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## APMG-International AgilePM-Practitioner Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 2	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 4	<ul style="list-style-type: none"> <li>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.</li> </ul>

## APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q25-Q30):

### NEW QUESTION # 25

Answer the following question about how risks will be reduced on the Hoy Hall Hotel project through successful application of the DSDM Principles.

Column 1 lists a selection of project risks identified on the Hoy Hall Hotel project. Column 2 is a list of the DSDM Principles. For each risk in Column 1, select from Column

2 the DSDM Principle which, if applied appropriately, would MOST help to reduce or mitigate that risk.

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

□

### Answer:

Explanation:

□ Explanation:

Here are the DSDM Principles that would most help to reduce or mitigate the listed risks:

\* The 'Hoy for Hoy Hall' Action Group may cause delay to the project if they are not kept updated on how the finished rooms are going to look.

\* G. Communicate continuously and clearly

\* Timber Tigers will ensure that the front rooms are finished and approved by the end of Timebox A.

\* E. Build incrementally from firm foundations

\* The Architecture Angels IT support team may require more detail up front in order to approve the initial design for the new online reservation system.

\* A. Focus on the business need

\* The morale of the Solution Development Team may be adversely affected if the external web design specialist is not a team player.

\* C. Collaborate

\* Empowering the Solution Development Team to manage themselves on a day-to-day basis may result in the Project Manager losing sight of what activities are being carried out, by whom and when.

\* H. Demonstrate control

### NEW QUESTION # 26

Review sessions have been scheduled at end of Investigation, Refinement and Consolidation for the later Timeboxes to ensure that the mistakes made in Timebox A do not happen again.

Which Agile principle MOST influences this course of action?

- **A. Demonstrate control.**
- B. Deliver on time.
- C. Focus on the business need.
- D. Build incrementally from firm foundations.

**Answer: A**

#### **NEW QUESTION # 27**

As time goes by, there is an increase in Customer Services staff asking questions about how their skills development will be supported under the new structure and how they will influence decisions about the projects they will be assigned to work on. Which is the MOST appropriate response from the Customer Service Director?

- A. Ask for the communications from the change teams to include the questions.
- B. Define the approach and governance for the Customer Services projects.
- C. Prepare presentations to all staff outlining the targets for the new structure.
- **D. Support line leadership roles on how to include those asking the questions.**

**Answer: D**

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

Context from the UniCo Scenario:

In a major organizational change like this, active staff involvement is critical to ensure alignment, engagement, and buy-in. Staff members' questions about skill development and project assignments indicate that they are invested in the success of the change but need direction and inclusion. Effective responses should empower leadership to address these concerns while fostering collaboration and clarity.

Analysis of Each Option:

\* A. Prepare presentations to all staff outlining the targets for the new structure.

\* Why Incorrect: While presentations can provide clarity, they are top-down communication and do not address staff engagement directly. This approach misses the opportunity to actively include staff in decision-making or skills development discussions.

\* B. Support line leadership roles on how to include those asking the questions.

\* Why Correct: Supporting line leaders ensures that the staff asking questions are actively involved in the process. Line leadership is typically closer to the teams and can effectively include their input in decision-making. This approach aligns with AgilePM principles of empowering teams and fostering collaboration at the operational level.

\* C. Ask for the communications from the change teams to include the questions.

\* Why Incorrect: While addressing these questions in communications is helpful, it does not provide a direct platform for staff engagement or influence. This approach risks being seen as a passive response rather than actively resolving concerns.

\* D. Define the approach and governance for the Customer Services projects.

\* Why Incorrect: Governance and structure are important, but this response focuses on technical aspects of project delivery rather than addressing staff engagement and their questions about skills development. It does not provide immediate reassurance or inclusion for staff concerns.

Why B Is Correct:

\* Direct Engagement with Staff Concerns:

\* By empowering line leadership, the Customer Services Director ensures that staff questions are addressed effectively and incorporated into decision-making. This creates a culture of collaboration and trust.

\* Alignment with AgilePM Principles:

\* AgilePM emphasizes empowered teams and engagement at the operational level to drive change successfully. Line leaders are well-positioned to address team concerns directly.

\* Sustainable Solution:

\* Supporting line leadership ensures ongoing responsiveness to staff concerns, rather than providing one-off presentations or communications.

References to AgilePM Framework:

\* Empowered Teams:

\* AgilePM stresses the role of line leaders in empowering their teams and ensuring effective collaboration. (AgilePM Practitioner Guide, Chapter 6: Empowered Teams)

\* Stakeholder Engagement:

\* AgilePM highlights that involving stakeholders directly in decision-making is critical to gaining buy-in and addressing concerns. (AgilePM Practitioner Guide, Chapter 8: Stakeholder Engagement)

\* Sustained Engagement:

\* Responses should aim to foster sustained staff engagement and involvement, not just one-time solutions. (AgilePM Practitioner Guide, Chapter 9: Delivering Value Early)

### NEW QUESTION # 28

Answer the following questions about the acceptance criteria within the project.

Decide whether the approach to setting and using acceptance criteria has been applied appropriately and select the response that supports your decision.

The requirement to 'install a heat reclamation system' shows as a Should Have in the Prioritised Requirements List. During Investigation in Solution Development Timebox B, the Project Manager advised the team NOT to set detailed acceptance criteria for this requirement until later in the Timebox, since the requirement may have to be dropped and the work would be wasted.

Is this an appropriate action related to acceptance criteria?

- A. Yes, because only Must Have requirements should be fully understood.
- **B. Yes, because the acceptance criteria might need to be changed during the Solution Development Timebox.**
- C. No, because it indicates that the Solution Development Team has NO intention of delivering the Should Have requirements.
- D. No, because it is necessary to understand the full detail of all the work for completion in the Solution Development Timebox during Investigation.

**Answer: B**

Explanation:

B: Yes, because the acceptance criteria might need to be changed during the Solution Development Timebox.

Rationale:

In Agile Project Management, flexibility is key. It is important to prioritize work based on the value it provides and the necessity of the requirement. "Should Have" requirements are important but not critical, and they can be subject to change as the project progresses and as more information becomes available. Deferring the detailed setting of acceptance criteria for a "Should Have" requirement that might be dropped is a practical approach to managing workload and focusing efforts on the most critical aspects of the project first. This approach is in line with Agile's principle of responding to change over following a fixed plan.

### NEW QUESTION # 29

The Change Manager has read Goleman's articles on the Hay-McBer six dimension model of organization climate. This gives leaders practical ways that leadership style can improve organizational culture and performance as measured by staff surveys.

Answer the following question about recommendations a change manager could make to the CEO applying these six dimensions to improve climate across the organization.

Column 1 is a list of recommendations the Change Manager has made to the CEO seeking to initiate or support a change in the organizational culture. For each recommendation in Column 1, select from Column 2 the 'dimension' in organizational climate MOST likely to improve as a result. Each selection from Column 2 can be used once, more than once or not at all.

□

**Answer:**

Explanation:

□ Explanation:

□ The Hay-McBer six dimensions of organizational climate provide a framework for analyzing and improving work environments. The six dimensions are:

\* Clarity: Employees understand their roles, goals, and the direction of the organization.

\* Responsibility: Employees feel empowered to make decisions and take ownership of their work.

\* Standards: There is a focus on high-performance expectations.

\* Rewards: Contributions are recognized and rewarded.

\* Flexibility: Employees feel that the organization is adaptable and open to new ideas.

\* Commitment: Employees feel a strong sense of belonging and loyalty to the organization.

1. Joint Meetings to Discuss UniCo's Strategic Focus (Clarity)

\* Reason: These meetings aim to communicate the organization's strategic direction, providing employees with a clear understanding of goals and expectations.

\* This directly improves clarity, as employees gain insight into the company's vision and how their roles align with it.

2. Internal Marketing Campaign on New Contract (Rewards)

\* Reason: Highlighting the success of the new contract through an internal campaign boosts employee pride and morale. This is a

form of recognition, aligning with the rewards dimension.

\* Employees feel their contributions are acknowledged and celebrated, motivating further engagement.

### 3. Shared Leadership Workshops for Decision-Making (Responsibility)

\* Reason: Empowering staff by delegating decision-making responsibilities enhances their sense of ownership and accountability.

\* This supports the responsibility dimension, as it shifts decision-making closer to those executing the work, increasing engagement and confidence.

### 4. Engaging Staff to Define Service Levels (Flexibility)

\* Reason: Involving staff in shaping service levels fosters adaptability and innovation. This shows the organization values employee input, improving flexibility by encouraging open-mindedness and collaboration.

#### Summary of Dimensions Applied

The recommendations align with specific dimensions to address identified gaps in organizational climate, improving overall engagement and performance:

\* Clarity: Joint meetings to communicate strategy.

\* Rewards: Internal campaigns celebrating achievements.

\* Responsibility: Delegating decision-making through leadership workshops.

\* Flexibility: Involving staff in defining processes.

## NEW QUESTION # 30

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