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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>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 3	<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 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 (Q91-Q96):

### NEW QUESTION # 91

Which 2 statements represent appropriate entries for the plan for Post-Project activities?

- A. The Sales Manager will create a company-wide email showing the number of policies sold weekly by each of the sales assistants.
- B. The Project Manager will attend Daily Stand-up meetings to observe progress.
- C. Before the product is deployed, the Sales Manager will circulate a copy of the revised sales procedure for processing coffee shop insurance sales.
- **D. Once the new system has been deployed, the time it takes to process sales online will be compared with the time it takes to process new policies sold through telephone sales.**
- **E. A report showing the number of application forms completed online through the website for coffee shop insurance policies will be produced weekly.**

**Answer: D,E**

Explanation:

For the XAN Insurance Company Web Project, the plan for Post-Project activities should include actions and measures that will be undertaken after the project's deliverables have been implemented to ensure sustained benefits, monitor performance, and facilitate continuous improvement.

Selected Statements for the Plan for Post-Project Activities:

D: A report showing the number of application forms completed online through the website for coffee shop insurance policies will be produced weekly.

E: Once the new system has been deployed, the time it takes to process sales online will be compared with the time it takes to process new policies sold through telephone sales.

D: Producing a weekly report on the number of application forms completed online is a clear post-project activity. It provides ongoing monitoring of the project's impact and the effectiveness of the online system in attracting coffee shop insurance policies.

E: Comparing the processing times of online sales to telephone sales after the new system's deployment is an essential post-project activity. It evaluates the efficiency and effectiveness of the new online system, offering insights into improvements and adjustments that may be needed.

Why Other Statements Are Excluded:

A: Creating a company-wide email to show the number of policies sold by each sales assistant weekly is more related to internal sales performance monitoring and motivation rather than a specific post-project activity tied to the project's objectives.

B: Circulating a copy of the revised sales procedure before product deployment is a preparation step for the transition to the new system, rather than a post-project activity.

C: The Project Manager attending Daily Stand-up meetings is part of the ongoing project management and team coordination activities during the project, not a post-project activity.

### NEW QUESTION # 92

(To keep Business Sponsor, Sarah, informed, Hira has set up a real-time dashboard displaying project progress, risks, and actions from planning events.

Will this meet Sarah ' s needs?)

- A. No, because she will need Hira to compile and present the data in a physical report for sharing.
- B. Yes, because she can rely solely on the dashboard for all her updates.
- **C. No, because dashboards lack the context and detail required for strategic decision-making.**
- D. Yes, because she will have access to progress updates, removing all meeting dependency.

**Answer: C**

Explanation:

The correct answer is C .

In AgilePM, information radiators such as dashboards are very useful, but they are not sufficient on their own for senior governance

and strategic decision-making, especially for a role like the Business Sponsor.

Sarah, as the Business Sponsor, is accountable for ensuring that the project remains viable, aligned with business objectives, and worthy of continued investment. That means she needs more than raw or near-real-time status information. She also needs:

- \* interpretation of what the information means,
- \* context behind risks and issues,
- \* insight into business impact,
- \* understanding of trade-offs,
- \* and confidence that the project is still aligned to strategic goals.

A dashboard can show progress, risks, and actions, but it usually does not fully provide the narrative, business context, rationale, escalations, and decision support that an executive stakeholder needs.

AgilePM values transparency, but transparency is not the same as complete understanding.

Why C is correct:

A real-time dashboard is helpful as a supporting mechanism, but it does not fully meet Sarah's needs because:

- \* strategic stakeholders need context, not just data,
- \* they often need explanation of why something matters,
- \* they need help understanding whether intervention is required,
- \* and they require communication tailored to business decisions, not just operational tracking.

So the dashboard is useful, but not enough by itself.

Why the other options are incorrect:

A). Yes, because she will have access to progress updates, removing all meeting dependency.

This is incorrect because AgilePM does not suggest that dashboards replace all direct engagement.

Communication with senior stakeholders still matters. Meetings, conversations, reviews, and decision forums remain important for clarifying implications and making timely decisions.

B). Yes, because she can rely solely on the dashboard for all her updates.

This is also incorrect. "Solely" is the problem. In AgilePM, relying on only one communication channel is risky, particularly for a sponsor role. Sponsors need summaries, discussions, escalations, and interpretation in addition to visible status information.

D). No, because she will need Hira to compile and present the data in a physical report for sharing.

This is incorrect because AgilePM does not require formal physical reporting as the preferred solution.

AgilePM favors timely, transparent, and fit-for-purpose communication, not unnecessary documentation.

The problem is not the absence of a physical report; the problem is the need for decision-making context.

From an AgilePM perspective:

AgilePM encourages rich communication, stakeholder engagement, and visible progress tracking.

Dashboards are excellent for transparency and ongoing awareness, but executive roles such as the Business Sponsor need communication that supports governance and strategic control. That often includes:

- \* regular reviews,
- \* exception-based escalation,
- \* discussions on risk exposure,
- \* alignment to business case and priorities,
- \* and recommendations from the Project Manager and key business roles.

In this scenario, Hira has done something valuable by introducing a real-time dashboard. However, to truly meet Sarah's needs, Hira should combine the dashboard with targeted sponsor communication, highlighting key decisions, risks, dependencies, and whether the increment remains aligned to business objectives.

Therefore, from an AgilePM viewpoint, C is the best answer because dashboards support transparency, but they do not on their own provide the full context and insight required for strategic decision-making.

### NEW QUESTION # 93

Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following question about the responsibilities of the roles in the Agile team.

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.

□

Assertion

\* The Marketing Director, in the role of Business Visionary, is empowered to overrule cost restrictions advised by the Chief Accountant, who is appointed as Business Ambassador.

BECAUSE

The Project-level roles are responsible for directing, managing and co-ordinating the project.

\* The Procurement Manager is an appropriate representative of the end user of the solution.

BECAUSE

The Business Ambassador should be empowered to make decisions within

the boundaries of their role, without referral to higher authorities outside the Solution Development Team.

\* The other specialist gardening team members from Earth Excavations would be suitable as Solution Developers, assigned alongside the Head Landscape Gardener.

BECAUSE

Extra Solution Developers can provide a supporting role for a Lead Developer.

\* The 'Hoy for Hoy Hall' Action Group members should be assigned as Business Ambassadors.

BECAUSE

The Business Ambassador is responsible for ensuring that business needs are properly analysed.

\* The Project Manager should plan the communication needed between the Marketing Director, in the role of Business Visionary, and the 'Hoy for Hoy Hall' Action Group.

BECAUSE

The Business Visionary is responsible for promoting the business vision to all interested parties.

### Answer:

Explanation:

□ Explanation:

Here are the appropriate options for each assertion and reason combination:

\* The Marketing Director, in the role of Business Visionary, is empowered to overrule cost restrictions advised by the Chief Accountant, who is appointed as Business Ambassador.

\* C. True (Assertion) False (Reason)

\* Rationale: While the Business Visionary may have the authority to make strategic decisions that could overrule cost restrictions, the reason given relates to project-level roles directing the project, not to the authority to overrule cost-related advice.

\* The Procurement Manager is an appropriate representative of the end user of the solution.

\* B. True (Assertion) True (Reason) BUT the reason does not explain the assertion

\* Rationale: The Procurement Manager, as part of the operational team, could represent the end user. However, the reason given talks about the empowerment of the Business Ambassador, which does not directly explain why the Procurement Manager is a representative of the end user.

\* The other specialist gardening team members from Earth Excavations would be suitable as Solution Developers, assigned alongside the Head Landscape Gardener.

\* A. True (Assertion) True (Reason) AND the reason explains the assertion

\* Rationale: Specialist gardening team members would be suitable as Solution Developers, providing support to the Lead Developer, which is a common practice in Agile teams.

\* The 'Hoy for Hoy Hall' Action Group members should be assigned as Business Ambassadors.

\* D. False (Assertion) True (Reason)

\* Rationale: While the Business Ambassador should ensure that business needs are analyzed, the 'Hoy for Hoy Hall' Action Group members being assigned as Business Ambassadors is not necessarily true as they are external stakeholders and not necessarily equipped to represent the business internally on a project.

\* The Project Manager should plan the communication needed between the Marketing Director, in the role of Business Visionary, and the 'Hoy for Hoy Hall' Action Group.

\* A. True (Assertion) True (Reason) AND the reason explains the assertion

\* Rationale: The Project Manager typically has the responsibility to plan and manage communication between the project team and external stakeholders, and the Business Visionary's role includes promoting the business vision to interested parties, which includes the 'Hoy for Hoy Hall' Action Group.

### NEW QUESTION # 94

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.

□ (Mira Bachar is running a workshop with Sukra Aroon and Developers, to create an initial Product Backlog. Which 2 of the following actions will help shape the Backlog?)

- A. Prioritize Product Backlog items based on speed of completion to ensure rapid delivery.
- B. Ensure all Product Backlog items contain detailed specifications with fixed priorities.
- C. Keep business and technical Product Backlog items separate for oversight by Brinda Vyas and Sukra Aroon.
- **D. Allow Product Backlog flexibility so it evolves based on feedback and business needs.**
- **E. Capture dependencies between Product Backlog items to proactively prevent blockers in development.**

**Answer: D,E**

Explanation:

The correct answers are B and D .

An initial Product Backlog in AgilePM should be:

- \* value-oriented,
- \* manageable,
- \* visible,
- \* and adaptable.

Why B is correct

"Capture dependencies between Product Backlog items to proactively prevent blockers in development." This is useful and practical. Dependencies matter because they can affect sequencing, feasibility, and delivery flow. Identifying them early helps reduce surprises.

Why D is correct

"Allow Product Backlog flexibility so it evolves based on feedback and business needs." This is a core AgilePM concept. The backlog is not static. It should evolve as:

- \* business needs become clearer,
- \* feedback is received,
- \* priorities shift,
- \* and learning emerges through delivery.

Why the other options are incorrect

- \* A is too rigid and over-specified.
- \* C is wrong because prioritization should be based on business value and need, not merely speed of completion.
- \* E is unhelpful because separating business and technical backlog items too rigidly can damage alignment and visibility.

So the best answers are B, D .

#### NEW QUESTION # 95

Towards the end of the Foundations phase of Project Increment 4, with the high-level requirements agreed, Hira, has asked the Developers to estimate the work required to deliver the Eco spa solution.

□ (What should the Developers do to ensure their estimates align with AgilePM guidance?)

- A. Estimate all identified work in precise hours and days, giving the Delivery Teams the confidence to commit to fixed deadlines before development begins.
- B. Focus estimating on only the high-priority features, leaving lower-priority items, that are less likely to be addressed until later in the Project Increment.
- **C. Use a relative estimation approach to provide useful early estimates while allowing them to be refined as more information becomes available.**
- D. Remind Hira that it is not possible to provide accurate estimates given the influences of VUCA on both the project and the desired Eco-spa solution.

**Answer: C**

Explanation:

The correct answer is A .

AgilePM supports progressive estimation , and relative estimation is one of the best ways to do that. It allows the Developers to provide useful estimates early without pretending to have a level of precision that is unrealistic at this stage.

Why A is correct:

- \* Relative estimation is well suited to AgilePM because it supports early forecasting .
- \* It accepts uncertainty while still giving the project enough information for planning.
- \* Estimates can then be refined later as more detail emerges.

This fits AgilePM's balance between:

- \* planning and adaptability,
- \* usefulness and realism,
- \* and early direction without false precision.

Why the other options are incorrect:

B is incorrect because estimating everything in precise hours and days too early creates false certainty and is not consistent with AgilePM's iterative approach.

C is weaker because although higher-priority work often gets more attention, AgilePM still needs a workable overall view of scope and effort. Ignoring lower-priority items entirely is not the best guidance.

D is incorrect because AgilePM does not say estimation is impossible in uncertain environments. It says estimation should be

practical, transparent, and proportionate.  
So the best answer is A .

## NEW QUESTION # 96

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