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AgilePM Foundation Exam Summary:	
Exam Name	APMG International Agile Project Management Foundation
Exam Code	AgilePM Foundation
No. of Questions	50
Passing Score	50%
Time Limit	40 Minutes
Recommended Practice Exam	APMG International Certified Agile Project Management - Foundation (AgilePM-Foundation) Practice Test
Sample Questions	APMG International AgilePM Foundation Level Exam Sample Questions and Answers
Exam Fee	USD \$330

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APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q40-Q45):

NEW QUESTION # 40

Which 2 actions should the Business Visionary take to implement the new Must Have requirement?

- A. Send a company-wide communication to explain the implications of the business change to all interested parties.
- B. Consolidate and circulate an agenda for the workshop.
- C. Source and hire a web developer with experience in developing online financial transaction functionality.
- D. Ensure the marketing and sales teams are working together to deliver the most effective outcome.
- E. Assess the impact of the new Must Have requirement on the original Business Case.

Answer: A,D

Explanation:

To implement the new Must Have requirement for the coffee shop insurance product website with financial transaction functionality, the Business Visionary should focus on actions that align with their role in guiding the project's vision and ensuring it meets business needs. The following actions are most appropriate for the Business Visionary:

Selected Actions for the Business Visionary:

A; Send a company-wide communication to explain the implications of the business change to all interested parties.

D: Ensure the marketing and sales teams are working together to deliver the most effective outcome.

A: As a Business Visionary, communicating the implications of significant business changes, such as the introduction of a new financial transaction functionality, is crucial. This helps in aligning all parts of the organization with the project's objectives and the strategic direction, ensuring everyone understands the change and its benefits.

D: The Business Visionary plays a key role in ensuring that different departments, such as marketing and sales, collaborate effectively to support the project's objectives. By ensuring these teams work together, the Business Visionary helps in maximizing the project's impact and effectiveness in meeting business goals.

Why Other Actions Are Less Suitable:

B: Assessing the impact of new requirements on the Business Case is important, but it's typically a responsibility shared with the Business Sponsor, who has a more direct role in managing the project's financial and strategic alignment.

C: Sourcing and hiring technical expertise is generally a task for the Project Manager or technical leads. The Business Visionary's role is more focused on strategic oversight rather than operational tasks.

E: Organizing and managing workshop details, such as circulating an agenda, might be supported by the Business Visionary, but it's often a task handled by the Project Manager or a designated coordinator to ensure efficient planning and execution of project activities.

NEW QUESTION # 41

Column 1 is a list of actions taken within the project. For each action in Column 1, select from Column 2 the iterative development activity that the action represents. Each selection from Column 2 can be used once, more than once or not at all.

Column 1:

1. The Solution Development Team cleared and prepared the area, ready for the bar infrastructure to be installed.
2. The Gardener decided the order in which the flowers would be planted in the borders and jotted it down in a notebook.
3. Before the Solution Development Team built the infrastructure for the bar area, the Architect pointed out what was required.
4. The Architect checked with the decorators that tasks had been completed to a satisfactory standard, and agreed a list of items that needed further coats of paint or cleaning up.
5. The Gardener began planting the borders and has placed an order for further bulbs to complete this task.

Column 2:

- A) Thought
- B) Action
- C) Conversation

Answer:

Explanation:

Explanation:

For each action in Column 1, here is the iterative development activity that the action represents from Column

2:

- * The Solution Development Team cleared and prepared the area, ready for the bar infrastructure to be installed.
- * B. Action
- * The Gardener decided the order in which the flowers would be planted in the borders and jotted it down in a notebook.
- * A. Thought
- * Before the Solution Development Team built the infrastructure for the bar area, the Architect pointed out what was required.
- * C. Conversation
- * The Architect checked with the decorators that tasks had been completed to a satisfactory standard, and agreed a list of items that needed further coats of paint or cleaning up.
- * C. Conversation
- * The Gardener began planting the borders and has placed an order for further bulbs to complete this task.
- * B. Action

NEW QUESTION # 42

The change management team is creating the change analytics strategy for the change programme.

Below is an extract of recipients, measures and source data that have been proposed.

Answer the following question about the sources of conflict in change situations.

Column 1 is a list of statements about sources of conflict in change situations.

Column 2 contains the names of the eight sources of conflict identified by Art Bell and Brett Hart. For each statement in Column 1, select from Column 2 the source of conflict to which it MOST relates. Each selection from Column 2 can be used once, more than once or not at all.

□

Answer:

Explanation:

□ Explanation:

In the UniCo case, the organization is undergoing significant changes that involve integrating the Selco team, revising internal processes, and preparing staff for a shift to mobile applications. Sources of conflict during such organizational change include misunderstandings, role ambiguity, and resistance to changes in work styles or policies.

Revised Answers (aligned with the UniCo case):

1. Instructions are understood by different people in different ways, influenced by their unique personal background.

C: Perceptions

In the UniCo scenario, perceptions are a key source of conflict, especially between the long-standing UniCo staff and the Selco team. For example, different views on the importance of the rebranding efforts reflect how unique personal backgrounds influence perceptions.

2. The revision of internal processes or systems has caused a lack of clarity on the responsibilities for certain tasks, resulting in activities being overlooked or duplicated.

F: Roles

This aligns with the UniCo case where process revisions are required to integrate Selco staff and adjust to the new business focus. A lack of clarity in responsibilities-like how teams should collaborate on mobile applications-creates role-based conflict.

3. Instructions on the project are given by different people using different levels of planning, formality, and decision-making approaches.

B: Styles

In the UniCo scenario, the cultural differences between the dynamic, fast-paced Selco team and the more structured UniCo team highlight conflicting work styles, which may result in tension during decision-making and task execution.

4. The parties involved are continually making amendments and extensions to delivery deadlines to accommodate the changing environment.

H: Unpredictable policies

In UniCo, the organizational changes, such as the relocation of the Selco staff and the integration of operational processes, require frequent adjustments. This creates uncertainty and frustration, which are classic symptoms of conflict due to unpredictable policies.

NEW QUESTION # 43

Two Sales staff members appear to have lost energy for the change process and did not attend recent change meetings. When questioned, they said they were so overwhelmed by the number of changes in systems, materials, technical knowledge, and processes that they couldn't deal with any more.

Which 2 actions by the Sales Director are the MOST appropriate when responding to this type of resistance from staff?

- A. Assign the staff members to projects outside of this change, to prevent them undermining the changes needed.
- B. Ensure these staff members are rewarded for raising issues with the implementation.
- C. Add personal staff targets to ensure that the changes in the sales operations are continued.
- D. Consider limiting the changes to those that are related to each other during each iteration of change in sales.
- E. Find out which elements could remain unchanged so that future sales are unaffected.

Answer: D,E

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

1. Analysis of the Scenario: The staff members are experiencing change fatigue due to the overwhelming number of adjustments in systems, processes, and technical knowledge. This fatigue often arises during significant organizational transformations like the one UniCo is undergoing, where staff members feel unprepared or unsupported to handle multiple changes.

Agile Project Management (AgilePM) emphasizes adaptive change management, where incremental changes are planned and staff are supported throughout transitions. The Agile approach also recommends prioritizing manageable changes to prevent burnout.

2. Option Evaluation:

A: Find out which elements could remain unchanged so that future sales are unaffected.

* Explanation: Maintaining some consistency during the change process can help overwhelmed staff feel less stressed. By preserving elements that do not directly need alteration, employees can focus on critical areas that need improvement without feeling they are losing their entire work foundation.

* Reference from AgilePM: Agile emphasizes incremental delivery and the need to protect stability where possible during change efforts. This is key to balancing innovation with operational continuity.

* Why Correct: This approach reduces unnecessary change and helps staff focus on priority areas, reducing resistance and fatigue.

B: Add personal staff targets to ensure that the changes in the sales operations are continued.

* Explanation: While setting targets can be a motivational tool, introducing personal targets during a period of resistance or overwhelm can exacerbate stress and lead to further disengagement.

* Why Incorrect: AgilePM advocates for team empowerment and reducing pressure during resistance phases. Adding personal targets does not address the root cause of change fatigue.

C: Assign the staff members to projects outside of this change, to prevent them undermining the changes needed.

* Explanation: Removing staff from the process entirely may appear to prevent further resistance, but it also excludes them from adapting to and learning the new processes. Such an action can lead to further disengagement and even attrition.

* Why Incorrect: AgilePM encourages collaboration and engagement rather than sidelining staff during organizational changes.

D: Consider limiting the changes to those that are related to each other during each iteration of change in sales.

* Explanation: By grouping related changes, staff can focus on cohesive elements rather than being overwhelmed by disjointed changes. This iterative approach aligns with AgilePM principles, which emphasize breaking down tasks into smaller, manageable chunks.

* Reference from AgilePM: The iterative and incremental approach in Agile ensures that teams manage workload effectively while focusing on high-priority changes.

* Why Correct: Limiting and organizing changes into related areas ensures clarity, reduces cognitive load, and builds confidence among the sales staff.

E: Ensure these staff members are rewarded for raising issues with the implementation.

* Explanation: Rewarding staff for raising concerns is a positive reinforcement tactic. However, it does not address the root issue of change fatigue. While this could encourage openness, it does not reduce the overwhelming workload or clarify processes.

* Why Incorrect: Although AgilePM emphasizes transparency, this approach does not mitigate the resistance caused by change overload.

3. Final Recommendation:

* Correct Actions: A and D effectively address the root causes of resistance (overwhelm and fatigue) by maintaining stability where possible and grouping related changes into iterations.

* These solutions align with AgilePM's focus on iterative change, manageable workloads, and staff engagement.

* Incorrect Actions (B, C, E): These options either fail to address the root problem or risk disengagement further.

References:

* AgilePM Practitioner Guide, Chapter on Stakeholder Engagement and Managing Change.

* AgilePM Principles: Incremental Delivery and Focus on the Business Need.

* Agile Change Management Strategies for Overcoming Resistance.

NEW QUESTION # 44

Which 2 statements explain why the Architecture Angels' Operations Director would be an appropriate Business Advisor?

- A. Is one of the original four founders of the company.
- B. Has been involved with monitoring the progress of previous company projects.
- C. Can provide input about problems experienced by the people who run the hotels.
- D. Is in charge of providing appropriate scenarios to check the security systems.
- E. Has specialist knowledge about the targets for staff performance.

Answer: C,D

NEW QUESTION # 45

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