



# PRINCE2 Foundation

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## Practice Questions

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### 1. Which TWO reasons support the use of project management in regulated industries?

- A. Defined responsibilities and audit trails
- B. Faster informal communication
- C. Avoidance of documentation
- D. Greater control and assurance

### 2. Which element of PRINCE2 ensures that roles and responsibilities are clearly defined?

- A. Practices
- B. People
- C. Processes
- D. Principles

### 3. Which of the following is an aspect of project performance managed in PRINCE2?

- A. Customer loyalty
- B. Team motivation
- C. Scope
- D. Marketing strategy

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### 4. Which TWO are considered performance aspects in PRINCE2?

- A. Time and Cost
- B. Motivation and Trust
- C. Teamwork and Leadership
- D. User Experience and Feedback

### 5. How does PRINCE2 support effective communication?

- A. By removing reporting processes
- B. By avoiding stakeholder involvement
- C. By defining communication responsibilities and plans
- D. By allowing only verbal updates



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**6. Which TWO benefits explain why project management is widely adopted?**

- A. Improved control and accountability
- B. Higher levels of operational risk
- C. Increased uncertainty and scope creep
- D. Better alignment with business goals

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**7. Which external condition could affect how PRINCE2 is applied?**

- A. Legislative or regulatory changes
- B. Team member clothing choices
- C. Number of office chairs
- D. Project code name

**8. What does PRINCE2 use to define the acceptable deviation in project quality?**

- A. Quality baseline
- B. Benefits review plan
- C. Quality tolerance
- D. Scope checklist

**9. A [ ? ] is one characteristic that distinguishes projects from operational work.**

- A. Fixed outcome
- B. Temporary duration
- C. Unlimited resources
- D. Repeatable output

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**10. Which of the following BEST defines the term 'project' in PRINCE2?**

- A. A long-term investment to maintain operations
- B. A temporary team-based activity with repeatable outcomes
- C. A temporary organisation created to deliver change
- D. A department that produces regular reports



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**11. Which of the following is the PRIMARY reason PRINCE2 includes defined roles?**

- A. To increase bureaucracy
- B. To allow ad hoc decisions
- C. To enable accountability and control
- D. To reduce stakeholder input

**12. Which TWO delivery approaches are most likely to use stage boundaries and feedback loops?**

- A. Hybrid and Iterative
- B. Waterfall and Kanban
- C. Linear and Continuous
- D. Predictive and Reactive

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**13. Why does project management improve stakeholder confidence?**

- A. It hides project progress until delivery
- B. It provides clear planning and visibility
- C. It removes the need for updates
- D. It avoids written communication

**14. How does PRINCE2 recommend managing differing stakeholder expectations in complex environments?**

- A. Use a tailored communication plan
- B. Rely solely on ad hoc updates
- C. Ignore minor stakeholders
- D. Only report to the project team

**15. Which PRINCE2 term refers to a unique, temporary endeavour with a defined objective?**

- A. Operation
- B. Programme
- C. Project
- D. Process

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**16. Which of the following pairs are BOTH integrated elements of PRINCE2?**

- A. Context and Scheduling
- B. Principles and Stakeholders
- C. Practices and Context
- D. People and Product Descriptions

**17. Which of the following best defines a project?**

- A. An ongoing operation without a fixed end date
- B. A temporary organisation created to deliver change
- C. A team activity that repeats across departments
- D. A business-as-usual activity focused on stability

**18. Which TWO features are associated with an iterative delivery approach?**

- A. Frequent feedback loops
- B. Fixed, upfront schedule
- C. Evolving solution through cycles
- D. Complete product delivered at end

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**19. What is a benefit of using project management methods such as PRINCE2?**

- A. Increased uncertainty
- B. Lack of roles and responsibilities
- C. Better control over cost and time
- D. No need for success criteria

**20. Which TWO of the following are characteristics of a project?**

- A. Temporary and cross-functional
- B. Ongoing and repetitive
- C. Has fixed business operations
- D. Delivers continuous support

**21. Which cultural factor is MOST likely to influence team collaboration?**

- A. Formality of communication and hierarchy preferences
- B. The colour of the organisation's logo
- C. Amount of office stationery
- D. Project management software version



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**22. What is a common effect of a highly regulated external environment?**

- A. Reduced need for documentation
- B. More frequent and detailed reporting
- C. No need for project initiation
- D. Exclusion of stakeholders from decision-making

**23. Which outcome is most likely if project management is NOT used?**

- A. Clarity of scope and cost
- B. Controlled decision-making
- C. Increased risk of project failure
- D. Defined stakeholder engagement

**24. Which PRINCE2 benefit enables better decision-making by senior stakeholders?**

- A. Removal of exception thresholds
- B. Focus on verbal approvals
- C. Structured reporting and escalation procedures
- D. Delegating all decisions to team members

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**25. Which element includes defining the roles responsible for directing and delivering the project?**

- A. Processes
- B. Practices
- C. Project Context
- D. People

**26. Which element helps ensure PRINCE2 remains relevant in various industries and environments?**

- A. Project board
- B. Tailoring
- C. People
- D. Processes



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**27. Which is a feature of the 'project context' element within PRINCE2?**

- A. It defines the business justification
- B. It outlines the sequence of processes
- C. It determines how PRINCE2 should be tailored
- D. It describes required outputs

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**28. Which benefit of PRINCE2 helps improve project predictability?**

- A. Use of defined processes and decision points
- B. No formal planning stages
- C. Flexible stakeholder roles
- D. Elimination of risk reviews

**29. Which delivery approach is most likely to follow a strict sequence of phases from start to end?**

- A. Iterative
- B. Linear
- C. Agile
- D. Hybrid

**30. Which PRINCE2 component helps prevent uncontrolled change during a project?**

- A. Issue register
- B. Configuration management
- C. Change control process
- D. Lessons log



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## Answer Key & Explanations

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### 1. A — Defined responsibilities and audit trails

Project management improves traceability and control — vital in regulated sectors. Why the other options are incorrect: • Faster informal communication: Informal communication lacks auditability. • Avoidance of documentation: Documentation is essential in regulation. • Less focus on risk management: Risk management is a priority in regulated work.

### 2. B — People

People is one of the integrated elements and covers defined roles and responsibilities. Why the other options are incorrect: • Practices: Practices refer to themes and do not directly define roles. • Processes: Processes focus on actions, not people. • Principles: Principles provide guidance but not specific roles. • Themes: Themes address aspects like quality or risk, not team structure.

### 3. C — Scope

Scope is one of the six key aspects of project performance managed in PRINCE2. Why the other options are incorrect: • Customer loyalty: Customer loyalty is a business outcome, not a PRINCE2 performance aspect. • Team motivation: Motivation is important but not one of the six managed aspects. • Marketing strategy: Marketing strategy is not within the scope of PRINCE2. • Daily operations: Operations are outside the temporary nature of projects.

### 4. A — Time and Cost

Time and Cost are key PRINCE2 aspects monitored and controlled by project management. Why the other options are incorrect: • Motivation and Trust: These are soft skills, not tracked performance aspects. • Teamwork and Leadership: Teamwork is valuable, but not one of the six core aspects. • User Experience and Feedback: Feedback is a measurement input, not a performance area. • Market Share and Profit: Market performance relates to business outcomes, not project control.

### 5. C — By defining communication responsibilities and plans

PRINCE2 promotes communication through role clarity and planned reporting structures. Why the other options are incorrect: • By removing reporting processes: Reporting is a core part of PRINCE2. • By avoiding stakeholder involvement: Stakeholders are central to project communication. • By allowing only verbal updates: Verbal updates are not sufficient alone. • By restricting roles to technical staff: Roles include both business and technical stakeholders.

### 6. A — Improved control and accountability

Project management improves control over resources and clarifies roles and responsibilities. Why the other options are incorrect: • Higher levels of operational risk: Project management helps reduce risk, not increase it. • Increased uncertainty and scope creep: Projects manage and reduce scope creep. • Fewer stakeholder communications: Communication is improved, not reduced.

### 7. A — Legislative or regulatory changes

Changes in laws or regulations require adjustments in compliance, governance, and reporting. Why the other



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options are incorrect: • Team member clothing choices: Clothing does not affect PRINCE2 processes. • Number of office chairs: Furniture availability has no process impact. • Project code name: Names are arbitrary and unrelated to method tailoring. • Time taken for lunch breaks: Break times are a personnel issue, not a contextual driver.

### 8. C — Quality tolerance

Quality tolerance defines the acceptable range of variation in quality requirements. Why the other options are incorrect: • Quality baseline: Quality baseline sets the expected level, not the tolerance. • Benefits review plan: Benefits review relates to outcomes, not quality. • Scope checklist: Scope relates to deliverables, not quality measures. • Stage plan: Stage plans schedule tasks but don't control tolerances.

### 9. B — Temporary duration

Projects are time-bound, with clear start and end points. Why the other options are incorrect: • Fixed outcome: Outcomes may evolve during the project. • Unlimited resources: Resources are limited and managed. • Repeatable output: Repeatability defines business-as-usual. • Lack of control: PRINCE2 introduces control, not removes it.

### 10. C — A temporary organisation created to deliver change

A project is defined in PRINCE2 as a temporary structure created to deliver business change. Why the other options are incorrect: • A long-term investment to maintain operations: Long-term investments relate to operations or programmes. • A temporary team-based activity with repeatable outcomes: Projects aim for unique outcomes, not repeatable ones. • A department that produces regular reports: Departments are operational units, not projects. • An informal effort to support users: Informal efforts lack the structure of a PRINCE2 project.

### 11. C — To enable accountability and control

Defined roles support ownership, accountability, and governance in a project. Why the other options are incorrect: • To increase bureaucracy: Role definition reduces duplication, not increases bureaucracy. • To allow ad hoc decisions: Decisions follow a formal governance route. • To reduce stakeholder input: Stakeholder input is important, not reduced. • To remove governance processes: Governance is strengthened, not removed.

### 12. A — Hybrid and Iterative

Both Hybrid and Iterative approaches blend control (stages) with adaptability (feedback). Why the other options are incorrect: • Waterfall and Kanban: Kanban is iterative but Waterfall doesn't loop back. • Linear and Continuous: Continuous delivery is not PRINCE2-based. • Predictive and Reactive: Predictive vs. reactive are mindsets, not delivery models. • Scope-based and Functional: Scope and function are deliverables, not methods.

### 13. B — It provides clear planning and visibility

Project plans, reports, and roles give stakeholders confidence in how the project is managed. Why the other options are incorrect: • It hides project progress until delivery: PRINCE2 promotes regular reporting and visibility. • It removes the need for updates: Updates are a critical part of project management. • It avoids written communication: Clear documentation is vital. • It excludes customer input: Stakeholder engagement is encouraged, not excluded.

### 14. A — Use a tailored communication plan

Tailoring the communication plan ensures stakeholders receive the appropriate level of information and



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engagement. Why the other options are incorrect: • Rely solely on ad hoc updates: Ad hoc updates lack structure and control. • Ignore minor stakeholders: All stakeholders should be appropriately engaged. • Only report to the project team: Wider reporting is essential, not just to the team. • Avoid involving the sponsor: The sponsor plays a key decision-making role.

### 15. C — Project

A project is defined as a temporary organisation that delivers change and unique outputs. Why the other options are incorrect: • Operation: Operations are continuous and repeatable, not temporary. • Programme: A programme manages a group of related projects. • Process: Processes are repeatable sets of actions. • Function: Functions support business-as-usual, not project delivery.

### 16. C — Practices and Context

Practices and project context are both part of the five integrated elements of PRINCE2. Why the other options are incorrect: • Context and Scheduling: Scheduling is a technique, not a core element. • Principles and Stakeholders: Stakeholders are addressed within roles, but not listed as a standalone element. • People and Product Descriptions: Product Descriptions are project artefacts, not elements. • Processes and Quality Reviews: Quality reviews are part of the Quality theme, not an integrated element.

### 17. B — A temporary organisation created to deliver change

A project is a temporary organisation created to deliver one or more business products. Why the other options are incorrect: • An ongoing operation without a fixed end date: Ongoing operations are not temporary and don't deliver unique outputs. • A team activity that repeats across departments: Departmental team activities are routine, not projects. • A business-as-usual activity focused on stability: Business-as-usual maintains operations, not change. • A continuous improvement programme: Improvement programmes may include multiple projects, but are not projects themselves.

### 18. A — Frequent feedback loops

Iterative approaches encourage frequent feedback and adapt the product over time. Why the other options are incorrect: • Fixed, upfront schedule: Upfront fixed scheduling is typical of linear approaches. • Complete product delivered at end: Iterative approaches deliver value continuously, not just at the end. • No customer involvement: Customer involvement is essential in iterative delivery.

### 19. C — Better control over cost and time

Structured project management helps maintain control over time, cost and scope. Why the other options are incorrect: • Increased uncertainty: Project management reduces uncertainty. • Lack of roles and responsibilities: Roles and responsibilities are clearly defined. • No need for success criteria: Success criteria are established early on. • Ambiguous stakeholder engagement: Stakeholder engagement is planned and tracked.

### 20. A — Temporary and cross-functional

Projects are temporary and often require input from different departments or functions. Why the other options are incorrect: • Ongoing and repetitive: Repetition and ongoing delivery are traits of operations. • Has fixed business operations: Fixed business operations are not project-specific. • Delivers continuous support: Support is provided by BAU, not projects.

### 21. A — Formality of communication and hierarchy preferences

Culture influences how people interact, such as decision-making processes and openness in teams. Why the other options are incorrect: • The colour of the organisation's logo: Logo colours are irrelevant to collaboration.



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- Amount of office stationery: Stationery does not affect collaboration styles.
- Project management software version: Software supports collaboration but isn't a cultural factor.
- Number of folders on the shared drive: File quantity doesn't shape team behaviour.

**22. B — More frequent and detailed reporting**

Regulated environments require stricter governance and documentation to meet compliance standards. Why the other options are incorrect: • Reduced need for documentation: Regulation typically increases documentation. • No need for project initiation: Initiation is a required process in PRINCE2. • Exclusion of stakeholders from decision-making: Stakeholder input remains crucial. • Avoidance of quality management: Quality management is never skipped.

**23. C — Increased risk of project failure**

Without project management, projects are more likely to lack structure, increasing the chance of failure. Why the other options are incorrect: • Clarity of scope and cost: Scope and cost control are features of structured project delivery. • Controlled decision-making: Unmanaged projects lack defined decisions. • Defined stakeholder engagement: Engagement may be inconsistent. • Improved audit trail: Auditability suffers without process and documentation.

**24. C — Structured reporting and escalation procedures**

Structured information flows allow decision-makers to act effectively and on time. Why the other options are incorrect: • Removal of exception thresholds: Exception thresholds help trigger decisions. • Focus on verbal approvals: Verbal-only approval is discouraged. • Delegating all decisions to team members: Decisions are escalated through governance structures. • Avoiding formal governance: Governance is a key element of PRINCE2.

**25. D — People**

The People element identifies all key roles and responsibilities in PRINCE2. Why the other options are incorrect: • Processes: Processes show steps, not roles. • Practices: Practices deal with themes like quality and risk. • Project Context: Context affects tailoring, not team structure. • Planning: Planning is a theme within Practices, not an element.

**26. B — Tailoring**

Tailoring ensures that PRINCE2 can be adapted to different contexts, which is influenced by the 'project context' element. Why the other options are incorrect: • Project board: The project board is part of governance, not tailoring. • People: People define roles, not adaptability. • Processes: Processes describe steps, not how they are adjusted. • Project justification: Project justification supports a theme, not tailoring.

**27. C — It determines how PRINCE2 should be tailored**

The project context influences how PRINCE2 is tailored to fit the environment. Why the other options are incorrect: • It defines the business justification: Business justification is part of the Business Case theme. • It outlines the sequence of processes: The flow of processes is defined under the Processes element. • It describes required outputs: Outputs are detailed in product descriptions, not context. • It assigns specific roles: Roles are defined under the People element.

**28. A — Use of defined processes and decision points**

By using structured stages and roles, PRINCE2 makes outcomes more predictable and manageable. Why the other options are incorrect: • No formal planning stages: PRINCE2 requires thorough planning. • Flexible stakeholder roles: Stakeholder roles are fixed and defined. • Elimination of risk reviews: Risk must be



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reviewed regularly. • Avoidance of project initiation: Every PRINCE2 project includes an initiation phase.

### 29. B — Linear

Linear delivery progresses through defined stages in order. Why the other options are incorrect: • Iterative: Iterative uses flexible, repeated cycles. • Agile: Agile adapts delivery to changing needs. • Hybrid: Hybrid may follow sequence, but not strictly. • Feedback-driven: Feedback-driven approaches are more iterative.

### 30. C — Change control process

The change control process ensures changes are assessed and authorised before implementation. Why the other options are incorrect: • Issue register: Issue register logs issues but doesn't manage change. • Configuration management: Configuration management controls product versions, not change requests. • Lessons log: Lessons log records insights, not controls change. • Communication plan: Communication plans focus on information flow, not change.



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