AgilePM®

Agile Project Management Practitioner Candidate Guidance

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1 INTRODUCTION

1.1 The objectives of the examination are to enable a candidate to demonstrate an understanding of Agile Project Management and show an ability to apply it in an appropriate way in a given set of circumstances described in a scenario. The Practitioner exam uses objective test questions which require a candidate to choose a response to a question from a set of choices, only one of which is correct.

1.2 The following paragraphs explain the format of the question papers, and the different types of questions asked. There are also some suggestions on how to approach answering the various types of questions.

2 STRUCTURE OF THE PAPER

The examination paper consists of three booklets.

2.1 The Scenario Booklet will contain one Project Scenario providing a description of the organization, the business rationale for the project and the project objectives. The Scenario Booklet may also provide additional information for one or more of the four questions. Where additional information is to be used, this is clearly stated in bold within the question. **Additional information is only to be used for the question to which it relates.**

If there is no reference to additional information or the Project Scenario within a question, then candidates should answer the question using only the information contained within the question. In this case the Project Scenario provides the background and context to the overall project but not the facts required to answer the question.

2.2 The Question Booklet will contain four questions, each covering a different syllabus area which will be clearly identified at the beginning of each question. Each of the four questions contains 20 question lines, each of which attracts 1 mark, giving a total of 80 marks. The pass mark is 40 (50%). Each of the four questions will be sub-divided into parts. Each of the 'part-questions' will identify the portion of the 20 marks allocated to it. Candidates are expected to answer all questions and part-questions.

2.3 The Answer Booklet will contain the answer sheets on which the answers must be given. There will only ever be one answer to each question unless it is clearly stated otherwise within the question. If more than one answer is given in the answer booklet, but not required by the question, the response line will be void.

3 AGILE PROJECT MANAGEMENT SYLLABUS AREAS ADDRESSED

The Agile Project Management Syllabus contains 4 defined syllabus areas.

Within the Practitioner Examination, there will be 4 questions, each testing one of the 4 syllabus areas. Each of the four **questions** will test a minimum of 2 syllabus topics from within the syllabus area.

Syllabus Area
Lifecycle and Products
People and Roles
Techniques
Planning and Control

The full Agile Project Management syllabus is available from the APM Group or from an Accredited Training Organization.

4 TYPES OF QUESTION

There are four different types of question used within the paper.

4.1 **Classic Multiple Choice Questions** – ‘choose one from a list of possible options’. The correct response is to be selected from a list of 3 or 4 options.

Answer the following questions about a Facilitated Workshop arranged by the Project Manager.	
	Which action should the Project Manager take when preparing for the workshop? A Arrange for the external marketing company to present a training session to the Solution Development Team. B Appoint a trained individual to facilitate the workshop. C Assign ownership of the workshop to the external marketing company. D Attend a training session on how to become an effective Workshop Facilitator.

4.2 **Multiple Response** – ‘choose two correct options from a list of 5 options’. This question follows exactly the same format as the ‘Classic style’, but more than one answer is required. It is the only question type that requires more than one response to gain a mark. Both responses must be correct to gain a mark. If more or fewer than 2 responses are given, then the answer will be void.

Each of the following questions contain **true statements** about the Rowlands project, but only 2 statements represent appropriate activities within the Agile lifecycle.. Remember to limit your answers to the number of selections requested in each question.	
	Which **2** statements represent appropriate activities to be performed during Feasibility? A Document the production of a catalogue as an objective of the project. B Define the expected benefits from the Geneva launch. C Liaise with the printers to confirm pricing, format and paper type. D Arrange the delivery of all merchandise and sample stock to Geneva. E Decide whether to design the catalogue in-house or to outsource this work to an external third party.

4.3 **Matching** – 'link items in one list to items in a second list'. There is only one correct response to each question, but options from the second list may be used once, more than once or not at all.

Column 1 is a list of estimates from the Rowlands project. For each estimate in Column 1, select from Column 2 the phase to which the estimate relates. Each selection from Column 2 can be used once, more than once or not at all.

	Column 1		Column 2
1	It will cost £8,000 to £10,000 for transport and staff time to deliver all the merchandise and sample stock for Geneva.	A	Feasibility
2	The staff time, materials and overhead costs will be £45,000 to £50,000 for the preparation and printing of the catalogue.	B	Foundations
3	Producing three sample designs for the catalogue during Timebox 1 will take 5 days.	C	Evolutionary Development
4	An external graphic designer estimates that designing the catalogue layout should take 3 days.	D	Deployment
5	Preparation and printing of the finished catalogue will cost between £50,000 and £100,000.	E	Post-Project

4.4 **Assertion/Reason** – 'evaluate two statements (an assertion and a reason), to determine if either, both or neither is true and, if both are true, whether the reason explains why the assertion is true'. If either statement is false, the answer is selected from options C, D or E. If both statements are true, a third step is required. If the reason explains why the assertion is true, the answer is A. If it does not, the answer is B.

Using the additional information provided for this question in the *Scenario Booklet*, answer the following question.

Lines 1 to 2 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 Project Manager should have resolved the data compatibility issue for the Solution Development Team.	BECAUSE	The Project Manager has the responsibility to deal with any issues which may affect the timely delivery of the products.
2	The Solution Development Team can decide that it is appropriate to update business information in the database..	BECAUSE	The Business Ambassador can make day-to-day business decisions within the project.

For example, in question 1 of the above, the assertion statement is false: If the team can resolve an issue themselves there is no need to escalate to the Project Manager to solve an issue. The reason statement for question 1 is true:
The key responsibility for the Project Manager is to deal with any issues that can affect the timely delivery of products. The answer is therefore D.

In question 2 of the example provided above, the assertion statement is true: The business users and solution developers collaborate to produce a solution that both meets the business need and is maintainable. Therefore the Solution Development Team can decide which approach is appropriate, whether it is a business or technical solution. The reason statement is also true:
The role of the Business Ambassador is to provide a business perspective on all decisions. As the solution had a business element and the Business Ambassador is part of the Solution Development Team the answer is A. Therefore the reason explains the assertion; the answer to question 2 is A.

There is **only one correct response** to each question, but options can be used once, more than once or not at all.

5 LEARNING LEVELS

Part-questions will vary in their level of difficulty depending on the learning objective of the test. The learning levels are shown below.

AGILE PROJECT MANAGEMENT Learning Outcomes Assessment Model				
	1.Knowledge	**2. Comprehension**	**3. Application**	**4. Analysis**
Generic Definition from APMG Learning Outcomes Assessment Model	Know key facts, terms and concepts from the manual/guidance.	Understand key concepts from the manual/guidance.	Be able to apply key concepts relating to the syllabus area for a given scenario.	Be able to identify, analyse and distinguish between appropriate and inappropriate use of the method/guidance.
Qualification Learning Outcome Assessment Model	Know key facts, including terms, concepts, principles, life cycle phases and components, products, techniques, roles and responsibilities from the manual.	Understand the concepts, principles, lifecycle, products, roles and responsibilities, core techniques and project management controls explain how these are applied to manage an Agile project effectively.	Be able to: (i) Use the Agile approach to project management (ii) Use appropriate information and techniques to identify and implement the correct variant of the lifecycle (iii) Select and describe the application of the appropriate Agile core techniques (iv) Define an appropriate Agile project and solution development team for a given scenario.	Be able to identify, analyse and distinguish between appropriate and inappropriate use of the method/guidance given in the Agile Project Management Handbook for a given scenario situation.

Within a question, the part-questions will be assembled in order of ascending learning level. The focus of the exam is on the application and analysis learning objectives, so there are no level 1 or level 2 questions.

6 TIME MANAGEMENT

The exam is 150 minutes in duration. Candidates must manage their time in order to complete all questions. As a general guide, candidates may wish to spend the first 15 minutes reading the scenario information and getting familiar with the layout of the paper. If 30 minutes is then allocated for each of the four questions, this will allow 15 minutes tolerance for additional reading required for some questions. This suggested timing is for **guidance only**. It is expected that some questions may take longer to answer than others due to the question styles and use of additional information.

Reference to the candidates own annotated Agile Project Management Handbook is permitted during the exam. **No additional support material** is permitted; this includes post it notes (other than tabulation of the sections of the handbook) and stapled sheets. Candidates should be aware of the time constraint upon them. Whilst the handbook is there for support, as in real life, the time pressure of the exam means that the questions **have not been designed** on the basis that candidates are required or even expected to use the handbook to answer questions. Its use is optional. As a guide, a candidate might check the handbook once or twice in an exam for a specific point but any more than that is likely to be counter-productive and is not advised.

7 EDITORIAL NOTES

7.1 Throughout the Scenario Booklet and Question Booklet, title case has been used for all references to Agile Project Management terms.

7.2 **Uses of "should", "will" and "must".**[1]

"should" - is used to express "obligation": something that is good or important or recommended. It is less strong than must and is used to test whether something should be done in a scenario situation because it is consistent with the principles and recommended practices of Agile Project Management.

Consider the following statement, "The Finance Director should perform the Business Sponsor role on the project"

Given the scenario information provided, the Finance Director may or may not be the appropriate candidate for the Agile Business Sponsor role, in terms of his ability to perform the Agile Project Management responsibilities for that role and represent the business interest on the project. Use of "should" requires the reader to evaluate this.

"**must"** is used when talking about something that is "necessary" or "has" to occur, i.e. something that is mandatory.

"will" and "is" however are used to express something definite or indisputable facts about Agile Project Management, e.g. to describe generic facts about the Agile products, processes, themes and techniques, e.g. "*The requirements are documented in the Prioritised Requirements List*".

7.3 **Use of 'true statements'**

Answer the following question about requirements. The following questions all contain **true statements** about the online application form to be produced as part of the Insurance Company Web project.

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

Which **2** options describe a **functional** requirement?

A A facilitated workshop is required to gain buy-in to the application form questions.

B Elements in the application form will have a Must Have priority.

C The application form must use the corporate logos.

D The application form should offer the options of insurance for buildings, contents, loss of rent and minor accidents.

E If insurance for buildings is selected, an additional entry for the rebuild value of the property should be provided.

When the expression **'true statements'** is used in a question, **no evaluation of whether the statements are consistent with the scenario or additional information is required.**

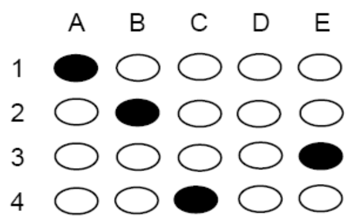
In example 7.3 there is no need in option D and E to check the scenario to see if this information is correct. As it is known from the question header that the statement is true, the assessment required is whether, according to Agile Project Management, this represents a functional requirements or a non-functional requirement.

7.4 **Use of 'according to Agile Project Management'**
The expression 'according to Agile Project Management' is used to stress that the question is purely theoretical and does not require evaluation of scenario information.

8 USING THE ANSWER BOOKLET

The Answer Booklets will be read electronically and the results generated by computer. It is therefore essential that candidates follow the instructions given and mark their answers accordingly. Failure to do so may lead to delay and, in some cases, answers being void.

All answers are given by the candidate filling in 'ovals' that relate to their chosen response, e.g.



The oval must be filled in **IN PENCIL**, **NOT PEN**. If a pen is used, the answers will not be marked.

Acceptable ways to complete the answer sheets are either completely filling in the oval or drawing a line through the centre of the oval, ensuring that between 80-100% is filled.

Any other method, including ticks or crosses, is not acceptable and may not be marked.

If a candidate wishes to change their answer during the exam, the incorrect answer should be erased completely and the correct answer indicated. If more than one answer is given by the candidate, and the question only requires one answer, the question will score zero.