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APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q104-Q109):

NEW QUESTION # 104

Resources are limited. The Sales Manager has two marketing assistants who may be able to give a few hours a week between them to the project.

What action should the Project Manager take?

- A. Accept that members of the Solution Development Team will be inconsistent.
- B. Make each Timebox as long as possible to ensure the marketing assistants have enough time to complete any work allocated to them within the boundaries of the Timebox.
- C. Schedule the two marketing assistants to work at different times so they can hand matters over to one another.
- **D. Try to secure formal agreement as to how many hours per week the marketing assistants will spend on the project.**

Answer: D

Explanation:

In the context of Agile Project Management, it is crucial to have clear commitments regarding team members' availability to ensure that project planning and execution can be as accurate and effective as possible. By securing a formal agreement on the hours the marketing assistants can dedicate to the project each week, the Project Manager can better plan tasks and allocate resources, thereby optimizing the team's capacity and ensuring that project timelines and deliverables are realistic and achievable.

References:

The Agile Project Management (AgilePM) framework emphasizes the importance of clear communication, resource planning, and commitment from all team members to ensure project success. Having a formal agreement on availability helps in setting clear expectations and allows for more effective planning and utilization of resources within the constraints of the project, aligning with Agile principles of collaboration, adaptability, and iterative progress.

NEW QUESTION # 105

Towards the end of the Foundations phase of Project Increment 4, with the high-level requirements agreed, Hira, has asked the Developers to estimate the work required to deliver the Eco spa solution.

In addition to the Developers, the Teams include:	
Mira Bachar (Guest Services Manager)	Product Owner for both Delivery Teams
Lee Tan (General Manager)	Business Advisor
Brinda Vyas	Business Visionary
Hira	Project Manager
Sukra Aroon	Solutions Architect
Wanida Anong	Regulatory Compliance Manager
Sarah Lark	Business Sponsor
Priya	Business Advisor

Answer the following questions related to estimating the work involved.

(Sukra Aroon has noticed that the Developers are spending excessive time creating their estimates. He has also observed that the document capturing their assumptions behind these estimates is nearly 20 pages long.

Based on his observation, what advice should he offer to the Developers?)

- **A. Ensure that your estimates are accurate enough to support planning but avoid excessive refinement that delays delivery.**
- B. Continue refining your estimates as much as possible to eliminate uncertainty, ensuring that all potential risks and complexities are accounted for.
- C. Document every possible assumption in detail, as extensive documentation ensures accuracy and prevents disputes later in the project.
- D. Use broad, high-level estimates only, as attempting to refine estimates beyond this at any stage of the project is unnecessary.

Answer: A

Explanation:

The correct answer is A .

AgilePM values estimation, but it also values proportionality . Estimating should help planning and decision- making, not become a heavy exercise that delays progress and creates unnecessary documentation.

Why A is correct:

- * Estimates should be accurate enough for the planning purpose at hand.
- * Teams should avoid excessive refinement when the extra effort gives little added value.
- * AgilePM encourages "just enough" detail, not exhaustive analysis.

This question highlights a common anti-pattern:

- * too much time spent estimating,
- * too much documentation,
- * and too little focus on actual delivery.

Why the other options are incorrect:

B is incorrect because trying to eliminate all uncertainty is unrealistic and contrary to AgilePM thinking.

C is incorrect because although early estimates may be broad, refinement is still useful later when more information becomes available.

D is incorrect because documenting every assumption in detail is excessive and not agile.

So the best answer is A .

NEW QUESTION # 106

The Sales Manager is excited by the challenge to lead a pilot to upskill the sales team in the new capabilities. They will particularly enjoy coaching and spending time with team members.

Which preference does this behavior BEST display?

- A. Introvert.
- B. Feeling.
- C. Extravert.
- D. Thinking.

Answer: C

Explanation:

Comprehensive and Detailed Explanation:

This question uses the Myers-Briggs Type Indicator (MBTI) framework, which identifies personality preferences based on four dichotomies. In this scenario, the Sales Manager's behavior reflects traits that align most closely with the Extraversion preference.

1. Why the Answer is Extravert (A):

- * Extraverts gain energy from interacting with others and are motivated by teamwork, coaching, and engaging in group activities.
- * The Sales Manager's enjoyment of spending time with team members and their enthusiasm for leading a pilot clearly demonstrates extraverted qualities.
- * Extraverts typically thrive in environments where collaboration and communication are emphasized, which matches the described behavior.

2. Analysis of Other Options:

* Option B: Introvert

* Introverts are more reflective and gain energy from time spent alone or in quieter settings. They tend to prefer solitary work over group activities.

* The Sales Manager's enjoyment of coaching and team interaction does not align with introverted traits.

* Eliminate.

* Option C: Thinking

* The Thinking preference in MBTI is about making decisions based on logic and objective criteria. It does not directly relate to the enjoyment of coaching or spending time with team members.

* The scenario describes behavior that is more about interaction and energy from others rather than logical decision-making.

* Eliminate.

* Option D: Feeling

* The Feeling preference relates to decision-making that prioritizes values and empathy. While this could be partially relevant in a coaching context, the primary focus of the description is on enthusiasm for interaction and collaboration, which are hallmarks of extraversion.

* Eliminate.

3. Practical Example:

* An extraverted leader might enjoy hosting team workshops, facilitating discussions, or mentoring colleagues. Their energy comes from the collaborative process, just as the Sales Manager enjoys coaching and working directly with their team.

4. Reference to MBTI:

* Extraversion (E):

* Focused on the external world and interactions with others.

* Energized by group activities and collaboration.

- * Introversion (I):
- * Prefers reflection and solitary work.

NEW QUESTION # 107

How should the Project Manager assist the electricians to deliver the wiring?

- A. Provide separate electricians' rooms so they can focus on their work.
- B. Produce a detailed design of all electrical socket locations, to be approved by the Technical Co-ordinator.
- C. Hold a weekly meeting for electricians so they can report on progress.
- D. Encourage the Business Ambassador to be available to discuss location of electrical sockets.

Answer: D

NEW QUESTION # 108

The change management team is creating the change analytics strategy for the change programme.

Below is an extract of recipients, measures and source data that have been proposed.

Answer the following question about the sources of conflict in change situations.

Column 1 is a list of statements about sources of conflict in change situations.

Column 2 contains the names of the eight sources of conflict identified by Art Bell and Brett Hart. For each statement in Column 1, select from Column 2 the source of conflict to which it MOST relates. Each selection from Column 2 can be used once, more than once or not at all.

Recipient	Measures to be collected	Data sources
CEO	<ul style="list-style-type: none"> • Market share • Customer awareness of the new UniCo brand • Sales of mobile applications 	<ul style="list-style-type: none"> • External industry associations • Existing marketing focus groups • UniCo company sales data
Sales Director	<ul style="list-style-type: none"> • % of the sales team that feel able to proficiently demonstrate the mobile applications • How confident are the sales team in knowing how to use the new sales system 	<ul style="list-style-type: none"> • New surveys of sales staff
Customer Services Director	<ul style="list-style-type: none"> • Customer reasons for mobile application complaints measured at the end of the change programme 	<ul style="list-style-type: none"> • New customer feedback survey
The Human Resources and Facilities Manager	<ul style="list-style-type: none"> • Breakdown of staff trained in mobile applications by grade and specialism in each department 	<ul style="list-style-type: none"> • HR Training records

#	Column 1	Column 2
1.	Instructions are understood by different people in different ways, influenced by their unique personal background.	A. Needs
2.	The revision of internal processes or systems have caused a lack of clarity on the responsibilities for certain tasks, resulting in activities being overlooked or duplicated.	B. Styles
3.	Instructions on the project are given by different people using different levels of planning, formality and decision-making approaches.	C. Perceptions
4.	The parties involved are continually making amendments and extensions to delivery deadlines to accommodate the changing environment.	D. Goals
		E. Pressures
		F. Roles
		G. Personal values
		H. Unpredictable policies

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	A	B	C	D	E	F	G	H
1.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Answer:

Explanation:

	A	B	C	D	E	F	G	H
1.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Explanation:

In the UniCo case, the organization is undergoing significant changes that involve integrating the Selco team, revising internal processes, and preparing staff for a shift to mobile applications. Sources of conflict during such organizational change include misunderstandings, role ambiguity, and resistance to changes in work styles or policies.

Revised Answers (aligned with the UniCo case):

1. Instructions are understood by different people in different ways, influenced by their unique personal background.

C: Perceptions

In the UniCo scenario, perceptions are a key source of conflict, especially between the long-standing UniCo staff and the Selco team. For example, different views on the importance of the rebranding efforts reflect how unique personal backgrounds influence perceptions.

2. The revision of internal processes or systems has caused a lack of clarity on the responsibilities for certain tasks, resulting in activities being overlooked or duplicated.

F: Roles

This aligns with the UniCo case where process revisions are required to integrate Selco staff and adjust to the new business focus. A lack of clarity in responsibilities-like how teams should collaborate on mobile applications-creates role-based conflict.

3. Instructions on the project are given by different people using different levels of planning, formality, and decision-making

approaches.

B: Styles

In the UniCo scenario, the cultural differences between the dynamic, fast-paced Selco team and the more structured UniCo team highlight conflicting work styles, which may result in tension during decision-making and task execution.

4. The parties involved are continually making amendments and extensions to delivery deadlines to accommodate the changing environment.

H: Unpredictable policies

In UniCo, the organizational changes, such as the relocation of the Selco staff and the integration of operational processes, require frequent adjustments. This creates uncertainty and frustration, which are classic symptoms of conflict due to unpredictable policies.

NEW QUESTION # 109

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