

APMG-International.AgilePM-Practitioner.v2024-10-10.q33

Exam Code:	AgilePM-Practitioner
Exam Name:	Agile Project Management (AgilePM) Practitioner Exam
Certification Provider:	APMG-International
Free Question Number:	33
Version:	v2024-10-10
# of views:	229
# of Questions views:	330
https://www.freeqas.com/qa/APMG-International/AgilePM-Practitioner/APMG-International.AgilePM-Practitioner.v2024-10-10.q33.html	

NEW QUESTION: 1

A three-month timeframe has been specified to catch the seasonal sales window.

Which Agile principle MOST influences this course of action?

- A. Never compromise quality.
- B. Develop iteratively.
- C. Build incrementally from firm foundations.
- D. Focus on the business need.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 2

The Web Content Manager has provided the Web Developer with a mock up of the 'Contact Us' page, to be created for the new coffee bar insurance product. When producing the code, the Web Developer has created a button that reads 'Delete' instead of 'Cancel'.

What action should the Web Content Manager take?

- A. Prepare a defence for when the problem is identified, ensuring the responsibility is with the Web Developer.
- B. Hide the problem and hope that this detail can be changed at a later date.
- C. Raise an issue to the Project Manager when the solution is deployed.
- D. Discuss the issue with the Web Developer and decide what action is required to change this detail.

Answer: D ([LEAVE A REPLY](#))

The most constructive and collaborative action the Web Content Manager should take is:

D: Discuss the issue with the Web Developer and decide what action is required to change this detail.

Direct communication and collaboration between the Web Content Manager and the Web Developer are essential in Agile environments to promptly address misunderstandings or

mistakes. Discussing the issue openly allows for a quick resolution and ensures that the final product aligns with the project's requirements.

This approach fosters a positive working relationship, encourages shared responsibility for the project's success, and avoids unnecessary delays or conflicts.

NEW QUESTION: 3

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 Delivery Plan?

- A.** The Project Manager should include any known constraints associated with planning permission.
- B.** The Project Manager should NOT need to identify any risks this early in the project.
- C.** The approach to the project should be based on the Project Approach Questionnaire responses.
- D.** The Earth Excavations' Head Gardener should be excluded from discussions related to deliverables since contracts are NOT yet signed.
- E.** The Architecture Angels' Marketing Director should be involved in the development of the Delivery Plan.

Answer: (SHOW ANSWER)

In the context of Agile Project Management, when developing the Delivery Plan during the Feasibility phase, the two statements that best align with Agile principles are:

A: The Project Manager should include any known constraints associated with planning permission.

E: The Architecture Angels' Marketing Director should be involved in the development of the Delivery Plan.

Here's the rationale:

*A: Recognizing and accounting for known constraints such as planning permission is a key aspect of Agile. It allows for better adaptability and planning around these constraints. Including them early in the Delivery Plan helps ensure that they are considered throughout the project.

*E: Agile emphasizes cross-functional collaboration and stakeholder engagement. The Marketing Director would provide valuable insights into customer needs and market conditions, which are crucial for a successful delivery plan.

NEW QUESTION: 4

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.

At the beginning of Solution Development Timebox A, the Timebox is being planned in detail. Although Foundations was conducted at a high level, the Prioritised Requirements List was baselined. Now the Solution Development Team is setting detailed acceptance criteria against each requirement.

Is this an appropriate approach to setting detailed acceptance criteria?

- A.** Yes, because acceptance criteria can only be understood at a high level during Foundations and will always need further investigation.
- B.** Yes, because the Solution Development Team members will be setting acceptance criteria for the first time during Solution Development Timebox A.
- C.** No, because the Solution Development Team should NOT be involved in setting acceptance criteria.
- D.** No, because acceptance criteria should be set in detail against each requirement during Foundations.

Answer: A (LEAVE A REPLY)

A: Yes, because acceptance criteria can only be understood at a high level during Foundations and will always need further investigation.

Rationale:

In Agile Project Management, while the Foundations phase does involve setting high-level expectations and a prioritized requirements list, the detailed acceptance criteria are often refined during the actual Solution Development iterations or timeboxes. This is because, as the work progresses, the team's understanding of the product grows, and they are better equipped to define detailed acceptance criteria that align closely with the customer's needs and the project's evolving context. It's a collaborative and iterative process, allowing for greater precision in defining what will make a particular feature or requirement acceptable.

NEW QUESTION: 5

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.

The objective of Solution Development Timebox B is to ensure that the front and east wings are finished and approved. The Project Manager has pointed out that acceptance criteria for this part of the solution need to be agreed.

Is this an appropriate action related to acceptance criteria?

- A.** Yes, because this will allow the Solution Development Team to focus on the quality of the Solution Development Timebox's deliverable as a whole, in order to keep focus on the business need.
- B.** Yes, because it will be easier to set acceptance criteria for the Solution Development Timebox as a whole, rather than setting specific acceptance criteria for each individual requirement.
- C.** No, because the acceptance criteria for the Solution Development Timebox are just the amalgamation of the individual requirements' acceptance criteria, with nothing extra.

D. No, because the Solution Development Timebox objective will change if any new requirements emerge or any lower priority requirements are de-scoped.

Answer: A (LEAVE A REPLY)

A; Yes, because this will allow the Solution Development Team to focus on the quality of the Solution Development Timebox's deliverable as a whole, in order to keep focus on the business need.

Rationale:

Setting acceptance criteria for the overall deliverables of a timebox is a key practice in Agile to ensure that the work meets the business objectives and quality expectations. It helps the Solution Development Team to understand what is required for the deliverables to be considered complete and acceptable. This aligns with the Agile principle of delivering quality and maintaining a constant pace of development. It also ensures that all team members are aligned on the goals and can focus on delivering value in line with business needs.

NEW QUESTION: 6

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

Lines 1 to 5 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies.

Each option can be used once, more than once or not at all.

Assertion :

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

BECAUSE

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

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

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

BECAUSE

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

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

BECAUSE

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

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

Reason

BECAUSE

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

Answer:

Explanation:

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

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

* E. False (Assertion) False (Reason)

* Rationale: It is not practical or in line with Agile principles to consolidate all internal works into one Structured Timebox, as the work will likely need to be spread over multiple Timeboxes. Additionally, the Investigation step involves agreeing on how to meet the requirements of the Timebox, not necessarily consolidating all work into one.

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

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

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

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

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

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

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

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

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

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

* C. True (Assertion) False (Reason)

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

NEW QUESTION: 7

Answer the following question about how risks will be reduced on the Hoy Hall Hotel project through successful application of the DSDM Principles.

Column 1 lists a selection of project risks identified on the Hoy Hall Hotel project. Column 2 is a list of the DSDM Principles. For each risk in Column 1, select from Column 2 the DSDM Principle which, if applied appropriately, would MOST help to reduce or mitigate that risk.

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

Answer:

Explanation:

Here are the DSDM Principles that would most help to reduce or mitigate the listed risks:

- * The 'Hoy for Hoy Hall' Action Group may cause delay to the project if they are not kept updated on how the finished rooms are going to look.
- * G. Communicate continuously and clearly
- * Timber Tigers will ensure that the front rooms are finished and approved by the end of Timebox A.
- * E. Build incrementally from firm foundations
- * The Architecture Angels IT support team may require more detail up front in order to approve the initial design for the new online reservation system.
- * A. Focus on the business need
- * The morale of the Solution Development Team may be adversely affected if the external web design specialist is not a team player.
- * C. Collaborate
- * Empowering the Solution Development Team to manage themselves on a day-to-day basis may result in the Project Manager losing sight of what activities are being carried out, by whom and when.
- * H. Demonstrate control

NEW QUESTION: 8

Answer the following questions about actions to be taken by different roles.

The Business Sponsor has decided that the new coffee shop insurance product website pages will include the financial transaction functionality to support the end-to-end sales process. The Business Sponsor views this as a valuable sales tool, enabling customers to pay for insurance policies online. If successful, this new financial transaction functionality is to be made available across all other insurance products. This is a new Must Have requirement.

All parties are to be invited to a workshop to discuss the additional work required to deliver the required solution including the new Must Have requirement. The areas to be discussed include specialist skills required and possible legal, financial and technical standards to be adhered to.

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

Which 2 actions should the Business Sponsor take to implement the new Must Have requirement?

- A. Check for any documented standards which need to be applied to the development of online financial transaction functionality.
- B. Check the viability of the project, following the inclusion of the new Must Have requirement.
- C. Source and hire a web developer with experience in developing online financial transaction functionality.
- D. Send a company-wide communication to explain the implications of the business change to all interested parties.
- E. Assess the impact of the new Must Have requirement on the original Business Case.

Answer: B,E (LEAVE A REPLY)

To implement the new Must Have requirement for the coffee shop insurance product website, which includes financial transaction functionality, the Business Sponsor should take the following actions:

Selected Actions for the Business Sponsor:

- B). Check the viability of the project, following the inclusion of the new Must Have requirement.
- E). Assess the impact of the new Must Have requirement on the original Business Case.
- B). Evaluating the project's viability after adding a significant new requirement is crucial. This involves analyzing whether the project can still meet its objectives within the given constraints, such as time, budget, and resources, especially when the new requirement could potentially add complexity and cost.
- E). Understanding how the new requirement affects the original Business Case is essential. This involves reassessing the project's expected benefits, costs, and risks in light of the new functionality. It ensures that the project remains aligned with business objectives and continues to offer a viable return on investment.

Why Other Actions Are Less Suitable:

- A). While ensuring adherence to relevant standards is important, it is more of a task for the technical team or a specific role such as the Technical Coordinator, rather than the primary responsibility of the Business Sponsor.
- C). Sourcing and hiring specific technical expertise, such as a web developer with experience in online financial transactions, is generally a responsibility delegated to the Project Manager or relevant technical leads, not the Business Sponsor directly.
- D). While communicating business changes to all interested parties is important, the specific action of explaining the implications of the business change company-wide is more likely to be a collaborative effort involving several roles, including the Business Change Manager, rather than solely the Business Sponsor's responsibility.

NEW QUESTION: 9

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:

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: 10

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

Answer:

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: 11

A difference of opinion on the outcome of an earlier project has created a 'them and us' culture between the Sales Department and the Operations Department.

What action should the Project Manager take to resolve this?

- A.** Allow the different skillsets to work independently of one another so as not to create further conflict.
- B.** Brief the team and the Business Visionary on the use of an Agile Project Management approach and the requirement to collaborate.
- C.** Appoint only those members of staff who are prepared to work collaboratively.
- D.** Circulate a copy of the Business Case to all members of the Solution Development Team and project-level roles and invite feedback.

Answer: B (LEAVE A REPLY)

The most effective action the Project Manager should take to resolve the 'them and us' culture between the Sales Department and the Operations Department is:

B: Brief the team and the Business Visionary on the use of an Agile Project Management approach and the requirement to collaborate.

Addressing the cultural divide requires fostering an environment of collaboration and mutual respect. By educating all team members and the Business Visionary about Agile Project Management principles, which emphasize teamwork, collaboration, and collective ownership of project outcomes, the Project Manager can help shift the team's mindset towards a more unified approach. This briefing should highlight the value of diverse perspectives and the importance of working together towards common goals, thus addressing the underlying issues contributing to the 'them and us' culture. Encouraging open communication and collaboration as fundamental components of the Agile approach can help break down barriers and build a more cohesive team.

NEW QUESTION: 12

Xan Insurance Company operates from one location - a large, open-plan office in the centre of a city. Those employees that will be working within the Solution Development Team are all based in this office but work at different ends of the office in separate departments.

What action should the Project Manager suggest to ensure the most effective collaboration of the Solution Development Team?

- A.** Create an email group for the Solution Development Team to collaborate on ideas.
- B.** Set up a telephone or video conferencing facility so that all members of the team can collaborate effectively.
- C.** Relocate these employees to a new project area, with a number of desks where the Solution Development Team can sit together.
- D.** No action required as these employees are located in the same office.

Answer: C (LEAVE A REPLY)

The most effective action the Project Manager can suggest to ensure the most effective collaboration of the Solution Development Team is:

C: Relocate these employees to a new project area, with a number of desks where the Solution Development Team can sit together.

Co-locating team members in a shared space is a well-established practice in Agile environments to enhance communication, collaboration, and team dynamics. By having the Solution Development Team sit together, the Project Manager can facilitate more efficient face-to-face interactions, quick resolution of issues, and a better sense of team unity. This approach leverages the benefits of immediate communication and collaborative problem-solving, which are key in Agile project management. Even though the team members are currently in the same office, their separation into different ends of the office could hinder spontaneous communication and collaboration. Creating a dedicated project area for the team can significantly improve their ability to work together effectively.

NEW QUESTION: 13

The Solution Development Team are progressing through the first Structured Timebox.

What should the Project Manager do to lead the team at this time?

- A. Maintain a tight control on progress, recording all discussions and making all decisions.
- B. The Project Manager should do nothing during a Timebox.
- C. Attend the Daily Stand-up and discuss any problems at the end.
- D. Update the Team Board with a summary of team progress and the current status of work.

Answer: C (LEAVE A REPLY)

To lead the Solution Development Team effectively during the first Structured Timebox, the Project Manager should:

C: Attend the Daily Stand-up and discuss any problems at the end.

Attending the Daily Stand-up meetings allows the Project Manager to stay informed about the team's progress, challenges, and any blockers they might be facing. It offers an opportunity for the Project Manager to provide support, guidance, and decision-making where necessary, without disrupting the team's autonomy and self-organization. This approach encourages open communication, quick resolution of issues, and maintains the Agile principle of collaboration and continuous improvement. Discussing problems at the end of the meeting ensures that any issues are addressed promptly, keeping the Timebox on track.

NEW QUESTION: 14

How should the lack of provision of a fire escape from the upstairs of the building in Timebox B initially be dealt with?

- A. The Solution Development Team should revise the Timebox Plans for Timeboxes B and C.
- B. The Solution Development Team should commence understanding and delivering the new requirement.
- C. The Architect, in the role of Technical Co-ordinator, should escalate the issue to Architecture Angels' Senior Management Team.
- D. The Project Manager should escalate the issue to the Marketing Director, who is in the role of Business Visionary.

Answer: C (LEAVE A REPLY)

The initial action to deal with the lack of provision of a fire escape from the upstairs of the building in Timebox B should be:

*C. The Architect, in the role of Technical Co-ordinator, should escalate the issue to Architecture Angels' Senior Management Team.

This is because the lack of a fire escape is a significant safety concern that could have legal and regulatory implications. It's important that the Senior Management Team is aware of this issue so they can make informed decisions about how to address it. The Architect, in the role of Technical Co-ordinator, is well-positioned to understand the technical implications of this issue and communicate them to the Senior Management Team.

While revising the Timebox Plans (option A) or commencing understanding and delivering the new requirement (option B) could be part of the solution, these actions should be taken after the issue has been escalated and discussed with the Senior Management Team. Escalating the issue

to the Marketing Director (option D) may not be the most effective course of action, as this is primarily a technical and safety issue, not a marketing one.

NEW QUESTION: 15

The Business Ambassador assigned to the project is only available 2 days a week. The Project Manager has stated that the Investigation stage for each Timebox should, where possible, be planned around the availability of the Business Ambassador.

Is this an appropriate application of the DSDM lifecycle?

- A.** Yes, because this is where any final quality control checks should be carried out to ensure all products meet the business need.
- B.** Yes, because the Investigation stage of a Timebox requires intense engagement with the Business Ambassador.
- C.** No, because it is the Refinement stage of a Timebox that requires intense engagement with the Business Ambassador.
- D.** No, because Timeboxes are only used during Evolutionary Development and at this point the Business Ambassador is NOT required.

Answer: (SHOW ANSWER)

In the context of the DSDM lifecycle, the Investigation stage of a Timebox is crucial for understanding and defining the work to be done, which often necessitates close collaboration with business representatives such as the Business Ambassador. This role is integral in ensuring that the project's outputs align with business needs and priorities. Planning the Investigation stage around the Business Ambassador's availability facilitates this essential engagement, making it a suitable application of the DSDM lifecycle. This approach ensures that the project benefits from the Business Ambassador's insights and guidance during critical early phases, contributing to a stronger alignment between project deliverables and business requirements.

References: The Agile Project Management (AgilePM) framework, which incorporates DSDM principles, emphasizes the importance of collaboration between the project team and business stakeholders throughout the project lifecycle. The involvement of the Business Ambassador during the Investigation stage is particularly valuable for clarifying requirements, setting priorities, and ensuring that the project remains focused on delivering business value, in line with Agile and DSDM practices.

NEW QUESTION: 16

Using the Project Scenario and the additional information provided for this question in the Scenario Booklet, answer the following questions about applying controls to the end of Development Timebox C.

What action should the Project Manager take when considering the End of Timebox Review?

- A.** Attend the next Daily Stand-up to raise an issue about the windows.
- B.** Encourage the Marketing Director to attend the End of Timebox Review.
- C.** Ask the Team Leader to remove the windows from the Timebox Plan for Timebox C.
- D.** Prepare a summary of progress against plan, for presentation at the review.

Answer: D ([LEAVE A REPLY](#))

Valid AgilePM-Practitioner Dumps shared by PrepPdf.com for Helping Passing AgilePM-Practitioner Exam! PrepPdf.com now offer the **newest AgilePM-Practitioner exam dumps**, the PrepPdf.com AgilePM-Practitioner exam **questions have been updated** and **answers have been corrected** get the **newest** PrepPdf.com AgilePM-Practitioner dumps with Test Engine here: <https://www.preppdf.com/APMG-International/AgilePM-Practitioner-prepaway-exam-dumps.html> (133 Q&As Dumps, **40%OFF Special Discount: Exam-Tests**)

NEW QUESTION: 17

Review sessions have been scheduled at end of Investigation, Refinement and Consolidation for the later Timeboxes to ensure that the mistakes made in Timebox A do not happen again.

Which Agile principle MOST influences this course of action?

- A. Build incrementally from firm foundations.
- B. Deliver on time.
- C. Demonstrate control.
- D. Focus on the business need.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 18

Which 2 statements explain why the Architecture Angels' Operations Director would be an appropriate Business Advisor?

- A. Is one of the original four founders of the company.
- B. Has specialist knowledge about the targets for staff performance.
- C. Can provide input about problems experienced by the people who run the hotels.
- D. Is in charge of providing appropriate scenarios to check the security systems.
- E. Has been involved with monitoring the progress of previous company projects.

Answer: C,D ([LEAVE A REPLY](#))

NEW QUESTION: 19

How should the Project Manager assist the electricians to deliver the wiring?

- A. Encourage the Business Ambassador to be available to discuss location of electrical sockets.
- B. Hold a weekly meeting for electricians so they can report on progress.
- C. Provide separate electricians' rooms so they can focus on their work.
- D. Produce a detailed design of all electrical socket locations, to be approved by the Technical Co-ordinator.

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 20

Which 2 actions should the Business Visionary take to implement the new Must Have requirement?

A. Send a company-wide communication to explain the implications of the business change to all interested parties.

B. Assess the impact of the new Must Have requirement on the original Business Case.

C. Source and hire a web developer with experience in developing online financial transaction functionality.

D. Ensure the marketing and sales teams are working together to deliver the most effective outcome.

E. Consolidate and circulate an agenda for the workshop.

Answer: A,D (LEAVE A REPLY)

To implement the new Must Have requirement for the coffee shop insurance product website with financial transaction functionality, the Business Visionary should focus on actions that align with their role in guiding the project's vision and ensuring it meets business needs. The following actions are most appropriate for the Business Visionary:

Selected Actions for the Business Visionary:

A; Send a company-wide communication to explain the implications of the business change to all interested parties.

D: Ensure the marketing and sales teams are working together to deliver the most effective outcome.

A: As a Business Visionary, communicating the implications of significant business changes, such as the introduction of a new financial transaction functionality, is crucial. This helps in aligning all parts of the organization with the project's objectives and the strategic direction, ensuring everyone understands the change and its benefits.

D: The Business Visionary plays a key role in ensuring that different departments, such as marketing and sales, collaborate effectively to support the project's objectives. By ensuring these teams work together, the Business Visionary helps in maximizing the project's impact and effectiveness in meeting business goals.

Why Other Actions Are Less Suitable:

B: Assessing the impact of new requirements on the Business Case is important, but it's typically a responsibility shared with the Business Sponsor, who has a more direct role in managing the project's financial and strategic alignment.

C: Sourcing and hiring technical expertise is generally a task for the Project Manager or technical leads. The Business Visionary's role is more focused on strategic oversight rather than operational tasks.

E: Organizing and managing workshop details, such as circulating an agenda, might be supported by the Business Visionary, but it's often a task handled by the Project Manager or a designated coordinator to ensure efficient planning and execution of project activities.

NEW QUESTION: 21

Which 2 actions should the Project Manager take to implement the new Must Have requirement?

- A. Check for any documented standards which need to be applied to the development of online financial transaction functionality.
- B. Add the tasks required to develop the new financial transaction functionality to the Delivery Plan.
- C. Update the Delivery Plan to show the new financial transaction functionality as a deliverable.
- D. Source and hire a web developer with experience in developing online financial transaction functionality.
- E. Consolidate and circulate an agenda for the workshop.

Answer: B,C (LEAVE A REPLY)

To effectively implement the new Must Have requirement for financial transaction functionality on the coffee shop insurance product website, the Project Manager should focus on actions that align with their role in planning, execution, and team coordination. The following actions are most appropriate for the Project Manager:

Selected Actions for the Project Manager:

- B). Add the tasks required to develop the new financial transaction functionality to the Delivery Plan.
- C). Update the Delivery Plan to show the new financial transaction functionality as a deliverable.
- B). Integrating the tasks necessary for developing the new functionality into the Delivery Plan is crucial. This ensures that all project activities are accounted for and scheduled, which helps in managing the project's timeline and resources effectively.
- C). Reflecting the new financial transaction functionality as a deliverable in the Delivery Plan is important for clarity and focus. It signifies the inclusion of this functionality as a critical component of the project's scope, guiding the team's efforts and priorities.

Why Other Actions Are Less Suitable:

- A). While ensuring adherence to documented standards is important, it is typically a collaborative effort involving the Technical Coordinator and Solution Development team, in addition to the Project Manager, to ensure technical compliance.
- D). Sourcing and hiring specific expertise, such as a web developer skilled in online financial transactions, is indeed part of the Project Manager's responsibilities. However, the actions related to the Delivery Plan (options B and C) are more directly aligned with the immediate steps for implementing a new requirement in the project's scope.
- E). Consolidating and circulating an agenda for the workshop is a logistical task that the Project Manager might oversee or delegate. However, the actions related to planning and updating the Delivery Plan are more critical to the successful implementation of the new requirement.

NEW QUESTION: 22

Which 2 actions should the Project Manager take to implement the new Must Have requirement?

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

- B. Add the tasks required to develop the new financial transaction functionality to the Delivery Plan.
- C. Update the Delivery Plan to show the new financial transaction functionality as a deliverable.
- D. Source and hire a web developer with experience in developing online financial transaction functionality.
- E. Consolidate and circulate an agenda for the workshop.

Answer: B,C (LEAVE A REPLY)

To effectively implement the new Must Have requirement for financial transaction functionality on the coffee shop insurance product website, the Project Manager should focus on actions that align with their role in planning, execution, and team coordination. The following actions are most appropriate for the Project Manager:

Selected Actions for the Project Manager:

B; Add the tasks required to develop the new financial transaction functionality to the Delivery Plan.

C; Update the Delivery Plan to show the new financial transaction functionality as a deliverable.

B: Integrating the tasks necessary for developing the new functionality into the Delivery Plan is crucial. This ensures that all project activities are accounted for and scheduled, which helps in managing the project's timeline and resources effectively.

C: Reflecting the new financial transaction functionality as a deliverable in the Delivery Plan is important for clarity and focus. It signifies the inclusion of this functionality as a critical component of the project's scope, guiding the team's efforts and priorities.

Why Other Actions Are Less Suitable:

A: While ensuring adherence to documented standards is important, it is typically a collaborative effort involving the Technical Coordinator and Solution Development team, in addition to the Project Manager, to ensure technical compliance.

D: Sourcing and hiring specific expertise, such as a web developer skilled in online financial transactions, is indeed part of the Project Manager's responsibilities. However, the actions related to the Delivery Plan (options B and C) are more directly aligned with the immediate steps for implementing a new requirement in the project's scope.

E: Consolidating and circulating an agenda for the workshop is a logistical task that the Project Manager might oversee or delegate. However, the actions related to planning and updating the Delivery Plan are more critical to the successful implementation of the new requirement.

NEW QUESTION: 23

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 (LEAVE A REPLY)

The Facilitator should invite the following two individuals to participate in the Workshop:

D: IT Operations Manager (Solution Development Team) E. Marketing Director (Business Visionary) The rationale for this selection is that the disagreement is between the Marketing Director, who wants the reservation system to have professional photos and video tours (which impacts how the system will be used by potential customers and affects marketing strategy), and the IT Operations Manager, who is concerned with the system's technical limitations and maintenance. Both of these individuals are key to resolving the issue at hand, as they represent the conflicting requirements that need to be reconciled for the project to move forward.

NEW QUESTION: 24

How should the Project Manager assist the plumbers to deliver the plumbing?

- A. Split the entire Solution Development Team into smaller teams covering specific locations of the house.
- B. Establish an inter-team competition to see which team can complete first.
- C. Decide on the location of the radiators on behalf of Architecture Angels.
- D. Approve each Timebox before work continues in the next.

Answer: A (LEAVE A REPLY)

NEW QUESTION: 25

If the team cannot agree the system content, which 2 actions should the Workshop Facilitator take?

- A. Present own interpretation of what the system should include.
- B. Present the group with a predefined specification of what should be included.
- C. Facilitate the creation of a list of actions to be carried out after the workshop, to resolve the issue.

D. Agree to disagree, and close the workshop acknowledging that all participants are entitled to their own view.

E. Prepare a report describing the outcome of the workshop.

Answer: (SHOW ANSWER)

The two actions that the Workshop Facilitator should take if the team cannot agree on the system content are:

* C. Facilitate the creation of a list of actions to be carried out after the workshop, to resolve the issue. This will ensure that the disagreement does not stall the project and that there is a clear plan for how to move forward.

* E. Prepare a report describing the outcome of the workshop. This will provide a record of the discussion and any decisions made, which can be useful for future reference and for keeping stakeholders informed.

Please note that while presenting their own interpretation of what the system should include (option A) or presenting the group with a predefined specification of what should be included (option B) might seem like potential solutions, these actions could bias the discussion and may not lead to a solution that meets all stakeholders' needs. Agreeing to disagree and closing the workshop (option D) could leave the issue unresolved, which could cause problems later in the project. The facilitator's role is to guide the discussion and help the team reach a consensus, not to impose their own views or prematurely end the discussion.

NEW QUESTION: 26

What should be done to allow the requirement for a secondary exit from the upstairs of the building to be changed into a Must Have priority and moved into Timebox B?

A. The Project Manager should extend the timescale of Timebox B and shorten Timebox C.

B. The Solution Development Team should change a Must Have requirement into a Should Have in the Prioritised Requirements List.

C. The Business Visionary, Business Sponsor and Solution Development Team should reassess the Prioritised Requirements List and its priorities.

D. The Project Manager should move a Must Have requirement from Timebox B into Timebox C.

Answer: C (LEAVE A REPLY)

C: The Business Visionary, Business Sponsor and Solution Development Team should reassess the Prioritised Requirements List and its priorities.

Rationale:

In Agile Project Management, priorities are often reassessed and reprioritized based on new information or changes in the project's context. The need for a secondary exit due to compliance with fire safety regulations would necessitate such a reassessment. The Business Visionary and Business Sponsor, who provide the vision and funding for the project, together with the Solution Development Team, who are responsible for implementing solutions, should collaboratively review the Prioritised Requirements List to reflect this new priority. This change must be agreed upon by these key stakeholders to ensure that it aligns with the business needs and project goals.

NEW QUESTION: 27

An external web developer is to be contracted to create the new coffee bar insurance area on the existing web site. The chosen web developer will only agree to work on a 'fixed price for a fixed specification' contract.

What action should the Project Manager take?

- A.** Ensure the later elements of the project reflect the most valuable features of the product being built by the contractor.
- B.** Agree to a 'fixed price for a fixed specification' contract with a requirement for the web developer to provide daily progress reports.
- C.** Refuse to employ the chosen web developer as this is not an Agile approach to project management.
- D.** Divide the work into component parts to ensure the web developer is focused on, and is paid to deliver, only what is specified for each component.

Answer: (SHOW ANSWER)

Dividing the work into smaller, well-defined component parts is a strategic approach when dealing with fixed-price contracts within an Agile framework. This method allows for greater flexibility and adaptability, as each component can be specified in detail, making it clear what the external web developer is responsible for delivering. This approach aligns with Agile principles by enabling incremental development and delivery, allowing for adjustments and refinements to be made as the project progresses and more information becomes available.

References:

In Agile Project Management, particularly when incorporating external resources or contractors, breaking down the project into smaller, manageable parts is a common practice. This not only facilitates better control and tracking of progress but also ensures that the project remains adaptable, with the capacity to respond to changes in requirements or priorities. This approach is in line with Agile methodologies that emphasize iterative development, customer collaboration, and responding to change over following a fixed plan.

NEW QUESTION: 28

Time is running short and the Must Have requirements for the data entry screen of the web page, as recorded in the Prioritised Requirements List, are not going to be completed on time.

What action should the Project Manager take?

- A.** Change the end date of the Timebox.
- B.** Accept that the Must Have requirements will not be delivered on time.
- C.** Ensure that this issue is escalated to the project level roles.
- D.** Amend the end date in the Delivery Plan.

Answer: (SHOW ANSWER)

NEW QUESTION: 29

Answer the following question about how risks will be reduced on the Hoy Hall Hotel project through successful application of the DSDM Principles.

Column 1 lists a selection of project risks identified on the Hoy Hall Hotel project. Column 2 is a list of the DSDM Principles. For each risk in Column 1, select from Column 2 the DSDM Principle which, if applied appropriately, would MOST help to reduce or mitigate that risk.

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

Answer:

Explanation:

Here are the DSDM Principles that would most help to reduce or mitigate the listed risks:

- * The 'Hoy for Hoy Hall' Action Group may cause delay to the project if they are not kept updated on how the finished rooms are going to look.
- * G. Communicate continuously and clearly
- * Timber Tigers will ensure that the front rooms are finished and approved by the end of Timebox A.
- * E. Build incrementally from firm foundations
- * The Architecture Angels IT support team may require more detail up front in order to approve the initial design for the new online reservation system.
- * A. Focus on the business need
- * The morale of the Solution Development Team may be adversely affected if the external web design specialist is not a team player.
- * C. Collaborate
- * Empowering the Solution Development Team to manage themselves on a day-to-day basis may result in the Project Manager losing sight of what activities are being carried out, by whom and when.
- * H. Demonstrate control

NEW QUESTION: 30

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

Answer: B (LEAVE A REPLY)

NEW QUESTION: 31

Which 2 individuals would be suitable for the role of Workshop Facilitator?

- A. Team Leader
- B. IT Operations Manager
- C. Marketing Director
- D. Software Developer
- E. Project Manager

Answer: A,E (LEAVE A REPLY)

The two individuals most suitable for the role of Workshop Facilitator would be:

A: Team Leader E. Project Manager

The rationale for choosing these individuals is that both the Team Leader and the Project Manager are likely to have the necessary skills to facilitate a workshop effectively. They are typically trained to manage team dynamics, guide discussions, remain neutral, and drive towards a resolution. The IT Operations Manager and the Marketing Director are parties to the disagreement and thus would not be appropriate as facilitators due to the potential for bias. The Software Developer is likely to be more involved in the technical aspects rather than facilitation.

Valid AgilePM-Practitioner Dumps shared by PrepPdf.com for Helping Passing AgilePM-Practitioner Exam! PrepPdf.com now offer the **newest AgilePM-Practitioner exam dumps**, the PrepPdf.com AgilePM-Practitioner exam **questions have been updated** and **answers have been corrected** get the **newest** PrepPdf.com AgilePM-Practitioner dumps with Test Engine here: <https://www.preppdf.com/APMG-International/AgilePM-Practitioner-prepaway-exam-dumps.html> (133 Q&As Dumps, **40%OFF Special Discount: Exam-Tests**)

NEW QUESTION: 32

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:

- * 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: 33

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.

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.

Answer:

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.

Valid AgilePM-Practitioner Dumps shared by PrepPdf.com for Helping Passing AgilePM-Practitioner Exam! PrepPdf.com now offer the **newest AgilePM-Practitioner exam dumps**, the PrepPdf.com AgilePM-Practitioner exam **questions have been updated** and **answers have been corrected** get the **newest** PrepPdf.com AgilePM-Practitioner dumps with Test Engine here: <https://www.preppdf.com/APMG-International/AgilePM-Practitioner-prepaway-exam-dumps.html> (133 Q&As Dumps, **40%OFF Special Discount: Exam-Tests**)