

# 高品質AgilePM-Practitioner | 最高のAgilePM-Practitioner関連合格問題試験 | 試験の準備方法Agile Project Management (AgilePM) Practitioner Exam資格トレーニング



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>> AgilePM-Practitioner関連合格問題 <<

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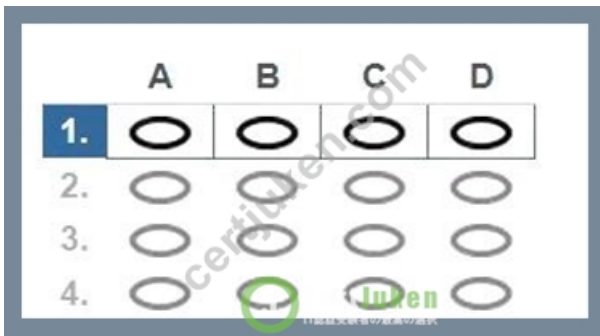
トピック	出題範囲
トピック 1	<ul style="list-style-type: none"> <li>Techniques: In this section, the topics covered various techniques that can be utilized including iterative development. Candidates are tested for their know-how of agile techniques and timeboxing.</li> </ul>
トピック 2	<ul style="list-style-type: none"> <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>
トピック 3	<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>
トピック 4	<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>

## APMG-International Agile Project Management (AgilePM) Practitioner Exam 認定 AgilePM-Practitioner 試験問題 (Q145-Q150):

### 質問 # 145

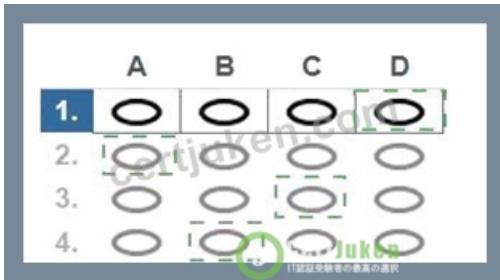
Answer the following question about different language style preferences identified by Pashler et. al. using VARK preferences. As part of the Capability and skills development workstream, the Human Resources (HR) Manager is considering the training needs of staff managers undertaking staff appraisals. The HR Manager is designing the learning activities so that they will appeal to differing ways for receiving and processing information. Column 1 is a list of learning activities that could be used to develop the staff. For each learning activity in Column 1, select from Column 2 the VARK preference to which it relates. Each selection from Column 2 can be used once, more than once or not at all.

#	Column 1	Column 2
1.	Attend a role-playing activity run by the HR Manager to practice conducting staff appraisals using the forms and checklists in a simulated environment.	A. Visual B. Aural or Auditory C. Reading or Writing D. Kinesthetic
2.	Assess performance review process diagrams from recent staff appraisals, identifying those aspects which worked well and those which did not.	
3.	Study a management text on alternative styles and strategies for staff performance appraisal.	
4.	Access a podcast to learn more about the principles of reviewing performance in staff appraisal.	



正解:

解説:



Explanation:

Answer the following question about different language style preferences identified by Pashler et. al. using VARK preferences.

1. Attend a role-playing activity run by the HR Manager to practice conducting staff appraisals using the forms and checklists in a simulated environment.

\* Answer: D (Kinesthetic) Kinesthetic learners prefer hands-on, practical activities. Role-playing simulates real-life scenarios, enabling learning by doing, which appeals to this preference.

2. Assess performance review process diagrams from recent staff appraisals, identifying those aspects which worked well and those which did not.

\* Answer: A (Visual) Visual learners thrive on diagrams, charts, and graphical representations.

Reviewing performance review diagrams aligns perfectly with the visual preference.

3. Study a management text on alternative styles and strategies for staff performance appraisal.

\* Answer: C (Reading or Writing) This activity suits individuals who process information best through reading and writing. It involves textual analysis, making it a clear match.

4. Access a podcast to learn more about the principles of reviewing performance in staff appraisal.

\* Answer: B (Aural or Auditory) Podcasts provide auditory learning experiences. For learners with an auditory preference, listening to discussions and explanations is ideal.

Comprehensive and Detailed Step-by-Step Explanation:

\* Role-playing activity (Kinesthetic): The activity involves movement, interaction, and application in a simulated setup, which matches the hands-on approach kinesthetic learners prefer.

\* Performance review diagrams (Visual): Visual learners engage with content presented in diagrams or charts as these offer clarity through graphical representation.

\* Management text (Reading/Writing): The reliance on written material, such as texts, articles, or reports, is a strong indicator of the reading/writing preference.

\* Podcast (Aural/Auditory): Listening to content, such as in a podcast, aligns with auditory learning preferences, allowing learners to absorb spoken information effectively.

#### 質問 # 146

(Brinda Vyas has been absent for two weeks, leaving Mira Bachar and the Delivery Teams to make decisions.

Recent strategic adjustments haven't been communicated to the Delivery Teams causing frustration and risk of rework.

Which 2 statements describe how this risk should be handled within the AgilePM framework?)

- A. Hira should escalate to Sarah Lark, the Business Sponsor, to replace Brinda Vyas with another qualified Business Visionary.
- B. Mira Bachar and the Delivery Teams should document assumptions behind decisions and continue progress without validation.
- C. Hira should engage other business stakeholders to assume Brinda Vyas' responsibilities to ensure the Delivery Teams

receives strategic guidance.

- D. The Delivery Teams should focus on backlog items with clear business direction and pause tasks that require Brinda Vyas ' input until guidance is available.
- E. Continue increment work based on the backlog, assuming adjustments can be made when Brinda Vyas returns.

正解: C、D

解説:

The correct answers are C and E .

This is a classic business availability and decision-latency risk in AgilePM. The problem is not just that Brinda is absent. The bigger issue is that the Business Visionary input is missing at a time when strategic adjustments are affecting delivery decisions . That creates a real risk of:

- \* misalignment with the project vision,
- \* unnecessary assumptions,
- \* frustration in the Delivery Teams,
- \* and costly rework.

AgilePM relies heavily on active business involvement . When a key business role becomes unavailable, the right response is to restore decision-making guidance quickly and protect the teams from working blindly on uncertain items .

Why C is correct

"Hira should engage other business stakeholders to assume Brinda Vyas ' responsibilities to ensure the Delivery Teams receives strategic guidance." This aligns strongly with AgilePM.

Hira, as Project Manager, should act to restore the missing business guidance by coordinating with suitable business stakeholders who can temporarily support or cover the gap. AgilePM does not encourage leaving teams without access to strategic direction. It also does not assume that work should continue normally when a key business authority is unavailable.

This response is good because it:

- \* maintains business engagement,
- \* reduces decision delays,
- \* protects alignment with the vision,
- \* and helps the Delivery Teams continue with informed guidance.

In AgilePM, if a critical role is unavailable, the project should adapt so the necessary business input remains accessible.

Why E is correct

"The Delivery Teams should focus on backlog items with clear business direction and pause tasks that require Brinda Vyas ' input until guidance is available." This is also very AgilePM-aligned.

It is a practical risk response that avoids reckless progress based on guesswork. Teams should keep moving where the direction is already clear, but they should avoid pushing ahead on items that depend on missing strategic clarification.

This balances:

- \* maintaining momentum,
- \* avoiding unnecessary delay across all work,
- \* and reducing the risk of rework on unclear items.

That is exactly the kind of sensible, adaptive delivery behavior AgilePM supports.

Why the other options are incorrect

A). Continue increment work based on the backlog, assuming adjustments can be made when Brinda Vyas returns.

This is not a good AgilePM response because it normalizes working with outdated or incomplete strategic guidance. If recent strategic changes have not been communicated, continuing as normal increases the risk of building the wrong thing.

B). Mira Bachar and the Delivery Teams should document assumptions behind decisions and continue progress without validation. Documenting assumptions is better than ignoring them, but continuing without validation is still too risky in this scenario. AgilePM values transparency, but it does not support knowingly progressing on uncertain strategic assumptions when better escalation and stakeholder engagement are possible.

D). Hira should escalate to Sarah Lark, the Business Sponsor, to replace Brinda Vyas with another qualified Business Visionary.

This may become necessary if the absence is prolonged or the project is materially threatened, but it is too strong as the best immediate response here. AgilePM would first look to restore business guidance through practical engagement and controlled work selection before moving to formal replacement.

AgilePM perspective

AgilePM expects:

- \* active and timely business input,
- \* collaborative response to risks,
- \* continued delivery where direction is clear,
- \* and escalation or substitution when critical decision-making is missing.

So the best way to handle this risk is to:

- \* restore business guidance through other suitable stakeholders , and
- \* limit work to items that have clear direction until ambiguity is resolved .

Therefore, the correct answers are:  
C, E

**質問 # 147**

Using the additional information provided for this question in the Scenario Booklet, answer the following question about using Kotter's eight-processes cyclical model. This model is being used for planning and leading the change required to rebrand and reposition UniCo in the market place.

Lines 1 to 4 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.

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

#	Assertion	Reason	
1.	In order to 'create a sense of urgency around a single big opportunity' with the rebranding work, the Marketing Manager should appoint the founder of Selco to lead the rebranding workstream	BECAUSE Kotter defines 'creating a sense of urgency around a single big opportunity' as identifying innovators who will create momentum by pioneering the change.	
2.	All managers across UniCo need to be committed to the rebranding before the change process can begin to 'formulate a strategic vision'.	BECAUSE The 'strategic vision', is only viable when the majority of managers believe that change is absolutely essential.	
3.	The positive staff reaction to the recent press article will contribute to the momentum of the change programme by 'celebrating visible, significant short-term wins'.	BECAUSE 'Celebrating visible, significant short term wins' will help to reduce negativity.	
4.	The CEO's openness will help to make the vision more 'sellable' to the 'volunteer army' when 'communicating the vision and the strategy'.	BECAUSE It is important to institutionalize the strategic changes into the culture so that implementation of the vision becomes second nature to staff.	

	A	B	C	D	E
1.	<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"/>
3.	<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"/>

正解:

解説:

	A	B	C	D	E
1.	<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"/>
3.	<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"/>

Explanation:

Assertion 1:

In order to 'create a sense of urgency around a single big opportunity' with the rebranding work, the Marketing Manager should appoint the founder of Selco to lead the rebranding workstream.

Reason:

Kotter defines 'creating a sense of urgency around a single big opportunity' as identifying innovators who will create momentum by pioneering the change. answer: A

\* Explanation: Both the assertion and reason are true, and the reason clearly explains why the founder of Selco is suited to lead the rebranding workstream. Kotter's model emphasizes identifying champions for change who can create urgency and inspire action.

Assertion 2:

All managers across UniCo need to be committed to the rebranding before the change process can begin to 'formulate a strategic vision'.

Reason:

The 'strategic vision' is only viable when the majority of managers believe that change is absolutely essential. answer: A

\* Explanation: Both the assertion and reason are true, and the reason provides the rationale for the assertion. A strategic vision gains traction only when key leaders and managers recognize the importance of change, aligning with Kotter's second step of securing buy-in.

Assertion 3:

The positive staff reaction to the recent press article will contribute to the momentum of the change programme by 'celebrating visible, significant short-term wins'.

Reason:

'Celebrating visible, significant short-term wins' will help to reduce negativity.

answer: A

\* Explanation: Both the assertion and reason are true, and the reason explains the assertion.

Kotter's model identifies celebrating early wins as a critical step to sustain momentum and mitigate resistance.

Assertion 4:

The CEO's openness will help to make the vision more 'sellable' to the 'volunteer army' when 'communicating the vision and the strategy'.

Reason:

It is important to institutionalize the strategic changes into the culture so that implementation of the vision becomes second nature to staff.

answer: B

\* Explanation: Both the assertion and reason are true, but the reason does not directly explain the assertion. The CEO's openness is more about inspiring and aligning the volunteer army, while institutionalizing change into culture is a separate step in Kotter's model.

Final Answer Table

Assertion Line

Answer

- 1
- A
- 2
- A
- 3
- A
- 4
- B

**質問 # 148**

How should the Project Manager assist the plumbers to deliver the plumbing?

- A. Establish an inter-team competition to see which team can complete first.
- B. Decide on the location of the radiators on behalf of Architecture Angels.
- C. Approve each Timebox before work continues in the next.
- **D. Split the entire Solution Development Team into smaller teams covering specific locations of the house.**

正解: D

**質問 # 149**

Column 1 is a list of actions taken within the project. For each action in Column 1, select from Column 2 the iterative development activity that the action represents. Each selection from Column 2 can be used once, more than once or not at all.

Column 1:

1. The Solution Development Team cleared and prepared the area, ready for the bar infrastructure to be installed.
2. The Gardener decided the order in which the flowers would be planted in the borders and jotted it down in a notebook.
3. Before the Solution Development Team built the infrastructure for the bar area, the Architect pointed out what was required.
4. The Architect checked with the decorators that tasks had been completed to a satisfactory standard, and agreed a list of items that needed further coats of paint or cleaning up.
5. The Gardener began planting the borders and has placed an order for further bulbs to complete this task.

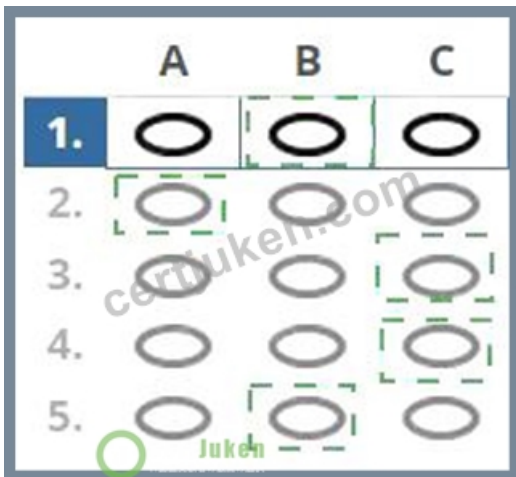
Column 2:

- A) Thought
- B) Action
- C) Conversation

	A	<input checked="" type="radio"/> B <sup>Juken</sup>	C
<b>1.</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

正解:

解説:



Explanation:

For each action in Column 1, here is the iterative development activity that the action represents from Column 2:

- \* The Solution Development Team cleared and prepared the area, ready for the bar infrastructure to be installed.
- \* B. Action
- \* The Gardener decided the order in which the flowers would be planted in the borders and jotted it down in a notebook.
- \* A. Thought
- \* Before the Solution Development Team built the infrastructure for the bar area, the Architect pointed out what was required.
- \* C. Conversation
- \* The Architect checked with the decorators that tasks had been completed to a satisfactory standard, and agreed a list of items that needed further coats of paint or cleaning up.
- \* C. Conversation
- \* The Gardener began planting the borders and has placed an order for further bulbs to complete this task.
- \* B. Action

## 質問 # 150

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