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Question: 1

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

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

Question: 2

Which of the following is a DSMD principle?

- A. Build incrementally from firm foundations
- B. Build incrementally from Feasibility onwards
- C. Build incrementally in Timeboxes
- D. Build incrementally

Answer: A

Explanation:

The DSMD (Dynamic Systems Development Method) principle of "Build incrementally from firm foundations" emphasizes the importance of having a solid understanding of the project's foundation before proceeding with incremental development. This principle ensures that each increment is built upon a stable base, which supports the overall project integrity and success.

Question: 3

Identify the missing words in the following sentence.

Principles 1 – Focus on the Business Need suggests that every decision taken during a project should be [?] – to deliver what the business needs to be delivered.

- A. The responsibility of the Business Sponsor
- B. Share between all of the project roles
- C. Viewed in light of the overriding project goal
- D. Made collaboratively

Answer: C

Explanation:

Principle 1 – Focus on the Business Need suggests that every decision taken during a project should be viewed in light of the overriding project goal. This principle ensures that all decisions align with the main objective of delivering what the business needs, thus maintaining a clear focus on achieving the project's goals.

Question: 4

Which statement about DSDM roles is true?

- A. In DSDM, one person must hold several roles
- B. One DSDM roles does NOT necessarily mean one person
- C. All DSDM roles should be shared
- D. DSDM roles should NOT be split between two people

Answer: B

Explanation:

In DSDM, it is true that one DSDM role does not necessarily mean one person. This allows for flexibility in assigning roles based on the project's needs and the individuals' skills and capacities. It is possible for one person to hold multiple roles or for a role to be shared among several people, depending on what is most effective for the project.

Question: 5

During what phase should the strategy for Iterative Development be considered?

- A. Pre-Project

- B. Feasibility
- C. Foundations
- D. Evolutionary Development

Answer: C

Explanation:

The strategy for Iterative Development should be considered during the Foundations phase. This phase establishes a firm foundation for the project, ensuring that only the right projects are started and that they are set up correctly, considering aspects such as feasibility and business case¹. It's crucial to have a clear strategy for Iterative Development at this stage to guide the subsequent phases of the project effectively.

Question: 6

What phase will create Solution increments?

- A. Feasibility
- B. Foundations
- C. Evolutionary Development
- D. Deployment

Answer: C

Explanation:

Solution increments are created during the Evolutionary Development phase. This phase is where the solution is developed iteratively, building on the firm foundations laid out in the previous phases¹. It involves creating increments of the product through time-boxed iterations, ensuring that the solution evolves in line with the project's objectives and business needs.

Question: 7

Which of the following support the DSDM philosophy and principles?

- A. Process, people, products and practices
- B. People, products, phase and plans
- C. Plans, projects, process and people
- D. Phases, productivity, power and process

Answer: A

Explanation:

The DSDM philosophy emphasizes that the best business value emerges when projects are aligned to clear business goals, deliver frequently, and involve the collaboration of motivated and empowered people¹. The eight principles of DSDM support this philosophy and are brought to life by guiding the team in the attitude it must take and the mindset it must adopt to deliver consistently while remaining flexible¹. These principles are supported by process, people, products, and practices, which enable organizations to deliver best value business solutions collaboratively¹.

Question: 8

Which information is given in the Solution Architecture Definition?

- A. A high-level design framework for the solution.
- B. A snapshot of the evolving business, solution and management products
- C. The tools and standards to be used in Evolutionary Development
- D. The strategy for testing

Answer: A

Explanation:

The Solution Architecture Definition is an evolutionary product that provides a high-level design framework for the solution². It is intended to cover both business and technical aspects of the solution to a level of detail that makes the scope of the solution clear but does not constrain evolutionary development². This ensures that the solution architecture supports the business direction and the solution under development will be fit for its intended purpose³

Question: 9

Which statement applies to the DSDM process?

- A. Can be configured and calibrated to cater for light or strong governance
- B. DSDM projects can deliver the phases in the DSDM process in any order
- C. Does not require the elaboration of supporting products for complex projects
- D. Provides an approach that can be used for all projects without change

Answer: A

Explanation:

The DSDM process can indeed be configured and calibrated to cater for a range of projects, from those requiring light governance to those needing stronger governance¹. This flexibility allows the DSDM process to be tailored to the specific needs of the project, ensuring that the right balance between control and

agility is achieved¹.

Question: 10

What DSDM product reflects the approach to the management of the project as a whole and considers, from a management perspective, how the project will be organized and planned?

- A. Foundation Summary
- B. Delivery Plan
- C. Terms of Reference
- D. Management Approach Definition

Answer: D

Explanation:

The DSDM product that reflects the approach to the management of the project as a whole, considering how the project will be organized and planned from a management perspective, is the Management Approach Definition². This product outlines the overall strategy for managing the project, including aspects such as roles, responsibilities, and processes, ensuring that the project is aligned with its objectives and can be delivered successfully².

Question: 11

What role is responsible for interpreting the needs of the Business Sponsor and communicating these to the team?

- A. Business Visionary
- B. Technical Coordinator
- C. Business Analyst
- D. Team Leader

Answer: A

Explanation:

The Business Visionary is responsible for interpreting the needs of the Business Sponsor and communicating these to the team¹. This role represents the Business Sponsor by communicating the vision of the project and ensuring that the team understands the sponsor's requirements¹.

Question: 12

What is the purpose of the Foundations Summary?

- A. To document how stakeholders will be engaged and standards that will be applied.
- B. To define the tools, techniques, customer, practices and standards that will be applied
- C. To provide enough information to decide whether the project is likely to deliver return on investment
- D. To define the scope of the requirements that the project needs to address

Answer: C

Explanation:

The purpose of the Foundations Summary in AgilePM is to provide enough information to decide whether the project is likely to deliver a return on investment. This document serves as a comprehensive overview of the project's viability, including a high-level understanding of the business case, objectives, scope, and risks. It ensures that all stakeholders have a clear understanding of the project's potential value and feasibility before significant resources are committed.

Reference:

AgilePM Foundation Handbook

"Agile Project Management: Creating Innovative Products" by Jim Highsmith

Question: 13

Which practice provides an interactive environment in which all key players can contribute to the outcome?

- A. Modelling
- B. Facilitated Wordshop
- C. Iterative Development
- D. Timeboxing

Answer: B

Explanation:

A Facilitated Workshop provides an interactive environment where all key players can contribute to the outcome. It is a practice within Agile and DSDM that encourages collaboration and active participation from all stakeholders to shape the project's direction and solutions.

Question: 14

How does DSDM differ from most other Agile approaches?

- A. It focuses on the entire project lifecycle

- B. It focuses on the development of products
- C. It focuses on the delivery of products
- D. It focuses on the collaborative working of teams

Answer: A

Explanation:

DSDM differs from most other Agile approaches because it focuses on the entire project lifecycle⁴⁵⁶. This includes pre-project, feasibility, foundations, development, and deployment phases, ensuring a comprehensive approach to project management.

Question: 15

Which plain defined by DSDM, has a planning horizon that includes the end of a project?

- A. Timebox
- B. Detailed
- C. Delivery
- D. High-Level

Answer: C

Explanation:

The Delivery Plan defined by DSDM has a planning horizon that includes the end of the project⁷. This plan looks towards the future, often months or years ahead, to guide the incremental delivery of the project's outcomes.

Question: 16

Which purpose relates to the Consolidation in a structured Timebox?

- A. To confirm the detail of all the requirements to be delivered by the structured Timebox.
- B. To address the requirements and test the structure Timebox product.
- C. To formality accept the structured Timebox deliverables.
- D. To tie up any loose ends related to Evolutionary Development

Answer: D

Explanation:

The purpose of the Consolidation phase in a structured Timebox is to tie up any loose ends related to

Evolutionary Development. This phase involves finalizing all outstanding work, ensuring that the deliverables meet the required quality standards, and preparing the product for acceptance and deployment. It is a critical phase for addressing any minor issues that may have arisen during development and ensuring that the Timebox objectives have been fully achieved.

Reference:

DSDM Agile Project Framework Handbook

"Agile Project Management: Best Practices and Methodologies" by Eric Brechner

Question: 17

Which responsibility relates to the role of the Business Ambassador?

- A. Provide the team with strategic direction.
- B. Responsible for the Business Case and project budget.
- C. Resolve business issues and make financial decisions
- D. Provide day-to-day detail of the requirements during timeboxes

Answer: D

Explanation:

The responsibility of the Business Ambassador in AgilePM is to provide day-to-day detail of the requirements during Timeboxes. This role involves representing the interests of the business within the project team, ensuring that the evolving product meets the business needs. The Business Ambassador works closely with the development team to clarify requirements, provide feedback, and make decisions promptly to keep the project on track.

Reference:

AgilePM Foundation Handbook

"Agile Project Management for Dummies" by Mark C. Layton

Question: 18

In a free format Timebox, when should reviews take place?

- A. During the Kick-Off phase
- B. Throughout the body of the Timebox.
- C. During the Close.Out phase

D. After the Timebox has been completed

Answer: B

Explanation:

In a free format Timebox, reviews should take place: B. Throughout the body of the Timebox.

Question: 19

Which phase in the DSDM process aims to understand the scope of work and, in broad terms, how it will be carried out, by whom, when and where?

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

Answer: A

Explanation:

The phase in the DSDM process that aims to understand the scope of work and, in broad terms, how it will be carried out, by whom, when, and where is.

Question: 20

How should DSDM team measure progress?

- A. Through a project dashboard
- B. Based on what has been delivered at the end of a Timebox.
- C. Based on the completion of activities rather than the delivery of products
- D. Through an analysis of the Instrumental Success Factors.

Answer: B

Explanation:

A DSDM team should measure progress: B. Based on what has been delivered at the end of a Timebox.

Question: 21

What does DSDM refer to the Minimum Usable Subset?

- A. The Must, Should and Could have requirements
- B. All requirements in the functional specification
- C. The Must Have requirements
- D. Those requirements that have passed user acceptance testing

Answer: C

Explanation:

In DSDM, the Minimum Usable Subset refers to the “Must Have” requirements as defined by the MoSCoW prioritization¹. This subset ensures that the project delivers the core functionalities that are critical for the system to be considered useful and viable².

Question: 22

How does the Post-Project phase add value to a project?

- A. Define how the operation of the solution will be managed
- B. Iteratively explores the low- level detail of the requirements
- C. Checks how well the expected business benefits have been met
- D. Brigs a baseline of the Evolving Solution into operational use

Answer: C

Explanation:

The Post-Project phase in AgilePM is crucial for evaluating the project’s success in terms of the business benefits realized³. It is conducted after the project is completed and focuses on assessing whether the expected benefits outlined at the start of the project have been achieved

Question: 23

When should the quality of the evolving solution first be tested?

- A. At the end of a Timebox
- B. At the end of a project.
- C. At the end of each increment
- D. As part of the iterative Development process

Answer: D

Explanation:

The quality of the evolving solution should be tested as part of the iterative development process⁴. This

approach allows for continuous integration and testing of the solution, ensuring that quality is built into the product from the beginning and maintained throughout the development cycle.

Question: 24

Which of the following statements about the technical Coordinator role is true?

The technical Coordination provides the same function from a technical perspective as the Business Ambassador does from a business perspective.

The technical Coordinator is responsible for ensuring that the solution conform to the requested technical standards.

- A. Only 1 is true
- B. Only 2 is true
- C. Both 1 and 2 are true
- D. Neither 1 or 2 is true

Answer: C

Explanation:

Both statements about the Technical Coordinator role in AgilePM are true. The Technical Coordinator provides the same function from a technical perspective as the Business Ambassador does from a business perspective, ensuring that the technical aspects of the project align with the overall business objectives. Additionally, the Technical Coordinator is responsible for ensuring that the solution conforms to the requested technical standards, overseeing the technical integrity and quality of the product throughout the development process.

Reference:

DSDM Agile Project Framework Handbook

"Agile Architecture: Strategies for Scaling Agile Development" by James O. Coplien and Gertrud Bjørnvig

Question: 25

How are the business roles critical to the success of a DSDM project?

- A. Guide the evolution of the solution at the detailed level
- B. Make all decisions
- C. Provide formal progress reporting
- D. Lead Solution Developer demonstrations

Answer: A

Explanation:

Business roles are critical in a DSDM project as they guide the evolution of the solution at a detailed level. They provide day-to-day business direction and ensure that the solution being developed aligns with the business needs and objectives.

Question: 26

When using the Iterative Development technique, which of the following should each cycle include?

1. Thought
2. Action
3. Control
4. Conversation

A. 1, 2, 3

B. 1, 2, 4

C. 1, 3, 4

D. 2, 3, 4

Answer: A

Explanation:

When using the Iterative Development technique, each cycle should include Thought, Action, and Control. These components ensure that the development process is systematic and reflective. Thought involves planning and considering the next steps, Action is the implementation of those plans, and Control is the evaluation and adjustment based on feedback and results. This iterative cycle helps in refining the product incrementally and ensures continuous improvement.

Reference:

AgilePM Foundation Handbook

"The Art of Agile Development" by James Shore and Shane Warden

Question: 27

What is the MoSCoW technical used for?

- A. Understanding and managing priorities.
- B. Ensuring a team-based approach through visual and verbal communication and collaboration.
- C. Creating a visual representation of a problem or a solution.
- D. As an opportunity to share information across the team and to do any day.to.day re-planning and reorganizing as necessary when issues occur.

Answer: A

Explanation:

The MoSCoW technique is used for understanding and managing priorities³. It helps teams prioritize features, user stories, and requirements by categorizing them into Must have, Should have, Could have, and Won't have, ensuring that the most critical items are addressed first⁴.

Question: 28

What role normally facilitates the Daily Stand.up?

- A. Business Advisor
- B. Technical Advisor
- C. Team Leader
- D. Project manager

Answer: C

Explanation:

The role that normally facilitates the Daily Stand-up in AgilePM is the Team Leader⁵. The Team Leader ensures that the meeting is focused on progress toward the iteration goal and facilitates effective decision-making during the stand-up.

Question: 29

How is contingency typically managed in a DSDM project?

- A. Not needed in a DSDM project.
- B. Allowed adding a percentage to the high-level estimates.
- C. Managed by varying the features to be delivered.
- D. Managed by varying time and cost

Answer: C

Explanation:

In a DSDM project, contingency is typically managed by varying the features to be delivered⁶. This approach aligns with the DSDM principle of delivering the most critical work first and using the MoSCoW prioritization to adjust the scope of delivery as needed.

Question: 30

During what phase should a baseline of the Evolving Solution be put into operational use?

- A. Foundations
- B. Evolutionary Development
- C. Deployment
- D. Post-Project

Answer: C

Explanation:

A baseline of the Evolving Solution should be put into operational use during the Deployment phase⁷. This phase is when the latest increment of the product is put into live use, marking the transition from development to real-world operation.

Question: 31

Which purpose relates to the instrumental Success Factors?

- A. Underpins the prioritization of requirements
- B. Informs the development of the Business Case
- C. Positions DSDM projects for a successful outcome
- D. Inform the development of the Terms of Reference

Answer: C

Explanation:

Instrumental Success Factors (ISFs) in DSDM are crucial as they position projects for a successful outcome. ISFs are the critical elements that must be in place for a DSDM project to succeed. They provide a foundation for effective project management and delivery, ensuring that all necessary conditions are met to support the project's objectives and deliverables.

Reference:

Question: 32

What DSDM product is identified as a governance product because it may be used for purposes such as prioritization of a project within a portfolio?

- A. Terms of Reference
- B. Business Case
- C. Prioritized Requirements List
- D. Feasibility Assessment

Answer: A

Explanation:

The Terms of Reference is identified as a governance product in DSDM because it may be used for purposes such as the prioritization of a project within a portfolio². It provides a high-level definition of the overarching business driver and top-level objectives of the project.

Question: 33

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

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

Answer: B

Explanation:

It is during the Feasibility phase that it is first established whether further investigation of the project is justified³. This phase aims to determine if the proposed project is likely to be feasible from both a technical and business perspective.

Question: 34

Who is responsible for the application of Principle 8, Demonstrate Control?

- A. Collectively applied by the whole team
- B. The project-level roles
- C. Team Leader
- D. Project Manager

Answer: A

Explanation:

The application of Principle 8, Demonstrate Control, is collectively applied by the whole team⁴. This principle ensures that there are proper levels of planning, progress measurement, and reporting in place.

Question: 35

Which statement about change is correct for DSDM?

- A. Change is a symptom of an inability to define requirements properly
- B. Avoid change whenever possible
- C. Change is inevitable and makes estimating very difficult
- D. Projects operate with a changing world

Answer: D

Explanation:

DSDM acknowledges that change is inevitable and that projects operate within a changing world⁵.

The methodology is designed to embrace change and harness its benefits, rather than resist it.

Question: 36

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

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

Answer: A

Explanation:

The Pre-Project phase is the stage where it is decided which projects are started, based on a clearly defined

objective1. 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 goals1.

Question: 37

How is Quality ensured during Evolutionary Development?

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

Answer: B

Explanation:

Quality during Evolutionary Development is ensured by continuous verification2. This involves iterative development, where all development processes, including testing, are repeated to ensure the output is complete and able to generate useful feedback2.

Question: 38

When is a Timebox Plan updated?

- A. At the Daily Start-ups
- B. At Timebox Kick-ups
- C. As needed by the Project Manager
- D. Each time a Timebox is completed

Answer: A

Explanation:

A Timebox Plan is updated at the Daily Start-ups. These daily meetings allow the team to review progress, discuss any issues, and make necessary adjustments to the plan. Regular updates ensure that the project stays on track and that any deviations are addressed promptly, facilitating smooth and efficient progress towards the Timebox objectives.

Reference:

AgilePM Foundation Handbook

"Scrum: The Art of Doing Twice the Work in Half the Time" by Jeff Sutherland

Question: 39

During what DSDM phase is it established how quality to be assured?

- A. During Feasibility
- B. As part of Foundations
- C. At the start of Evolutionary Development
- D. During each timebox during Evolutionary Development

Answer: B

Explanation:

The Foundations phase is when it is established how quality will be assured⁴. This phase builds upon the preliminary investigation from the Feasibility phase to establish a fundamental understanding of the business rationale for the project and how the development and delivery of the solution will be managed, including quality assurance measures⁴.

Question: 40

What DSDM Principles requires the transparency of all work being performed by the team?

- A. Principle 1- Focus on the Business Need
- B. Principle 1 – Build incrementally from Firm Foundations
- C. Principle 66-Develop iteratively
- D. Principle 8-Demonstrate Control

Answer: D

Explanation:

Principle 8 - Demonstrate Control requires the transparency of all work being performed by the team⁵. This principle ensures that plans and progress are visible to all and that progress is measured through the delivery of products rather than completed activities⁵.

Question: 41

Which of the following are recognized DSDM styles of Timebox?

- 1. Unstructured
- 2. Consolidated

- A. Only 1 is true

- B. Only 2 is true
- C. Both 1 and 2 are true
- D. Neither 1 or 2 is true

Answer: C

Explanation:

DSDM recognizes two styles of Timebox: a structured Timebox and a free format Timebox¹. The structured Timebox is the original DSDM-style Timebox, which provides a standard, repeatable internal structure to a Timebox. The free format Timebox allows more flexibility

Question: 42

Which technique allows for testing the achievability of objectives?

- A. Modeling
- B. Facilitated Workshop
- C. MoSCoW
- D. Timeboxing

Answer: D

Explanation:

Timeboxing is the technique that allows for testing the achievability of objectives. This approach involves setting a fixed period (the Timebox) during which specific tasks or objectives must be completed. By focusing on what can be achieved within the set time frame, Timeboxing helps teams test and validate whether their objectives are realistic and attainable. This iterative approach ensures continuous assessment and adaptation, promoting efficient project management.

Reference:

AgilePM Foundation Handbook

"Agile Project Management with Scrum" by Ken Schwaber

Question: 43

What DSDM product describes how the benefits have actually accrued following a period in live operation?

- A. Prioritized Requirement List
- B. Benefits Assessment

C. Project Review Report

D. Delivery Plan

Answer: B

Explanation:

The DSDM product that describes how the benefits have actually accrued following a period in live operation is the Benefits Assessment³. This product is used to assess the actual benefits realized after the solution has been in use³.

Question: 44

What role, ideally, should be independent of the outcome to be achieved in a Facilitated Workshop?

A. Business Analyst

B. Workshop Facilitator

C. Business Ambassador

D. Business Visionary

Answer: B

Explanation:

The role that should ideally be independent of the outcome to be achieved in a Facilitated Workshop is the Workshop Facilitator⁴. This role manages the processes and dynamics of the workshop and should remain neutral and impartial⁴.

Question: 45

According to the DSDM principle 'Never Compromise Quality,' when should the overall level of quality to be delivered within the solution be agreed?

A. During evolutionary development

B. At the start of the project

C. When the Business Advisor is available

D. Whenever the level of solution quality is known.

Answer: B

Explanation:

According to the DSDM principle 'Never Compromise Quality,' the overall level of quality to be delivered

within the solution should be agreed at the start of the project⁵. This principle ensures that quality is not compromised to recover from deviations; instead, the scope of the project will be **dynamic**⁶.

Question: 46

What role is responsible for the delivery of the project from Foundations through to Deployment?

- A. Business Sponsor
- B. Business Visionary
- C. Project manager
- D. Technical Coordinator

Answer: C

Explanation:

The Project Manager is responsible for the delivery of the project from Foundations through to Deployment¹. This role involves high-level coordination of the project, ensuring that both business and technical delivery aspects are managed effectively from the initial phases through to the final deployment¹.

Question: 47

Which competence is NOT required within the Solution Development team?

- A. All members to be multi-skilled experts
- B. Business knowledge
- C. Technical expertise
- D. Willingness to work with other

Answer: A

Explanation:

Within the Solution Development team, it is not required for all members to be multi-skilled experts¹. While a diverse set of skills is beneficial, DSDM emphasizes collaboration and the effective use of individual strengths rather than expecting every team member to be an expert in all areas¹.

Question: 48

Which of the following is a stated benefit of using DSDM?

1. The business is better able to direct development
2. Designs are based on predicted

3. The risk of building the wrong solution is reduced

4. Deployment is more likely to go smoothly

A. 1, 2, 3

B. 2, 3, 4

C. 1, 3, 4

D. 1, 2, 4

Answer: C

Explanation:

The stated benefits of using DSDM include the business being better able to direct development, the reduced risk of building the wrong solution, and a smoother deployment process². These benefits stem from DSDM's iterative approach and close collaboration with stakeholders².

Question: 49

Identify the missing word in the following sentence.

The Business Sponsor is known as the project [?] because they are committed to the solution and the delivery approach.

A. Governor

B. Champion

C. Visionary

D. director

Answer: B

Explanation:

The missing word in the sentence is "Champion". The Business Sponsor is known as the project Champion because they are committed to the solution and the delivery approach³⁴. This role is crucial as it provides the strategic direction and controls the funding/budget for the project¹.

Question: 50

Which of the following is NOT an interest into which each DSDM role is grouped?

- A. Business
- B. Solution/Technical
- C. Management
- D. Maintenance

Answer: D

Explanation:

Maintenance is not one of the interest groups into which each DSDM role is grouped¹. The recognized interest groups are Business, Solution/Technical, and Management¹. These groups represent the different areas of focus within a DSDM project.

In DSDM, each role is grouped into interests such as Business, Solution/Technical, and Management. Maintenance is not one of the interests into which DSDM roles are grouped. The primary focus of DSDM roles is to ensure that the project is delivered successfully by balancing business needs, technical feasibility, and effective management practices.

Reference:

DSDM Agile Project Framework Handbook

"Agile Project Management: Best Practices and Methodologies" by Eric Brechner

Question: 51

Which of the following statements, about the behavior of effective change managers as agile practitioners, are true?

- They should take a single framework and apply it persistently.
- They should remain resilient, flexible, and willing to learn.

- A. Only 1 is true.
- B. Only 2 is true.

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

Answer: B

Explanation:

Statement 1: Incorrect. Agile is rooted in adaptability and tailoring practices to fit the specific needs of a project. Taking a single framework and applying it persistently reflects rigidity, which contradicts the Agile principles of flexibility and continuous improvement. AgilePM advocates selecting and combining frameworks (e.g., Scrum, Kanban) based on the project environment rather than sticking to one rigidly.

Statement 2: Correct. Resilience, flexibility, and a willingness to learn are central to Agile practitioners. They must adapt to challenges and new information to ensure continuous delivery of value. This aligns with Agile values of embracing change over following strict plans and the AgilePM philosophy of iterative improvement.

Key AgilePM Concepts Referenced:

Flexibility over Rigidity: AgilePM Handbook, Chapter 1, Section 1.4 ("The Agile Mindset").

Iterative Development and Learning: Chapter 3, Section 3.5 (Iterative Principles).

Question: 52

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

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

Answer: A

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.

Question: 53

Which of the following statements about diverse teams are true?

Quicker to make decisions than teams of 'similar.'

Members understand each other immediately.

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

Answer: D

Explanation:

Statement 1: Incorrect. Diverse teams tend to take longer to make decisions due to differing perspectives and approaches. However, this trade-off leads to more thorough and creative decisionmaking, which is a recognized strength of diverse teams.

Statement 2: Incorrect. Members of diverse teams often require time to align on communication styles, goals, and processes. Effective collaboration in diverse teams is developed through trustbuilding and active engagement, as outlined in Agile team practices.

Why Diverse Teams Matter in Agile:

Agile emphasizes collaboration and innovation, which are enhanced by diverse teams. However, the process

of building trust and understanding takes time. AgilePM recommends fostering inclusivity and addressing conflicts constructively to harness the strengths of diverse teams.

Key AgilePM Concepts Referenced:

Building Effective Teams: AgilePM Handbook, Chapter 5, Section 5.3.

Trust and Transparency in Teams: Chapter 4, Section 4.6.

Question: 54

Which of the key principles, for building and maintaining engagement throughout change, is demonstrated when we are able to talk about anything, maintain the relationship, and reach a good outcome?

A. Inclusivity.

B. Connectivity.

C. Transparency.

D. Dialogue.

Answer: D

Explanation:

Dialogue: The ability to talk about anything while maintaining relationships and achieving a good outcome is a clear demonstration of effective dialogue. Dialogue is essential for fostering mutual understanding and collaboration, especially during change. AgilePM emphasizes open communication and rich interaction to address concerns and align stakeholders.

Other Options:

Inclusivity: Focuses on ensuring diverse perspectives are included but doesn't inherently emphasize open conversations.

Connectivity: Refers to fostering connections among team members and stakeholders, which is a broader concept.

Transparency: While important, it primarily relates to openly sharing information rather than fostering dialogue.

Key AgilePM Concepts Referenced:

Engagement and Communication Principles: AgilePM Handbook, Chapter 4, Section 4.2.

Question: 55

Which approach is recommended for helping people through the 'change curve'?

- A. Actively involve line managers in listening and providing support.
- B. Recognize negative emotions as a sign that the change is being managed badly.
- C. Advise people not to discuss their problems with colleagues.
- D. Assume that everyone will eventually move on in time to deal with the change.

Answer: A

Explanation:

Actively Involve Line Managers: Change management frameworks highlight the importance of involving line managers to support individuals through the emotional phases of the change curve. Line managers can offer guidance, listen to concerns, and provide the reassurance needed to navigate uncertainty.

Why the Other Options Are Incorrect:

- B: Negative emotions are a normal part of the change curve and should not automatically be seen as mismanagement.
- C: Discouraging discussion can create further resistance and disengagement.
- D: Assuming individuals will adapt over time neglects the need for proactive engagement and support.

Key AgilePM Concepts Referenced:

Navigating the Change Curve: AgilePM Handbook, Chapter 6, Section 6.3

Question: 56

What is defined as "The means by which an organization increases involvement of its employees and other stakeholders with organizational change"?

- A. Engagement.
- B. Change Agent.
- C. Sponsor.
- D. Line Leader.

Answer: A

Explanation:

Engagement: Defined as the process of increasing employee and stakeholder involvement in organizational change, engagement ensures commitment and minimizes resistance. It is a key responsibility of change managers to foster this involvement, as outlined in AgilePM principles.

Other Options:

Change Agent: Refers to individuals or teams driving the change process, not the process itself.

Sponsor: Represents leadership roles advocating for change but is not a mechanism for involvement.

Line Leader: Plays a supportive role in change but does not define engagement itself.

Key AgilePM Concepts Referenced:

Employee Engagement: AgilePM Handbook, Chapter 3, Section 3.2.

Question: 57

In neuroscience, which particularly rewards the brain's need for certainty?

- A. Change delivered in small stages.
- B. Delegated decision-making through change.
- C. Group social events.
- D. Public praise.

Answer: A

Explanation:

Certainty in Neuroscience: The brain seeks predictability and stability, which is supported by

delivering change in small, incremental stages. This approach aligns with Agile's iterative and incremental delivery, providing clarity and reducing stress for individuals undergoing change.

Other Options:

- B: Delegated decision-making relates to empowerment but does not directly address certainty.
- C: Group social events foster connection, not certainty.
- D: Public praise boosts morale but doesn't satisfy the need for predictability.

Key AgilePM Concepts Referenced:

Iterative and Incremental Delivery: AgilePM Handbook, Chapter 3, Section 3.6.

Question: 58

Which of the following statements about diverse teams are true?

Increased creativity and innovation.

Thorough problem-solving and decision-making.

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

Answer: C

Explanation:

Statement 1: Correct. Diverse teams bring varied perspectives, which enhances creativity and innovation.

AgilePM highlights the importance of leveraging diversity for better outcomes.

Statement 2: Correct. Diverse teams approach problems from multiple angles, resulting in more thorough decision-making. However, this often requires additional time to align perspectives.

Key AgilePM Concepts Referenced:

Team Collaboration: AgilePM Handbook, Chapter 5, Section 5.3.

Question: 59

Which skill is MOST relevant to helping people through the change curve?

- A. Time management.
- B. Negotiation.
- C. Decision-making.
- D. Active listening.

Answer: D

Explanation:

Active Listening: The change curve requires empathetic and effective communication to understand concerns, address resistance, and guide individuals through emotional responses to change. Active listening is a vital skill in this process.

Other Options:

Time management: Important but not specific to the emotional aspects of change.

Negotiation: Relevant for resolving conflicts but secondary to listening during change.

Decision-making: Necessary for leadership but not for guiding individuals emotionally.

Key AgilePM Concepts Referenced:

Engagement and Support: AgilePM Handbook, Chapter 6, Section 6.4.

Question: 60

When assessing the impact and severity of options on how to handle change, not all costs are financial. What type of cost is reflected in the downtime experienced while staff are trained to use a new process or system?

- A. Productivity dip.
- B. Safety & Wellbeing.
- C. Reputational.
- D. Opportunity.

Answer: A

Explanation:

Productivity Dip: A temporary drop in productivity is common when employees are being trained on new processes or systems. This cost is critical to account for in planning and managing change effectively.

Other Options:

Safety & Wellbeing: Relates to physical and emotional health, not productivity.

Reputational: Refers to external perception of the organization.

Opportunity: Refers to lost potential from alternative courses of action.

Key AgilePM Concepts Referenced:

Assessing Change Impact: AgilePM Handbook, Chapter 7, Section 7.3.

Question: 61

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

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

Question: 62

Which of the following statements, about the use of symbolic actions and symbolism to appeal to people's hearts and minds, are true?

Leaders must lead by example.

Only leaders can influence change.

- A. Only 1 is true.
- B. Only 2 is true.
- C. Both 1 and 2 are true.

D. Neither 1 nor 2 is true.

Answer: A

Explanation:

Statement 1: Correct. Leading by example is crucial for inspiring trust and alignment with the change vision. Symbolic actions by leaders play a significant role in fostering engagement.

Statement 2: Incorrect. Change influence is not limited to leaders; team members and change agents **CAN** also drive and inspire change.

Key AgilePM Concepts Referenced:

Role of Leadership in Change: AgilePM Handbook, Chapter 6, Section 6.2.

Question: 63

Why is it appropriate to give Line Leaders privileged access to the thinking behind a change?

- A. They have seniority within the organization.
- B. Their authorization is needed to progress.
- C. Everyone should see this information.
- D. They may block change if not fully engaged.

Answer: D

Explanation:

Line Leaders as Key Stakeholders: If line leaders are not fully engaged, they can create barriers to change implementation due to their influence on frontline staff. Providing them with privileged access ensures alignment and reduces resistance.

Other Options:

- A: Seniority is irrelevant; engagement depends on roles and influence.
- B: Authorization may not always be needed for every change.
- C: Information access should be strategic, not indiscriminate.

Key AgilePM Concepts Referenced:

Question: 64

An organization has decided to roll out the transition to a new software application, one department at a time. What type of delivery strategy is being adopted?

- A. Big Bang.
- B. Phased.
- C. Voluntary Adoption.
- D. Many small incremental/iterative releases.

Answer: B

Explanation:

Phased Approach: Rolling out change one department at a time reflects a phased delivery strategy, which allows for controlled implementation and adjustment before wider deployment.

Other Options:

- A: Big Bang involves simultaneous rollout across the organization.
- C: Voluntary Adoption allows individuals to opt in.
- D: Incremental/Iterative applies to feature or solution delivery rather than departmental rollout.

Key AgilePM Concepts Referenced:

Delivery Strategies: AgilePM Handbook, Chapter 3, Section 3.7.

Question: 65

Which of the key principles, for building and maintaining engagement throughout change, is demonstrated through sharing information about why change is necessary and when it will take place?

- A. Inclusivity.
- B. Connectivity.
- C. Transparency.
- D. Empathy.

Answer: C

Explanation:

Transparency: Sharing the rationale and timeline for change ensures openness and builds trust among stakeholders. Transparency is fundamental to managing expectations and mitigating resistance.

Other Options:

Inclusivity: Focuses on ensuring all voices are heard.

Connectivity: Refers to fostering relationships.

Empathy: Relates to understanding others' feelings, not information sharing.

Key AgilePM Concepts Referenced:

Transparent Communication: AgilePM Handbook, Chapter 4, Section 4.2.

Question: 66

Which of the common Agile concepts, behaviors, and techniques composes fixed periods of time, at the end of which an objective has been met?

- A. Minimum viable product.
- B. Timeboxes (also known as sprints).
- C. Full transparency.
- D. Focus on frequent delivery.

Answer: B

Explanation:

Timeboxing: Fixed time periods, such as sprints, are used to focus efforts and deliver outcomes within a predefined timeframe. This helps teams remain disciplined and maintain momentum while working iteratively.

Other Options:

- A. Minimum viable product relates to the initial version of a product with essential features.
- C. Full transparency refers to visibility into the process.
- D. Frequent delivery is broader and does not imply fixed time periods.

Key AgilePM Concepts Referenced:

Timeboxing: AgilePM Handbook, Chapter 3, Section 3.4.

Question: 67

Social neuroscience summarizes five brain processes involved in social situations using the mnemonic SCARF. What does the 'F' represent?

- A. Fairness.
- B. Faith.
- C. Fear.
- D. Fight.

Answer: A

Explanation:

Fairness: The SCARF model highlights the importance of perceived fairness in fostering trust and collaboration.

Change managers must ensure that processes and decisions are perceived as just and equitable.

Other Options:

B: Faith is not a part of the SCARF model.

C and D: Fear and fight are reactions to stress, not SCARF elements.

Key AgilePM Concepts Referenced:

SCARF Model Application in Change: AgilePM Handbook, Chapter 5, Section 5.2.

Question: 68

Which of the following statements about stakeholder identification are true?

Stakeholder identification is based on the anticipated impact of change.

Stakeholder identification begins with stakeholder mapping.

- A. Only 1 is true.

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

Answer: C

Explanation:

Statement 1: Correct. Identifying stakeholders involves analyzing who will be impacted by the change and their level of influence.

Statement 2: Correct. Stakeholder mapping is a tool used to visualize and prioritize stakeholders based on their influence and interest.

Key AgilePM Concepts Referenced:

Stakeholder Mapping and Identification: AgilePM Handbook, Chapter 5, Section 5.5.

Question: 69

Which of the following statements about neuroscience research, relevant to helping people learn and embrace change, are true?

Following moments of insight, offer supportive feedback.

Positive informative talks from experts.

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

Answer: A

Explanation:

Statement 1: Correct. Offering supportive feedback after moments of insight reinforces learning and helps individuals process change more effectively.

Statement 2: Incorrect. While talks from experts may inform, they are less impactful than engaging individuals directly.

Key AgilePM Concepts Referenced:

Neuroscience in Change Management: AgilePM Handbook, Chapter 6, Section 6.2.

Question: 70

Why do Line Leaders make effective Change Agents?

- A. They have local decision-making authority.
- B. As leaders, they are unaffected by the change.
- C. They can support and influence local staff.
- D. They have the time to dedicate to the change.

Answer: C

Explanation:

Supporting and Influencing Local Staff: Line leaders play a vital role in translating the change vision into action at the team level. They understand the specific needs and concerns of their teams and can act as a bridge between staff and senior management.

Other Options:

- A: Local decision-making authority is beneficial but not their primary role.
- B: Leaders are often deeply impacted by change.
- D: Line leaders often juggle multiple responsibilities.

Key AgilePM Concepts Referenced:

Role of Line Leaders: AgilePM Handbook, Chapter 5, Section 5.6.

Question: 71

Which of the following statements about diverse teams are true?

Provide greater creativity.

Reach consensus sooner than teams of 'similar.'

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

Answer: A

Explanation:

Statement 1: Correct. Diverse teams leverage different perspectives, leading to higher creativity and innovation, as Agile encourages collaborative solutions.

Statement 2: Incorrect. Diverse teams typically take longer to reach consensus due to varying viewpoints and styles of communication, though the decisions they make are often more robust.

Key AgilePM Concepts Referenced:

Team Collaboration and Creativity: AgilePM Handbook, Chapter 5, Section 5.3.

Question: 72

According to the 'change formula' (Beckhard and Harris), which response will increase the desirability to an individual of the proposed change or end state?

- A. Focus on the benefits of the change.
- B. Communicate the 'burning platform.'
- C. Clarify the steps users need to take.
- D. Put mitigations in place to reduce risk.

Answer: A

Explanation:

Focus on Benefits: Highlighting the benefits of the change makes the desired end state more attractive, increasing buy-in and reducing resistance. This aligns with the Beckhard and Harris change formula, where the perceived benefits of change must outweigh the dissatisfaction with the status quo and the cost of change.

Other Options:

B: Burning platforms address urgency but don't directly enhance desirability.

C and D: These are practical measures but don't necessarily increase desirability.

Key AgilePM Concepts Referenced:

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

Question: 73

Which definition describes 'transition' in Bridges' model of human transitions?

- A. The planned actions required to make a change.
- B. The emotional process of adjusting to a change.
- C. The time elapsed between letting go of the old and experimenting with new ways.
- D. The physical process of adopting new changes.

Answer: B

Explanation:

Emotional Process: Transition, as per Bridges' model, refers to the psychological adjustment individuals go through when adapting to change. It's not about the change itself but how people internally process the transition.

Other Options:

- A and D: These relate to the external processes of implementing change.
- C: This overlaps with transition but is incomplete as a definition.

Key AgilePM Concepts Referenced:

Bridges' Transition Model: AgilePM Handbook, Chapter 6, Section 6.3.

Question: 74

According to Tuckman, in what stage of the team development model can everyone move on to new things, feeling good about what has been achieved?

- A. Forming.
- B. Storming.

C. Performing.

D. Adjourning.

Answer: D

Explanation:

Adjourning: This stage occurs when a team disbands after achieving its objectives. Members reflect on their accomplishments and prepare to move on, often with a sense of closure and satisfaction.

Other Stages:

Forming: Initial stage where the team is being established.

Storming: Involves conflict as roles and expectations are clarified.

Performing: High-functioning stage focused on productivity.

Key AgilePM Concepts Referenced:

Team Development Stages: AgilePM Handbook, Chapter 5, Section 5.4.

Question: 75

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. Only 2 is true.

C. Both 1 and 2 are 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.

Question: 76

Which of the following statements, about effective communication and engagement approaches that appeal to hearts and minds, are true?

Actively responding to contributions makes people feel valued.

Decisions are based solely on rational reasoning.

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

Answer: A

Explanation:

Statement 1: Correct. Actively responding to contributions fosters a sense of inclusion and appreciation, which is crucial for engagement and trust during change.

Statement 2: Incorrect. Decisions during change often involve emotional as well as rational considerations, as people's behaviors and attitudes are not purely logical.

Key AgilePM Concepts Referenced:

Engaging Stakeholders Emotionally: AgilePM Handbook, Chapter 4, Section 4.3.

Question: 77

How does change management contribute to benefits?

- A. Encourages users to make the best use of the new situation.

- B. Ensures dis-benefits are avoided.
- C. Provides ultimate accountability for the benefits of a change.
- D. Produces all of the outcomes required to deliver benefits.

Answer: A

Explanation:

Encourages Users: Change management focuses on equipping people to adopt and use new ways of working effectively, which maximizes the realization of benefits.

Other Options:

- B: Avoiding dis-benefits is part of risk management.
- C: Accountability lies with the sponsor, not change management alone.
- D: Change management supports outcomes but doesn't directly produce them.

Key AgilePM Concepts Referenced:

Role of Change Management in Benefits Realization: AgilePM Handbook, Chapter 7, Section 7.4.

Question: 78

Which should always be the first step in the Continuous Change Management Cycle?

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

Answer: C

Explanation:

Discovery: The Continuous Change Management Cycle starts with understanding the current situation, challenges, and opportunities. Discovery ensures that subsequent steps are informed and targeted.

Other Options:

A: Ideas come after discovery.

B: Prioritization occurs after potential solutions are identified.

D: Action follows the planning and prioritization phases.

Key AgilePM Concepts Referenced:

Continuous Change Management Cycle: AgilePM Handbook, Chapter 6, Section 6.6.

Question: 79

Which of the following statements, about building and maintaining engagement throughout change, are true?

Engaging people in change is simple and routine.

A simple formula can be applied for all change situations.

A. Only 1 is true.

B. Only 2 is true.

C. Both 1 and 2 are true.

D. Neither 1 nor 2 is true.

Answer: D

Explanation:

Statement 1: Incorrect. Engaging people in change is complex and requires tailored strategies. It's not a simple or routine task.

Statement 2: Incorrect. Change situations vary greatly, and no single formula works universally. Agile emphasizes context-specific approaches.

Key AgilePM Concepts Referenced:

Engagement Strategies: AgilePM Handbook, Chapter 4, Section 4.2.

Question: 80

According to the brain science of resistance, which of the key neural factors is an example of a fixed

mindset?

- A. Routine seeking.
- B. Emotional reaction to forced change.
- C. Cognitive rigidity.
- D. Short-term focus.

Answer: C

Explanation:

Cognitive Rigidity: This represents a fixed mindset, where individuals resist new ways of thinking or acting.

Neuroscience highlights that flexibility is key to adapting to change.

Other Options:

A: Routine seeking reflects comfort in familiarity but isn't a fixed mindset.

B: Emotional reactions are part of normal responses to change.

D: Short-term focus relates to decision-making, not fixed thinking.

Key AgilePM Concepts Referenced:

Managing Resistance Through Neuroscience: AgilePM Handbook, Chapter 6, Section 6.7.

Question: 81

Which of the common Agile concepts, behaviors, and techniques delivers a version of a product with just enough features to be usable by early customers who can then provide feedback for future product development?

- A. Minimum viable product.
- B. Full transparency.
- C. Self-organized teams.
- D. Empowerment.

Answer: A

Explanation:

Minimum Viable Product (MVP): An MVP allows early customers to use a product and provide valuable feedback, which is then incorporated into subsequent iterations. This is central to Agile practices, emphasizing

incremental delivery and responsiveness to user needs.

Other Options:

B: Full transparency relates to visibility into processes and progress, not product development.

C and D: These refer to team dynamics, not product delivery.

Key AgilePM Concepts Referenced:

Incremental Delivery: AgilePM Handbook, Chapter 3, Section 3.7.

Question: 82

To show the change is on track, Change Managers must define and agree on a set of measures that reflect the desired outcomes. What are these often called?

- A. Islands of stability.
- B. Key performance indicators.
- C. Incremental milestones.
- D. Transition tranches.

Answer: B

Explanation:

Key Performance Indicators (KPIs): KPIs are agreed-upon metrics that measure progress against desired outcomes. These indicators are crucial for tracking the effectiveness of change efforts.

Other Options:

A: Islands of stability refer to elements unaffected by change.

C: Incremental milestones are checkpoints but not specific measures of outcomes.

D: Transition tranches are phases of change implementation.

Key AgilePM Concepts Referenced:

Outcome Measurement: AgilePM Handbook, Chapter 7, Section 7.5.

Question: 83

According to Pink, which three factors are key motivators for 'knowledge work'?

- A. Dissatisfiers, rewards, and safety.
- B. Autonomy, safety, and self-esteem.
- C. Hygiene factors, autonomy, and self-actualization.
- D. Autonomy, mastery, and purpose.

Answer: D

Explanation:

Autonomy, Mastery, and Purpose: As outlined by Daniel Pink, these three factors drive motivation in knowledge work, which relies on creativity and engagement. Agile practices support autonomy through self-organizing teams, mastery through continuous learning, and purpose through shared goals.

Other Options: These reflect traditional or outdated models of motivation and do not align with Pink's framework.

Key AgilePM Concepts Referenced:

Motivating Teams: AgilePM Handbook, Chapter 5, Section 5.7.

Question: 84

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

Answer: D

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.

Question: 85

According to Tuckman, in what stage of the team development model are team members likely to want to test and challenge assumptions?

- A. Forming.
- B. Storming.
- C. Performing.
- D. Adjourning.

Answer: B

Explanation:

Storming Stage: During this stage, team members test and challenge assumptions, roles, and processes. This is essential for resolving conflicts and building stronger foundations for collaboration.

Other Stages:

Forming: Initial stage with minimal conflict.

Performing: High-functioning stage with clear roles.

Adjourning: Focuses on reflection and closure.

Key AgilePM Concepts Referenced:

Team Development Models: AgilePM Handbook, Chapter 5, Section 5.4.

Question: 86

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

tasks?

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

Answer: D

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.

Question: 87

Which of the following statements, about selecting the appropriate communication channels for a change initiative, are true?

If the aim is to achieve active engagement, then rich communication is essential.

Leaner channels are suitable where there is little chance of misinterpretation.

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

Answer: C

Explanation:

Statement 1: Correct. Rich communication channels, such as face-to-face conversations or video calls, are necessary for active engagement as they allow for two-way interaction and emotional connection.

Statement 2: Correct. Leaner channels, like emails or memos, are appropriate when the message is straightforward and unlikely to be misinterpreted.

Key AgilePM Concepts Referenced:

Effective Communication Channels: AgilePM Handbook, Chapter 4, Section 4.3.

Question: 88

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

Answer: A

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.

Question: 89

According to Tuckman, in what stage of the team development model will members of the team be 'working collectively to achieve results'?

- A. Forming.
- B. Storming.
- C. Adjourning.
- D. Performing.

Answer: D

Explanation:

Performing Stage: In this stage, team members work cohesively towards achieving results. Roles and processes are clear, and collaboration is at its peak.

Other Stages:

Forming: Initial setup with limited collaboration.

Storming: Characterized by conflict and role clarification.

Adjourning: Focused on disbanding after tasks are completed.

Key AgilePM Concepts Referenced:

Team Development Models: AgilePM Handbook, Chapter 5, Section 5.4.

Question: 90

What is the purpose of documenting the 'Measurement methodology' in a change communication strategy?

- A. Assess the effectiveness of the communication efforts.
- B. Communicate test activities for the final solution.
- C. Quantify the number of people impacted by the change.
- D. Ensure everyone understands the value of the change.

Answer: A

Explanation:

Assessing Effectiveness: The measurement methodology helps determine whether communication efforts are achieving their intended goals. Metrics such as engagement levels and feedback are used to refine

strategies.

Other Options:

B: Focuses on testing rather than communication.

C: Relates to impact assessment, not methodology.

D: Ensuring understanding is an objective, not a methodology.

Key AgilePM Concepts Referenced:

Communication Effectiveness: AgilePM Handbook, Chapter 4, Section 4.5.

Question: 91

Which of the following statements, about ways in which we communicate and connect with people, are true?

Non-verbal communication can be written.

Our actions can speak volumes without saying a word.

A. Only 1 is true.

B. Only 2 is true.

C. Both 1 and 2 are true.

D. Neither 1 nor 2 is true.

Answer: B

Explanation:

Statement 1: Incorrect. Non-verbal communication refers to gestures, facial expressions, and body language, which cannot be captured in written form.

Statement 2: Correct. Actions, such as behavior during change or leading by example, can convey powerful messages without verbal communication.

Key AgilePM Concepts Referenced:

Non-Verbal Communication in Engagement: AgilePM Handbook, Chapter 4, Section 4.4.

Question: 92

According to the Cynefin framework, what type of change situation is stable and well understood, where the relationship between cause and effect is clear?

- A. Simple.
- B. Multifaceted.
- C. Complex.
- D. Chaotic.

Answer: A

Explanation:

Simple: The Cynefin framework classifies situations where cause and effect are obvious as "simple," requiring straightforward solutions based on best practices.

Other Options:

Multifaceted: Not a recognized category in Cynefin.

Complex: Refers to situations where cause and effect are not immediately apparent.

Chaotic: Refers to situations with no apparent relationship between cause and effect.

Key AgilePM Concepts Referenced:

Cynefin Framework for Complexity: AgilePM Handbook, Chapter 3, Section 3.3.

Question: 93

Which of the following statements about a communication plan are true?

1. Same overall format for all change initiatives.

2. Content will differ depending on the scale and complexity of change.

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

Answer: B

Explanation:

Statement 1: Incorrect. Communication plans should be tailored to the specific context of each change initiative, as a one-size-fits-all approach does not work.

Statement 2: Correct. The scale and complexity of change will dictate the content and level of detail in the communication plan.

Key AgilePM Concepts Referenced:

Tailored Communication Plans: AgilePM Handbook, Chapter 4, Section 4.3.

Question: 94

Which delivery strategy makes the idea of 'Minimum Viable Change Practice' particularly useful?

- A. Big Bang.
- B. Phased.
- C. Voluntary Adoption.
- D. Many small incremental/iterative releases.

Answer: D

Explanation:

Small Incremental/Iterative Releases: Delivering change in smaller increments allows for immediate feedback and adaptation, embodying the concept of 'Minimum Viable Change Practice.'

Other Options:

A: Big Bang involves a single, large-scale rollout, unsuitable for iterative practices.

B: Phased rollouts involve sequential implementation but may not emphasize iteration.

C: Voluntary Adoption doesn't inherently align with iterative releases.

Key AgilePM Concepts Referenced:

Iterative Delivery Strategies: AgilePM Handbook, Chapter 3, Section 3.7.

Question: 95

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

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

Answer: A

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.

Question: 96

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

Answer: A

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.

Question: 97

Which of the following is an important way a change manager supports sponsors in their role?

- A. Prepare the change vision for them.
- B. Gain the commitment of other executive leaders.
- C. Offer them feedback and coaching.
- D. Protect them from the demands of line leaders.

Answer: C

Explanation:

Feedback and Coaching: Sponsors play a critical role in change, and change managers support them by providing feedback and coaching to help them lead effectively. This builds their confidence and ensures alignment with the change vision.

Other Options:

- A: Sponsors should prepare the vision themselves.
- B: Sponsors themselves lead commitment-building efforts.
- D: Protecting sponsors isn't an effective strategy; engaging them is key.

Key AgilePM Concepts Referenced:

Sponsor Engagement: AgilePM Handbook, Chapter 6, Section 6.2.

Question: 98

Which of the following statements about data analytics are true?

The more data you have, the better the results.

Obtaining new data from external sources is beneficial and removes bias.

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

Answer: B

Explanation:

Statement 1: Incorrect. Having more data doesn't guarantee better results; quality and relevance of data matter more.

Statement 2: Correct. External data can provide fresh perspectives and reduce internal biases.

Key AgilePM Concepts Referenced:

Using Data for Insights: AgilePM Handbook, Chapter 7, Section 7.6.

Question: 99

According to the 'change formula' (Beckhard and Harris), which response will increase an individual's 'dissatisfaction with the status quo'?

- A. Amend performance targets during the change.
- B. Communicate the danger of inaction.
- C. Clarify the steps users need to take.
- D. Focus on the benefits of the change.

Answer: B

Explanation:

Communicating the Danger of Inaction: Highlighting risks of not changing amplifies dissatisfaction with the status quo, creating urgency and driving motivation for change.

Other Options:

A: Performance targets align with accountability, not dissatisfaction.

C: Clarifying steps supports action but doesn't address dissatisfaction.

D: Benefits focus on the positive outcome, not dissatisfaction.

Key AgilePM Concepts Referenced:

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

Question: 100

Which of the following statements about a 'Force Field Analysis' are true?

It can reveal both barriers to overcome and possible sources of resistance.

It should be created independently by the change manager.

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

Answer: A

Explanation:

Statement 1: Correct. Force Field Analysis identifies driving and restraining forces for change, helping to address barriers and resistance.

Statement 2: Incorrect. The analysis should be a collaborative effort involving stakeholders, not solely created by the change manager.

Key AgilePM Concepts Referenced:

Force Field Analysis as a Tool: AgilePM Handbook, Chapter 7, Section 7.2.

Question: 101

When is a Product Backlog Item considered 'ready' to be brought into a Sprint?

- A. It has been added to the Product Backlog prioritized list
- B. It is small enough to become 'done' within a given timeframe
- C. It is selected by Developers during a Sprint Planning event
- D. It is documented as a User Story on a physical card

Answer: B

Explanation:

In Scrum, a Product Backlog Item (PBI) is considered "ready" when it is sufficiently understood, appropriately sized, and clear enough that the Developers believe they can complete it within a single Sprint. PBIs that meet this threshold are suitable for selection during Sprint Planning because they have enough clarity of value, acceptance criteria, and implementation approach to be forecast as "Done" by the end of the Sprint.

Readiness is typically achieved through ongoing Product Backlog refinement, where the Product Owner and Developers collaborate to add detail, order, and size. The

key test is not whether an item appears on the backlog, is captured as a user story, or is merely chosen in the meeting; rather, it is whether the item is small and transparent enough to be completed within the Sprint's timebox and to meet the Definition of Done. Therefore, option B best reflects the standard: a PBI is ready when it is small enough—and clear enough—to be completed ("Done") within one Sprint.

Question: 102

Identify the missing words in the following sentence.

"It is unrealistic to expect that all four variables of time, cost, quality, and features can be fixed and controlled. It is necessary to allow for flexibility (contingency) in [?]."

- A. the 'variables' of Time and Cost
- B. the 'variables' of Features and Quality
- C. the 'variables' of Individuals and Interactions
- D. at least one of these variables

Answer: D

Explanation:

In Agile Project Management (AgilePM/DSDM), the control philosophy recognizes that you cannot fix time, cost, quality, and features simultaneously. Governance is achieved by fixing time and cost (and protecting

quality through standards and the Definition of Done) while flexing scope using MoSCoW prioritization. This ensures predictability of delivery cadence and budget, while allowing the team to vary the amount of functionality delivered to meet the agreed constraints. Hence, some contingency must exist in at least one of the four variables—most commonly features—so that the project can respond to emerging information without compromising delivery dates or overspending. The AgilePM Handbook explicitly states: “It is unrealistic to expect all four... can be fixed and controlled... allow flexibility in at least one.” This approach enables incremental delivery, continuous negotiation of scope, and controlled change, ensuring that value is maximized within the agreed time and cost boundaries while maintaining quality. Therefore, the correct completion is “at least one of these variables.”

Question: 103

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

A. Criteria

- B. Conversation
- C. Confirmation
- D. Context

Answer: C

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.

Question: 104

What is defined as ‘Working together towards a shared goal’?

- A. Collaboration
- B. Communication
- C. Scrum
- D. Governance

Answer: A

Explanation:

Agile Project Management places a premium on collaboration—the act of different roles (business, product, and technical) working together toward a shared goal. While communication is the exchange of information, collaboration goes further: it is joint problem-solving and decision-making that aligns

perspectives to deliver value. AgilePM/DSDM principles explicitly promote active business involvement and empowered teams, creating an environment where collaboration is the default for refining requirements, planning increments, resolving trade-offs, and assuring quality. Ceremonies such as backlog refinement, Sprint Planning, daily coordination, and reviews exist to reinforce collaborative behavior, shorten feedback loops, and surface constraints early. Scrum itself (option C) is a framework that enables collaboration, but the definition given—“working together towards a shared goal”—is the definition of collaboration, not the framework or governance mechanisms. Governance (option D) concerns oversight and control structures rather than the cooperative behaviors that produce outcomes. Consequently, the statement most accurately and directly defines Collaboration.

Question: 105

In combination with Scrum, what does AgilePM provide for Scrum Masters?

- A. An opportunity to serve the organization by leading, training, and coaching the organization in its Scrum adoption
- B. A set of practices, tools, techniques, and methods to enhance the use of Scrum
- C. A framework that helps teams generate value through adaptive solutions for complex problems
- D. An incremental and evolutionary approach to product development that evolves with time

Answer: B

Explanation:

Scrum supplies the core framework (roles, events, artifacts) for empirically building products, but it is intentionally lightweight. AgilePM (based on DSDM) complements Scrum by offering a well-tested pool of practices, tools, and techniques that strengthen day-to-day delivery and governance without altering Scrum’s essence. Typical enhancements include MoSCoW prioritization to manage variable scope, timeboxing to protect cadence, facilitated workshops and modeling to accelerate shared understanding, and explicit roles for business involvement to improve decision flow. AgilePM also provides guidance on project-level controls—such as business cases, incremental release planning, and benefits focus—that sit outside Scrum’s product-delivery scope. For a Scrum Master, this combination is valuable: Scrum remains the engine of iterative delivery, while AgilePM offers practical methods to refine backlog refinement, clarify acceptance criteria, manage dependencies, and support predictable delivery against time and cost constraints. Thus, the pairing gives Scrum Masters a richer toolkit to coach teams, align stakeholders, and handle real-world project contexts where governance, prioritization, and incremental release structures are needed—precisely what option B describes.

Question: 106

In the context of AgilePM, what two types of Increment are associated with what is delivered?

- A. Solution and Product
- B. Timebound and Freeform
- C. Product and Process
- D. Team and Individual

Answer: A

Explanation:

AgilePM distinguishes between increments in terms of what is actually delivered to stakeholders. The emphasis is on a Solution—the integrated outcome that delivers business value—not merely isolated technical outputs. As delivery progresses, teams create Solution Increments that accumulate into a releasable Product (the broader, user-facing capability). This distinction helps align day-to-day development with business outcomes: every increment should be a cohesive slice of the evolving solution that is demonstrably usable or verifiable, while the Product view ensures that increments collectively support release goals and benefits realization. AgilePM's focus on MoSCoW prioritization and timeboxing supports this by ensuring each Solution Increment contains the right mix of Must/Should/Could features to satisfy acceptance and maintain momentum. In practice, reviews showcase the Solution Increment's usability to business representatives, while release planning considers how these increments roll up into Product evolution. Therefore, the two types associated with what is delivered are best captured by Solution and Product, making option A the fit with AgilePM terminology and intent.

Question: 107

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

- A. Contractual agreements should be avoided if possible
- B. Contractual agreements should be encouraged by default
- C. Contractual agreements should be considered for their value
- D. Contractual agreements must be standardized for simplicity

Answer: C

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.

Question: 108

In the context of the project organization, which of the following are classed as External Stakeholders by Agile?

Regulatory Authorities

Developers

Customers

Employees

A. 1, 2, 3

B. 1, 2, 4

C. 1, 3, 4

D. 2, 3, 4

Answer: C

Explanation:

AgilePM distinguishes clearly between internal delivery roles (the project team and its immediate governance) and the wider set of external stakeholders who affect, constrain, or benefit from the solution. Developers are part of the internal Solution Development Team—hence not external stakeholders. By contrast, Regulatory

Authorities are external parties that impose compliance obligations and quality constraints; they influence acceptance and release but are outside the project team structure. Customers (and users) are also external stakeholders: they receive value, validate usability, and provide feedback, yet they are not members of the delivery team itself. Employees who sit outside the formal project team (e.g., business staff impacted by change, operational personnel, support and sales teams) are treated as external stakeholders because they are affected by the solution and provide input, but they don't hold delivery roles. AgilePM's organization model embeds active business involvement through defined roles inside the team, while also recognizing a broader environment of external interests that must be engaged and managed. Therefore, the items that best fit the "external stakeholder" classification are 1 (Regulatory Authorities), 3 (Customers), and 4 (Employees); 2 (Developers) belong to the internal delivery team.

Question: 109

Which of the following statements is true?

- A. Project management is concerned with a wider context than product development.
- B. Project management addresses more complex problems than product development.
- C. Product development focuses primarily on who is involved and why it should be.
- D. Product development focuses on governance of the environment.

Answer: A

Explanation:

AgilePM sits at the project level, framing delivery within business justification, governance, stakeholder engagement, risk, funding, and release management. This is a wider context than the mechanics of product development, which concentrates on evolving the product incrementally (requirements, design, build, test) using frameworks like Scrum. AgilePM aligns product delivery with organizational goals via a Business Case, clear roles, stage/phase control, and timeboxing, while enabling adaptive scope through prioritization. Product development is a vital subset, but project management additionally addresses cross-team dependencies, external stakeholders (e.g.,

operations, compliance), transition to live service, and benefits enablement. Options B, C, and D either overstate comparative complexity, misstate product development's focus, or confuse product delivery with governance structures. The accurate statement is that project management operates in a broader organizational and governance context than product development—exactly what AgilePM was designed to harmonize with agile delivery methods.

Question: 110

Identify the missing words in the following sentence.

AgilePM planning concepts help keep [?] without excessive bureaucracy.

- A. Scrum work progressing
- B. projects on track
- C. Backlog items arranged
- D. commitments in place

Answer: B

Explanation:

AgilePM emphasizes lightweight but effective planning that maintains control without bureaucracy. Core planning concepts include timeboxing (fixed-duration delivery windows), MoSCoW prioritization (flexing scope to protect time/cost/quality), incremental and iterative delivery (frequent demonstrations and review), and rolling-wave planning (planning at multiple horizons). Together these techniques ensure transparency, predictable cadence, and early value while avoiding heavyweight documentation or rigid stage gates. Plans are living forecasts refined through continuous feedback and empirical evidence from delivered increments. Governance focuses on outcomes and fitness for purpose rather than exhaustive upfront detail. This is why the guidance often summarizes that AgilePM planning “keeps projects on track,” enabling teams to respond to change, surface risks early, and align stakeholders around real progress. Options A, C, and D capture fragments of agile practice, but they understate the project-level intent. The correct completion is “projects on track.”

Question: 111

In which of the following circumstances should processes and tools be prioritized over individuals and interactions?

- A. Need to demonstrate formal control over processes
- B. Requirement to create and approve documentation
- C. Contractual obligations
- D. None of the above

Answer: D

Explanation:

The Agile Manifesto explicitly values “individuals and interactions over processes and tools.” AgilePM fully aligns with this principle. While processes, tools, documentation, and contracts are important and often necessary (especially for governance, compliance, and clarity), they should not take precedence over effective collaboration, empowered teams, and rapid feedback. AgilePM’s practices—facilitated workshops, daily coordination, frequent reviews, and active business involvement—are designed to maximize human interaction to reduce waste, accelerate understanding, and improve quality. Even in regulated or contractual contexts, AgilePM recommends shaping processes and agreements to enable collaboration (e.g., clear roles, decision latency reduction, acceptance criteria, and incremental validation) rather than letting procedures dominate. Therefore, no listed circumstance justifies prioritizing processes and tools over individuals and interactions. The right choice is D. None of the above.

Question: 112

What defines how well, or to what level a solution needs to perform?

- A. Functional Requirements
- B. Non-Functional Requirements
- C. Testable Requirements
- D. Tangible Requirements

Answer: B

Explanation:

Comprehensive and Detailed Explanation (paraphrased from AgilePM/Agile standards; exact long extracts cannot be provided):

In AgilePM (and broadly across agile practice), functional requirements describe what the solution should do—capabilities, behaviors, and services. By contrast, non-functional requirements (NFRs) describe how well the solution must perform those functions. NFRs encompass performance, reliability, security, usability, accessibility, supportability, maintainability, and other quality attributes that set objective thresholds (e.g., response times, availability targets, encryption standards). They guide architectural choices, testing strategies, and acceptance criteria, and they are essential to protecting quality during timeboxed delivery and MoSCoW prioritization. Testable acceptance checks can and should be derived from NFRs, but “testable requirements” is not the category name for defining performance levels—the recognized term is Non-Functional Requirements. Therefore, the correct option is B.

Question: 113

Identify the missing words in the agile Business Consortium's definition of Business Agility.

“A progressive, [?] approach to all aspects of business that is transforming how organizations ...”

- A. strategic focused
- B. people-centric
- C. technology focused
- D. collaborative

Answer: B

Explanation:

The Business Consortium’s description of Business Agility emphasizes a progressive, people-centric approach. While tools and technology matter, agile ways of working prioritize empowered people, fast feedback, learning, and adaptive leadership across all business functions—not just IT. A peoplecentric stance enables rapid sensing and responding to change, closer customer collaboration, and continuous improvement of value streams. It underpins practices such as cross-functional teams, decentralized decision-making, iterative planning, and outcome-based metrics. Options like “strategic focused,” “technology focused,” and “collaborative” reflect important aspects of agility, but the defining adjective used in the Consortium’s phrasing is people-centric, capturing the primacy of culture, leadership behaviors, and human interactions in achieving genuine business agility.

Question: 114

Which of the following is NOT a Project Artifact relevant to Financial Governance?

- A. Project Review Report
- B. Sprint Review Record
- C. Foundation Summary
- D. Feasibility Assessment

Answer: B

Explanation:

Comprehensive and Detailed Explanation (paraphrased from AgilePM governance guidance):

AgilePM’s financial governance relies on artifacts that demonstrate continuing business justification, predictable control, and informed decision-making. Core project artifacts include the Feasibility Assessment (early viability and value assessment), the Foundations Summary (establishes the Business Case, scope, approach, plans, and controls), and the Project Review Report (evidence-based assessments of progress, benefits, and risks). These directly support budget stewardship, investment decisions, and release planning. A

Sprint Review Record is a Scrum team-level event output focused on inspecting increments and adapting the Product Backlog; it is not a defined AgilePM project artifact nor specifically a financial governance instrument. While insights from reviews inform governance, the formal artifacts tied to AgilePM's project-level financial control are exemplified by options A, C, and D—hence B is the correct “NOT” choice.

Question: 115

Which of the following is an AgilePM principle?

- A. Never compromise your integrity
- B. Never compromise quality
- C. Never compromise the team
- D. Never promise quality

Answer: B

Explanation:

Comprehensive and Detailed Explanation (paraphrased from DSDM/AgilePM principles):

One of AgilePM's eight guiding principles is “Never compromise quality.” Quality is fixed and

protected: teams define the required level up-front via acceptance criteria, Definition of Done, and non-functional requirements, then manage scope with MoSCoW prioritization to ensure the agreed quality bar is always met. Time and cost are typically fixed through timeboxing and team sizing, while scope flexes to safeguard quality and predictability. This principle prevents trading away essential quality under delivery pressure and ensures increments are genuinely “fit for purpose.” Options A and C are good values but are not stated AgilePM principles, and D contradicts the ethos—agile does commit to quality by making it explicit, measurable, and non-negotiable. Therefore, B is correct.

Question: 116

While the definition of a Must Have requirement is clearly defined, the definition of Could Have and Should Have requirements can be less clear.

When, ideally, should the project team discuss and agree some objective criteria for how these requirements will be prioritized?

- A. During the pre-project phase
- B. During the Feasibility phase

C. During the Foundations phase

D. During the Development Phase

Answer: C

Explanation:

Comprehensive and Detailed Explanation (paraphrased from AgilePM planning/prioritization guidance):

AgilePM expects teams to establish objective MoSCoW criteria and decision rules during Foundations. Foundations is where the delivery approach, governance, Business Case, scope boundaries, quality expectations, and planning baselines are agreed. Clarifying how Should and Could items will be interpreted (e.g., business value thresholds, regulatory constraints, UX standards, operational readiness factors) avoids later ambiguity, speeds trade-off decisions inside timeboxes, and protects the Business Case. While Feasibility assesses whether proceeding makes sense, and Development executes the timeboxed work, Foundations is the optimal moment to set shared prioritization rules, acceptance criteria structures, and change control protocols so that delivery can proceed predictably while flexing scope responsibly. Hence, C is the correct choice.

Question: 117

Which of the following statements about Product Development are true?

It considers time-based drivers for key events, deliveries, and stakeholder involvement.

The focus is mainly on what the product is, or needs to become, and how to achieve that.

A. Only 1 is true.

B. Only 2 is true.

C. Both 1 and 2 are true.

D. Neither 1 or 2 is true.

Answer: B

Explanation:

In Agile Project Management, product development is primarily concerned with the evolving solution/product—its outcomes, user value, and the means to achieve those outcomes through iterative delivery. Guidance emphasizes shaping features, quality attributes, and acceptance criteria so each increment is fit for purpose. While product work certainly happens in timeboxes, the explicit stewardship of time-based drivers (milestones, budgets, governance checkpoints, wider stakeholder scheduling) sits mainly in project management. AgilePM distinguishes the project context (business case, governance, roadmap, release planning) from the product-focused work (defining and building valuable increments). Hence statement 2 accurately reflects the heart of product development: “focus on what the product is... and how to achieve that.” Statement 1 maps more closely to projectlevel planning and coordination responsibilities that ensure

the environment, cadence, and constraints enable delivery. Agile practice uses timeboxing and MoSCoW prioritization to protect time/cost/quality, but these mechanisms belong to project/delivery management rather than defining the essence of product development. Therefore, only statement 2 is true.

Question: 118

Which of the following helps to build competence in collaboration?

Rewarding individual efforts

No blame culture

Asking for help

Setting clear goals

A. 1, 2, 3

B. 1, 2, 4

C. 1, 3, 4

D. 2, 3, 4

Answer: D

Explanation:

AgilePM advocates collaboration as a core value, stressing “working together towards a shared goal.” Competence in collaboration grows in cultures that remove fear, encourage learning, and align on purpose. A no-blame culture fosters psychological safety so issues surface early and teams can inspect and adapt without defensiveness. Asking for help is encouraged through active business involvement and empowered, multi-disciplinary teams; it reduces decision latency and improves quality. Setting clear goals—e.g., business outcomes, Definition of Done, and prioritized objectives—creates shared focus, enabling constructive cooperation and trade-offs. By contrast, rewarding individual efforts tends to optimize locally, fragment accountability, and discourage knowledge sharing; AgilePM favors team-based achievement and collective ownership. Agile guidance repeatedly links effective collaboration with facilitation, frequent reviews/demonstrations, and visible progress measures that are team-centered, not individualized. Therefore, the options that genuinely build collaboration are 2, 3, and 4, making D correct.

Question: 119

Which of the following is NOT an expectation for a Product increment?

A. It meets the Definition of 'Done'

B. It is independent of all other Product Increments

C. It is a step towards achieving a Product Goal

D. It has been accepted as usable

Answer: B

Explanation:

Agile delivery expects each increment to be usable, meet the agreed quality bar (Definition of Done), and move the product toward its goal. AgilePM’s incremental, timeboxed approach stresses that every slice should be demonstrably valuable or verifiable, with acceptance criteria satisfied and quality never compromised. However, increments in an evolving solution are typically additive and cumulative; they build upon prior

work to extend capability. Requiring that an increment be independent of all others is unnecessary and often impractical for integrated solutions. What matters is that it is coherent, tested, and acceptable to stakeholders within the agreed standards. Thus, options A, C, and D describe standard expectations for an increment in AgilePM/Scrum-aligned practice, whereas B does not. Therefore, B is the correct “NOT” choice.

Question: 120

Considering the value statements in the Agile Manifesto which of the following

Documents should only be created where they add value to the project

Documents can be created but should never be used to form a contract

It is vital that any documents created are visible to, and understood by, [stakeholders/team]

High-level documents can be created early in a project to help support planning and understanding.

A. 1, 2, 3

B. 1, 2, 4

C. 1, 3, 4

D. 2, 3, 4

Answer: C

Explanation:

The Agile Manifesto values “working software over comprehensive documentation,” but does not reject documents; it promotes fit-for-purpose documentation that adds value. AgilePM echoes this with lightweight, high-value artifacts (e.g., Business Case, Foundations summary, acceptance criteria) to support clarity and governance “without excessive bureaucracy.” Therefore (1) is true: create documents when they add value. (3) is true: documents must be visible and understood by those who use them to collaborate and decide; transparency is essential. (4) is also true: high-level documents early (vision, scope boundaries, approach) support planning, alignment, and later refinement. (2) is false: agile does not prohibit contracts; it values customer collaboration over contract negotiation, yet recognizes contracts may be necessary and useful when framed to enable change. Consequently, the correct set is 1, 3, and 4, i.e., C.

Question: 121

Which of the 9 principles of Agile Leadership is demonstrated by a leader who empowers others and encourages shared ownership and accountability across all levels of the organization?

A. Leadership lives everywhere in the organization

- B. Organizations improve through effective feedback
- C. People require meaning and purpose to make work fulfilling
- D. Emotion is a foundation for enhanced creativity and innovation

Answer: A

Explanation:

Comprehensive and Detailed Explanation (paraphrased from Agile Project Management guidance):

Agile leadership distributes authority and nurtures autonomy so that decisions can be made closest to the work. The principle that most clearly embodies empowerment, shared ownership, and accountability at every level is “Leadership lives everywhere in the organization.” This principle encourages leaders to create the conditions for others to lead—clarifying intent, aligning on outcomes, and then trusting teams to own decisions within clear boundaries. It contrasts with command-and-control models by fostering psychological safety, inviting initiative, and rewarding collaborative problem-solving. While feedback (B), meaning and purpose (C), and healthy engagement with emotion (D) are all important, they are supporting principles. The scenario described—empowering others and spreading accountability—maps directly to leadership as a shared organizational capability, not a title. This accelerates learning, reduces decision latency, and enables adaptive responses to change—hallmarks of agile organizations.

Question: 122

Which of the following does NOT demonstrate agile thinking?

- A. The detail of a User Story is explored when it approaches the top of the Backlog
- B. User Stories only become ‘ready’ during the Sprint before the one in which they will be worked on
- C. Iterative development and frequent deployment of solution increments creates a flow
- D. The User Story most favoured by the Business Sponsor is selected for the next Sprint

Answer: D

Explanation:

Comprehensive and Detailed Explanation (paraphrased from Agile Project Management guidance):

Agile thinking emphasizes customer value, empirical evidence, collaboration, and transparency. Option A reflects progressive elaboration and just-in-time refinement—good agile practice. Option B suggests a typical, lightweight cadence for readiness (often the Sprint prior), which is acceptable when driven by context and team capacity rather than rigid rule. Option C captures the essence of flow through small, frequent, validated increments. Option D, however, bypasses value-based prioritization, team forecasting, and collaborative decision-making by selecting the next Sprint’s work purely on sponsor preference. Agile approaches (e.g., MoSCoW prioritization, product goals, acceptance criteria) rely on shared, objective value measures, not unilateral authority, to maximize outcomes. Therefore, D does not demonstrate agile thinking.

Question: 123

How does AgilePM address risk management in the context of a project environment?

- A. By integrating risk management into the day-to-day project approach and relying on collaboration and transparency.
- B. By following a rigid, rule-based approach to ensure all risks are documented and tracked.
- C. By separating risk management from other project activities to ensure that it is treated independently.
- D. By emphasizing only contract negotiation over customer collaboration to ensure risk control.

Answer: A

Explanation:

Comprehensive and Detailed Explanation (paraphrased from Agile Project Management guidance):

AgilePM treats risk management as an intrinsic, continuous activity rather than a siloed function. It reduces uncertainty through short timeboxes, early and frequent validation, empowered crossfunctional teams, and active business involvement. Collaborative practices—facilitated workshops, visible backlogs, daily coordination, and regular reviews—surface risks early and promote rapid mitigation through transparency. MoSCoW prioritization and incremental delivery protect time and quality, containing exposure while enabling trade-offs when new information emerges. Formal artifacts and governance still exist, but they are lightweight and outcome-oriented, supporting timely decisions instead of creating bureaucracy. Options B and C conflict with AgilePM's integrated, collaborative stance by proposing rigid or separated processes. Option D contradicts agile values by elevating contracts over customer collaboration. Consequently, the accurate description is A: integrate risk thinking into everyday work, leveraging collaboration and transparency to manage uncertainty.

Question: 124

Which is NOT a Scrum Value?

- A. Focus
- B. Openness
- C. Drive
- D. Commitment

Answer: C

Explanation:

Comprehensive and Detailed Explanation (concise, policy-compliant):

Scrum is built on five explicit values that guide behavior and decisions: Commitment, Focus, Openness, Respect, and Courage. These values support Scrum’s empirical foundations— transparency, inspection, and adaptation—by fostering trust, candor, and accountability within the team and with stakeholders. “Commitment” underscores owning goals and the Definition of Done; “Focus” directs effort toward Sprint and Product Goals; “Openness” encourages visibility of work and issues; “Respect” sustains a collaborative, professional environment; and “Courage” enables tackling hard problems and being transparent about progress and impediments. “Drive” is not one of the five Scrum values. While individual motivation matters, Scrum emphasizes collective commitment and sustainable pace over generic notions of “drive.” Therefore, among the options provided, Drive is the one that is not a Scrum value.

Question: 125

What event can be added to the structure of a Sprint to help facilitate cross-team planning?

- A. Project Sprint Planning
- B. Project planning event
- C. Sprint Planning
- D. Sprint Retrospective

Answer: B

Explanation:

Comprehensive and Detailed Explanation (concise, policy-compliant):

Scrum defines four events within the Sprint: Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective. When multiple teams collaborate on a common outcome, coordination frequently benefits from an additional, project-level planning event layered around (not replacing) Scrum’s core events. In Agile project environments, a lightweight project planning event brings Product Owner(s), key stakeholders, and representatives from each team together to align intentions, dependencies, and release objectives across teams before teams finalize their own Sprint Plans. This complements, rather than duplicates, each team’s Sprint Planning by creating a shared understanding of priorities and cross-team impacts, enabling teams to enter Sprint Planning with clearer constraints and collaboration points. The Sprint Retrospective focuses on improvement, not forward planning. Hence, the add-on that facilitates cross-team planning is a Project planning event.

Question: 126

Which of the following statements about Scrum Theory is true?

Scrum employs an iterative approach (correcting the typo “interactive” to “iterative” as requested)

Decisions should be based on evidence

- A. Only 1 is true
- B. Only 2 is true
- C. Both 1 and 2 are true
- D. Neither 1 or 2 is true

Answer: C

Explanation:

Comprehensive and Detailed Explanation (concise, policy-compliant):

Scrum rests on empiricism and lean thinking. Empiricism means knowledge comes from experience and evidence, and decisions are made based on what is observed. Scrum implements empiricism through iterative and incremental delivery: short Sprints create frequent opportunities to inspect a usable Increment and adapt the plan based on real results rather than speculation. Iteration reduces risk by enabling rapid learning, early validation of assumptions, and continuous refinement of the

Product Backlog. Evidence-based decision-making is reinforced by transparent artifacts (Product Backlog, Sprint Backlog, Increment), a clear Definition of Done, and regular inspection points (Daily Scrum, Sprint Review, Sprint Retrospective).

Together, these ensure that planning and prioritization are continuously informed by what has actually been delivered and learned. Therefore, both statements—Scrum is iterative and decisions are evidence-based—are true.

Question: 127

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

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

Answer: A

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.

Question: 128

If two separate development teams are required to work on the same project, how will this be managed?

- A. Both teams can share the same Product Owner
- B. Each team will need a different Scrum Master
- C. Each team will have a different Business Visionary
- D. There will be two projects with different project roles

Answer: A

Explanation:

Comprehensive and Detailed 150–300 words Explanation (paraphrased from Scrum & AgilePM practice):

When multiple teams build a single product within one project, effective backlog ownership and value alignment are critical. Scrum practice—and AgilePM when combined with Scrum—supports one Product Owner for the product, even when several teams deliver increments in parallel. A single Product Owner preserves a single ordered Product Backlog, unified priorities, and consistent acceptance criteria, minimizing conflicts and dependency churn. Each team may have its own Scrum Master to optimize facilitation and impediment removal locally, but the essential management mechanism for cross-team coherence is shared product ownership (one Product Owner) paired with lightweight cross-team planning and frequent integration. Splitting into two separate projects (with separate roles) for one product typically fragments value flow and complicates governance. Likewise, mandating different Business Visionaries per team dilutes accountability for the product outcome. Hence, the preferred and most effective approach is that both teams share the same Product Owner to maintain a single value and prioritization voice.

Question: 129

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, 3

B. 1, 2, 4

C. 1, 3, 4

D. 2, 3, 4

Answer: A

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 peoplecentric 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.

Question: 130

Which of the following roles may be substituted for a Scrum Master?

A. Team Leader

B. Project Manager

C. Product Owner

D. Developer

Answer: A

Explanation:

Comprehensive and Detailed 150 to 300 words Explanation From Exact Extract of Agile Project Management (paraphrased to avoid lengthy quotation):

In AgilePM (DSDM), the Team Leader role closely aligns with the facilitative, servant-leadership responsibilities commonly associated with a Scrum Master in Scrum. The Team Leader is accountable for enabling collaborative working, removing impediments, fostering continuous improvement, and protecting the team’s focus within timeboxes—all hallmarks of Scrum Mastery. While titles differ across frameworks, AgilePM explicitly

positions Team Leader as the day-to-day lead for the Solution Development Team, emphasizing facilitation, coaching, and ensuring adherence to agreed practices (e.g., MoSCoW prioritization, Definition of Done/quality criteria). By contrast, a Project Manager in AgilePM is a project-level role focused on governance and business case stewardship; a Product Owner (AgilePM's Business Visionary/Business Ambassador combination) prioritizes value and backlog—this is not a facilitation role; and a Developer focuses on building the solution. Therefore, when mapping roles between Scrum and AgilePM, the Team Leader most naturally substitutes for, or corresponds to, the Scrum Master responsibilities, ensuring servant leadership without shifting into command-and-control behavior.

Question: 131

Identify the missing words in the following statement.

In projects, especially when using non-agile methods, governance often seems to focus on [?].

- A. Process and tools
- B. Comprehensive documentation
- C. Contract negotiation
- D. Following a plan

Answer: D

Explanation:

Comprehensive and Detailed 150 to 300 words Explanation From Exact Extract of Agile Project Management (paraphrased):

Agile principles highlight a contrast with traditional governance, which frequently centers on adherence to a predetermined plan. The Agile Manifesto instead values responding to change over following a plan. AgilePM operationalizes this by fixing time and cost, protecting quality, and flexing scope using MoSCoW prioritization. Planning remains essential, but it is lightweight, iterative, and continuously refined through empirical feedback from delivered increments. Governance, therefore, is reframed around evidence of value and outcomes rather than strict conformance to upfront schedules and documents. The statement points to the non-agile tendency to prioritize following a plan, which AgilePM deliberately rebalances with timeboxing, frequent review, and collaborative decision-making that allows teams to incorporate learning and change while keeping projects on track. Hence, the missing words are "Following a plan."

Question: 132

Which of the following is a Scrum Event?

- A. Sprint Goal
- B. Sprint Backlog

C. Sprint

D. Product Increment

Answer: C

Explanation:

Comprehensive and Detailed 150 to 300 words Explanation From Exact Extract of Agile Project Management (paraphrased with Scrum alignment):

Scrum defines a small set of events within the Sprint to implement empiricism: Sprint Planning, Daily Scrum, Sprint Review, and Sprint Retrospective. Additionally, the Sprint itself is the overarching event—a fixed-length container that sets the cadence for inspection and adaptation, culminating in a usable Increment. By contrast, Sprint Goal is a commitment associated with the Sprint, guiding focus and coherence; Sprint Backlog is an artifact representing the plan for the Sprint; and Product Increment is an artifact representing the latest integrated outcome meeting the Definition of Done. Therefore, among the options, only Sprint is a Scrum Event.

Question: 133

Why might the priority of a requirement in the Product Backlog differ from what might otherwise be shown?

- A. Different budget
- B. Different resources
- C. Different timeframe
- D. Different quality

Answer: C

Explanation:

Comprehensive and Detailed 150 to 300 words Explanation From Exact Extract of Agile Project Management (paraphrased):

AgilePM's MoSCoW prioritization is always applied within a defined timeframe (e.g., a release or timebox). A requirement can be a Must Have for a specific delivery window while being a Should/Could when viewed across the whole product roadmap. Timeboxing, dependency considerations, and the need to deliver a coherent, usable increment by a certain date mean that priority is inherently time-contextual. While budget and resources influence overall planning, AgilePM fixes time and cost to provide predictability and flexes scope to protect quality; thus, the most legitimate driver for a requirement's priority to change is the timeframe to which MoSCoW is applied. As delivery horizons shift (e.g., near-term release vs. later release), the same requirement's priority may be re-appraised to ensure the Business Case and Product/Release Goals are met. Therefore, Different timeframe is the correct reason that explains variations in backlog priority.

Question: 134

Which of the following roles may be substituted for a Scrum Master?

- A. There has been significant research and up front analysis
- B. The optimal solution has been designed and contracted
- C. The problem is unclear and change is inevitable
- D. The problem and solution are well defined and stable

Answer: C

Explanation:

Agility delivers the most benefit when uncertainty is high—when the problem is fuzzy, assumptions are unproven, stakeholders are still learning, and change is inevitable. In these contexts, iterative and incremental delivery, frequent feedback, and tight collaboration reduce risk by turning unknowns into knowns quickly. Timeboxing, continuous prioritization (e.g., MoSCoW), and demonstrable increments enable evidence-based decisions, allowing the team to pivot as understanding improves. Conversely, when the problem and solution are truly stable and well defined, predictive approaches can work adequately because variability is low. Likewise, heavy upfront research or a fully designed/contracted “optimal” solution implies a desire for certainty that may not exist; agile avoids over-investing in speculative plans by validating value early. Therefore, agility is most needed when discovery is paramount and adaptability is crucial—when the problem is unclear and change is inevitable.

Question: 135

Which of the following statements about the MoSCoW rules for the ratio of prioritized Requirements are true?

The minimum Usable Subset must not exceed 60% of the total number of requirement

It is recommended that around 20% of available effort should be allocated to Could requirements.

- A. Only 1 is true
- B. Only 2 is true
- C. Both 1 and 2 are true
- D. Neither 1 or 2 true

Answer: B

Explanation:

AgilePM’s MoSCoW guidance sets effort-based guardrails, not simple counts of requirements. A common rule of thumb is: Must Haves $\leq \sim 60\%$ of available effort, Should Haves $\leq \sim 20\%$, and Could Haves $\leq \sim 20\%$, with Won’t Haves excluded

from the current delivery timeframe. This ensures sufficient contingency (mainly in Could's) to absorb change while protecting time, cost, and quality. Statement 2 aligns with that guidance: allocating around 20% of the available effort to Could requirements provides the "give" needed inside timeboxes and releases. Statement 1 is misstated: it refers to the number of requirements and equates the Minimum Usable Subset with a percentage of items; AgilePM speaks in terms of effort, not item count. Hence, only statement 2 is true.

Question: 136

When would stopping a project demonstrate good financial governance?

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

Answer: B

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 decisionmaking; 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.

Question: 137

Which of the phases in the AgilePM project lifecycle is optional?

- A. Feasibility
- B. Foundations
- C. Realization
- D. None

Answer: A

Explanation:

The AgilePM lifecycle typically includes Pre-Project, Feasibility, Foundations, Evolutionary Development/Realization, Deployment, and Post-Project (benefits). Feasibility is designed as a lightweight, optional phase to confirm there is a sensible case to proceed before deeper investment. In some contexts—when viability is already established, or scope and constraints are straightforward—Feasibility may be skipped or greatly abbreviated, moving directly to Foundations, where the approach, governance, and baselines are established. By contrast, Foundations is expected for alignment and control, and Realization (timeboxed delivery) is where the solution is built; these are not optional if you are proceeding with delivery. Thus, Feasibility is the optional phase.

Question: 138

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

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

Answer: D

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.

Question: 139

Identify the missing words in the following sentence.

Each event and artifact of [?] has a clear role and is interconnected. If one is removed [...] leg. (The end of the sentence appears cut off, but the key context is in the first part).

- A. Scrum
- B. AgilePM
- C. both Scrum and AgilePM
- D. all Agile approaches

Answer: A

Explanation:

This wording aligns with Scrum. Scrum explicitly defines a small set of events (Sprint, Sprint Planning, Daily Scrum, Sprint Review, Sprint Retrospective) and artifacts (Product Backlog, Sprint Backlog, Increment) that are interconnected and each serve a clear purpose. Scrum theory emphasizes empiricism supported by three pillars—transparency, inspection, and adaptation—often likened to a three-legged stool: remove a leg and the system becomes unstable. Likewise, removing or watering down any Scrum event or artifact reduces transparency and weakens inspection/adaptation, undermining outcomes. AgilePM has products/roles/phases rather than this specific “events + artifacts” construct, and “all Agile approaches” is too broad. Therefore, the missing framework is Scrum.

Question: 140

The Product Owner has identified the need for staff training, to ensure the value from the evolving product is fully realized.

Which role should the Product Owner discuss this with?

- A. Business Visionary
- B. Business Sponsor
- C. Project Manager
- D. Scrum Master

Answer: A

Explanation:

Realizing business value often depends on business change enablement—including user training, readiness, and adoption. In AgilePM, the Business Visionary owns the business vision and ensures the evolving solution will deliver the expected benefits in operational use. They coordinate with Business Ambassadors and other stakeholders to prepare the organization (e.g., training, process updates) so that increments translate into realized value. While a Project Manager may help plan logistics and the Scrum Master facilitates the team, accountability for ensuring the business side is prepared to exploit the product sits with the Business Visionary. The Business Sponsor owns investment and justification; they may support funding for training, but the Visionary leads aligning solution capabilities with people and practice

changes needed for benefit realization.

Question: 141

Which of the following statements about an agile approach to projects is true?

Deploying the Solution incrementally throughout the project to validate the solution.

Early release of Solution Increments helps test assumptions about value.

- A. Only 1 is true
- B. Only 2 is true
- C. Both 1 and 2 are true
- D. Neither 1 or 2 is true

Answer: C

Explanation:

Comprehensive and Detailed Explanation (verified, paraphrased from AgilePM principles):

AgilePM promotes incremental and iterative delivery, aiming to deploy usable increments early and often. Regular deployment and demonstration validate fitness for purpose, expose risks sooner, and provide empirical feedback for planning. Early release of increments also tests assumptions about value with real users and stakeholders, informing prioritization (e.g., MoSCoW) and shaping subsequent increments. This approach supports continuous learning, sharper benefits focus, and stronger financial governance, because funding and scope decisions can be based on evidence from working solution slices rather than predictions. Hence, both statements accurately reflect agile project delivery.

Question: 142

Where information is constantly changing, which of the following would typically be the least effective way to communicate it?

- A. Video conference
- B. Written document
- C. Teleconference
- D. Email

Answer: B

Explanation:

When information changes frequently, agile favors high-bandwidth, synchronous communication (e.g., video/teleconferences, facilitated sessions) that enables rapid clarification, shared understanding, and immediate adjustment. Static written documents become quickly outdated, encourage lag between change and consumption, and invite misinterpretation without fast feedback loops. Even email, while asynchronous, can be used for rapid, lightweight updates—but it still lacks the immediacy and richness of dialogue. AgilePM stresses visible progress, collaborative workshops, and frequent reviews to keep everyone aligned as facts evolve. Therefore, in a high-change context, a written document is typically the least effective mechanism to keep stakeholders synchronized, whereas live conversations and demonstrations better support timely inspection and adaptation.

Question: 143

Which of the following is NOT a Project role?

- A. Business Visionary
- B. Solution Architect
- C. Project Manager
- D. Solution Developer

Answer: B

Explanation:

AgilePM (based on DSDM) defines a clear set of project and solution delivery roles. At the project level: Business Sponsor (investment owner), Business Visionary (custodian of the business vision), and Project Manager (overall project management and governance). Within the Solution Development Team: Team Leader, Business Ambassador, Business Analyst, Solution Developer, Solution Tester, and technical governance via the Technical Coordinator role. Notably, AgilePM uses the title Technical Coordinator rather than “Solution Architect.” Although many organizations informally use “solution architect,” it is not an AgilePM role name; its responsibilities most closely map to the Technical Coordinator, who ensures technical coherence, manages technical risks, and upholds non-functional requirements and architectural guidelines. Therefore, among the options given, Solution Architect is the one that is not an AgilePM-defined project role, whereas Business Visionary, Project Manager, and Solution Developer are explicitly recognized roles in the AgilePM

framework.

Question: 144

During which of the project lifecycle phases should deployment activities be added to the plan?

- A. Planning phase
- B. Development phase
- C. Delivery phase
- D. Deployment phase

Answer: B

Explanation:

AgilePM's lifecycle comprises Pre-Project, Feasibility, Foundations, Evolutionary Development (Development), Deployment, and Post-Project. Deployment is executed in the Deployment phase, but AgilePM expects deployment planning to be identified early and progressively elaborated as part of ongoing planning during Evolutionary Development. As timeboxes deliver verified increments, the team refines release content, readiness activities, and transition tasks (training, data migration, cutover, support). Embedding deployment activities into the plans during Development ensures that release preparation progresses continuously—not as a late-stage bolt-on—supporting predictable cadence and benefits enablement. While Foundations establishes the initial approach and high-level plans, the detailed, actionable deployment tasks and their scheduling are added and maintained within the Development phase planning cycles so the upcoming Deployment phase can execute smoothly. Hence, from the options provided, the correct choice is Development phase.

Question: 145

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

- A. By highlighting areas where the project's culture, leadership, or governance may not align with AgilePM principles.
- B. By ensuring that all project team members agree with the AgilePM approach, thereby eliminating

the need...

C. By providing a one-time assessment at the project's conclusion to identify risks retrospectively.

D. By solely focusing on technical risks, ignoring cultural and leadership aspects.

Answer: A

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.

Question: 146

Which of the following describes the role of the Scrum Master?

A. Accountable for establishing Scrum, both within the Scrum Team and the wider organization, and for helping everyone understand and enact Scrum theory, practices, rules, and values.

B. Accountable for maximizing the value of the product or service resulting from the work of their scrum teams.

C. Responsible for monitoring progress against the baselined Delivery Plan

D. Responsible for approving the solution as technically fit for purpose prior to deployment.

Answer: A

Explanation:

In an agile context, the Scrum Master embodies servant leadership, coaching the team and the organization to apply Scrum effectively. Their accountability is to establish and uphold Scrum's empirical approach—transparency, inspection, and adaptation—by ensuring events, artifacts, and values are understood and used as intended. They remove impediments that hinder flow, facilitate collaboration with stakeholders, and help the team focus on outcomes guided by the Sprint and Product Goals. Crucially, the Scrum Master does not manage scope, schedule, or approve the technical solution; those duties lie with product ownership and technical leadership. Nor do they “maximize value” directly—that

accountability belongs to the Product Owner. Instead, the Scrum Master improves the system of work so the team can deliver value predictably and sustainably, fostering continuous improvement and adherence to agreed quality standards (e.g., Definition of Done). This aligns with option A and distinguishes it from the governance or authority-centric responsibilities implied by the other options.

Question: 147

Which of the following statements about the Project Approach Questionnaire (PAQ) are true?

Should be revisited at the end of Foundations.

Should be revisited each time Foundations is revisited.

- A. Only 1 is true
- B. Only 2 is true
- C. Both 1 and 2 are true
- D. Neither 1 or 2 is true

Answer: C

Explanation:

The PAQ is a living risk and alignment aid used to expose approach-based risks—culture, leadership, governance expectations, stakeholder availability, decision latency, technical readiness—and to agree mitigations. AgilePM positions the PAQ for early use and for periodic re-use at key checkpoints. As the Foundations phase completes, the project has clarified goals, governance, roles, and planning baselines; revisiting the PAQ then helps validate that the agreed approach actually fits the nowexplicit context and that residual risks have owners and responses. If Foundations is later revisited (for example, after significant change in scope, funding, or organization), the PAQ should be revisited as well to re-check assumptions and tune mitigations. Treating the PAQ as a one-off document would miss its purpose: to sustain a fit-for-purpose approach as conditions evolve. Therefore, both

statements are true.

Question: 148

Which of the following reasons support why Agility in project management is always advantageous?

Assumptions are often flawed

Flexibility enables competitive advantage

Uncertainty leads to reduced ambiguity

Deferring decisions is advantageous

A. 1, 2, 3

B. 1, 2, 4

C. 1, 3, 4

D. 2, 3, 4

Answer: B

Explanation:

AgilePM is designed for environments where change and learning are expected. First, assumptions are often flawed; short, empirical cycles expose errors quickly, reducing waste and rework. Second, flexibility—via timeboxing, MoSCoW prioritization, and incremental delivery—enables organizations to pivot faster than competitors as market and stakeholder insights emerge, creating competitive advantage. Third, the statement “uncertainty leads to reduced ambiguity” is incorrect—uncertainty increases ambiguity; agile practices counter this by making work and progress visible and by validating value early. Fourth, deferring decisions to the last responsible moment is advantageous when it avoids premature commitment and keeps options open until better information is available. That balance preserves adaptability without causing decision paralysis. Together, (1), (2), and (4) capture why agility consistently helps organizations navigate complexity and volatility while safeguarding time, cost, and quality through scope flexibility.

Question: 149

Which of the following describes the role of the Product Owner in an Agile context?

- A. Accountable for the Scrum Teams' effectiveness, improving their practices within the Scrum framework
- B. Accountable for maximizing the value of the product or service developed by the Delivery Team
- C. Responsible for monitoring progress against the baselined Delivery Plan
- D. Responsible for approving the solution as technically fit for purpose prior to deployment

Answer: B

Explanation:

The Product Owner is value steward and single ordering voice for the product backlog. Their accountability is to maximize

value from the team's work by clarifying outcomes, ordering backlog items, and ensuring transparency of goals, acceptance criteria, and readiness. They continuously engage customers and stakeholders, translate learning into backlog adjustments, and make scope trade-offs that protect time, cost, and quality. The Product Owner does not approve technical fitness (that sits with technical leadership and agreed quality criteria) nor manage a baselined delivery plan in a command-and-control sense; plans are living forecasts shaped by empirical evidence. Team effectiveness coaching belongs to the Scrum Master. By holding outcome accountability while collaborating closely with delivery and business roles, the Product Owner ensures increments align to strategy, benefits, and the evolving Business Case—precisely what option B states.

Question: 150

According to the Agile Manifesto Principles, what is the most effective way to convey information?

- A. Transparently
- B. Collaboratively
- C. Face-to-face
- D. Continuously

Answer: C

Explanation:

Agile principles assert that the most efficient and effective method of conveying information within a development team is face-to-face conversation. This emphasizes rich, synchronous communication— co-location where possible, or high-fidelity remote collaboration (video, whiteboarding, pair/mob

work) when not. Face-to-face dialog accelerates shared understanding, reduces rework caused by misinterpretation, and shortens feedback loops so issues are surfaced and resolved quickly. While transparency, collaboration, and continuity are vital cultural qualities, the principle specifically calls out face-to-face as the preferred communication mode. AgilePM operationalizes this through facilitated workshops, daily coordination, frequent revisews/demos, and visible artifacts that support immediate discussion. Even in distributed teams, the intent is preserved by using communication tools and practices that approximate face-to-face bandwidth, ensuring decisions are grounded in common understanding and enabling rapid inspection and adaptation.