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Project Management AgilePM Practitioner

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APMG-International AgilePM-Practitioner Exam Syllabus Topics:

Topic	Details
Topic 1	<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.
Topic 2	<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.
Topic 3	<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.
Topic 4	<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.

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APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q34-Q39):

NEW QUESTION # 34

As Sprint 5 comes to an end, the Infrastructure Delivery Team is facing delays due to:

- . Heavy rainfall affecting the Wellness Garden.
- . Local supplier issues causing material delivery delays.
- Dependency on external contractors for hydrotherapy equipment.

The Operations Delivery Team is unable to finalize details of the hydrotherapy treatments without testing them in the context of the facilities being constructed. The marketing materials cannot be generated until this work is complete.

In addition to the Developers, the teams include:

(Sarah Lark is concerned that delays will mean lots of work but no measurable progress.

Is it appropriate for Hira to change progress reports to focus on the Delivery Teams effort instead of delivered features?)

- A. Yes, because tracking effort ensures transparency and stakeholder confidence.
- B. No, because effort-based reporting measure value generated instead of time elapsed.
- **C. No, because effort-based reporting misleads stakeholders on actual progress.**
- D. Yes, because AgilePM values commitment and workload tracking.

Answer: C

Explanation:

D is correct.

AgilePM emphasizes visible delivery of value , not just activity or effort. Reporting based mainly on effort can create the illusion of progress even when little usable value has actually been delivered.

Why D is correct:

- * effort does not equal outcome,
- * stakeholders need visibility of delivered, testable, usable features,
- * and value-based reporting gives a truer picture of actual progress.

Why the others are incorrect:

- * A is wrong because effort tracking alone does not create meaningful transparency.
- * B is wrong because AgilePM values delivery and outcomes more than workload reporting.
- * C is incorrect because the statement itself is flawed; effort-based reporting does not measure value generated.

In AgilePM, progress should be reported through delivered features, outcomes, and business value, so D is the best answer.

NEW QUESTION # 35

Xan Insurance Company operates from one location - a large, open-plan

office in the centre of a city. Those employees that will be working within the Solution Development Team are all based in this office but work at different ends of the office in separate departments.

What action should the Project Manager suggest to ensure the most effective collaboration of the Solution Development Team?

- **A. Relocate these employees to a new project area, with a number of desks where the Solution Development Team can sit together.**
- B. Set up a telephone or video conferencing facility so that all members of the team can collaborate effectively.
- C. No action required as these employees are located in the same office.
- D. Create an email group for the Solution Development Team to collaborate on ideas.

Answer: A

Explanation:

The most effective action the Project Manager can suggest to ensure the most effective collaboration of the Solution Development Team is:

C: Relocate these employees to a new project area, with a number of desks where the Solution Development Team can sit together. Co-locating team members in a shared space is a well-established practice in Agile environments to enhance communication, collaboration, and team dynamics. By having the Solution Development Team sit together, the Project Manager can facilitate more efficient face-to-face interactions, quick resolution of issues, and a better sense of team unity. This approach leverages the benefits of immediate communication and collaborative problem-solving, which are key in Agile project management. Even though the team members are currently in the same office, their separation into different ends of the office could hinder spontaneous communication and collaboration. Creating a dedicated project area for the team can significantly improve their ability to work together effectively.

NEW QUESTION # 36

To ensure that the UniCo change programme is successful, the Chief Executive Officer (CEO) knows that correctly assigning the key change roles will be essential.

Which 2 Sales Team Leaders (TL) are likely to be the line leaders MOST engaged in implementing change, based on the actions that have occurred to date?

- A. The Finance Systems TL, who sent a team member to replace them in early meetings of the change programme.
- **B. The Sales Reporting TL, who has been allowed to see the confidential figures used to justify the Selco acquisition.**
- C. The South Region TL, who has continued to advocate that sales of Large Systems remain UniCo's priority.
- **D. The North Region TL, who has raised concerns about the change approach and whose feedback has been applied.**
- E. The Large Systems TL, who, due to their area's complexity, is scheduled to become involved later in the programme.

Answer: B,D

Explanation:

Comprehensive and Detailed Step-by-Step Explanation

Selecting the most engaged line leaders requires identifying those who are actively participating in or contributing to the change program. The actions taken by the Sales Team Leaders (TLs) reveal their level of involvement, commitment, and influence in the implementation of the change initiative.

1. Why A (Sales Reporting TL) is Correct

- * Access to confidential figures used to justify the Selco acquisition demonstrates trust and engagement in the program
- * This involvement indicates that the Sales Reporting TL is both informed and influential in driving the change initiative forward.

2. Why E (North Region TL) is Correct

- * By raising concerns about the change approach and seeing their feedback applied, the North Region TL has demonstrated active engagement in the process.
- * Their concerns and subsequent actions show they are not only participating but also influencing the direction of the change initiative, making them a key contributor.

3. Analysis of Incorrect Options

* Option B (Large Systems TL):

- * Being scheduled to become involved later suggests that they are not currently engaged in the implementation of the program

* Eliminate.

* Option C (Finance Systems TL):

- * Delegating responsibility to a team member indicates a lack of direct engagement in the change program. A key change leader should be actively involved, not represented by others.

* Eliminate.

* Option D (South Region TL):

- * Advocating for maintaining a focus on Large Systems indicates resistance to the new direction, which is centered around mobile applications. This lack of alignment with the change goals makes them less suitable as a key change leader.

* Eliminate.

4. Practical Implications

- * Engaged leaders like the Sales Reporting TL (A) and the North Region TL (E) can act as role models and advocates for the change program, ensuring alignment and addressing resistance within their teams.
- * Their actions demonstrate a balance of participation, influence, and commitment, which is essential for driving the change initiative successfully.

NEW QUESTION # 37

To ensure that the UniCo change programme is successful, the Chief Executive Officer (CEO) knows that correctly assigning the key change roles will be essential.

Which 2 statements BEST explain why the CEO is appropriate for the role of Sponsor for the Change Programme?

- A. Appreciates that expenditure has to happen promptly and assigns budget appropriately to support the change.
- B. Will provide an alternative view, due to a personal unease that the different direction for UniCo is outside the CEO's own experience.
- C. Is committed to promoting this change as the future direction and has the authority to make it a priority.
- D. Has a reserved, thoughtful leadership style which allows others to establish new behaviors without fear of criticism.
- E. Likes to be involved in the operational detail in order to have control of changes as they happen.

Answer: A,C

Explanation:

Comprehensive and Detailed Step-by-Step Explanation

A Sponsor is a critical role in any change program, tasked with providing high-level support, ensuring resources are allocated, and maintaining alignment between the change initiative and the organization's strategic priorities. The CEO is best suited for this role because they have the authority, vision, and ability to secure the necessary resources for the program.

1. Why D (Budget Allocation) is Correct

- * A sponsor's primary responsibility is ensuring that the change initiative has adequate resources, including financial support.
- * The CEO's ability to assign budgets promptly ensures that the program can progress without delays caused by a lack of funding.
- * This aligns with the sponsor's role of prioritizing resources to avoid disruptions to the change process.

2. Why E (Commitment and Authority) is Correct

* A key attribute of a successful sponsor is their commitment to the change initiative and their authority to prioritize it across the organization.

* The CEO's position as the ultimate decision-maker and their endorsement of the change program as UniCo's future direction reinforces the legitimacy and importance of the initiative.

* By promoting the change and making it a strategic priority, the CEO ensures alignment at all levels of the organization.

3. Analysis of Incorrect Options

* Option A:

* While a thoughtful leadership style can be valuable, this alone does not align with the core responsibilities of a sponsor. The sponsor must be proactive in decision-making, resource allocation, and strategic oversight rather than focusing on creating an environment for behavior changes.

* Eliminate.

* Option B:

* While acknowledging unease about the new direction might indicate self-awareness, it does not demonstrate why the CEO is the best fit for the sponsor role. Sponsors are expected to lead with confidence and conviction, even in unfamiliar situations.

* Eliminate.

* Option C:

* Being heavily involved in operational details is not the role of a sponsor. Instead, the sponsor should focus on strategic oversight and delegating operational responsibilities to program managers or change leaders.

* Eliminate.

4. Practical Implications

* A sponsor like the CEO ensures alignment between the change initiative and organizational goals.

* Their ability to secure resources and champion the program ensures its visibility and priority within the organization, fostering commitment at all levels.

NEW QUESTION # 38

Mira Bachar has spoken with a guest who wanted an aromatherapy scent to remember their holiday. Inspired by this, Mira suggested creating a unique aromatherapy oil for spa treatments and guest sales, which could also serve as a marketing tool. Brinda Vyas supports exploring the idea, but Sukra Aroon notes that selling products is not in scope and could introduce complexities.

(When defining and estimating work for Project Increment 4, the Delivery Teams must account for uncertainty in integrating the Eco-spa into the guest experience.

Which 2 of the following approaches align with AgilePM principles for managing uncertainty in estimation?)

- A. Identify key assumptions behind estimates and revisit them regularly as the project evolves.
- B. Exclude uncertain work from estimation until development is underway and clearer details emerge.
- C. Use broad estimation ranges for high-uncertainty work and refine estimates as more information becomes available.

- D. Avoid committing to estimates for uncertain work until all unknowns are resolved.
- E. Ensure all estimates are fixed early to maintain control over scope and budget.

Answer: A,C

Explanation:

The correct answers are A and C .

AgilePM does not ignore uncertainty. It manages it openly and practically.

Why A is correct

"Use broad estimation ranges for high-uncertainty work and refine estimates as more information becomes available." This fits AgilePM very well because it acknowledges reality: some work is more uncertain than other work.

Broad early estimates are often more honest and useful than false precision.

Why C is correct

"Identify key assumptions behind estimates and revisit them regularly as the project evolves." This is also strongly aligned. Estimates are shaped by assumptions, and AgilePM expects those assumptions to be made visible and rechecked as learning increases.

Why the other options are incorrect

* B is too absolute. AgilePM still expects useful estimation even when uncertainty exists.

* D is contrary to agile thinking because fixed early estimates create false certainty.

* E is not appropriate because uncertain work should still be considered in planning, even if estimated at a higher level.

So the best answers are A, C .

NEW QUESTION # 39

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