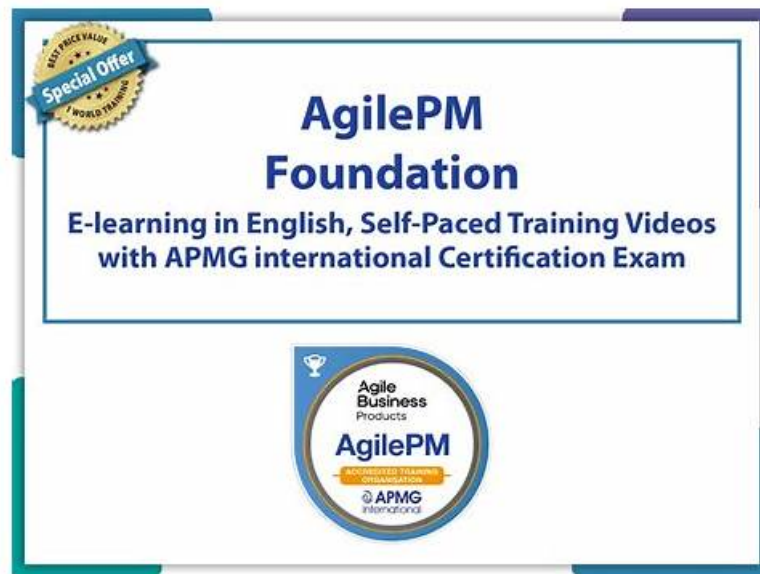


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APMG-International Agile Project Management (AgilePM) Foundation Exam Sample Questions (Q27-Q32):

NEW QUESTION # 27

Considering the words of the Agile Manifesto, which of the following is true?

- A. Contractual agreements should be encouraged by default
- B. Contractual agreements should be considered for their value
- C. Contractual agreements must be standardized for simplicity
- D. Contractual agreements should be avoided if possible

Answer: B

Explanation:

Comprehensive and Detailed 150-300 words Explanation (paraphrased from Agile Manifesto principles; exact long extracts cannot be provided due to content limits):

The Agile Manifesto values "customer collaboration over contract negotiation." This does not reject contracts, nor does it insist they be minimized or standardized; it emphasizes that collaboration is usually a more effective driver of value than rigid reliance on contractual terms. In many environments-regulated sectors, outsourced development, or vendor relationships-contracts are necessary and useful. Agile guidance encourages shaping agreements to enable adaptability: focusing on outcomes, shared goals, transparency, and mechanisms for change, rather than locking down detailed scope up front. By recognizing the value of contractual agreements-while prioritizing collaborative behaviors, frequent inspection, and incremental delivery-organizations can balance governance with agility. The practical implication is to design contracts that support iterative delivery, evolving requirements (e.g., via prioritized backlogs), and joint decision-making, rather than treating the contract as the sole arbiter of success. Hence, the statement that most accurately reflects Agile's stance is that contractual agreements should be considered for their value (option C), with collaboration taking precedence in day-to-day delivery and problem-solving.

NEW QUESTION # 28

What is the purpose of the Foundations Summary?

- A. To define the tools, techniques, customer, practices and standards that will be applied
- **B. To provide enough information to decide whether the project is likely to deliver return on investment**
- C. To document how stakeholders will be engaged and standards that will be applied.
- D. To define the scope of the requirements that the project needs to address

Answer: B

Explanation:

The purpose of the Foundations Summary in AgilePM is to provide enough information to decide whether the project is likely to deliver a return on investment. This document serves as a comprehensive overview of the project's viability, including a high-level understanding of the business case, objectives, scope, and risks. It ensures that all stakeholders have a clear understanding of the project's potential value and feasibility before significant resources are committed.

Reference:

AgilePM Foundation Handbook

"Agile Project Management: Creating Innovative Products" by Jim Highsmith

NEW QUESTION # 29

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

Answer: D

Explanation:

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 # 30

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: C

Explanation:

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 # 31

While the definition of a Must Have requirement is clearly defined, the definition of Could Have and Should Have requirements can be less clear.

When, ideally, should the project team discuss and agree some objective criteria for how these requirements will be prioritized?

- A. During the pre-project phase
- B. During the Foundations phase
- C. During the Development Phase
- D. During the Feasibility phase

Answer: B

Explanation:

Comprehensive and Detailed Explanation (paraphrased from AgilePM planning/prioritization guidance):

AgilePM expects teams to establish objective MoSCoW criteria and decision rules during Foundations. Foundations is where the delivery approach, governance, Business Case, scope boundaries, quality expectations, and planning baselines are agreed. Clarifying how Should and Could items will be interpreted (e.g., business value thresholds, regulatory constraints, UX standards, operational readiness factors) avoids later ambiguity, speeds trade-off decisions inside timeboxes, and protects the Business Case. While Feasibility assesses whether proceeding makes sense, and Development executes the timeboxed work, Foundations is the optimal moment to set shared prioritization rules, acceptance criteria structures, and change control protocols so that delivery can proceed predictably while flexing scope responsibly. Hence, C is the correct choice.

NEW QUESTION # 32

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