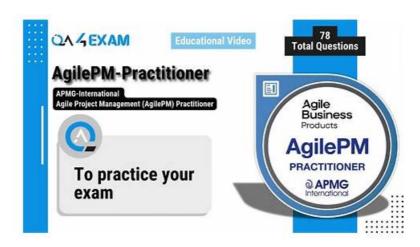
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APMG-International AgilePM-Practitioner Exam Syllabus Topics:

Topic	Details
Topic 1	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 2	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 3	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	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.

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APMG-International Agile Project Management (AgilePM) Practitioner Exam Sample Questions (Q37-Q42):

NEW QUESTION #37

The Timebox to deliver the online reservation system through the Hoy Hall website has experienced a major issue. During Timebox C a test was completed to simulate an attack on the financial element of the online reservation system, with the intention of finding security weaknesses. It was found that it was potentially possible to gain access to the system, its functionality and data. Further work is therefore needed to meet the information security elements of a customer financial transaction.

Answer the following question about the actions to be taken by each role.

Column 1 describes a list of actions related to dealing with the security issue with the hotel reservation system.

Column 2 lists the key roles. For each action in Column 1,

select from Column 2 the role that should carry out the action.

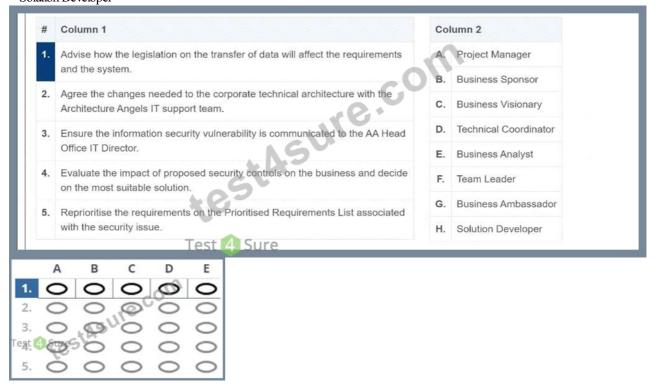
Each selection from Column 2 can be used once, more than once or not at all.

Column 1

- * Advise how the legislation on the transfer of data will affect the requirements and the system.
- * Agree the changes needed to the corporate technical architecture with the Architecture Angels IT support team.
- * Ensure the information security vulnerability is communicated to the AA Head Office IT Director.
- * Evaluate the impact of proposed security controls on the business and decide on the most suitable solution.
- * Reprioritise the requirements on the Prioritised Requirements List associated with the security issue.

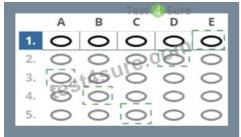
Column 2

- * Project Manager
- * Business Sponsor
- * Business Visionary
- * Technical Coordinator
- * Business Analyst
- * Team Leader
- * Business Ambassador
- * Solution Developer



Answer:

Explanation:



Explanation:

- * Advise how the legislation on the transfer of data will affect the requirements and the system.
- * E. Business Analyst
- * Agree the changes needed to the corporate technical architecture with the Architecture Angels IT support team.
- * D. Technical Coordinator
- * Ensure the information security vulnerability is communicated to the AA Head Office IT Director.
- * A. Project Manager
- * Evaluate the impact of proposed security controls on the business and decide on the most suitable solution.
- * B. Business Sponsor
- * Reprioritise the requirements on the Prioritised Requirements List associated with the security issue.
- * C. Business Visionary

Rationale:

- * A Business Analyst typically has the expertise to understand and communicate how data transfer legislation impacts system requirements.
- * The Technical Coordinator is usually responsible for technical decisions, including those that impact the technical architecture, and would work closely with the IT support team to agree on changes.
- * The Project Manager should ensure that key information, such as security vulnerabilities, is communicated to senior management, in this case, the IT Director.
- * The Business Sponsor, who is ultimately responsible for the project from a business perspective, would evaluate the impact of security measures on the business.
- * The Business Visionary is often tasked with understanding the strategic view of the project requirements and would be suited to reprioritize requirements, especially those with significant implications like security issues.

NEW QUESTION #38

Which tool is likely to be the MOST useful in a co-design workshop for summarizing staff or customer reactions to a situation?

- A. Project plan.
- B. McKinsey 7s Model.
- C. Empathy map.
- D. Establish and discuss basic principles for interaction at the start of the workshop.

Answer: C

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

In Agile Project Management and collaborative workshop settings, choosing the right tool is essential to summarize and interpret staff or customer reactions. Here's a breakdown of why B (Empathy map) is the most suitable answer:

- 1. Relevance of Empathy Maps in Co-Design Workshops:
- * Empathy maps are visual tools used to gain deeper insights into individuals or groups, such as customers or staff. They help capture reactions, emotions, and behaviors in a structured way.
- * The tool focuses on what individuals:
- * Say (verbal feedback),
- * Think (internal feelings),
- * Do (actions), and
- * Feel (emotions).
- * This makes it ideal for understanding and summarizing reactions during a co-design workshop, especially when exploring how stakeholders perceive a given situation.
- 2. Analysis of the Options:
- * Option A: Project plan
- * A project plan is a tool for structuring the work and managing timelines, resources, and deliverables. It does not capture or summarize reactions and would not be suitable in a workshop context for this purpose.

- * Option B: Empathy map (Correct Answer)
- * Specifically designed to document reactions and emotions, the empathy map helps identify what stakeholders are experiencing and provides actionable insights. This aligns with AgilePM's emphasis on understanding and addressing stakeholder needs.
- * Option C: McKinsev 7s Model
- * This strategic framework analyzes organizational alignment across seven dimensions (strategy, structure, systems, shared values, skills, staff, style). While useful for identifying systemic organizational issues, it is less effective for capturing individual or group reactions during a workshop.
- * Option D: Establish and discuss basic principles for interaction at the start of the workshop
- * Setting ground rules can help structure the workshop itself but does not directly contribute to summarizing reactions or gaining insights into staff or customer perceptions.
- 3. Importance in UniCo's Scenario:
- * UniCo's organizational change and integration efforts depend heavily on understanding reactions from both Selco and UniCo staff.
- * Since UniCo staff may resist the shift towards innovative solutions and mobile applications, an empathy map can effectively document and analyze these reactions to shape actionable strategies.
- 4. Agile Practitioner Documentation References:
- * Stakeholder Engagement in AgilePM: Empathy maps are highlighted as key tools for understanding and managing stakeholder expectations and ensuring alignment with project goals.
- * Agile Manifesto Principle: Focuses on "individuals and interactions" and emphasizes the need for tools that capture human perspectives.
- * Agile Workshops Best Practices: Empathy maps are recommended for capturing reactions and feedback in co-creative sessions. References:
- * Agile Project Management Handbook, Chapter 7: Stakeholder Engagement and Feedback Tools
- * Agile Manifesto: Customer Collaboration Over Contract Negotiation
- * Design Thinking in Agile: Empathy Mapping Techniques

NEW QUESTION #39

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

Answer: C

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 #40

Answer the following questions about the DSDM Lifecvele.

Decide if each observation is an appropriate application of Agile Project Management for this project and select the option that supports your decision.

When the project was in the Feasibility phase it was initially proposed by the Finance Manager that it was a fixed price for a fixed specification' project. The Project Manager has decided that the best way to tackle it would be to leave the development of the least valuable features of the product until last.

Is this an appropriate application of the DSDM lifecycle?

- A. No, because the Solution Development Team should decide which features are left until last.
- B. Yes, because in a DSDM project there is no detailed specification upfront.
- C. No, because the most valuable features of the project should be delivered last.
- D. Yes, because the later parts of the project should reflect the least valuable features of the product being built.

Answer: D

NEW QUESTION #41

Column 1 is a list of individuals from within the Xan Insurance Company and their key responsibility within the Web project. For each individual in Column 1, select from Column 2 the Agile Project Management team role they are fulfilling. Each selection from Column 2 can be used once, more than once or not at all.

Column 1 Manager of Web & Digital Media - will oversee and report progress on the delivery of the overall system. Finance Director - has budgetary control and will release finance for the project subject to expected benefits. Sales Manager - will formulate

design options for new business processes that do not adversely affect business as

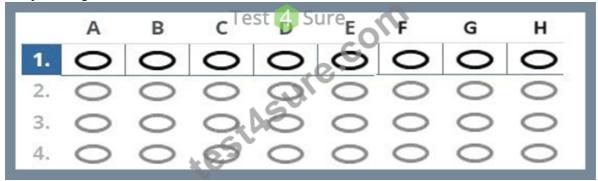
usual.

Operations Manager - oversees the design and integrity of the technical aspects of the

solution.

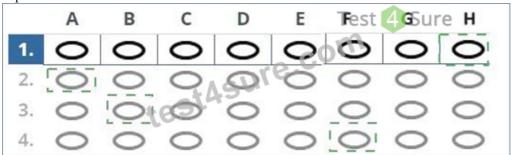
Column 2

- * Business Sponsor
- * Business Analyst
- * Business Ambassador
- * Business Advisor
- * Solution Developer
- * Technical Coordinator
- * DSDM Coach
- * Project Manager



Answer:

Explanation:



Explanation:

Based on the Agile Project Management roles and the responsibilities outlined for each individual in the XAN Insurance Company Web Project scenario, the following selections can be made:

- * Manager of Web & Digital Media will oversee and report progress on the delivery of the overall system Selection: H. Project Manager Explanation: The Manager of Web & Digital Media's role of overseeing and reporting on the project's progress aligns with the responsibilities of a Project Manager in an Agile setting, who is responsible for ensuring that the project meets its objectives and is delivered on time.
- * Finance Director has budgetary control and will release finance for the project subject to expected benefits. Selection: A. Business SponsorExplanation: The Finance Director's control over the budget and the decision to release funds based on the expected benefits align with the role of a Business Sponsor, who is typically responsible for the project's budget and ensuring that it delivers value to the business.
- * Sales Manager will formulate design options for new business processes that do not adversely affect business as usual. Selection:

 B. Business AnalystExplanation: The Sales Manager's responsibility for formulating design options for new business processes mirrors the role of a Business Analyst in Agile Project Management, who works to understand the business needs, assess the impact of changes, and ensure the solution meets business requirements.
- * Operations Manager oversees the design and integrity of the technical aspects of the solution.

 Selection: F. Technical Coordinator Explanation: The Operations Manager's focus on the technical design and integrity of the solution corresponds to the role of a Technical Coordinator in Agile projects, who ensures that the technical aspects of the project align with the business needs and technical standards.

NEW QUESTION #42

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