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APMG-International Agile Project Management (AgilePM) Practitioner

Exam Sample Questions (Q156-Q161):

NEW QUESTION # 156

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.

At the beginning of Solution Development Timebox A, the Timebox is being planned in detail. Although Foundations was conducted at a high level, the Prioritised Requirements List was baselined. Now the Solution Development Team is setting detailed acceptance criteria against each requirement.

Is this an appropriate approach to setting detailed acceptance criteria?

- A. Yes, because acceptance criteria can only be understood at a high level during Foundations and will always need further investigation.
- B. Yes, because the Solution Development Team members will be setting acceptance criteria for the first time during Solution Development Timebox A.
- C. No, because acceptance criteria should be set in detail against each requirement during Foundations.
- D. No, because the Solution Development Team should NOT be involved in setting acceptance criteria.

Answer: A

Explanation:

A: Yes, because acceptance criteria can only be understood at a high level during Foundations and will always need further investigation.

Rationale:

In Agile Project Management, while the Foundations phase does involve setting high-level expectations and a prioritized requirements list, the detailed acceptance criteria are often refined during the actual Solution Development iterations or timeboxes. This is because, as the work progresses, the team's understanding of the product grows, and they are better equipped to define detailed acceptance criteria that align closely with the customer's needs and the project's evolving context. It's a collaborative and iterative process, allowing for greater precision in defining what will make a particular feature or requirement acceptable.

NEW QUESTION # 157

Each of the following questions includes a list of true statements about individuals from Architecture Angels and Timber Tigers who have been appointed to the project team. Only 2 statements explain why, in the context of an Agile team, the individual is a suitable candidate for that role.

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

Which 2 statements explain why the Architecture Angels' Finance Director would be an appropriate Business Sponsor?

- A. Is the project budget holder.
- B. Will not distract the Solution Development Team, as is usually too busy to be involved.
- C. Has been friends with the Architecture Angels' Chief Executive since school.
- D. Is able to delegate most of the required involvement to the Chief Accountant.
- E. Is concerned about preventing the costs of refurbishment from escalating and affecting the operations of the company.

Answer: A,E

Explanation:

The two statements that explain why the Architecture Angels' Finance Director would be an appropriate Business Sponsor are:

C: Is the project budget holder. D: Is concerned about preventing the costs of refurbishment from escalating and affecting the operations of the company.

Rationale:

*C: Being the project budget holder, the Finance Director has a clear overview of the financial aspects of the project, which is crucial for the role of Business Sponsor. They are responsible for the financial governance of the project, ensuring that the project remains viable and delivers value for money.

*D: A key responsibility of a Business Sponsor is to safeguard the project from going over budget. The Finance Director's concern for preventing cost escalation is aligned with this responsibility, as they would work to balance the financial constraints with the project objectives.

Options A, B, and E do not directly relate to the role's responsibilities and do not support why the Finance Director would be suitable for the Business Sponsor role in an Agile context.

NEW QUESTION # 158

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 checked="" 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 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"/>

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 # 159

During Timebox A, the Local Planning Authority Officer was sometimes asked to attend the Daily Stand-up meeting as a temporary Specialist team member, to represent any Planning Authority issues.

Is this an appropriate application of Agile Project Management for this project?

- A. No, because NOT all members of the Solution Development Team will attend the Daily Stand-up.
- B. No, because only members of the Solution Development Team should be permitted to attend Daily Stand-up meetings.
- **C. Yes, because all stakeholders should attend the Daily Stand-up meetings.**
- D. Yes, because each team member will have an opportunity to highlight any Planning Authority issues that may otherwise hinder their progress.

Answer: C

NEW QUESTION # 160

Using the additional information provided for this question in the Scenario Booklet, answer the following question about using Kotter 's eight-processes cyclical model. This model is being used for planning and leading the change required to rebrand and reposition UniCo in the market place.

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.

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		Reason
1.	In order to 'create a sense of urgency around a single big opportunity' with the rebranding work, the Marketing Manager should appoint the founder of Selco to lead the rebranding workstream	BECAUSE	Kotter defines 'creating a sense of urgency around a single big opportunity' as identifying innovators who will create momentum by pioneering the change.
2.	All managers across UniCo need to be committed to the rebranding before the change process can begin to 'formulate a strategic vision'.	BECAUSE	The 'strategic vision', is only viable when the majority of managers believe that change is absolutely essential.
3.	The positive staff reaction to the recent press article will contribute to the momentum of the change programme by 'celebrating visible, significant short-term wins'.	BECAUSE	'Celebrating visible, significant short term wins' will help to reduce negativity.
4.	The CEO's openness will help to make the vision more 'sellable' to the 'volunteer army' when 'communicating the vision and the strategy'.	BECAUSE	It is important to institutionalize the strategic changes into the culture so that implementation of the vision becomes second nature to staff.

	A	B	C	D	E
1.	<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"/>

Answer:

Explanation:

	A	B	C	D	E
1.	<input checked="" 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"/>

Explanation:

Assertion 1:

In order to 'create a sense of urgency around a single big opportunity' with the rebranding work, the Marketing Manager should appoint the founder of Selco to lead the rebranding workstream.

Reason:

Kotter defines 'creating a sense of urgency around a single big opportunity' as identifying innovators who will create momentum by pioneering the change. answer: A

* Explanation: Both the assertion and reason are true, and the reason clearly explains why the founder of Selco is suited to lead the rebranding workstream. Kotter's model emphasizes identifying champions for change who can create urgency and inspire action.

Assertion 2:

All managers across UniCo need to be committed to the rebranding before the change process can begin to 'formulate a strategic vision'.

Reason:

The 'strategic vision' is only viable when the majority of managers believe that change is absolutely essential. answer: A

* Explanation: Both the assertion and reason are true, and the reason provides the rationale for the assertion. A strategic vision gains traction only when key leaders and managers recognize the importance of change, aligning with Kotter's second step of securing buy-in.

Assertion 3:

The positive staff reaction to the recent press article will contribute to the momentum of the change programme by 'celebrating visible, significant short-term wins'.

Reason:

'Celebrating visible, significant short-term wins' will help to reduce negativity.

answer: A

* Explanation: Both the assertion and reason are true, and the reason explains the assertion.

Kotter's model identifies celebrating early wins as a critical step to sustain momentum and mitigate resistance.

Assertion 4:

The CEO's openness will help to make the vision more 'sellable' to the 'volunteer army' when 'communicating the vision and the strategy'.

Reason:

It is important to institutionalize the strategic changes into the culture so that implementation of the vision becomes second nature to staff.

answer: B

* Explanation: Both the assertion and reason are true, but the reason does not directly explain the assertion. The CEO's openness is more about inspiring and aligning the volunteer army, while institutionalizing change into culture is a separate step in Kotter's model.

Final Answer Table

Assertion Line

Answer

1

A

2

A

3

A

4

B

NEW QUESTION # 161

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