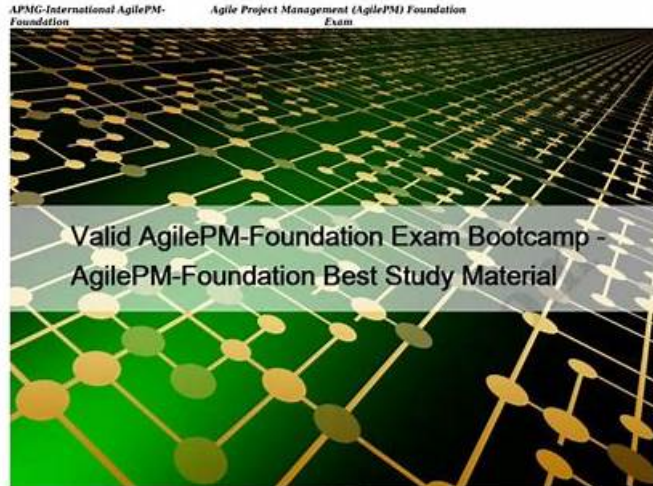


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APMG-International Agile Project Management (AgilePM) Foundation Exam Sample Questions (Q73-Q78):

NEW QUESTION # 73

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

Answer: C

Explanation:

* Statement 1: Correct. The change curve describes typical emotional responses to change, including denial, resistance, exploration, and commitment.

* Statement 2: Incorrect. The change curve applies to both positive and negative changes, as it reflects the adjustment process regardless of the perceived nature of the change.

Key AgilePM Concepts Referenced:

* Emotional Responses to Change: AgilePM Handbook, Chapter 6, Section 6.3.

NEW QUESTION # 74

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

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

Answer: D

Explanation:

* 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 # 75

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

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

Answer: A

Explanation:

* 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 # 76

Which project role is responsible for mitigating the risk if there is a lack of commitment in the business opportunity?

- A. Business Advisor
- B. Business Visionary
- **C. Business Sponsor**
- D. Business Consortium

Answer: C

Explanation:

Comprehensive and Detailed 150-300 words Explanation (paraphrased from AgilePM/DSDM guidance):

In AgilePM, the Business Sponsor is the project's ultimate decision-maker and the role accountable for ensuring continued business justification. This includes owning the investment decision, securing and sustaining funding, and maintaining senior-level commitment to the business opportunity. A lack of commitment represents a threat to the viability of the Business Case; managing and mitigating that risk sits squarely with the Sponsor. The Sponsor establishes clear objectives, champions the initiative across the organization, removes high-level impediments, and ensures that governance supports timely decisions. While the Business Visionary articulates and safeguards the solution vision and value outcomes, that role does not control organizational commitment or funding at the enterprise level. Similarly, Business Advisors provide specialist input but do not own commitment or investment risk. Therefore, where commitment to the business opportunity is wavering or unclear, the Business Sponsor is responsible for intervening-reconfirming the Business Case, rallying stakeholder support, and aligning investment, scope and timescales-so the project remains justified and deliverable.

NEW QUESTION # 77

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

Answer: C

Explanation:

* 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 # 78

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