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Agile Project Management (AgilePM) Practitioner Exam

APMG-International AgilePM-Practitioner

Version Demo

Total Demo Questions: 21

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QUESTION NO: 1

As Sprint 5 comes to an end, the Infrastructure Delivery Team is facing delays due to:

- . Heavy rainfall affecting the Wellness Garden.
- . Local supplier issues causing material delivery delays.
- . Dependency on external contractors for hydrotherapy equipment.

The Operations Delivery Team is unable to finalize details of the hydrotherapy treatments without testing them in the context of the facilities being constructed. The marketing materials cannot be generated until this work is complete.

In addition to the Developers, the teams include:

(It is appropriate that the Delivery Team Leaders attend this Project Sprint Planning Event?)

- A. Yes, because AgilePM mandates joint decision-making between leadership and Delivery Teams.
- B. Yes, because Team Leaders provide real-time insights on progress, risks, and dependencies.
- C. No, because Team Leaders should focus on development work, not planning meetings.
- D. No, because planning should be handled by project leaders, with Team Leaders informed later.

ANSWER: B

Explanation:

Yes, because Team Leaders provide real-time insights on progress, risks, and dependencies. A Project Sprint Planning Event needs an accurate, shared view of what has been achieved, what remains feasible in the next Sprint, and where coordination is required across Delivery Teams. Delivery Team Leaders are well placed to bring this delivery-level knowledge into the event, including the practical consequences of rainfall disruption, supplier delays, contractor availability, testing needs, and the sequencing dependency between facilities, treatment design, and marketing outputs.

AgilePM promotes collaborative, empowered delivery within an appropriately governed project framework. Planning is therefore not merely an exercise in allocating work: it is a forum for agreeing realistic priorities, exposing impediments early, and coordinating commitments against the project's objectives and timeboxes. Involving the leaders responsible for day-to-day team delivery improves the reliability of planning decisions and supports transparent management of cross-team dependencies. Their input helps ensure that Sprint objectives and planned products reflect current evidence rather than assumptions, while allowing the Project Manager and other roles to retain the necessary project-level oversight. This is consistent with AgilePM's emphasis on communication, collaboration, incremental delivery, and active management of risks and dependencies. See the [Agile Business Consortium's AgilePM overview](#) and [APMG's AgilePM certification information](#).

QUESTION NO: 2

Which 2 statements represent appropriate entries for the Prioritised Requirements List?

- A. Creation of a new coffee shop insurance product on the existing website is expected to increase the insurance company's revenues by up to 10% per week.
- B. All correspondence sent to coffee shop owners by the new system should contain the XAN logo in the top left hand corner of the page.
- C. Further website developments to allow existing customers to access services online are NOT to be included within the scope of this project.
- D. The Business Visionary will provide a formal acceptance of the coffee shop insurance product.
- E. An assessment will be made of the effectiveness of the techniques used on the project, in line with the principles of Agile Project Management.

ANSWER: B C

Explanation:

The Prioritised Requirements List is the AgilePM baseline that records the requirements to be delivered and manages them by priority. It provides a clear, evolving view of what the solution must do, the quality or constraint conditions it must satisfy, and the agreed boundaries of the project. "All correspondence sent to coffee shop owners by the new system should contain the XAN logo in the top left hand corner of the page" is an appropriate entry because it defines a specific solution requirement: a presentation and branding constraint that the delivered system must meet. "Further website developments to allow existing customers to access services online are NOT to be included within the scope of this project" is also appropriate because explicitly recording exclusions helps establish and protect the agreed scope. This supports effective prioritisation and prevents unrelated requirements from entering the project without proper control. AgilePM uses the Prioritised Requirements List as the authoritative source for requirements and their MoSCoW priorities throughout iterative development, while maintaining clear agreement between business and delivery stakeholders. See the [Agile Business Consortium's AgilePM overview](#) and [APMG's AgilePM certification overview](#).

QUESTION NO: 3

Mira Bachar has spoken with a guest who wanted an aromatherapy scent to remember their holiday. Inspired by this, Mira suggested creating a unique aromatherapy oil for spa treatments and guest sales, which could also serve as a marketing tool.

Brinda Vyas supports exploring the idea, but Sukra Aroon notes that selling products is not in scope and could introduce complexities.

In addition to the Developers, the teams include:

Mira Bachar (Guest Services Manager)	Product Owner for both Delivery Teams
Lee Tan (General Manager)	Business Advisor
Brinda Vyas	Business Visionary
Hira	Project Manager
Sukra Aroon	Solutions Architect
Wanida Anong	Regulatory Compliance Manager
Sarah Lark	Business Sponsor
Priya	Business Advisor

Please select 2 answers for each of the following questions.

(Mira Bachar is running a workshop with Sukra Aroon and Developers, to create an initial Product Backlog.

Which 2 of the following actions will help shape the Backlog?)

- A. Ensure all Product Backlog items contain detailed specifications with fixed priorities.
- B. Capture dependencies between Product Backlog items to proactively prevent blockers in development.
- C. Prioritize Product Backlog items based on speed of completion to ensure rapid delivery.
- D. Allow Product Backlog flexibility so it evolves based on feedback and business needs.
- E. Keep business and technical Product Backlog items separate for oversight by Brinda Vyas and Sukra Aroon.

ANSWER: B D

Explanation:

“Capture dependencies between Product Backlog items to proactively prevent blockers in development.” is correct because creating an initial Product Backlog is not simply a list of desired features. The workshop should establish a shared understanding of the work needed to investigate and potentially deliver the aromatherapy idea, including relationships between items. Identifying dependencies early helps the team sequence work realistically, expose constraints, and reduce the likelihood that an item selected for development is delayed by unrecognised prerequisite work. This supports informed ordering and planning while retaining the ability to revise detail as learning occurs.

“Allow Product Backlog flexibility so it evolves based on feedback and business needs.” is also correct. AgilePM uses an iterative, incremental approach in which requirements and priorities are refined as the team gains knowledge, obtains stakeholder feedback, and evaluates feasibility and value. In this scenario, feedback may clarify whether the product-sales element is viable or whether the work should focus on an in-scope spa-treatment experience. A flexible backlog makes that learning visible and enables the appropriate work to be reordered, added, refined, or removed. This maintains alignment with the business need and supports continued governance of scope and value. See the [APMG AgilePM certification information](#) and the [Scrum Guide's description of Product Backlog emergence and ordering](#).

QUESTION NO: 4

Resources are limited. The Sales Manager has two marketing assistants who may be able to give a few hours a week between them to the project.

What action should the Project Manager take?

- A. Agree with the Sales Manager how many hours each week the marketing assistants will spend on the project.
- B. Accept that the marketing assistants' availability will be inconsistent.
- C. Ensure the assistants have enough time to complete any work allocated to them.
- D. Ensure the marketing assistants can hand matters over to one another.

ANSWER: A

Explanation:

Agree with the Sales Manager how many hours each week the marketing assistants will spend on the project. AgilePM requires the Project Manager to establish a realistic, agreed basis for planning and control, particularly where contributors are only available part-time. A specific commitment on the assistants' capacity enables the team to plan work within known constraints, assess whether the available effort is sufficient for the required products, and make transparent trade-offs if it is not. It also gives the Sales Manager clarity about the operational impact of supporting the project and creates a dependable expectation that can be reviewed as circumstances change.

This reflects AgilePM's emphasis on collaboration, active stakeholder engagement and planning at an appropriate level of detail. Capacity does not need to be fixed permanently: it can be agreed for the relevant period and revisited through iterative planning. However, the Project Manager needs an explicit commitment rather than an informal possibility that the assistants may be available. That agreement supports credible Timebox planning, coordination with business work, and early escalation where resource constraints threaten delivery. AgilePM guidance and accredited learning information are available from [APMG International's AgilePM page](#) and the [Agile Business Consortium](#).

QUESTION NO: 5

The building has had all the old utility services removed and new wiring and plumbing is being installed during Evolutionary Development. On average there are

four electrical and six plumbing contractors who are engaged for between a few days and a few weeks. They are finding it difficult to work round each other and

to know who should be where. Some of the contractors have started to turn up late to the site.

Many floor boards have been lifted in preparation but it is not clear where the radiators are being situated or when each room is going to be worked on by the plumbers. The

Chief Accountant, acting as Business Ambassador, is also alarmed that the electrical sockets are being installed in rooms in inaccessible locations.

Answer the following questions about motivating the contractor teams according to Agile Project Management.

How should the Project Manager encourage the resources to operate more successfully?

- A. Facilitate a workshop with the Solution Development Team to establish a co-ordinated Timebox Plan.
- B. Hold a separate Daily Stand-up meeting for contractors only.
- C. Provide a detailed plan of activity for each contractor team.
- D. Schedule the electrical and plumbing teams so that they work on different Timeboxes.

ANSWER: A

Explanation:

Facilitate a workshop with the Solution Development Team to establish a co-ordinated Timebox Plan. This is the appropriate AgilePM response because the immediate issue is not simply the amount of work, but the lack of shared visibility, agreement and day-to-day coordination across people delivering interdependent elements of one solution. A collaborative Timebox Planning Workshop brings the relevant technical resources together with the Business Ambassador, allowing them to agree the objectives, priorities, work to be completed, locations or rooms to be accessed, sequencing of electrical and plumbing activities, and practical arrangements for the timebox. It also creates a direct opportunity to identify dependencies—such as plumbing positions that affect socket accessibility—and to make the required business decisions before work proceeds.

AgilePM uses timeboxes to provide a clear, fixed period within which a team plans and manages delivery. Planning is owned collaboratively by the people undertaking the work, rather than being imposed as a detailed task schedule. This encourages commitment, makes constraints visible early, and supports regular communication and adjustment as contractors join or leave. The Project Manager should facilitate this coordination and ensure the plan is understood, realistic and aligned with the agreed priorities. This applies AgilePM's emphasis on collaboration, empowered teams and frequent communication during Evolutionary Development. See [APMG International's AgilePM overview](#) and the [DSDM principles](#).

QUESTION NO: 6

Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following questions about Feasibility.

Remember to limit your answers to the number of selections requested in each question.

Which 2 statements describe the appropriate application of Agile Project Management when developing the Solution Architecture Definition (SAD)?

- A. Paper-based drawings are to be used for each option being considered for the building and gardens.
- B. The SAD must include a physically-built miniature model of the Hoy Hall building.
- C. The Architecture Angels ' Marketing Director can request a SAD to illustrate the achievability of complex elements of the solution.
- D. The views of the ' Hoy for Hoy Hall ' Action Group members are NOT relevant to the business decision made by Architecture Angels ' Finance Director when approving the final option.
- E. The SAD should contain high-level costs for all elements of each solution option.

ANSWER: A C

Explanation:

“Paper-based drawings are to be used for each option being considered for the building and gardens.” is appropriate because the Solution Architecture Definition should communicate an outline of how each feasible solution option could be constructed and operated. AgilePM promotes using the lightest, most effective form of communication and documentation needed for the decision at hand. Simple drawings can make architectural ideas visible to stakeholders, enable prompt feedback, and be revised quickly as the preferred approach emerges. They are therefore proportionate evidence for feasibility rather than an unnecessarily elaborate design artefact.

“The Architecture Angels ' Marketing Director can request a SAD to illustrate the achievability of complex elements of the solution.” is also appropriate. The SAD is a Feasibility Foundation product that helps establish whether the proposed solution can realistically be delivered. Business stakeholders need sufficient confidence that technically or operationally difficult elements are achievable before committing to a particular option. Requesting an architectural representation or supporting evidence for such elements supports informed feasibility and business decisions, while retaining AgilePM's collaborative relationship between business and technical roles.

These uses align with AgilePM's emphasis on early feasibility, active stakeholder collaboration, and producing documentation at an appropriate level of detail. See [APMG International's AgilePM overview](#) and the [Agile Business Consortium](#) for the AgilePM framework and guidance.

QUESTION NO: 7

The project is now in the second week of Timebox C. This is the final Timebox of Project Increment 1 and is scheduled to take one month. The plan is to open

Hoy Hall to the public at the end of this Increment. A Must Have requirement of Timebox C is the implementation of a hotel reservation system.

At the Daily Stand-up, the Software Developer working on the reservation system reported that the framework for the system is now complete and ready for content.

However, this work cannot progress further due to a disagreement over the content. The Marketing Director insists the system is to hold professional photos and video

tours of the facilities and grounds. These require a lot of storage space and regular updates. The IT Operations Manager insists the system is to take less than 5GB of

storage space on the company server and require minimal maintenance.

The Team Leader has arranged a Facilitated Workshop to discuss the content and agree the way forward.

Remember to limit your answers to the number of selections requested in each question.

Which 2 individuals should the Facilitator invite to participate in the Workshop?

- A. Chief Executive (Steering Group)
- B. Representative for Earth Excavations (Solution Developer)
- C. Representative for Timber Tigers (Solution Developer)
- D. IT Operations Manager (Solution Development Team)
- E. Marketing Director (Business Visionary)

ANSWER: D E

Explanation:

The appropriate workshop participants are **IT Operations Manager (Solution Development Team)** and **Marketing Director (Business Visionary)**. Facilitated Workshops in AgilePM bring together the people with the knowledge, authority, and direct interest needed to reach a shared decision quickly. Here, the decision concerns the reservation system's content and its operational constraints: rich media supports the intended customer-facing presentation of Hoy Hall, while storage capacity and ongoing support affect the solution's technical viability and maintainability.

The Marketing Director, acting as Business Visionary, represents the business perspective and ensures that the proposed content supports the project's business vision and expected customer experience. The IT Operations Manager contributes the operational and technical constraints that must be accommodated for the solution to be supportable in live use. Since these individuals own the conflicting concerns, their direct participation allows the group to explore an acceptable solution, make trade-offs where appropriate, and agree clear actions without unnecessary escalation or delay. The workshop should be facilitated impartially, with the resulting agreement captured and communicated to the delivery team.

AgilePM identifies facilitated workshops as a core collaboration practice and stresses active engagement of the relevant business and technical roles. See [APMG International's AgilePM certification information](#) and the [Agile Business Consortium AgilePM overview](#).

QUESTION NO: 8

Once the change of priority has been approved, who is then responsible for including the requirement for a secondary exit from the upstairs of the building to the Timebox

Plan for Timebox B?

- A. Marketing Director, in the role of Business Visionary.
- B. Team Leader.
- C. Project Manager and Architect, in the role of Technical Co-ordinator.
- D. Architecture Angels' Senior Management Team.

ANSWER: B

Explanation:

Team Leader. is correct because the Team Leader is accountable for planning, coordinating and managing the work undertaken by the Solution Development Team within a Timebox. Once the appropriate governance decision has approved a reprioritisation, the newly prioritised requirement must be reflected in the detailed plan for the affected Timebox. This includes incorporating the work needed to deliver the secondary exit, considering its place among the Timebox objectives and other work, and ensuring that the team has a clear, achievable plan for delivery.

In AgilePM, Timebox Plans are deliberately produced at a level of detail suitable for the team doing the work. The Team Leader owns the day-to-day management of that plan and uses it to direct the team's activities, track progress and manage the agreed scope within the fixed Timebox. The approved priority change provides the authority for the requirement to enter the planned work; the Team Leader then translates that decision into practical Timebox planning. This preserves AgilePM's separation between project-level governance and team-level delivery planning, while keeping the plan current as priorities evolve. See the [Agile Business Consortium's AgilePM overview](#) and [APMG's AgilePM certification information](#).

QUESTION NO: 9

Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following questions about Feasibility.

Remember to limit your answers to the number of selections requested in each question.

Which 2 statements describe the appropriate application of Agile Project Management when developing the Feasibility Assessment?

- A. The new Project Manager should NOT be involved in finalising the Feasibility Assessment.
- B. The Architecture Angels ' Finance Director should approve the final Business Case as part of the Feasibility Assessment.

- C. The Earth Excavations ' Head Gardener should contribute to the outlinesolutions considered for the gardens.
- D. The different options should be presented to the ' Hoy for Hoy Hall ' ActionGroup for their feedback before the chosen outline solution is finalised.
- E. The Timber Tigers ' Site Manager should be the sole approver of thefinalised Feasibility Assessment before development commences.

ANSWER: B D

Explanation:

The Architecture Angels' Finance Director should approve the final Business Case as part of the Feasibility Assessment because the Business Case is a key output of AgilePM's Feasibility phase. It establishes whether the proposed initiative is worthwhile, viable and affordable before significant delivery investment is authorised. In the scenario, approval by the Finance Director provides the appropriate financial authority and confirms that the case for investment has been reviewed before proceeding. This is consistent with AgilePM's emphasis on maintaining clear business ownership, governance and continuing business justification.

The different options should be presented to the 'Hoy for Hoy Hall' Action Group for their feedback before the chosen outline solution is finalised because the Feasibility Assessment is not intended to select a solution in isolation. AgilePM encourages early and active engagement with relevant business stakeholders so that needs, constraints, concerns and practical opportunities can shape the outline solution while change is still inexpensive. Obtaining feedback from this affected stakeholder group supports collaboration and helps ensure that the proposed approach is both acceptable and aligned with the project's business context. Further AgilePM information is available from [APMG International's AgilePM page](#) and the [Agile Business Consortium](#).

QUESTION NO: 10

When preparing for the workshop, which 2 items should the Workshop Facilitator be provided with?

- A. Hints and tips on how to influence and persuade others.
- B. An understanding of the decision-making process.
- C. Background to the disagreement and the reasons for this.
- D. Empowerment to discuss any wider project issues that may arise during the workshop.
- E. A step-by-step guide to running an effective workshop.

ANSWER: B C

Explanation:

The Workshop Facilitator should receive **an understanding of the decision-making process** and **background to the disagreement and the reasons for this**. In AgilePM, facilitated workshops are structured, collaborative events intended to bring the appropriate people together to develop shared understanding and reach agreed outcomes efficiently. To facilitate a decision effectively, the facilitator needs to know how the group is expected to reach and confirm a decision—for example, who has authority to make it, whether consensus is required, and what constraints or escalation arrangements apply. This allows the workshop to be planned and managed towards a clear, usable outcome.

Relevant background on the disagreement is equally important. It enables the facilitator to prepare an appropriate agenda, frame questions neutrally, identify the people or information needed, and keep discussion focused on resolving the substantive issue. This preparation supports the facilitator's independent role: helping participants communicate and work through the issue without becoming the decision-maker. These principles align with AgilePM's emphasis on collaborative workshops, empowered decision-making, and active stakeholder involvement. See the [APMG AgilePM certification overview](#) and the [Agile Business Consortium's AgilePM resource page](#).

QUESTION NO: 11

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. 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.
- B. Yes, because the project 's budget holder is the only person who can approve project products.
- C. No, because products should be handed over at the end of the project, during Post-Project.
- D. No, because the Daily Stand-up meetings should have allowed the key representatives to review and discuss the evolving solution.

ANSWER: A

Explanation:

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. AgilePM uses incremental, iterative delivery to provide frequent evidence that the solution is being developed and is moving toward the agreed business objectives. In this situation, walk-rounds allow the Business Sponsor to see completed or evolving bedroom and en-suite facilities directly, rather than relying solely on status reports. This makes progress tangible and provides timely reassurance that the investment is producing valuable outcomes.

Maintaining this visibility is particularly appropriate where continued funding is at risk. The Business Sponsor owns the business case at project level and needs confidence that the project remains justified. Regular demonstrations support active business engagement, reinforce confidence in delivery, and create opportunities for informed feedback while there is still time for that feedback to influence subsequent development. This reflects AgilePM's emphasis on close collaboration, transparency, and frequent validation of the evolving solution. Further information on AgilePM's agile project-delivery approach is available from [APMG International's AgilePM product page](#) and the [Agile Business Consortium](#).

QUESTION NO: 12

Which 2 actions should the Team Leader take to implement the new Must

Have requirement?

- A. Consolidate and circulate an agenda for the workshop.
- B. Add the additional tasks required to create the financial transaction functionality to the Timebox Plan.
- C. Discuss the development interfaces and dependencies with the Solution Development Team to ensure the associated Timebox is appropriate.
- D. Agree to de-scope Should Have and/or Could Have requirements to allow for the new Must Have functionality.
- E. Source and hire a web developer with experience in developing online financial transaction functionality.

ANSWER: B C

Explanation:

The Team Leader should update the Timebox Plan by adding the tasks needed to deliver the financial transaction functionality. The Timebox Plan is the Team Leader's day-to-day plan for coordinating work within the Timebox, and it must reflect the work necessary to meet the agreed objectives. Making the additional work visible enables the team to organise, monitor, and control delivery of the new mandatory requirement.

The Team Leader should also discuss development interfaces and dependencies with the Solution Development Team to confirm that the associated Timebox remains appropriate. A new Must Have can affect technical integration points, sequencing, specialist availability, and the amount of effort required. Understanding these impacts is essential before the

team commits to the detailed work and ensures the Timebox Plan is realistic and coordinated across those contributing to the solution.

In AgilePM/DSDM, Must Have requirements represent the minimum usable subset required for a viable solution. Their implementation therefore needs active planning and close collaboration by the delivery team, while maintaining visibility of impacts on the Timebox. See the [APMG AgilePM certification overview](#) and the [Agile Business Consortium guidance on iterative development](#).

QUESTION NO: 13

During the Foundations phase for Project Increment 4, Sukra Aroon held a meeting with Hira, Mira Bachar, and Wanida Anong, to ensure alignment and compliance with EPR company policies, local regulations, and international standards. The meeting also clarified how financial and investment decisions would be made for Project Increment 4, ensuring alignment with EPR business priorities, and how this information will be tracked,

controlled and evidenced.

Wanida Anong, who works across multiple sites worldwide, attended the meeting in person but has limited availability throughout the Project Increment.

(During the meeting, Wanida Anong shared specific safety and hygiene standards associated with the water used for Hydrotherapy treatments. Water quality needs to be monitored to ensure it meets specific safety and hygiene standards.

Which of the following approaches balances agility with compliance?)

- A.** Fully design the Hydrotherapy solution during the Foundations phase and validate it with the regulatory authority before development starts.
- B.** Have Wanida Anong involved in all Product Backlog refinement, Sprint Planning, and Sprint Review activities that impact the design and operation of these treatments.
- C.** Include regulatory acceptance criteria in the Definition of Done for all Product Backlog items, review and get acceptance of compliance at Sprint Reviews.
- D.** Deliver compliance-related features early in the Project Increment and ensure they are formally reviewed by the regulatory authority leaving the team more time for rework if required.

ANSWER: C

Explanation:

Include regulatory acceptance criteria in the Definition of Done for all Product Backlog items, review and get acceptance of compliance at Sprint Reviews. This approach makes the applicable safety, hygiene, water-quality, and regulatory requirements explicit quality conditions for the work, rather than treating compliance as a separate activity deferred until the end of the increment. Each item is only complete when the relevant evidence, controls, monitoring arrangements, and acceptance conditions have been addressed. That creates a reliable audit trail while maintaining iterative delivery.

Reviewing the resulting compliance evidence at Sprint Reviews enables frequent inspection with the appropriate stakeholders and allows concerns to be identified while there is still time to adapt. This is particularly valuable where Wanida Anong has limited availability: her input can be focused on planned review points and on the acceptance criteria that require her specialist knowledge, rather than requiring attendance at every delivery activity. The AgilePM framework supports governance and control being integrated with delivery, while retaining collaboration, incremental development, and fitness for business purpose. APMG describes AgilePM as combining agile delivery with governance and control; further framework information is available from [APMG International](#) and the [Agile Business Consortium](#).

QUESTION NO: 14

Which 2 statements explain why the Architecture Angels ' Chief Accountant would be an appropriate Business Ambassador?

- A.** Has been authorised by the Architecture Angels ' Marketing Director to take decisions on behalf of the business areas.
- B.** Has three Accounts Clerks as staff.

- C. Has been with the company for six months so is keen to make an impression.
- D. Understands the financial realities about what can be afforded and what is needed.
- E. Runs a personal refurbishment project in any spare time so will be able to interact with the technical staff.

ANSWER: A D

Explanation:

A Business Ambassador is an empowered business representative who provides an ongoing, informed connection between the project team and the business area being served. "Has been authorised by the Architecture Angels ' Marketing Director to take decisions on behalf of the business areas." demonstrates the essential authority to make, or secure, timely business decisions. This enables the role to clarify business needs, agree detailed priorities, and resolve day-to-day issues without unnecessary delay or escalation.

"Understands the financial realities about what can be afforded and what is needed." is also appropriate because the Business Ambassador must represent the practical business perspective, including value, affordability, constraints, and operational needs. A Chief Accountant can contribute credible insight into financial implications while helping ensure that the evolving solution remains aligned with the business case and delivers value that the organization can support. The role is not merely a communications function; it requires sufficient business knowledge, availability, credibility, and empowerment to collaborate closely with the delivery team throughout development. These characteristics reflect AgilePM's business engagement model and the DSDM roles on which AgilePM is based. See [APMG AgilePM](#) and [Agile Business Consortium: DSDM Project Framework](#).

QUESTION NO: 15

Mira Bachar has spoken with a guest who wanted an aromatherapy scent to remember their holiday. Inspired by this, Mira suggested creating a unique aromatherapy oil for spa treatments and guest sales, which could also serve as a marketing tool.

Brinda Vyas supports exploring the idea, but Sukra Aroon notes that selling products is not in scope and could introduce complexities.

In addition to the Developers, the teams include:

Mira Bachar (Guest Services Manager)	Product Owner for both Delivery Teams
Lee Tan (General Manager)	Business Advisor
Brinda Vyas	Business Visionary
Hira	Project Manager
Sukra Aroon	Solutions Architect
Wanida Anong	Regulatory Compliance Manager
Sarah Lark	Business Sponsor
Priya	Business Advisor

Please select 2 answers for each of the following questions.

(Which 2 of the following actions align with AgilePM practices for defining and estimating the work of Project Increment 4 during the Foundations phase?)

- A. Conduct a full analysis of Spa treatments to create a fixed guest service specification.
- B. Host a stakeholder workshop to prioritize integrating the Spa into the resort experience.
- C. Develop high-level estimates of effort and cost for Spa facilities and IT systems.

- D. Prepare a risk report on aligning Spa services with guest experience.
- E. Define work items in enough detail for Developers to start design work on treatments.

ANSWER: B C

Explanation:

“Host a stakeholder workshop to prioritize integrating the Spa into the resort experience” is appropriate because Foundations establishes a shared understanding of the project’s objectives, scope, requirements and priorities. AgilePM uses facilitated collaboration with the business and other relevant stakeholders to shape the Prioritised Requirements List. This ensures that the increment is focused on the outcomes with the greatest business value and that the team has an agreed basis for deciding what should be delivered first. The proposed aromatherapy concept can therefore be considered alongside the stated scope, guest-value objectives and delivery constraints before detailed work proceeds.

“Develop high-level estimates of effort and cost for Spa facilities and IT systems” is also appropriate. During Foundations, AgilePM requires sufficiently reliable estimates to assess feasibility and support an outline plan, business case and delivery approach. Estimates at this point are necessarily high level because uncertainty remains and requirements will be elaborated iteratively. Considering both facility-related work and supporting IT needs gives an appropriately broad view of the effort and cost needed for the increment, enabling informed governance and investment decisions without attempting premature detailed design.

These activities reflect AgilePM’s emphasis on early business engagement, prioritisation, feasibility and proportionate planning. See [APMG International's AgilePM certification overview](#) and the [Agile Business Consortium](#).

QUESTION NO: 16

Which statement should be recorded under the *Lessons from previous change initiatives* heading?

- A. UniCo has always been seen in the marketplace as being traditional and cautious.
- B. UniCo has always successfully used customer journey mapping for educating staff in customer needs.
- C. A new software development platform is needed to integrate the new services into operational processes.
- D. The renewal of the lease for the office housing Selco staff is due in fifteen months’ time.

ANSWER: B

Explanation:

UniCo has always successfully used customer journey mapping for educating staff in customer needs. belongs under *Lessons from previous change initiatives* because it captures a specific, evidenced learning from earlier organisational change. It identifies an approach that has already been applied successfully and therefore provides useful information for planning the current initiative. In particular, it tells the project that customer journey mapping has proven effective as a way to build staff understanding of customer needs. This can inform the choice of engagement, communication, training, and change-management activities, while allowing the project to consider whether the same technique should be tailored to the present context.

AgilePM encourages projects to make informed decisions using relevant context, experience, and learning, rather than treating each initiative in isolation. Recording proven practices from previous change helps establish a realistic delivery approach and supports continuous improvement. It is a lesson because it describes both a prior action and the beneficial outcome achieved, making it reusable knowledge for the new work. See the Agile Business Consortium’s overview of [AgilePM](#) and its guidance on [AgilePM resources](#).

QUESTION NO: 17 - (SIMULATION)

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

#	Column 1	Column 2
1.	Advise how the legislation on the transfer of data will affect the requirements and the system.	A. Project Manager
2.	Agree the changes needed to the corporate technical architecture with the Architecture Angels IT support team.	B. Business Sponsor
3.	Ensure the information security vulnerability is communicated to the AA Head Office IT Director.	C. Business Visionary
4.	Evaluate the impact of proposed security controls on the business and decide on the most suitable solution.	D. Technical Coordinator
5.	Reprioritise the requirements on the Prioritised Requirements List associated with the security issue.	E. Business Analyst
		F. Team Leader
		G. Business Ambassador
		H. Solution Developer

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

ANSWER: See the explanation for the answer

Explanation:

Select the following roles:

The Business Analyst assesses the implications of legislation for requirements. The Technical Coordinator owns technical architecture and liaison on technical changes. The Project Manager manages communication and escalation of project issues. The Business Sponsor makes the business-level decision on the appropriate solution, while the Business Visionary owns prioritisation of requirements.

QUESTION NO: 18

A Project Increment is technically complete and is planned for deployment at the end of the week. The Operations Manager reports that support staff have not yet been trained and that the planned data-migration rehearsal has not taken place.

The Business Sponsor wishes to retain the deployment date.

What should the Project Manager do?

- A. Deploy the increment as planned, because technical completion is sufficient evidence of readiness.
- B. Assess the outstanding deployment activities and escalate if a safe, supported deployment cannot be achieved.
- C. Ask the Solution Development Team to accept responsibility for supporting the live service until training is complete.
- D. Remove the migration rehearsal from scope, because it is not part of the delivered functionality.

ANSWER: B

Explanation:

Assess the outstanding deployment activities and escalate if a safe, supported deployment cannot be achieved. is correct. Deployment concerns more than completing the technical solution. The increment must be introduced in a controlled way, with the required operational readiness, support arrangements, training and migration activities in place.

The Project Manager should work with the relevant business and technical roles to establish whether the remaining activities can be completed without compromising the deployment. If they cannot, the resulting impact is an exception requiring an informed decision at the appropriate project level. Deploying an unsupported solution merely to protect a date would expose the business to avoidable operational risk.

QUESTION NO: 19

Xan Insurance Company is a friendly company with no separate private offices for individual managers. Staff members prefer to wander around the office space and have one-to-one chats rather than use email or have lots of meetings.

What action should the Project Manager take when planning for effective communication throughout the Web project?

- A.** Identify those individuals with power and influence over the project and what information they require.
- B.** No action is required as the existing form of spontaneous informal communication is suitable for all project level and Solution Development Team members.
- C.** As this is already common practice, assume all Solution Development Team members have effective communication skills.
- D.** Mandate the use of email so that all communications are recorded for future reference.

ANSWER: A

Explanation:

Identify those individuals with power and influence over the project and what information they require. is the appropriate action because AgilePM communication is planned around stakeholders' information needs, authority, influence, and involvement in decisions. The Project Manager needs to understand who requires progress information, who can remove obstacles or make timely decisions, and which stakeholders need visibility of risks, priorities, governance controls, and outcomes. This enables communication to be purposeful and proportionate rather than relying only on a preferred office habit.

Xan's informal, face-to-face culture can be valuable: AgilePM supports rich, collaborative communication and encourages direct interaction where it is effective. However, the Project Manager must still establish a communication approach that ensures the right people receive the right information at the right time, in forms suitable to their responsibilities. Identifying influential stakeholders and their information requirements provides the basis for that approach, while allowing informal conversations to remain a useful delivery mechanism.

This aligns with AgilePM's emphasis on active stakeholder engagement, empowered decision-making, and transparent project control. See [APMG International's AgilePM overview](#) and the [Agile Business Consortium](#) for AgilePM and DSDM guidance.

QUESTION NO: 20

Answer the following questions about the acceptance criteria within the project.

Decide whether the approach to setting and using acceptance criteria has been applied appropriately and select the response that supports your decision.

When specifying high-level prioritised requirements during Foundations, the Business Visionary has suggested that acceptance criteria for the requirement to "temporarily weatherproof the roof" should NOT be set until Solution Development Timebox A.

Is this an appropriate approach to setting high-level acceptance criteria?

- A. Yes, because the Local Planning Authority Officer will set the acceptance criteria.
- B. Yes, because acceptance criteria are NOT set before the Timeboxed work is started.
- C. No, because by the end of Foundations the quality expectations and overall acceptance criteria for at least the first increment should have been set, and high-level acceptance criteria set for later increments.
- D. No, because a Review Session should have been scheduled during Feasibility to enable the Solution Development Team to validate their understanding of the Local Planning Authority Officer's expectations.

ANSWER: C

Explanation:

The appropriate response is: "No, because by the end of Foundations the quality expectations and overall acceptance criteria for at least the first increment should have been set, and high-level acceptance criteria set for later increments." In AgilePM, Foundations establishes a firm shared basis for proceeding into evolutionary development. This includes defining the required quality level and agreeing how the solution will be accepted. Acceptance criteria make a requirement testable by clarifying the conditions that must be met for the business to regard the delivered outcome as acceptable.

For work expected in the earliest increment, the acceptance criteria need sufficient definition by the end of Foundations to support planning, development, testing, and acceptance. Requirements intended for subsequent increments also need high-level acceptance criteria at this point, although these can be elaborated when the relevant Timebox is planned and the detail becomes better understood. Therefore, postponing even the high-level criteria for temporarily weatherproofing the roof until Solution Development Timebox A would not provide the early clarity needed to establish quality expectations and validate the requirement. This reflects AgilePM's principle of building incrementally from an agreed Foundations baseline while allowing appropriate detail to emerge progressively. See [APMG AgilePM certification information](#) and [Agile Business Consortium resources](#).

QUESTION NO: 21 - (SIMULATION)

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.

ANSWER: See the explanation for the answer

Explanation:

Selections:

Line 1: **A**
Line 2: **A**
Line 3: **A**
Line 4: **A**

For each line, the Sales Director's proposed action is appropriate for addressing the identified team dysfunction, and the reason statement is true and explains why that action contributes to a more effective team.