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APMG-International AgilePM-Practitioner Exam Syllabus Topics:

Topic	Details
Topic 1	Lifecycle and Products: This section of the exam covers topics such as Agile project lifecycle, various stages of the lifecycle, agile products, Vision Documents, and Prototypes.
Topic 2	Planning and Control: In this section, the exam covers planning and control of the project and vital concepts such as estimation and iterative strategy. It also covers how to utilize MoSCoW prioritization and mitigate any risks.
Topic 3	Techniques: In this section, the topics covered various techniques that can be utilized including iterative development. Candidates are tested for their know-how of agile techniques and timeboxing.
Topic 4	 People and Roles: In this section, the topics covered include various roles involved in an Agile project and how they relate to each other. The topics covered include the responsibilities of the Agile Project Manager, agile teams, and business owners.

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APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q59-Q64):

NEW QUESTION #59

Α

* Explanation: Both the assertion and reason are true, and the reason explains the assertion.

Kotter's model identifies celebrating early wins as a critical step to sustain momentum and mitigate resistance.

Assertion 4:

The CEO's openness will help to make the vision more 'sellable' to the 'volunteer army' when

'communicating the vision and the strategy'. Reason: It is important to institutionalize the strategic changes into the culture so that implementation of the vision becomes second nature to staff.

Answer:

Explanation:

В

* Explanation: Both the assertion and reason are true, but the reason does not directly explain the assertion. The CEO's openness is more about inspiring and aligning the volunteer army, while institutionalizing change into culture is a separate step in Kotter's model. Final Answer Table

Assertion Line

Answer

1

A

2

A 3

Α

4 B

NEW QUESTION # 60

Which item is MOST likely to be considered as a pain point for a 'Sales team member' stakeholder?

- A. Rebranding gives the company a modern look that has been missing historically.
- B. This gives an opportunity for all staff to be involved and engaged in shaping the change.
- C. Increased effort will be needed initially to learn the new supporting business processes.
- D. Comprehensive training is required to broaden skills, that are recognized as best practice.

Answer: C

Explanation:

Comprehensive and Detailed Step-by-Step Explanation

Understanding Stakeholder Pain Points in the UniCo Scenario

A 'pain point' refers to challenges, concerns, or additional efforts that stakeholders perceive during a change process. For the Sales team members, these challenges would most likely relate to adapting to new processes and requirements resulting from the

rebranding and strategic shift.

Option Analysis

- * A. Rebranding gives the company a modern look that has been missing historically
- * This statement highlights a positive aspect of the change rather than a "pain point." While rebranding may indirectly impact the Sales team, it is unlikely to be perceived as a primary concern or challenge.
- * Incorrect.
- * B. Comprehensive training is required to broaden skills, that are recognized as best practice
- * While training is an important component of change, the statement frames it positively (broadening skills recognized as best practices). Training may be challenging, but it is not likely the most significant pain point for Sales team members in this scenario. * Incorrect.
- * C. Increased effort will be needed initially to learn the new supporting business processes
- * The UniCo scenario indicates that Sales team members are already facing disruptions to their normal processes. Learning and adapting to new supporting business processes (e.g., systems and practices introduced to align with Selco's expertise) requires significant effort and is a clear "pain point." This aligns directly with the operational challenges described for the Sales staff.
- * Correct.
- * D. This gives an opportunity for all staff to be involved and engaged in shaping the change
- * Similar to A, this option reflects a positive engagement opportunity rather than a pain point.

While involvement in shaping change is beneficial, it does not directly address the challenges faced by Sales team members.

* Incorrect.

Why C is the Correct Answer (Scenario Alignment)

The Sales staff at UniCo are already facing disruptions and challenges due to the rebranding and integration of Selco. Adapting to new business processes, particularly those supporting mobile applications and innovation, represents a pain point as it demands additional effort and adjustment during the change process.

References (UniCo Scenario and AgilePM Alignment):

- * UniCo Scenario: "Sales staff have faced disruption due to changes in sales processes and must adapt to new supporting processes."
- * AgilePM Handbook, Chapter 8: Addressing Stakeholder Needs and Managing Change Impacts.
- * Agile Business Consortium Stakeholder Pain Points and Impact Assessment.

NEW QUESTION #61

Xan Insurance Company operates from one location - a large, open-plan

office in the centre of a city. Those employees that will be working within the Solution Development Team are all based in this office but work at different ends of the office in separate departments.

What action should the Project Manager suggest to ensure the most effective collaboration of the Solution Development Team?

- A. No action required as these employees are located in the same office.
- B. Create an email group for the Solution Development Team to collaborate on ideas.
- C. Relocate these employees to a new project area, with a number of desks where the Solution Development Team can sit together.
- D. Set up a telephone or video conferencing facility so that all members of the team can collaborate effectively.

Answer: C

Explanation:

The most effective action the Project Manager can suggest to ensure the most effective collaboration of the Solution Development Team is:

C: Relocate these employees to a new project area, with a number of desks where the Solution Development Team can sit together. Co-locating team members in a shared space is a well-established practice in Agile environments to enhance communication, collaboration, and team dynamics. By having the Solution Development Team sit together, the Project Manager can facilitate more efficient face-to-face interactions, quick resolution of issues, and a better sense of team unity. This approach leverages the benefits of immediate communication and collaborative problem-solving, which are key in Agile project management. Even though the team members are currently in the same office, their separation into different ends of the office could hinder spontaneous communication and collaboration. Creating a dedicated project area for the team can significantly improve their ability to work together effectively.

NEW QUESTION #62

How should the lack of provision of a fire escape from the upstairs of the building in Timebox B initially be dealt with?

• A. The Solution Development Team should revise the Timebox Plans for Timeboxes B and C.

- B. The Solution Development Team should commence understanding and delivering the new requirement.
- C. The Architect, in the role of Technical Co-ordinator, should escalate the issue to Architecture Angels' Senior Management

 Team
- D. The Project Manager should escalate the issue to the Marketing Director, who is in the role of Business Visionary.

Answer: C

Explanation:

The initial action to deal with the lack of provision of a fire escape from the upstairs of the building in Timebox B should be:

*C. The Architect, in the role of Technical Co-ordinator, should escalate the issue to Architecture Angels' Senior Management Team.

This is because the lack of a fire escape is a significant safety concern that could have legal and regulatory implications. It's important that the Senior Management Team is aware of this issue so they can make informed decisions about how to address it. The Architect, in the role of Technical Co-ordinator, is well-positioned to understand the technical implications of this issue and communicate them to the Senior Management Team.

While revising the Timebox Plans (option A) or commencing understanding and delivering the new requirement (option B) could be part of the solution, these actions should be taken after the issue has been escalated and discussed with the Senior Management Team. Escalating the issue to the Marketing Director (option D) may not be the most effective course of action, as this is primarily a technical and safety issue, not a marketing one.

NEW QUESTION #63

Which 2 statements represent appropriate entries for the plan for Post-Project activities?

- A. The Sales Manager will create a company-wide email showing the number of policies sold weekly by each of the sales assistants.
- B. The Project Manager will attend Daily Stand-up meetings to observe progress.
- C. A report showing the number of application forms completed online through the website for coffee shop insurance policies will be produced weekly.
- D. Once the new system has been deployed, the time it takes to process sales online will be compared with the time it takes to process new policies sold through telephone sales.
- E. Before the product is deployed, the Sales Manager will circulate a copy of the revised sales procedure for processing coffee shop insurance sales.

Answer: C,D

Explanation:

For the XAN Insurance Company Web Project, the plan for Post-Project activities should include actions and measures that will be undertaken after the project's deliverables have been implemented to ensure sustained benefits, monitor performance, and facilitate continuous improvement.

Selected Statements for the Plan for Post-Project Activities:

D: A report showing the number of application forms completed online through the website for coffee shop insurance policies will be produced weekly.

E; Once the new system has been deployed, the time it takes to process sales online will be compared with the time it takes to process new policies sold through telephone sales.

D; Producing a weekly report on the number of application forms completed online is a clear post-project activity. It provides ongoing monitoring of the project's impact and the effectiveness of the online system in attracting coffee shop insurance policies. E: Comparing the processing times of online sales to telephone sales after the new system's deployment is an essential post-project

E: Comparing the processing times of online sales to telephone sales after the new system's deployment is an essential post-project activity. It evaluates the efficiency and effectiveness of the new online system, offering insights into improvements and adjustments that may be needed.

Why Other Statements Are Excluded:

A: Creating a company-wide email to show the number of policies sold by each sales assistant weekly is more related to internal sales performance monitoring and motivation rather than a specific post-project activity tied to the project's objectives.

B: Circulating a copy of the revised sales procedure before product deployment is a preparation step for the transition to the new system, rather than a post-project activity.

C: The Project Manager attending Daily Stand-up meetings is part of the ongoing project management and team coordination activities during the project, not a post-project activity.

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