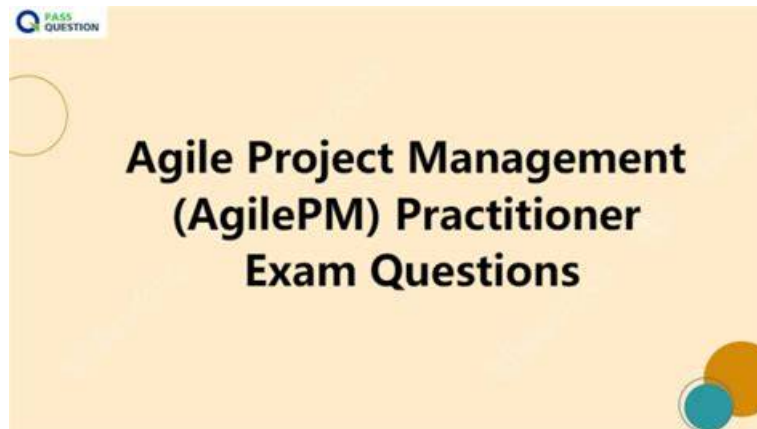


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APMG-International AgilePM-Practitioner Exam Syllabus Topics:

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	• 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.
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	• 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.

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APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q142-Q147):

NEW QUESTION # 142

What action should the Project Manager take regarding the remaining windows?

- A. All requirements that have not been met are automatically carried over to the next increment.
- **B. Decompose the individual elements of work to be completed on the windows and reprioritise them to meet the Minimum Usable Subset.**
- C. Insist that all available resources within the Solution Development Team are redirected to this work over the remaining two days.
- D. Extend the time allocated to Timebox C, to allow time to complete these.

Answer: B

NEW QUESTION # 143

Which tool is likely to be the MOST useful in a co-design workshop for summarizing staff or customer reactions to a situation?

- A. Project plan.
- B. McKinsey 7s Model.
- **C. Empathy map.**
- D. Establish and discuss basic principles for interaction at the start of the workshop.

Answer: C

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

In Agile Project Management and collaborative workshop settings, choosing the right tool is essential to summarize and interpret staff or customer reactions. Here 's a breakdown of why B (Empathy map) is the most suitable answer:

1. Relevance of Empathy Maps in Co-Design Workshops:

* Empathy maps are visual tools used to gain deeper insights into individuals or groups, such as customers or staff. They help capture reactions, emotions, and behaviors in a structured way.

* The tool focuses on what individuals:

* Say (verbal feedback),

* Think (internal feelings),

* Do (actions), and

* Feel (emotions).

* This makes it ideal for understanding and summarizing reactions during a co-design workshop, especially when exploring how stakeholders perceive a given situation.

2. Analysis of the Options:

* Option A: Project plan

* A project plan is a tool for structuring the work and managing timelines, resources, and deliverables. It does not capture or summarize reactions and would not be suitable in a workshop context for this purpose.

* Option B: Empathy map (Correct Answer)

* Specifically designed to document reactions and emotions, the empathy map helps identify what stakeholders are experiencing and provides actionable insights. This aligns with AgilePM's emphasis on understanding and addressing stakeholder needs.

* Option C: McKinsey 7s Model

* This strategic framework analyzes organizational alignment across seven dimensions (strategy, structure, systems, shared values, skills, staff, style). While useful for identifying systemic organizational issues, it is less effective for capturing individual or group reactions during a workshop.

* Option D: Establish and discuss basic principles for interaction at the start of the workshop

* Setting ground rules can help structure the workshop itself but does not directly contribute to summarizing reactions or gaining insights into staff or customer perceptions.

3. Importance in UniCo's Scenario:

* UniCo ' s organizational change and integration efforts depend heavily on understanding reactions from both Selco and UniCo staff.

* Since UniCo staff may resist the shift towards innovative solutions and mobile applications, an empathy map can effectively document and analyze these reactions to shape actionable strategies.

4. Agile Practitioner Documentation References:

* Stakeholder Engagement in AgilePM: Empathy maps are highlighted as key tools for understanding and managing stakeholder expectations and ensuring alignment with project goals.

* Agile Manifesto Principle: Focuses on "individuals and interactions" and emphasizes the need for tools that capture human perspectives.

* Agile Workshops Best Practices: Empathy maps are recommended for capturing reactions and feedback in co-creative sessions.

References:

Agile Project Management Handbook, Chapter 7: Stakeholder Engagement and Feedback Tools
Agile Manifesto: Customer Collaboration Over Contract Negotiation
Design Thinking in Agile: Empathy Mapping Techniques

NEW QUESTION # 144

Midway through Project Increment 4, a joint Sprint Retrospective is held with Developers from both Delivery Teams.

Some members from Marketing and IT, based in India, join via video conferencing.

Issues raised:

. Dependency management challenges

Concerns about AgilePM principle 'Demonstrate Control'

To address this, Mira Bachar and the Developers invite Hira and Sukra Aroon to help Delivery Teams understand the issues, assess the consequences, and collaborate on solutions that align with AgilePM and Scrum.

In addition to the Developers, the teams include:

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

Remember to select 2 answers for each of the questions below.

(Another of the EPR Eco-spa's commissioned in India experienced major quality issues, causing a three-week shutdown.

Stakeholders are now worried about similar problems in Project Increment 4.

Which 2 of the following actions would appropriately reassure stakeholders that the same quality issues will not arise in this project?)

- A. Review the India project's issues with stakeholders and demonstrate how Project Increment 4 addresses them differently.
- B. Explain to stakeholders that AgilePM prevents quality issues through iterative development, incremental delivery, and continuous improvement.
- C. Engage stakeholders in Sprint Reviews and encourage detailed quality discussions on delivered increments.
- D. Define and make visible quality criteria for Backlog items, and ensure the Delivery Teams collectively confirm compliance before declaring 'Done'.
- E. Appoint an independent Quality Manager to approve completed work before it is released.

Answer: A,D

Explanation:

The best answers are B and E.

B is correct because AgilePM's strongest reassurance comes from visible, embedded quality control.

Making quality criteria explicit and ensuring teams confirm compliance before calling work "Done" shows that quality is being managed proactively, not assumed.

E is also correct because stakeholders are specifically worried due to problems in the India project. Reviewing those past issues and showing how Project Increment 4 is handling them differently directly addresses their concern with evidence and learning.

Why the others are weaker:

* A is helpful, but it is more about visibility than about the strongest quality assurance mechanism.

* C is too absolute; AgilePM helps manage quality, but it does not guarantee quality issues can never happen.
* D introduces a heavier control layer that is not the primary AgilePM approach.
So the correct answers are B, E .

NEW QUESTION # 145

(At a Sprint Review, Brinda Vyas realized that guest luxury has been prioritized over sustainability, creating misalignment with the project vision.)

- A. VUCA-based, because customer expectations change in dynamic and unpredictable environments.
- B. Approach-based, because Brinda Vyas ' expectations should be clearly communicated, captured and clarified in the Foundations phase.
- C. Approach-based, because the Delivery Team should have continuously validated assumptions about Brinda Vyas ' expectations.
- D. VUCA-based, because Agile embraces change, so deviations are normal.

Answer: C

Explanation:

The correct answer is B .

This is an approach-based risk , not a VUCA-based one, because the issue comes from how the team interpreted and validated the vision during delivery, rather than from an external unpredictable force.

The problem described is that the team prioritized guest luxury over sustainability , which caused a misalignment with the project vision. In AgilePM, that kind of misalignment usually points to a failure in:

- * ongoing collaboration,
- * validation of assumptions,
- * frequent feedback loops,
- * and continuous alignment with the Business Visionary.

Why B is correct:

AgilePM does not treat vision alignment as a one-time event only handled in Foundations. Even if the vision is initially clear, the Delivery Team must continue to:

- * validate their understanding,
- * test assumptions,
- * gather feedback,
- * and confirm they are still delivering in line with business priorities.

Since Brinda only recognized the misalignment at the Sprint Review, it suggests that the team had been operating on assumptions that were not checked often enough. AgilePM strongly encourages regular inspection and collaboration precisely to prevent this kind of drift.

So this is approach-based because the issue arises from the way the team worked and communicated, not from the external environment.

Why the other options are incorrect:

A). Approach-based, because Brinda Vyas ' expectations should be clearly communicated, captured and clarified in the Foundations phase.

This is partly true, but it is not the best answer. Foundations is important, but AgilePM does not rely only on early clarification. The stronger AgilePM point is that alignment must be maintained continuously throughout delivery, not assumed after Foundations.

C). VUCA-based, because customer expectations change in dynamic and unpredictable environments.

This is incorrect because the scenario is not about changing customer expectations. It is about misalignment with Brinda's existing project vision . The issue is internal interpretation and validation, not environmental uncertainty.

D). VUCA-based, because Agile embraces change, so deviations are normal.

This is incorrect. Agile accepting change does not mean any deviation from the project vision is simply normal or classified as VUCA. A deviation caused by weak alignment is still an approach issue.

AgilePM perspective:

AgilePM depends on:

- * clear business vision,
- * active business involvement,
- * iterative validation,
- * and continuous communication between business and delivery roles.

When delivery drifts away from the intended balance of value dimensions-here, luxury and sustainability -that usually indicates the team did not sufficiently validate its understanding as work progressed.

Therefore, the best answer is B .

NEW QUESTION # 146

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

Answer: C

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 # 147

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