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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">• 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 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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APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q175-Q180):

NEW QUESTION # 175

Answer the following questions about the acceptance criteria within the project.

Decide whether the approach to setting and using acceptance criteria has been applied appropriately and select the response that supports your decision.

At the beginning of Solution Development Timebox A, the Timebox is being planned in detail. Although Foundations was conducted at a high level, the Prioritised Requirements List was baselined. Now the Solution Development Team is setting detailed acceptance criteria against each requirement.

Is this an appropriate approach to setting detailed acceptance criteria?

- A. Yes, because the Solution Development Team members will be setting acceptance criteria for the first time during Solution Development Timebox A.
- B. No, because acceptance criteria should be set in detail against each requirement during Foundations.
- C. No, because the Solution Development Team should NOT be involved in setting acceptance criteria.
- **D. Yes, because acceptance criteria can only be understood at a high level during Foundations and will always need further investigation.**

Answer: D

Explanation:

A: Yes, because acceptance criteria can only be understood at a high level during Foundations and will always need further investigation.

Rationale:

In Agile Project Management, while the Foundations phase does involve setting high-level expectations and a prioritized requirements list, the detailed acceptance criteria are often refined during the actual Solution Development iterations or timeboxes. This is because, as the work progresses, the team's understanding of the product grows, and they are better equipped to define detailed acceptance criteria that align closely with the customer's needs and the project's evolving context. It's a collaborative and iterative process, allowing for greater precision in defining what will make a particular feature or requirement acceptable.

NEW QUESTION # 176

During the Foundations phase for Project Increment 4, Sukra Aroon held a meeting with Hira, Mira Bachar, and Wanida Anong, to ensure alignment and compliance with EPR company policies, local regulations, and international standards. The meeting also clarified how financial and investment decisions would be made for Project Increment 4, ensuring alignment with EPR business priorities, and how this information will be tracked, controlled and evidenced.

Wanida Anong, who works across multiple sites worldwide, attended the meeting in person but has limited availability throughout the Project Increment.

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 |
| Wanida Anong | Regulatory Compliance Manager |
| Sarah Lark | Business Sponsor |
| Priya | Business Advisor |

Answer the following questions.

(During the meeting, Mira Bachar asked Sukra Aroon which AgilePM project artifacts should use to provide an auditable record of compliance requirements throughout Project Increment 4.

Based on AgilePM guidance, which of the following is an appropriate response?)

- A. Use the Management Approach Definition, as it describes how governance and compliance responsibilities are structured within the project.
- B. Use the Sprint Review Records, as these document what was delivered in each Sprint and whether it was compliant with regulatory requirements.
- C. Use the Solution Architecture Definition, as it captures technical decisions related to compliance and regulatory requirements.
- D. Use the Project Review Report, as it provides a retrospective assessment of how the project was managed, including compliance considerations.

Answer: C

Explanation:

The correct answer is D .

The question asks for an artifact that can provide an auditable record of compliance requirements throughout the increment . The best fit is the Solution Architecture Definition , because it captures the solution-level decisions, constraints, and technical considerations needed to ensure the product remains compliant.

Why D is correct:

- * Compliance requirements often affect architecture, design constraints, and technical decisions.
- * The Solution Architecture Definition is the most suitable place to maintain that traceable record.
- * It supports evidence, consistency, and solution-level control across the increment.

Why the other options are weaker:

- * A is more about governance structure and responsibilities than the compliance requirements themselves.
- * B is retrospective and too late to serve as the ongoing auditable record.
- * C records what was reviewed and delivered in Sprints, but it is not the primary artifact for maintaining the compliance requirements baseline.

So the appropriate AgilePM response is D .

NEW QUESTION # 177

The Change Manager is discussing the relocation of the Selco staff to the UniCo office with the Operations Director. They are using the SCARF framework of people's social experience to guide management actions. Answer the following questions about the use of David Rock's SCARF framework to increase the motivation for change.

On seeing plans for the office move, the Selco staff are worried that some desk allocations do not have access to natural light. The relocation leadership team held a workshop as soon as the issue was raised and has allocated these desks to be 'hot-desks,' not used by staff permanently based in the office.

Is this an appropriate approach to reward the brain in the need for 'certainty,' and why?

- A. Yes, because loss of 'certainty' mostly affects those at lower organizational levels.
- B. Yes, because 'certainty' is rewarded when issues can be resolved promptly and openly.
- C. No, because a change solution needs to be permanent to achieve 'certainty.'
- D. No, because the resolution of the issue should be delegated to those affected.

Answer: B

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

This question focuses on the certainty domain within David Rock's SCARF framework. Certainty relates to an individual's need for predictability and clarity in their environment. When staff face ambiguity or potential disruption, addressing concerns quickly and transparently helps restore certainty.

1. Why Certainty is Important

* Certainty provides stability and allows individuals to plan and operate without stress caused by ambiguity or unpredictability.

* In the context of the office move, Selco staff were concerned about their desk allocations, specifically access to natural light, which introduced uncertainty.

2. Why the Leadership Team's Actions Address Certainty

* By promptly holding a workshop to address the issue, the leadership team acted transparently and showed responsiveness.

* Allocating the problematic desks as hot-desks ensures that no one is permanently affected, thus providing a solution that reduces ambiguity and restores a sense of predictability.

* This aligns with the SCARF framework's principle that certainty is rewarded by prompt and open resolution of concerns.

3. Analysis of Each Option

* Option A: No, because a change solution needs to be permanent to achieve 'certainty.'

* While permanent solutions can provide certainty, the key here is the prompt and transparent resolution of staff concerns, which addresses the immediate need for certainty. A permanent solution is not always required.

* Eliminate.

* Option B: No, because the resolution of the issue should be delegated to those affected.

* Delegating resolution to staff is not necessary to address certainty. What matters is that the leadership team resolved the issue quickly and transparently.

* Eliminate.

* Option C: Yes, because loss of 'certainty' mostly affects those at lower organizational levels.

* While uncertainty can indeed affect individuals at all levels, especially lower levels, the answer does not fully explain why the leadership's actions are appropriate for addressing certainty.

* Eliminate.

* Option D: Yes, because 'certainty' is rewarded when issues can be resolved promptly and openly.

* Correct. Certainty is reinforced when concerns are addressed promptly and in an open manner.

The workshop provided transparency and resolved the ambiguity around desk allocations.

* Correct Answer.

4. Practical Implications

* For change management, addressing concerns quickly and clearly shows responsiveness, which can reduce resistance to change and foster trust.

* Resolving ambiguity, as the relocation team did, minimizes the disruption caused by the perceived lack of certainty.

5. Reference to SCARF Framework

* Certainty: Certainty is about predictability and reducing ambiguity in the environment. Prompt and transparent actions help restore this domain and motivate individuals.

NEW QUESTION # 178

The Change Manager has read Goleman's articles on the Hay-McBer six dimension model of organization climate. This gives leaders practical ways that leadership style can improve organizational culture and performance as measured by staff surveys.

Answer the following question about recommendations a change manager could make to the CEO applying these six dimensions to improve climate across the organization.

Column 1 is a list of recommendations the Change Manager has made to the CEO seeking to initiate or support a change in the organizational culture. For each recommendation in Column 1, select from Column 2 the 'dimension' in organizational climate MOST likely to improve as a result. Each selection from Column 2 can be used once, more than once or not at all.

| # | Column 1 |
|----|---|
| 1. | The CEO, Sales Director and Applications Manager should hold joint meetings with groups of staff across UniCo to present and discuss UniCo's new strategic focus and the new market opportunities it offers. |
| 2. | Ask the Sales Director to work with the Marketing Manager on an internal marketing campaign promoting the benefits of the new contract with the Utilities Company, using the slogan 'Proud of our Products'. |
| 3. | Ask the HR Director to commission a series of 'Shared Leadership' workshops for all Directors and Managers, at the end of which each will undertake specific actions to pass more decision-taking to their staff. |
| 4. | Ask the Customer Services Director to engage all staff in helping define service levels they will apply to all internal and customer-facing processes. |

| Column 2 | |
|----------|----------------|
| A. | Flexibility |
| B. | Responsibility |
| C. | Standards |
| D. | Rewards |
| E. | Clarity |
| F. | Commitment |

| | A | B | C | D | E | F |
|----|-----------------------|-----------------------|-----------------------|----------------------------------|-----------------------|-----------------------|
| 1. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" 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 type="radio"/> |
| 3. | <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"/> |

Answer:

Explanation:

| | A | B | C | D | E | F |
|----|-----------------------|-----------------------|-----------------------|----------------------------------|-----------------------|-----------------------|
| 1. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" 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 type="radio"/> |
| 3. | <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"/> |

Explanation:

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Answer table

| Column 1 (Recommendation) | Column 2 (Dimension) |
|--|----------------------|
| 1. The CEO, Sales Director, and Applications Manager should hold joint meetings with groups of staff across UniCo to present and discuss UniCo's new strategic focus and the new market opportunities it offers. | E. Clarity |
| 2. Ask the Sales Director to work with the Marketing Manager on an internal marketing campaign promoting the benefits of the new contract with the Utilities Company, using the slogan 'Proud of our Products'. | D. Rewards |
| 3. Ask the HR Director to commission a series of 'Shared Leadership' workshops for all Directors and Managers, at the end of which each will undertake specific actions to pass more decision-making to their staff. | B. Responsibility |
| 4. Ask the Customer Services Director to engage all staff in helping define service levels they will apply to all internal and customer-facing processes. | A. Flexibility |

The Hay-McBer six dimensions of organizational climate provide a framework for analyzing and improving work environments. The six dimensions are:

- * Clarity: Employees understand their roles, goals, and the direction of the organization.
- * Responsibility: Employees feel empowered to make decisions and take ownership of their work.
- * Standards: There is a focus on high-performance expectations.
- * Rewards: Contributions are recognized and rewarded.
- * Flexibility: Employees feel that the organization is adaptable and open to new ideas.
- * Commitment: Employees feel a strong sense of belonging and loyalty to the organization.

1. Joint Meetings to Discuss UniCo's Strategic Focus (Clarity)

* Reason: These meetings aim to communicate the organization's strategic direction, providing employees with a clear understanding of goals and expectations.

* This directly improves clarity, as employees gain insight into the company's vision and how their roles align with it.

2. Internal Marketing Campaign on New Contract (Rewards)

* Reason: Highlighting the success of the new contract through an internal campaign boosts employee pride and morale. This is a form of recognition, aligning with the rewards dimension.

* Employees feel their contributions are acknowledged and celebrated, motivating further engagement.

3. Shared Leadership Workshops for Decision-Making (Responsibility)

* Reason: Empowering staff by delegating decision-making responsibilities enhances their sense of ownership and accountability.

* This supports the responsibility dimension, as it shifts decision-making closer to those executing the work, increasing engagement and confidence.

4. Engaging Staff to Define Service Levels (Flexibility)

* Reason: Involving staff in shaping service levels fosters adaptability and innovation. This shows the organization values employee input, improving flexibility by encouraging open-mindedness and collaboration.

Summary of Dimensions Applied

The recommendations align with specific dimensions to address identified gaps in organizational climate, improving overall engagement and performance:

- * Clarity: Joint meetings to communicate strategy.
- * Rewards: Internal campaigns celebrating achievements.
- * Responsibility: Delegating decision-making through leadership workshops.
- * Flexibility: Involving staff in defining processes.

NEW QUESTION # 179

(There were several responses to Brinda Vyas ' suggestion of a tranquil garden for guided meditation. While all valid and valuable, which opinion does NOT align with AgilePM responsibilities?)

- A. Brinda Vyas linked the garden to the resort ' s long-term objectives and the project ' s business case.
- B. Mira Bachar prioritized the garden against other deliverables, ensuring alignment with stakeholder needs and project goals.
- C. Sukra Aroon considered technical feasibility and identified risks in infrastructure requirements.
- D. A local expert shared how the garden ' s design could enhance meditation experiences for guest in line with well-being principles.
- E. A local expert suggested adding natural scents and sounds for an immersive experience to complement the Spa ' s vision.
- F. Mira Bachar clarified the Product Goals for the Delivery Teams to deliver to contribute to the overall solution.
- G. Brinda Vyas emphasized the garden ' s strategic importance in enhancing guest experience and meeting business goals.
- H. Sukra Aroon dismissed the garden rationale, saying guided meditation could happen in a treatment room.

Answer: H

Explanation:

The correct answer is D .

In AgilePM, roles have clear areas of responsibility, and the option that does not align is the one where Sukra Aroon dismisses the business rationale for the garden by saying guided meditation could simply happen in a treatment room

That response goes beyond the proper responsibility of a Solution Architect . In AgilePM, the Solution Architect should:

- * assess technical feasibility ,
- * identify design constraints and risks ,
- * advise on solution integrity ,
- * and help shape a workable solution.

What the Solution Architect should not do is unilaterally reject or dismiss the business need or business value behind an idea. The question of whether the tranquil garden is strategically important belongs primarily to the business roles , especially Brinda as Business Visionary and Mira in her value/prioritization role. Sukra should challenge feasibility, cost, sustainability, and architectural implications, but not substitute his judgment for the business case.

Why D is the misaligned option:

Saying "guided meditation could happen in a treatment room" is not just technical advice. It dismisses the original business rationale

and guest-experience intent behind the garden. That moves into deciding what value matters, which is not the Solution Architect's primary responsibility in AgilePM.

A more appropriate AgilePM-aligned response from Sukra would have been something like:

- * identifying infrastructure or maintenance risks,
- * proposing alternative designs,
- * suggesting a lower-risk implementation,
- * or explaining technical trade-offs.

That would preserve the business intent while still providing architectural guidance.

Why the other options align with AgilePM responsibilities:

A). Brinda Vyas emphasized the garden's strategic importance in enhancing guest experience and meeting business goals.

This aligns well. As Business Visionary, Brinda is responsible for defining and safeguarding the vision and ensuring it supports business outcomes.

B). Brinda Vyas linked the garden to the resort's long-term objectives and the project's business case.

This also aligns. Connecting features to long-term business objectives and the business case is exactly the kind of thinking expected from a senior business role.

C). Sukra Aroon considered technical feasibility and identified risks in infrastructure requirements.

This is strongly aligned with the Solution Architect role. It reflects proper technical and feasibility-based input.

E). Mira Bachar prioritized the garden against other deliverables, ensuring alignment with stakeholder needs and project goals.

This aligns with the Product Owner-style responsibility of balancing priorities and ensuring valuable delivery.

F). Mira Bachar clarified the Product Goals for the Delivery Teams to deliver to contribute to the overall solution.

This is also aligned. Clarifying goals and delivery expectations supports team focus and value delivery.

G). A local expert shared how the garden's design could enhance meditation experiences for guest in line with well-being principles.

This is appropriate input from a specialist contributor. AgilePM encourages expert collaboration where it adds value.

H). A local expert suggested adding natural scents and sounds for an immersive experience to complement the Spa's vision.

This also fits AgilePM's collaborative approach, where domain specialists enrich the evolving solution.

AgilePM perspective:

AgilePM depends on collaboration between:

- * business roles, who define value and priorities,
- * technical roles, who assess feasibility and design integrity,
- * and subject matter experts, who contribute specialist insight.

Conflict or challenge is acceptable and healthy, but each role should contribute from its proper perspective.

Business value should not be casually overruled by technical opinion, just as technical risk should not be ignored by business enthusiasm.

Therefore, D is the option that does not align with AgilePM responsibilities, because it shows the Solution Architect dismissing business rationale rather than advising on feasibility and solution options.

NEW QUESTION # 180

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