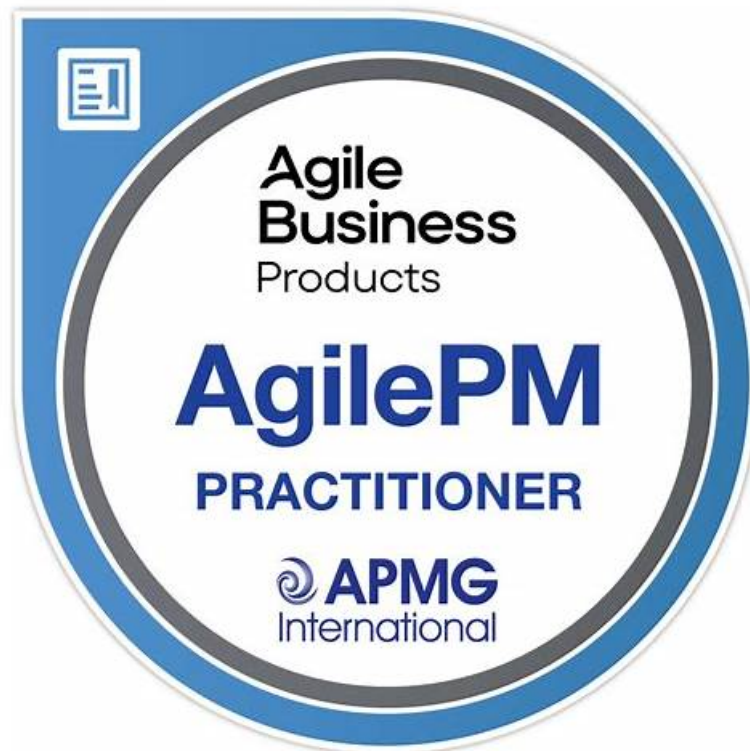


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## APMG-International AgilePM-Practitioner Exam Syllabus Topics:

Topic	Details
Topic 1	<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 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>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 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 (Q53-Q58):

### NEW QUESTION # 53

Answer the following questions about using facilitation of a workshop to co- design organizational change.

When facilitating a workshop to design a process, which recommendation is MOST likely to create a good solution?

- A. The participants should cover all elements of the process and its implementation.
- B. The focus should be on immediate action to reduce the organizational costs.
- C. Only the senior decision-makers should attend to ensure implementation is viable.
- D. The workshop should be held off-site to create independent thought.

**Answer: A**

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

The Agile Project Management (AgilePM) Practitioner emphasizes collaborative problem-solving, ensuring inclusivity and broad representation in the facilitation of workshops. Here's why C is the most appropriate answer:

\* Understanding the Context of Process Design in Agile:

\* The design of organizational change processes requires thorough consideration of all aspects, including strategic alignment, operational details, and cultural adaptation.

According to AgilePM, collaboration among all relevant stakeholders is key to achieving an optimal solution.

\* Why Option C is Correct:

\* By ensuring participants cover all elements of the process and its implementation, the team embraces a holistic approach to solution design. This aligns with Agile principles that prioritize cross-functional teamwork, input from diverse roles, and consideration of implementation challenges during the design phase.

\* Agile workshops are designed to foster shared understanding, encourage input from all stakeholders, and collaboratively develop solutions. Covering all elements ensures no gaps remain in the designed process.

\* Analysis of Other Options:

\* Option A: Focusing solely on immediate action and cost reduction is counterproductive in AgilePM, as it ignores the importance of long-term value delivery and the alignment of processes to strategic goals.

\* Option B: While holding the workshop off-site may help foster creativity, it is not a guarantee of a good solution. The location is less important than the representation and collaboration of key stakeholders.

\* Option D: Limiting participation to senior decision-makers contradicts Agile principles, which emphasize inclusivity, team involvement, and leveraging diverse perspectives to drive effective solutions.

\* Agile Practitioner Documentation References:

\* AgilePM specifically advocates for "workshops" as a vital tool for fostering collaborative input, especially when redesigning processes to align with organizational goals.

\* Facilitators are encouraged to ensure that workshops are structured to capture input from all relevant stakeholders, aligning with the Agile principle of "collaboration over hierarchy" (AgilePM Framework, Chapter 7, Workshops and Facilitation).

References:

\* Agile Project Management Handbook, Chapter 7: Workshops and Facilitation

\* AgilePM Practitioner Framework: Principles of Collaboration and Inclusivity

\* Focus on the Agile Manifesto: "Individuals and interactions over processes and tools."

#### NEW QUESTION # 54

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.

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

Please select 2 answers for each of the following questions.

(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. Use broad estimation ranges for high-uncertainty work and refine estimates as more information becomes available.
- B. Identify key assumptions behind estimates and revisit them regularly as the project evolves.
- C. Avoid committing to estimates for uncertain work until all unknowns are resolved.
- D. Exclude uncertain work from estimation until development is underway and clearer details emerge.
- E. Ensure all estimates are fixed early to maintain control over scope and budget.

**Answer: A,B**

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 # 55

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

**Answer: B**

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 # 56

Resources are limited. The Sales Manager has two marketing assistants who may be able to give a few hours a week between them to the project.

What action should the Project Manager take?

- **A. Try to secure formal agreement as to how many hours per week the marketing assistants will spend on the project.**
- B. Accept that members of the Solution Development Team will be inconsistent.
- C. Schedule the two marketing assistants to work at different times so they can hand matters over to one another.
- D. Make each Timebox as long as possible to ensure the marketing assistants have enough time to complete any work allocated to them within the boundaries of the Timebox.

**Answer: A**

Explanation:

In the context of Agile Project Management, it is crucial to have clear commitments regarding team members' availability to ensure that project planning and execution can be as accurate and effective as possible. By securing a formal agreement on the hours the marketing assistants can dedicate to the project each week, the Project Manager can better plan tasks and allocate resources, thereby optimizing the team's capacity and ensuring that project timelines and deliverables are realistic and achievable.

References:

The Agile Project Management (AgilePM) framework emphasizes the importance of clear communication, resource planning, and commitment from all team members to ensure project success. Having a formal agreement on availability helps in setting clear expectations and allows for more effective planning and utilization of resources within the constraints of the project, aligning with Agile principles of collaboration, adaptability, and iterative progress.

### NEW QUESTION # 57

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

**Answer: A**

### NEW QUESTION # 58

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