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## Question 1

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Question Type: MultipleChoice

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The Close Out of Timebox B was completed as scheduled, but the Could Have requirement of tiled walls in the bathrooms was NOT delivered within this period, with the

agreement of the team.

Which Agile principle MOST influences this course of action?

Options:

- A- Deliver on time.
- B- Never compromise quality.
- C- Build incrementally from firm foundations.
- D- Develop iteratively.

Answer:

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A

## Question 2

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Question Type: MultipleChoice

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Which 2 actions demonstrate transparency?

A. Ensure everyone is treated fairly by providing the same information, in the same format, to everyone impacted by this change. B. Send daily emails to everyone to remind them how important this change is and why they should support it. C. Distribute the key milestones and target dates for including Selco's mobile technology and approaches into the UniCo operations. D. Ask Corporate Services to provide guidelines to ensure all written communications are easy to read and navigate. E. Publish how staff members can raise complaints and suggestions, formally and anonymously if needed.

Options:

- A- Ensure everyone is treated fairly by providing the same information, in the same format, to everyone impacted by this change  
Providing consistent information ensures that all stakeholders receive the same details and feel equally valued, reinforcing transparency in communication.

Correct.

**B-** Send daily emails to everyone to remind them how important this change is and why they should support it

While frequent communication is helpful, daily emails emphasizing importance can feel repetitive or coercive, which does not align with the principle of transparency.

Incorrect.

**C-** Distribute the key milestones and target dates for including Selco's mobile technology and approaches into the UniCo operations

Sharing milestones and timelines increases clarity and accountability, providing stakeholders with a clear understanding of progress and expectations.

Correct.

**D-** Ask Corporate Services to provide guidelines to ensure all written communications are easy to read and navigate

Although clarity in communication is valuable, creating guidelines focuses on internal documentation rather than openly sharing information with stakeholders.

Incorrect.

**E-** Publish how staff members can raise complaints and suggestions, formally and anonymously if needed

While this supports inclusion and feedback, it does not inherently align with transparency as it focuses more on creating a feedback mechanism than on open sharing of information.

Incorrect.

Why A and C are the Correct Answers (Scenario Alignment)

**A:** Ensures equality in information dissemination, helping all stakeholders feel informed and included.

**C:** Offers visibility into the change process, timelines, and progress, building trust through clear and open communication.

Reference (AgilePM and Scenario Alignment):

AgilePM Handbook, Chapter 7: Transparent Communication Strategies in Change Management.

UniCo Scenario: 'UniCo staff must be kept informed of the integration process and timelines to align their efforts with the organization's goals.'

Agile Business Consortium -- Importance of Milestones and Open Communication in Stakeholder Engagement.

**Answer:**

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A, C

**Explanation:**

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Comprehensive and Detailed Step-by-Step Explanation

Understanding Transparency in Change Management

Transparency refers to open communication, ensuring that stakeholders are well-informed and have access to relevant information. It promotes trust and reduces resistance to change by

making the process visible and understandable.

Option Analysis

## Question 3

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Question Type: MultipleChoice

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The Customer Services Director has announced the new structure at a large presentation for all Customer Services staff. The scale and design of the change have surprised many of the staff.

In the weeks immediately following the Customer Services Director's initial presentation, there have been rumors of the Help Desk staff talking unhappily in small groups, with blame directed at "the management" for a recent period of poor performance of the department.

Which approach is the MOST appropriate way for the Customer Services Director to create early involvement in the change?

A. Target those staff in the Help Desk who are change-averse so that they are the first ones involved in the program. B. Delay communications a few weeks so that all staff have time to think for themselves about the benefits of the new structure. C. Identify those staff who would be willing to trial new Help Desk processes and work on pilots in the department. D. Encourage the Help Desk staff to begin setting goals for themselves under the new structure.

### Options:

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**A-** Target those staff in the Help Desk who are change-averse so that they are the first ones involved in the program.

Why Incorrect: While addressing change resistance is essential, targeting change-averse staff first could increase resistance and negativity if not managed carefully. AgilePM advocates engaging enthusiastic early adopters to build momentum before tackling resistance.

**B-** Delay communications a few weeks so that all staff have time to think for themselves about the benefits of the new structure.

Why Incorrect: Delaying communications creates further uncertainty and allows rumors to escalate, eroding trust. AgilePM emphasizes the importance of early, clear, and continuous communication to reduce resistance.

**C-** Identify those staff who would be willing to trial new Help Desk processes and work on pilots in the department.

Why Correct: This approach aligns with AgilePM's principles of involving stakeholders in incremental delivery and piloting solutions to gain feedback and build trust. Engaging willing staff to trial new processes helps demonstrate the benefits of the change and encourages others to follow suit.

**D-** Encourage the Help Desk staff to begin setting goals for themselves under the new structure.

Why Incorrect: Encouraging goal-setting may be beneficial later in the change process but does not directly address the current dissatisfaction or involve staff in shaping the change. AgilePM stresses active engagement over passive goal-setting at this stage.

Why C Is Correct:

Engaging Willing Staff:

Identifying and involving willing staff in piloting processes allows them to become change champions, demonstrating the benefits to others.

Incremental Approach:

Pilots enable the department to refine processes based on feedback, which is a core AgilePM practice for managing change.

Building Trust:

By involving staff in shaping the change, the organization fosters trust and mitigates resistance.

Reference to AgilePM Framework:

Stakeholder Engagement:

AgilePM encourages engaging key stakeholders early and leveraging early adopters to build momentum. (AgilePM Practitioner Guide, Chapter 8: Stakeholder Engagement)

Incremental Delivery:

AgilePM promotes piloting processes and iteratively refining solutions to ensure successful adoption. (AgilePM Practitioner Guide, Chapter 5: Incremental Development)

Managing Resistance:

Actively involving staff in pilots addresses resistance by showing the benefits of the change firsthand. (AgilePM Practitioner Guide, Chapter 10: Preparing for Change)

Answer:

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C

Explanation:

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Comprehensive and Detailed Step-by-Step Explanation:

Context from the UniCo Scenario:

The new structure announcement has caused uncertainty and dissatisfaction among the Customer Services staff, particularly in the Help Desk team. The situation requires a proactive and engaging approach to involve employees early in the change process, focusing on positive participation and addressing resistance constructively.

Analysis of Each Option:

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## Question 4

Question Type: MultipleChoice

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When receiving instruction on practical skills, which approach is MOST valuable to the learner?

### Options:

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- A- Practicing new skills until consistency is achieved.
- B- Observing repeated demonstrations of the skill by the instructor.
- C- Group discussion of how to learn the new skills.
- D- Presentation of how the new skills relate to the organizational change.

### Answer:

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A



### Explanation:

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Comprehensive and Detailed Explanation:

Practical skill acquisition focuses on hands-on practice to ensure learners achieve mastery and consistency. This is central to Gagn's Nine Events of Instruction, which emphasize active learning strategies.

#### 1. Relevance of Practice in Gagn's Model:

Gagn's Event 6: Elicit Performance (Practice) highlights that learners must perform the skills themselves to solidify learning.

Practical application is critical to achieving competence, especially for motor or procedural skills. It allows learners to identify gaps and refine their performance through repetition.

#### 2. Why Option A is Correct:

Practicing skills ensures that learners can consistently perform the task correctly. Repeated application:

Reinforces memory.

Builds muscle memory for physical tasks.

Promotes confidence and accuracy.

Consistency is the key indicator of mastery for practical skills.

#### 3. Analysis of Other Options:

Option B: Observing repeated demonstrations of the skill by the instructor.

Observing demonstrations is useful for understanding, but it does not substitute for hands-on

practice. Learners must engage actively to develop the skills themselves.

Option C: Group discussion of how to learn the new skills.

Discussion may help learners understand the steps or importance of the skill but does not directly contribute to skill mastery.

Option D: Presentation of how the new skills relate to the organizational change.

While this provides context, it does not help learners physically or cognitively practice the skill.

4. Practical Example:

In a training session for operating new machinery, learners achieve the best outcomes by practicing with the equipment until they can operate it confidently and consistently.

5. Reference to Gagn's Model:

Event 6: Elicit Performance (Practice) emphasizes the importance of active learner participation to reinforce learning and ensure skill mastery.

## Question 5

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Question Type: MultipleChoice

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Once the change of priority has been approved, who is then responsible for including the requirement for a secondary exit from the upstairs of the building to the Timebox

Plan for Timebox B?

Options:

- A- Marketing Director, in the role of Business Visionary.
- B- Team Leader.
- C- Project Manager and Architect, in the role of Technical Co-ordinator.
- D- Architecture Angels' Senior Management Team.

Answer:

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B

## Question 6

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Question Type: MultipleChoice

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Which 2 actions should the Workshop Facilitator take to implement the new

Must Have requirement?

Options:

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- A- Add the tasks required to develop the new financial transaction functionality to the Delivery Plan.
- B- Consolidate and circulate an agenda for the workshop.
- C- Send a company-wide communication to explain the implications of the business change to all interested parties.
- D- Assess the impact of the additional development costs on the original Business Case.
- E- Encourage all parties to contribute, irrespective of their views.

Answer:

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B, E

## Question 7

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Question Type: MultipleChoice

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Which 2 actions demonstrate connectivity?

A. Arrange a number of briefing sessions for Customer Services staff, over lunch times and in a comfortable setting. B. Make short videos available showing how customer service teams from other companies effectively provide services for these types of offerings. C. Create a central area on the UniCo internal shared work system for the Change Programme to collaborate and comment on the materials. D. Ask the senior leadership to provide examples of other companies undertaking, and successfully overcoming, similar challenges. E. Send the plans of the new office layout to the Selco staff showing them where each individual will be located.

Options:

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A- Arrange a number of briefing sessions for Customer Services staff, over lunch times and in a comfortable setting

This action directly supports connectivity by fostering open discussions, improving

communication, and ensuring that staff have a platform to interact and share ideas in a comfortable environment.

Correct.

**B-** Make short videos available showing how customer service teams from other companies effectively provide services for these types of offerings

While informative, this action focuses more on education and benchmarking than on fostering connections or interaction between team members.

Incorrect.

**C-** Create a central area on the UniCo internal shared work system for the Change Programme to collaborate and comment on the materials

This promotes connectivity by creating a space where staff can interact, share feedback, and collaborate on the change initiative. A shared workspace enhances team alignment and communication.

Correct.

**D-** Ask the senior leadership to provide examples of other companies undertaking, and successfully overcoming, similar challenges

This action primarily addresses leadership engagement and inspiration rather than connectivity among team members. It does not involve active collaboration or interaction.

Incorrect.

**E-** Send the plans of the new office layout to the Selco staff showing them where each individual will be located

While this action communicates logistical details, it does not create opportunities for connection or collaboration between stakeholders.

Incorrect.

Why A and C are the Correct Answers (Scenario Alignment)

Both actions emphasize interaction and collaboration among stakeholders:

A: Encourages personal interaction in an informal setting, promoting open dialogue and better connections.

C: Provides a digital platform for collaboration, ensuring all stakeholders remain connected and informed.

Reference (AgilePM and Scenario Alignment):

AgilePM Handbook, Chapter 6: Collaboration and Communication in Change Management.

UniCo Scenario: 'Staff need to work collaboratively to develop the new attitudes and capabilities required to succeed in the mobile applications market.'

Agile Business Consortium -- Creating Collaborative Workspaces for Change.

**Answer:**

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A, C

**Explanation:**

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Comprehensive and Detailed Step-by-Step Explanation

Understanding Connectivity in Change Management

Connectivity refers to fostering a sense of shared purpose, collaboration, and strong communication between all stakeholders. Actions demonstrating connectivity help stakeholders feel linked to the broader change initiative, ensuring smooth transitions and alignment of efforts.

Option Analysis

## Question 8

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Question Type: MultipleChoice

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What should be done to allow the requirement for a secondary exit from the upstairs of the building to be changed into a Must Have priority and moved into Timebox B?

Options:

- A- The Project Manager should extend the timescale of Timebox B and shorten Timebox C.
- B- The Solution Development Team should change a Must Have requirement into a Should Have in the Prioritised Requirements List.
- C- The Business Visionary, Business Sponsor and Solution Development Team should reassess the Prioritised Requirements List and its priorities.
- D- The Project Manager should move a Must Have requirement from Timebox B into Timebox C.

Answer:

C

Explanation:

C . The Business Visionary, Business Sponsor and Solution Development Team should reassess the Prioritised Requirements List and its priorities.

Rationale:

In Agile Project Management, priorities are often reassessed and reprioritized based on new information or changes in the project's context. The need for a secondary exit due to compliance with fire safety regulations would necessitate such a reassessment. The Business Visionary and Business Sponsor, who provide the vision and funding for the project, together with the Solution Development Team, who are responsible for implementing solutions, should collaboratively review the Prioritised Requirements List to reflect this new priority. This change must be agreed upon by these key stakeholders to ensure that it aligns with the business needs and project goals.

## Question 9

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Question Type: MultipleChoice

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The Solution Development Team are progressing through the first Structured Timebox.

What should the Project Manager do to lead the team at this time?

Options:

- A- Maintain a tight control on progress, recording all discussions and making all decisions.
- B- The Project Manager should do nothing during a Timebox.
- C- Attend the Daily Stand-up and discuss any problems at the end.
- D- Update the Team Board with a summary of team progress and the current status of work.

Answer:

C

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## Question 10

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Question Type: MultipleChoice

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Which Facilities stakeholder is MOST likely to be placed within the 'external' segment for the relocation work of the Operational delivery processes workstream?

- A. The staff who have coordinated the user input on the layout and will be working with the designers to make amendments according to feedback.
- B. The UniCo security staff who will arrange the necessary physical accesses for the staff to gain entry to the new building.
- C. The staff who will be communicating the timetable of activities to integrate Selco staff within the UniCo building.
- D. The staff who have been contracted to move furniture and equipment within agreed timescales.

Options:

- A- The staff coordinating user input and working with designers
- These staff members are internal stakeholders responsible for ensuring user input and

amendments align with organizational needs. They are directly involved with UniCo's design processes, making them part of the internal team.

Incorrect.

**B-** The UniCo security staff arranging physical access

These security staff are part of UniCo's internal operations. Their role is critical to operational success but does not classify them as external stakeholders.

Incorrect.

**C-** The staff communicating the timetable for Selco integration

This group is part of UniCo's internal change management process, ensuring clear communication during integration. While important, they remain internal stakeholders.

Incorrect.

**D-** The contracted staff moving furniture and equipment

This group consists of external contractors who are not part of UniCo's workforce but are engaged for specific relocation tasks. Their involvement is temporary and project-specific, aligning them with the external segment of stakeholders.

Correct.

Why D is the Correct Answer (Scenario Alignment)

In the context of UniCo's relocation workstream, external stakeholders include contractors who facilitate logistical aspects, such as moving furniture. This role is distinct from internal stakeholders responsible for communication or operations.

Reference (UniCo Scenario and AgilePM Alignment):

UniCo Scenario: The relocation process includes external contractors for moving and setup tasks.

AgilePM Handbook, Chapter 5: Stakeholder Engagement in Change Initiatives.

Agile Business Consortium -- Stakeholder Categories and Definitions.

**Answer:**

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D

**Explanation:**

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Comprehensive and Detailed Step-by-Step Explanation

Stakeholder Segmentation in the UniCo Scenario

In stakeholder analysis, external stakeholders are individuals or entities outside the organization but whose involvement is critical for achieving specific outcomes. They contrast with internal stakeholders, who are part of the organization and influence or execute the change.

The relocation of Selco staff to UniCo requires contributions from both internal and external stakeholders, as detailed in the Operational Delivery Processes workstream.

Option Analysis (UniCo-Specific)

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