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APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q167-Q172):

NEW QUESTION # 167

Using the additional information provided for this question in the Scenario Booklet, answer the following questions about the requirement for a fire exit from the upstairs of the building.

What is an appropriate reason to classify the need for a secondary exit from the upstairs of the building as a Must Have requirement?

- A. A secondary exit from the upstairs of the building will provide a shorter and more direct route into the garden than the main

stairway.

- B. The requirement for a secondary exit from the upstairs of the building has to be made a higher priority in order to be moved to an earlier Timebox.
- **C. Provision of a secondary exit from the upstairs of the building will ensure compliance with national fire safety regulations.**
- D. A secondary exit from the upstairs of the building would help ease congestion in busy periods during festivals.

Answer: C

Explanation:

A: Provision of a secondary exit from the upstairs of the building will ensure compliance with national fire safety regulations.

Rationale:

Compliance with national fire safety regulations is non-negotiable and would be a legal requirement for the operation of the hotel. Therefore, any features required to meet these regulations would automatically be classified as "Must Have" due to their mandatory nature for safety and legal operation.

NEW QUESTION # 168

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

	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 checked="" 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"/>

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 # 169

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. Continue refining your estimates as much as possible to eliminate uncertainty, ensuring that all potential risks and complexities are accounted for.
- B. Use broad, high-level estimates only, as attempting to refine estimates beyond this at any stage of the project is unnecessary.
- C. Ensure that your estimates are accurate enough to support planning but avoid excessive refinement that delays delivery.

- D. Document every possible assumption in detail, as extensive documentation ensures accuracy and prevents disputes later in the project.

Answer: C

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 # 170

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.

(Having provided some sample estimates for Hira to review, a number of stakeholders have challenged their accuracy-some suggesting that the work has been significantly over-estimated, while others believe it has been significantly under-estimated. What should the Developers do?)

- A. Defend their estimates as accurate, assuring stakeholders that the numbers provided are fixed and reliable for planning purposes.
- B. Adjust estimates to align with stakeholder expectations, increasing or decreasing them based on their concerns to gain buy-in.
- C. Document key assumptions behind the estimates to provide transparency of rationale and support further refinement as more information becomes available.
- **D. Explain that early estimates are inherently uncertain and that they will be refined progressively as more details emerge throughout the project.**

Answer: D

Explanation:

The correct answer is A .

In AgilePM, early estimates are expected to contain uncertainty. The correct response to stakeholder challenge is not to act defensive, make the numbers appear fixed, or change them just to satisfy opinions.

Instead, the Developers should explain that these are early estimates , based on current understanding, and that they will be refined progressively as the project learns more.

Why A is correct:

* It sets the right expectation about estimation in AgilePM.

* It reinforces that estimates are useful planning tools , not guarantees.

* It helps stakeholders understand why refinement is normal and responsible.

Why the other options are incorrect:

B is incorrect because AgilePM does not treat early estimates as fixed commitments.

C is incorrect because estimates should not be manipulated to suit stakeholder preferences. They should reflect the team's best judgment.


D is good practice and can be helpful, but it is not the strongest answer here. The immediate issue is stakeholder misunderstanding about the nature of early estimates, and A addresses that most directly.

So the best answer is A .

NEW QUESTION # 171

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.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

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.

#	Assertion	Reason
1.	The rooms and facilities must be deployed into live use at the end of each Timebox.	BECAUSE 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 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 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 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 The Deployed Solution is assessed post-project to confirm whether the expected benefits have been achieved.

	A	B	C	D	E
1.	<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"/>
3.	<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"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Answer:

Explanation:

	A	B	C	D	E
1.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
2.	<input checked="" 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"/>
4.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

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 # 172

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Scott has some great insight on the importance of putting the camera into motion, AgilePM-Practitioner From here, the photographer needed to develop the negative, and make the print—either by doing it him or herself, or sending it to a lab to be processed.

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