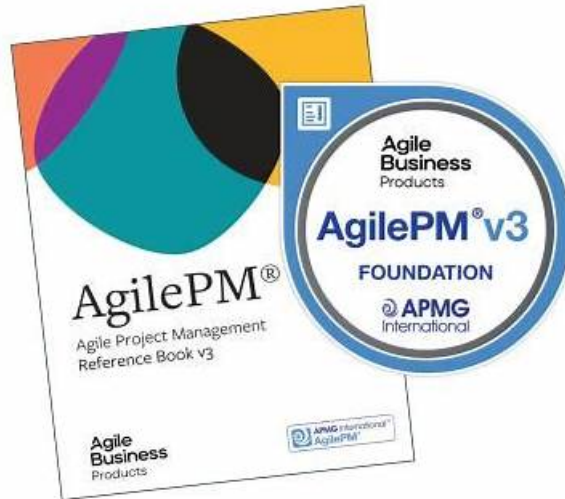


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APMG-International AgilePM-Practitioner Exam Syllabus Topics:

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"> • 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 3	<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.
Topic 4	<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.

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APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q30-Q35):

NEW QUESTION # 30

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.

In addition to the Developers, the teams include:

Mira Bachar (Guest Services Manager)	Product Owner for both Delivery Teams
Lee Tan (General Manager)	Business Advisor
Brinda Vyas	Business Visionary
Hira	Project Manager
Sukra Aroon	Solutions Architect
WanTestingPass	Regulatory Compliance Manager
Sarah Lark	Business Sponsor
Priya	Business Advisor

Answer the following questions related to estimating the work involved.

(Sukra Aroon has noticed that the Developers are spending excessive time creating their estimates. He has also observed that the document capturing their assumptions behind these estimates is nearly 20 pages long.

Based on his observation, what advice should he offer to the Developers?)

- A. Ensure that your estimates are accurate enough to support planning but avoid excessive refinement that delays delivery.
- B. Use broad, high-level estimates only, as attempting to refine estimates beyond this at any stage of the project is unnecessary.
- C. Continue refining your estimates as much as possible to eliminate uncertainty, ensuring that all potential risks and complexities are accounted for.
- D. Document every possible assumption in detail, as extensive documentation ensures accuracy and prevents disputes later in the project.

Answer: A

Explanation:

The correct answer is A .

AgilePM values estimation, but it also values proportionality . Estimating should help planning and decision- making, not become a heavy exercise that delays progress and creates unnecessary documentation.

Why A is correct:

- * Estimates should be accurate enough for the planning purpose at hand.
- * Teams should avoid excessive refinement when the extra effort gives little added value.
- * AgilePM encourages "just enough" detail, not exhaustive analysis.

This question highlights a common anti-pattern:

- * too much time spent estimating,
- * too much documentation,
- * and too little focus on actual delivery.

Why the other options are incorrect:

B is incorrect because trying to eliminate all uncertainty is unrealistic and contrary to AgilePM thinking.

C is incorrect because although early estimates may be broad, refinement is still useful later when more information becomes available.

D is incorrect because documenting every assumption in detail is excessive and not agile.
So the best answer is A .

NEW QUESTION # 31

(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. Yes, because she can rely solely on the dashboard for all her updates.
- B. No, because she will need Hira to compile and present the data in a physical report for sharing.
- **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 # 32

Which information could be recorded on an 'empathy map' for the marketing staff?

- A. The Marketing analyst staff have made a list of potential stakeholders and plan to share this with everyone else at the next sales meeting.
- B. The Marketing Manager has identified potential stakeholders, drawn symbolic figures of each of them and positioned them on a visual diagram.
- C. The Promotions Team Leader has noted that staff have raised concerns about how the change may reduce their sales during the seasonal promotions.
- D. During a meeting of Brand Team Leaders, each participant created a list of stakeholders and then compared these lists in small groups.

Answer: C

Explanation:

Comprehensive and Detailed Step-by-Step Explanation

Understanding Empathy Mapping

An empathy map is a tool used to understand the feelings, concerns, motivations, and perceptions of individuals or groups impacted by change. It focuses on what stakeholders:

- * Think and feel: Emotional concerns or motivations.
- * Hear: Feedback from others.
- * See: Observations in their environment.
- * Say and do: Observable actions or behaviors.

Empathy maps help uncover concerns or barriers that might affect engagement or alignment with change initiatives.

Option Analysis (UniCo-Specific)

* A. Concerns raised by the Promotions Team Leader about reduced sales

* Empathy maps are designed to capture emotional and practical concerns of individuals or teams.

In this case, the concerns raised by the staff about sales reductions during seasonal promotions align perfectly with the "Think and Feel" dimension of empathy mapping.

* This information helps the Marketing team identify and address emotional or motivational barriers to the change.

* Correct.

* B. Visual diagram of potential stakeholders with symbolic figures

* While visualizing stakeholders on a diagram is a useful exercise, it relates more to stakeholder mapping (e.g., influence-interest grids) than to empathy mapping. This activity does not address the emotional or perceptual aspects that empathy mapping focuses on.

* Incorrect.

* C. A list of stakeholders made by the Marketing analysts

* Creating a list of stakeholders and sharing it in a meeting is another stakeholder analysis activity.

However, this process does not delve into the emotions, perceptions, or motivations of the marketing staff, which is the purpose of an empathy map.

* Incorrect.

* D. Comparing lists of stakeholders during a Brand Team meeting

* This activity relates to collaborative stakeholder identification and analysis but does not involve capturing the emotional or perceptual data required for empathy mapping.

* Incorrect.

Why A is the Correct Answer (Scenario Alignment)

The Promotions Team Leader's insights directly reflect the type of emotional and motivational data required for an empathy map.

This information can help address staff concerns, ensuring the marketing staff are supported and aligned with the change.

References (UniCo Scenario and AgilePM Alignment):

* UniCo Scenario: Marketing staff concerns about sales impact align with emotional mapping needs.

* AgilePM Handbook, Chapter 7: Stakeholder Engagement and Empathy Mapping Tools.

* Agile Business Consortium - Empathy Map Use for Change Management.

NEW QUESTION # 33

When receiving instruction on practical skills, which approach is MOST valuable to the learner?

- A. Group discussion of how to learn the new skills.
- B. Presentation of how the new skills relate to the organizational change.
- **C. Practicing new skills until consistency is achieved.**
- D. Observing repeated demonstrations of the skill by the instructor.

Answer: C

Explanation:

Comprehensive and Detailed Explanation:

Practical skill acquisition focuses on hands-on practice to ensure learners achieve mastery and consistency.

This is central to Gagne's Nine Events of Instruction, which emphasize active learning strategies.

1. Relevance of Practice in Gagne's Model:

* Gagne's Event 6: Elicit Performance (Practice) highlights that learners must perform the skills themselves to solidify learning.

* Practical application is critical to achieving competence, especially for motor or procedural skills. It allows learners to identify gaps and refine their performance through repetition.

2. Why Option A is Correct:

* Practicing skills ensures that learners can consistently perform the task correctly. Repeated application:

* Reinforces memory.

* Builds muscle memory for physical tasks.

* Promotes confidence and accuracy.

* Consistency is the key indicator of mastery for practical skills.

3. Analysis of Other Options:

* Option B: Observing repeated demonstrations of the skill by the instructor.

* Observing demonstrations is useful for understanding, but it does not substitute for hands-on practice. Learners must engage actively to develop the skills themselves.

* Option C: Group discussion of how to learn the new skills.

* Discussion may help learners understand the steps or importance of the skill but does not directly contribute to skill mastery.

* Option D: Presentation of how the new skills relate to the organizational change.

* While this provides context, it does not help learners physically or cognitively practice the skill.

4. Practical Example:

* In a training session for operating new machinery, learners achieve the best outcomes by practicing with the equipment until they can operate it confidently and consistently.

5. Reference to Gagne's Model:

* Event 6: Elicit Performance (Practice) emphasizes the importance of active learner participation to reinforce learning and ensure skill mastery.

NEW QUESTION # 34

The Legal Specialist has reviewed the plans for the rebranding work and has assessed how this will affect current and future contracts. They are now pressing the Change Manager to establish the deadlines and to schedule when their input will be most needed.

Which preference does this behavior BEST display?

- A. Feeling
- B. Thinking
- C. Perceiving
- **D. Judging**

Answer: D

Explanation:

Comprehensive and Detailed Explanation:

This question uses the Myers-Briggs Type Indicator (MBTI) framework. The behavior described aligns most closely with the Judging preference, which is associated with organization, structure, and a desire for clear plans and deadlines.

1. Why the Answer is Judging (C):

* The Legal Specialist is focused on establishing deadlines and ensuring their input is scheduled. These traits are characteristic of the Judging preference.

* People with a Judging preference prefer:

* Planning and structure.

* Clarity in schedules and deadlines.

* Order and predictability in tasks.

* Pressing for specific deadlines and schedules reflects a strong inclination toward structured, organized work.

2. Analysis of Other Options:

* Option A: Thinking

* The Thinking preference is about decision-making based on logic and objectivity. While the Legal Specialist's assessment of contract impacts involves analysis, their behavior in this scenario focuses on planning and organization rather than logical evaluation.
* Eliminate.

* Option B: Feeling

* The Feeling preference relates to decision-making based on empathy and values. This behavior is not motivated by emotional considerations or interpersonal dynamics but by a focus on task management and structure.
* Eliminate.

* Option D: Perceiving

* The Perceiving preference is characterized by flexibility, adaptability, and a preference for keeping options open. The Legal Specialist's push for deadlines and structure contrasts with the more fluid, spontaneous approach associated with Perceiving.
* Eliminate.

3. Practical Example of Judging Behavior:

* A Judging individual might request a clear project timeline with milestone dates to ensure they can prioritize their work effectively. They value predictability and dislike ambiguity, which aligns with the described behavior of the Legal Specialist.

4. Reference to MBTI:

* Judging (J):

* Focuses on order, structure, and planned decision-making.

* Prefers defined timelines and organized approaches to work.

* Perceiving (P):

* Prefers flexibility, spontaneity, and keeping options open.

NEW QUESTION # 35

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