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APMG-International AgilePM-Practitioner Exam Syllabus Topics:

Topic	Details
Topic 1	• 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 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	• 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 (Q129-Q134):

NEW QUESTION # 129

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.

Some of the employees of UniCo are unhappy that they have been given no choice in losing additional leisure space to accommodate the transferred Selco employees. The Change Manager has arranged for affected members to meet with the Selco employees at a social lunch.

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

- A. Yes, because inviting colleagues to interact will make staff feel less powerless.
- B. Yes, because 'autonomy' is best rewarded by listening and supporting affected staff.
- C. No, because 'autonomy' is best rewarded by establishing clear change expectations.
- **D. No, because encouraging social interactions rewards the brain's need for 'relatedness.'**

Answer: D

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

The SCARF framework identifies five key domains of social experience that influence motivation: Status, Certainty, Autonomy, Relatedness, and Fairness. This question asks if the action taken by the Change Manager appropriately addresses the autonomy domain.

1. Why Autonomy is Not Addressed

* Autonomy refers to an individual's sense of control over their choices and environment.

* In this scenario, UniCo employees feel powerless due to the loss of leisure space without consultation. Autonomy could have been addressed by giving staff more control or input during the decision-making process, such as asking for their preferences or involving them in discussions about how the space could be used.

* Arranging a social lunch does not restore autonomy, as it does not give employees more control or decision-making power.

2. Why Relatedness is Addressed

* Relatedness refers to the sense of connection and belonging among individuals in a group.

* By organizing a social lunch for UniCo employees and Selco staff, the Change Manager is fostering social interaction and relationship-building, which addresses the need for relatedness rather than autonomy.

* This helps improve relationships between the two groups but does not resolve concerns related to autonomy.

3. Analysis of Each Option

* Option A: No, because 'autonomy' is best rewarded by establishing clear change expectations.

* While setting clear expectations can help alleviate uncertainty, it does not directly address autonomy. Restoring autonomy requires giving employees more input or control.

* Eliminate.

* Option B: No, because encouraging social interactions rewards the brain's need for 'relatedness.'

* Correct. The lunch encourages connection and collaboration, which aligns with the relatedness domain, not autonomy.

* Correct Answer.

* Option C: Yes, because 'autonomy' is best rewarded by listening and supporting affected staff.

* While listening to concerns is important, this action does not directly give staff more autonomy.

Instead, it addresses relatedness by fostering relationships through social interactions.

* Eliminate.

* Option D: Yes, because inviting colleagues to interact will make staff feel less powerless.

* Interactions may improve social cohesion, but they do not resolve the sense of powerlessness tied to autonomy. Autonomy

requires giving individuals more choice or control.

* Eliminate.

4. Practical Implications

* To better address autonomy, the Change Manager could have involved UniCo employees in discussions about how to accommodate Selco staff or given them options for how leisure space could be managed collaboratively.

* Social lunches, while helpful, are better suited for addressing relatedness by creating bonds and reducing friction between teams.

5. Reference to SCARF Framework

* Relatedness: Actions that promote connection and collaboration among team members.

* Autonomy: Actions that empower individuals with choices and control over their environment or decisions.

NEW QUESTION # 130

The Business Sponsor threatened to stop funding if there was no evidence of tangible progress. To reduce this risk, the Business Sponsor was invited to several walk- rounds of the new bedroom and en-suite bathroom facilities throughout the project.

Is this an appropriate application of Agile Project Management for this project?

- A. No, because products should be handed over at the end of the project, during Post-Project.
- B. Yes, because the project's budget holder is the only person who can approve project products.
- **C. Yes, because the early and frequent demonstration of product features to the Business Sponsor increases the visibility of the project and keeps the business engaged.**
- D. No, because the Daily Stand-up meetings should have allowed the key representatives to review and discuss the evolving solution.

Answer: C

NEW QUESTION # 131

Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following question about the responsibilities of the roles in the Agile team.

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.

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.	The Marketing Director, in the role of Business Visionary, is empowered to overrule cost restrictions advised by the Chief Accountant, who is appointed as Business Ambassador.	BECAUSE The Project-level roles are responsible for directing, managing and co-ordinating the project.
2.	The Procurement Manager is an appropriate representative of the end user of the solution.	BECAUSE The Business Ambassador should be empowered to make decisions within the boundaries of their role, without referral to higher authorities outside the Solution Development Team.
3.	The other specialist gardening team members from Earth Excavations would be suitable as Solution Developers, assigned alongside the Head Landscape Gardener.	BECAUSE Extra Solution Developers can provide a supporting role for a Lead Developer.
4.	The 'Hoy for Hoy Hall' Action Group members should be assigned as Business Ambassadors.	BECAUSE The Business Ambassador is responsible for ensuring that business needs are properly analysed.
5.	The Project Manager should plan the communication needed between the Marketing Director, in the role of Business Visionary, and the 'Hoy for Hoy Hall' Action Group.	BECAUSE The Business Visionary is responsible for promoting the business vision to all interested parties.

Assertion

* The Marketing Director, in the role of Business Visionary, is empowered to overrule cost restrictions advised by the Chief Accountant, who is appointed as Business Ambassador.

BECAUSE

The Project-level roles are responsible for directing, managing and co-ordinating the project.

* The Procurement Manager is an appropriate representative of the end user of the solution.

BECAUSE

The Business Ambassador should be empowered to make decisions within the boundaries of their role, without referral to higher authorities outside the Solution Development Team.

* The other specialist gardening team members from Earth Excavations would be suitable as Solution Developers, assigned alongside the Head Landscape Gardener.

BECAUSE

Extra Solution Developers can provide a supporting role for a Lead Developer.

* The 'Hoy for Hoy Hall' Action Group members should be assigned as Business Ambassadors.

BECAUSE

The Business Ambassador is responsible for ensuring that business needs are properly analysed.

* The Project Manager should plan the communication needed between the Marketing Director, in the role of Business Visionary, and the 'Hoy for Hoy Hall' Action Group.

BECAUSE

The Business Visionary is responsible for promoting the business vision to all interested parties.

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

Answer:

Explanation:

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

Explanation:

Here are the appropriate options for each assertion and reason combination:

* The Marketing Director, in the role of Business Visionary, is empowered to overrule cost restrictions advised by the Chief Accountant, who is appointed as Business Ambassador.

* C. True (Assertion) False (Reason)

* Rationale: While the Business Visionary may have the authority to make strategic decisions that could overrule cost restrictions, the reason given relates to project-level roles directing the project, not to the authority to overrule cost-related advice.

* The Procurement Manager is an appropriate representative of the end user of the solution.

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

* Rationale: The Procurement Manager, as part of the operational team, could represent the end user. However, the reason given talks about the empowerment of the Business Ambassador, which does not directly explain why the Procurement Manager is a representative of the end user.

* The other specialist gardening team members from Earth Excavations would be suitable as Solution Developers, assigned alongside the Head Landscape Gardener.

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

* Rationale: Specialist gardening team members would be suitable as Solution Developers, providing support to the Lead Developer, which is a common practice in Agile teams.

* The 'Hoy for Hoy Hall' Action Group members should be assigned as Business Ambassadors.

* D. False (Assertion) True (Reason)

* Rationale: While the Business Ambassador should ensure that business needs are analyzed, the

'Hoy for Hoy Hall' Action Group members being assigned as Business Ambassadors is not necessarily true as they are external stakeholders and not necessarily equipped to represent the business internally on a project.

* The Project Manager should plan the communication needed between the Marketing Director, in the role of Business Visionary, and the 'Hoy for Hoy Hall' Action Group.

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

* Rationale: The Project Manager typically has the responsibility to plan and manage communication between the project team and external stakeholders, and the Business Visionary's role includes promoting the business vision to interested parties, which includes the 'Hoy for Hoy Hall' Action Group.

NEW QUESTION # 132

Which 2 actions should the Workshop Facilitator take to implement the new Must Have requirement?

- A. Add the tasks required to develop the new financial transaction functionality to the Delivery Plan.
- B. Assess the impact of the additional development costs on the original Business Case.
- C. Send a company-wide communication to explain the implications of the business change to all interested parties.
- **D. Consolidate and circulate an agenda for the workshop.**
- **E. Encourage all parties to contribute, irrespective of their views.**

Answer: D,E

NEW QUESTION # 133

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

	A	B	C	D	E	F	G	H
1.	☐	☐	☐	☐	☐	☐	☐	☐
2.	☐	☐	☐	☐	☐	☐	☐	☐
3.	☐	☐	☐	☐	☐	☐	☐	☐
4.	☐	☐	☐	☐	☐	☐	☐	☐

Answer:

Explanation:

	A	B	C	D	E	F	G	H
1.	☐	☐	☐	☐	☐	☐	☐	☐
2.	☐	☐	☐	☐	☐	☐	☐	☐
3.	☐	☐	☐	☐	☐	☐	☐	☐
4.	☐	☐	☐	☐	☐	☐	☐	☐

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 Sponsor
Explanation: 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 Analyst
Explanation: 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 # 134

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