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APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q98-Q103):

NEW QUESTION # 98

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. Yes, because the new requirement needs to be understood, built and delivered in this Timebox.
- B. 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.
- C. No, because the Business Visionary is responsible for defining acceptance criteria.
- D. Yes, because the Local Planning Authority Officer owns the justification for the new requirement.

Answer: A

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 # 99

Answer the following questions about the DSDM Lifecycle.

Decide if each observation is an appropriate application of Agile Project Management for this project and select the option that supports your decision.

When the project was in the Feasibility phase it was initially proposed by the Finance Manager that it was a fixed price for a fixed specification' project. The Project Manager has decided that the best way to tackle it would be to leave the development of the least valuable features of the product until last.

Is this an appropriate application of the DSDM lifecycle?

- A. No, because the Solution Development Team should decide which features are left until last.
- B. No, because the most valuable features of the project should be delivered last.
- C. Yes, because the later parts of the project should reflect the least valuable features of the product being built.
- D. Yes, because in a DSDM project there is no detailed specification upfront.

Answer: C

NEW QUESTION # 100

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.

Some of the employees of UniCo are unhappy that they have been given no choice in losing additional leisure space to accommodate the transferred Selco employees. The Change Manager has arranged for affected members to meet with the Selco employees at a social lunch.

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

- A. Yes, because inviting colleagues to interact will make staff feel less powerless.
- B. Yes, because 'autonomy' is best rewarded by listening and supporting affected staff.
- C. No, because encouraging social interactions rewards the brain's need for 'relatedness.'
- D. No, because 'autonomy' is best rewarded by establishing clear change expectations.

Answer: C

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

The SCARF framework identifies five key domains of social experience that influence motivation: Status, Certainty, Autonomy, Relatedness, and Fairness. This question asks if the action taken by the Change Manager appropriately addresses the autonomy domain.

1. Why Autonomy is Not Addressed

* Autonomy refers to an individual's sense of control over their choices and environment.

* In this scenario, UniCo employees feel powerless due to the loss of leisure space without consultation. Autonomy could have been addressed by giving staff more control or input during the decision-making process, such as asking for their preferences or involving them in discussions about how the space could be used.

* Arranging a social lunch does not restore autonomy, as it does not give employees more control or decision-making power.

2. Why Relatedness is Addressed

* Relatedness refers to the sense of connection and belonging among individuals in a group.

* By organizing a social lunch for UniCo employees and Selco staff, the Change Manager is fostering social interaction and relationship-building, which addresses the need for relatedness rather than autonomy.

* This helps improve relationships between the two groups but does not resolve concerns related to autonomy.

3. Analysis of Each Option

* Option A: No, because 'autonomy' is best rewarded by establishing clear change expectations.

* While setting clear expectations can help alleviate uncertainty, it does not directly address autonomy. Restoring autonomy requires giving employees more input or control.

* Eliminate.

* Option B: No, because encouraging social interactions rewards the brain's need for 'relatedness.'

* Correct. The lunch encourages connection and collaboration, which aligns with the relatedness domain, not autonomy.

* Correct Answer.

* Option C: Yes, because 'autonomy' is best rewarded by listening and supporting affected staff.

* While listening to concerns is important, this action does not directly give staff more autonomy.

Instead, it addresses relatedness by fostering relationships through social interactions.

* Eliminate.

* Option D: Yes, because inviting colleagues to interact will make staff feel less powerless.

* Interactions may improve social cohesion, but they do not resolve the sense of powerlessness tied to autonomy. Autonomy requires giving individuals more choice or control.

* Eliminate.

4. Practical Implications

* To better address autonomy, the Change Manager could have involved UniCo employees in discussions about how to accommodate Selco staff or given them options for how leisure space could be managed collaboratively.

* Social lunches, while helpful, are better suited for addressing relatedness by creating bonds and reducing friction between teams.

5. Reference to SCARF Framework

- * Relatedness: Actions that promote connection and collaboration among team members.
- * Autonomy: Actions that empower individuals with choices and control over their environment or decisions.

NEW QUESTION # 101

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.

One aim of the relocation is to develop a less hierarchical culture. The relocation team hear that staff believe managers are still getting special treatment in the allocation of desks. To mitigate this concern, they have planned for groups to move separately over a few weeks and have communicated details with each group independently.

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

- A. Yes, because small change steps will focus staff on changes that relate only to them.
- B. Yes, because frequent communications will help discourage emotional responses.
- C. No, because 'fairness' relies on providing appropriate access to all relevant change information.
- **D. No, because 'fairness' should be based on establishing equality across all staff.**

Answer: D

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

The SCARF framework emphasizes the importance of fairness, defined as treating people equitably and ensuring transparency in processes and decisions. In this scenario, staff are concerned that managers are receiving preferential treatment, undermining the sense of fairness during the relocation.

1. Why Fairness is Key in the SCARF Framework

- * Fairness is a critical driver of motivation, fostering trust and reducing resistance to change.
- * Perceived inequality or favoritism, such as managers receiving "special treatment," creates resentment and disengagement. To maintain fairness, the relocation plan should ensure equality and avoid actions that reinforce perceived hierarchies or favoritism.

2. Why Option B is Correct

- * Fairness should be based on establishing equality across all staff.
- * Addressing concerns about special treatment requires ensuring that all staff, including managers, are treated equitably in desk allocations.
- * Communicating independently with groups or implementing staggered moves does not address the core issue of perceived inequality.

3. Analysis of Other Options

- * Option A: No, because 'fairness' relies on providing appropriate access to all relevant change information.
- * While transparency is important, fairness is primarily about ensuring equality. Merely providing information does not resolve the perception of inequality in desk allocations.
- * Eliminate.
- * Option C: Yes, because small change steps will focus staff on changes that relate only to them.
- * Focusing on smaller steps or individual groups might improve clarity and reduce resistance, but it does not directly address concerns about fairness. The root issue-perceived favoritism-remains unaddressed.
- * Eliminate.
- * Option D: Yes, because frequent communications will help discourage emotional responses.
- * Communication is valuable in managing change, but fairness depends on equitable treatment, not just communication. If staff perceive inequality, frequent communication alone will not resolve their concerns.
- * Eliminate.

4. Practical Implications

- * To address fairness concerns, the relocation team should take visible steps to ensure that desk allocations are equitable for all employees, including managers.
- * A transparent decision-making process, involving staff input, can further enhance perceptions of fairness.

5. Reference to SCARF Framework

- * Fairness: Fairness is about ensuring everyone is treated equitably and that decisions are perceived as just and transparent. Failure to address perceived inequalities can lead to disengagement and demotivation.

NEW QUESTION # 102

(Hira is considering splitting the Developers into two Delivery Teams: one focused on Spa infrastructure and the other on guest experience. Mira Bachar, the Guest Services Manager, will be the Product Owner for both teams.

In Project Increment 4, the Ecolodge Panthera Resort (EPR) team is developing a luxurious Eco-spa, integrating both sustainability and local cultural traditions. As Project Manager, Hira must align the team with Brinda's vision while fostering effective collaboration.

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

Which one of the following statements support Hira ' s proposed Delivery Team structure?)

- A. Each Delivery Team can work independently, delivering valuable increments without needing to coordinate with the other.
- **B. Collaboration within specialized teams improves communication and commitment to goals.**
- C. The Guest Experience team can dictate the Infrastructure team priorities, ensuring guest satisfaction.
- D. Each Delivery Team can refine their own practices without unnecessary distractions from other skill sets.

Answer: B

Explanation:

In AgilePM, a Delivery Team structure should support effective collaboration, clear focus, frequent delivery, and alignment to business needs . Hira's proposal to split the Developers into two Delivery Teams can be justified when that structure improves communication, coordination, and commitment around a coherent area of work.

Option D is correct because it best reflects a practical AgilePM reason for organizing teams in this way. If one team concentrates on Spa Infrastructure and the other on Guest Experience / Spa Operations , each team can build stronger collaboration around a shared purpose. Team members working toward closely related outcomes often communicate more effectively, develop stronger ownership, and stay better aligned to their immediate goals. In AgilePM, this supports the principle of creating empowered teams that can focus on delivering business value.

Why the other options are incorrect from an AgilePM perspective:

A is incorrect because one Delivery Team should not dictate another team's priorities. In AgilePM, priorities are driven by the business need and managed through appropriate roles such as the Business Visionary and especially the Product Owner / Business Ambassador-style representation of business needs , not by one team controlling another. Teams collaborate; they do not command each other.

B is incorrect because separate Delivery Teams do not eliminate the need for coordination. In this scenario, the spa infrastructure and guest experience elements are clearly connected. For example, treatment rooms, utilities, hydrotherapy capability, reservations support, and guest experience design are likely to have dependencies. AgilePM supports iterative delivery, but it also recognizes the importance of active coordination where workstreams are interdependent.

C is incorrect because although team focus is valuable, the wording suggests separation from "other skill sets" in a way that promotes silos. AgilePM favors collaborative, multi-skilled teams , not isolated specialist groups that avoid interaction. A team may have a specialization in outcome or domain, but Agile ways of working still depend on cross-functional cooperation and shared understanding.

From the case context, Hira is managing a significant initiative that combines:

- * construction and sustainable infrastructure,
- * wellness services,
- * guest operations,
- * local traditions,
- * compliance,
- * and business value delivery.

Because the work spans distinct but related domains, having two specialized Delivery Teams can make sense only if it improves communication and commitment within each area while still preserving overall coordination under shared product direction. That is exactly what Option D captures.

So, from an AgilePM viewpoint, D is the strongest supporting statement because it aligns with the idea that an effective team structure should enhance collaboration, ownership, and focus while contributing to successful incremental delivery.

NEW QUESTION # 103

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