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## APMG-International Agile Project Management (AgilePM) Foundation

## Exam Sample Questions (Q56-Q61):

### NEW QUESTION # 56

In what phase is it first established whether further investigation of the project is justified?

- A. Evolutionary Development
- B. Foundations
- **C. Feasibility**
- D. Pre-Project

**Answer: C**

Explanation:

It is during the Feasibility phase that it is first established whether further investigation of the project is justified<sup>3</sup>. This phase aims to determine if the proposed project is likely to be feasible from both a technical and business perspective.

### NEW QUESTION # 57

How does the Project Approach Questionnaire (PAQ) help in identifying and managing approach-based risks?

- A. By ensuring that all project team members agree with the AgilePM approach, thereby eliminating the need...
- **B. By highlighting areas where the project's culture, leadership, or governance may not align with AgilePM principles.**
- C. By solely focusing on technical risks, ignoring cultural and leadership aspects.
- D. By providing a one-time assessment at the project's conclusion to identify risks retrospectively.

**Answer: B**

Explanation:

The Project Approach Questionnaire (PAQ) is a diagnostic tool in AgilePM used to surface approach-based risks early and throughout the project. It examines dimensions such as organizational culture, leadership behaviors, stakeholder engagement, governance expectations, team empowerment, and technical/environmental readiness against AgilePM principles and practices. By assessing these areas, the PAQ highlights misalignments (e.g., low business involvement, decision latency, rigid change control, insufficient empowerment) that could undermine agile delivery. The output informs targeted mitigations-coaching needs, governance adjustments, facilitation plans, risk responses, and communications-embedded into the project approach. It is not a one-off retrospective instrument (contra option C); it is used iteratively to steer the approach. Nor does it "ensure agreement" and "eliminate the need" for other controls (contra option B); instead, it supports informed governance and continuous improvement. Finally, it does not focus solely on technical risks (contra option D); it explicitly covers culture and leadership alongside process and technical considerations.

### NEW QUESTION # 58

What phase will decide on which projects are started, based on a clearly defined objective?

- A. Feasibility
- **B. Pre-Project**
- C. Foundations
- D. Post-project

**Answer: B**

Explanation:

The Pre-Project phase is the stage where it is decided which projects are started, based on a clearly defined objective<sup>1</sup>. This phase ensures that only the right projects are initiated and that they are set up correctly, aligning with the DSDM philosophy that the best business value emerges when projects are aligned to clear business goals<sup>1</sup>.

### NEW QUESTION # 59

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

#### Answer: D

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 # 60

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

- A. Contractual agreements must be standardized for simplicity
- **B. Contractual agreements should be considered for their value**
- C. Contractual agreements should be encouraged by default
- 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 # 61

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