

AgilePM-Practitioner関連問題資料 & AgilePM-Practitioner資格受験料



The AgilePM® Practitioner Examination

AX02

Scenario Booklet

This is a 2.5-hour objective test examination. This booklet contains the Project Scenario upon which this exam paper is based. All questions are contained within the Question Booklet.

Additional information is provided within this Scenario Booklet for a number of questions. Where reference should be made to additional information, this is clearly stated within the question to which it is relevant. All information provided within a question must only be applied to that question.

Each of the four questions is worth 20 marks, giving a maximum of 80 marks in the paper. The pass mark is 50% (40 marks). Within each question the syllabus area to which the question refers is clearly stated. The exam is to be taken with the support of the Agile Project Management Manual only, i.e. no material other than the Question Booklet, the Scenario Booklet, the Answer Booklet and the Agile Project Management Manual is to be used.

Seat Number:

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APMG-International AgilePM-Practitioner 認定試験の出題範囲：

トピック	出題範囲
トピック 1	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.
トピック 2	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.

トピック 3	• 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.
トピック 4	• 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.

>> AgilePM-Practitioner関連問題資料 <<

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APMG-International Agile Project Management (AgilePM) Practitioner Exam 認定 AgilePM-Practitioner 試験問題 (Q171-Q176):

質問 # 171

Which 2 statements explain why the Architecture Angels' Operations Director would be an appropriate Business Advisor?

- A. Is one of the original four founders of the company.
- B. Is in charge of providing appropriate scenarios to check the security systems.
- C. Can provide input about problems experienced by the people who run the hotels.
- D. Has been involved with monitoring the progress of previous company projects.
- E. Has specialist knowledge about the targets for staff performance.

正解: B、C

質問 # 172

Using the Project Scenario, answer the following question about the activities in the Agile project lifecycle.

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	

Assertion:-

1. The rooms and facilities must be deployed into live use at the end of each Timebox.

BECAUSE

Reason:

Evolutionary Development and Deployment must be combined in a Timebox where the integration of several teams is required.

2. The tasks associated with each Solution Development Timebox should be included in the Delivery Plan.

BECAUSE

Reason:

A typical Delivery Plan will provide a schedule of Timeboxes and any other high level activities for the imminent Project Increment.

3. The development approach should have been agreed during Foundations.

BECAUSE

Reason:

The Development Approach Definition must be created before Evolutionary Development can commence.

4. The resources from Timber Tigers and Earth Excavations should have been engaged before the start of Evolutionary Development.

BECAUSE

Reason:

Commitment to delivery is based on pre-agreed resource levels at the project level.

5. A final Deployment phase should be held after Timebox C has completed.

BECAUSE

Reason:

The Deployed Solution is assessed post-project to confirm whether the expected benefits have been achieved.

#	Assertion	Reason
1.	The rooms and facilities must be deployed into live use at the end of each Timebox.	BECAUSE Evolutionary Development and Deployment must be combined in a Timebox where the integration of several teams is required.
2.	The tasks associated with each Solution Development Timebox should be included in the Delivery Plan.	BECAUSE A typical Delivery Plan will provide a schedule of Timeboxes and any other high level activities for the imminent Project Increment.
3.	The development approach should have been agreed during Foundations.	BECAUSE The Development Approach Definition must be created before Evolutionary Development can commence.
4.	The resources from Timber Tigers and Earth Excavations should have been engaged before the start of Evolutionary Development.	BECAUSE Commitment to delivery is based on pre-agreed resource levels at the project level.
5.	A final Deployment phase should be held after Timebox C has completed.	BECAUSE The Deployed Solution is assessed post-project to confirm whether the expected benefits have been achieved.

	A	B	C	D	E
1.	☒	☐	☐	☐	☐
2.	☐	☐	☐	☐	☐
3.	☐	☐	☐	☐	☐
4.	☐	☐	☐	☐	☐
5.	☐	☐	☐	☐	☐

正解:

解説:

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

Explanation:

Agile Practitioner

For each line, here is the appropriate option from A to E that applies:

* The rooms and facilities must be deployed into live use at the end of each Timebox.

* D. False (Assertion) True (Reason)

* Rationale: While Evolutionary Development and Deployment can be combined in a timebox, it is not necessary that the rooms and facilities must be deployed into live use at the end of each timebox. Deployment into live use typically occurs after several timeboxes when the product is ready for release.

* The tasks associated with each Solution Development Timebox should be included in the Delivery Plan.

* A. True (Assertion) True (Reason)

* Rationale: The Delivery Plan should outline the schedule of timeboxes and include the high-level activities planned for the upcoming project increment, which encompasses the tasks for each Solution Development Timebox.

* The development approach should have been agreed during Foundations.

* A. True (Assertion) True (Reason)

* Rationale: The development approach is indeed something that should be agreed upon during the Foundations phase, as the Development Approach Definition sets the stage for how Evolutionary Development will proceed.

* The resources from Timber Tigers and Earth Excavations should have been engaged before the start of Evolutionary Development.

* C. True (Assertion) False (Reason)

* Rationale: It is true that resources should be engaged before Evolutionary Development starts to ensure commitment and resource availability. However, the commitment is typically based on the detailed planning and agreements made during Foundations, not solely on pre-agreed resource levels at the project level.

* A final Deployment phase should be held after Timebox C has completed.

* E. False (Assertion) False (Reason)

* Rationale: Deployment phases are usually not a one-time, final phase but occur incrementally as part of the timeboxed development. Additionally, the assessment of whether the expected benefits have been achieved is part of the benefits realization process and not necessarily the sole reason to have a final Deployment phase post-Timebox C.

質問 # 173

The Head Landscape Gardener liaised with several key stakeholders before changing the direction of the pathway around the grounds to ensure all of the new features in the gardens could be enjoyed.

Which Agile principle MOST influences this course of action?

- A. Focus on the business need.
- B. Deliver on time.
- C. Collaborate.
- D. Never compromise quality.

正解: C

質問 # 174

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

Which approach is MOST likely to be relevant when deciding on the size of the change network for the Operational delivery processes workstream?

- A. Recruit change agents mainly from the IT support staff experiencing the most change.

- B. Select change agents in the Applications and IT Support areas to cover both locations.
- C. Immediately assign two change agents as the fulfillment of the new contract will focus the change.
- D. Involve as many agents as possible from the Selco staff to utilize their experience.

正解: B

解説:

Comprehensive and Detailed Step-by-Step Explanation

The size and scope of a change agent network must be tailored to the needs of the specific workstream it is supporting. In the case of the Operational delivery processes workstream, the focus is on integrating systems and processes across both the UniCo and Selco locations.

1. Why C (Agents Covering Both Applications and IT Support) is Correct

* Broad Coverage: Selecting change agents from both the Applications and IT Support areas ensures that the network addresses the full range of changes required, including technical systems, applications, and IT processes.

* Dual Location Focus: The operational delivery workstream spans both the UniCo and Selco locations.

Having representation from both locations ensures that changes are implemented effectively and address the unique challenges of each site.

* Balance of Expertise: IT Support staff are critical for process-related changes, while Applications staff bring expertise in mobile application development, which aligns with UniCo's strategic goals.

2. Analysis of Incorrect Options

* Option A (Assign Two Agents):

* Assigning only two change agents is overly restrictive and would not provide sufficient coverage for a large-scale integration of operational processes across multiple departments and locations.

* Eliminate.

* Option B (Recruit Mainly IT Support Staff):

* While IT Support staff are experiencing significant changes, focusing solely on this group excludes other important areas, such as Applications, which are critical to UniCo's strategy of integrating mobile applications.

* Eliminate.

* Option D (Involve Only Selco Staff):

* Although Selco staff bring valuable expertise in mobile applications, relying exclusively on them could alienate UniCo staff and hinder buy-in for the change. A balanced network incorporating both UniCo and Selco staff is more effective.

* Eliminate.

3. Practical Implications

* Selecting change agents from both Applications and IT Support ensures that the network is comprehensive and aligned with the goals of the operational delivery processes workstream.

* This approach also promotes collaboration between UniCo and Selco staff, which is essential for successful integration and cultural alignment.

質問 # 175

Awareness of the new processes in the Customer Services department is good, but so far there has been little progress on implementation with the majority of staff.

Which approach is LEAST likely to build momentum for the changes?

- A. Share the initial successes when providing mobile solutions to the Utility company.
- B. Assign the team who facilitate new orders to take the lead in implementing new processes.
- C. Delegate responsibility for implementation to the line leadership in the department.
- D. Increase the number of newsletters issued covering the strategy and delivery plans.

正解: D

解説:

Comprehensive and Detailed Step-by-Step Explanation:

Context from the UniCo Scenario:

The Customer Services department is aware of the change but has shown little progress in implementing the processes. Building momentum for change requires active engagement, focusing on delivering and demonstrating value while motivating teams to act. Simply providing more information (like newsletters) does not directly contribute to implementation.

Analysis of Each Option:

* A. Assign the team who facilitate new orders to take the lead in implementing new processes.

* Why Correct: Assigning responsibility to a specific team who is familiar with the operations ensures direct ownership of the processes. This approach helps create role clarity and demonstrates action to others.

- * B. Delegate responsibility for implementation to the line leadership in the department.
- * Why Correct: Empowering line leaders aligns with AgilePM's principles of delegating decision-making to individuals who are close to the operations, ensuring accountability and progress.
- * C. Share the initial successes when providing mobile solutions to the Utility company.
- * Why Correct: Sharing success stories is an effective way to build confidence and momentum. AgilePM recommends celebrating quick wins to motivate teams and show the value of change.
- * D. Increase the number of newsletters issued covering the strategy and delivery plans.
- * Why Incorrect (Answer): While communication is critical, simply issuing more newsletters does not actively engage staff or address implementation challenges. Newsletters are passive forms of communication that do not drive action or momentum.
- Why D Is Correct (LEAST Likely):
- * Lack of Active Engagement:
- * Increasing newsletters only adds more information but does not address staff reluctance or encourage active participation.
- * Momentum Requires Action, Not Just Awareness:
- * Awareness is already present; the focus now should shift to tangible steps, like assigning responsibilities or showcasing early wins.
- * Limited Impact on Implementation:
- * AgilePM advocates active involvement, like delegating roles or leveraging pilot teams, rather than relying on one-way communication.
- References to AgilePM Framework:
- * Empowered Teams:
- * AgilePM stresses the importance of empowering teams and leaders to take ownership of changes. (AgilePM Practitioner Guide, Chapter 6: Empowered Teams)
- * Celebrating Successes:
- * Sharing quick wins reinforces the benefits of change and motivates others to follow suit. (AgilePM Practitioner Guide, Chapter 9: Delivering Value Early)
- * Active Stakeholder Engagement:
- * AgilePM emphasizes that communication should drive engagement and actions, rather than be limited to information sharing. (AgilePM Practitioner Guide, Chapter 8: Stakeholder Engagement)

質問 # 176

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