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APMG-International AgilePM-Practitioner Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> • 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.
Topic 2	<ul style="list-style-type: none"> • 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.
Topic 3	<ul style="list-style-type: none"> • 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.
Topic 4	<ul style="list-style-type: none"> • 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.

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AgilePM-Practitioner Certification Exam, New AgilePM-Practitioner Test Answers

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APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q137-Q142):

NEW QUESTION # 137

Answer the following questions about using facilitation of a workshop to co- design organizational change.

When facilitating a workshop to design a process, which recommendation is MOST likely to create a good solution?

- A. The focus should be on immediate action to reduce the organizational costs.
- B. The workshop should be held off-site to create independent thought.
- C. Only the senior decision-makers should attend to ensure implementation is viable.
- **D. The participants should cover all elements of the process and its implementation.**

Answer: D

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

The Agile Project Management (AgilePM) Practitioner emphasizes collaborative problem-solving, ensuring inclusivity and broad representation in the facilitation of workshops. Here's why C is the most appropriate answer:

* Understanding the Context of Process Design in Agile:

* The design of organizational change processes requires thorough consideration of all aspects, including strategic alignment, operational details, and cultural adaptation.

According to AgilePM, collaboration among all relevant stakeholders is key to achieving an optimal solution.

* Why Option C is Correct:

* By ensuring participants cover all elements of the process and its implementation, the team embraces a holistic approach to solution design. This aligns with Agile principles that prioritize cross-functional teamwork, input from diverse roles, and consideration of implementation challenges during the design phase.

* Agile workshops are designed to foster shared understanding, encourage input from all stakeholders, and collaboratively develop solutions. Covering all elements ensures no gaps remain in the designed process.

* Analysis of Other Options:

* Option A: Focusing solely on immediate action and cost reduction is counterproductive in AgilePM, as it ignores the importance of long-term value delivery and the alignment of processes to strategic goals.

* Option B: While holding the workshop off-site may help foster creativity, it is not a guarantee of a good solution. The location is less important than the representation and collaboration of key stakeholders.

* Option D: Limiting participation to senior decision-makers contradicts Agile principles, which emphasize inclusivity, team involvement, and leveraging diverse perspectives to drive effective solutions.

* Agile Practitioner Documentation References:

* AgilePM specifically advocates for "workshops" as a vital tool for fostering collaborative input, especially when redesigning processes to align with organizational goals.

* Facilitators are encouraged to ensure that workshops are structured to capture input from all relevant stakeholders, aligning with the Agile principle of "collaboration over hierarchy" (AgilePM Framework, Chapter 7, Workshops and Facilitation).

References:

* Agile Project Management Handbook, Chapter 7: Workshops and Facilitation

* AgilePM Practitioner Framework: Principles of Collaboration and Inclusivity

* Focus on the Agile Manifesto: "Individuals and interactions over processes and tools."

NEW QUESTION # 138

To ensure that the UniCo change programme is successful, the Chief Executive Officer (CEO) knows that correctly assigning the key change roles will be essential.

Within Sales, which 2 people would be the BEST candidates to use as change agents, based on the descriptions given?

- A. The Sales Director, who is keen to sell mobile applications to clients and manages the department.
- B. The Sales Administrator, who ensures that the sales processes run smoothly and works with all levels of Sales staff.
- **C. One of the new members of the Sales staff, who has previous experience selling mobile applications.**
- D. One of the existing members of the Sales staff, who is resistant to the change but is diligent and responsible in all tasks.
- **E. One of the existing long-standing members of the Sales staff, who is good at getting things done across the organization.**

Answer: C,E

Explanation:

Comprehensive and Detailed Step-by-Step Explanation

In this question, the change agent is someone within the Sales team who can facilitate and champion the change process. An ideal change agent should possess:

- * Influence and credibility within the team.
- * A positive attitude toward the change.
- * Specific skills or experience relevant to the change initiative.

1. Why B (Long-Standing Staff Member) is Correct

* This individual has a proven track record of getting things done across the organization, suggesting they have credibility, influence, and relationships with other teams.

* Their long-standing experience makes them a trusted figure, capable of motivating their peers to engage with the change program.

2. Why D (New Member with Relevant Experience) is Correct

* This person brings previous experience in selling mobile applications, which aligns directly with the change initiative's goals of transitioning to mobile applications.

* Their background can help guide other team members, offering practical insights and building confidence in the new focus.

3. Analysis of Incorrect Options

* Option A (Sales Director):

* While the Sales Director has a strategic role in driving the change program, they are not the best fit for a change agent because they are likely focused on leadership and decision-making rather than day-to-day advocacy within the team.

* Change agents are typically positioned closer to their peers.

* Eliminate.

* Option C (Resistant Staff Member):

* Although diligent and responsible, resistance to the change indicates that this individual may not be the best advocate for the initiative.

* A change agent must actively support and promote the change, which may be difficult if they are resistant.

* Eliminate.

* Option E (Sales Administrator):

* The Sales Administrator plays a critical operational role in ensuring smooth processes but does not appear to have the influence or strategic insight necessary to serve as a change agent.

* Eliminate.

4. Practical Implications

* The selection of change agents like the long-standing staff member (B) ensures credibility and trust among peers.

* Including a new team member with relevant expertise (D) provides fresh perspectives and demonstrates that the organization values practical knowledge in driving the change forward.

NEW QUESTION # 139

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

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

Answer: B,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 # 140


The change management team is creating the change analytics strategy for the change programme.


Below is an extract of recipients, measures and source data that have been proposed.

Answer the following question about the sources of conflict in change situations.

Column 1 is a list of statements about sources of conflict in change situations.

Column 2 contains the names of the eight sources of conflict identified by Art Bell and Brett Hart. For each statement in Column 1, select from Column 2 the source of conflict to which it MOST relates. Each selection from Column 2 can be used once, more than once or not at all.

Recipient	Measures to be collected	Data sources
CEO	<ul style="list-style-type: none"> Market share Customer awareness of the new UniCo brand Sales of mobile applications 	<ul style="list-style-type: none"> External industry associations Existing marketing focus groups UniCo company sales data
 Sales Director	<ul style="list-style-type: none"> % of the sales team that feel able to proficiently demonstrate the mobile applications How confident are the sales team in knowing how to use the new sales system 	<ul style="list-style-type: none"> New surveys of sales staff
Customer Services Director	<ul style="list-style-type: none"> Customer reasons for mobile application complaints measured at the end of the change programme 	<ul style="list-style-type: none"> New customer feedback survey
The Human Resources and Facilities Manager	<ul style="list-style-type: none"> Breakdown of staff trained in mobile applications by grade and specialism in each department 	<ul style="list-style-type: none"> HR Training records

#	Column 1	Column 2
1.	Instructions are understood by different people in different ways, influenced by their unique personal background.	A. Needs
2.	The revision of internal processes or systems have caused a lack of clarity on the responsibilities for certain tasks, resulting in activities being overlooked or duplicated.	B. Styles
3.	Instructions on the project are given by different people using different levels of planning, formality and decision-making approaches.	C. Perceptions
4.	The parties involved are continually making amendments and extensions to delivery deadlines to accommodate the changing environment.	D. Goals
		E. Pressures 
		F. Roles
		G. Personal values
		H. Unpredictable policies

	A	B	C	D	E	F	G	H
1.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Answer:

Explanation:

	A	B	C	D	E	F	G	H
1.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Explanation:

In the UniCo case, the organization is undergoing significant changes that involve integrating the Selco team, revising internal processes, and preparing staff for a shift to mobile applications. Sources of conflict during such organizational change include misunderstandings, role ambiguity, and resistance to changes in work styles or policies.

Revised Answers (aligned with the UniCo case):

- Instructions are understood by different people in different ways, influenced by their unique personal background.
Answer: C. Perceptions
Explanation: In the UniCo scenario, perceptions are a key source of conflict, especially between the long-standing UniCo staff and the Selco team. For example, different views on the importance of the rebranding efforts reflect how unique personal backgrounds influence perceptions.
- The revision of internal processes or systems has caused a lack of clarity on the responsibilities for certain tasks, resulting in activities being overlooked or duplicated.
Answer: F. Roles
Explanation: This aligns with the UniCo case where process revisions are required to integrate Selco staff and adjust to the new business focus. A lack of clarity in responsibilities-like how teams should collaborate on mobile applications-creates role-based conflict.
- Instructions on the project are given by different people using different levels of planning, formality, and decision-making approaches.
Answer: B. Styles
Explanation: In the UniCo scenario, the cultural differences between the dynamic, fast-paced Selco team and the more structured UniCo team highlight conflicting work styles, which may result in tension during decision-making and task execution.
- The parties involved are continually making amendments and extensions to delivery deadlines to accommodate the changing environment.
Answer: H. Unpredictable policies
Explanation: In UniCo, the organizational changes, such as the relocation of the Selco staff and the integration of operational processes, require frequent adjustments. This creates uncertainty and frustration, which are classic symptoms of conflict due to unpredictable policies.

NEW QUESTION # 141

(Which 2 statements describe appropriate team behaviour for effective risk management?)

- A. Sukra Aroon should handle all technical risks independently to ensure the solution is fit for purpose.
- B. Developers should resolve all risks collaboratively and promptly without escalation.
- C. Hira should have sole responsibility for managing all risks with clear accountability.
- D. Team members should adopt a collaborative mindset, sharing responsibility for identifying and mitigating risks.
- E. Risk management should be proactive and part of daily activities, not a separate process.

Answer: D,E

Explanation:

The correct answers are A and E.

In AgilePM, effective risk management depends on shared responsibility, continuous awareness, and proactive behaviour across the whole team. Risk is not something handled only by one role, one document, or one event. It is woven into the way the team works

every day.

Why A is correct

"Team members should adopt a collaborative mindset, sharing responsibility for identifying and mitigating risks." This aligns strongly with AgilePM. Risks emerge from many areas:

- * business priorities,
- * technical feasibility,
- * compliance,
- * dependencies,
- * stakeholder engagement,
- * and delivery constraints.

Because of that, the best way to manage risk is for the team to work collaboratively and raise concerns early.

Different people see different risks:

- * Mira may see value or prioritization risk,
- * Sukra may see architecture or integration risk,
- * Hira may see coordination or dependency risk,
- * Wanida may see compliance risk,
- * Developers may see delivery feasibility risks.

AgilePM encourages a culture where risks are surfaced openly and addressed together rather than left to a single person.

Why E is correct

"Risk management should be proactive and part of daily activities, not a separate process." This is also a core AgilePM principle.

Risk management is most effective when it is:

- * continuous,
- * visible,
- * built into team discussions,
- * and handled as part of normal delivery activity.

That means risks should be considered during:

- * planning,
- * backlog discussions,
- * reviews,
- * daily collaboration,
- * dependency conversations,
- * and stakeholder feedback.

AgilePM does not treat risk as something only reviewed in occasional formal meetings. The team should be alert to emerging issues and respond before they become major problems.

Why the other options are incorrect

B). Hira should have sole responsibility for managing all risks with clear accountability.

This is incorrect. Hira, as Project Manager, has an important role in coordinating risk management, but AgilePM does not place all risk responsibility on one person. Risk management is shared across business, technical, and delivery roles.

C). Developers should resolve all risks collaboratively and promptly without escalation.

This is incorrect because some risks should be escalated. AgilePM encourages teams to resolve issues at the right level, but not to avoid escalation when broader decisions, sponsorship, governance, or cross-team intervention are needed.

D). Sukra Aroon should handle all technical risks independently to ensure the solution is fit for purpose.

This is incorrect because even technical risks often require collaboration. Sukra contributes architectural leadership, but technical risks may affect priorities, cost, compliance, usability, and business outcomes, so they should not be handled in isolation.

AgilePM perspective

AgilePM supports team behaviour where:

- * everyone is alert to risk,
- * risks are discussed early,
- * people collaborate across roles,
- * escalation happens when needed,
- * and risk thinking is part of everyday delivery.

So the two statements that best describe appropriate team behaviour for effective risk management are:

A, E

NEW QUESTION # 142

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