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

Topic	Details
Topic 1	<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 2	<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>

Topic 3	<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 4	<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>

## APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q166-Q171):

### NEW QUESTION # 166

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

**Answer: C**

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 # 167

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

**Answer: D**

### NEW QUESTION # 168

The Change Manager is discussing the relocation of the Selco staff to the UniCo office with the Operations Director. They are using the SCARF framework of people's social experience to guide management actions.

Answer the following questions about the use of David Rock's SCARF framework to increase the motivation for change.

The founder of Selco, now the Applications Manager, is moving from an individual office to a desk in the shared area for the Operations Director's leadership team in the UniCo building. At the last Operations' group meeting, the Operations Director thanked

the Applications Manager for cooperating fully with the relocation.

Is this an appropriate approach to reward the brain in the need for 'status', and why?

- A. Yes, because praising people publicly helps to improve a person's informal importance in the organization.
- B. Yes, because highlighting cooperation provides an opportunity for the Applications Manager to learn and develop.
- C. No, because 'status' should be rewarded by ensuring open, two-way communication using rich channels.
- D. No, because the Application Manager's knowledge and skills are still relevant and there no threat to 'status'.

**Answer: A**

Explanation:

This question examines the application of David Rock's SCARF framework, which identifies five social drivers influencing motivation: Status, Certainty, Autonomy, Relatedness, and Fairness. In this scenario, the focus is on status, which refers to the perception of one's standing or importance relative to others in a group.

1. Understanding the Status Domain in SCARF

\* Status is one of the core social needs in the SCARF framework.

\* It is linked to how individuals perceive their importance or recognition within an organization.

\* Acknowledging contributions publicly enhances status by signaling respect and appreciation, which motivates individuals to engage and cooperate.

2. Why Option D is Correct

\* In this scenario, the Operations Director's public praise of the Applications Manager acknowledges their cooperation in relocating to a shared workspace.

\* This public acknowledgment improves the Applications Manager's informal status within the group by:

\* Showing that their efforts are valued.

\* Positioning them as a cooperative and contributing member of the leadership team.

\* Enhancing status in this way fosters motivation and strengthens engagement in the change process.

3. Analysis of Other Options

\* Option A: No, because 'status' should be rewarded by ensuring open, two-way communication using rich channels.

\* While two-way communication is important for building relatedness or addressing concerns, it does not directly address the brain's need for status, which is driven by recognition and acknowledgment.

\* Eliminate.

\* Option B: No, because the Application Manager's knowledge and skills are still relevant and there is no threat to 'status'.

\* This misinterprets the concept of status. The relevance of skills is unrelated to the need for recognition. Status can still be boosted even when skills are intact, especially in a new environment where informal recognition is key.

\* Eliminate.

\* Option C: Yes, because highlighting cooperation provides an opportunity for the Applications Manager to learn and develop.

\* While cooperation can contribute to learning and development, the focus here is on public acknowledgment of contributions to improve status, not on skill-building or development.

\* Eliminate.

4. Practical Implications

\* The public acknowledgment at the Operations group meeting serves to:

\* Reinforce positive behavior (cooperation during relocation).

\* Increase the Applications Manager's informal standing within the leadership team.

\* Such actions align with the SCARF framework by addressing social motivations and fostering collaboration.

5. Reference to SCARF Framework

\* Status: Enhancing motivation by recognizing contributions publicly, which boosts an individual's perceived value.

\* Threats to status (e.g., moving to a shared workspace) can be mitigated by public praise, maintaining the individual's perception of importance.

## NEW QUESTION # 169

(During the Foundations phase, Brinda Vyas organized a workshop that Hira facilitated. It was attended by Sukra Aroon, Mira, Lee Tan, and Developers from the two Delivery Teams. The goal was to define and align on what would be available for guests at the end of Project Increment 4.

Considering the workshop attendees, which of the following observations aligns with AgilePM?)

- A. Co-creating the vision was necessary, because AgilePM requires full solution design in Foundations.
- B. Mira Bachar ' s attendance was valid, because the Product Owner ensures Delivery Teams deliver value and stay on schedule.
- C. Co-creating the vision was appropriate, because AgilePM stresses early collaboration to achieve shared understanding of

**project goals.**

- D. Sukra Aroon ' s attendance was unnecessary, because the Solution Architect is only needed during development.
- E. Mira Bachar ' s attendance was valid, because the Product Owner resolves technical and design conflicts.
- F. Hira should NOT have facilitated, because Brinda Vyas should lead all project vision discussions.
- G. Hira should NOT have facilitated, because a Project Manager only schedules and tracks progress.
- H. Sukra Aroon ' s attendance was unnecessary, because technical discussions should be separate from solution planning to avoid overcomplicating.

**Answer: C**

Explanation:

The correct answer is E .

This option best aligns with AgilePM because the Foundations phase is specifically intended to build a shared understanding of the project's vision, scope, priorities, feasibility, and approach before detailed delivery progresses. AgilePM strongly encourages early collaboration among key business, technical, and delivery stakeholders so that everyone understands what the project is trying to achieve and what success looks like.

In this scenario, the workshop's purpose was to define and align on what would be available for guests at the end of Project Increment 4 . That is exactly the kind of outcome AgilePM supports through collaborative workshops in Foundations. Co-creating the vision is appropriate because it helps ensure:

- \* the business vision is understood consistently,
- \* delivery expectations are realistic,
- \* technical feasibility is considered early,
- \* stakeholder perspectives are incorporated,
- \* and the teams gain commitment to shared goals.

Why E is correct:

AgilePM places high value on:

- \* active business involvement ,
- \* facilitated workshops ,
- \* collaboration between business and technical roles ,
- \* and shared ownership of understanding , even when accountability for the vision sits with specific business roles.

Brinda, as the Business Visionary , is responsible for setting and safeguarding the vision. But AgilePM does not mean she should define everything in isolation. Instead, the vision should be socialized, explored, clarified, and aligned collaboratively so the wider team understands how to translate it into delivery.

This is particularly important here because the Eco-spa initiative spans:

- \* infrastructure,
- \* guest operations,
- \* wellness experiences,
- \* sustainability,
- \* local traditions,
- \* and service delivery.

A workshop involving business and delivery roles is therefore fully in line with AgilePM.

Why the other options are incorrect:

A). Mira Bachar ' s attendance was valid, because the Product Owner ensures Delivery Teams deliver value and stay on schedule. This is not the best answer. Mira's attendance was indeed valid, but the explanation is weak because "staying on schedule" is not the core reason. Her primary contribution is around value, priorities, and business alignment, not schedule control. Also, option E is broader and more fundamentally aligned with AgilePM principles.

B). Mira Bachar ' s attendance was valid, because the Product Owner resolves technical and design conflicts.

Incorrect. Technical and design conflicts are not primarily the Product Owner's responsibility. Those matters are more aligned to the Solution Architect and technical contributors.

C). Sukra Aroon ' s attendance was unnecessary, because the Solution Architect is only needed during development.

Incorrect. The Solution Architect is highly relevant during Foundations. Early architectural and feasibility input is essential to avoid unrealistic assumptions and later rework.

D). Sukra Aroon ' s attendance was unnecessary, because technical discussions should be separate from solution planning to avoid overcomplicating.

Incorrect. AgilePM supports integrating technical insight into early planning and vision alignment, not separating it away. Business and technical collaboration is a core strength of the method.

F). Co-creating the vision was necessary, because AgilePM requires full solution design in Foundations.

Incorrect. AgilePM does not require full solution design in Foundations. Foundations is about establishing enough understanding and structure to proceed sensibly, not completing exhaustive design upfront. AgilePM favors evolving detail progressively.

G). Hira should NOT have facilitated, because Brinda Vyas should lead all project vision discussions.

Incorrect. While Brinda owns the business vision, Hira as Project Manager can absolutely facilitate workshops to help stakeholders

collaborate effectively. Facilitation is a strong AgilePM behavior for a Project Manager.

H). Hira should NOT have facilitated, because a Project Manager only schedules and tracks progress.

Incorrect. This is contrary to AgilePM. A Project Manager in AgilePM does much more than scheduling and tracking. The role includes coordination, stakeholder engagement, governance support, facilitation, and helping maintain alignment across the project.

AgilePM perspective:

AgilePM encourages using workshops in Foundations because they:

- \* accelerate shared understanding,
- \* expose assumptions and risks early,
- \* promote stakeholder buy-in,
- \* support realistic scoping,
- \* and connect business goals to delivery capability.

So the most AgilePM-aligned observation is not about excluding certain attendees or narrowing role boundaries too strictly. It is that co-creating the vision through early collaboration is appropriate and valuable .

Therefore, the correct answer is E .

### NEW QUESTION # 170

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.

(Developers in the Infrastructure Team report integration issues between climate control and lighting systems, leading to an excessive energy demand beyond the capacity of the solar panels.

Which 2 of the following actions align with the AgilePM guidance on addressing risk?)

- A. Add integration testing to acceptance criteria for relevant Backlog items.
- B. Schedule integration workshops at the end of the all Sprints to address any integration concerns.
- C. Document all integration risks and have Sukra Aroon decide appropriate mitigation actions.
- D. Extend the length of the Sprint to allow time to resolve integration issues.
- E. Include explicit integration test scenarios in the Sprint Backlog.

**Answer: A,E**

Explanation:

The best answers are C and D .

C is correct because AgilePM promotes building quality and risk control into the work itself. Adding integration testing to acceptance criteria ensures that relevant items are not considered complete unless the integration risk has been addressed.

D is also correct because including explicit integration test scenarios in the Sprint Backlog makes the risk visible, actionable, and part

of planned delivery rather than something left vague or deferred.

Why the others are weaker:

\* A is not AgilePM-aligned because timeboxes should not be casually extended.

\* B is too centralized; Sukra's input matters, but risk handling should be collaborative and embedded in delivery.

\* E is too late and reactive; integration concerns should be addressed continuously, not saved for the end.

So the correct answers are C, D.

## NEW QUESTION # 171

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