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### APMG-International Agile Project Management (AgilePM) Foundation Exam Sample Questions (Q41-Q46):

#### NEW QUESTION # 41

Which of the following statements about positive characteristics of an effective change team (Lencioni) are true?

- \* Members should be encouraged to draw attention to colleagues' failures to meet commitments.
- \* Conflict should be avoided to maintain good relationships.

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

**Answer: C**

Explanation:

\* Statement 1: Incorrect. While accountability is important, it should be addressed constructively, not by drawing attention to failures in a punitive way.

\* Statement 2: Incorrect. Constructive conflict is essential for innovation and problem-solving.

Avoiding conflict entirely can lead to unresolved issues and reduced performance.

Key AgilePM Concepts Referenced:

\* Team Dynamics and Conflict Management: AgilePM Handbook, Chapter 5, Section 5.5.

**NEW QUESTION # 42**

When initially creating MoSCoW priorities, what is the primary focus?

- A. Project priorities
- B. Iterative Development priorities
- **C. Timebox priorities**
- D. Project increment priorities

**Answer: C**

Explanation:

When initially creating MoSCoW priorities in AgilePM, the primary focus is on Timebox priorities. This approach ensures that each Timebox (a fixed period during which specific tasks must be completed) has clear and prioritized objectives. The MoSCoW method (Must have, Should have, Could have, Won't have this time) helps the team to deliver the most critical features within the given timeframe, thereby optimizing the value delivered in each iteration. This prioritization ensures that essential functionalities are completed first, making the project adaptable and resilient to changes.

Reference:

AgilePM Foundation Handbook

"Agile Project Management with Scrum" by Ken Schwaber

**NEW QUESTION # 43**

When would stopping a project demonstrate good financial governance?

- A. When the Project Manager reports a predicted overspend or late completion
- B. When the Solution Architect thinks the business solution has been optimized
- **C. When the Business Sponsor cannot justify further funding in business terms**
- D. When the Scrum Teams are failing to collaborate effectively and productivity declines

**Answer: C**

Explanation:

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 # 44**

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

**Answer: C**

Explanation:

\* 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 # 45**

When building a change delivery scorecard, which of the different views on value are achieved through a measurable increase in sales?

- A. Customer.
- B. Internal.
- C. Learning & Growth.
- **D. Financial.**

**Answer: D**

Explanation:

\* Financial: A measurable increase in sales reflects improved financial performance, making it a financial metric. Financial views in a change delivery scorecard often include profitability, revenue growth, and ROI-all of which are influenced by sales increases.

\* Customer, Internal, Learning & Growth: These are equally important views but do not directly relate to sales performance. For instance:

- \* Customer View: Focuses on customer satisfaction and loyalty.
- \* Internal View: Addresses process efficiency.
- \* Learning & Growth View: Pertains to employee development and organizational innovation.

Key AgilePM Concepts Referenced:

\* Scorecard and Value Metrics: AgilePM Handbook, Section 2.5.3.

#### **NEW QUESTION # 46**

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