

AgilePM Candidate Guidance – Practitioner Examination

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 question asked. There are also some suggestions on how to approach answering the various types of question.

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 15 question lines, each of which attracts 1 mark, giving a total of 60 marks. The pass mark is 30 (50%). Each of the four questions will be sub-divided into parts. Each of the 'part-questions' will identify the portion of the 15 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
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 five different types of question used within the paper.

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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 question about measurement in an Agile project.	
	<p>Which measurement would be appropriate for the business outcome?</p> <p>A Percentage completion of activities.</p> <p>B Total of the assigned business values from each feature of the delivered solution.</p> <p>C Effort used per timebox.</p> <p>D Daily or weekly cost of the project.</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.

<p>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.</p> <p>Remember to limit your answers to the number of selections requested in each question.</p>	
	<p>Which 2 options describe a functional requirement?</p> <p>A A facilitated workshop is required to gain buy-in to the application form questions.</p> <p>B Elements in the application form will have a Must Have priority.</p> <p>C The application form must use the corporate logos.</p> <p>D The application form should offer the options of insurance for buildings, contents, loss of rent and minor accidents.</p> <p>E If insurance for buildings is selected, an additional entry for the rebuild value of the property should be provided.</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.

<p>Using the additional information provided for this question in the <i>Scenario Booklet</i>, answer the following question.</p>		
<p>Column 1 represents the list of requirements from the additional information. For each requirement in Column 1, select from Column 2 the priority appropriate to it, if the rules for prioritization are followed according to Agile Project Management guidance. Each selection from Column 2 can be used once, more than once or not at all.</p>		
	Column 1	Column 2
1	Requirement 1.	A Must Have
2	Requirement 2.	B Should Have
3	Requirement 3.	C Could Have
4	Requirement 4.	D Won't Have this time

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5	Requirement 5.
6	Requirement 6.

4.4 **Sequencing** – ‘position events in a sequence’. The example below demonstrates a Sequencing question based on the Matching type question. There is only one correct response to each question, but options from the second list may only be used once.

Column 1 is a list of the activities from the iterative development cycle within a timebox. For each entry in Column 1 indicate in which order it should be performed. Note that all the activities within the iterative development cycle may not be given in Column 1. Each selection from Column 2 can only be used once.

	Column 1	Column 2
1	Evolve	A First
2	Review	B Second
3	Plan	C Third

4.5 **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 about controlling the work in Timeboxes 2 and 3.

Lines 1 to 6 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	Instead of implementing the Could Have requirements from Timebox 2, Timebox 3 should have been started earlier.	BECAUSE	A project must deliver at least the minimum usable subset of requirements.
2	The estimates for Timebox 2 should have been reviewed in its Close-Out session.	BECAUSE	The lessons learned from previous timeboxes can be used to revise the estimates of the next timebox before it starts.

For example, in question 1 of the above, the assertion statement is false: a timebox intends to deliver Must Have, Should Have and Could Have requirements, and will only drop the Could Have if time is

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not available. The reason statement for question 1 is true: a project must deliver the minimum usable subset to be successful. The answer is therefore D.

In question 2 of the example provided above, the assertion statement is true: estimates would be reviewed against actual achievements at the Close-Out session. The reason statement is also true: one of the reasons why estimates for Timebox 2 would be reviewed is to learn lessons to improve the estimates for the next timebox. 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: <ul style="list-style-type: none"> (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.

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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 evaluation learning objectives. A whole paper will contain a maximum of 10 marks in total for level 2 questions and no level 1 questions.

6 TIME MANAGEMENT

The exam is 120 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 25 minutes is then allocated for each of the four questions, this will allow 5 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?

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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.

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

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.