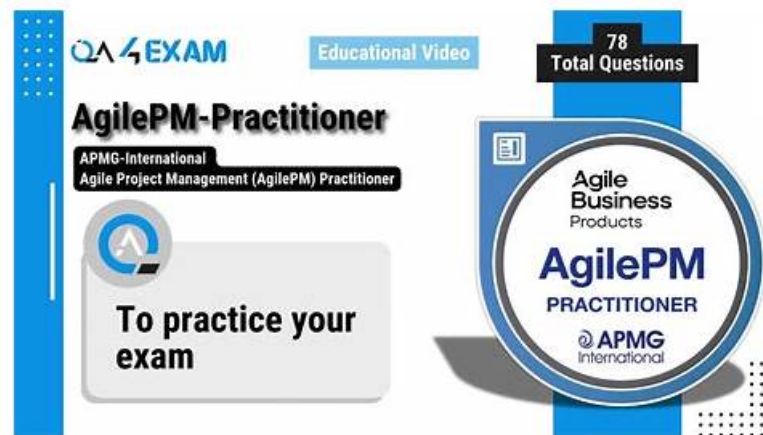


AgilePM-Practitioner Examengine, AgilePM-Practitioner Exam Fragen



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APMG-International AgilePM-Practitioner Prüfungsplan:

Thema	Einzelheiten
Thema 1	<ul style="list-style-type: none"> • 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.
Thema 2	<ul style="list-style-type: none"> • 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.

Thema 3	<ul style="list-style-type: none"> • 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.
Thema 4	<ul style="list-style-type: none"> • 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.

APMG-International Agile Project Management (AgilePM) Practitioner Exam AgilePM-Practitioner Prüfungsfragen mit Lösungen (Q52-Q57):

52. Frage

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:

□ (During the Sprint, Mira Bachar identified inconsistencies between what she wanted, expressed in Product Backlog items, and the Product Increments delivered by the Delivery Teams.

Which 2 of the following would be appropriate actions for Mira to take in the next Sprint?)

- A. Increase her availability to engage in discussion, reviews and give her feedback.
- B. Require detailed design documents for all Product Backlog items before development starts.
- C. Assign a Business Analyst to translate Product Backlog items into structured requirements.
- D. Define clear acceptance criteria and provide practical examples for Backlog items.
- E. Ensure consistent Product Backlog estimation using Planning Poker to improve predictability.

Antwort: A,D

Begründung:

The best answers are A and B .

A is correct because AgilePM depends on active business involvement . If Mira sees a mismatch between intended outcomes and delivered increments, she should increase her availability to clarify needs, answer questions, review progress, and provide timely feedback.

B is also correct because clear acceptance criteria and practical examples reduce ambiguity and help the Delivery Teams understand what "done correctly" looks like for each Backlog item.

Why the others are weaker:

* C is too document-heavy and not aligned with AgilePM's lightweight, collaborative approach.

* D adds translation layers instead of improving direct collaboration and clarity.

* E is about estimation, not about resolving misunderstanding between need and delivered outcome.

So the correct answers are A, B .

53. Frage

The Customer Services Manager used to work in a call center, answering customer calls. Concerned for staff wellness, this manager has decided to invite anyone who is finding the changes overwhelming to contact them directly so that they can arrange appropriate support.

Which preference does this behavior BEST display?

- A. Thinking
- B. Feeling
- C. Sensing
- D. iNtuiting

Antwort: B

Begründung:

Comprehensive and Detailed Explanation:

This question uses the Myers-Briggs Type Indicator (MBTI) framework. The described behavior reflects a Feeling preference, as the Customer Services Manager is focused on the emotional well-being of their team and is acting out of concern for others' experiences.

1. Why the Answer is Feeling (D):

- * People with the Feeling preference prioritize values, empathy, and the impact of decisions on others.
- * The Customer Services Manager is actively addressing staff wellness by:
 - * Offering direct support to those who are overwhelmed.
 - * Focusing on creating a safe and supportive environment.
 - * This focus on emotional care and interpersonal connection aligns with the Feeling preference.

2. Analysis of Other Options:

* Option A: Sensing

* The Sensing preference involves focusing on concrete details and practical information. While the manager's previous experience in a call center may reflect this, their current focus on emotional support indicates a Feeling preference rather than Sensing.

* Eliminate.

* Option B: iNtuiting

* Intuition focuses on abstract ideas, possibilities, and long-term vision. While Intuition could play a role in managing change, the behavior described is more centered on immediate emotional needs rather than abstract concepts.

* Eliminate.

* Option C: Thinking

* The Thinking preference involves making decisions based on logic and objective criteria. While Thinking is important in management, this scenario focuses on empathy and emotional care rather than logical analysis.

* Eliminate.

3. Practical Example of Feeling Behavior:

* A manager with a Feeling preference might offer counseling services, check in on staff morale, or prioritize team harmony during periods of organizational change. This aligns with the Customer Services Manager's actions to support overwhelmed team members.

4. Reference to MBTI:

* Feeling (F):

- * Makes decisions based on personal values and empathy.
- * Focuses on harmony, emotional well-being, and understanding others' perspectives.

* Thinking (T):

- * Makes decisions based on logic and objective analysis.

54. Frage

(Brinda believes that a meditation garden is essential for the holistic wellness experience, but Sukra, the Solution Architect, warns of risk associated with cultivating and maintaining the required plants.

How should Hira resolve this?)

- **A. Facilitate a workshop with Brinda, Sukra, and stakeholders to assess the potential value and risks.**
- B. Remind Brinda and Sukra of their roles, Brinda defines needs, Sukra decides how to deliver them.
- C. Prioritize the garden as a Must Have, allocating resources to manage the risks.
- D. Support Sukra ' s perspective to minimize any additional architectural and maintenance risks.

Antwort: A

Begründung:

The correct answer is A .

In AgilePM, when there is a disagreement between business value and solution risk , the best response is not to immediately side with one party, nor to force a premature decision. Instead, the Project Manager should facilitate collaborative decision-making so that the relevant roles can assess value, feasibility, risks, and trade-offs together.

That is exactly what Option A does.

Brinda, as the Business Visionary , is focused on ensuring that the Eco-spa experience delivers the intended holistic wellness value. From her perspective, the meditation garden may be an important part of the guest experience and brand promise.

Sukra, as the Solution Architect , is responsible for ensuring the integrity, quality, and feasibility of the solution. His concern about cultivating and maintaining the required plants is legitimate because it relates to delivery feasibility, sustainability, operational burden, and long-term viability.

Hira, as the Project Manager , should not resolve this by taking sides too early. Her role is to create the conditions for an informed decision by bringing the right people together, clarifying the issue, and helping them assess both:

- * the business value of including the garden, and
- * the delivery and operational risks associated with it.

Why A is correct:

A facilitated workshop is the most AgilePM-aligned response because it:

- * encourages collaboration between business and technical roles ,
- * supports shared understanding of benefits, constraints, and risks ,
- * enables informed decision-making based on evidence and discussion,
- * allows stakeholders to explore alternatives or compromises,
- * and reflects agile leadership through facilitation rather than command-and-control.

In a workshop, the group could discuss questions such as:

- * Is the meditation garden truly essential for minimum usable business value?
- * Are there lower-risk alternatives that still achieve the same wellness outcome?
- * Can plant selection, design changes, or maintenance plans reduce the risk?
- * Does the value justify the cost and complexity?
- * Should it be deferred, simplified, or prototyped first?

This is exactly the sort of balanced evaluation AgilePM encourages.

Why the other options are incorrect:

B). Support Sukra 's perspective to minimize any additional architectural and maintenance risks.

This is incorrect because it means Hira would be prematurely siding with the technical perspective without properly considering the business value. AgilePM requires balance between feasibility and business need.

Risk matters, but so does value.

C). Prioritize the garden as a Must Have, allocating resources to manage the risks.

This is incorrect because it assumes the garden should automatically be treated as a Must Have. In AgilePM, prioritization should be based on agreed business value, urgency, and feasibility, not on one stakeholder's preference alone. Also, making it a Must Have before evaluating the risks properly would be poor governance.

D). Remind Brinda and Sukra of their roles, Brinda defines needs, Sukra decides how to deliver them.

This option contains a partial truth about role boundaries, but it is not the best way to resolve the conflict.

While Brinda does represent business needs and Sukra advises on solution design, this is too simplistic for a situation involving risk, value, and potential trade-offs. AgilePM encourages collaboration, not rigid role- based separation as the primary conflict resolution mechanism.

AgilePM perspective:

AgilePM places strong emphasis on:

- * active business involvement
- * collaborative decision-making
- * fitness for business purpose
- * iterative exploration of value and risk
- * facilitative leadership

When tension arises between a desired feature and implementation risk, the right response is to evaluate the issue collaboratively rather than allowing either business ambition or technical caution to dominate without discussion.

In this scenario, the meditation garden may indeed add significant value to the guest wellness experience, but it may also introduce environmental, operational, and sustainability concerns. The best AgilePM response is therefore to explore the trade-off through structured collaboration.

So, from an AgilePM standpoint, A is the best answer because Hira should facilitate a discussion that assesses both potential value and associated risks before deciding how to proceed.

55. Frage

A difference of opinion on the outcome of an earlier project has created a 'them and us' culture between the Sales Department and the Operations Department.

What action should the Project Manager take to resolve this?

- A. Appoint only those members of staff who are prepared to work collaboratively.
- B. Allow the different skillsets to work independently of one another so as not to create further conflict.
- C. Brief the team and the Business Visionary on the use of an Agile Project Management approach and the requirement to collaborate.
- D. Circulate a copy of the Business Case to all members of the Solution Development Team and project-level roles and invite feedback.

Antwort: C

Begründung:

The most effective action the Project Manager should take to resolve the 'them and us' culture between the Sales Department and the Operations Department is:

B: Brief the team and the Business Visionary on the use of an Agile Project Management approach and the requirement to collaborate.

Addressing the cultural divide requires fostering an environment of collaboration and mutual respect. By educating all team members and the Business Visionary about Agile Project Management principles, which emphasize teamwork, collaboration, and collective ownership of project outcomes, the Project Manager can help shift the team's mindset towards a more unified approach. This briefing should highlight the value of diverse perspectives and the importance of working together towards common goals, thus addressing the underlying issues contributing to the 'them and us' culture. Encouraging open communication and collaboration as fundamental components of the Agile approach can help break down barriers and build a more cohesive team.

56. Frage

Using the additional information provided for this question in the Scenario Booklet, answer the following question about the actions the Sales Director should take to develop an effective Sales management team, according to the five dysfunctions that characterize an ineffective team identified by Patrick Lencioni.

Lines 1 to 4 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.

□

Antwort:

Begründung:

□

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

1. Assertion: The Sales Director's plan is an appropriate way to address the team dysfunction exhibited in Point (1).

Reason: Having a clear shared commitment to the outputs required of them is necessary for a team to be truly effective.

* Analysis: Patrick Lencioni's first dysfunction is the absence of trust. Point (1) outlines issues of commitment due to internal conflicts and lack of alignment. The Sales Director's plan addresses these issues by bringing the team together for a shared vision and commitment. This ensures clarity of expectations and alignment.

* Since the assertion and reason are true and explain the behavior, the correct answer is A.

2. Assertion: The Sales Director's plan is an appropriate way to address the team dysfunction exhibited in Point (2).

Reason: Team working is enhanced by taking constructive action to avoid debates that risk damaging team relationships.

* Analysis: Dysfunction (2) addresses fear of conflict. The Sales Director plans to clarify individual roles and responsibilities. This proactive action avoids unnecessary debates about overlapping work and ensures constructive conflict resolution, essential for building relationships.

* Since the assertion and reason are true and explain the behavior, the correct answer is A.

3. Assertion: The Sales Director's plan is an appropriate way to address the team dysfunction exhibited in Point (3).

Reason: Team leaders should define the problem-solving and decision-making processes for their teams to support commitment to change tasks.

* Analysis: Point (3) highlights a lack of accountability, one of the dysfunctions. The Sales Director's plan acknowledges unfulfilled tasks and seeks joint agreement on future actions. This creates structured accountability by defining processes and ensuring follow-through on commitments.

* Since the assertion and reason are true and explain the behavior, the correct answer is A.

4. Assertion: The Sales Director's plan is an appropriate way to address the team dysfunction exhibited in Point (4).

Reason: Teams that have trust amongst the members when collaborating, tend to make more efforts to avoid letting other team members down.

* Analysis: Dysfunction (4) is inattention to results. Point (4) highlights resistance to adopting the required changes for selling mobile applications. The plan to cross-collaborate with other departments builds trust and understanding among team members, ensuring shared accountability for results.

* Since the assertion and reason are true and explain the behavior, the correct answer is A.

References:

Patrick Lencioni's Five Dysfunctions of a Team: A Leadership Fable.

Analysis of team collaboration and management strategies applied to organizational development.

57. Frage

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