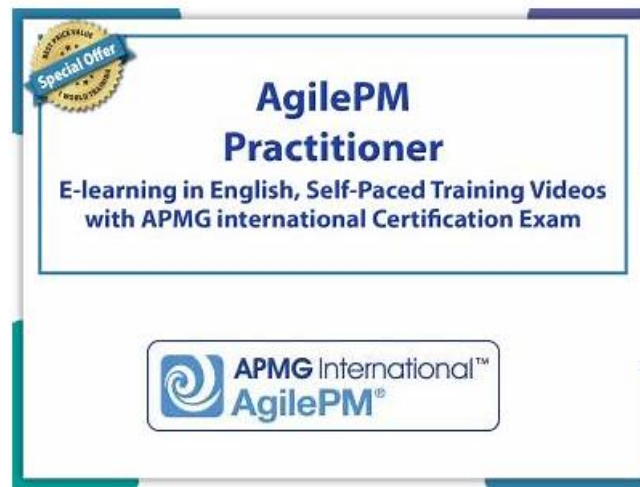


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APMG-International AgilePM-Practitioner Exam Syllabus Topics:

Topic	Details
Topic 1	• 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	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 3	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	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.

APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q116-Q121):

NEW QUESTION # 116

Using the additional information provided for this question in the Scenario Booklet, answer the following question about the actions the Sales Director should take to develop an effective Sales management team, according to the five dysfunctions that characterize an ineffective team identified by Patrick Lencioni.

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.

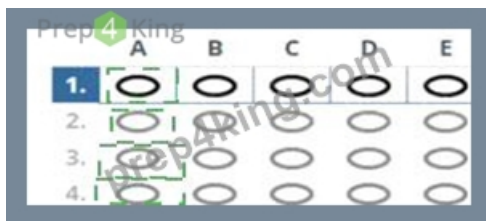
Option	Assertion	Reason
A	True	True
B	True	True
C	True	False
D	False	True
E	False	False

#	Assertion	Reason
1.	The Sales Director's plan is an appropriate way to address the team dysfunction exhibited in Point (1).	BECAUSE Having a clear shared commitment to the outputs required of them is necessary for a team to be truly effective.
2.	The Sales Director's plan is an appropriate way to address the team dysfunction exhibited in Point (2).	BECAUSE Team working is enhanced by taking constructive action to avoid debates that risk damaging team relationships.
3.	The Sales Director's plan is an appropriate way to address the team dysfunction exhibited in Point (3).	BECAUSE Team leaders should define the problem-solving and decision-making processes for their teams to support commitment to change tasks.
4.	The Sales Director's plan is an appropriate way to address the team dysfunction exhibited in Point (4).	BECAUSE Teams that have trust amongst the members when collaborating, tend to make more efforts to avoid letting other team members down.

	A	B	C	D	E
1.	☐	☐	☐	☐	☐
2.	☐	☐	☐	☐	☐
4.	☐	☐	☐	☐	☐

Answer:

Explanation:



Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

1. Assertion: The Sales Director's plan is an appropriate way to address the team dysfunction exhibited in Point (1).

Reason: Having a clear shared commitment to the outputs required of them is necessary for a team to be truly effective.

* Analysis: Patrick Lencioni's first dysfunction is the absence of trust. Point (1) outlines issues of commitment due to internal conflicts and lack of alignment. The Sales Director's plan addresses these issues by bringing the team together for a shared vision and commitment. This ensures clarity of expectations and alignment.

* Since the assertion and reason are true and explain the behavior, the correct answer is A.

2. Assertion: The Sales Director's plan is an appropriate way to address the team dysfunction exhibited in Point (2).

Reason: Team working is enhanced by taking constructive action to avoid debates that risk damaging team relationships.

* Analysis: Dysfunction (2) addresses fear of conflict. The Sales Director plans to clarify individual roles and responsibilities. This proactive action avoids unnecessary debates about overlapping work and ensures constructive conflict resolution, essential for building relationships.

* Since the assertion and reason are true and explain the behavior, the correct answer is A.

3. Assertion: The Sales Director's plan is an appropriate way to address the team dysfunction exhibited in Point (3).

Reason: Team leaders should define the problem-solving and decision-making processes for their teams to support commitment to change tasks.

* Analysis: Point (3) highlights a lack of accountability, one of the dysfunctions. The Sales Director's plan acknowledges unfulfilled tasks and seeks joint agreement on future actions. This creates structured accountability by defining processes and ensuring follow-through on commitments.

* Since the assertion and reason are true and explain the behavior, the correct answer is A.

4. Assertion: The Sales Director's plan is an appropriate way to address the team dysfunction exhibited in Point (4).

Reason: Teams that have trust amongst the members when collaborating, tend to make more efforts to avoid letting other team members down.

* Analysis: Dysfunction (4) is inattention to results. Point (4) highlights resistance to adopting the required changes for selling mobile applications. The plan to cross-collaborate with other departments builds trust and understanding among team members, ensuring shared accountability for results.

* Since the assertion and reason are true and explain the behavior, the correct answer is A.

References:

* Patrick Lencioni's Five Dysfunctions of a Team: A Leadership Fable.

* Analysis of team collaboration and management strategies applied to organizational development.

NEW QUESTION # 117

Several of the web developers working on the project have no Agile experience. When answering the questions in the Project Approach Questionnaire (PAQ), the Project Manager could not agree with the statement 'all members of the project understand and accept the DSDM approach'. What action should the Project Manager take?

- A. Replace the web developers with experienced Agile practitioners.
- B. Accept that the web developers are experts in their field and will be adopting their own approach throughout the project.
- C. Organize a training workshop to brief all project-level and Solution Development Team roles in the Agile approach.
- D. Agree with the statement in the PAQ and keep a close watch on the web developers throughout the project.

Answer: C

NEW QUESTION # 118

Using the Project Scenario answer the following question about the technical quality of the solution to be delivered. An assessment of the maintenance requirement for the new reservation system was made during Feasibility. Column 1 describes a list of different types of hotel reservation systems considered. Column 2 lists the three DSDM maintainability objectives. For each description in Column 1, select from Column 2 the maintainability objective it would support.

Each selection from Column 2 can be used once, more than once or not at all.

Column 1:

1. Off-the-shelf software with ready-to-use templates that will need to be customised to fully meet Hoy Hall requirements, after deployment.
2. Developing a fully functioning in-house system, developed and hosted by Architecture Angels IT Operations team.
3. All-in-one web-based reservation and accommodation management system built to Hoy Hall's specification.
4. All bookings for Hoy Hall to be scheduled by one of the other two hotels within the group, until a suitable system can be implemented at the site.
5. A spreadsheet is used to capture customer details manually. Data will then be exported into a fully functional system at a later date.

Column 2

- * Maintainability is a required attribute of the initial delivered solution
- * Deliver first, re-engineer later
- * Short-term, tactical solution

	A	B	C
1.	☐	☐	☐
2.	☐	☐	☐
3.	☐	☐	☐
4.	☐	☐	☐
5.	☐	☐	☐

Answer:

Explanation:

	A	B	C
1.	☐	☐	☐
2.	☐	☐	☐
3.	☐	☐	☐
4.	☐	☐	☐
5.	☐	☐	☐

Explanation:

For each of the descriptions in Column 1, the maintainability objective from Column 2 that each would support is as follows:

* Off-the-shelf software with ready-to-use templates that will need to be customised to fully meet Hoy Hall requirements, after deployment.

* A. Maintainability is a required attribute of the initial delivered solution

* Rationale: Customizing off-the-shelf software indicates a need for the solution to be maintainable from the onset to allow for these adjustments.

* Developing a fully functioning in-house system, developed and hosted by Architecture Angels IT Operations team.

* A. Maintainability is a required attribute of the initial delivered solution

* Rationale: In-house developed systems need to be maintainable to facilitate future changes and enhancements by the team that created them

* All-in-one web-based reservation and accommodation management system built to Hoy Hall's specification.

* A. Maintainability is a required attribute of the initial delivered solution

* Rationale: A system built to specific requirements will require the ability to maintain and adjust the system as needs evolve, making maintainability a key initial attribute.

* All bookings for Hoy Hall to be scheduled by one of the other two hotels within the group, until a suitable system can be implemented at the site.

* C. Short-term, tactical solution

* Rationale: This is clearly a temporary measure until a proper system is in place, indicative of a tactical solution to address immediate needs.

- * A spreadsheet is used to capture customer details manually. Data will then be exported into a fully functional system at a later date.
 - * C. Short-term, tactical solution
 - * Rationale: Using a spreadsheet is a stop-gap solution to manage information in the short term, emphasizing the tactical nature rather than long-term maintainability.
- Option B is not selected for any of the descriptions as none of them imply an approach of delivering first with the intention to re-engineer later. They all suggest a need for immediate maintainability or a short-term fix, not a re-engineering approach.

NEW QUESTION # 119

During Refinement in Timebox B, a Review Session was scheduled for the Business Visionary to review the products completed during this Timebox, and to agree what needed to be done before these would be acceptable. Is this an appropriate application of Agile Project Management for this project?

- A. No, because early and frequent visibility of the product features will maintain engagement with the stakeholders.
- **B. Yes, because this will enable the Solution Development Team to ensure they are on track to deliver a viable solution.**
- C. No, because only members of the Solution Development Team are permitted to attend Review Sessions.
- D. Yes, because this allows each team member working in the Timebox to provide a short progress report and raise any issues that hinder their progress.

Answer: B

NEW QUESTION # 120

Most of the Customer Services staff are working with the new processes. However, there are a number of remaining staff who don't want to be trained in the new technologies and wish to continue supporting the old business areas. Which is the MOST appropriate intervention from the Customer Service Director?

- **A. Maintain a listening stance, showing interest in understanding the reasons for the discomfort that many are feeling over the changes.**
- B. Identify workarounds for those staff who resist the new processes so that they can remain operating within the new structure.
- C. Consider leaving some of the existing structure unchanged so that those who may not find the change workable can be accommodated.
- D. Shock staff into action by telling them that some staff will lose their place in the organization if they are unable to make adjustments.

Answer: A

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

Context from the UniCo Scenario:

The Customer Services staff are grappling with resistance to new technologies and processes due to discomfort or attachment to older methods. The Customer Services Director must intervene in a manner that minimizes resistance, builds trust, and encourages adoption of the changes. Understanding the root cause of the resistance is key to managing and addressing it effectively.

Analysis of Each Option:

- * A. Identify workarounds for those staff who resist the new processes so that they can remain operating within the new structure.
* Why Incorrect: While workarounds may provide short-term relief, they compromise the change initiative by creating inconsistencies and preventing full integration of the new processes. It risks undermining the strategic goals of moving to innovative solutions.
- * B. Maintain a listening stance, showing interest in understanding the reasons for the discomfort that many are feeling over the changes.
* Why Correct: Maintaining a listening stance demonstrates empathy and fosters psychological safety, encouraging staff to openly share their concerns. This allows the Director to identify and address specific barriers to change. Engaging staff in this way builds trust and aligns with Agile principles of stakeholder collaboration.
- * C. Shock staff into action by telling them that some staff will lose their place in the organization if they are unable to make adjustments.
* Why Incorrect: Using fear or intimidation may temporarily force compliance but is likely to backfire by increasing resistance, damaging morale, and eroding trust. It goes against Agile PM's emphasis on maintaining a supportive and collaborative environment during change.
- * D. Consider leaving some of the existing structure unchanged so that those who may not find the change workable can be accommodated.
* Why Incorrect: This approach contradicts the strategic objectives of integrating Selco and transitioning to new technologies.

Allowing parts of the old structure to remain undermines the long-term success and sustainability of the change initiative.

Why B Is the Best Option:

* Encourages Engagement and Trust:

* By listening to staff concerns, the Director shows respect for their opinions, fostering a culture of collaboration and inclusion. This aligns with AgilePM's principles of empowering individuals and teams to participate in the change process.

* Targets the Root Cause of Resistance:

* Resistance often stems from fear of the unknown or lack of understanding. A listening stance helps uncover these root causes, allowing tailored interventions to address them.

* Aligns with Change Management Best Practices:

* Kotter's Change Model and AgilePM both emphasize the importance of effective communication and stakeholder engagement to reduce resistance and build momentum for change.

References to AgilePM Framework:

* Stakeholder Collaboration:

* AgilePM promotes collaboration and open communication with stakeholders to address concerns and ensure their involvement in the change process. (AgilePM Practitioner Guide, Chapter 8:

Stakeholder Engagement)

* Empathy in Leadership:

* Effective change leaders understand and address the emotional and practical concerns of their teams. Maintaining a listening stance is a key behavior outlined in change management best practices. (AgilePM Practitioner Guide, Chapter 9: Empowering Teams)

NEW QUESTION # 121

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