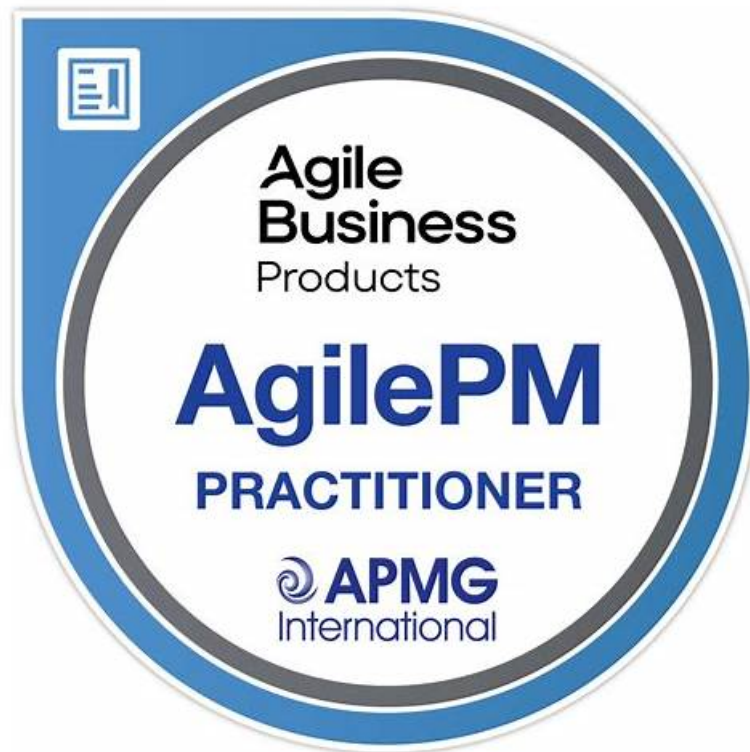


AgilePM-Practitioner최신덤프공부자료, AgilePM-Practitioner높은통과율시험공부자료



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APMG-International AgilePM-Practitioner 시험요강:

주제	소개
주제 1	• 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.
주제 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.
주제 3	• 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.
주제 4	• 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.

AgilePM-Practitioner 높은 통과율 시험 공부자료, AgilePM-Practitioner 최고 패스자료

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최신 AgilePM AgilePM-Practitioner 무료 샘플문제 (Q43-Q48):

질문 # 43

One member of the Customer Services team has been chatting informally to some Sales co-workers. They felt that the Sales process changes are causing more work for Customer Services and that the whole customer experience has now been compromised. Which 2 actions by the Sales Director are the MOST appropriate when responding to this type of resistance?

- A. Do nothing and allow the informal view to circulate, knowing it will eventually be proved wrong.
- B. Counter the informal views by inviting the Change Manager to explain the changes at the next Sales staff meeting.
- C. Include the member of Customer Services in the planning of the sales process changes to reduce disruption.
- D. Revisit the Stakeholder mapping work to ensure that the engagement of parties affected by the Sales changes is accurate.
- E. Invite Sales staff to help with planning the next phase of internal Sales training for the process changes.

정답: B,C

설명:

Comprehensive and Detailed Step-by-Step Explanation:

Context from UniCo Scenario:

The Sales staff at UniCo are resistant to changes related to the company's new strategic focus on mobile applications. The concern raised here involves Customer Services staff feeling overburdened and Sales staff perceiving the changes as impacting customer experience negatively. This type of resistance reflects miscommunication, lack of engagement, and uncertainty - key elements that require addressing.

Analysis of Each Option:

* A. Do nothing and allow the informal view to circulate, knowing it will eventually be proved wrong.

* This is not appropriate as it fails to address resistance proactively, which may lead to low morale

, increased misunderstandings, and further negativity among teams. The AgilePM framework emphasizes collaboration and communication over passive approaches to resistance management.

* Rejected.

* B. Include the member of Customer Services in the planning of the sales process changes to reduce disruption.

* This approach directly engages the affected parties (Customer Services staff) by involving them in planning. It fosters ownership, reduces resistance, and creates solutions that are practical and inclusive. Aligning this action with AgilePM principles ensures engagement of stakeholders in the change process, which is key to minimizing disruption.

* Selected.

* C. Invite Sales staff to help with planning the next phase of internal Sales training for the process changes.

* While involving Sales staff is useful, the issue here centers around Customer Services staff concerns about disruption and added workload. This option fails to address the root cause of the resistance.

* Rejected.

* D. Counter the informal views by inviting the Change Manager to explain the changes at the next Sales staff meeting.

* This action ensures that informal resistance is addressed through formal communication channels.

By providing clarity and transparency about the Sales process changes, this approach prevents misunderstanding and builds alignment across teams. AgilePM emphasizes the importance of clear communication to manage resistance.

* Selected.

* E. Revisit the Stakeholder mapping work to ensure that the engagement of parties affected by the Sales changes is accurate.

* Stakeholder mapping is a strategic action but may not immediately address the informal resistance in question. The issue at hand requires immediate communication and engagement rather than long-term structural adjustments.

* Rejected.

Why B and D Are Correct:

* Inclusion in Planning (B):

* Including Customer Services staff in planning ensures their concerns are heard and integrated into the solutions. This aligns with AgilePM's focus on stakeholder collaboration and engagement to reduce resistance.

* Clear Communication via the Change Manager (D):

* Inviting the Change Manager provides an authoritative and transparent explanation of the changes. This aligns with AgilePM's emphasis on using regular communication to manage resistance and mitigate informal, negative narratives.

References to AgilePM Framework:

* Stakeholder Engagement:

* AgilePM highlights involving stakeholders in planning as essential for building trust and reducing resistance to change. (AgilePM Practitioner Guide, Chapter 9: Stakeholder Engagement)

* Transparent Communication:

* AgilePM emphasizes clarity and frequent communication to manage resistance effectively. Using formal channels ensures alignment and prevents misinformation from spreading. (AgilePM Practitioner Guide, Chapter 11: Managing People)

* Proactive Resistance Management:

* AgilePM promotes proactive actions (like engaging affected staff and using formal communication) rather than passive approaches to manage resistance. (AgilePM Practitioner Guide, Chapter 12: Change Management)

질문 # 44

(At the Sprint Review for Sprint 3, it became clear that the Spa infrastructure will not support hydrotherapy treatments. The equipment is unable to chill the plunge pool, making these treatments ineffective.

Demonstrating Agile Leadership and Collaboration, what action should have taken place during the Project Sprint Planning Event to prevent this?)

- A. Hira should have worked with Sukra Aroon to adjust project timelines to give flexibility to the Infrastructure Team and Treatments Teams before the next Sprint.
- B. Mira Bachar and Lee Tan should have worked together to integrate stakeholder feedback into the Product Backlogs before the next Sprint.
- C. Sukra Aroon and Mira Bachar should have collaborated to prioritize and communicate hydrotherapy requirements to the Infrastructure Team.
- D. Hira should have ensured transparency of the Delivery Plan so each Delivery Team could plan the remainder of their Sprints accordingly.
- E. Mira Bachar should have amended the Product Backlogs to include explicit hydrotherapy infrastructure requirements for both Delivery Teams.
- F. Brinda Vyas and Hira should have ensured hydrotherapy treatments were align with business strategy.
- G. Brinda Vyas should have worked with the Treatments Team to ensure hydrotherapy-related treatments are feasible within constraints.
- H. Sukra Aroon should have documented hydrotherapy infrastructure requirements in the Solution Architecture Definition so the two Delivery Teams were aligned.

정답: C

설명:

The correct answer is F .

This issue happened because there was a failure of cross-team alignment between business intent and technical implementation . The treatments being developed required a specific infrastructure capability, but that dependency was not properly translated into prioritized, shared understanding during planning.

In AgilePM, the most effective way to prevent this is through active collaboration between the business /value role and the solution/technical role . That is exactly what option F describes.

Why F is correct:

* Mira Bachar represents the business need and delivery priorities.

* Sukra Aroon ensures solution integrity and technical feasibility.

* Hydrotherapy is not just a treatment idea; it has infrastructure implications .

* Therefore, during Sprint Planning, they should have worked together to make sure those requirements were:

* understood,

* prioritized,

* communicated clearly,

* and reflected in the work of the Infrastructure Team.

This is a strong AgilePM answer because it combines:

* Agile leadership through collaboration rather than command-and-control,

* practical coordination across dependent work,

* and shared responsibility for making sure business goals are technically supported.

In this case, the plunge pool chilling capability was a critical enabling requirement. If Sukra and Mira had aligned early, the infrastructure team would have known that hydrotherapy capability was not optional or implicit, but a necessary requirement for the increment to deliver its intended value.

Why the other options are not the best answer:

A). Mira Bachar and Lee Tan should have worked together to integrate stakeholder feedback into the Product Backlogs before the next Sprint.

This is not the best answer because the issue was not mainly stakeholder feedback. It was a missed dependency between treatment design and infrastructure capability.

B). Mira Bachar should have amended the Product Backlogs to include explicit hydrotherapy infrastructure requirements for both Delivery Teams.

This is partly useful, but too one-sided. Mira alone should not be expected to define technically specific infrastructure requirements without collaboration from Sukra. AgilePM encourages joint work between business and technical roles.

C). Hira should have ensured transparency of the Delivery Plan so each Delivery Team could plan the remainder of their Sprints accordingly.

Transparency helps, but this would not by itself guarantee that the chilling requirement was recognized and built into the infrastructure solution.

D). Hira should have worked with Sukra Aroon to adjust project timelines to give flexibility to the Infrastructure Team and Treatments Teams before the next Sprint.

This is reactive and schedule-focused. The real problem was not insufficient time; it was missing alignment on a critical requirement.

E). Sukra Aroon should have documented hydrotherapy infrastructure requirements in the Solution Architecture Definition so the two Delivery Teams were aligned.

Documentation may help, but this is too document-centric for the best AgilePM answer. AgilePM prefers collaborative communication and shared understanding over relying primarily on formal documents.

G). Brinda Vyas and Hira should have ensured hydrotherapy treatments were align with business strategy.

Business strategy alignment is important, but it does not address the specific technical dependency that caused the failure.

H). Brinda Vyas should have worked with the Treatments Team to ensure hydrotherapy-related treatments are feasible within constraints.

This is not the best role fit. Feasibility is primarily a technical and solution concern, supported by the Solution Architect, not mainly the Business Visionary.

AgilePM perspective:

This question is about preventing integration failure across two Delivery Teams. AgilePM would favor:

- * early identification of dependencies,
- * collaboration between business and technical roles,
- * clear communication of enabling requirements,
- * and planning based on shared understanding of what is needed to deliver business value.

Hydrotherapy treatments only create value if the supporting infrastructure can actually enable them. So the business priority and the technical solution had to be connected during planning.

Therefore, the best AgilePM answer is F .

질문 # 45

The Customer Services Director has announced the new structure at a large presentation for all Customer Services staff. The scale and design of the change have surprised many of the staff.

In the weeks immediately following the Customer Services Director's initial presentation, there have been rumors of the Help Desk staff talking unhappily in small groups, with blame directed at "the management" for a recent period of poor performance of the department.

Which approach is the MOST appropriate way for the Customer Services Director to create early involvement in the change?

- A. Identify those staff who would be willing to trial new Help Desk processes and work on pilots in the department.
- B. Delay communications a few weeks so that all staff have time to think for themselves about the benefits of the new structure.
- C. Encourage the Help Desk staff to begin setting goals for themselves under the new structure.
- D. Target those staff in the Help Desk who are change-averse so that they are the first ones involved in the program.

정답: A

설명:

Comprehensive and Detailed Step-by-Step Explanation:

Context from the UniCo Scenario:

The new structure announcement has caused uncertainty and dissatisfaction among the Customer Services staff, particularly in the Help Desk team. The situation requires a proactive and engaging approach to involve employees early in the change process,

focusing on positive participation and addressing resistance constructively.

Analysis of Each Option:

- * A. Target those staff in the Help Desk who are change-averse so that they are the first ones involved in the program.
- * Why Incorrect: While addressing change resistance is essential, targeting change-averse staff first could increase resistance and negativity if not managed carefully. AgilePM advocates engaging enthusiastic early adopters to build momentum before tackling resistance.
- * B. Delay communications a few weeks so that all staff have time to think for themselves about the benefits of the new structure.
- * Why Incorrect: Delaying communications creates further uncertainty and allows rumors to escalate, eroding trust. AgilePM emphasizes the importance of early, clear, and continuous communication to reduce resistance.
- * C. Identify those staff who would be willing to trial new Help Desk processes and work on pilots in the department.
- * Why Correct: This approach aligns with AgilePM's principles of involving stakeholders in incremental delivery and piloting solutions to gain feedback and build trust. Engaging willing staff to trial new processes helps demonstrate the benefits of the change and encourages others to follow suit.
- * D. Encourage the Help Desk staff to begin setting goals for themselves under the new structure.
- * Why Incorrect: Encouraging goal-setting may be beneficial later in the change process but does not directly address the current dissatisfaction or involve staff in shaping the change. AgilePM stresses active engagement over passive goal-setting at this stage.

Why C Is Correct:

- * Engaging Willing Staff:
- * Identifying and involving willing staff in piloting processes allows them to become change champions, demonstrating the benefits to others.
- * Incremental Approach:
- * Pilots enable the department to refine processes based on feedback, which is a core AgilePM practice for managing change.
- * Building Trust:
- * By involving staff in shaping the change, the organization fosters trust and mitigates resistance.

References to AgilePM Framework:

- * Stakeholder Engagement:
- * AgilePM encourages engaging key stakeholders early and leveraging early adopters to build momentum. (AgilePM Practitioner Guide, Chapter 8: Stakeholder Engagement)
- * Incremental Delivery:
- * AgilePM promotes piloting processes and iteratively refining solutions to ensure successful adoption. (AgilePM Practitioner Guide, Chapter 5: Incremental Development)
- * Managing Resistance:
- * Actively involving staff in pilots addresses resistance by showing the benefits of the change firsthand. (AgilePM Practitioner Guide, Chapter 10: Preparing for Change)

질문 # 46

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.

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.

정답:

설명:

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.

질문 # 47

The Applications Manager, who is already very busy, is proposed as a Change Agent.

Which action by the Change Manager is MOST likely to make this department's change agent role effective?

- A. Provide an anonymous complaints system for use if the team cannot raise concerns directly.
- B. Train the Application Manager in time management techniques and approaches.
- C. Publish the timetable of the Operational delivery process workstream objectives to staff.
- **D. Appoint a junior team member as change agent with the Applications Manager as support 'buddy.'**

정답: D

설명:

Comprehensive and Detailed Step-by-Step Explanation

The Applications Manager is already heavily engaged in other responsibilities, which makes it challenging for them to take on additional duties as a change agent. To make their role effective without overburdening them, it is important to redistribute tasks or provide support to alleviate their workload.

1. Why B (Appoint a Junior Team Member with Support) is Correct

* Delegation with Oversight: Appointing a junior team member as a change agent allows the Applications Manager to provide strategic guidance while the junior team member handles operational- level responsibilities.

* Efficient Use of Time: This approach ensures the Applications Manager's expertise is still leveraged without compromising their ability to fulfill other critical responsibilities.

* Encourages Team Development: By empowering a junior team member, the department builds capacity and fosters a culture of shared responsibility.

* Fits Agile Principles: Agile encourages collaboration and distributed leadership, which aligns with assigning a junior member with oversight from the Applications Manager.

2. Analysis of Incorrect Options

* Option A (Anonymous Complaints System):

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