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

NEW QUESTION # 35

(Sukra Aroon wants to ensure alignment between the emerging Spa infrastructure and innovative spa treatments being developed. Which approach effectively combines Agile Leadership with practical application?)

- A. Encourage Delivery Teams to define shared acceptance criteria for interdependent deliverables and Brinda approving.
- B. Empower Team Leaders to independently handle alignment through informal discussions, documenting key decisions for later review.
- C. Use hierarchical reporting where decisions would be documented collaboratively between Brinda Vyas, Mira Bachar, Hira and Sukra Aroon.
- **D. Encourage Delivery Teams to define shared acceptance criteria for interdependent deliverables ensuring alignment on needs.**
- E. Empower Team Leaders to resolve dependencies, escalating major issues to Sukra for a solution-wide view if needed.
- F. Use hierarchical reporting where changes can be escalated and approved quickly allowing the Delivery Teams to progress.
- G. Hold a joint Retrospective after each Sprint to review alignment and identify remedial actions to ensure alignment.
- H. Hold a joint Retrospective after each Sprint so Team Leaders can share learning and provide feedback.

Answer: D

Explanation:

The correct answer is C .

In AgilePM, the strongest way to combine agile leadership with practical delivery control is to create direct collaboration between the Delivery Teams around the work that must fit together. In this case, the Spa infrastructure team and the Spa operations/treatments team are working on interdependent outputs. The best way to keep those outputs aligned is for the teams to agree shared acceptance criteria for the items that depend on one another.

That makes C the best answer because it is both:

- * agile in leadership style , since it empowers the teams to collaborate and define quality expectations together, and
- * practical in execution , since shared acceptance criteria give both teams a concrete basis for building compatible deliverables.

For example, if a hydrotherapy treatment is planned, the infrastructure team and treatment team may need shared criteria covering:

- * space layout,
- * water systems,
- * safety controls,
- * guest flow,
- * environmental standards,
- * equipment readiness,
- * and operational usability.

Without this shared definition, one team could deliver something technically complete but not actually usable by the other.

Why C is correct from an AgilePM perspective:

AgilePM supports:

- * collaboration across roles and teams ,
- * shared understanding of requirements and outcomes ,
- * fitness for business purpose ,
- * early clarification of dependencies ,
- * and empowered teams working within a coordinated framework .

Shared acceptance criteria are a very effective mechanism because they:

- * turn vague alignment into clear, testable expectations,
- * expose dependency risks early,
- * reduce rework,
- * improve communication across teams,
- * and help ensure the integrated solution works as intended.

Why the other options are less suitable:

A). Empower Team Leaders to resolve dependencies, escalating major issues to Sukra for a solution- wide view if needed.

This is reasonable, but it is not the best answer. It relies on "Team Leaders" rather than direct team collaboration, and it focuses more on escalation management than on creating a shared working agreement.

AgilePM prefers empowering the teams themselves and resolving dependencies through collaboration as close to the work as possible.

B). Empower Team Leaders to independently handle alignment through informal discussions, documenting key decisions for later review.

This is weaker because "informal discussions" alone are too loose for managing important inter-team dependencies. Alignment needs something more concrete than conversations that are only documented afterward.

D). Encourage Delivery Teams to define shared acceptance criteria for interdependent deliverables and Brinda approving.

This is close, but the addition of Brinda approving makes it less agile. Brinda, as Business Visionary, is important for vision and

business alignment, but she should not be drawn into approving detailed inter-team acceptance criteria unless there is a specific business reason. This risks slowing down delivery and reducing team empowerment.

E). Hold a joint Retrospective after each Sprint to review alignment and identify remedial actions to ensure alignment.

Retrospectives are valuable, but this is mainly reactive. It helps improve after issues appear, whereas shared acceptance criteria help prevent misalignment before or during delivery.

F). Hold a joint Retrospective after each Sprint so Team Leaders can share learning and provide feedback.

Again, useful but not the strongest answer. It supports learning, but not direct practical alignment of interdependent deliverables.

G). Use hierarchical reporting where decisions would be documented collaboratively between Brinda Vyas, Mira Bachar, Hira and Sukra Aroon.

This is not very AgilePM-aligned because it introduces a more bureaucratic reporting structure. AgilePM favors collaboration and timely decision-making over hierarchical control.

H). Use hierarchical reporting where changes can be escalated and approved quickly allowing the Delivery Teams to progress.

This is also too command-and-control in style. Agile leadership aims to reduce unnecessary hierarchy and enable teams to work together effectively, not depend on approval chains as the main coordination mechanism.

AgilePM perspective:

This question is really about balancing two needs:

* leadership through empowerment and collaboration, and

* practical governance through clear quality expectations.

Option C does both. It avoids excessive control, but it also avoids vague coordination. It gives the teams a practical tool to align their work while maintaining agility.

Therefore, the best AgilePM answer is C.

NEW QUESTION # 36

Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following questions about Feasibility.

Remember to limit your answers to the number of selections requested in each question.

Which 2 statements describe the appropriate application of Agile Project Management when developing the Delivery Plan?

- A. The Project Manager should NOT need to identify any risks this early in the project.
- **B. The Project Manager should include any known constraints associated with planning permission.**
- C. The Earth Excavations' Head Gardener should be excluded from discussions related to deliverables since contracts are NOT yet signed.
- **D. The Architecture Angels' Marketing Director should be involved in the development of the Delivery Plan.**
- E. The approach to the project should be based on the Project Approach Questionnaire responses.

Answer: B,D

Explanation:

In the context of Agile Project Management, when developing the Delivery Plan during the Feasibility phase, the two statements that best align with Agile principles are:

A: The Project Manager should include any known constraints associated with planning permission.

E: The Architecture Angels' Marketing Director should be involved in the development of the Delivery Plan.

Here's the rationale:

*A: Recognizing and accounting for known constraints such as planning permission is a key aspect of Agile.

It allows for better adaptability and planning around these constraints. Including them early in the Delivery Plan helps ensure that they are considered throughout the project.

*E: Agile emphasizes cross-functional collaboration and stakeholder engagement. The Marketing Director would provide valuable insights into customer needs and market conditions, which are crucial for a successful delivery plan.

NEW QUESTION # 37

(In the Ecologe Panthera Resort (EPR) Project, answer the following questions about risk management.

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 Select 2 answers to each question.

Which 2 statements describe the application of AgilePM 's approach to managing risk?)

- A. AgilePM leverages Sprint Reviews and feedback loops to surface and mitigate risks.
- B. AgilePM assigns risk management solely to the Project Manager, Hira.)
- C. AgilePM allows Mira Bachar to adjust Backlog priorities with advice from Sukra Aroon and Hira to address risks.
- D. AgilePM embeds risk management in processes, proactively addressing risks at multiple levels.
- E. AgilePM removes all risks before execution, prioritizing avoidance over mitigation.

Answer: A,D

Explanation:

The correct answers are C and D .

AgilePM treats risk management as a continuous, embedded, and collaborative activity , not as a one-time exercise done only at the beginning of the project. Risks are identified, discussed, reviewed, and responded to throughout the lifecycle using iterative planning, stakeholder engagement, feedback loops, and frequent inspection points.

Why C is correct

"AgilePM embeds risk management in processes, proactively addressing risks at multiple levels." This is a core AgilePM concept.

Risk is not handled separately from delivery. Instead, it is built into the way the project works through:

- * iterative planning,
- * prioritization,
- * collaboration between business and technical roles,
- * incremental delivery,
- * frequent reviews,
- * and ongoing reassessment of assumptions and dependencies.

AgilePM recognizes that risks may emerge from both:

- * the external environment such as regulation, price changes, or market shifts, and
- * the project approach such as weak communication, poor alignment, or misunderstood priorities.

Because of this, risk management must happen at multiple levels across the project, not only in formal risk logs.

Why D is correct

"AgilePM leverages Sprint Reviews and feedback loops to surface and mitigate risks." This also strongly aligns with AgilePM.

Reviews, demonstrations, and feedback events are important mechanisms for exposing:

- * misalignment with business goals,
- * technical integration problems,
- * missing requirements,
- * stakeholder concerns,
- * and benefit realization issues.

AgilePM relies on iterative feedback because it helps the team identify risks early enough to respond before they become major failures. A Sprint Review, for example, may reveal that a feature is not fit for purpose, that dependencies were missed, or that stakeholder expectations were misunderstood. That is exactly how AgilePM uses feedback to reduce risk progressively.

Why the other options are not the best answers

A). AgilePM allows Mira Bachar to adjust Backlog priorities with advice from Sukra Aroon and Hira to address risks.

This is plausible in practice , because reprioritization can indeed be used to respond to risk. However, it is more of a specific situational example than a broad statement of AgilePM's overall risk approach. Since the question asks for the two statements that describe the approach itself, C and D are stronger and more directly aligned.

B). AgilePM removes all risks before execution, prioritizing avoidance over mitigation.

This is incorrect. AgilePM does not assume all risks can be removed before work begins. In fact, AgilePM accepts uncertainty as normal and focuses on:

- * early visibility,
- * continuous adaptation,
- * mitigation,
- * and learning through iteration.

Trying to eliminate all risk upfront would be unrealistic and contrary to agile thinking.

E). AgilePM assigns risk management solely to the Project Manager, Hira.

This is incorrect. In AgilePM, risk management is a shared responsibility . The Project Manager plays an important coordinating role, but risks are also surfaced and addressed by:

- * business roles,
- * technical roles,
- * delivery teams,
- * and stakeholders.

For example:

- * Mira may reprioritize work to reduce value risk,
- * Sukra may identify architectural or feasibility risks,
- * Brinda may highlight business alignment risks,

* Hira may coordinate mitigation and escalation.

AgilePM perspective

AgilePM manages risk by making the project:

* visible,

* collaborative,

* iterative,

* feedback-driven,

* and adaptable.

Rather than depending only on formal reporting or one person's control, AgilePM spreads risk awareness across the project and uses regular events and evolving plans to keep risk under active management.

Therefore, the best two answers are:

C, D

NEW QUESTION # 38

□

Answer:

Explanation:

□

Explanation:

Here the task is to identify which AgilePM principle is most significantly compromised in each case, based on the behavior or concern described.

1. Lee Tan is skeptical about agile ways of working and dismisses Sprint Reviews as a waste of time, creating tension and hindering collective alignment.

answer: G - Communicate continuously and clearly

Sprint Reviews are a core mechanism for transparency, feedback, shared understanding, and alignment. If Lee dismisses them and creates tension around them, the biggest principle being undermined is continuous and clear communication.

Why not just Collaborate ?

That is also affected, but the most direct issue here is rejection of a structured communication and feedback forum. Sprint Reviews exist to keep business and delivery aligned through ongoing communication.

So the most significantly compromised principle is:

1 # G

2. Priya insists that all aspects of the aromatherapy oil, including packaging and marketing, must be fully defined before development, causing concern among teammates.

answer: F - Develop iteratively

This directly conflicts with AgilePM's belief that not everything must be fully detailed upfront. AgilePM supports evolving detail over time through learning, feedback, and iteration.

Priya's position reflects a predictive mindset: define everything first, then build. AgilePM instead encourages starting from sufficient understanding and refining as the team learns more.

So the most significantly compromised principle is:

2 # F

3. Lee Tan is reluctant to release operational staff to act as Business Advisors for the Spa's booking system, prioritizing short term efficiencies. He assumes business requirements are obvious and Developers can proceed without direct business input.

answer: A - Focus on the business need

This is a strong violation of the principle of focusing on the business need. AgilePM depends on active business involvement to ensure that what is delivered genuinely meets operational and strategic needs.

If operational staff are not made available as Business Advisors, the team risks building a solution based on assumptions rather than real business understanding. That undermines the ability to ensure the solution is fit for business purpose.

Why not Collaborate ?

That is involved too, but the core failure is the assumption that delivery can proceed without direct business input. That most fundamentally threatens alignment to the real business need.

So the most significantly compromised principle is:

3 # A

4. Many Delivery Team members in Spa operations, marketing, and IT are part-time and their daily responsibilities are taking priority over project roles. Their limited availability raises concerns about meeting Sprint commitments.

answer: B - Deliver on time

This concern most clearly threatens the AgilePM principle of delivering on time. If part-time participation and competing priorities reduce team capacity, Sprint commitments become unreliable and timeboxes are put at risk.

AgilePM places strong emphasis on protecting time and using prioritization and commitment to ensure timely delivery. If people are not sufficiently available, timely delivery becomes difficult.

Why not Demonstrate control ?

That could also be affected, but the scenario explicitly points to concern about meeting Sprint commitments, which most directly maps to delivery timeliness.

So the most significantly compromised principle is:

4 # B

5. IT developers worry that testing critical booking system integrations can only happen at the end of the Project Increment, rather than being embedded within each iteration.

answer: D - Never compromise quality

This most directly undermines never compromise quality . AgilePM expects quality to be built in throughout delivery, not deferred until the end. Leaving critical integration testing until the end increases the risk of defects, surprises, rework, and unstable delivery outcomes.

Testing should be integrated into the iterative process so that quality is assessed continuously and problems are found early.

Why not Develop iteratively ?

Iterative development is also relevant, but the main concern here is not iteration itself. It is that quality assurance, especially critical integration testing, is being postponed. That most clearly violates the principle of protecting quality.

So the most significantly compromised principle is:

5 # D

NEW QUESTION # 39

Using the Project Scenario answer the following question about the technical quality of the solution to be delivered. An assessment of the maintenance requirement for the new reservation system was made during Feasibility.

Column 1 describes a list of different types of hotel reservation systems considered. Column 2 lists the three DSDM maintainability objectives. For each description in Column 1, select from Column 2 the maintainability objective it would support.

Each selection from Column 2 can be used once, more than once or not at all.

Column 1:

1. Off-the-shelf software with ready-to-use templates that will need to be customised to fully meet Hoy Hall requirements, after deployment.
2. Developing a fully functioning in-house system, developed and hosted by Architecture Angels IT Operations team.
3. All-in-one web-based reservation and accommodation management system built to Hoy Hall's specification.
4. All bookings for Hoy Hall to be scheduled by one of the other two hotels within the group, until a suitable system can be implemented at the site.
5. A spreadsheet is used to capture customer details manually. Data will then be exported into a fully functional system at a later date.

Column 2

- * Maintainability is a required attribute of the initial delivered solution
- * Deliver first, re-engineer later
- * Short-term, tactical solution

Answer:

Explanation:

Explanation:

For each of the descriptions in Column 1, the maintainability objective from Column 2 that each would support is as follows:

* Off-the-shelf software with ready-to-use templates that will need to be customised to fully meet Hoy Hall requirements, after deployment.

* A. Maintainability is a required attribute of the initial delivered solution

* Rationale: Customizing off-the-shelf software indicates a need for the solution to be maintainable from the onset to allow for these adjustments.

* Developing a fully functioning in-house system, developed and hosted by Architecture Angels IT Operations team.

* A. Maintainability is a required attribute of the initial delivered solution

* Rationale: In-house developed systems need to be maintainable to facilitate future changes and enhancements by the team that created them.

* All-in-one web-based reservation and accommodation management system built to Hoy Hall's specification.

* A. Maintainability is a required attribute of the initial delivered solution

* Rationale: A system built to specific requirements will require the ability to maintain and adjust the system as needs evolve, making maintainability a key initial attribute.

* All bookings for Hoy Hall to be scheduled by one of the other two hotels within the group, until a suitable system can be implemented at the site.

* C. Short-term, tactical solution

* Rationale: This is clearly a temporary measure until a proper system is in place, indicative of a tactical solution to address immediate needs.

* A spreadsheet is used to capture customer details manually. Data will then be exported into a fully functional system at a later date.

* C. Short-term, tactical solution

* Rationale: Using a spreadsheet is a stop-gap solution to manage information in the short term, emphasizing the tactical nature rather than long-term maintainability.

Option B is not selected for any of the descriptions as none of them imply an approach of delivering first with the intention to re-engineer later. They all suggest a need for immediate maintainability or a short-term fix, not a re-engineering approach.

NEW QUESTION # 40

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