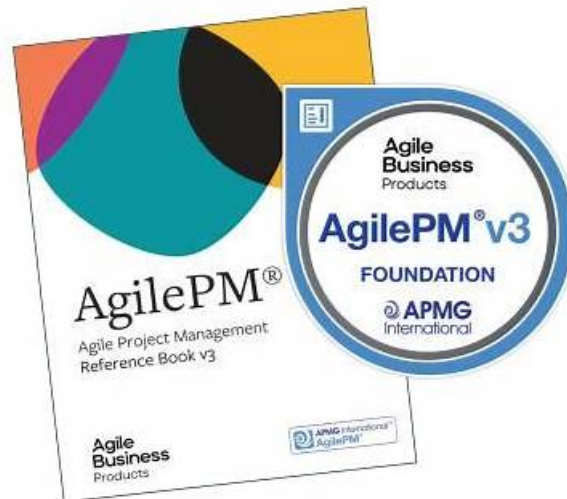


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The AgilePM-Foundation Certification Exam covers a range of topics related to Agile project management, including the principles and concepts of Agile, the roles and responsibilities of Agile team members, and the tools and techniques that are used in Agile project management. AgilePM-Foundation Exam is designed to test the candidate's understanding of these topics and their ability to apply Agile principles and techniques to real-world project scenarios.

# APMG-International Agile Project Management (AgilePM) Foundation Exam Sample Questions (Q22-Q27):

## NEW QUESTION # 22

Which is a factor used in the 'change formula' (Beckhard and Harris)?

- A. The quality of the leadership.
- B. Expected return on investment and benefits.
- **C. Level of dissatisfaction with the status quo.**
- D. Elapsed time it will take to achieve the change.

**Answer: C**

Explanation:

\* Dissatisfaction with the Status Quo: The change formula includes dissatisfaction as a key driver for change. Without sufficient dissatisfaction, the motivation to change is diminished.

\* Other Options:

\* B, C, and D: These factors, while important, are not explicitly part of the Beckhard and Harris change formula.

Key AgilePM Concepts Referenced:

\* Change Formula Framework: AgilePM Handbook, Chapter 6, Section 6.5.

## NEW QUESTION # 23

In which of the project variables does AgilePM recommend placing contingency?

- A. Cost
- **B. Features**
- C. Time
- D. Quality

**Answer: B**

Explanation:

AgilePM's control philosophy fixes Time (via timeboxing) and Cost (via stable team size and duration), and protects Quality (it must never be compromised). To keep delivery predictable while remaining responsive to change, contingency is placed in Scope, i.e., Features. Using MoSCoW prioritization, Must Haves are capped, while Shoulds and Coulds provide the controlled flexibility needed to absorb change, manage uncertainty, and still meet deadlines and budgets at the agreed quality level. This approach turns scope into the adjustable "knob," enabling teams to make informed trade-offs as learning emerges, without eroding the Definition of Done or slipping time/cost constraints. Hence, contingency belongs in Features.

## NEW QUESTION # 24

How is Quality ensured during Evolutionary Development?

- A. By continuous verification
- B. By managing objectives in a fixed time period
- **C. By facilitating session to enable a group to work to achieve an agreed goal**
- D. By understanding and managing priorities

**Answer: C**

## NEW QUESTION # 25

Where should the specific measures be recorded, to check whether the beneficiary of a User Story can use it?

- A. Context
- **B. Confirmation**
- C. Criteria
- D. Conversation

**Answer: B**

Explanation:

In agile practice, a User Story is often framed by the "3 Cs": Card, Conversation, and Confirmation. The Card captures just enough of the requirement to spark dialogue. The Conversation is the collaborative discussion among Product Owner (or Customer/Business), Developers, and other stakeholders that elaborates details and clarifies intent. The Confirmation element records the specific, testable acceptance criteria that will be used to verify the story delivers the intended outcome for its beneficiary (the user or customer). These acceptance criteria translate stakeholder expectations into objective checks-often articulated as scenarios or examples-that determine whether the story is fit for purpose and "Done." Agile Project Management approaches (including AgilePM/DSDM and Scrum-aligned practices) emphasize that acceptance criteria belong with the story as its Confirmation, because that is what allows the team to assert value delivery, guide development and testing, and anchor Sprint Review demonstrations. Therefore, the appropriate place to record the concrete measures by which a user can successfully use the delivered capability is the Confirmation section of the User Story.

#### NEW QUESTION # 26

Which of the following are values in the Agile Manifesto?

Individuals and interactions over processes and tools

Responding to change over following a plan (correcting "Responsible to change") Customer collaboration over contract negotiation

Comprehensive documentation over working solutions

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

**Answer: B**

Explanation:

Comprehensive and Detailed 150-300 words Explanation (paraphrased from Agile Manifesto & AgilePM alignment):

The Agile Manifesto states four value pairings that guide agile delivery. Three relevant to this question are: "Individuals and interactions over processes and tools," "Customer collaboration over contract negotiation," and "Responding to change over following a plan." These emphasize people-centric collaboration, close partnership with customers, and adaptability through iterative inspection and adaptation. The fourth statement in the options is incorrect: the Manifesto values "working software over comprehensive documentation," not the reverse. AgilePM aligns with these values by encouraging active business involvement, timeboxing, incremental delivery, and MoSCoW prioritization-mechanisms that maximize collaboration, transparency, and the ability to change course based on real feedback. Documentation, plans, and contracts still exist but are framed to enable collaboration and change rather than constrain them. Therefore, the correct set of values among the options is 1, 2, and 3, making A correct.

#### NEW QUESTION # 27

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