

AgilePM-Practitioner Fragen Beantworten - AgilePM-Practitioner Fragen Und Antworten



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>> AgilePM-Practitioner Fragen Beantworten <<

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APMG-International Agile Project Management (AgilePM) Practitioner Exam AgilePM-Practitioner Prüfungsfragen mit Lösungen (Q44-Q49):

44. Frage

The Marketing Director has insisted that detailed requirements for the new coffee bar insurance web pages should be clearly defined in the early phases of the project.

What action should the Project Manager take?

- A. Refuse to discuss any detailed requirements in the early phases.
- **B. Hold an early discussion to the level of detail necessary to establish a shared understanding of what is required.**
- C. Capture the Marketing Director's requirements in detail but leave the input of others until later in the project.
- D. Agree to document the finite details of each requirement to ensure the web developers can accurately estimate the effort required to fulfil them.

Antwort: B

45. Frage

The Change Manager is looking to develop the change agent network that will support the changes related to the Operational delivery processes workstream.

Which information is MOST likely to be relevant for the change agents when being inducted into the change programme for the Operational delivery processes workstream?

- A. Expected new ways of working for UniCo technical delivery.
- B. Staff contact details for the Operations department - UniCo and Selco.
- C. Portfolio, Programme, and Project Management Office Service Catalogue.
- D. Annual UniCo staff satisfaction survey results.

Antwort: A

Begründung:

Comprehensive and Detailed Step-by-Step Explanation

When inducting change agents into a change programme, it is critical to provide them with the information that will directly support their role in facilitating the specific workstream. The Operational delivery processes workstream is focused on integrating technical systems and processes, making it essential for change agents to understand the new expectations and ways of working that will arise from this integration.

1. Why A (Expected New Ways of Working) is Correct

* Relevant to the Workstream: This information is directly related to the changes being implemented, such as process integration, operational alignment, and technical system modifications.

* Preparation of Change Agents: Change agents must understand the new ways of working to effectively communicate, advocate for, and facilitate the changes among their teams.

* Focus on Operational Changes: Since this workstream involves technical delivery processes, equipping change agents with relevant knowledge ensures they are aligned with the workstream's objectives.

2. Analysis of Incorrect Options

* Option B (Staff Contact Details):

* While useful for logistical purposes, this information is not directly linked to the change programme's objectives or the responsibilities of change agents in driving operational changes.

* Eliminate.

* Option C (Staff Satisfaction Survey Results):

* Staff satisfaction data is more relevant for monitoring cultural and engagement-related impacts rather than guiding operational delivery process changes.

* It does not provide actionable insights for the change agents in this specific workstream.

* Eliminate.

* Option D (Portfolio, Programme, and Project Management Office Service Catalogue):

* This information is related to overall project management frameworks and tools but does not offer specific guidance for the change agents tasked with facilitating operational delivery changes.

* Eliminate.

3. Practical Implications

* Equipping Change Agents: Providing detailed insights into expected new ways of working ensures that the change agents can address potential resistance, clarify expectations, and serve as knowledgeable advocates for the change.

* Alignment with Strategic Goals: By focusing on the technical delivery processes, the induction program helps ensure that change agents are aligned with UniCo's broader strategy of integrating Selco and delivering innovative solutions.

46. Frage

Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following question about assigning the Agile Project Management team roles within this project.

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies. Each option can be used once, more than once or not at all.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

Antwort:

Begründung:

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

Explanation:

The activities from Column 1 should be performed in the following steps from Column 2, according to the iterative development process:

* Create the data entry screen for entering coffee bar details needed for a quotation. Selection: B.

Action Explanation: Creating the data entry screen is part of the 'Action' step in iterative development, where the actual product or a part of it is being constructed.

* Enter numbers into a text-only field to see how the web page behaves. Selection: A. Thought Explanation: Testing how the web page behaves by entering data is part of the 'Thought' step, which includes reviewing and evaluating the work done, testing, and reflecting on the outcomes.

* Discuss the requirements of the new coffee bar insurance web page and agree which data fields are important. Selection: C.

Conversation Explanation: Discussing and agreeing on the requirements is part of the 'Conversation' step, which involves interactions between team members and stakeholders to understand and define what needs to be built.

47. Frage

Answer the following question about how risks will be reduced on the Hoy Hall Hotel project through successful application of the DSDM Principles.

Column 1 lists a selection of project risks identified on the Hoy Hall Hotel project. Column 2 is a list of the DSDM Principles. For each risk in Column 1, select from Column

2 the DSDM Principle which, if applied appropriately, would MOST help to reduce or mitigate that risk.

Each selection from Column 2 can be used once, more than once or not at all.

#	Column 1	Column 2
1.	The 'Hoy for Hoy Hall' Action Group may cause delay to the project if they are not kept updated on how the finished rooms are going to look.	A. Focus on the business need
2.	Timber Tigers will ensure that the front rooms are finished and approved by the end of Timebox A.	B. Deliver on time
3.	The Architecture Angels IT support team may require more detail up front in order to approve the initial design for the new online reservation system.	C. Collaborate
4.	The morale of the Solution Development Team may be adversely affected if the external web design specialist is not a team player.	D. Never compromise quality
5.	Empowering the Solution Development Team to manage themselves on a day-to-day basis may result in the Project Manager losing sight of what activities are being carried out, by whom and when.	E. Build incrementally from firm foundations
		F. Develop iteratively
		G. Communicate continuously and clearly
		H. Demonstrate control

	A	B	C	D	E	F	G	H
1.	☐	☐	☐	☐	☐	☐	☐	☐
2.	☐	☐	☐	☐	☐	☐	☐	☐
3.	☐	☐	☐	☐	☐	☐	☐	☐
4.	☐	☐	☐	☐	☐	☐	☐	☐
5.	☐	☐	☐	☐	☐	☐	☐	☐

Antwort:

Begründung:

	A	B	C	D	E	F	G	H
1.	☐	☐	☐	☐	☐	☐	☐	☐
2.	☐	☐	☐	☐	☐	☐	☐	☐
3.	☐	☐	☐	☐	☐	☐	☐	☐
4.	☐	☐	☐	☐	☐	☐	☐	☐
5.	☐	☐	☐	☐	☐	☐	☐	☐

Explanation:

Here are the DSDM Principles that would most help to reduce or mitigate the listed risks:

- * The 'Hoy for Hoy Hall' Action Group may cause delay to the project if they are not kept updated on how the finished rooms are going to look.
- * G. Communicate continuously and clearly
- * Timber Tigers will ensure that the front rooms are finished and approved by the end of Timebox A.
- * E. Build incrementally from firm foundations
- * The Architecture Angels IT support team may require more detail up front in order to approve the initial design for the new online reservation system.
- * A. Focus on the business need
- * The morale of the Solution Development Team may be adversely affected if the external web design specialist is not a team player.
- * C. Collaborate
- * Empowering the Solution Development Team to manage themselves on a day-to-day basis may result in the Project Manager losing sight of what activities are being carried out, by whom and when.
- * H. Demonstrate control

48. Frage

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

Antwort: B

Begründung:

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.

49. Frage

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