APMG AGILE FOUNDATION PRACTICE EXAM (SAMPLE)

STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

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How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

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Questions

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1. What is the purpose of the Project Approach Questionnaire?

A. Justification for the project from a business perspective

B. Assess whether Instrumental Success Factors are likely to be met

C. List requirements that meet business needs

D. Scope and justify the Feasibility phase

2. What is a key responsibility of the Workshop Facilitator during a Facilitated Workshop?

A. Ensure their opinion on the content is understood by others

B. Agree appropriate action with the workshop members to resolve any disagreements

C. Decide the outcome and document findings

D. Represent their own interest throughout the workshop

3. What is the recommended approach for handling dependencies in Agile?

A. Ignore them until they arise

B. Identify and manage them early to minimize blockers

C. Document them for future reference

D. Allow them to dictate project timelines

4. What role must hold a sufficient position in the organization to resolve business issues and make financial decisions?

A. Business Advisor

B. Business Analyst

C. Business Sponsor

D. Business Visionary

5. What does the Delivery Plan in DSDM encapsulate?

A. Technical specifications for the project

B. A high-level schedule of Project Increments and Timeboxes

C. A list of all project stakeholders

D. Requirements for software deployment

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6. If the Instrumental Success Factors cannot be met, what should be done?

A. The project should be cancelled

B. Employ more experienced staff

C. The Business Sponsor should hire more people

D. Identify and mitigate the risk

7. What is the primary purpose of the Foundations phase in a project?

A. Converge over time on an accurate solution that meets a business need

B. Establish whether the project appears cost-effective

C. Establish how development and delivery of the solution will be managed

D. Bring a baseline of the solution into operational use

8. In the MoSCoW prioritization method, what does "w" represent?

A. Won't have this time

B. Won't have ever

C. Will have later

D. Will have in the next iteration

9. In Scrum, what is the "Product Backlog"?

A. A detailed report of project costs

B. An ordered list of everything that might be needed in the product

C. A summary of completed tasks

D. A list of team roles and responsibilities

10. What DSDM product describes, at a high level, the requirements that the project needs to address and indicates their priority?

A. Terms of Reference

B. Prioritised Requirements List

C. Solution Architecture Definition

D. Development Approach Definition

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Answers

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1. B
2. B
3. B
4. C
5. B
6. D
7. C
8. A
9. B
10. B

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Explanations

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1. What is the purpose of the Project Approach Questionnaire?

A. Justification for the project from a business perspective

B. Assess whether Instrumental Success Factors are likely to be met

C. List requirements that meet business needs

D. Scope and justify the Feasibility phase

The purpose of the Project Approach Questionnaire is fundamentally to assess whether Instrumental Success Factors are likely to be met, which is why this choice is the most accurate. This questionnaire serves as a diagnostic tool that evaluates various aspects of the project approach, ensuring that essential elements contributing to success are considered early in the project lifecycle. By identifying these success factors, the team can gauge whether their strategies align with achieving project objectives, thus enhancing the likelihood of successful outcomes. In contrast, while justification for the project from a business perspective, listing requirements that meet business needs, and scoping and justifying the Feasibility phase are all integral components of effective project management, they do not encapsulate the primary intent of the Project Approach Questionnaire. Instead, these elements may be considered as nuances or outputs of a broader project planning and evaluation process. The focus of the questionnaire explicitly revolves around assessing success factors, which enables organizations to make informed decisions regarding project viability and strategic direction.

2. What is a key responsibility of the Workshop Facilitator during a Facilitated Workshop?

A. Ensure their opinion on the content is understood by others

B. Agree appropriate action with the workshop members to resolve any disagreements

C. Decide the outcome and document findings

D. Represent their own interest throughout the workshop

A key responsibility of the Workshop Facilitator is to agree on appropriate actions with the workshop members to resolve any disagreements. This role is essential because a facilitator must guide discussions, fostering a collaborative environment where all participants feel their contributions are valued. When disagreements arise, it is the facilitator's job to navigate these conflicts constructively, promoting consensus and ensuring that the group can move forward productively. In a facilitated workshop, maintaining a neutral stance and focusing on group needs rather than personal opinions helps create a safe space for open dialogue. By emphasizing agreement on actions, the facilitator enables participants to engage more effectively in problem-solving and decision-making, leading to outcomes that reflect the collective input of the group. This contrasts sharply with other options that do not align with the facilitator's objective of neutrality and group-focused leadership. The focus should always be on fostering collaboration rather than serving personal interests or relying on individual opinions to dictate the course of the workshop.

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3. What is the recommended approach for handling dependencies in Agile?

A. Ignore them until they arise

B. Identify and manage them early to minimize blockers

C. Document them for future reference

D. Allow them to dictate project timelines

The recommended approach for handling dependencies in Agile is to identify and manage them early to minimize blockers. In an Agile environment, where teams are encouraged to work iteratively and collaboratively, it is essential to recognize dependencies as they can significantly impact the progress of the project. By addressing these dependencies proactively, teams can plan their work more effectively, reduce potential delays, and ensure smoother workflows. Early identification allows teams to communicate with relevant stakeholders or other teams that might be affected, fostering a collaborative environment where issues can be resolved before they become significant obstacles. This approach aligns with Agile principles, particularly the focus on delivering value incrementally and maintaining a sustainable pace of work. By managing dependencies, Agile teams can also prioritize their backlog more effectively, ensuring that the most critical items are moving forward while considering any necessary interdependencies. This prevents the chain reaction of delays that can occur if dependencies are ignored or left unaddressed until they cause issues in the project timeline.

4. What role must hold a sufficient position in the organization to resolve business issues and make financial decisions?

A. Business Advisor

B. Business Analyst

C. Business Sponsor

D. Business Visionary

The role of the Business Sponsor is crucial within an organization as it entails having sufficient authority and position to address significant business issues and make decisions related to finances. This role typically involves not only advocating for resources and funding for projects but also ensuring that the project's goals align with the organization's strategic objectives. A Business Sponsor is often a senior-level individual who commits to providing the necessary backing for initiatives and is accountable for the overarching success of projects. This includes making key financial decisions, such as budget approvals and resource allocations, which directly impact the project's implementation and overall success. In contrast, roles such as Business Advisor, Business Analyst, and Business Visionary do not typically hold the same level of authority when it comes to resolving business issues or making financial decisions. Advisors may offer insights and recommendations but lack the decision-making power. Analysts focus on gathering and analyzing data to inform decisions but do not themselves make those decisions. Visionaries, while they may inspire and set a direction for innovation, do not necessarily have the authority to approve budgets or allocate funds. Thus, the Business Sponsor's strategic position is key for facilitating decisions that drive business value and ensure that projects stay aligned with organizational goals.

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5. What does the Delivery Plan in DSDM encapsulate?

A. Technical specifications for the project

B. A high-level schedule of Project Increments and Timeboxes

C. A list of all project stakeholders

D. Requirements for software deployment

The Delivery Plan in DSDM (Dynamic Systems Development Method) is designed to encapsulate a high-level schedule of Project Increments and Timeboxes. This aspect is crucial as it emphasizes the iterative and incremental nature of Agile methodologies. The Delivery Plan outlines the roadmap for delivering features in defined time periods, known as Timeboxes, which are short, fixed periods (often 2 to 4 weeks) during which specific tasks are completed. By focusing on Project Increments, the plan not only helps in prioritizing features based on business value but also aligns the team's efforts with customer expectations, ensuring continuous delivery of functional software. This structured approach allows teams to adapt to changing requirements while maintaining a clear vision of the project's timeline and deliverables. In contrast, while technical specifications, lists of stakeholders, and deployment requirements are important, they do not encapsulate the essence of the Delivery Plan in DSDM. Instead, these elements fall under different areas of project management and Agile practices, focusing more on the specifics rather than the overall deliverable timeline and framework.

6. If the Instrumental Success Factors cannot be met, what should be done?

A. The project should be cancelled

B. Employ more experienced staff

C. The Business Sponsor should hire more people

D. Identify and mitigate the risk

Identifying and mitigating the risk is essential when the Instrumental Success Factors cannot be met because it allows the team to address underlying issues proactively rather than abandoning the project. This approach fosters a culture of continuous improvement and resilience in agile environments. By recognizing the specific risks associated with failing to meet these factors, teams can develop strategies to alleviate or manage them, thereby increasing the chances of eventual success. Addressing risks enables teams to explore alternatives or adjust their processes and practices, which is in line with agile principles that promote adaptability and response to change. This approach not only seeks a solution to the immediate problem but also contributes to learning and growth for the team and the organization. In contrast, simply cancelling the project would eliminate any opportunity for problem-solving and improvement. Hiring more experienced staff or increasing the workforce may not directly address the fundamental issues affecting success factors and could potentially lead to increased costs without guaranteeing better outcomes. Therefore, focusing on risk identification and mitigation ensures that the project can be steered back toward its objectives effectively.

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7. What is the primary purpose of the Foundations phase in a project?

A. Converge over time on an accurate solution that meets a business need

B. Establish whether the project appears cost-effective

C. Establish how development and delivery of the solution will be managed

D. Bring a baseline of the solution into operational use

The Foundations phase in a project is critical for setting the groundwork upon which the entire project is built, particularly in terms of management and delivery. Establishing how development and delivery of the solution will be managed is vital, as it lays out the framework for the methodologies, processes, and practices that will be employed throughout the project lifecycle. This includes defining roles and responsibilities, selecting tools, and determining the communication strategies that will ensure all team members contribute effectively to the project's success. In this phase, the focus is on planning and organizing efforts to ensure that the subsequent phases can proceed smoothly. It is during this phase that the foundation is laid not only for the technical aspects of the project but also for how the team will collaborate and respond to changing requirements as the project progresses. The other options touch on important aspects of project management but do not fully encompass the primary purpose of the Foundations phase. For example, while converging on an accurate solution is a goal of the project, it is more of an outcome rather than the foundational purpose. Assessing cost-effectiveness and bringing a baseline solution into operational use are also relevant tasks, but they typically occur after the foundational work has set the appropriate management and delivery strategies in place.

8. In the MoSCoW prioritization method, what does "w" represent?

A. Won't have this time

B. Won't have ever

C. Will have later

D. Will have in the next iteration

In the MoSCoW prioritization method, the "w" stands for "Won't have this time." This aspect of the methodology is crucial for effective prioritization and resource management within agile projects. It helps teams clarify what features or requirements are explicitly out of scope for the current iteration or time frame. By identifying items labeled as "Won't have this time," teams can focus their efforts on the most valuable work for the upcoming phases and ensure that the project aligns with strategic goals, timelines, and available resources. This prioritization technique prevents scope creep by establishing clear boundaries around what will and will not be pursued in the present iteration, allowing the team to be more efficient and realistic in their commitments. The other options present varying interpretations of prioritization within different time frames or future iterations; however, the primary purpose of the MoSCoW method is to ensure that the team has a clear agreement on what is not feasible for the current cycle.

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9. In Scrum, what is the "Product Backlog"?

A. A detailed report of project costs

B. An ordered list of everything that might be needed in the product

C. A summary of completed tasks

D. A list of team roles and responsibilities

The Product Backlog is an essential component of the Scrum framework, serving as a prioritized list that encompasses everything required to develop a product. It includes features, functionalities, enhancements, and fixes that make up the desired outcome of the project. Each item in the backlog is typically written in a user story format, which helps ensure that all stakeholders understand what needs to be done and why it will be valuable to customers or end-users. As the project evolves, the Product Backlog is continuously refined, with items being added, removed, or re-prioritized based on changing requirements or feedback. This dynamic nature of the backlog reflects the Agile principle of responding to change over following a fixed plan, allowing teams to remain adaptive and responsive to customer needs. The other choices do not accurately describe the Product Backlog. A detailed report of project costs focuses on financial aspects and does not concern the prioritized list of product needs. A summary of completed tasks would be more aligned with what is often referred to as a 'Sprint Backlog' or a project's progress metrics rather than the overarching needs of the product. Similarly, a list of team roles and responsibilities pertains to organizational structure and task allocation rather than the requirements for product development itself.

10. What DSDM product describes, at a high level, the requirements that the project needs to address and indicates their priority?

A. Terms of Reference

B. Prioritised Requirements List

C. Solution Architecture Definition

D. Development Approach Definition

The Prioritised Requirements List is a fundamental product of the Dynamic Systems Development Method (DSDM) framework. It plays a crucial role in capturing the requirements that the project must address while also setting their relative importance. This helps to ensure that the most critical requirements are prioritized and tackled first, aligning with the agile principle of delivering the highest value features as early as possible. This product provides a clear overview that enables teams to focus on what is necessary for delivering value, facilitates effective communication among stakeholders, and helps with decision-making throughout the project. The emphasis on priority means that resources can be allocated more effectively, minimizing wasted efforts on lower-priority items. In contrast, the Terms of Reference outlines the project's scope, objectives, and constraints but does not specifically convey the detailed prioritization of requirements. The Solution Architecture Definition deals with the overall architecture and design aspects of the solution, while the Development Approach Definition outlines the chosen methods and processes for development, which are more focused on the "how" rather than the prioritization of requirements. Thus, the Prioritised Requirements List is essential for balancing stakeholder needs with the project's capabilities, ensuring that the team is consistently delivering the most valuable features as efficiently as possible.

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Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

https://apmg-agilefoundation.examzify.com

We wish you the very best on your exam journey. You've got this!

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