

PRINCE2 Agile Foundation Exam

PRINCE2 PRINCE2-Agile-Foundation

Version Demo

Total Demo Questions: 19

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Topic Break Down

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Topic 1, Understand basic concepts of common Agile ways of working	89
Topic 2, Understand the purpose and context of combining PRINCE2 and the Agile way of working	27
Topic 3, Understand how to apply the PRINCE2 principles, themes and processes in the context of an Agile project	81
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QUESTION NO: 1

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

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

ANSWER: A

Explanation:

Speaking the language of leadership is essential because leaders need to understand how an agile scaling approach supports the organization's strategic objectives and governance responsibilities. Communication should therefore express the proposed change in terms meaningful to senior stakeholders: expected business outcomes, value delivery, investment and resource implications, risk exposure, organizational capability, and the measures that will demonstrate progress. This creates a credible connection between agile ways of working and the outcomes for which leadership is accountable.

In PRINCE2 Agile, agile is not presented as an isolated delivery-team practice. It must operate within an appropriate project-management and organizational context, with decisions, controls, and tailoring aligned to the needs of the business. Leadership support is more likely when the rationale for scaling is transparent, the benefits are stated in business terms, and leaders can see how governance and assurance will remain effective while teams work adaptively. This shared language enables informed sponsorship, removes organizational barriers, and supports sustained commitment to the change. See [PeopleCert's PRINCE2 Agile Foundation overview](#) and [AXELOS PRINCE2 Agile guidance](#).

QUESTION NO: 2

Which is a typical characteristic of "business as usual"™ work?

- A. It requires a specific dedicated project manager
- B. It is executed by program management
- C. It is delivered by a temporary team
- D. It is delivered by an established team

ANSWER: D

Explanation:

It is delivered by an established team is correct because business-as-usual work comprises the continuing operational activities needed to run, support, and sustain an organization's products or services. This work is normally performed within an existing operational structure, using teams that have ongoing responsibilities, established processes, and continuing ownership of the service or function. Such teams retain knowledge and capability over time and are accountable for maintaining normal service performance after change has been introduced.

PRINCE2 Agile distinguishes this enduring operational context from the temporary nature of project work. A project creates change and has a defined lifecycle, whereas business-as-usual activity continues after a project closes. For example, once a project has delivered a new digital service, an established operations or support team would typically operate, maintain, and improve that service as part of its normal responsibilities. Recognizing this distinction helps ensure that products are transitioned effectively into operational use and that responsibilities for their ongoing support are clear. This aligns with the PRINCE2 Agile Foundation focus on integrating project delivery with the organization's wider operational environment. See [PeopleCert's PRINCE2 Agile Foundation overview](#) and the UK government's [Project Delivery Functional Standard](#).

QUESTION NO: 3

Which statement about timeboxes is CORRECT?

- A. Flow based working partitions work into timeboxes
- B. A project cannot be referred to as a timebox
- C. A timebox can contain another timebox
- D. Timeboxes should be avoided in business as usual environments

ANSWER: C

Explanation:

“A timebox can contain another timebox” is correct because timeboxes can be structured hierarchically at different planning and control levels. A project may have an overall fixed delivery period, within which releases or stages are planned; each release can include iterations or sprints; and an iteration can include shorter, regular events such as daily coordination meetings. Each of these has an agreed maximum duration and a defined purpose, while operating within the boundaries of the larger timebox.

In PRINCE2 Agile, this nesting supports management by stages and enables frequent inspection, prioritisation, and delivery without losing the overall governance and deadlines of the project. The larger timebox provides the strategic or delivery horizon, whereas the contained timeboxes create a regular operational cadence for teams. The essential principle is that the end date of each timebox is protected: work is selected, refined, or reprioritised to fit the available time, rather than routinely extending the timebox. This makes nested timeboxes useful for coordinating agile delivery with PRINCE2 project controls. See [PeopleCert's PRINCE2 Agile Foundation overview](#) and the [Agile Manifesto principles](#) for the emphasis on frequent delivery and sustainable cadence.

QUESTION NO: 4

What ensures the operations team has a clear understanding of deliverables during the handover process?

- A. Retrospective documentation
- B. Kanban or team boards
- C. Documentation on functionality
- D. Risk management approach

ANSWER: C

Explanation:

Documentation on functionality ensures that the operations team has a clear understanding of deliverables at handover. It gives the receiving team practical, product-focused information about what has been delivered, how it is intended to behave, relevant configuration details, dependencies, interfaces, support procedures, and any important operational constraints. This creates the shared understanding needed for operations personnel to accept responsibility for the product and support it reliably once it moves into live use.

PRINCE2 Agile applies Agile's preference for fit-for-purpose, lightweight documentation rather than treating documentation as unnecessary. The amount and form of functional information should be appropriate to the product, its operational environment, and the needs of those who will maintain it. It may be captured in concise guides, service information, knowledge-base material, acceptance records, or other accessible formats. Crucially, the information must enable effective use, maintenance, monitoring, and incident response after delivery. Providing this clear functional knowledge supports a smooth transition, preserves continuity of service, and helps ensure that the benefits of the delivered product can be sustained. See [PeopleCert's PRINCE2 Agile Foundation overview](#) and the [Agile Manifesto](#).

QUESTION NO: 5

Which statement about the “initiating a project” process is CORRECT?

- A. The initiation stage plan should form part of the project plan
- B. The impact of frequent releases on quality management should be assessed
- C. The process should take more time than usual for disruptive projects
- D. The project solution should be documented in detail in the project product description

ANSWER: B

Explanation:

The impact of frequent releases on quality management should be assessed. During the Initiating a Project process, PRINCE2 Agile establishes how the project will be controlled and how its products will meet the agreed quality expectations. Where an agile delivery approach will produce frequent releases, quality management needs to accommodate the repeated cycle of development, verification, acceptance, and deployment. The project's quality-management approach should therefore define suitable quality criteria, responsibilities, methods, records, and tolerances for releases, while ensuring that the required governance and acceptance arrangements remain effective.

This assessment is important because release cadence affects how quality controls operate in practice. For example, product increments may require automated testing, ongoing integration, regular product demonstrations, and clearly defined acceptance criteria to provide timely evidence that each release is fit for purpose. Assessing this at initiation enables the project to tailor PRINCE2 controls to the agile delivery method while retaining confidence that quality requirements will be met throughout the project. PRINCE2 Agile is specifically intended to combine PRINCE2 governance with agile delivery practices; see [PeopleCert's PRINCE2 Agile Foundation overview](#) and [PRINCE2 Agile guidance](#).

QUESTION NO: 6

In which area is Agile strongest when blending with PRINCE2?

- A. Product delivery
- B. Project management
- C. Project direction
- D. Product management

ANSWER: A

Explanation:

Product delivery

is correct because PRINCE2 Agile deliberately combines two complementary strengths: PRINCE2 provides the project-management framework and governance, while Agile approaches provide the strongest practices for creating and delivering products. Agile techniques support iterative development, frequent collaboration with users and customers, prioritization of work, rapid feedback, and incremental releases of usable outputs. These practices are most directly applied by the delivery teams that build, test, refine, and hand over products.

Within a PRINCE2 Agile environment, product delivery is commonly organized through Agile behaviours and methods such as timeboxing, visual management, empowered teams, and frequent review of product increments. This enables teams to respond to emerging detail while still working within the tolerances, controls, roles, and business justification established by PRINCE2. The result is a practical balance: governance remains appropriately controlled, while delivery remains adaptive and focused on value. PRINCE2 Agile therefore identifies product delivery as the area in which Agile contributes most strongly. See the official [PRINCE2 Agile overview](#) and [PeopleCert PRINCE2 certification information](#).

QUESTION NO: 7

Which statement explains the target 'be on time and hit deadlines' for flexible delivery?

- A. It reduces testing in order to meet deadlines
- B. It sets the project baseline at the correct level
- C. It enables team dynamics to remain the same
- D. It improves the supplier's reputation with the customer

ANSWER: B

Explanation:

The correct statement is “**It sets the project baseline at the correct level**”. In PRINCE2 Agile, flexible delivery means maintaining reliable delivery commitments while allowing appropriate flexibility in what is delivered. To be on time and meet deadlines, the project needs a realistic, agreed baseline at the level where time commitments can be managed effectively. This establishes clear expectations for when outcomes, releases, or management products are due, enabling the project manager and delivery teams to monitor progress against an agreed plan and take corrective action early when forecasts show a threat to a deadline.

The baseline should support control without being unnecessarily detailed or restrictive. PRINCE2 Agile combines PRINCE2's governance and management-by-exception approach with Agile delivery practices, so time constraints can be protected while lower-level requirements or scope are flexed, prioritized, and delivered incrementally. Establishing the baseline at the correct level therefore gives the project a dependable basis for planning and control, while preserving the flexibility needed to respond to emerging information during delivery. This supports the flexible-delivery objective of predictable, timely outcomes. See the [PRINCE2 Agile Foundation certification overview](#) and the [Agile Business Consortium's PRINCE2 Agile resource](#).

QUESTION NO: 8

Which role is responsible for facilitating the Agilometer assessment?

- A. Project board
- B. Project manager
- C. Team manager
- D. Customer subject matter expert

ANSWER: B

Explanation:

The **Project manager** is responsible for facilitating the Agilometer assessment. The Agilometer is a PRINCE2 Agile diagnostic used to assess how suitable the project environment is for applying agile ways of working and to identify areas that may need action or tailoring. It considers organizational, project, and delivery conditions, rather than being a one-time technical assessment performed solely by a delivery team.

Facilitation is an appropriate responsibility for the project manager because this role coordinates the assessment across the relevant stakeholders, ensures that the findings are considered in the project's approach and controls, and records or escalates any resulting actions where necessary. The assessment can involve input from customer representatives, suppliers, project assurance, and team members, because they may hold essential information about organizational culture, governance, communication, collaboration, and delivery capability. However, the project manager brings that input together and manages the process.

The Agilometer should be revisited when circumstances change, helping the project manager ensure that the selected agile behaviours and PRINCE2 controls remain appropriate throughout the project. See [PeopleCert's PRINCE2 Agile Foundation overview](#) and [AXELOS PRINCE2 Agile resources](#).

QUESTION NO: 9

Which of the following integrated elements defines who is working on the project and who is affected by the project?

- A. The project context
- B. The PRINCE2 practices
- C. The PRINCE2 processes
- D. The “people” element

ANSWER: D

Explanation:

The “people” element is correct because PRINCE2 recognizes that successful project delivery depends on the individuals and groups involved, not solely on methods, controls, and technical outputs. This integrated element addresses the people working within the project organization, including their responsibilities, relationships, capabilities, and required behaviours. It also encompasses those affected by the project or its products, such as users, customers, suppliers, operational teams, and other stakeholders. Defining these groups helps ensure that the project has appropriate governance, clear accountabilities, effective communication, and meaningful engagement with the people who influence or experience the change. In PRINCE2 Agile, this focus remains particularly important because agile ways of working rely on close collaboration, empowered teams, frequent feedback, and active involvement from users and stakeholders. Considering people throughout the project enables the project manager and team to tailor management approaches to the organizational environment and to support adoption of the project’s outputs. PRINCE2’s seventh edition explicitly presents people as one of its integrated elements, alongside the method’s principles, practices, processes, and project context. See the official overview of [PRINCE2 7](#) and the [PRINCE2 7 Foundation certification page](#).

QUESTION NO: 10

In Scrum, what answers the question “what can be done this sprint?”™

- A. Daily scrum
- B. Sprint review
- C. Sprint planning
- D. Increment

ANSWER: C

Explanation:

Sprint planning is correct because it initiates the Sprint by establishing what valuable work can be accomplished during the upcoming Sprint. In this event, the Product Owner ensures that the most important Product Backlog items are understood and ready for discussion, while the Developers assess their capacity, past performance, and the work needed to meet the desired outcome. Together, the Scrum Team creates a Sprint Goal and selects Product Backlog items that are forecast to be completed within the Sprint. This selected work becomes the Sprint Backlog, giving the team a clear, shared answer to what can be delivered during that timebox.

The current [Scrum Guide](#) describes Sprint Planning as addressing why the Sprint is valuable, what can be done during the Sprint, and how the chosen work will get done. This is also consistent with PRINCE2 Agile’s use of Scrum practices: planning is collaborative and based on an informed forecast rather than a fixed promise. The team’s forecast should remain realistic, support delivery of value, and provide enough focus to guide the Sprint’s day-to-day work. For an overview of how PRINCE2 Agile combines PRINCE2 governance with agile delivery approaches, see [PeopleCert’s PRINCE2 Agile Foundation page](#).

QUESTION NO: 11

Which statement about the ‘protect the level of quality’ target is CORRECT?

- A. It is achieved by ensuring that all features are delivered

- B. It is unlikely to be achieved if incomplete user documentation is provided
- C. It allows change at the detailed level to be handled dynamically
- D. It avoids the use of extra people to improve progress during a timebox

ANSWER: B

Explanation:

"It is unlikely to be achieved if incomplete user documentation is provided" is correct because protecting the level of quality means ensuring that every agreed quality criterion for the product is met, even when an Agile delivery approach is used. Quality is not limited to the technical operation of a solution; it includes all specified product characteristics and supporting deliverables needed for the product to be accepted, used, operated, and maintained effectively. Where user documentation is an agreed part of the product description, incomplete documentation means the product has not met its defined quality expectations.

PRINCE2 Agile emphasizes that quality criteria must be clear and that quality should not be traded away to meet a deadline or accommodate changes in scope. The team may flex lower-level requirements within agreed constraints, but it must retain the required quality standard. Therefore, completion includes the documentation necessary to satisfy the stated acceptance criteria and enable users to obtain the intended benefit from the delivered product. This aligns with PRINCE2's focus on defining products and their quality criteria before acceptance. See [PeopleCert's PRINCE2 Agile Foundation overview](#) and [AXELOS guidance on PRINCE2 Agile](#).

QUESTION NO: 12

What is a purpose of the 'project closure' workshop?

- A. Align teams with project vision
- B. Create benefits management approach
- C. Update the project documentation
- D. Refine the release map for the next stage

ANSWER: C

Explanation:

"Update the project documentation" is correct because the project closure workshop in PRINCE2 Agile provides a structured opportunity to complete and bring closure to the project's management information. At closure, the project team records final outcomes, captures lessons, updates relevant controls and documentation, and ensures that records provide an accurate account of what was delivered and how the project performed. This supports formal project closure and provides useful information for operational teams, future projects, and organizational learning. The workshop also helps ensure that closure activities are undertaken collaboratively, rather than leaving the project documentation incomplete or inconsistent after the delivery work has finished. This aligns with the PRINCE2 principle of learning from experience and the Closing a Project process, which requires the project to prepare an end project report, capture lessons, and update project documentation as part of recommending closure. In PRINCE2 Agile, workshops are used to support appropriate collaboration while retaining PRINCE2 governance and management-product discipline. See the official [PRINCE2 Agile Foundation overview](#) and the [PeopleCert certification guidance](#).

QUESTION NO: 13

Which is the BEST method of communication to gather feedback?

- A. Receiving emailed diagrams to encourage discussion
- B. Conducting online surveys to obtain a range of opinions
- C. Meeting face-to-face to encourage an exchange of views

D. Discussing over the telephone to gather feedback quickly from stakeholders

ANSWER: C

Explanation:

Meeting face-to-face to encourage an exchange of views is the best method for gathering feedback because it provides a rich, two-way communication channel. PRINCE2 Agile emphasizes tailoring communication to the situation and using collaboration to ensure that stakeholder needs, concerns, and understanding are actively explored. A face-to-face meeting allows participants to ask follow-up questions immediately, clarify ambiguous points, observe non-verbal signals, and develop ideas together. This makes the feedback more meaningful and enables the project team to validate that it has correctly understood what stakeholders are saying.

Feedback is especially valuable when it is a conversation rather than simply information collected and reviewed later. Direct interaction supports rapid clarification and constructive challenge, helping the team identify implications, priorities, and actions while the discussion is taking place. It also builds engagement and trust, which are important when stakeholders need to contribute openly to a project's direction or products. PRINCE2 Agile promotes frequent collaboration and effective stakeholder engagement as part of its agile way of working. See [PeopleCert's PRINCE2 Agile Foundation overview](#) and [AXELOS PRINCE2 guidance](#).

QUESTION NO: 14

What challenge does PRINCE2 Agile address in Agile adoption?

- A. Agile frameworks are too rigid for product delivery
- B. Agile frameworks struggle to scale for large, complex initiatives
- C. Agile frameworks struggle with role definitions
- D. Agile frameworks cannot be combined with other methods

ANSWER: B

Explanation:

"Agile frameworks struggle to scale for large, complex initiatives" is correct because PRINCE2 Agile provides a practical way to apply Agile delivery methods within the wider governance, assurance, decision-making, and control needs of an organization. Agile ways of working are highly effective for teams that deliver iteratively, collaborate closely with users, and respond to change. However, a major initiative may involve several delivery teams, external suppliers, dependencies, significant risks, regulatory obligations, and senior stakeholders who require clear accountability and reliable information about progress and investment.

PRINCE2 Agile addresses this challenge by combining PRINCE2's project-management framework with Agile behaviours, concepts, and techniques. It enables an organization to retain appropriate project direction, business justification, tolerances, stages, roles, and reporting while allowing delivery teams to use Agile approaches suited to the work. In particular, it helps project managers and delivery teams make informed tailoring choices so that governance supports, rather than unnecessarily restricts, iterative delivery. This bridge between organizational control and Agile delivery is the central purpose of PRINCE2 Agile, especially where work must be coordinated beyond one small team. See [PeopleCert's PRINCE2 Agile Foundation overview](#) and [AXELOS PRINCE2 Agile information](#).

QUESTION NO: 15

What does velocity typically measure?

- A. Work packages completed by the team
- B. The rate of progress the team is making
- C. The number of timeboxes completed

D. The speed that a minimum viable product is created

ANSWER: B

Explanation:

Velocity typically measures **the rate of progress the team is making**. In an agile delivery approach, it is calculated from the amount of work a team actually completes during a timebox, commonly expressed in units such as story points. Teams use the results from several completed timeboxes to establish an empirical, locally relevant indication of their delivery rate. This helps with forecasting: once the likely amount of remaining work is understood, the team can use its observed velocity to estimate how many future timeboxes may be needed.

In PRINCE2 Agile, velocity is one of the agile measures that can support planning and control, particularly when considering progress against tolerances and the delivery of products. It is not intended as a universal productivity target or as a comparison between teams, because estimation scales and working conditions differ. Its value is in showing a particular team's sustainable rate of completed work and enabling evidence-based forecasts. The measure should therefore be based on completed, accepted work rather than merely work started. See [PeopleCert's PRINCE2 Agile Foundation overview](#) and the [Agile Manifesto](#) for the agile delivery context.

QUESTION NO: 16

Which statement explains how the “learn from experience”™ principle is applied in an agile context?

- A. It focuses on the prioritization and decomposition of requirements
- B. It integrates releases within management stages
- C. It is supported by the ‘inspect and adapt’ concept
- D. It provides guidance on mapping PRINCE2 roles to an agile environment

ANSWER: C

Explanation:

“It is supported by the ‘inspect and adapt’ concept” is correct because continuous learning is embedded in agile ways of working. The PRINCE2 principle of learning from experience requires lessons to be sought, recorded and acted upon throughout the project, rather than being deferred until project closure. In an agile context, this is reinforced through frequent inspection of the product, the team's working practices and progress toward objectives, followed by adaptation where evidence shows that a change would improve outcomes.

Regular reviews, retrospectives, feedback from users and short delivery cycles provide practical opportunities to identify what has worked well, what has not, and what should be changed next. The learning is therefore timely and actionable: insights can influence the next iteration, release, management decision or delivery approach. This creates a feedback-driven culture in which experience is continually converted into improvements, while retaining PRINCE2's expectation that lessons are managed and used across the project lifecycle. PRINCE2 Agile explicitly connects its application of the learn-from-experience principle with agile inspection and adaptation. See the [PRINCE2 Agile Foundation overview](#) and the [PRINCE2 best-practice guidance](#).

QUESTION NO: 17

Which of the following is a benefit of an organization being and doing agile?

- A. Faster time-to-market
- B. Using agile techniques
- C. Focusing on completing tasks
- D. Setting all tolerances to zero

ANSWER: A

Explanation:

Faster time-to-market is a key benefit of an organization both *being agile* and *doing agile*. Doing agile refers to applying agile ways of working, such as iterative development, incremental delivery, close collaboration, prioritization of the most valuable work, and frequent feedback. These practices enable usable products, features, or services to be released earlier rather than waiting for all scope to be completed.

Being agile extends this capability beyond an individual delivery team. It reflects an organizational culture and operating model that can respond effectively to change, make decisions at an appropriate speed, learn from feedback, and align delivery with evolving customer and business needs. When agile behaviour and agile practices reinforce each other, the organization can validate assumptions sooner, adjust priorities quickly, and realize value earlier. This improves responsiveness and can create a meaningful competitive advantage in changing markets.

This outcome is consistent with agile's emphasis on early and continuous delivery of valuable outcomes, described in the [Principles behind the Agile Manifesto](#). It also aligns with PRINCE2 Agile's purpose of combining project governance with agile delivery approaches; see the [PRINCE2 Agile Foundation overview](#).

QUESTION NO: 18

Why is Lean Startup included in the "starting up a project" process in PRINCE2 Agile?

- A. Because it explains how a small company can grow using traditional technologies
- B. Because it is designed to manage projects, delivering products in timeboxes
- C. Because it enables agile to be used in challenging and uncertain situations
- D. Because running a project and setting up a new business are the same

ANSWER: C

Explanation:

Because it enables agile to be used in challenging and uncertain situations is correct. Lean Startup is particularly valuable at the beginning of an initiative where there is significant uncertainty about the customer need, proposed solution, value, or viability of the idea. Rather than assuming that a fully defined product and detailed plan already exist, it promotes validated learning: forming hypotheses, creating a minimum viable product or experiment, measuring real feedback, and learning whether to persevere, adapt, or stop.

This supports the purpose of starting up a project in PRINCE2 Agile: ensuring there is a worthwhile and viable basis before committing the organization to full project initiation and expenditure. It helps establish whether an idea has sufficient evidence of value to justify progressing, while retaining PRINCE2's focus on continued business justification. Lean Startup therefore complements agile delivery approaches by addressing uncertainty before and during early project definition, especially where requirements and the solution cannot reliably be known in advance. See the official PRINCE2 Agile reference material at [AXELOS PRINCE2 Agile](#) and the Lean Startup methodology overview at [The Lean Startup principles](#).

QUESTION NO: 19

In which workshop are the project role descriptions created?

- A. Starting-up workshop
- B. Project kickoff workshop
- C. Project initiation workshop
- D. Project canvas workshop

Explanation:

The *Starting-up workshop* is correct because it supports the PRINCE2 activity of starting up a project, where the project's basic organization and governance are established before detailed initiation work begins. A key output at this point is the Project Brief, which includes the project management team structure and role descriptions. Creating these descriptions early ensures that responsibilities, authority, reporting relationships, and decision-making accountabilities are understood from the outset. This provides a clear basis for appointing the project management team and for ensuring that the project has appropriate direction, management, and delivery representation.

In PRINCE2 Agile, the method is tailored to the project environment while retaining PRINCE2's governance foundations. Establishing role descriptions during starting up enables the organization to apply agile ways of working within clear project controls and defined accountabilities. The project can then proceed to initiation with the right people and responsibilities already identified. PRINCE2 Agile combines PRINCE2 governance with agile delivery practices, as outlined by [PeopleCert's PRINCE2 Agile Foundation overview](#) and the [PRINCE2 Agile overview](#).