



AgilePM®
Agile Project Management
Practitioner Candidate Guidance



1. INTRODUCTION

The objectives of the examination are to enable a candidate to demonstrate an understanding of Agile Project Management and show how to apply it in an appropriate way in a given set of circumstances described in a scenario. The Practitioner examination uses objective test questions, which require you to choose a response to a question from a set of choices for which the correct answer is pre-determined.

The following paragraphs explain the format of the question papers, and the different style of questions asked. Some suggestions on how to approach answering the various style of questions are also included.

2. STRUCTURE OF THE PAPER

The examination paper consists of three booklets:

- 2.1. The **Scenario Booklet** contains a Project Scenario providing a description of the organization, the business rationale for the project and the project objectives. The *Scenario Booklet* may also include 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 you 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** contains four questions, each covering a different syllabus area or combination of syllabus areas. The syllabus areas covered are 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. You are expected to answer all questions and part-questions.
- 2.3. The **Answer Booklet** 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 ADDRESSES

The Agile Project Management Syllabus contains 4 defined syllabus areas covering:

- Lifecycle and Products (LP)
- People and Roles (PR)
- Techniques (TE)
- Planning and Control (PC)

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.

The full syllabus is available from the APM Group or from your Accredited Training Organisation.

4. STYLE OF QUESTION

There are four different styles 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.	
	<p>Which action should the Project Manager take when preparing for the workshop?</p> <p>A Arrange for the external marketing company to present a training session to the Solution Development Team</p> <p>B Appoint a trained individual to facilitate the workshop</p> <p>C Assign ownership of the workshop to the external marketing company</p> <p>D Attend a training session on how to become an effective Workshop Facilitator</p>

- 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.	
	<p>Which 2 statements represent appropriate activities to be performed during Feasibility?</p> <p>A Document the production of a catalogue as an objective of the project</p> <p>B Define the expected benefits from the Geneva launch</p> <p>C Liaise with the printers to confirm pricing, format and paper type</p> <p>D Arrange the delivery of all merchandise and sample stock to Geneva</p> <p>E Decide whether to design the catalogue in-house or to outsource this work to an external third party</p>

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, unless otherwise specified.

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

- 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.

6. USING THE SCENARIO AND THE ADDITIONAL INFORMATION

Where you need to refer back to details provided in the *Scenario Booklet* in order to answer a question, this is clearly stated in the question header.

6.1. If the question header says '**Using the Scenario ...**' you will need to refer to the scenario.

Examples of the kind of information you may need to reference from a scenario include:

- Background to the project
- The scope of the project

6.2. If the question header says, '**Using the additional information provided for this question in the Scenario Booklet**', you need to refer to additional information provided in the *Scenario Booklet* for the question. The additional information is provided for use with that question only.

- 6.3. Some questions may need you to reference both the Scenario and Additional Information. In this case the question header will say **‘Using the Scenario and the additional information provided for this question in the Scenario Booklet’**.
- 6.4. Where there is no **‘Using the Scenario’** statement, the scenario provides the context for the question only. There is no need to reference specific lines within the scenario in order to answer the question.

7. REFERENCE MATERIAL

You may reference your own Agile Project Management Handbook guide during the examination. If you have made hand-written annotations within any blank space in your guide, your guide can still be used. However, no additional support material is permitted; this includes post-it notes (except where used for tabulation of the sections of the guide) and stapled sheets.

8. TIME MANAGEMENT

The full Practitioner examination is 150 minutes in duration. You must manage your time in order to complete all questions. As a general guide, you may wish to spend the first 15 minutes reading the scenario (excluding the additional information) and getting familiar with the layout of the paper. If you then allocate 30 minutes for each of the four questions, this will allow 15 minutes tolerance for any additional reading required for some questions. This suggested timing is for guidance only. It is expected that some questions will take longer to answer than others due to the style of question and the question’s difficulty.

You should be aware of the time constraint when using your guide. The time pressure of the examination means that you should use the guide with caution. You are not expected to use the guide to answer questions. The guide is there for support, as it would be in real life. Constantly referencing the guide is likely to be counter-productive and cause timing issues.

9. EDITORIAL NOTES

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

Uses of **“should”**, **“will”** and **“must”**.

“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”.

10. USING THE ANSWER BOOKLET

The *Answer Booklet* is read electronically, and the results generated by computer. It is therefore essential that you follow the instructions given and mark your answers accordingly. Failure to do so may lead to delay and, in some cases, answers being void.

Record your Seat Number in 3 boxes provided at the top right. Fill in the associated ovals next to the 3 boxes as shown in the example below for candidate 001.

Seat Number



	+	+	+	+	+	+	+	+	+	+
0	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
0	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
1	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Select your answers by filling in ovals that relate to your chosen response, e.g.

	A	B	C	D
1	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
4	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Fill the oval in **IN PENCIL, NOT PEN**. If a pen is used, the answers may not be marked.

Acceptable ways to complete the *Answer Booklet* are either:

 completely filling in the oval or  drawing a line through the centre of the oval, ensuring between 80-100% is filled.

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

If you wish to change your answer during the exam, completely erase your original answer and mark your new answer. If there is more than one oval marked for an answer, the question will score zero.

11. RE-REGISTRATION EXAMINATION

The Re-registration examination will follow the same format as the Practitioner examination.