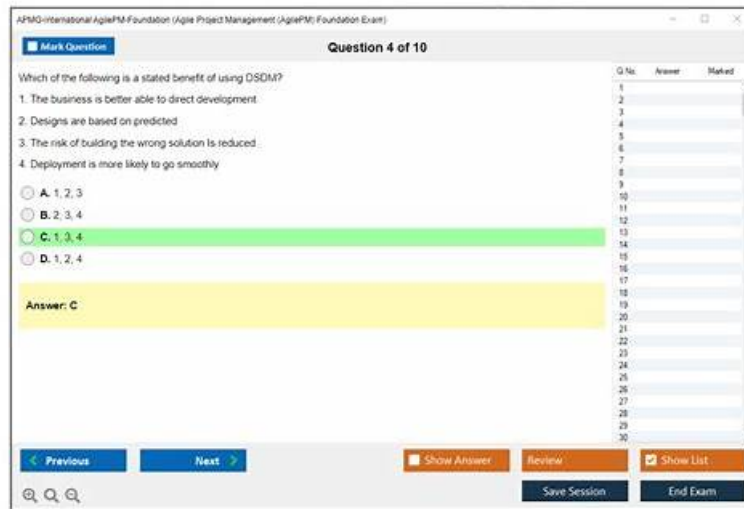


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## APMG-International AgilePM-Practitioner Exam Syllabus Topics:

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>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>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>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>

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# APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q164-Q169):

## NEW QUESTION # 164

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.

During Solution Development Timebox A, a new Health and Safety requirement arises: the front door is required to have wheelchair access. This is a legal requirement and is a Must Have before any staff or general public access can be allowed. The Solution Development Team will work with the Local Planning Authority Officer, the specialist who identified the requirement, to identify further acceptance criteria for Solution Development Timebox A.

Is this an appropriate action related to acceptance criteria?

- A. No, because this new requirement would NOT be included in the original Prioritised Requirements List and therefore does NOT need acceptance criteria to be defined.
- B. No, because the Business Visionary is responsible for defining acceptance criteria.
- C. Yes, because the Local Planning Authority Officer owns the justification for the new requirement.
- **D. Yes, because the new requirement needs to be understood, built and delivered in this Timebox.**

**Answer: D**

Explanation:

A: Yes, because the new requirement needs to be understood, built and delivered in this Timebox.

Rationale:

Agile Project Management is adaptable to changes, even late in the development process. The introduction of a new Health and Safety requirement, such as wheelchair access, which is a legal and must-have requirement, needs to be incorporated into the project as soon as it is identified. Working with the Local Planning Authority Officer to define acceptance criteria ensures that the requirement is clearly understood and that the solution developed meets the necessary legal standards. This approach ensures that the team can immediately address the new requirement and integrate it into the current work cycle, aligning with Agile's principle of welcoming changing requirements, even late in development, for the customer's competitive advantage.

Topic 1, Hoy Hall Hotel Refurbishment Project

Scenario:

Hoy Hall Hotel Refurbishment Project

(Note:

Hoy Hall, a historic, timber-framed building dating from the 17th century, was originally the residence of the Lords of the Manor of Hoytown. The building is registered as a Heritage Building of Special Interest and is subject to restrictions in terms of development. Used as a hotel for over a century, it has recently fallen into disrepair, and for two years it has been completely unused, accelerating its deterioration. The local community has formed the Action Group "Hoy for Hoy Hall" to save the building, and wants to be closely involved in its future success.

After much discussion Hoy Hall has been purchased by Architecture Angels (AA), a small company whose directors are experienced hoteliers. Five years ago they decided to move into the property renovation business and have recently restored two other similarly-endangered buildings for use as hotels.

Architecture Angels are keen to both support local businesses and to have local people run their hotels, giving them a significant amount of autonomy to do this.

To maintain core consistency, the hotels use Architecture Angels' Head Office services, such as IT operations, accounting, payroll, stocktaking, compliance, human resources and property management. The Head Office is based 80 miles from Hoy Hall.

Recently Architecture Angels commenced an Agile project to renovate Hoy Hall, which has a large downstairs hall and reception area, and 20 potential bedrooms upstairs. The roof requires extensive repairs and the electrical and plumbing installations require complete replacement. The 40 acres of land around the site are overgrown and need to be restored, and the driveway needs re-laying.

In the hotel industry, the trend for direct customer bookings via the internet has had a major impact on the growth of those hotels with this facility. Online booking now accounts for around 80% of room bookings, with only 20% being made via walk-in and telephone enquiries. Before Hoy Hall can open for business, a reservation system must be fully operational.

Architecture Angels use contractors to manage such work and have good

relationships with two local companies: Timber Tigers (TT) who will handle the internal works, and Earth Excavations (EE) who will handle the gardens.

A Project Manager, who has since left the company, started the Feasibility phase. This phase has been continued by the Senior Management Team, which consists of the Sales, Marketing, and Finance Directors and the Chief Executive.

This was scheduled to take a month and has almost been completed. A

Feasibility Assessment has been produced. An Outline Business Case has been completed which assessed the project as being viable.

The Architecture Angels Senior Management Team will be responsible for Steering the project.

The table below shows the appointments planned for the project team and is subject to change.

Role	Person
Business Sponsor	• Architecture Angels Finance Director
Business Visionary	• Architecture Angels Marketing Director
Technical Coordinator	• Contract Architect
Business Ambassadors	• Architecture Angels Chief Accountant • Architecture Angels Procurement Manager
Business Advisor	• Architecture Angels Operations
Solution Developers	• Timber Tigers Site Manager • Earth Excavation Head Landscape Gardener

Additional Information:

The project is approaching the end of Feasibility. The original Project Manager was involved in drafting a Delivery Plan for the project but not in the outline refurbishment options.

The Senior Management Team generated several options for the refurbishment.

All the options included a landscaping solution for the gardens and re-laying of the driveway, as the solution will not be acceptable without these. However, the best solution for the refurbishment is still under debate. The new Project Manager has suggested that a Feasibility Prototype could consist of paper-based drawings for each option. The "Hoy for Hoy Hall" Action Group thinks that a physically-built representation is mandatory for a prototype and wants a small-scale model of the recommendation for the building. The time available to produce this, however, is limited.

Contracts for resources have not yet been signed and will be postponed until the chosen outline solution has been agreed.

The diagram below gives the Hoy Hall Hotel project timeline

Feasibility	Foundations	Evolutionary Development & Deployment ←----- INCREMENT 1 -----→			Evolutionary Development & Deployment ←----- INCREMENT 2 -----→	
		Timebox A	Timebox B	Timebox C	Timebox D	Timebox E
1 month	2 weeks	1 month	1 month	1 month	3 weeks	1 month
Initial Study	Prototype built	Front rooms finished and approved	Front and East wing finished and approved	West wing, kitchens and gardens finished and approved Online Reservation system	Marketing campaign and website links to booking system	Contingency

### NEW QUESTION # 165

Answer the following questions about the contents of the DSDM products.

Each of the following questions includes true statements about the project but only two statements are appropriate entries for the DSDM product identified.

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

Which 2 statements represent appropriate entries for the Business Case?

- A. The Sales Manager has been asked to produce a report within the next two days showing the number of generic insurance policies sold to coffee shops over the past three years.
- B. Market research shows that the number of coffee shop patrons taking legal action against retailers has increased by 200% over the past two years.
- C. The Sales Manager has calculated that the new coffee shop insurance product will increase revenues by 10% each week.

- D. Coffee shops that sell Fairtrade products and alcohol from local breweries out perform other coffee shops in the market.
- E. A list of high-level functional and non-functional requirements that the project should meet written as User Stories.

**Answer: B,C**

Explanation:

For the XAN Insurance Company Web Project and considering the Agile Project Management approach, particularly the Dynamic Systems Development Method (DSDM) framework which emphasizes business value and active user involvement, the Business Case should justify the project in terms of cost, benefit, and risk.

Selected Statements for the Business Case:

D: The Sales Manager has calculated that the new coffee shop insurance product will increase revenues by 10% each week.

E: Market research shows that the number of coffee shop patrons taking legal action against retailers has increased by 200% over the past two years.

D: This statement provides a clear financial projection for the benefits of the project, which is a critical component of a Business Case. It quantifies the expected revenue increase, offering a tangible benefit to justify the project investment.

E: This statement outlines a market trend that necessitates the project, highlighting the increased demand for insurance due to rising legal actions against coffee shops. It underscores the relevance and timeliness of the project, adding to the justification for undertaking the project.

Why Other Statements Are Excluded:

A: While high-level functional and non-functional requirements are essential for project planning, they typically belong in project requirements documentation or the Project Brief, rather than the Business Case.

B: This statement provides market insight but does not directly justify the project from a cost-benefit-risk perspective. The relevance of selling Fairtrade products and alcohol to the insurance product project is tangential.

C: The request for a report on past sales provides background information but does not in itself justify the project investment. It might be used to inform the Business Case but is not a direct component of it.

#### NEW QUESTION # 166

The Close Out of Timebox B was completed as scheduled, but the Could Have requirement of tiled walls in the bathrooms was NOT delivered within this period, with the agreement of the team.

Which Agile principle MOST influences this course of action?

- A. Develop iteratively.
- **B. Deliver on time.**
- C. Never compromise quality.
- D. Build incrementally from firm foundations.

**Answer: B**

#### NEW QUESTION # 167

Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following questions about Feasibility.

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

Which 2 statements describe the appropriate application of Agile Project Management when producing an Outline Business Case to support the Feasibility Assessment?

- **A. Enough description of the required refurbishment work should be provided to enable the Architecture Angels' Finance Director to decide whether the project should proceed.**
- B. The Outline Business Case should demonstrate the mitigation of all business risks associated with the refurbishment.
- C. The Outline Business Case should describe the full team structures to be engaged for the later phases of the project.
- **D. During Feasibility, potential beneficiaries of the project should be involved when the Outline Business Case for the refurbishment is created.**
- E. The Feasibility Assessment should contain a detailed description of costs and benefits associated with the refurbishment.

**Answer: A,D**

Explanation:

In applying Agile Project Management to the creation of an Outline Business Case in support of the Feasibility Assessment, the

following two statements are most appropriate:

B: Enough description of the required refurbishment work should be provided to enable the Architecture Angels' Finance Director to decide whether the project should proceed.

Agile approaches favor providing just enough detail to make informed decisions without going into unnecessary depth at early stages. This allows for flexibility and adaptation as more information becomes available.

C; During Feasibility, potential beneficiaries of the project should be involved when the Outline Business Case for the refurbishment is created.

Agile methodologies emphasize stakeholder engagement and user involvement early and throughout the project. This ensures that the project delivers value and meets the needs of those it is intended to benefit.

### NEW QUESTION # 168

(Which 2 statements describe appropriate team behaviour for effective risk management?)

- A. Developers should resolve all risks collaboratively and promptly without escalation.
- B. Hira should have sole responsibility for managing all risks with clear accountability.
- C. Sukra Aroon should handle all technical risks independently to ensure the solution is fit for purpose.
- **D. Risk management should be proactive and part of daily activities, not a separate process.**
- **E. Team members should adopt a collaborative mindset, sharing responsibility for identifying and mitigating risks.**

**Answer: D,E**

Explanation:

The correct answers are A and E .

In AgilePM, effective risk management depends on shared responsibility, continuous awareness, and proactive behaviour across the whole team. Risk is not something handled only by one role, one document, or one event. It is woven into the way the team works every day.

Why A is correct

"Team members should adopt a collaborative mindset, sharing responsibility for identifying and mitigating risks." This aligns strongly with AgilePM. Risks emerge from many areas:

- \* business priorities,
- \* technical feasibility,
- \* compliance,
- \* dependencies,
- \* stakeholder engagement,
- \* and delivery constraints.

Because of that, the best way to manage risk is for the team to work collaboratively and raise concerns early.

Different people see different risks:

- \* Mira may see value or prioritization risk,
- \* Sukra may see architecture or integration risk,
- \* Hira may see coordination or dependency risk,
- \* Wanida may see compliance risk,
- \* Developers may see delivery feasibility risks.

AgilePM encourages a culture where risks are surfaced openly and addressed together rather than left to a single person.

Why E is correct

"Risk management should be proactive and part of daily activities, not a separate process." This is also a core AgilePM principle.

Risk management is most effective when it is:

- \* continuous,
- \* visible,
- \* built into team discussions,
- \* and handled as part of normal delivery activity.

That means risks should be considered during:

- \* planning,
- \* backlog discussions,
- \* reviews,
- \* daily collaboration,
- \* dependency conversations,
- \* and stakeholder feedback.

AgilePM does not treat risk as something only reviewed in occasional formal meetings. The team should be alert to emerging issues and respond before they become major problems.

Why the other options are incorrect

B). Hira should have sole responsibility for managing all risks with clear accountability.

This is incorrect. Hira, as Project Manager, has an important role in coordinating risk management, but AgilePM does not place all risk responsibility on one person. Risk management is shared across business, technical, and delivery roles.

C). Developers should resolve all risks collaboratively and promptly without escalation.

This is incorrect because some risks should be escalated. AgilePM encourages teams to resolve issues at the right level, but not to avoid escalation when broader decisions, sponsorship, governance, or cross-team intervention are needed.

D). Sukra Aroon should handle all technical risks independently to ensure the solution is fit for purpose.

This is incorrect because even technical risks often require collaboration. Sukra contributes architectural leadership, but technical risks may affect priorities, cost, compliance, usability, and business outcomes, so they should not be handled in isolation.

AgilePM perspective

AgilePM supports team behaviour where:

- \* everyone is alert to risk,
- \* risks are discussed early,
- \* people collaborate across roles,
- \* escalation happens when needed,
- \* and risk thinking is part of everyday delivery.

So the two statements that best describe appropriate team behaviour for effective risk management are:

A, E

## NEW QUESTION # 169

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