



PRINCE2 Agile Practitioner

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Practice Questions

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1. What primary role do workshops serve in agile project environments?

- A. Support joint working
- B. Substitute formal oversight
- C. Lock in project requirements
- D. Generate extensive written records

2. What behaviour is at the heart of agile leadership?

- A. Empowering teams
- B. Top-down decision making
- C. Withholding delegation
- D. Restricting information flow

3. In an agile transition, which aspect of the organisation typically demands the greatest degree of change?

- A. The organisation's culture and mindset
- B. The software tools the team uses
- C. How the office space is arranged
- D. The language used in contracts

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4. Which agile working practice do workshops most directly support?

- A. Guided teamwork and joint problem-solving
- B. Extensive process documentation
- C. Strict governance structures
- D. Top-down decision-making



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5. What is the primary objective of the Lean Start-up methodology?

- A. Reduce unnecessary waste
- B. Increase written documentation
- C. Establish scope at the beginning
- D. Concentrate decision-making power

6. Which agile value most directly sets it apart from waterfall's inflexibility?

- A. Welcoming change throughout the project
- B. Adhering closely to the original plan
- C. Producing extensive documentation
- D. Completing phases in a fixed order

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7. In which year was the Agile Manifesto first published?

- A. 2001
- B. 1990
- C. 1985
- D. 1995

8. Which idea sits at the heart of PRINCE2 Agile's understanding of agile?

- A. Adaptability
- B. Inflexibility
- C. Restriction
- D. Predictive planning

9. What stands out as a primary advantage of running workshops?

- A. Quicker decision-making
- B. Greater output of written records
- C. Inflexible planning processes
- D. Less teamwork overall

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10. Which of the following concepts best reflects agile working?

- A. Incremental, feedback-driven cycles
- B. Comprehensive design before work begins
- C. Precise, pre-planned scheduling
- D. Blocking changes once a baseline is set

11. What approach do agile teams use to make their workflow visible?

- A. Visual task boards
- B. Traditional Gantt charts
- C. Critical path scheduling
- D. Written meeting minutes

12. Which agile practice promotes openness and transparency within a project?

- A. Information radiators
- B. Restricted status reporting
- C. Private team updates
- D. Confidential scheduling

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13. What primary problem led to the formation of agile in 2001?

- A. Difficulties in delivering software
- B. Routine business-as-usual activities
- C. Requirements of manufacturing industries
- D. Pressure from contractual obligations

14. Which Kanban practice is centred on enhancing team collaboration?

- A. Enhance processes together as a team
- B. Enforce top-down decision-making
- C. Prevent change requests
- D. Disregard performance metrics

15. Which Kanban practice helps teams work together more effectively?

- A. Make workflow policies visible and explicit
- B. Lock the project scope from the outset
- C. Require staff to work additional hours
- D. Concentrate all decisions with one authority



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16. Which of the following would typically be delivered by a project rather than business as usual?

- A. Processing staff pay
- B. Standard production cycle
- C. Implementation of a new IT platform
- D. Invoicing customers

17. Which statement best explains the difference between a project and business as usual?

- A. Bounded in time and one-off in nature
- B. Perpetual and unchanging
- C. Regular and repeated
- D. Supporting day-to-day activity

18. What does PRINCE2 Agile stress about the nature of agile?

- A. It encompasses multiple approaches rather than one
- B. It centres on a strict project plan
- C. It cannot be combined with other methods
- D. It mandates fixed, unchanging roles

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19. In PRINCE2 Agile, how is agile most accurately characterised?

- A. A wide-ranging umbrella term
- B. A narrow IT-specific method
- C. A prescriptive framework
- D. A rigid standard

20. How many individuals were involved in authoring the Agile Manifesto?

- A. Seventeen software practitioners
- B. A single individual
- C. Five corporate executives
- D. One organisation acting alone



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21. Which framework structures work into fixed-length, time-boxed iterations?

- A. Scrum
- B. Kanban
- C. Lean
- D. Waterfall

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22. What characteristic best describes a typical agile workshop?

- A. Full engagement from all participants
- B. Information flowing in only one direction
- C. Production of lengthy written reports
- D. Instructions handed down from leadership

23. Which aspect of Kanban prevents teams from taking on too many tasks at once?

- A. Caps on work in progress
- B. Comprehensive upfront design
- C. Heavy documentation requirements
- D. Inflexible milestone schedules

24. Which of the following is an example of a business as usual outcome?

- A. Upgrading a system
- B. Constructing new offices
- C. Ongoing customer support
- D. Launching a new product

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25. At which maturity level can agile success be tracked using measurable metrics?

- A. Managed
- B. Awareness
- C. Ad hoc
- D. Resistant



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26. Which of the following is a defining characteristic of a project?

- A. No fixed finish
- B. Time-bound
- C. Uninterrupted
- D. Repetitive

27. Which of the following is more characteristic of business as usual than of a project?

- A. Time-limited aims
- B. Specified outcomes
- C. Stable, repeated procedures
- D. Fixed duration

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28. During an agile adoption, which activity best limits exposure to transition risk?

- A. Running a pilot project
- B. Deploying organisation-wide from day one
- C. Removing all existing governance structures
- D. Locking down the project scope

29. Which Kanban practice is focused on raising performance over time?

- A. Improve through shared, collaborative effort
- B. Record every process step in detail
- C. Discourage experimentation within the team
- D. Stop collecting performance data

30. According to agile values, what should take priority over comprehensive documentation?

- A. Over documentation
- B. Over collaboration
- C. Over processes
- D. Over contracts



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Answer Key & Explanations

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1. A — Support joint working

Workshops are designed to bring people together and build a common understanding of goals and requirements. Why the other options are incorrect: • Substitute formal oversight: Formal governance structures continue to exist alongside workshops. • Lock in project requirements: Rather than being fixed, requirements are expected to develop over time. • Generate extensive written records: Workshops favour minimal rather than extensive documentation. • Reduce engagement with stakeholders: Engaging stakeholders is a core purpose of running workshops.

2. A — Empowering teams

Agile leaders foster autonomy by enabling and supporting self-organising teams. Why the other options are incorrect: • Top-down decision making: Command-and-control management directly conflicts with agile culture. • Withholding delegation: Agile relies on delegation and mutual trust within the team. • Restricting information flow: Open information flow is essential to agile ways of working. • Putting process before people: The agile mindset places people and collaboration above rigid processes.

3. A — The organisation's culture and mindset

Shifting organisational culture is widely recognised as the hardest and most important challenge in any agile adoption. Why the other options are incorrect: • The software tools the team uses: Adopting better tools is helpful but is not the principal driver of a successful transition. • How the office space is arranged: Office design can support agile ways of working but is not the primary factor. • The language used in contracts: Contracts may need adjusting, yet cultural transformation has a far greater impact. • The way budgets are reported: Budget processes can be adapted, but changing deeply held cultural norms is considerably more difficult.

4. A — Guided teamwork and joint problem-solving

Workshops enable guided, collaborative teamwork, which is a hallmark of agile practice. Why the other options are incorrect: • Extensive process documentation: Detailed process mapping slows agile delivery. • Strict governance structures: Agile favours lighter governance, not heavy oversight. • Top-down decision-making: Agile principles discourage top-down, command-driven approaches. • Locking down project scope: Agile keeps scope flexible and open to change.

5. A — Reduce unnecessary waste

The core goal of Lean Start-up is to cut waste by learning quickly through iteration. Why the other options are incorrect: • Increase written documentation: Lean Start-up keeps documentation light rather than extensive. • Establish scope at the beginning: Scope is expected to shift as learning progresses. • Concentrate decision-making power: Decision-making is spread across the team rather than concentrated. • Remove feedback channels: Gathering and acting on feedback is fundamental to the approach.

6. A — Welcoming change throughout the project

Agile embraces the ability to respond to change, in contrast to waterfall's rigid structure. Why the other options are incorrect: • Adhering closely to the original plan: Adhering closely to the original plan is a waterfall



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characteristic, not agile. • Producing extensive documentation: Producing extensive documentation is associated with waterfall, not agile. • Completing phases in a fixed order: Completing phases in a fixed order defines the waterfall approach. • Relying on formal contract terms: Formal contract terms are emphasised in waterfall, not agile.

7. A — 2001

The Agile Manifesto was authored and published in 2001 by seventeen software practitioners who gathered in Utah. Why the other options are incorrect: • 1990: 1990 predates the manifesto by more than a decade and falls before the agile movement took shape. • 1985: 1985 is well before agile software thinking emerged as a formalised movement. • 1995: 1995 does not correspond to the year the Agile Manifesto was written or published. • 2005: 2005 falls four years after the manifesto had already been published.

8. A — Adaptability

Adaptability is the central concept underpinning agile in PRINCE2 Agile. Why the other options are incorrect: • Inflexibility: Agile is inherently flexible, not inflexible. • Restriction: Agile is inclusive by nature, not restrictive. • Predictive planning: Predictive, plan-driven approaches receive less emphasis in agile. • Standardisation: Agile adjusts to the context rather than applying a standard approach.

9. A — Quicker decision-making

Workshops speed up decision-making by drawing on the collective input of the group. Why the other options are incorrect: • Greater output of written records: Producing documentation is not the main purpose of workshops. • Inflexible planning processes: Workshops support adaptive, not rigid, planning. • Less teamwork overall: Workshops increase collaboration rather than diminish it. • Enforcing formal agreements: Drafting or enforcing contracts is outside the scope of workshops.

10. A — Incremental, feedback-driven cycles

Agile operates through repeated cycles guided by ongoing feedback. Why the other options are incorrect: • Comprehensive design before work begins: Designing everything upfront runs counter to agile thinking. • Precise, pre-planned scheduling: Fixed schedules cannot accommodate agile's need for flexibility. • Blocking changes once a baseline is set: Freezing changes prevents the responsiveness agile requires. • Hierarchical directive management: Agile teams are expected to be self-organising rather than directive-led.

11. A — Visual task boards

Visual task boards display work items and allow teams to monitor progress at a glance. Why the other options are incorrect: • Traditional Gantt charts: Gantt charts are a conventional scheduling tool and are not specific to agile working. • Critical path scheduling: Critical path analysis is a predictive technique and is not aligned with agile principles. • Written meeting minutes: Meeting minutes record discussions but do not provide a visual picture of workflow. • Organisational hierarchy diagrams: Organisational hierarchies describe reporting structures rather than the flow of work.

12. A — Information radiators

Information radiators display key project data in a shared, visible location so everyone stays informed. Why the other options are incorrect: • Restricted status reporting: Agile actively avoids restricting access to project information. • Private team updates: In agile, updates are shared openly with the whole team and relevant stakeholders. • Confidential scheduling: Project schedules in agile are made accessible rather than treated as confidential. • Closed-door progress reviews: Progress reviews in agile should be visible and open to all relevant stakeholders.



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13. A — Difficulties in delivering software

Agile emerged in 2001 in response to the difficulties teams faced delivering software effectively. Why the other options are incorrect: • Routine business-as-usual activities: Business-as-usual operations did not drive the creation of agile. • Requirements of manufacturing industries: Agile originated within the software industry, not manufacturing. • Pressure from contractual obligations: Contractual pressures were not the primary motivation for agile. • Routine payroll administration: Payroll administration is a routine operational matter unrelated to agile's origins.

14. A — Enhance processes together as a team

Collaborative improvement allows teams to adapt, learn, and grow together. Why the other options are incorrect: • Enforce top-down decision-making: Top-down mandates run counter to Kanban's collaborative spirit. • Prevent change requests: Kanban welcomes rather than blocks change. • Disregard performance metrics: Measurement underpins continuous improvement. • Restrict openness: Openness and transparency are fundamental Kanban values, not restrictions.

15. A — Make workflow policies visible and explicit

Publishing clear process policies ensures everyone understands how work is handled, improving collaboration and reducing ambiguity. Why the other options are incorrect: • Lock the project scope from the outset: Agile methods do not lock scope; requirements evolve as the project progresses. • Require staff to work additional hours: Mandating overtime contradicts agile principles of sustainable pace. • Concentrate all decisions with one authority: Kanban distributes decision-making rather than funneling it to a single authority. • Reduce information transparency across the team: Transparency is a cornerstone of Kanban, not something to be reduced.

16. C — Implementation of a new IT platform

Implementing a new IT platform is a project outcome, as it involves creating something new and unique. Why the other options are incorrect: • Processing staff pay: Processing staff pay is a recurring operational task, making it business as usual. • Standard production cycle: Following a standard production cycle is a repetitive operational activity, not a project. • Invoicing customers: Invoicing customers on a regular basis is part of routine operations, not a project. • Generating daily summaries: Generating daily summaries is a repetitive task associated with business as usual.

17. A — Bounded in time and one-off in nature

What sets a project apart from business as usual is that it has a defined end point and produces a one-off outcome. Why the other options are incorrect: • Perpetual and unchanging: Work that continues indefinitely without a defined end is characteristic of business as usual, not projects. • Regular and repeated: Regular, repeated activity is the nature of business as usual, not a project. • Supporting day-to-day activity: Providing support for day-to-day activities is an operational function, part of business as usual. • Unending operational work: Unending operational work describes business as usual, not the time-limited nature of projects.

18. A — It encompasses multiple approaches rather than one

PRINCE2 Agile makes clear that agile is a family of approaches, not a single prescribed method. Why the other options are incorrect: • It centres on a strict project plan: Plans in agile remain flexible and subject to change. • It cannot be combined with other methods: Agile is designed to work alongside frameworks such as PRINCE2. • It mandates fixed, unchanging roles: Roles in agile are adapted to suit each team's needs. • It does not permit tailoring: Tailoring is an expected and encouraged part of agile practice.



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19. A — A wide-ranging umbrella term

PRINCE2 Agile treats agile as a broad umbrella that encompasses a variety of approaches and practices. Why the other options are incorrect: • A narrow IT-specific method: Agile is not limited to the information technology sector. • A prescriptive framework: Methods such as Scrum are specific instances within the wider agile family. • A rigid standard: Agile is defined by its flexibility, not by inflexible rules. • A fixed project lifecycle: The choice of lifecycle is context-dependent and not fixed.

20. A — Seventeen software practitioners

The Agile Manifesto was jointly written by seventeen experienced software practitioners. Why the other options are incorrect: • A single individual: It was a collaborative effort involving seventeen people, not a single author. • Five corporate executives: The authors were seventeen practitioners, not five executives. • One organisation acting alone: It was not produced by a single organisation working alone. • A government-appointed body: The manifesto was not created by any government body.

21. A — Scrum

Scrum organises work into fixed-duration sprints, making it inherently time-boxed. Why the other options are incorrect: • Kanban: Kanban operates on a continuous flow basis without fixed iterations. • Lean: Lean focuses on eliminating waste rather than time-boxing work. • Waterfall: Waterfall follows a linear, sequential progression through stages. • Prince2: PRINCE2 is a project management governance framework.

22. A — Full engagement from all participants

Agile workshops depend on every attendee actively engaging throughout the session. Why the other options are incorrect: • Information flowing in only one direction: Workshops involve two-way, open dialogue rather than one-way delivery. • Production of lengthy written reports: Workshops minimise heavy documentation rather than producing it. • Instructions handed down from leadership: Top-down directives undermine the collaborative nature of workshops. • Fixed decisions about project scope: Scope is treated as flexible and iteratively refined, not locked down.

23. A — Caps on work in progress

WIP limits reduce overload and help maintain a steady, sustainable flow of work. Why the other options are incorrect: • Comprehensive upfront design: Heavy upfront design conflicts with agile and Kanban thinking. • Heavy documentation requirements: Kanban favours minimal, just-enough documentation. • Inflexible milestone schedules: Kanban treats milestones as adaptable, not fixed. • Command-and-control management: Kanban promotes shared, collaborative leadership rather than command-driven control.

24. C — Ongoing customer support

Providing ongoing customer support is a repeating operational activity, making it an example of business as usual. Why the other options are incorrect: • Upgrading a system: Upgrading a system involves a defined scope and end point, making it project work. • Constructing new offices: Constructing new offices is a time-limited, one-off undertaking, which is characteristic of a project. • Launching a new product: Launching a new product is a unique, time-bound effort, placing it firmly in the domain of projects. • End-of-project summary: An end-of-project summary is produced at the close of a project, not as part of routine operations.

25. A — Managed

The Managed level is where agile outcomes become measurable and can be tracked quantitatively. Why the other options are incorrect: • Awareness: Awareness involves only a basic, early understanding of agile concepts. • Ad hoc: Ad hoc lacks the consistency required for meaningful measurement. • Resistant:



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Resistance to change prevents maturity from advancing. • Initial: Initial is the stage before agile has been adopted at all.

26. B — Time-bound

By definition, a project is time-bound and has a finite duration. Why the other options are incorrect: • No fixed finish: Having no fixed finish is characteristic of BAU. • Uninterrupted: Uninterrupted, continuous work describes BAU. • Repetitive: Repetitive tasks are a feature of BAU operations. • Unchanged: Unchanged, stable work is associated with BAU.

27. C — Stable, repeated procedures

Business as usual is marked by stable, repeated procedures that do not fundamentally change over time. Why the other options are incorrect: • Time-limited aims: Goals with a limited lifespan are associated with projects, not business as usual. • Specified outcomes: Clearly specified outcomes are a feature of projects, not routine operations. • Fixed duration: Having a fixed duration is a characteristic of projects; business as usual continues indefinitely. • One-of-a-kind result: Producing a one-of-a-kind result is what projects do, not business as usual.

28. A — Running a pilot project

A pilot project lets a team trial agile practices in a contained setting before broader rollout, limiting overall risk. Why the other options are incorrect: • Deploying organisation-wide from day one: Rolling out across the whole organisation immediately amplifies rather than reduces risk. • Removing all existing governance structures: Governance structures still serve an important purpose and should not be discarded. • Locking down the project scope: One of agile's defining traits is that scope is expected to evolve throughout delivery. • Skipping staff training: Adequate training is a prerequisite for a successful agile adoption.

29. A — Improve through shared, collaborative effort

Collaborative, evolutionary improvement is one of Kanban's six core practices, driving continuous performance gains. Why the other options are incorrect: • Record every process step in detail: Kanban avoids unnecessary documentation overhead. • Discourage experimentation within the team: Running experiments is how teams learn and adapt within a Kanban system. • Stop collecting performance data: Metrics are key to identifying where improvement is possible. • Dismiss incoming feedback: Feedback is central to the continuous improvement cycle in Kanban.

30. A — Over documentation

The Agile Manifesto explicitly states that working software should be valued over extensive documentation. Why the other options are incorrect: • Over collaboration: Collaboration with customers is itself highly prized in agile and is not deprioritised. • Over processes: While processes have a place, agile values outcomes and people over rigid adherence to them. • Over contracts: Agile values customer collaboration over contract negotiation, so contracts are already considered secondary. • Over testing: Testing is an integral part of delivering working software and supports rather than conflicts with it.



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