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## APMG-International Agile Project Management (AgilePM) Practitioner

## Exam Sample Questions (Q65-Q70):

### NEW QUESTION # 65

Which 2 actions should the Technical Coordinator take to implement the new Must Have requirement?

- A. Ensure that the latest version of the website design in the Solution Architecture Definition is provided to all members of the Solution Development Team
- B. Consolidate and circulate an agenda for the workshop.
- C. Add the additional tasks required to create the financial transaction functionality to the Timebox Plan.
- D. Assess the impact of the new Must Have requirement on the original Business Case.
- E. Check for any documented standards which need to be applied to the development of online financial transaction functionality.

**Answer: A,E**

Explanation:

To implement the new Must Have requirement for financial transaction functionality on the coffee shop insurance product website, the Technical Coordinator should focus on actions that align with their role in overseeing the technical aspects of the project. The following actions are most appropriate for the Technical Coordinator:

Selected Actions for the Technical Coordinator:

A; Ensure that the latest version of the website design in the Solution Architecture Definition is provided to all members of the Solution Development Team.

E; Check for any documented standards which need to be applied to the development of online financial transaction functionality.

A: It's crucial for the Technical Coordinator to ensure that the Solution Development Team has access to the most current website design specifications, especially when new functionalities are being added. This ensures consistency and alignment with the overall solution architecture, facilitating effective and efficient development.

E: The Technical Coordinator is responsible for ensuring that all technical aspects of the project adhere to relevant standards, including those related to online financial transactions. This involves identifying, understanding, and applying any necessary regulatory, security, and technical standards to the development process, ensuring compliance and functionality.

Why Other Actions Are Less Suitable:

B: Assessing the impact on the original Business Case is typically the responsibility of the Business Sponsor or Project Manager, as it involves financial and strategic considerations beyond the Technical Coordinator's primary focus.

C: Adding tasks to the Timebox Plan is generally a responsibility shared between the Project Manager and the Solution Development Team, with the Technical Coordinator providing input on technical feasibility and requirements.

D: Consolidating and circulating an agenda for the workshop is an important logistical task but may not directly fall under the Technical Coordinator's responsibilities. This task is often handled by the Project Manager or a designated administrative role.

### NEW QUESTION # 66

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.

The founder of Selco, now the Applications Manager, is moving from an individual office to a desk in the shared area for the Operations Director's leadership team in the UniCo building. At the last Operations' group meeting, the Operations Director thanked the Applications Manager for cooperating fully with the relocation.

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

- A. No, because the Application Manager's knowledge and skills are still relevant and there no threat to 'status'.
- B. Yes, because praising people publicly helps to improve a person's informal importance in the organization.
- C. Yes, because highlighting cooperation provides an opportunity for the Applications Manager to learn and develop.
- D. No, because 'status' should be rewarded by ensuring open, two-way communication using rich channels.

**Answer: B**

Explanation:

This question examines the application of David Rock's SCARF framework, which identifies five social drivers influencing motivation: Status, Certainty, Autonomy, Relatedness, and Fairness. In this scenario, the focus is on status, which refers to the perception of one's standing or importance relative to others in a group.

1. Understanding the Status Domain in SCARF

- \* Status is one of the core social needs in the SCARF framework.
  - \* It is linked to how individuals perceive their importance or recognition within an organization.
  - \* Acknowledging contributions publicly enhances status by signaling respect and appreciation, which motivates individuals to engage and cooperate.
2. Why Option D is Correct
- \* In this scenario, the Operations Director's public praise of the Applications Manager acknowledges their cooperation in relocating to a shared workspace.
  - \* This public acknowledgment improves the Applications Manager's informal status within the group by:
    - \* Showing that their efforts are valued.
    - \* Positioning them as a cooperative and contributing member of the leadership team.
    - \* Enhancing status in this way fosters motivation and strengthens engagement in the change process.
3. Analysis of Other Options
- \* Option A: No, because 'status' should be rewarded by ensuring open, two-way communication using rich channels.
  - \* While two-way communication is important for building relatedness or addressing concerns, it does not directly address the brain's need for status, which is driven by recognition and acknowledgment.
  - \* Eliminate.
  - \* Option B: No, because the Application Manager's knowledge and skills are still relevant and there is no threat to 'status'.
  - \* This misinterprets the concept of status. The relevance of skills is unrelated to the need for recognition. Status can still be boosted even when skills are intact, especially in a new environment where informal recognition is key.
  - \* Eliminate.
  - \* Option C: Yes, because highlighting cooperation provides an opportunity for the Applications Manager to learn and develop.
  - \* While cooperation can contribute to learning and development, the focus here is on public acknowledgment of contributions to improve status, not on skill-building or development.
  - \* Eliminate.
4. Practical Implications
- \* The public acknowledgment at the Operations group meeting serves to:
    - \* Reinforce positive behavior (cooperation during relocation).
    - \* Increase the Applications Manager's informal standing within the leadership team.
    - \* Such actions align with the SCARF framework by addressing social motivations and fostering collaboration.
5. Reference to SCARF Framework
- \* Status: Enhancing motivation by recognizing contributions publicly, which boosts an individual's perceived value.
  - \* Threats to status (e.g., moving to a shared workspace) can be mitigated by public praise, maintaining the individual's perception of importance.

#### NEW QUESTION # 67

Using the project timeline given in the Project Scenario, answer the following question about application of Timeboxing on the Hoy Hall project.

Lines 1 to 5 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.

□ Assertion :

1. All internal works to be assigned to Timber Tigers throughout the project should be consolidated into one Structured Timebox.  
BECAUSE

The Investigation step within each Structured Timebox requires everyone working within the team to jointly agree how the requirements of the Timebox will be met.

2. Acceptance criteria for the front rooms to be developed in Timebox A should be described in detail and agreed during the Timebox Kick-Off BECAUSE The aim of the Investigation step within each Timebox is to complete as much of the development work as possible.

3. It is appropriate that both the Evolutionary Development phase and Deployment phase are shown in the first Project Increment.  
BECAUSE

Each Timebox should comprise an Evolutionary Development phase and Deployment phase.

4. It is appropriate that the outputs of Timebox C are scheduled for deployment at the end of the first Project Increment.  
BECAUSE

A typical Timebox Plan should provide a schedule of high-level activities for the imminent Project Increment.

5. It is appropriate that Earth Excavations create a detailed plan of activities they will complete during Timebox C.

Reason

BECAUSE

□ The Solution Development Team is responsible for planning the detail of all the work of each Timebox.

□

**Answer:**

Explanation:

□ Explanation:

For each line, here is the appropriate option from A to E that applies:

\* All internal works to be assigned to Timber Tigers throughout the project should be consolidated into one Structured Timebox.

\* E. False (Assertion) False (Reason)

\* Rationale: It is not practical or in line with Agile principles to consolidate all internal works into one Structured Timebox, as the work will likely need to be spread over multiple Timeboxes.

Additionally, the Investigation step involves agreeing on how to meet the requirements of the Timebox, not necessarily consolidating all work into one.

\* Acceptance criteria for the front rooms to be developed in Timebox A should be described in detail and agreed during the Timebox Kick-Off

\* B. True (Assertion) True (Reason) BUT the reason does not explain the assertion

\* Rationale: While it is true that acceptance criteria should be agreed upon during the Timebox Kick-Off, the reason given is incorrect because the aim of the Investigation step is not necessarily to complete as much development work as possible but to plan and understand the work that will be carried out.

\* It is appropriate that both the Evolutionary Development phase and Deployment phase are shown in the first Project Increment.

\* A. True (Assertion) True (Reason) AND the reason explains the assertion

\* Rationale: Each Timebox should indeed include both Evolutionary Development and a Deployment phase. This assertion and reason correctly align with the concept of Timeboxing in Agile.

\* It is appropriate that the outputs of Timebox C are scheduled for deployment at the end of the first Project Increment.

\* A. True (Assertion) True (Reason) AND the reason explains the assertion

\* Rationale: The typical Timebox Plan does provide a schedule of high-level activities for the imminent Project Increment, which would include planning for deployment.

\* It is appropriate that Earth Excavations create a detailed plan of activities they will complete during Timebox C.

\* C. True (Assertion) False (Reason)

\* Rationale: While it is true that Earth Excavations should create a detailed plan for their activities in Timebox C, the reason is incorrect as the Solution Development Team is not solely responsible for planning all work details within a Timebox. This task would typically be a collaborative effort involving all relevant parties.

**NEW QUESTION # 68**

Which statement should be recorded under the Change Management Team and Relationships heading?

- **A. The CEO seems to be a little concerned about taking the company in a different direction and his reservations need to be addressed.**
- B. The training available to UniCo staff needs to be realigned to include mobile application technology, so that the necessary skills are developed to support customers.
- C. The Sales staff need to understand how the changes will lead to greater opportunities for increased commissions before they are likely to participate.
- D. The Project Management Office has offered to provide support in planning, scheduling, monitoring, and control.

**Answer: A**

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

When identifying a statement that fits under the Change Management Team and Relationships heading, it is crucial to focus on relationships, interactions, and dynamics within the team and between stakeholders.

1. Key Elements of the "Change Management Team and Relationships" Heading:

\* This heading relates to how the change management team interacts, communicates, and builds relationships with other stakeholders to address concerns or resistance.

\* It emphasizes understanding team dynamics, addressing concerns, and fostering collaboration.

2. Option Analysis:

\* Option A: The training available to UniCo staff needs to be realigned to include mobile application technology, so that the necessary skills are developed to support customers.

\* This is related to capability building rather than relationships or team dynamics. It focuses on skills alignment, which falls under training and development, not the Change Management Team and Relationships heading.

\* Eliminate.

\* Option B: The CEO seems to be a little concerned about taking the company in a different direction and his reservations need to

be addressed.

\* This directly relates to the dynamics between the change management team and a key stakeholder (the CEO). Addressing the CEO's concerns is essential for fostering trust and alignment, which is a core aspect of managing relationships within a change initiative.

\* Correct Answer.

\* Option C: The Project Management Office has offered to provide support in planning, scheduling, monitoring, and control.

\* While this statement highlights an offer of assistance, it pertains to project governance and support functions rather than team dynamics or relationship management. It does not directly address relationships or concerns.

\* Eliminate.

\* Option D: The Sales staff need to understand how the changes will lead to greater opportunities for increased commissions before they are likely to participate.

\* This is related to motivating the sales staff and aligning them with the change initiative but does not address team dynamics or relationships within the change management team itself.

\* Eliminate.

3. Relevance in UniCo's Scenario:

\* The CEO's concern about the strategic direction of the company is a potential risk to the success of the change initiative.

Addressing his reservations is crucial for securing executive sponsorship, which is a key factor in successful change management.

\* Building trust and fostering alignment with the CEO ensures that the change management team has the support and resources needed to execute the change effectively.

4. Agile Practitioner Documentation References:

\* Stakeholder Management in Agile: Managing relationships with key stakeholders, including executives, is critical for ensuring alignment and addressing concerns.

\* Change Management Best Practices: Emphasizes addressing resistance and building strong relationships with all stakeholders involved in the change.

## NEW QUESTION # 69

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

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

**Answer: B**

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 # 70

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