



APMG-International AgilePM-Practitioner Practice Questions

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Question 1

Question Type: Hotspot

Using the additional information provided for this question in the Scenario Booklet, answer the following question about the actions the Sales Director should

take to develop an effective Sales management team, according to the five dysfunctions that characterize an ineffective team identified by Patrick Lencioni.

Lines 1 to 4 in the table below consist of an assertion statement and a reason statement. For each line identify the appropriate option, from options A to E, that applies.

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

Option	Assertion	Reason	
A	True	True	AND the reason explains the assertion
B	True	True	BUT the reason does not explain the assertion
C	True	False	
D	False	True	
E	False	False	

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

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

Answer:

See the Answer in the Premium Version!

Question 2

Question Type: MultipleChoice

During Refinement in Timebox B, a Review Session was scheduled for the Business Visionary to review the products completed during this Timebox, and to agree what

needed to be done before these would be acceptable.

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

Options:

A- Yes, because this will enable the Solution Development Team to ensure they are on track to deliver a viable solution.

B- Yes, because this allows each team member working in the Timebox to provide a short progress report and raise any issues that hinder their progress.

C- No, because early and frequent visibility of the product features will maintain engagement with the stakeholders.

D- No, because only members of the Solution Development Team are permitted to attend Review Sessions.

Answer:

A

Question 3

Question Type: MultipleChoice

Sales staff failed to achieve last month's sales targets when training in the mobile products and supporting sales systems and processes was first started. This month the sales team is working after hours and weekends to try to meet the current targets while developing the new skills needed. It is generally felt that this situation is unsustainable.

Which 2 actions by the Sales Director are the MOST appropriate when responding to this type of resistance?

A. Visibly celebrate examples of the Sales staff using the new skills and systems. B. Allow those Sales staff with opposing attitudes to use the old systems in parallel. C. Identify the options

available for moving people out of the Sales area to other jobs. D. Assign some of the sales team to work exclusively on developing the necessary skills. E. Provide a clear timetable of change to those Sales staff preparing for future operations.

Options:

A- Visibly celebrate examples of the Sales staff using the new skills and systems.

Celebrating successes motivates the sales staff and creates positive reinforcement, boosting morale during challenging transitions. This approach aligns with AgilePM's emphasis on recognizing progress to encourage a sense of achievement and reduce resistance.

Correct.

B- Allow those Sales staff with opposing attitudes to use the old systems in parallel.

Using the old systems in parallel creates inconsistency, confusion, and prevents full adoption of the new approach. It may reinforce resistance rather than addressing it. AgilePM principles advocate for consistent implementation of changes to ensure alignment and long-term success.

Incorrect.

C- Identify the options available for moving people out of the Sales area to other jobs.

This action does not address the core issue of resistance and the challenges in adapting to the new systems. It may also demoralize staff and increase turnover, contrary to the AgilePM principle of building team engagement and capability.

Incorrect.

D- Assign some of the sales team to work exclusively on developing the necessary skills.

Providing focused time for skill development allows staff to adapt without the pressure of simultaneously meeting sales targets. This aligns with AgilePM's emphasis on supporting capability development and creating a sustainable pace of work during transitions.

Correct.

E- Provide a clear timetable of change to those Sales staff preparing for future operations.

While planning is essential, a timetable alone does not directly address the immediate challenges faced by the sales team. The focus here should be on reducing current pressure and supporting skill development.

Incorrect.

Why A and D Are Correct:

Celebrating Success (A):

Boosts morale and encourages adoption of new systems through visible recognition of progress. Reinforces a positive culture of adaptability, which is crucial in AgilePM for overcoming resistance.

Focused Skill Development (D):

Eases the transition by giving staff the necessary time to master new skills without being overwhelmed.

Aligns with AgilePM's focus on supporting team development to ensure successful change adoption.

Reference to AgilePM Framework:

Team Morale and Engagement:

Recognizing team achievements fosters collaboration and reduces resistance. (AgilePM Practitioner Guide, Chapter 12: Managing People)

Supporting Capability Development:

Ensuring teams have time and resources to upskill is a key factor in managing transitions. (AgilePM Practitioner Guide, Chapter 10: Preparing for Change)

Sustainable Pace of Work:

AgilePM emphasizes balancing work demands to prevent burnout and maintain productivity during change initiatives. (AgilePM Practitioner Guide, Chapter 9: Leadership and Engagement)

Answer:

A, D

Explanation:

Comprehensive and Detailed Step-by-Step Explanation:

Context from the UniCo Scenario:

The sales team is struggling with the transition to mobile products and new supporting systems, resulting in missed sales targets and unsustainable work practices. This resistance stems from change fatigue, lack of skills, and a perceived lack of support during the transition period. The Sales Director must address this resistance by providing motivation, clear guidance, and practical solutions.

Analysis of Each Option:

Question 4

Question Type: MultipleChoice

(Lee Tan, General Manager of EPR Southeast Asia, is serving as a Business Advisor during Project Increment 4. He has not attended any Sprint Reviews, calling them "project meetings" and "a waste of time." He later complains to Sarah about the lack of project awareness.

Which option best actions reflects an AgilePM approach?)

Options:

- A- Meet with Lee to explain the value of Sprint Reviews and plan his engagement.
- B- Provide Lee with Sprint summaries to keep him informed without wasting his time.
- C- Ask Sarah to require Lee's attendance at all Sprint Reviews.
- D- Schedule briefings with Lee before each Sprint using Project Planning insights.

Answer:

A

Explanation:

The correct answer is A.

In AgilePM, stakeholder engagement is a core success factor. When an important business stakeholder such as Lee Tan, acting as a Business Advisor, is disengaged from review events and then complains about lack of visibility, the right response is not to bypass the problem with more reporting or to escalate immediately into command-and-control behavior. The AgilePM approach is to re-engage the stakeholder through communication, education, and collaboration.

That is why meeting with Lee to explain the value of Sprint Reviews and planning his engagement is the best answer.

Sprint Reviews, or their AgilePM equivalent collaborative review points, are not merely "project meetings." They are key opportunities to:

inspect progress,

review delivered value,

gather feedback,

align stakeholders,

validate evolving needs,

and improve the solution based on real input.

Lee's absence means he has missed the primary forum where transparency, feedback, and shared understanding are built. If he now feels unaware, the issue is not that Agile ceremonies failed him; it is that he has not been effectively engaged in them. Hira should therefore address the root cause by helping him understand their purpose and agreeing a practical way for him to participate.

Why A is correct:

This option reflects AgilePM because it:

promotes active stakeholder involvement,

uses collaboration rather than authority,

addresses misunderstanding through communication and coaching,

treats engagement as a shared responsibility,

and supports better ongoing participation instead of just compensating for disengagement.

It is also pragmatic. Hira can explore why Lee sees the reviews as a waste of time, clarify what decisions or insights he can gain from attending, and tailor his involvement so it is meaningful and efficient. That is consistent with agile leadership: remove barriers, improve understanding, and increase effective collaboration.

Why the other options are incorrect:

B . Provide Lee with Sprint summaries to keep him informed without wasting his time.

This is weaker because it accepts disengagement instead of improving it. Written summaries may help supplement communication, but AgilePM does not favor passive reporting as a substitute for active collaboration when stakeholder participation is important. Lee's role as Business Advisor means his input is valuable, not just his awareness.

C . Ask Sarah to require Lee's attendance at all Sprint Reviews.

This is not the best AgilePM response because it relies on authority and escalation rather than facilitation and engagement. AgilePM encourages commitment and collaboration, not forced participation as the first solution. **Compelled attendance may create compliance, but not meaningful contribution.**

D . Schedule briefings with Lee before each Sprint using Project Planning insights.

This is also not the best answer because it shifts communication into a more one-way briefing model and focuses before the Sprint rather than on review of actual outcomes. The main issue is Lee's lack of participation in the review and feedback loop. Pre-Sprint briefings do not replace the value of seeing increments, discussing results, and shaping next steps.

AgilePM perspective:

AgilePM places strong emphasis on:

continuous and active business involvement,

collaborative reviews,

transparency of progress,

frequent feedback,

and empowered, informed stakeholders.

A Business Advisor is expected to contribute specialist business insight. If that role disengages, the Project Manager should work to restore useful participation, not simply route around it with more documents or top-down enforcement.

In this case, Lee's complaint about awareness is actually a sign that he needs better engagement with the agile process. Hira should respond by helping him understand that Sprint Reviews are valuable business touchpoints where he can see progress, influence direction, and remain informed in real time.

Therefore, from an AgilePM standpoint, A is the best answer because it reflects facilitative leadership, stakeholder engagement, and the agile principle of improving collaboration rather than replacing it with reports or mandates.

The Ecolodge Panthera Resort (EPR) team is split into two Delivery Teams for Project Increment 4: one team for Spa infrastructure (building, utilities, furnishings), the second team for operations (treatments, reservations, marketing, IT).

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

During the Foundations phase, Brinda Vyas organized a workshop that Hira facilitated. It was attended by Sukra Aroon, Mira, Lee Tan, and Developers from the two Delivery Teams. The goal was to define and align on what would be available for guests at the end of Project Increment 4.

Question 5

Question Type: MultipleChoice

(Which one of the following actions should Hira take to balance the benefit of agile leadership whilst ensuring alignment of the Project Increment with project objectives?)

Options:

- A- Create a Delivery Plan outlining high-level activities for an aligned Eco-spa solution.
- B- Organize workshops with Brinda, the Delivery Teams and stakeholders to co-create a shared vision.
- C- Delegate to Team Leaders the task of defining deliverables that align with Brinda's vision.
- D- Collaborate with Brinda and Sukra to define actionable Product Backlog items.

Answer:

B

Explanation:

The best answer is B because agile leadership is fundamentally about enabling collaboration, building shared understanding, empowering teams, and aligning people around a common vision rather than relying only on top-down instruction or documentation.

In this scenario, Hira is trying to achieve two things at the same time:

Preserve the benefits of agile leadership, which include empowerment, collaboration, engagement, and adaptability.

Ensure the Project Increment remains aligned with project objectives, especially Brinda's vision for the Eco-spa experience.

Organizing workshops with Brinda, the Delivery Teams, and stakeholders to co-create a shared vision is the strongest AgilePM action because it creates alignment at the source. It ensures that the people building the solution understand not only what they are delivering, but also why they are delivering it. This is central to agile leadership, which is less about command-and-control and more about facilitating clarity, ownership, and commitment.

Why B is correct in AgilePM terms:

It promotes shared understanding across business and delivery roles.

It supports active stakeholder engagement, which is a major AgilePM theme.

It strengthens team ownership by involving the people doing the work in shaping the direction.

It helps align delivery with the business vision and project objectives.

It reduces misunderstanding and rework because expectations are discussed collaboratively early on.

It reflects the AgilePM idea that leadership should create the conditions for success through communication, facilitation, and empowerment.

In this case, the Eco-spa initiative includes sustainability, wellness services, local traditions, infrastructure, operations, and guest experience. Because the work is broad and multidimensional, alignment cannot be achieved effectively by planning alone or by handing tasks down in isolation. A shared vision workshop is the most powerful way to connect strategy, stakeholder expectations, and delivery execution.

Why the other options are less suitable:

A . Create a Delivery Plan outlining high-level activities for an aligned Eco-spa solution.

This is useful, but it is not the best answer. A Delivery Plan helps structure work, but by itself it is more of a planning artifact than an agile leadership action. It may support alignment, but it does not fully capture the collaborative and facilitative nature of agile leadership. Agile leadership is about engaging people around purpose, not just documenting activities.

C . Delegate to Team Leaders the task of defining deliverables that align with Brinda's vision.

This is weaker because it introduces a more hierarchical and fragmented approach. AgilePM encourages collaboration between business and delivery roles, not simply passing responsibility down to team leaders. Also, alignment with the vision should be developed collectively, not interpreted separately by a few individuals who may create gaps in understanding.

D . Collaborate with Brinda and Sukra to define actionable Product Backlog items.

This is a strong agile practice and is useful operationally, but it is still not the best answer. Product Backlog refinement helps translate vision into work items, but it happens after or alongside shared understanding. If Hira wants to balance agile leadership with alignment to objectives, she should first create broad agreement and common understanding among stakeholders and teams. Backlog items are more tactical; the workshop in option B is more strategic and leadership-oriented.

AgilePM perspective:

AgilePM emphasizes:

business engagement and stakeholder collaboration

empowered teams

clear business vision

iterative development supported by continuous communication

A leader in AgilePM does not merely instruct teams what to do. Instead, the leader facilitates an environment where the business vision is clearly understood, stakeholders are engaged, and teams can make informed decisions while staying aligned with the desired outcomes.

Since Brinda is the Business Visionary, her vision must be well understood across all involved parties. Hira, as Project Manager, should act as a facilitator of alignment rather than just a controller of tasks. Workshops are one of the most effective ways to achieve this because they encourage discussion, clarification, consensus, and buy-in.

Therefore, from an AgilePM standpoint, B is the best choice because it most directly balances agile leadership with strong alignment to project objectives through shared vision, collaboration, and stakeholder involvement.

Question 6

Question Type: MultipleChoice

(Sukra Aroon wants to ensure alignment between the emerging Spa infrastructure and innovative spa treatments being developed.

Which approach effectively combines Agile Leadership with practical application?)

Options:

- A- Empower Team Leaders to resolve dependencies, escalating major issues to Sukra for a solution-wide view if needed.
- B- Empower Team Leaders to independently handle alignment through informal discussions, documenting key decisions for later review.
- C- Encourage Delivery Teams to define shared acceptance criteria for interdependent deliverables ensuring alignment on needs.
- D- Encourage Delivery Teams to define shared acceptance criteria for interdependent deliverables and Brinda approving.
- E- Hold a joint Retrospective after each Sprint to review alignment and identify remedial actions to ensure alignment.
- F- Hold a joint Retrospective after each Sprint so Team Leaders can share learning and provide feedback.
- G- Use hierarchical reporting where decisions would be documented collaboratively between Brinda Vyas, Mira Bachar, Hira and Sukra Aroon.
- H- Use hierarchical reporting where changes can be escalated and approved quickly allowing the Delivery Teams to progress.

Answer:

C

Explanation:

The correct answer is C.

In AgilePM, the strongest way to combine agile leadership with practical delivery control is to create direct collaboration between the Delivery Teams around the work that must fit together. In this case, the Spa infrastructure team and the Spa operations/treatments team are working on interdependent outputs. The best way to keep those outputs aligned is for the teams to agree shared acceptance criteria for the items that depend on one another.

That makes C the best answer because it is both:

agile in leadership style, since it empowers the teams to collaborate and define quality expectations together, and

practical in execution, since shared acceptance criteria give both teams a concrete basis for building compatible deliverables.

For example, if a hydrotherapy treatment is planned, the infrastructure team and treatment team may need shared criteria covering:

space layout,

water systems,

safety controls,

guest flow,
environmental standards,
equipment readiness,
and operational usability.

Without this shared definition, one team could deliver something technically complete but not actually usable by the other.

Why C is correct from an AgilePM perspective:

AgilePM supports:

collaboration across roles and teams,
shared understanding of requirements and outcomes,
fitness for business purpose,
early clarification of dependencies,
and empowered teams working within a coordinated framework.

Shared acceptance criteria are a very effective mechanism because they:

turn vague alignment into clear, testable expectations,
expose dependency risks early,
reduce rework,
improve communication across teams,
and help ensure the integrated solution works as intended.

Why the other options are less suitable:

A . Empower Team Leaders to resolve dependencies, escalating major issues to Sukra for a solution-wide view if needed.

This is reasonable, but it is not the best answer. It relies on "Team Leaders" rather than direct team collaboration, and it focuses more on escalation management than on creating a shared working agreement. AgilePM prefers empowering the teams themselves and resolving dependencies through collaboration as close to the work as possible.

B . Empower Team Leaders to independently handle alignment through informal discussions, documenting key decisions for later review.

This is weaker because "informal discussions" alone are too loose for managing important inter-team dependencies. Alignment needs something more concrete than conversations that are only documented afterward.

D . Encourage Delivery Teams to define shared acceptance criteria for interdependent

deliverables and Brinda approving.

This is close, but the addition of Brinda approving makes it less agile. Brinda, as Business Visionary, is important for vision and business alignment, but she should not be drawn into approving detailed inter-team acceptance criteria unless there is a specific business reason. This risks slowing down delivery and reducing team empowerment.

E . Hold a joint Retrospective after each Sprint to review alignment and identify remedial actions to ensure alignment.

Retrospectives are valuable, but this is mainly reactive. It helps improve after issues appear, whereas shared acceptance criteria help prevent misalignment before or during delivery.

F . Hold a joint Retrospective after each Sprint so Team Leaders can share learning and provide feedback.

Again, useful but not the strongest answer. It supports learning, but not direct practical alignment of interdependent deliverables.

G . Use hierarchical reporting where decisions would be documented collaboratively between Brinda Vyas, Mira Bachar, Hira and Sukra Aroon.

This is not very AgilePM-aligned because it introduces a more bureaucratic reporting structure. AgilePM favors collaboration and timely decision-making over hierarchical control.

H . Use hierarchical reporting where changes can be escalated and approved quickly allowing the Delivery Teams to progress.

This is also too command-and-control in style. Agile leadership aims to reduce unnecessary hierarchy and enable teams to work together effectively, not depend on approval chains as the main coordination mechanism.

AgilePM perspective:

This question is really about balancing two needs:

leadership through empowerment and collaboration, and
practical governance through clear quality expectations.

Option C does both. It avoids excessive control, but it also avoids vague coordination. It gives the teams a practical tool to align their work while maintaining agility.

Therefore, the best AgilePM answer is C.

Question 7

Question Type: MultipleChoice

Answer the following questions about the contents of the DSDM products.

Each of the following questions includes true statements about the project but only two statements are appropriate entries for the DSDM product identified.

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

Which 2 statements represent appropriate entries for the Business Case?

Options:

- A- A list of high-level functional and non-functional requirements that the project should meet written as User Stories.
 - B- Coffee shops that sell Fairtrade products and alcohol from local breweries out perform other coffee shops in the market.
 - C- The Sales Manager has been asked to produce a report within the next two days showing the number of generic insurance policies sold to coffee shops over the past three years.
 - D- The Sales Manager has calculated that the new coffee shop insurance product will increase revenues by 10% each week.
 - E- Market research shows that the number of coffee shop patrons taking legal action against retailers has increased by 200% over the past two years.
- D . This statement provides a clear financial projection for the benefits of the project, which is a critical component of a Business Case. It quantifies the expected revenue increase, offering a tangible benefit to justify the project investment.
- E . This statement outlines a market trend that necessitates the project, highlighting the increased demand for insurance due to rising legal actions against coffee shops. It underscores the relevance and timeliness of the project, adding to the justification for undertaking the project.
- Why Other Statements Are Excluded:
- A . While high-level functional and non-functional requirements are essential for project planning, they typically belong in project requirements documentation or the Project Brief, rather than the Business Case.
- B . This statement provides market insight but does not directly justify the project from a cost-benefit-risk perspective. The relevance of selling Fairtrade products and alcohol to the insurance product project is tangential.
- C . The request for a report on past sales provides background information but does not in itself justify the project investment. It might be used to inform the Business Case but is not a direct component of it.
- E- Market research shows that the number of coffee shop patrons taking legal action against retailers has increased by 200% over the past two years.

Answer:

D, E, E

Explanation:

For the XAN Insurance Company Web Project and considering the Agile Project Management approach, particularly the Dynamic Systems Development Method (DSDM) framework which emphasizes business value and active user involvement, the Business Case should justify the project in terms of cost, benefit, and risk.

Selected Statements for the Business Case:

D . The Sales Manager has calculated that the new coffee shop insurance product will increase revenues by 10% each week.

Question 8

Question Type: MultipleChoice

Brinda Vyas and Mira Bachar have agreed to use content from a marketing brochure to describe guest-centric Product Goals for the Eco-Spa. These goals describe specific treatments that the Spa might offer and will be used to identify prioritizable Product Backlog items that could contribute to that treatment. One such Product Goal is described as:

Hydrotherapy in Mineral-Rich Spring Pools

Immerse yourself in mineral-rich hydrotherapy pools designed to soothe muscles, improve circulation, and promote

deep relaxation. Experience the gentle power of temperature-controlled waters and therapeutic massage jets in a lush

and tranquil tropical garden setting and let nature's healing embrace rejuvenate both your body and your mind.

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

Answer the following questions:

(A treatment plant intended to add chlorine to the natural, pristine, river-sourced mineral water has been proposed as a Must Have requirement for hygiene reasons.

Is this aligned with the business vision?)

Options:

- A- Yes, because water hygiene is critical and regulatory standards may require chlorination to ensure guest safety.
- B- Yes, because all spa pools must be treated with chlorine as alternative purification methods are not as effective.
- C- No, because adding chlorine conflicts with the Eco-Spa's commitment to a natural mineral experience, so alternatives hygiene methods should be explored.
- D- No, because hygiene concerns should be addressed post-launch if and when guests raise concerns.

Answer:

C

Explanation:

The correct answer is C.

The key issue here is alignment with the business vision. The Eco-Spa is positioned as a natural, sustainable, mineral-rich wellness experience closely connected to the environment. Adding chlorine may solve one problem, but it risks undermining the core guest promise and the natural quality of the hydrotherapy experience.

Why C is correct:

It recognizes that hygiene and safety matter.

It also recognizes that the proposed solution may conflict with the intended product vision.

AgilePM expects the team to balance business need, user value, technical feasibility, quality, compliance, and vision alignment.

Therefore, rather than immediately accepting chlorination as a Must Have, the team should explore alternative hygiene methods that preserve the natural mineral experience.

Why the other options are incorrect:

A sounds plausible, but it assumes chlorination is the right answer before exploring whether it fits the vision or whether acceptable alternatives exist.

B is too absolute. Not all spa pools must necessarily use chlorine in the same way, and AgilePM would not support such blanket reasoning without considering context and alternatives.

D is clearly wrong because hygiene cannot be deferred until after launch if it affects safety or compliance.

AgilePM perspective:

AgilePM emphasizes fitness for business purpose. A requirement is not truly valuable if it damages the very experience the project is meant to create. The correct response is to preserve both:

guest safety and hygiene,

and the Eco-Spa's natural, sustainable identity.

So the best answer is C.

Question 9

Question Type: MultipleChoice

The Change Manager is looking to develop the change agent network that will support the changes related to the Operational delivery processes workstream.

Which action is MOST likely to promote success in the induction of the change agent network to the Operational delivery processes workstream?

Options:

- A- Allocate bonus payments to change agents who deliver quicker than planned.
- B- Ensure that the CEO, as Sponsor, allows time to get to know the change agents.
- C- Transfer the change agents for a short period to help the other three workstreams.
- D- Negotiate that the change agents have direct authority to implement changes.

Answer:

B

Explanation:

Comprehensive and Detailed Step-by-Step Explanation

1. Understanding the Role of Induction in Building a Strong Change Agent Network

The induction process is critical in equipping change agents with the knowledge, relationships, and context needed to succeed in driving organizational change. Successful induction aligns the agents with the program's objectives and ensures they feel supported.

2. Why B (CEO's Role in Supporting the Network) is Correct

Visibility and Support: The CEO's involvement reinforces the importance of the change initiative and gives change agents confidence that their efforts are recognized at the highest levels of the organization.

Building Relationships: Allowing the CEO to interact with the change agents fosters trust and a sense of shared purpose, motivating the agents to deliver effectively.

Strategic Alignment: The CEO's involvement ensures that the change agents understand the broader organizational vision and their role in achieving it.

Empowerment: Personal interaction with the CEO can inspire agents to take ownership of their roles, aligning their work with the organization's strategic priorities.

3. Analysis of Incorrect Options

Option A (Bonus Payments for Speed):

Speed does not necessarily equate to success in complex organizational changes. The focus should be on ensuring alignment and quality of change delivery, not just timelines.

Eliminate.

Option C (Transfer to Other Workstreams):

While cross-functional experience is valuable, transferring agents temporarily during induction may confuse their focus and dilute their effectiveness in their primary workstream.

Eliminate.

Option D (Authority to Implement Changes):

Providing authority is important, but during induction, the focus should be on understanding roles and responsibilities. Authority without adequate induction can lead to poorly managed changes.

Eliminate.

4. Practical Implications of Selecting Option B

Improves Commitment: The CEO's involvement demonstrates organizational commitment to the change agents, improving morale and engagement.

Ensures Alignment: This approach ensures that agents are fully aligned with the program's goals and priorities.

Facilitates Collaboration: The CEO's support helps establish a culture of collaboration and accountability across the network.



Question 10

Question Type: MultipleChoice

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.

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

Answer the following questions.

(On receiving the meeting invitation, Hira responded suggesting that Brinda Vyas should also be invited to the meeting. Based on AgilePM guidance, which of the following does NOT present an

appropriate justification for Brinda Vyas' attendance?)

Options:

- A- Brinda Vyas is responsible for ensuring that the solution aligns with the strategic direction of the business and provides the expected value. Her input will help shape decisions related to capital investment.
- B- Brinda Vyas is accountable for the financial and regulatory governance aspects of the project and must personally oversee compliance-related discussions to ensure standards for these are met.
- C- Brinda Vyas plays a key role in confirming that the regulatory and quality expectations being discussed are aligned with the business need and will not undermine the viability of the project.
- D- The understanding of regulatory compliance needs for the Eco-spa gained by attending the meeting will help Brinda Vyas keep business stakeholders aligned with the business solution as it emerges.

Answer:

B

Explanation:

B does not align with AgilePM role responsibilities.

Brinda Vyas, as the Business Visionary, is responsible for ensuring the evolving solution remains aligned with the business vision, business need, and expected value. She is an important stakeholder in discussions where compliance, quality, and investment choices may affect viability or business outcomes.

However, AgilePM does not make the Business Visionary personally accountable for financial governance and regulatory governance in the way option B states. Those concerns are shared across other roles, such as:

the Business Sponsor for investment and business justification at the highest level,

the Project Manager for governance coordination and control,

and specialist roles such as Wanida Anong for compliance expertise.

Why the other options are appropriate:

A is appropriate because Brinda should help ensure decisions remain aligned with strategic direction and value.

C is appropriate because Brinda should confirm that compliance and quality expectations do not undermine business viability.

D is appropriate because attending helps Brinda maintain alignment among business stakeholders as the solution evolves.

So the statement that does not provide an appropriate justification is B.

Question 11

Question Type: MultipleChoice

Which is the BEST reason to remind learners of related knowledge or skill they already possess?

Options:

- A- Enables learners to understand how they learn.
- B- Helps learners plan to use immediately what they learn.
- C- Increases learners' understanding of what the new learning will enable them to do.
- D- Reduces learners' concerns about new learning.

Answer:

C

Explanation:

Comprehensive and Detailed

This question refers to Gagn's Nine Events of Instruction, a model for designing effective learning activities. One of the steps in this model is to activate learners' prior knowledge, which serves as a foundation for new learning. Here's why C is the best answer:

1. Activating Prior Knowledge in Gagn's Model:

In Gagn's Nine Events of Instruction, reminding learners of related knowledge or skills is part of the event "Stimulating recall of prior learning."

This step is crucial as it helps learners connect what they already know to the new content, making the learning process smoother and more meaningful.

2. Why Option C is Correct:

Reminding learners of related knowledge or skills increases their understanding of what the new learning will enable them to do by providing context and relevance.

It helps bridge the gap between existing knowledge and new concepts, allowing learners to see the practical value and application of the new material.

3. Analysis of Other Options:

Option A: Enables learners to understand how they learn.

While activating prior knowledge might give some insight into learning processes, this is not the primary reason for reminding learners of what they already know.

Option B: Helps learners plan to use immediately what they learn.

Planning for immediate application is a valid outcome of effective learning but not the primary reason for recalling prior knowledge.

Option D: Reduces learners' concerns about new learning.

While recalling prior knowledge may ease anxiety, this is not the main purpose in Gagn's model. The focus is on understanding and connecting prior knowledge to new concepts.

4. Practical Example:

If a learner is being introduced to a new software tool, reminding them of their previous experience with similar tools helps them relate to the new content and understand how the new tool will expand their capabilities.

5. Reference to Gagn's Model:

Event 3: Stimulate Recall of Prior Learning

This step facilitates the integration of prior knowledge with new material, which enhances comprehension and retention.

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