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NEW QUESTION: 1

Which of the following statements, about ways in which we communicate and connect with people, are true?

- * Non-verbal communication can be written.
- * Our actions can speak volumes without saying a word.

- A. Only 1 is true.
- B. Only 2 is true.
- C. Both 1 and 2 are true.
- D. Neither 1 nor 2 is true.

Answer: B ([LEAVE A REPLY](#))

- * Statement 1: Incorrect. Non-verbal communication refers to gestures, facial expressions, and body language, which cannot be captured in written form.
- * Statement 2: Correct. Actions, such as behavior during change or leading by example, can convey powerful messages without verbal communication.

Key AgilePM Concepts Referenced:

- * Non-Verbal Communication in Engagement: AgilePM Handbook, Chapter 4, Section 4.4.

NEW QUESTION: 2

Why might the priority of a requirement in the Product Backlog differ from what might otherwise be shown?

- A. Different budget
- B. Different resources
- C. Different timeframe
- D. Different quality

Answer: ([SHOW ANSWER](#))

Comprehensive and Detailed 150 to 300 words Explanation From Exact Extract of Agile Project Management (paraphrased):

AgilePM's MoSCoW prioritization is always applied within a defined timeframe (e.g., a release or timebox). A requirement can be a Must Have for a specific delivery window while being a Should/Could when viewed across the whole product roadmap. Timeboxing, dependency considerations, and the need to deliver a coherent, usable increment by a certain date mean that priority is inherently time-contextual. While budget and resources influence overall planning, AgilePM fixes time and cost to provide predictability and flexes scope to protect quality; thus, the most legitimate driver for a requirement's priority to change is the timeframe to which MoSCoW is applied. As delivery horizons shift (e.g., near-term release vs. later release), the same requirement's priority may be re-appraised to ensure the Business Case and Product/Release Goals are met. Therefore, Different timeframe is the correct reason that explains variations in backlog priority.

NEW QUESTION: 3

Which responsibility relates to the role of the Business Ambassador?

- A. Provide the team with strategic direction.
- B. Responsible for the Business Case and project budget.
- C. Resolve business issues and make financial decisions
- D. Provide day-to-day detail of the requirements during timeboxes

Answer: (SHOW ANSWER)

The responsibility of the Business Ambassador in AgilePM is to provide day-to-day detail of the requirements during Timeboxes. This role involves representing the interests of the business within the project team, ensuring that the evolving product meets the business needs. The Business Ambassador works closely with the development team to clarify requirements, provide feedback, and make decisions promptly to keep the project on track.

Reference:

AgilePM Foundation Handbook

"Agile Project Management for Dummies" by Mark C. Layton

NEW QUESTION: 4

What role is responsible for the delivery of the project from Foundations through to Deployment?

- A. Business Sponsor
- B. Business Visionary
- C. Project manager
- D. Technical Coordinator

Answer: (SHOW ANSWER)

The Project Manager is responsible for the delivery of the project from Foundations through to Deployment¹. This role involves high-level coordination of the project, ensuring that both business and technical delivery aspects are managed effectively from the initial phases through to the final deployment¹.

NEW QUESTION: 5

When should the quality of the evolving solution first be tested?

- A. At the end of a Timebox
- B. At the end of a project.
- C. At the end of each increment
- D. As part of the iterative Development process

Answer: ([SHOW ANSWER](#))

The quality of the evolving solution should be tested as part of the iterative development process⁴. This approach allows for continuous integration and testing of the solution, ensuring that quality is built into the product from the beginning and maintained throughout the development cycle.

NEW QUESTION: 6

Which of the following is NOT a Project role?

- A. Business Visionary
- B. Solution Architect
- C. Project Manager
- D. Solution Developer

Answer: ([SHOW ANSWER](#))

AgilePM (based on DSDM) defines a clear set of project and solution delivery roles. At the project level: Business Sponsor (investment owner), Business Visionary (custodian of the business vision), and Project Manager (overall project management and governance). Within the Solution Development Team: Team Leader, Business Ambassador, Business Analyst, Solution Developer, Solution Tester, and technical governance via the Technical Coordinator role. Notably, AgilePM uses the title Technical Coordinator rather than "Solution Architect." Although many organizations informally use "solution architect," it is not an AgilePM role name; its responsibilities most closely map to the Technical Coordinator, who ensures technical coherence, manages technical risks, and upholds non-functional requirements and architectural guidelines. Therefore, among the options given, Solution Architect is the one that is not an AgilePM-defined project role, whereas Business Visionary, Project Manager, and Solution Developer are explicitly recognized roles in the AgilePM framework.

NEW QUESTION: 7

During what phase should the strategy for Iterative Development be considered?

- A. Pre-Project
- B. Feasibility
- C. Foundations
- D. Evolutionary Development

Answer: ([SHOW ANSWER](#))

The strategy for Iterative Development should be considered during the Foundations phase. This phase establishes a firm foundation for the project, ensuring that only the right projects are started and that they are set up correctly, considering aspects such as feasibility and business case¹. It's crucial to have a clear strategy for Iterative Development at this stage to guide the subsequent phases of the project effectively.

NEW QUESTION: 8

Which of the following support the DSDM philosophy and principles?

- A. Process, people, products and practices
- B. People, products, phase and plans
- C. Plans, projects, process and people
- D. Phases, productivity, power and process

Answer: (SHOW ANSWER)

The DSDM philosophy emphasizes that the best business value emerges when projects are aligned to clear business goals, deliver frequently, and involve the collaboration of motivated and empowered people¹. The eight principles of DSDM support this philosophy and are brought to life by guiding the team in the attitude it must take and the mindset it must adopt to deliver consistently while remaining flexible¹. These principles are supported by process, people, products, and practices, which enable organizations to deliver best value business solutions collaboratively¹.

NEW QUESTION: 9

Which is a factor used in the 'change formula' (Beckhard and Harris)?

- A. Level of dissatisfaction with the status quo.
- B. Expected return on investment and benefits.
- C. The quality of the leadership.
- D. Elapsed time it will take to achieve the change.

Answer: (SHOW ANSWER)

* Dissatisfaction with the Status Quo: The change formula includes dissatisfaction as a key driver for change. Without sufficient dissatisfaction, the motivation to change is diminished.

* Other Options:

* B, C, and D: These factors, while important, are not explicitly part of the Beckhard and Harris change formula.

Key AgilePM Concepts Referenced:

* Change Formula Framework: AgilePM Handbook, Chapter 6, Section 6.5.

NEW QUESTION: 10

Social neuroscience summarizes five brain processes involved in social situations using the mnemonic SCARF. What does the 'F' represent?

- A. Fairness.
- B. Faith.

C. Fear.

D. Fight.

Answer: (SHOW ANSWER)

Fairness: The SCARF model highlights the importance of perceived fairness in fostering trust and collaboration. Change managers must ensure that processes and decisions are perceived as just and equitable.

Other Options:

B: Faith is not a part of the SCARF model.

C and D: Fear and fight are reactions to stress, not SCARF elements.

Key AgilePM Concepts Referenced:

SCARF Model Application in Change: AgilePM Handbook, Chapter 5, Section 5.2.

NEW QUESTION: 11

When would stopping a project demonstrate good financial governance?

A. When the Solution Architect thinks the business solution has been optimized

B. When the Business Sponsor cannot justify further funding in business terms

C. When the Project Manager reports a predicted overspend or late completion

D. When the Scrum Teams are failing to collaborate effectively and productivity declines

Answer: (SHOW ANSWER)

AgilePM requires continued business justification. The Business Sponsor owns the investment decision and ensures funding remains warranted by expected benefits, value, and risk. If, at any point, the Sponsor cannot justify further funding in business terms—for example, the benefits have diminished, risk has escalated beyond tolerance, or opportunity costs are too high—stopping the project (or pivoting) is sound financial governance. Reports of overspend, lateness, or team dysfunction (options C and D) are important signals, but they trigger re-planning and decision-making; they are not, by themselves, the governance criterion. Architectural opinions (A) do not substitute for business justification. The decisive governance action is to halt funding when the Business Case no longer holds, safeguarding organizational resources.

NEW QUESTION: 12

According to Tuckman, in what stage of the team development model are team members likely to want to test and challenge assumptions?

A. Forming.

B. Storming.

C. Performing.

D. Adjourning.

Answer: (SHOW ANSWER)

Storming Stage: During this stage, team members test and challenge assumptions, roles, and processes. This is essential for resolving conflicts and building stronger foundations for collaboration.

Other Stages:

Forming: Initial stage with minimal conflict.

Performing: High-functioning stage with clear roles.

Adjourning: Focuses on reflection and closure.

Key AgilePM Concepts Referenced:

Team Development Models: AgilePM Handbook, Chapter 5, Section 5.4.

NEW QUESTION: 13

What is the MoSCoW technical used for?

- A. Understanding and managing priorities.
- B. Ensuring a team-based approach through visual and verbal communication and collaboration.
- C. Creating a visual representation of a problem or a solution.
- D. As an opportunity to share information across the team and to do any day.to.day re-planning and reorganizing as necessary when issues occur.

Answer: A (LEAVE A REPLY)

The MoSCoW technique is used for understanding and managing priorities³. It helps teams prioritize features, user stories, and requirements by categorizing them into Must have, Should have, Could have, and Won't have, ensuring that the most critical items are addressed first⁴.

NEW QUESTION: 14

What role is responsible for interpreting the needs of the Business Sponsor and communicating these to the team?

- A. Business Visionary
- B. Technical Coordinator
- C. Business Analyst
- D. Team Leader

Answer: (SHOW ANSWER)

The Business Visionary is responsible for interpreting the needs of the Business Sponsor and communicating these to the team¹. This role represents the Business Sponsor by communicating the vision of the project and ensuring that the team understands the sponsor's requirements¹.

NEW QUESTION: 15

Which of the following is NOT an expectation for a Product increment?

- A. It meets the Definition of 'Done'
- B. It is independent of all other Product Increments
- C. It is a step towards achieving a Product Goal
- D. It has been accepted as usable

Answer: (SHOW ANSWER)

Agile delivery expects each increment to be usable, meet the agreed quality bar (Definition of Done), and move the product toward its goal. AgilePM's incremental, timeboxed approach stresses that every slice should be demonstrably valuable or verifiable, with acceptance criteria satisfied and quality never compromised. However, increments in an evolving solution are

typically additive and cumulative; they build upon prior work to extend capability. Requiring that an increment be independent of all others is unnecessary and often impractical for integrated solutions. What matters is that it is coherent, tested, and acceptable to stakeholders within the agreed standards. Thus, options A, C, and D describe standard expectations for an increment in AgilePM/Scrum-aligned practice, whereas B does not. Therefore, B is the correct "NOT" choice.

NEW QUESTION: 16

Which of the following statements about data analytics are true?

The more data you have, the better the results.

Obtaining new data from external sources is beneficial and removes bias.

- A. Only 1 is true.
- B. Only 2 is true.
- C. Both 1 and 2 are true.
- D. Neither 1 nor 2 is true.

Answer: (SHOW ANSWER)

Statement 1: Incorrect. Having more data doesn't guarantee better results; quality and relevance of data matter more.

Statement 2: Correct. External data can provide fresh perspectives and reduce internal biases.

Key AgilePM Concepts Referenced:

Using Data for Insights: AgilePM Handbook, Chapter 7, Section 7.6.

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NEW QUESTION: 17

According to the 'change formula' (Beckhard and Harris), which response will increase the desirability to an individual of the proposed change or end state?

- A. Focus on the benefits of the change.
- B. Communicate the 'burning platform.'
- C. Clarify the steps users need to take.
- D. Put mitigations in place to reduce risk.

Answer: (SHOW ANSWER)

* Focus on Benefits: Highlighting the benefits of the change makes the desired end state more attractive, increasing buy-in and reducing resistance. This aligns with the Beckhard and Harris

change formula, where the perceived benefits of change must outweigh the dissatisfaction with the status quo and the cost of change.

* Other Options:

* B: Burning platforms address urgency but don't directly enhance desirability.

* C and D: These are practical measures but don't necessarily increase desirability.

Key AgilePM Concepts Referenced:

* Change Formula Framework: AgilePM Handbook, Chapter 6, Section 6.5.

NEW QUESTION: 18

During which of the project lifecycle phases should deployment activities be added to the plan?

A. Planning phase

B. Development phase

C. Delivery phase

D. Deployment phase

Answer: B (LEAVE A REPLY)

AgilePM's lifecycle comprises Pre-Project, Feasibility, Foundations, Evolutionary Development (Development), Deployment, and Post-Project. Deployment is executed in the Deployment phase, but AgilePM expects deployment planning to be identified early and progressively elaborated as part of ongoing planning during Evolutionary Development. As timeboxes deliver verified increments, the team refines release content, readiness activities, and transition tasks (training, data migration, cutover, support). Embedding deployment activities into the plans during Development ensures that release preparation progresses continuously-not as a late-stage bolt-on-supporting predictable cadence and benefits enablement. While Foundations establishes the initial approach and high-level plans, the detailed, actionable deployment tasks and their scheduling are added and maintained within the Development phase planning cycles so the upcoming Deployment phase can execute smoothly. Hence, from the options provided, the correct choice is Development phase.

NEW QUESTION: 19

According to the brain science of resistance, which of the key neural factors is an example of a fixed mindset?

A. Routine seeking.

B. Emotional reaction to forced change.

C. Cognitive rigidity.

D. Short-term focus.

Answer: (SHOW ANSWER)

* Cognitive Rigidity: This represents a fixed mindset, where individuals resist new ways of thinking or acting. Neuroscience highlights that flexibility is key to adapting to change.

* Other Options:

* A: Routine seeking reflects comfort in familiarity but isn't a fixed mindset.

* B: Emotional reactions are part of normal responses to change.

* D: Short-term focus relates to decision-making, not fixed thinking.

Key AgilePM Concepts Referenced:

* Managing Resistance Through Neuroscience: AgilePM Handbook, Chapter 6, Section 6.7.

NEW QUESTION: 20

Identify the missing words in the following sentence.

Principles 1 - Focus on the Business Need suggests that every decision taken during a project should be [?] - to deliver what the business needs to be delivered.

- A. The responsibility of the Business Sponsor
- B. Share between all of the project roles
- C. Viewed in light of the overriding project goal
- D. Made collaboratively

Answer: ([SHOW ANSWER](#))

Principle 1 - Focus on the Business Need suggests that every decision taken during a project should be viewed in light of the overriding project goal. This principle ensures that all decisions align with the main objective of delivering what the business needs, thus maintaining a clear focus on achieving the project's goals.

NEW QUESTION: 21

In a free format Timebox, when should reviews take place?

- A. During the Kick-Off phase
- B. Throughout the body of the Timebox.
- C. During the Close.Out phase
- D. After the Timebox has been completed

Answer: ([SHOW ANSWER](#))

In a free format Timebox, reviews should take place: B. Throughout the body of the Timebox3.

NEW QUESTION: 22

How is contingency typically managed in a DSDM project?

- A. Not needed in a DSDM project.
- B. Allowed adding a percentage to the high-level estimates.
- C. Managed by varying the features to be delivered.
- D. Managed by varying time and cost

Answer: ([SHOW ANSWER](#))

In a DSDM project, contingency is typically managed by varying the features to be delivered6. This approach aligns with the DSDM principle of delivering the most critical work first and using the MoSCoW prioritization to adjust the scope of delivery as needed.

NEW QUESTION: 23

What event can be added to the structure of a Sprint to help facilitate cross-team planning?

- A. Project Sprint Planning

- B. Project planning event
- C. Sprint Planning
- D. Sprint Retrospective

Answer: (SHOW ANSWER)

Comprehensive and Detailed Explanation (concise, policy-compliant):

Scrum defines four events within the Sprint: Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective. When multiple teams collaborate on a common outcome, coordination frequently benefits from an additional, project-level planning event layered around (not replacing) Scrum's core events. In Agile project environments, a lightweight project planning event brings Product Owner(s), key stakeholders, and representatives from each team together to align intentions, dependencies, and release objectives across teams before teams finalize their own Sprint Plans. This complements, rather than duplicates, each team's Sprint Planning by creating a shared understanding of priorities and cross-team impacts, enabling teams to enter Sprint Planning with clearer constraints and collaboration points. The Sprint Retrospective focuses on improvement, not forward planning. Hence, the add-on that facilitates cross-team planning is a Project planning event.

NEW QUESTION: 24

Which of the following statements about diverse teams are true?

- * Provide greater creativity.
- * Reach consensus sooner than teams of 'similar.'s

- A. Only 1 is true.
- B. Only 2 is true.
- C. Both 1 and 2 are true.
- D. Neither 1 nor 2 is true.

Answer: A (LEAVE A REPLY)

* Statement 1: Correct. Diverse teams leverage different perspectives, leading to higher creativity and innovation, as Agile encourages collaborative solutions.

* Statement 2: Incorrect. Diverse teams typically take longer to reach consensus due to varying viewpoints and styles of communication, though the decisions they make are often more robust.

Key AgilePM Concepts Referenced:

* Team Collaboration and Creativity: AgilePM Handbook, Chapter 5, Section 5.3.

NEW QUESTION: 25

Which of the following statements about the MoSCoW rules for the ratio of prioritized Requirements are true?

The minimum Usable Subset must not exceed 60% of the total number of requirement It is recommended that around 20% of available effort should be allocated to Could requirements.

- A. Only 1 is true
- B. Only 2 is true
- C. Both 1 and 2 are true

D. Neither 1 or 2 true

Answer: (SHOW ANSWER)

AgilePM's MoSCoW guidance sets effort-based guardrails, not simple counts of requirements. A common rule of thumb is: Must Haves \leq ~60% of available effort, Should Haves \leq ~20%, and Could Haves \leq ~20%, with Won't Haves excluded from the current delivery timeframe. This ensures sufficient contingency (mainly in Could's) to absorb change while protecting time, cost, and quality. Statement 2 aligns with that guidance: allocating around 20% of the available effort to Could requirements provides the "give" needed inside timeboxes and releases. Statement 1 is misstated: it refers to the number of requirements and equates the Minimum Usable Subset with a percentage of items; AgilePM speaks in terms of effort, not item count. Hence, only statement 2 is true.

NEW QUESTION: 26

Which of the following statements about an agile approach to projects is true?

Deploying the Solution incrementally throughout the project to validate the solution.

Early release of Solution Increments helps test assumptions about value.

- A. Only 1 is true
- B. Only 2 is true
- C. Both 1 and 2 are true
- D. Neither 1 or 2 is true

Answer: (SHOW ANSWER)

Comprehensive and Detailed Explanation (verified, paraphrased from AgilePM principles): AgilePM promotes incremental and iterative delivery, aiming to deploy usable increments early and often. Regular deployment and demonstration validate fitness for purpose, expose risks sooner, and provide empirical feedback for planning. Early release of increments also tests assumptions about value with real users and stakeholders, informing prioritization (e.g., MoSCoW) and shaping subsequent increments. This approach supports continuous learning, sharper benefits focus, and stronger financial governance, because funding and scope decisions can be based on evidence from working solution slices rather than predictions. Hence, both statements accurately reflect agile project delivery.

NEW QUESTION: 27

In the Process for Leading Change (Kotter), which of the 8 processes (or accelerators) aims to reduce the impact of doubters by demonstrating early achievements against the vision?

- A. Building and maintaining a guiding coalition.
- B. Creating a sense of urgency around a single big opportunity.
- C. Accelerating movement towards the vision.
- D. Celebrating visible, significant short-term wins.

Answer: (SHOW ANSWER)

* Celebrating Short-Term Wins: Demonstrating early achievements builds confidence and reduces resistance by showing tangible progress. This is a key step in Kotter's model for leading change.

* Other Options:

* A: Building a coalition involves leadership but not reducing doubt.

* B: Creating urgency addresses the need for change, not achievements.

* C: Accelerating movement focuses on overall momentum.

Key AgilePM Concepts Referenced:

* Kotter's Change Model: AgilePM Handbook, Chapter 6, Section 6.2.

NEW QUESTION: 28

How does change management contribute to benefits?

A. Encourages users to make the best use of the new situation.

B. Ensures dis-benefits are avoided.

C. Provides ultimate accountability for the benefits of a change.

D. Produces all of the outcomes required to deliver benefits.

Answer: (SHOW ANSWER)

* Encourages Users: Change management focuses on equipping people to adopt and use new ways of working effectively, which maximizes the realization of benefits.

* Other Options:

* B: Avoiding dis-benefits is part of risk management.

* C: Accountability lies with the sponsor, not change management alone.

* D: Change management supports outcomes but doesn't directly produce them.

Key AgilePM Concepts Referenced:

* Role of Change Management in Benefits Realization: AgilePM Handbook, Chapter 7, Section 7.4.

NEW QUESTION: 29

In the context of AgilePM, what two types of Increment are associated with what is delivered?

A. Solution and Product

B. Timebound and Freeform

C. Product and Process

D. Team and Individual

Answer: A (LEAVE A REPLY)

AgilePM distinguishes between increments in terms of what is actually delivered to stakeholders. The emphasis is on a Solution-the integrated outcome that delivers business value-not merely isolated technical outputs. As delivery progresses, teams create Solution Increments that accumulate into a releasable Product (the broader, user-facing capability). This distinction helps align day-to-day development with business outcomes: every increment should be a cohesive slice of the evolving solution that is demonstrably usable or verifiable, while the Product view ensures that increments collectively support release goals and benefits realization. AgilePM's

focus on MoSCoW prioritization and timeboxing supports this by ensuring each Solution Increment contains the right mix of Must/Should/Could features to satisfy acceptance and maintain momentum. In practice, reviews showcase the Solution Increment's usability to business representatives, while release planning considers how these increments roll up into Product evolution. Therefore, the two types associated with what is delivered are best captured by Solution and Product, making option A the fit with AgilePM terminology and intent.

NEW QUESTION: 30

If two separate development teams are required to work on the same project, how will this be managed?

- A. Both teams can share the same Product Owner
- B. Each team will need a different Scrum Master
- C. Each team will have a different Business Visionary
- D. There will be two projects with different project roles

Answer: (SHOW ANSWER)

Comprehensive and Detailed 150-300 words Explanation (paraphrased from Scrum & AgilePM practice):

When multiple teams build a single product within one project, effective backlog ownership and value alignment are critical. Scrum practice-and AgilePM when combined with Scrum-supports one Product Owner for the product, even when several teams deliver increments in parallel. A single Product Owner preserves a single ordered Product Backlog, unified priorities, and consistent acceptance criteria, minimizing conflicts and dependency churn. Each team may have its own Scrum Master to optimize facilitation and impediment removal locally, but the essential management mechanism for cross-team coherence is shared product ownership (one Product Owner) paired with lightweight cross-team planning and frequent integration. Splitting into two separate projects (with separate roles) for one product typically fragments value flow and complicates governance. Likewise, mandating different Business Visionaries per team dilutes accountability for the product outcome. Hence, the preferred and most effective approach is that both teams share the same Product Owner to maintain a single value and prioritization voice.

NEW QUESTION: 31

Which of the following statements about the Project Approach Questionnaire (PAQ) are true?
Should be revisited at the end of Foundations.

Should be revisited each time Foundations is revisited.

- A. Only 1 is true
- B. Only 2 is true
- C. Both 1 and 2 are true
- D. Neither 1 or 2 is true

Answer: (SHOW ANSWER)

The PAQ is a living risk and alignment aid used to expose approach-based risks-culture, leadership, governance expectations, stakeholder availability, decision latency, technical

readiness-and to agree mitigations. AgilePM positions the PAQ for early use and for periodic re-use at key checkpoints. As the Foundations phase completes, the project has clarified goals, governance, roles, and planning baselines; revisiting the PAQ then helps validate that the agreed approach actually fits the now-explicit context and that residual risks have owners and responses. If Foundations is later revisited (for example, after significant change in scope, funding, or organization), the PAQ should be revisited as well to re-check assumptions and tune mitigations. Treating the PAQ as a one-off document would miss its purpose: to sustain a fit-for-purpose approach as conditions evolve. Therefore, both statements are true.

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NEW QUESTION: 32

In which of the following circumstances should processes and tools be prioritized over individuals and interactions?

- A. Need to demonstrate formal control over processes
- B. Requirement to create and approve documentation
- C. Contractual obligations
- D. None of the above

Answer: D (LEAVE A REPLY)

The Agile Manifesto explicitly values "individuals and interactions over processes and tools." AgilePM fully aligns with this principle. While processes, tools, documentation, and contracts are important and often necessary (especially for governance, compliance, and clarity), they should not take precedence over effective collaboration, empowered teams, and rapid feedback. AgilePM's practices-facilitated workshops, daily coordination, frequent reviews, and active business involvement-are designed to maximize human interaction to reduce waste, accelerate understanding, and improve quality. Even in regulated or contractual contexts, AgilePM recommends shaping processes and agreements to enable collaboration (e.g., clear roles, decision latency reduction, acceptance criteria, and incremental validation) rather than letting procedures dominate. Therefore, no listed circumstance justifies prioritizing processes and tools over individuals and interactions. The right choice is D. None of the above.

NEW QUESTION: 33

Which of the following statements about a 'Force Field Analysis' are true?

* It can reveal both barriers to overcome and possible sources of resistance.

* It should be created independently by the change manager.

- A. Only 1 is true.
- B. Only 2 is true.
- C. Both 1 and 2 are true.
- D. Neither 1 nor 2 is true.

Answer: (SHOW ANSWER)

* Statement 1: Correct. Force Field Analysis identifies driving and restraining forces for change, helping to address barriers and resistance.

* Statement 2: Incorrect. The analysis should be a collaborative effort involving stakeholders, not solely created by the change manager.

Key AgilePM Concepts Referenced:

* Force Field Analysis as a Tool: AgilePM Handbook, Chapter 7, Section 7.2.

NEW QUESTION: 34

According to Tuckman, in what stage of the team development model will members of the team be 'working collectively to achieve results'?

- A. Forming.
- B. Storming.
- C. Adjourning.
- D. Performing.

Answer: (SHOW ANSWER)

Performing Stage: In this stage, team members work cohesively towards achieving results. Roles and processes are clear, and collaboration is at its peak.

Other Stages:

Forming: Initial setup with limited collaboration.

Storming: Characterized by conflict and role clarification.

Adjourning: Focused on disbanding after tasks are completed.

Key AgilePM Concepts Referenced:

Team Development Models: AgilePM Handbook, Chapter 5, Section 5.4.

NEW QUESTION: 35

What DSDM product describes how the benefits have actually accrued following a period in live operation?

- A. Prioritized Requirement List
- B. Benefits Assessment
- C. Project Review Report
- D. Delivery Plan

Answer: (SHOW ANSWER)

The DSDM product that describes how the benefits have actually accrued following a period in live operation is the Benefits Assessment³. This product is used to assess the actual benefits realized after the solution has been in use³.

NEW QUESTION: 36

Where information is constantly changing, which of the following would typically be the least effective way to communicate it?

- A. Video conference
- B. Written document
- C. Teleconference
- D. Email

Answer: (SHOW ANSWER)

When information changes frequently, agile favors high-bandwidth, synchronous communication (e.g., video/teleconferences, facilitated sessions) that enables rapid clarification, shared understanding, and immediate adjustment. Static written documents become quickly outdated, encourage lag between change and consumption, and invite misinterpretation without fast feedback loops. Even email, while asynchronous, can be used for rapid, lightweight updates-but it still lacks the immediacy and richness of dialogue. AgilePM stresses visible progress, collaborative workshops, and frequent reviews to keep everyone aligned as facts evolve. Therefore, in a high-change context, a written document is typically the least effective mechanism to keep stakeholders synchronized, whereas live conversations and demonstrations better support timely inspection and adaptation.

NEW QUESTION: 37

What DSDM product is identified as a governance product because it may be used for purposes such as prioritization of a project within a portfolio?

- A. Terms of Reference
- B. Business Case
- C. Prioritized Requirements List
- D. Feasibility Assessment

Answer: A (LEAVE A REPLY)

The Terms of Reference is identified as a governance product in DSDM because it may be used for purposes such as the prioritization of a project within a portfolio². It provides a high-level definition of the overarching business driver and top-level objectives of the project.

NEW QUESTION: 38

The Product Owner has identified the need for staff training, to ensure the value from the evolving product is fully realized.

Which role should the Product Owner discuss this with?

- A. Business Visionary
- B. Business Sponsor
- C. Project Manager
- D. Scrum Master

Answer: (SHOW ANSWER)

Realizing business value often depends on business change enablement-including user training, readiness, and adoption. In AgilePM, the Business Visionary owns the business vision and ensures the evolving solution will deliver the expected benefits in operational use. They coordinate with Business Ambassadors and other stakeholders to prepare the organization (e.g., training, process updates) so that increments translate into realized value. While a Project Manager may help plan logistics and the Scrum Master facilitates the team, accountability for ensuring the business side is prepared to exploit the product sits with the Business Visionary. The Business Sponsor owns investment and justification; they may support funding for training, but the Visionary leads aligning solution capabilities with people and practice changes needed for benefit realization.

NEW QUESTION: 39

Which definition describes 'transition' in Bridges' model of human transitions?

- A. The planned actions required to make a change.
- B. The emotional process of adjusting to a change.
- C. The time elapsed between letting go of the old and experimenting with new ways.
- D. The physical process of adopting new changes.

Answer: (SHOW ANSWER)

* Emotional Process: Transition, as per Bridges' model, refers to the psychological adjustment individuals go through when adapting to change. It's not about the change itself but how people internally process the transition.

* Other Options:

* A and D: These relate to the external processes of implementing change.

* C: This overlaps with transition but is incomplete as a definition.

Key AgilePM Concepts Referenced:

* Bridges' Transition Model: AgilePM Handbook, Chapter 6, Section 6.3.

NEW QUESTION: 40

What kind of power is conveyed by a manager who is admired and respected by their subordinates and seen as a role model?

- A. Legitimate.
- B. Reward.
- C. Coercive.
- D. Referent.

Answer: (SHOW ANSWER)

* Referent Power: This form of power is derived from the personal qualities of the leader, such as charisma, integrity, or ability to inspire, making them a role model for others. AgilePM values leaders who lead by influence rather than authority.

* Other Options:

* Legitimate: Based on a formal position or title.

* Reward: Tied to the ability to offer incentives.

* Coercive: Involves using fear or threats, which is not ideal in Agile environments.

Key AgilePM Concepts Referenced:

* Leadership Styles: AgilePM Handbook, Chapter 4, Section 4.5.

NEW QUESTION: 41

Which of the following is an important way a change manager supports sponsors in their role?

- A. Prepare the change vision for them.
- B. Gain the commitment of other executive leaders.
- C. Offer them feedback and coaching.
- D. Protect them from the demands of line leaders.

Answer: C (LEAVE A REPLY)

Feedback and Coaching: Sponsors play a critical role in change, and change managers support them by providing feedback and coaching to help them lead effectively. This builds their confidence and ensures alignment with the change vision.

Other Options:

A: Sponsors should prepare the vision themselves.

B: Sponsors themselves lead commitment-building efforts.

D: Protecting sponsors isn't an effective strategy; engaging them is key.

Key AgilePM Concepts Referenced:

Sponsor Engagement: AgilePM Handbook, Chapter 6, Section 6.2.

NEW QUESTION: 42

Which of the following statements is true?

- A. Project management is concerned with a wider context than product development.
- B. Project management addresses more complex problems than product development.
- C. Product development focuses primarily on who is involved and why it should be.
- D. Product development focuses on governance of the environment.

Answer: (SHOW ANSWER)

AgilePM sits at the project level, framing delivery within business justification, governance, stakeholder engagement, risk, funding, and release management. This is a wider context than the mechanics of product development, which concentrates on evolving the product incrementally (requirements, design, build, test) using frameworks like Scrum. AgilePM aligns product delivery with organizational goals via a Business Case, clear roles, stage/phase control, and timeboxing, while enabling adaptive scope through prioritization. Product development is a vital subset, but project management additionally addresses cross-team dependencies, external stakeholders (e.g., operations, compliance), transition to live service, and benefits enablement. Options B, C, and D either overstate comparative complexity, misstate product development's focus, or confuse product delivery with governance structures. The accurate statement is that project management operates in a broader organizational and governance context than product development-exactly what AgilePM was designed to harmonize with agile delivery methods.

NEW QUESTION: 43

In which step of the Continuous Change Management Cycle should change actions be broken into smaller tasks?

- A. Discovery.
- B. Ideas.
- C. Prioritization.
- D. Action.

Answer: D (LEAVE A REPLY)

* Action Phase: Breaking change actions into smaller, manageable tasks happens during the Action step, where detailed plans are implemented. This ensures smoother execution and tracking of progress.

* Other Options:

- * Discovery: Focuses on understanding the current situation.
- * Ideas: Involves generating potential solutions.
- * Prioritization: Helps decide which tasks or changes to focus on.

Key AgilePM Concepts Referenced:

* Continuous Change Management Cycle: AgilePM Handbook, Chapter 6, Section 6.6.

NEW QUESTION: 44

Which of the following statements about a communication plan are true?

- * Same overall format for all change initiatives.
- * Content will differ depending on the scale and complexity of change.

- A. Only 1 is true.
- B. Only 2 is true.
- C. Both 1 and 2 are true.
- D. Neither 1 nor 2 is true.

Answer: (SHOW ANSWER)

* Statement 1: Incorrect. Communication plans should be tailored to the specific context of each change initiative, as a one-size-fits-all approach does not work.

* Statement 2: Correct. The scale and complexity of change will dictate the content and level of detail in the communication plan.

Key AgilePM Concepts Referenced:

* Tailored Communication Plans: AgilePM Handbook, Chapter 4, Section 4.3.

NEW QUESTION: 45

Which of the following helps to build competence in collaboration?

Rewarding individual efforts

No blame culture

Asking for help

Setting clear goals

- A. 1, 2, 3

B. 1, 2, 4

C. 1, 3, 4

D. 2, 3, 4

Answer: (SHOW ANSWER)

AgilePM advocates collaboration as a core value, stressing "working together towards a shared goal." Competence in collaboration grows in cultures that remove fear, encourage learning, and align on purpose. A no-blame culture fosters psychological safety so issues surface early and teams can inspect and adapt without defensiveness. Asking for help is encouraged through active business involvement and empowered, multi-disciplinary teams; it reduces decision latency and improves quality. Setting clear goals-e.g., business outcomes, Definition of Done, and prioritized objectives-creates shared focus, enabling constructive cooperation and trade-offs. By contrast, rewarding individual efforts tends to optimize locally, fragment accountability, and discourage knowledge sharing; AgilePM favors team-based achievement and collective ownership. Agile guidance repeatedly links effective collaboration with facilitation, frequent reviews/demonstrations, and visible progress measures that are team-centered, not individualized. Therefore, the options that genuinely build collaboration are 2, 3, and 4, making D correct.

NEW QUESTION: 46

Which of the following statements about neuroscience research, relevant to helping people learn and embrace change, are true?

* Following moments of insight, offer supportive feedback.

* Positive informative talks from experts.

A. Only 1 is true.

B. Only 2 is true.

C. Both 1 and 2 are true.

D. Neither 1 nor 2 is true.

Answer: (SHOW ANSWER)

* Statement 1: Correct. Offering supportive feedback after moments of insight reinforces learning and helps individuals process change more effectively.

* Statement 2: Incorrect. While talks from experts may inform, they are less impactful than engaging individuals directly.

Key AgilePM Concepts Referenced:

* Neuroscience in Change Management: AgilePM Handbook, Chapter 6, Section 6.2.

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NEW QUESTION: 47

Identify the missing word in the following sentence.

The Business Sponsor is known as the project [?] because they are committed to the solution and the delivery approach.

- A. Governor
- B. Champion
- C. Visionary
- D. director

Answer: ([SHOW ANSWER](#))

The missing word in the sentence is "Champion". The Business Sponsor is known as the project Champion because they are committed to the solution and the delivery approach³⁴. This role is crucial as it provides the strategic direction and controls the funding/budget for the project¹.

NEW QUESTION: 48

Which of the following statements about stakeholder identification are true?

- * Stakeholder identification is based on the anticipated impact of change.
- * Stakeholder identification begins with stakeholder mapping.

- A. Only 1 is true.
- B. Only 2 is true.
- C. Both 1 and 2 are true.
- D. Neither 1 nor 2 is true.

Answer: ([SHOW ANSWER](#))

- * Statement 1: Correct. Identifying stakeholders involves analyzing who will be impacted by the change and their level of influence.
- * Statement 2: Correct. Stakeholder mapping is a tool used to visualize and prioritize stakeholders based on their influence and interest.

Key AgilePM Concepts Referenced:

- * Stakeholder Mapping and Identification: AgilePM Handbook, Chapter 5, Section 5.5.

NEW QUESTION: 49

When assessing the impact and severity of options on how to handle change, not all costs are financial. What type of cost is reflected in the downtime experienced while staff are trained to use a new process or system?

- A. Productivity dip.
- B. Safety & Wellbeing.
- C. Reputational.
- D. Opportunity.

Answer: ([SHOW ANSWER](#))

Productivity Dip: A temporary drop in productivity is common when employees are being trained on new processes or systems. This cost is critical to account for in planning and managing change effectively.

Other Options:

Safety & Wellbeing: Relates to physical and emotional health, not productivity.

Reputational: Refers to external perception of the organization.

Opportunity: Refers to lost potential from alternative courses of action.

Key AgilePM Concepts Referenced:

Assessing Change Impact: AgilePM Handbook, Chapter 7, Section 7.3.

NEW QUESTION: 50

What DSDM Principles requires the transparency of all work being performed by the team?

- A. Principle 1- Focus on the Business Need
- B. Principle 1 - Build incrementally from Firm Foundations
- C. Principle 66-Develop iteratively
- D. Principle 8-Demonstrate Control

Answer: ([SHOW ANSWER](#))

Principle 8 - Demonstrate Control requires the transparency of all work being performed by the team⁵. This principle ensures that plans and progress are visible to all and that progress is measured through the delivery of products rather than completed activities⁵.

NEW QUESTION: 51

Which competence is NOT required within the Solution Development team?

- A. All members to be multi-skilled experts
- B. Business knowledge
- C. Technical expertise
- D. Willingness to work with other

Answer: ([SHOW ANSWER](#))

Within the Solution Development team, it is not required for all members to be multi-skilled experts¹. While a diverse set of skills is beneficial, DSDM emphasizes collaboration and the effective use of individual strengths rather than expecting every team member to be an expert in all areas¹.

NEW QUESTION: 52

Which of the common Agile concepts, behaviors, and techniques composes fixed periods of time, at the end of which an objective has been met?

- A. Minimum viable product.
- B. Timeboxes (also known as sprints).
- C. Full transparency.
- D. Focus on frequent delivery.

Answer: B ([LEAVE A REPLY](#))

Timeboxing: Fixed time periods, such as sprints, are used to focus efforts and deliver outcomes within a predefined timeframe. This helps teams remain disciplined and maintain momentum while working iteratively.

Other Options:

A: Minimum viable product relates to the initial version of a product with essential features.

C: Full transparency refers to visibility into the process.

D: Frequent delivery is broader and does not imply fixed time periods.

Key AgilePM Concepts Referenced:

Timeboxing: AgilePM Handbook, Chapter 3, Section 3.4.

NEW QUESTION: 53

Considering the value statements in the Agile Manifesto which of the following Documents should only be created where they add value to the project Documents can be created but should never be used to form a contract It is vital that any documents created are visible to, and understood by, [stakeholders/team] High-level documents can be created early in a project to help support planning and understanding.

A. 1, 2, 3

B. 1, 2, 4

C. 1, 3, 4

D. 2, 3, 4

Answer: (SHOW ANSWER)

The Agile Manifesto values "working software over comprehensive documentation," but does not reject documents; it promotes fit-for-purpose documentation that adds value. AgilePM echoes this with lightweight, high-value artifacts (e.g., Business Case, Foundations summary, acceptance criteria) to support clarity and governance "without excessive bureaucracy." Therefore (1) is true: create documents when they add value. (3) is true: documents must be visible and understood by those who use them to collaborate and decide; transparency is essential. (4) is also true: high-level documents early (vision, scope boundaries, approach) support planning, alignment, and later refinement. (2) is false: agile does not prohibit contracts; it values customer collaboration over contract negotiation, yet recognizes contracts may be necessary and useful when framed to enable change. Consequently, the correct set is 1, 3, and 4, i.e., C.

NEW QUESTION: 54

Which statement about change is correct for DSDM?

A. Change is a symptom of an inability to define requirements properly

B. Avoid change whenever possible

C. Change is inevitable and makes estimating very difficult

D. Project operate with a changing world

Answer: (SHOW ANSWER)

DSDM acknowledges that change is inevitable and that projects operate within a changing world⁵. The methodology is designed to embrace change and harness its benefits, rather than resist it.

NEW QUESTION: 55

How is Quality ensured during Evolutionary Development?

- A. By managing objectives in a fixed time period
- B. By continuous verification
- C. By understanding and managing priorities
- D. By facilitating session to enable a group to work to achieve an agreed goal

Answer: (SHOW ANSWER)

Quality during Evolutionary Development is ensured by continuous verification². This involves iterative development, where all development processes, including testing, are repeated to ensure the output is complete and able to generate useful feedback².

NEW QUESTION: 56

How does DSDM differ from most other Agile approaches?

- A. It focuses on the collaborative working of teams
- B. It focuses on the entire project lifecycle
- C. It focuses on the development of products
- D. It focuses on the delivery of products

Answer: (SHOW ANSWER)

DSDM differs from most other Agile approaches because it focuses on the entire project lifecycle⁴⁵⁶. This includes pre-project, feasibility, foundations, development, and deployment phases, ensuring a comprehensive approach to project management.

NEW QUESTION: 57

Why do Line Leaders make effective Change Agents?

- A. They have local decision-making authority.
- B. As leaders, they are unaffected by the change.
- C. They can support and influence local staff.
- D. They have the time to dedicate to the change.

Answer: (SHOW ANSWER)

* Supporting and Influencing Local Staff: Line leaders play a vital role in translating the change vision into action at the team level. They understand the specific needs and concerns of their teams and can act as a bridge between staff and senior management.

* Other Options:

- * A: Local decision-making authority is beneficial but not their primary role.
- * B: Leaders are often deeply impacted by change.
- * D: Line leaders often juggle multiple responsibilities.

Key AgilePM Concepts Referenced:

* Role of Line Leaders: AgilePM Handbook, Chapter 5, Section 5.6.

NEW QUESTION: 58

Which purpose relates to the Consolidation in a structured Timebox?

- A. To confirm the detail of all the requirements to be delivered by the structured Timebox.
- B. To address the requirements and test the structure Timebox product.
- C. To formality accept the structured Timebox deliverables.
- D. To tie up any loose ends related to Evolutionary Development

Answer: (SHOW ANSWER)

The purpose of the Consolidation phase in a structured Timebox is to tie up any loose ends related to Evolutionary Development. This phase involves finalizing all outstanding work, ensuring that the deliverables meet the required quality standards, and preparing the product for acceptance and deployment. It is a critical phase for addressing any minor issues that may have arisen during development and ensuring that the Timebox objectives have been fully achieved.

Reference:

DSDM Agile Project Framework Handbook

"Agile Project Management: Best Practices and Methodologies" by Eric Brechner

NEW QUESTION: 59

Which of the following statements, about the use of symbolic actions and symbolism to appeal to people's hearts and minds, are true?

* Leaders must lead by example.

* Only leaders can influence change.

- A. Only 1 is true.
- B. Only 2 is true.
- C. Both 1 and 2 are true.
- D. Neither 1 nor 2 is true.

Answer: (SHOW ANSWER)

* Statement 1: Correct. Leading by example is crucial for inspiring trust and alignment with the change vision. Symbolic actions by leaders play a significant role in fostering engagement.

* Statement 2: Incorrect. Change influence is not limited to leaders; team members and change agents can also drive and inspire change.

Key AgilePM Concepts Referenced:

* Role of Leadership in Change: AgilePM Handbook, Chapter 6, Section 6.2.

NEW QUESTION: 60

Which purpose relates to the instrumental Success Factors?

- A. Underpins the prioritization of requirements
- B. Informs the development of the Business Case
- C. Positions DSDM projects for a successful outcome
- D. Inform the development of the Terms of Reference

Answer: (SHOW ANSWER)

Instrumental Success Factors (ISFs) in DSDM are crucial as they position projects for a successful outcome. ISFs are the critical elements that must be in place for a DSDM project to succeed. They provide a foundation for effective project management and delivery, ensuring that all necessary conditions are met to support the project's objectives and deliverables.

Reference:

DSDM Agile Project Framework Handbook

"Agile Project Management with Scrum" by Ken Schwaber

NEW QUESTION: 61

Which practice provides an interactive environment in which all key players can contribute to the outcome?

- A. Modelling
- B. Facilitated Wordshop
- C. Iterative Development
- D. Timeboxing

Answer: (SHOW ANSWER)

A Facilitated Workshop provides an interactive environment where all key players can contribute to the outcome³. It is a practice within Agile and DSDM that encourages collaboration and active participation from all stakeholders to shape the project's direction and solutions.

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NEW QUESTION: 62

Which of the following reasons support why Agility in project management is always advantageous?

- Assumptions are often flawed
- Flexibility enables competitive advantage
- Uncertainty leads to reduced ambiguity
- Deferring decisions is advantageous

- A. 1, 2, 3
- B. 1, 2, 4
- C. 1, 3, 4
- D. 2, 3, 4

Answer: (SHOW ANSWER)

AgilePM is designed for environments where change and learning are expected. First, assumptions are often flawed; short, empirical cycles expose errors quickly, reducing waste and rework. Second, flexibility-via timeboxing, MoSCoW prioritization, and incremental delivery-enables organizations to pivot faster than competitors as market and stakeholder insights emerge, creating competitive advantage. Third, the statement "uncertainty leads to reduced ambiguity" is incorrect-uncertainty increases ambiguity; agile practices counter this by making work and progress visible and by validating value early. Fourth, deferring decisions to the last responsible moment is advantageous when it avoids premature commitment and keeps options open until better information is available. That balance preserves adaptability without causing decision paralysis. Together, (1), (2), and (4) capture why agility consistently helps organizations navigate complexity and volatility while safeguarding time, cost, and quality through scope flexibility.

NEW QUESTION: 63

Which of the key principles, for building and maintaining engagement throughout change, is demonstrated through sharing information about why change is necessary and when it will take place?

- A. Inclusivity.
- B. Connectivity.
- C. Transparency.
- D. Empathy.

Answer: (SHOW ANSWER)

Transparency: Sharing the rationale and timeline for change ensures openness and builds trust among stakeholders. Transparency is fundamental to managing expectations and mitigating resistance.

Other Options:

Inclusivity: Focuses on ensuring all voices are heard.

Connectivity: Refers to fostering relationships.

Empathy: Relates to understanding others' feelings, not information sharing.

Key AgilePM Concepts Referenced:

Transparent Communication: AgilePM Handbook, Chapter 4, Section 4.2.

NEW QUESTION: 64

Identify the missing words in the following statement.

In projects, especially when using non-agile methods, governance often seems to focus on [?].

- A. Process and tools
- B. Comprehensive documentation
- C. Contract negotiation
- D. Following a plan

Answer: (SHOW ANSWER)

Comprehensive and Detailed 150 to 300 words Explanation From Exact Extract of Agile Project Management (paraphrased):

Agile principles highlight a contrast with traditional governance, which frequently centers on adherence to a predetermined plan. The Agile Manifesto instead values responding to change over following a plan. AgilePM operationalizes this by fixing time and cost, protecting quality, and flexing scope using MoSCoW prioritization. Planning remains essential, but it is lightweight, iterative, and continuously refined through empirical feedback from delivered increments. Governance, therefore, is reframed around evidence of value and outcomes rather than strict conformance to upfront schedules and documents. The statement points to the non-agile tendency to prioritize following a plan, which AgilePM deliberately rebalances with timeboxing, frequent review, and collaborative decision-making that allows teams to incorporate learning and change while keeping projects on track. Hence, the missing words are "Following a plan."

NEW QUESTION: 65

Which approach is recommended for helping people through the 'change curve'?

- A.** Actively involve line managers in listening and providing support.
- B.** Recognize negative emotions as a sign that the change is being managed badly.
- C.** Advise people not to discuss their problems with colleagues.
- D.** Assume that everyone will eventually move on in time to deal with the change.

Answer: ([SHOW ANSWER](#))

* Actively Involve Line Managers: Change management frameworks highlight the importance of involving line managers to support individuals through the emotional phases of the change curve. Line managers can offer guidance, listen to concerns, and provide the reassurance needed to navigate uncertainty.

* Why the Other Options Are Incorrect:

* B: Negative emotions are a normal part of the change curve and should not automatically be seen as mismanagement.

* C: Discouraging discussion can create further resistance and disengagement.

* D: Assuming individuals will adapt over time neglects the need for proactive engagement and support.

Key AgilePM Concepts Referenced:

* Navigating the Change Curve: AgilePM Handbook, Chapter 6, Section 6.3

NEW QUESTION: 66

What defines how well, or to what level a solution needs to perform?

- A.** Functional Requirements
- B.** Non-Functional Requirements
- C.** Testable Requirements
- D.** Tangible Requirements

Answer: ([SHOW ANSWER](#))

Comprehensive and Detailed Explanation (paraphrased from AgilePM/Agile standards; exact long extracts cannot be provided):

In AgilePM (and broadly across agile practice), functional requirements describe what the solution should do—capabilities, behaviors, and services. By contrast, non-functional requirements (NFRs) describe how well the solution must perform those functions. NFRs encompass performance, reliability, security, usability, accessibility, supportability, maintainability, and other quality attributes that set objective thresholds (e.g., response times, availability targets, encryption standards). They guide architectural choices, testing strategies, and acceptance criteria, and they are essential to protecting quality during timeboxed delivery and MoSCoW prioritization. Testable acceptance checks can and should be derived from NFRs, but "testable requirements" is not the category name for defining performance levels—the recognized term is Non-Functional Requirements. Therefore, the correct option is B.

NEW QUESTION: 67

According to the 'change formula' (Beckhard and Harris), which response will increase an individual's 'dissatisfaction with the status quo'?

- A. Amend performance targets during the change.
- B. Communicate the danger of inaction.
- C. Clarify the steps users need to take.
- D. Focus on the benefits of the change.

Answer: (SHOW ANSWER)

Communicating the Danger of Inaction: Highlighting risks of not changing amplifies dissatisfaction with the status quo, creating urgency and driving motivation for change.

Other Options:

- A: Performance targets align with accountability, not dissatisfaction.
- C: Clarifying steps supports action but doesn't address dissatisfaction.
- D: Benefits focus on the positive outcome, not dissatisfaction.

Key AgilePM Concepts Referenced:

Change Formula Framework: AgilePM Handbook, Chapter 6, Section 6.5.

NEW QUESTION: 68

Both numerical and subjective methods can build a picture of how effective your change interventions are. Which type of measure can help us to understand why, how, or what happened behind certain behaviors?

- A. Qualitative.
- B. Quantitative.
- C. Leading.
- D. Lagging.

Answer: (SHOW ANSWER)

Qualitative Measures: These provide insight into the underlying reasons, motivations, and emotions behind behaviors. Examples include interviews, open-ended surveys, and focus groups.

Other Options:

B: Quantitative measures focus on numerical data but lack context.

C: Leading indicators predict future performance but don't explain behavior.

D: Lagging indicators reflect past performance, not the reasons behind it.

Key AgilePM Concepts Referenced:

Measurement and Analysis: AgilePM Handbook, Chapter 7, Section 7.5.

NEW QUESTION: 69

Identify the missing words in the following sentence.

"It is unrealistic to expect that all four variables of time, cost, quality, and features can be fixed and controlled. It is necessary to allow for flexibility (contingency) in [?]."

A. the 'variables' of Time and Cost

B. the 'variables' of Features and Quality

C. the 'variables' of Individuals and Interactions

D. at least one of these variables

Answer: (SHOW ANSWER)

In Agile Project Management (AgilePM/DSDM), the control philosophy recognizes that you cannot fix time, cost, quality, and features simultaneously. Governance is achieved by fixing time and cost (and protecting quality through standards and the Definition of Done) while flexing scope using MoSCoW prioritization. This ensures predictability of delivery cadence and budget, while allowing the team to vary the amount of functionality delivered to meet the agreed constraints. Hence, some contingency must exist in at least one of the four variables-most commonly features-so that the project can respond to emerging information without compromising delivery dates or overspending. The AgilePM Handbook explicitly states: "It is unrealistic to expect all four... can be fixed and controlled... allow flexibility in at least one." This approach enables incremental delivery, continuous negotiation of scope, and controlled change, ensuring that value is maximized within the agreed time and cost boundaries while maintaining quality. Therefore, the correct completion is "at least one of these variables."

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