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Agile Project Management (AgilePM) Foundation Exam

APMG-International AgilePM-Foundation

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QUESTION NO: 1

When is a Timebox Plan updated?

A. At the Daily Stand-ups

B. At Timebox Kick-ups

C. As needed by the Project Manager

D. Each time a Timebox is completed

ANSWER: A

Explanation:

At the Daily Stand-ups is correct because the Timebox Plan is a living, low-level plan used by the Solution Development Team to manage work within the current Timebox. It records the objectives, activities, responsibilities, dependencies, and intended delivery schedule for that Timebox. As development proceeds, the team needs an accurate view of completed work, work in progress, emerging issues, and any adjustment needed to achieve the Timebox objectives while respecting its fixed end date.

The Daily Stand-up provides the regular, team-based control point at which that information is shared and the plan can be updated to reflect actual progress. Updating it at this cadence maintains visibility and enables timely replanning of the remaining work, including negotiating the detail of lower-priority requirements where necessary. This supports AgilePM's empirical, collaborative approach: plans are sufficiently detailed for the immediate horizon and are kept current as the team learns. The terminology and Timebox-based delivery approach are described in APMG International's AgilePM certification overview and the Agile Business Consortium's Agile Project Framework.

QUESTION NO: 2

What DSDM product is identified as a governance product because if 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

Explanation:

Terms of Reference is correct because it is the early DSDM product that establishes the project at a high level and provides essential information for governance decision-making. It records the business context and driver, the anticipated objectives and benefits, broad scope, major constraints, assumptions, and the project's authority or sponsorship context. Since this concise view is available before detailed solution work is undertaken, portfolio-level decision makers can use it to compare a proposed initiative against other candidate projects and decide whether it should receive priority, funding, and continued attention. In AgilePM, governance is not limited to controlling delivery activity; it also includes ensuring that the organisation selects and directs projects in line with strategic needs. The Terms of Reference therefore supplies an initial, proportionate basis for that selection and prioritisation activity while creating a shared understanding of why the project exists. It is subsequently refined and supported by more detailed products as the project progresses. APMG describes AgilePM as an approach that combines agile delivery with clear project governance, while the Agile Business Consortium identifies DSDM as the underlying agile framework. See APMG International: AgilePM and Agile Business Consortium.

QUESTION NO: 3

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: A

Explanation:

Business Visionary is correct because this role provides the clear business direction that guides the AgilePM project. The Business Visionary works on behalf of the Business Sponsor to ensure that the project team understands the business vision, desired outcomes, priorities, and the rationale for the solution. This includes interpreting the sponsor's needs in a form that can be communicated effectively to those delivering the solution, while maintaining a consistent view of what business success looks like.

In AgilePM, the Business Visionary is a key business-side role and is expected to be actively engaged throughout the lifecycle. By giving ongoing business guidance and clarifying the intended value of the solution, the role helps the team make appropriate day-to-day decisions without losing alignment with the sponsoring organisation's objectives. This direct connection between strategic sponsorship and practical delivery is essential to AgilePM's collaborative, business-focused approach. The Agile Business Consortium describes AgilePM as an approach that emphasizes collaboration, empowered teams, and delivery aligned to business needs; see AgilePM overview. APMG's certification page also identifies AgilePM Foundation as covering the roles and responsibilities used in the method: APMG AgilePM certification.

QUESTION NO: 4

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

E. Development Increment and Solution Increment

ANSWER: E

Explanation:

Development Increment and Solution Increment is correct because AgilePM distinguishes between work that has been developed and the portion of the solution that has actually been deployed for operational use. A Development Increment is a tested, integrated subset of the evolving solution produced through Evolutionary Development. It provides demonstrable progress and enables frequent collaboration, review, and confirmation that the work continues to meet business need. A Solution Increment is the subset of the solution released or deployed into the live operational environment, where it can deliver real business value and benefits to users. This distinction supports AgilePM's emphasis on incremental delivery: the team can build and validate usable capabilities iteratively, while deployment decisions remain aligned with business readiness, governance, and the agreed release approach. The two terms therefore describe the important difference between an increment completed by the development effort and an increment made available in live use. AgilePM is based on the Agile Business Consortium's DSDM framework and retains its focus on frequent delivery of business value. See the APMG AgilePM qualification overview and the Agile Business Consortium AgilePM overview.

QUESTION NO: 5

A Timebox is approaching its fixed end date and a Must Have requirement is unlikely to be completed. What should happen?

A. The Timebox should be extended until the requirement is complete

B. The issue should be escalated immediately

C. The requirement should automatically be reclassified as a Could Have

D. Testing should be deferred until after Deployment

ANSWER: B

Explanation:

The issue should be escalated immediately is correct because a Must Have requirement is essential to the viability of the agreed Minimum Usable Subset. If it cannot be delivered, this is not a routine adjustment of lower-priority scope. The appropriate business and project roles need to review the impact and decide whether the requirement can be achieved in another way, whether the Timebox objective remains viable, or whether further action is required.

DSDM protects the agreed Timebox end date and quality level. Should Have and Could Have requirements provide the normal flexibility for managing pressure, but a genuine Must Have cannot simply be omitted without considering the consequences for the business outcome. Early escalation demonstrates control and allows a timely, informed decision. See Agile Business Consortium AgilePM and APMG AgilePM.

QUESTION NO: 6

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: A

Explanation:

All members to be multi-skilled experts is the competence that is not required. AgilePM, based on the DSDM framework, expects the Solution Development Team to have the capabilities needed to turn agreed requirements into a usable solution. Those capabilities are provided by the team as a whole; they do not require every individual to be an expert across multiple disciplines. A team can appropriately include people with complementary specialist strengths, provided it has sufficient shared understanding and can collaborate effectively to deliver the solution.

This collective-skills approach supports agile delivery: team members contribute their particular expertise while working closely together, sharing knowledge where useful, and adapting to the needs of the increment. The important consideration is that the team has access to the necessary business and technical capability and can operate collaboratively, rather than imposing an unrealistic requirement that every person must be a multi-skilled expert. This enables the Solution Development Team to remain practical, appropriately staffed, and focused on building the evolving solution in partnership with business roles. AgilePM's relationship to the DSDM framework is described by APMG International; the framework's agile principles and team-focused delivery approach are available from the Agile Business Consortium.

QUESTION NO: 7

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: A

Explanation:

Only 1 is true. A Force Field Analysis is a structured change-management technique for identifying and examining the forces affecting a proposed change. It considers both driving forces, which support progress towards the desired future state, and restraining forces, which impede progress. Therefore, it is useful for revealing practical barriers that must be addressed as well as likely sources of stakeholder resistance. This insight helps the project or change leadership decide where to strengthen enablers, reduce obstacles, and plan appropriate engagement or mitigation actions before and during implementation. In an AgilePM context, successful change depends on active collaboration, transparent communication, and engagement with the business and affected stakeholders; the analysis should draw on relevant perspectives rather than be developed in isolation. The technique supports informed planning for adoption of the project's products and benefits, including consideration of organisational and people-related factors that may influence acceptance. Further information on AgilePM's collaborative project-management approach is available from APMG International's AgilePM certification page and the Agile Business Consortium AgilePM overview.

QUESTION NO: 8

An organization has decided to roll out the transition to a new software application, one department at a time. What type of delivery strategy is being adopted?

A. Big Bang.

B. Phased.

C. Voluntary Adoption.

D. Many small incremental/iterative releases.

ANSWER: B

Explanation:

Phased. is correct because the organization is introducing the completed application to defined groups of users in stages, with each department representing a separate deployment phase. A phased delivery strategy is appropriate where deployment needs to be controlled, where the organization wishes to manage change progressively, or where experience from an earlier rollout can inform preparation and support for later rollouts. The key characteristic is that adoption is sequenced by organizational area, location, user group, or another planned grouping, rather than all intended users moving to the new application simultaneously.

Within AgilePM, delivery and deployment decisions must reflect the business context and the practicalities of transition to the live environment. Rolling out department by department enables focused training, migration, operational support, and change-management activity for each group while the next phase is prepared. It can also reduce implementation risk by limiting the initial population affected by the transition. This concerns the strategy for releasing a solution into operational use; it does not alter the iterative and incremental manner in which the solution may have been developed. See the APMG AgilePM certification overview and the Agile Business Consortium AgilePM resource page.

QUESTION NO: 9

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: D

Explanation:

To tie up any loose ends related to Evolutionary Development is correct because Consolidation is the final activity within the Evolutionary Development phase of a structured Timebox. Its purpose is to bring the increment to a coherent, completed state after the iterative investigation and refinement work has taken place. The team checks that the evolving solution is properly integrated, that outstanding development work has been resolved, and that the Timebox's work is ready to move forward into the deployment-related activities. Consolidation therefore provides a deliberate point at which the team completes and stabilises the work produced through iterative development, rather than beginning detailed requirements definition or carrying out formal business acceptance. This supports AgilePM's principle of delivering on time while maintaining an appropriate level of quality and ensuring that the solution increment is fit to proceed. The AgilePM framework describes structured Timeboxes as a mechanism for controlling iterative development through defined activities and clear outcomes. See the APMG International AgilePM product page and the Agile Business Consortium for the framework's AgilePM and DSDM-based guidance.

QUESTION NO: 10

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: C

Explanation:

Both 1 and 2 are true. A communication plan benefits from a common, organisation-wide format because this makes planning, review, governance, and stakeholder expectations consistent across change initiatives. A standard structure helps ensure that essential communication-planning information is considered each time, such as the audiences to be reached, communication objectives, messages, channels, timings, responsibilities, and feedback arrangements. This supports AgilePM's emphasis on clear, purposeful communication and effective collaboration among the business, project team, and other stakeholders.

Using a common format does not mean every plan has identical content. The communication required must be proportionate to the particular change. A small, low-impact initiative may need relatively limited, direct communication, while a larger or more complex change may require a broader stakeholder analysis, multiple channels, phased messages, more frequent updates, and formal mechanisms for managing feedback and adoption. Tailoring the plan in this way ensures communication remains relevant and sufficient while retaining a repeatable management approach. AgilePM is based on the Agile Business Consortium's DSDM framework and applies its practices proportionately to the project context. See APMG International's AgilePM certification overview and the Agile Business Consortium DSDM Project Framework.

QUESTION NO: 11

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: A

Explanation:

“Only 1 is true.” is correct because stakeholder identification must establish which people, groups, and organisational areas may be affected by the project’s proposed change. The anticipated impact of that change is therefore a central basis for identifying stakeholders: people who will use, sponsor, govern, support, operate, or otherwise experience the consequences of the solution need to be recognised early enough for their needs, concerns, authority, and likely contribution to be managed appropriately. In AgilePM, active business engagement and clear collaboration between business, technical, and project interests are essential. Identifying the parties affected by change supports the assignment of appropriate AgilePM roles, effective communication, and timely involvement in decisions and validation. It also enables the project to understand where adoption activity, feedback, training, operational readiness, or change support may be needed. This focus is consistent with AgilePM’s emphasis on delivering valuable business outcomes through close stakeholder collaboration rather than treating delivery as a purely technical exercise. APMG’s AgilePM qualification overview describes the framework’s business-focused, collaborative approach: APMG International AgilePM. Further AgilePM framework information is available from the Agile Business Consortium: AgilePM.

QUESTION NO: 12

Which of the following statements are true?

The ' change curve ' describes a normal human reaction to change.

The ' change curve ' only applies to changes that are perceived as negative.

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

Explanation:

Only 1 is true. The change curve is a useful change-management model for recognising that people commonly experience an emotional and behavioural adjustment process when circumstances, ways of working, responsibilities, or expectations change. In an AgilePM context, project change is not solely about implementing a technical solution: successful deployment also requires attention to the people affected, their concerns, and the support needed to move towards acceptance and effective adoption. The curve helps a project team anticipate that an initial reaction may not represent an individual’s final response, and it encourages appropriate communication, involvement, training, and transition planning.

The model represents a normal response to the uncertainty and disruption inherent in adapting to change. Its practical value is in helping sponsors, project managers, and business representatives manage the human side of implementation, so that the intended business benefits can be realised. Agile approaches particularly support this through close collaboration, frequent feedback, incremental delivery, and regular opportunities for stakeholders to understand and engage with what is changing. See the Agile Business Consortium’s AgilePM overview and the UK government’s change management guidance.

QUESTION NO: 13

Which should always be the first step in the Continuous Change Management Cycle?

A. Ideas.

B. Prioritization.

C. Discovery.

D. Action.

ANSWER: C

Explanation:

Discovery. is the correct first step because continuous change must begin with a clear understanding of the current situation before a team decides what to change or how to respond. Discovery establishes the relevant context: the business environment, stakeholder needs, problems or opportunities, constraints, and the evidence available to support a change. This shared understanding gives the project and business representatives a sound basis for identifying meaningful ideas and deciding which potential changes warrant attention.

In AgilePM, change is managed as a continuing, collaborative activity rather than as a one-time control exercise. Starting with discovery supports informed decision-making and helps ensure that subsequent work remains aligned with the business need and expected benefits. It also encourages teams to inspect the real situation regularly, since new information, feedback, and changing priorities may require the cycle to begin again. This reflects AgilePM's emphasis on business focus, active stakeholder collaboration, and responding appropriately to evolving circumstances. Further information on the AgilePM qualification and its agile project-management principles is available from APMG International and the Agile Business Consortium.

QUESTION NO: 14

Which is NOT a Scrum Value?

A. Focus

B. Openness

C. Drive

D. Commitment

ANSWER: C

Explanation:

Drive is not a Scrum Value. The Scrum Guide defines five values: Commitment, Focus, Openness, Respect, and Courage. These values establish the expected behaviours that help Scrum teams apply empiricism effectively: making work and progress visible, inspecting what is happening, and adapting based on what is learned. In particular, the values support a working environment in which people commit to goals, concentrate on the most important work, communicate candidly, treat one another professionally, and address difficult issues directly. "Drive" can describe a useful personal quality or motivation, but it is not included in Scrum's defined set of values and is therefore the correct response to a question asking which item is not a Scrum Value. This wording and the definitive list are stated in the official Scrum Guide's section on Scrum Values. Although AgilePM can be used alongside Scrum practices, when a question specifically asks about Scrum Values, the authoritative reference is the Scrum Guide rather than a broader list of agile principles or team characteristics. See the official Scrum Guide and Scrum.org's overview of the Scrum framework.

QUESTION NO: 15

What is defined as " The means by which an organization increases involvement of its employees and other stakeholders with organizational change " ?

A. Engagement.

B. Change Agent.

C. Sponsor.

D. Line Leader.

ANSWER: A

Explanation:

Engagement. is correct because engagement is the deliberate means through which an organisation involves employees and other relevant stakeholders in a change. It is more than simply communicating that a change will occur: it seeks active participation, shared understanding, feedback, and commitment from the people affected by or able to influence the change. Meaningful engagement helps ensure that stakeholders understand the intended outcomes, can contribute practical knowledge, and are prepared to support adoption in their own areas. This involvement is particularly important in AgilePM environments, where close collaboration, empowered teams, frequent communication, and ongoing stakeholder participation support delivery of solutions that remain aligned with business needs. Engagement therefore describes the organisational approach to increasing stakeholder involvement throughout change, rather than a particular job title or individual role. APMG describes AgilePM as an approach that supports effective collaboration between project teams and stakeholders, while the Agile Business Consortium emphasises active business engagement as a core AgilePM characteristic. See APMG International's AgilePM certification information and the Agile Business Consortium's AgilePM overview.

QUESTION NO: 16

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: B

Explanation:

Storming. is correct because the storming stage is where a newly formed team begins to express differing views, test boundaries, and challenge assumptions about goals, roles, responsibilities, priorities, and ways of working. As individuals become more willing to voice their perspectives, disagreement and constructive conflict can emerge. This is a normal and valuable part of team development: working through these differences helps the team establish clearer shared expectations, improve trust, and create the basis for productive collaboration. In AgilePM, effective empowered teams need open communication and a willingness to challenge ideas constructively, rather than simply accepting early assumptions without examination. The team leader facilitates this process by ensuring that conflict remains focused on the work and supports the group in reaching agreement on practical working arrangements. Tuckman's model describes this stage as a transitional period in which the team moves beyond initial politeness and starts addressing the real issues that must be resolved before it can operate consistently and effectively. See the overview of Tuckman's group-development model from APM and AgilePM's official certification information from APMG International.

QUESTION NO: 17

According to Pink, which three factors are key motivators for ' knowledge work ' ?

A. Dissatisfiers, rewards, and safety.

B. Autonomy, safety, and self-esteem.

C. Hygiene factors, autonomy, and self-actualization.

D. Autonomy, mastery, and purpose.

ANSWER: D

Explanation:

Autonomy, mastery, and purpose is correct because Daniel Pink's motivation framework for knowledge work identifies these as the principal intrinsic drivers of sustained performance and engagement. Autonomy is the desire to have meaningful control over one's work, including how it is approached and carried out. Mastery is the drive to improve capability and become more effective at worthwhile tasks through learning, practice, feedback, and challenge. Purpose is the sense that work contributes to something meaningful beyond an individual's immediate tasks or rewards.

This model is particularly relevant in AgilePM because project teams commonly undertake complex, creative work where effective solutions depend on collaboration, judgement, and continuous adaptation. Agile ways of working can support autonomy by empowering teams to organise their work, mastery through iterative learning and regular feedback, and purpose by connecting delivery activity to clear business outcomes. Pink distinguishes these intrinsic motivators from a narrow reliance on external reward-and-punishment mechanisms, which are less effective for complex knowledge work. His framework is presented in Daniel Pink's *Drive* resource page; its application to motivation and modern work is also summarized by Pink's TED talk, "The puzzle of motivation".

QUESTION NO: 18

What role normally facilitates the Daily Stand.up?

A. Business Advisor

B. Technical Advisor

C. Team Leader

D. Project manager

ANSWER: C

Explanation:

Team Leader is correct because this role is responsible for coordinating the Solution Development Team's day-to-day work and supporting effective collaborative working. The Daily Stand-up is a short, timeboxed team event used to maintain a shared understanding of progress, identify work planned for the immediate period, and expose impediments requiring attention. It is therefore normally facilitated within the team by the Team Leader, who helps keep the discussion focused, ensures the relevant team members participate, and makes sure issues identified are appropriately followed up.

Facilitation in this context does not mean directing individual work or turning the meeting into a detailed status report. The Team Leader enables the team to self-organise around its commitments while maintaining visibility of progress against the Timebox objectives. This aligns with AgilePM's DSDM-based emphasis on empowered delivery teams, frequent communication, and active management of obstacles. The AgilePM framework describes the roles and practices used to support this collaborative delivery approach; see APMG International's AgilePM product page and the Agile Business Consortium's DSDM process framework.