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

Topic	Details
Topic 1	<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 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>• 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 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>

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## APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q91-Q96):

### NEW QUESTION # 91

During Timebox B, the 'Hoy for Hoy Hall' Action Group disagreed about the planned outcome of the Timebox. The Project Manager organised a Facilitated Workshop to re-engage this group and explore discrepancies in understanding. Is this an appropriate application of Agile Project Management for this project?

- A. No, because the local Action Group should have attended the Daily Stand-up meetings.
- B. Yes, because Facilitated Workshops provide a forum for each member of the team to present a short progress report.
- **C. Yes, because discussing requirements in the presence of other stakeholders increases the whole group's awareness.**
- D. No, because the Project Manager should have escalated this disagreement as an issue before any action was taken.

**Answer: C**

### NEW QUESTION # 92

Which 2 statements explain why the Contract Architect would be an appropriate Technical Co-ordinator?

- A. Has experience of working with the company previously.
- B. Is an external consultant.
- **C. Has a good, technical understanding of the work of the other professionals engaged in the project.**
- D. Is an authority on local planning applications.
- **E. Has good leadership skills.**

**Answer: C,E**

Explanation:

The two statements that explain why the Contract Architect would be an appropriate Technical Coordinator are:

B: Has good leadership skills. D: Has a good, technical understanding of the work of the other professionals engaged in the project.

Rationale:

\*B: Good leadership skills are essential for a Technical Coordinator, as they must lead the technical aspects of the project, manage the work of other professionals, and ensure that all technical activities are aligned with the project goals.

\*D: A deep technical understanding of the work of other professionals involved in the project is crucial for a Technical Coordinator. This knowledge allows them to effectively coordinate various technical disciplines and ensure that the technical solutions meet the project's needs.

Being an external consultant (A) or an authority on local planning applications (E) might be beneficial but do not inherently qualify someone for the role of Technical Coordinator. Previous experience with the company (C) can be helpful but is not a defining reason for suitability in the Technical Coordinator role within an Agile team.

### NEW QUESTION # 93

Using the Project Scenario answer the following question about the technical quality of the solution to be delivered. An assessment of the maintenance requirement for the new reservation system was made during Feasibility.

Column 1 describes a list of different types of hotel reservation systems considered. Column 2 lists the three DSDM maintainability objectives. For each description in Column 1, select from Column 2 the maintainability objective it would support.

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

Column 1:

1. Off-the-shelf software with ready-to-use templates that will need to be customised to fully meet Hoy Hall requirements, after deployment.
2. Developing a fully functioning in-house system, developed and hosted by Architecture Angels IT Operations team
3. All-in-one web-based reservation and accommodation management system built to Hoy Hall's specification.
4. All bookings for Hoy Hall to be scheduled by one of the other two hotels within the group, until a suitable system can be implemented at the site.
5. A spreadsheet is used to capture customer details manually. Data will then be exported into a fully functional system at a later

date.

Column 2

- \* Maintainability is a required attribute of the initial delivered solution
- \* Deliver first, re-engineer later
- \* Short-term, tactical solution

**Answer:**

Explanation:

□ Explanation:

For each of the descriptions in Column 1, the maintainability objective from Column 2 that each would support is as follows:

\* Off-the-shelf software with ready-to-use templates that will need to be customised to fully meet Hoy Hall requirements, after deployment.

\* A. Maintainability is a required attribute of the initial delivered solution

\* Rationale: Customizing off-the-shelf software indicates a need for the solution to be maintainable from the onset to allow for these adjustments.

\* Developing a fully functioning in-house system, developed and hosted by Architecture Angels IT Operations team

\* A. Maintainability is a required attribute of the initial delivered solution

\* Rationale: In-house developed systems need to be maintainable to facilitate future changes and enhancements by the team that created them

\* All-in-one web-based reservation and accommodation management system built to Hoy Hall's specification.

\* A. Maintainability is a required attribute of the initial delivered solution

\* Rationale: A system built to specific requirements will require the ability to maintain and adjust the system as needs evolve, making maintainability a key initial attribute.

\* All bookings for Hoy Hall to be scheduled by one of the other two hotels within the group, until a suitable system can be implemented at the site.

\* C. Short-term, tactical solution

\* Rationale: This is clearly a temporary measure until a proper system is in place, indicative of a tactical solution to address immediate needs.

\* A spreadsheet is used to capture customer details manually. Data will then be exported into a fully functional system at a later date.

\* C. Short-term, tactical solution

\* Rationale: Using a spreadsheet is a stop-gap solution to manage information in the short term, emphasizing the tactical nature rather than long-term maintainability.

Option B is not selected for any of the descriptions as none of them imply an approach of delivering first with the intention to re-engineer later. They all suggest a need for immediate maintainability or a short-term fix, not a re-engineering approach.

#### NEW QUESTION # 94

Which participant characteristic is likely to be the MOST appropriate to the success of a workshop to design a process?

- A. They understand the culture of the organization.
- B. They have a good history of change implementation.
- **C. They are willing to be involved and enthusiastic.**
- D. They are confident in discussing ideas with others.

**Answer: C**

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

Facilitating a workshop to design a process in a scenario like UniCo's, where organizational change and integration are critical, requires participants with specific traits that align with Agile Project Management (AgilePM) principles. Here's why D is the best choice:

1. Alignment with Agile Values:

\* AgilePM emphasizes engagement, collaboration, and enthusiasm among participants. These attributes are critical for fostering a constructive environment where innovative and practical solutions can emerge.

\* Participants who are willing to be involved and enthusiastic bring energy to discussions and are more likely to engage fully in brainstorming and problem-solving, which is essential in designing effective processes.

2. Analysis of the Options:

\* Option A: Understanding the culture of the organization

\* While this is important for creating relevant and realistic solutions, it is not the most critical trait. Participants who lack enthusiasm or willingness to engage may not contribute effectively even if they understand the culture.

- \* Option B: A good history of change implementation
  - \* Having a history of successful change implementation is a valuable trait, but it is less critical in the context of process design. This characteristic focuses on past actions rather than current engagement and collaboration.
  - \* Option C: Confidence in discussing ideas with others
  - \* Confidence is helpful, but enthusiasm and willingness to participate are foundational traits that often foster confidence during the workshop.
  - \* Option D: Willingness to be involved and enthusiastic
  - \* This characteristic ensures that participants are actively engaged and contribute constructively, which is vital for the success of any workshop. Enthusiasm also promotes collaboration and positivity, aligning with Agile principles.
3. Importance in UniCo's Scenario:
- \* UniCo's challenges, such as resistance to change and the integration of Selco staff, require participants who are ready to engage with new ideas and adapt to new approaches. Enthusiasm and willingness help overcome resistance and drive collaborative efforts.
  - \* For UniCo to realign its business processes effectively, participants must actively contribute to discussions and be open to learning from their new Selco colleagues.
4. Agile Practitioner Documentation References:
- \* Collaboration Over Hierarchy: AgilePM emphasizes fostering collaboration among team members with diverse skill sets and attitudes.
  - \* People Over Processes: The Agile Manifesto highlights the importance of individuals and interactions, focusing on their willingness to engage over their technical or organizational knowledge.
  - \* Facilitating Workshops in AgilePM: The handbook stresses the role of positive energy and active participation in workshops as drivers of innovation and process design success.
- References:
- \* Agile Project Management Handbook, Chapter 7: Workshops and Team Dynamics
  - \* Agile Manifesto Principle: "Build projects around motivated individuals."
  - \* AgilePM Practitioner Framework: Section on Effective Facilitation

#### NEW QUESTION # 95

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

- A. Before the product is deployed, the Sales Manager will circulate a copy of the revised sales procedure for processing coffee shop insurance sales.
- B. The Sales Manager will create a company-wide email showing the number of policies sold weekly by each of the sales assistants.
- C. A report showing the number of application forms completed online through the website for coffee shop insurance policies will be produced weekly.
- 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. The Project Manager will attend Daily Stand-up meetings to observe progress.

**Answer: C,D**

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.

Topic 3, UniCo IT Service

The companies and people within the scenario are fictional.

UniCo

Background

UniCo is an IT Services company which offers information management services and installation of large-scale computer systems.

The company has grown rapidly and has been successful. However in recent years UniCo has lost market share due to increased competition from a growing number of similar providers. There is also an increasing client demand for mobile applications and more innovative solutions.

Current situation

The Chief Executive Officer (CEO) has made a strategic decision to reposition UniCo in the market place. It will become a leading provider of innovative solutions, including mobile applications. The CEO knows that pursuing this new strategy will mean some loss of personal control in UniCo as he will no longer have the expertise to make decisions on all aspects of the technology, but believes the strategic shift is both necessary and urgent.

Two months ago, in line with the new strategy, UniCo acquired a company called Selco. Selco is a small, dynamic company that specializes in developing mobile applications. The plan is to keep the 10 Selco staff together as an intact team.

They will still be managed by the founder of Selco, who will become the Applications Manager within UniCo.

The resulting UniCo structure is shown in the Organization Chart on the next page.

In order for UniCo to achieve its new business priorities and meet the changing customer demands, UniCo staff need to learn from their new Selco colleagues.

They must develop both new capabilities and the new attitudes needed for UniCo to offer more innovative solutions to its customers.

This may not happen easily, because some UniCo staff members are not enthusiastic about the change in focus of UniCo's business.

So far, very little integration has taken place. The former Selco staff still work from an office on the other side of town from the UniCo office. In order to make progress UniCo needs to realign business processes and systems, and to complete the integration of Selco.

The UniCo Sales Director has some experience of the mobile applications market and has recently won a large contract with a Utilities company to provide mobile solutions for their workforce. This is a great opportunity for UniCo to prove it can be successful in this new type of business.

Next steps

A programme has been established to manage this change. This consists of the following workstreams:

1. Operational delivery processes - The Operations Director will manage
  - . the integration of the Selco staff (now the Applications area) with UniCo's IT systems and work practices, and
  - . the relocation of the Selco staff to the UniCo office.
2. Business processes - The Customer Services Director will manage the introduction of new processes across the business to ensure end-to-end alignment of the new capability and services to be offered.
3. Rebranding UniCo - The Marketing Manager will lead the work to reposition UniCo in the market place.
4. Capability and skills development - The Human Resources (HR) Manager will lead the work to upskill people so they are prepared and able to take advantage of the new opportunities resulting from this change.

Additional Information:

The Marketing Manager is reviewing what needs to be done to implement the workstream for the market repositioning and rebranding of UniCo. Marketing staff have interviewed people at all levels in the organization to identify potential ideas and barriers.

Key items have been identified as follows:

- . UniCo has an excellent brand perception within the market and many existing staff feel that this existing brand will be damaged by the inclusion of Selco
- . Internally, the Customer Services and IT Support managers and the Corporate Services Director, are not as committed to the rebranding as the Operations and Sales Directors
- . A recent positive press article about the future direction of UniCo has been promoted on social media forums and has been well received and redistributed by staff
- . At a company meeting the CEO admitted to being initially apprehensive about losing some personal control over the new direction for UniCo. However, the CEO enthusiastically explained how UniCo and Selco together will be much stronger in the market, especially following successful rebranding, and why the CEO is now able to support the change. Staff have appreciated this openness and it has been the subject of many informal discussions throughout the company.

The Sales Director has noted that there is some tension amongst the Sales Director's management team, particularly between those Sales Managers who have been at UniCo a long time and two new Managers who joined recently. This is of concern as it means the

team is not working as effectively as it could.

The Sales Director has held one-to-one discussions with each Sales Manager in order to:

. try to understand the underlying tensions and

put measures in place to help them become a more effective team.

The extract below is from of the Sales Director's notes on the discussions, and includes the proposed plans to address the issues:

1. The most common complaint across the whole of the Sales management team was the time spent on internal processes, territorial conflicts between sales regions and which industries should be targeted. Commitment was lacking to the change management actions needed to increase the sales value to UniCo.

Plan: Arrange a Sales management event so that the Sales Managers can share their personal vision and priorities.

2. There are underlying tensions because new Sales Managers are doing some of the work that the longer-term Sales Managers would have been doing. Nobody has wanted to raise this at the Sales management team meetings as it was felt that they would not be taken seriously and it would affect how others viewed them.

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Plan: Agree individually with each Sales Manager a list of key tasks they are expected to fulfil and share these separately with the others in Sales management.

3. It has been a while since the last Sales management team meeting and some members have not completed the actions agreed to resolve outstanding issues, which has led to delays. There is a belief that these issues will not be resolved even if they are discussed again at the next Sales management team meeting.

Plan: Acknowledge the failure to complete previous actions and get all team members to debate and jointly agree a plan to implement future actions.

4. This is the first time the Sales staff have faced major disruption to the normal sales processes.

The Sales Director learned that some sales teams are not adopting the changes needed to support the sale of the mobile applications now being developed and marketed. However, the Sales Managers have not yet discussed and resolved this failure of some to deliver on commitments between themselves.

Plan: Ask the Sales Manager team members to take it in turns to attend meetings of other functional departments to gain more understanding of the organizational processes.

## NEW QUESTION # 96

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