package. The project manager updates the issue report (if necessary), the release map, and the project log with any changes resulting from the corrective action". Ref Table 13.9</p> <p>C. Incorrect. The 'evaluate work stage status' activity in the progress review workshop in the 'controlling a stage' process 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 changes any forecasts, and confirms if ownership of any of the products has been transferred to the users". Ref Table 13.9</p> <p><b>D. Correct. The 'capture issues and risks' activity in the progress review workshop in the 'controlling a stage' process is where the "project manager logs and manages risks and issues, and, if it is necessary to take corrective action, seeks advice from the project board or escalates an issue or risk". Ref Table 13.9</b></p>

Q	A	Syllabus Ref	Rationale
31	C	1.3.5	<p>A. Incorrect. "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. This will combat frustration, one of the leading factors of demotivation and change resistance. In PRINCE2 Agile, it is suggested to include a training and coaching plan, ideally mapped to the different needs matching the stages of an agile change initiative." Ref 2.7.3</p> <p>B. Incorrect. While independence is valued, training helps with practical understanding. "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. This will combat frustration, one of the leading factors of demotivation and change resistance. In PRINCE2 Agile, it is suggested to include a training and coaching plan, ideally mapped to the different needs matching the stages of an agile change initiative." Ref 2.7.3</p> <p><b>C. Correct. "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. This will combat frustration, one of the leading factors of demotivation and change resistance. In PRINCE2 Agile, it is suggested to include a training and coaching plan, ideally mapped to the different needs matching the stages of an agile change initiative." Ref 2.7.3</b></p> <p>D. Incorrect. "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. This will combat frustration, one of the leading factors of demotivation and change resistance. In PRINCE2 Agile, it is suggested to include a training and coaching plan, ideally mapped to the different needs matching the stages of an agile change initiative." Ref 2.7.3</p>
32	B	2.2.5	<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." Ref 6.4.1</p> <p><b>B. Correct. Delegation poker "is a collaborative technique for defining decision-making processes within teams". Ref 7.4.2</b></p> <p>C. Incorrect. "A release map can be created using the information from a story map [...], where user stories are clustered into suitable releases [...]". Ref 8.3.2.5</p> <p>D. 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)". Ref Glossary</p>

Q	A	Syllabus Ref	Rationale
33	B	1.1.1	<p>A. Incorrect. Agile requires giving teams the power to manage themselves to enable innovation and responsiveness. "A common misconception is assuming that simply adopting a framework guarantees benefits, such as faster delivery or higher-quality products. Agile's true value lies in shifting mindsets, which requires organizations to embrace a culture that empowers teams to self-manage, make decisions independently, and drive innovation." Ref 2.3</p> <p><b>B. Correct. Simply adopting a framework will not guarantee all benefits. "A common misconception is assuming that simply adopting a framework guarantees benefits, such as faster delivery or higher-quality products." Ref 2.3</b></p> <p>C. Incorrect. Agile can lead to "higher-quality products" by enabling teams to respond quickly and "minimize waste". Ref 2.3</p> <p>D. Incorrect. "By fostering experimentation, learning from feedback, and pivoting quickly, agile teams can minimize waste, reduce delays, and deliver user-focused solutions." Ref 2.3</p>
34	C	2.2.4	<p>A. Incorrect. The product owner, a version of a team manager role, is the only role that has a direct line of authority over the delivery team members. "POs are responsible for delivering the work allocated to them within the tolerances and constraints agreed with the project manager. The project manager agrees with the product owner the work to be undertaken by a delivery team in the form of work package descriptions (sets of user stories), in line with management approaches." Ref Figure 7.1, Table 7.2</p> <p>B. Incorrect. The team coach provides support and advice to the product owner and the delivery team members. "The team coach works closely with one or two specific teams to enhance their effectiveness and performance. Their responsibilities focus on helping the teams self-manage and foster a culture of trust and accountability, and on supporting team members in refining their processes. They guide the teams in adopting (agile) best practices, resolving conflicts, and improving communication, to ensure they remain aligned with organizational and product goals, as well as with delivery expectations." Ref Figure 7.1, Table 7.2</p> <p><b>C. Correct. The project manager is the only role that has a direct line of authority over the product owner, a version of a team manager role. POs "are responsible for delivering the work allocated to them within the tolerances and constraints agreed with the project manager. The project manager agrees with the PO the work to be undertaken by a delivery team in the form of work package descriptions (sets of user stories), in line with management approaches". Ref Figure 7.1, Table 7.2</b></p> <p>D. Incorrect. Project support provides support and advice to the product owner, project manager and the agile coach. "The project manager has the authority to run the project on behalf of the project board within the agreed project tolerances and constraints. They are responsible for day-to-day management of a project." Ref Figure 7.1, Table 7.2</p>

Q	A	Syllabus Ref	Rationale
35	D	3.2.7	<p>A. Incorrect. "The purpose of the team planning workshop is to prepare the team for the upcoming iteration by refining the product backlog, clarifying requirements, prioritizing user stories, and agreeing to the team plan." Ref 13.6.4.1</p> <p>B. 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>C. Incorrect. "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." Ref 13.7.4.1</p> <p><b>D. Correct. "The purpose of the project closure workshop 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. [...] This workshop celebrates success, fosters team morale, and establishes clear guidelines for ongoing benefits realization and continual improvement." Ref 13.8.4</b></p>
36	D	3.2.1	<p>A. Incorrect. The starting up workshop's non-standard topics are: "project roles", "lessons review", "initiation stage planning", "risk analysis", "refine planning". Ref Table 13.3</p> <p>B. Incorrect. The kickoff workshop's non-standard topics are: "icebreaker", "project intro", "team intro", "psychological safety", "team values and norms", "team skill matrix", "team delegation matrix", "team dashboards", "project dashboard". Ref Table 13.8</p> <p>C. Incorrect. The project initiation workshop's non-standard topics are: "Agilometer", "management approaches", "project Definition of Ready", "project Definition of Done", "persona definition", "update release map", "high-level release planning", "project canvas refinement". Ref Table 13.7</p> <p><b>D. Correct. The project canvas workshop's non-standard topics are: "user group definition", "business option selection", "project vision definition", "benefits analysis", "risk analysis", "scope definition", "cost definition", "business value definition". Ref Table 13.2</b></p>
37	D	2.3.1	<p>A. Incorrect. The team coach encourages 'continuous improvement' and coaches 'teams on agile best practices'. Ref Table B.1</p> <p>B. Incorrect. Project support helps "manage reporting requirements for all stakeholders by updating and pulling information from project/team dashboards". Ref Table B.1</p> <p>C. Incorrect. Project assurance ensures that "quality and governance checks are integrated into iterative delivery." Ref Table B.1</p> <p><b>D. Correct. The chief product owner ensures that the project backlog "is refined regularly with user inputs and that it aligns with the delivery level product backlogs [...]". Ref Table B.1</b></p>

Q	A	Syllabus Ref	Rationale
38	A	1.1.11	<p><b>A. Correct. "The purpose of an MVP is to create a basic version of a product with minimal cost and time to develop to gather early feedback. [...] The MVP typically includes essential product features that can be refined according to user feedback throughout the project." Ref 6.3.1</b></p> <p>B. Incorrect. While an MVP can help gather early feedback that may indicate product-market fit, this is not its sole purpose. It is primarily designed to validate assumptions and refine features based on insights. "The purpose of an MVP is to create a basic version of a product with minimal cost and time to develop to gather early feedback [...]. The MVP typically includes essential product features that can be refined according to user feedback throughout the project." Ref 6.3.1</p> <p>C. Incorrect. This is true of an MVP in agile; however, it does not fully capture the concept of minimal functionality for hypothesis testing, which is crucial to the MVP's purpose. "The purpose of an MVP is to create a basic version of a product with minimal cost and time to develop to gather early feedback. The MVP typically includes essential product features that can be refined according to user feedback throughout the project." Ref 6.3.1</p> <p>D. Incorrect. An MVP is not a complete product. Instead, it is an initial version that allows teams to gather insights and iterate based on user feedback before full-scale development. "The purpose of an MVP is to create a basic version of a product with minimal cost and time to develop to gather early feedback. The MVP typically includes essential product features that can be refined according to user feedback throughout the project." Ref 6.3.1</p>
39	B	1.4.2	<p>A. Incorrect. Project assurance will "monitor adherence to PRINCE2 Agile principles and agile practices; Ensure quality and governance checks are integrated into iterative delivery; Provide feedback to balance agility with control mechanisms". Ref Table B.1</p> <p><b>B. Correct. "Any individual, group, or organization that can affect or be affected by (or perceives itself to be affected by) the change initiative." Ref 4.2.2</b></p> <p>C. Incorrect. Product owner is responsible for "enabling agile: Act as a servant leader, facilitating collaboration between PRINCE2 Agile governance and delivery teams; Own the product backlog and ensure it aligns with the project backlog and PRINCE2 Agile's 'continued business justification' principle and project tolerances; Work closely with the chief product". Ref Table B.1</p> <p>D. Incorrect. Team coach has the following responsibilities "Guide teams in balancing agile self-management with PRINCE2 Agile principles and tolerances; Assist the delivery team with writing user stories; Facilitate team workshops while ensuring alignment with iteration goals and project-level controls; Encourage continuous improvement and coach teams on agile best practices." Ref Table B.1</p>

Q	A	Syllabus Ref	Rationale
40	D	2.2.9	<p>A. Incorrect. "Trading (or swapping) is used to handle emerging change by replacing one or more requirements (or features or user stories) with others of a similar size in terms of effort. 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." Ref 11.4.1</p> <p>B. Incorrect. Definition of Ready is "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. The DoR helps prevent delays or misunderstandings by ensuring that the team has everything they need to start work effectively and efficiently. For example, for a user story [...] is considered 'ready' when it: contains all three fields describing the who, what and why [...]". Ref 9.3.2.1</p> <p>C. Incorrect. "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><b>D. Correct. Technical debt is referred to as "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". Ref 9.4.2</b></p>

## Notes

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## Notes



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