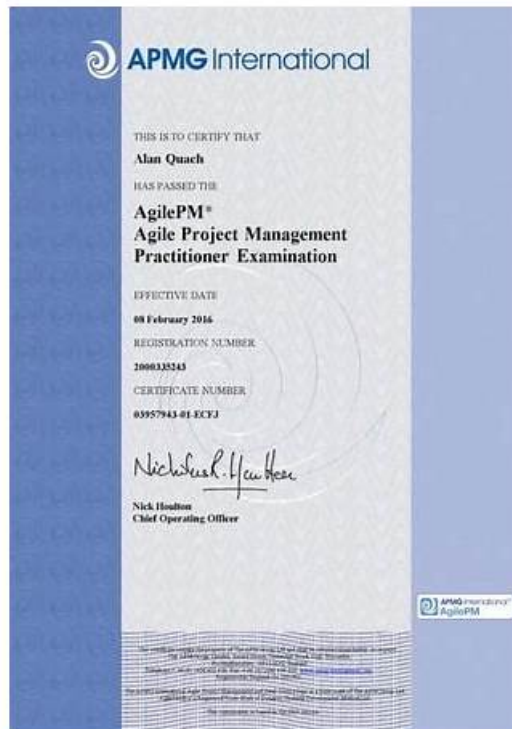


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APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q35-Q40):

NEW QUESTION # 35

Column 1 is a list of actions taken within the project. For each action in Column 1, select from Column 2 the iterative development activity that the action represents. Each selection from Column 2 can be used once, more than once or not at all.

Column 1:

1. The Solution Development Team cleared and prepared the area, ready for the bar infrastructure to be installed.
2. The Gardener decided the order in which the flowers would be planted in the borders and jotted it down in a notebook.
3. Before the Solution Development Team built the infrastructure for the bar area, the Architect pointed out what was required.
4. The Architect checked with the decorators that tasks had been completed to a satisfactory standard, and agreed a list of items that needed further coats of paint or cleaning up.
5. The Gardener began planting the borders and has placed an order for further bulbs to complete this task.

Column 2:

- A) Thought
- B) Action
- C) Conversation

Answer:

Explanation:

□ Explanation:

For each action in Column 1, here is the iterative development activity that the action represents from Column

2:

- * The Solution Development Team cleared and prepared the area, ready for the bar infrastructure to be installed.
- * B. Action
- * The Gardener decided the order in which the flowers would be planted in the borders and jotted it down in a notebook.
- * A. Thought
- * Before the Solution Development Team built the infrastructure for the bar area, the Architect pointed out what was required.
- * C. Conversation
- * The Architect checked with the decorators that tasks had been completed to a satisfactory standard, and agreed a list of items that needed further coats of paint or cleaning up.
- * C. Conversation
- * The Gardener began planting the borders and has placed an order for further bulbs to complete this task.
- * B. Action

NEW QUESTION # 36

Column 1 is a list of individuals from within the Xan Insurance Company and their key responsibility within the Web project.

For each individual in Column 1, select from Column 2 the Agile Project Management team role they are fulfilling. Each selection from Column 2 can be used once, more than once or not at all.

Column 1

Manager of Web & Digital Media - will oversee and report progress on the delivery of the overall system.
Finance Director - has budgetary control and will release finance for the project subject to expected benefits.
Sales Manager - will formulate design options for new business processes that do not adversely affect business as usual.

Operations Manager - oversees the design and integrity of the technical aspects of the solution.

Column 2

- * Business Sponsor
- * Business Analyst
- * Business Ambassador
- * Business Advisor
- * Solution Developer
- * Technical Coordinator
- * DSDM Coach
- * Project Manager

Answer:

Explanation:

□ Explanation:

Based on the Agile Project Management roles and the responsibilities outlined for each individual in the XAN Insurance Company Web Project scenario, the following selections can be made:

* Manager of Web & Digital Media - will oversee and report progress on the delivery of the overall system.
Selection: H. Project Manager
Explanation: The Manager of Web & Digital Media's role of overseeing and reporting on the project's progress aligns with the responsibilities of a Project Manager in an Agile setting, who is responsible for ensuring that the project meets its objectives and is delivered on time.

* Finance Director - has budgetary control and will release finance for the project subject to expected

* benefits.
Selection: A. Business Sponsor
Explanation: The Finance Director's control over the budget and the decision to release funds based on the expected benefits align with the role of a Business Sponsor, who is typically responsible for the project's budget and ensuring that it delivers value to the business.

* Sales Manager - will formulate design options for new business processes that do not adversely affect business as usual.
Selection: B. Business Analyst
Explanation: The Sales Manager's responsibility for formulating design options for new business processes mirrors the role of a Business Analyst in Agile Project Management, who works to understand the business needs, assess the impact of changes, and ensure the solution meets business requirements.

* Operations Manager - oversees the design and integrity of the technical aspects of the solution.

Selection: F. Technical Coordinator
Explanation: The Operations Manager's focus on the technical design and integrity of the solution corresponds to the role of a Technical Coordinator in Agile projects, who ensures that the technical aspects of the project align with the business needs and technical standards.

NEW QUESTION # 37

(Brinda Vyas has been absent for two weeks, leaving Mira Bachar and the Delivery Teams to make decisions.

Recent strategic adjustments haven't been communicated to the Delivery Teams causing frustration and risk of rework.

Which 2 statements describe how this risk should be handled within the AgilePM framework?)

- A. The Delivery Teams should focus on backlog items with clear business direction and pause tasks that require Brinda Vyas' input until guidance is available.
- B. Hira should escalate to Sarah Lark, the Business Sponsor, to replace Brinda Vyas with another qualified Business Visionary.
- C. Continue increment work based on the backlog, assuming adjustments can be made when Brinda Vyas returns.
- D. Hira should engage other business stakeholders to assume Brinda Vyas' responsibilities to ensure the Delivery Teams receives strategic guidance.
- E. Mira Bachar and the Delivery Teams should document assumptions behind decisions and continue progress without validation.

Answer: A,D

Explanation:

The correct answers are C and E .

This is a classic business availability and decision-latency risk in AgilePM. The problem is not just that Brinda is absent. The bigger issue is that the Business Visionary input is missing at a time when strategic adjustments are affecting delivery decisions . That creates a real risk of:

* misalignment with the project vision,

- * unnecessary assumptions,
- * frustration in the Delivery Teams,
- * and costly rework.

AgilePM relies heavily on active business involvement . When a key business role becomes unavailable, the right response is to restore decision-making guidance quickly and protect the teams from working blindly on uncertain items .

Why C is correct

"Hira should engage other business stakeholders to assume Brinda Vyas ' responsibilities to ensure the Delivery Teams receives strategic guidance." This aligns strongly with AgilePM.

Hira, as Project Manager, should act to restore the missing business guidance by coordinating with suitable business stakeholders who can temporarily support or cover the gap. AgilePM does not encourage leaving teams without access to strategic direction. It also does not assume that work should continue normally when a key business authority is unavailable.

This response is good because it:

- * maintains business engagement,
- * reduces decision delays,
- * protects alignment with the vision,
- * and helps the Delivery Teams continue with informed guidance.

In AgilePM, if a critical role is unavailable, the project should adapt so the necessary business input remains accessible.

Why E is correct

"The Delivery Teams should focus on backlog items with clear business direction and pause tasks that require Brinda Vyas ' input until guidance is available." This is also very AgilePM-aligned.

It is a practical risk response that avoids reckless progress based on guesswork. Teams should keep moving where the direction is already clear, but they should avoid pushing ahead on items that depend on missing strategic clarification.

This balances:

- * maintaining momentum,
- * avoiding unnecessary delay across all work,
- * and reducing the risk of rework on unclear items.

That is exactly the kind of sensible, adaptive delivery behavior AgilePM supports.

Why the other options are incorrect

A). Continue increment work based on the backlog, assuming adjustments can be made when Brinda Vyas returns.

This is not a good AgilePM response because it normalizes working with outdated or incomplete strategic guidance. If recent strategic changes have not been communicated, continuing as normal increases the risk of building the wrong thing.

B). Mira Bachar and the Delivery Teams should document assumptions behind decisions and continue progress without validation. Documenting assumptions is better than ignoring them, but continuing without validation is still too risky in this scenario. AgilePM values transparency, but it does not support knowingly progressing on uncertain strategic assumptions when better escalation and stakeholder engagement are possible.

D). Hira should escalate to Sarah Lark, the Business Sponsor, to replace Brinda Vyas with another qualified Business Visionary.

This may become necessary if the absence is prolonged or the project is materially threatened, but it is too strong as the best immediate response here. AgilePM would first look to restore business guidance through practical engagement and controlled work selection before moving to formal replacement.

AgilePM perspective

AgilePM expects:

- * active and timely business input,
- * collaborative response to risks,
- * continued delivery where direction is clear,
- * and escalation or substitution when critical decision-making is missing.

So the best way to handle this risk is to:

- * restore business guidance through other suitable stakeholders , and
- * limit work to items that have clear direction until ambiguity is resolved .

Therefore, the correct answers are:

C, E

NEW QUESTION # 38

Answer the following questions about using facilitation of a workshop to co- design organizational change.

When facilitating a workshop to design a process, which recommendation is MOST likely to create a good solution?

- A. The focus should be on immediate action to reduce the organizational costs.
- **B. The participants should cover all elements of the process and its implementation.**
- C. Only the senior decision-makers should attend to ensure implementation is viable.
- D. The workshop should be held off-site to create independent thought.

Answer: B

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

The Agile Project Management (AgilePM) Practitioner emphasizes collaborative problem-solving, ensuring inclusivity and broad representation in the facilitation of workshops. Here's why C is the most appropriate answer:

* Understanding the Context of Process Design in Agile:

* The design of organizational change processes requires thorough consideration of all aspects, including strategic alignment, operational details, and cultural adaptation.

According to AgilePM, collaboration among all relevant stakeholders is key to achieving an optimal solution.

* Why Option C is Correct:

* By ensuring participants cover all elements of the process and its implementation, the team embraces a holistic approach to solution design. This aligns with Agile principles that prioritize cross-functional teamwork, input from diverse roles, and consideration of implementation challenges during the design phase.

* Agile workshops are designed to foster shared understanding, encourage input from all stakeholders, and collaboratively develop solutions. Covering all elements ensures no gaps remain in the designed process.

* Analysis of Other Options:

* Option A: Focusing solely on immediate action and cost reduction is counterproductive in AgilePM, as it ignores the importance of long-term value delivery and the alignment of processes to strategic goals.

* Option B: While holding the workshop off-site may help foster creativity, it is not a guarantee of a good solution. The location is less important than the representation and collaboration of key stakeholders.

* Option D: Limiting participation to senior decision-makers contradicts Agile principles, which emphasize inclusivity, team involvement, and leveraging diverse perspectives to drive effective solutions.

* Agile Practitioner Documentation References:

* AgilePM specifically advocates for "workshops" as a vital tool for fostering collaborative input, especially when redesigning processes to align with organizational goals.

* Facilitators are encouraged to ensure that workshops are structured to capture input from all relevant stakeholders, aligning with the Agile principle of "collaboration over hierarchy" (AgilePM Framework, Chapter 7, Workshops and Facilitation).

References:

* Agile Project Management Handbook, Chapter 7: Workshops and Facilitation

* AgilePM Practitioner Framework: Principles of Collaboration and Inclusivity

* Focus on the Agile Manifesto: "Individuals and interactions over processes and tools."

NEW QUESTION # 39

Using the Project Scenario, answer the following question about the activities in the Agile project lifecycle.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Assertion:-

1. The rooms and facilities must be deployed into live use at the end of each Timebox.

BECAUSE

Reason:

Evolutionary Development and Deployment must be combined in a Timebox where the integration of several teams is required.

2. The tasks associated with each Solution Development Timebox should be included in the Delivery Plan.

BECAUSE

Reason:

A typical Delivery Plan will provide a schedule of Timeboxes and any other high level activities for the imminent Project Increment.

3. The development approach should have been agreed during Foundations.

BECAUSE

Reason:

The Development Approach Definition must be created before Evolutionary Development can commence.

4. The resources from Timber Tigers and Earth Excavations should have been engaged before the start of Evolutionary Development.

BECAUSE

Reason:

Commitment to delivery is based on pre-agreed resource levels at the project level.

5. A final Deployment phase should be held after Timebox C has completed.

BECAUSE

Reason:

The Deployed Solution is assessed post-project to confirm whether the expected benefits have been achieved.

□

Answer:

Explanation:

□ Explanation:

Agile Practitioner

For each line, here is the appropriate option from A to E that applies:

- * The rooms and facilities must be deployed into live use at the end of each Timebox.
- * D. False (Assertion) True (Reason)
- * Rationale: While Evolutionary Development and Deployment can be combined in a timebox, it is not necessary that the rooms and facilities must be deployed into live use at the end of each timebox. Deployment into live use typically occurs after several timeboxes when the product is ready for release.
- * The tasks associated with each Solution Development Timebox should be included in the Delivery Plan.
- * A. True (Assertion) True (Reason)
- * Rationale: The Delivery Plan should outline the schedule of timeboxes and include the high-level activities planned for the upcoming project increment, which encompasses the tasks for each Solution Development Timebox.
- * The development approach should have been agreed during Foundations.
- * A. True (Assertion) True (Reason)
- * Rationale: The development approach is indeed something that should be agreed upon during the Foundations phase, as the Development Approach Definition sets the stage for how Evolutionary Development will proceed.
- * The resources from Timber Tigers and Earth Excavations should have been engaged before the start of Evolutionary Development.
- * C. True (Assertion) False (Reason)
- * Rationale: It is true that resources should be engaged before Evolutionary Development starts to ensure commitment and resource availability. However, the commitment is typically based on the detailed planning and agreements made during Foundations, not solely on pre-agreed resource levels at the project level.
- * A final Deployment phase should be held after Timebox C has completed.
- * E. False (Assertion) False (Reason)
- * Rationale: Deployment phases are usually not a one-time, final phase but occur incrementally as part of the timeboxed development. Additionally, the assessment of whether the expected benefits have been achieved is part of the benefits realization process and not necessarily the sole reason to have a final Deployment phase post-Timebox C.

NEW QUESTION # 40

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