



Vendor: IAPM

Exam Code: CSAPM

Exam Name: Certified Senior Agile Project Manager
(CSAPM)

Version: DEMO

QUESTION 1

Several agile teams deliver on time, but senior management states that the organization sees little business impact.

What is the most appropriate CSAPM interpretation?

- A. Teams are insufficiently trained
- B. Agile metrics are incorrect
- C. Delivery is disconnected from strategic outcomes
- D. Agile methods are unsuitable

Answer: C

Explanation:

At CSAPM level, delivery success without business impact indicates missing strategic alignment, not a team or method failure.

QUESTION 2

An organization introduces Scrum across all departments but decision-making remains centralized.

What is the most likely result?

- A. Improved predictability
- B. Increased delivery speed
- C. Agile rituals without agility
- D. Higher compliance

Answer: C

Explanation:

CSAPM exams often test this trap: process change without power shift creates "fake agility."

QUESTION 3

Senior stakeholders demand certainty in scope while operating in a highly volatile market.

What is the least damaging CSAPM response?

- A. Reject fixed scope entirely
- B. Provide rolling forecasts with decision checkpoints
- C. Freeze scope early and optimize execution
- D. Escalate conflict to governance

Answer: B

Explanation:

CSAPM balances reality and expectation by combining forecasting, transparency, and controlled decision points.

QUESTION 4

A high-performing team consistently bypasses architectural standards to move fast.

What should concern a CSAPM most?

- A. Reduced predictability
- B. Increased technical debt at system level
- C. Lack of discipline

D. Non-compliance with process

Answer: B

Explanation:

Senior agile focus is system sustainability, not short-term speed.

QUESTION 5

When scaling agile, what becomes the primary coordination challenge?

- A. Synchronizing sprint lengths
- B. Aligning incentives and goals
- C. Tool integration
- D. Role clarification

Answer: B

Explanation:

In CSAPM exams, scaling problems are rarely mechanical-they are organizational and motivational.

QUESTION 6

A CSAPM observes frequent escalations from teams asking for permission. What does this most likely indicate?

- A. Weak product ownership
- B. Low team maturity
- C. Unsafe decision environment
- D. Poor planning discipline

Answer: C

Explanation:

Escalation behavior signals fear of consequences, not lack of competence.

QUESTION 7

Which governance failure is most harmful to agile organizations?

- A. Insufficient documentation
- B. Late reporting
- C. Governance overriding learning
- D. Missing approval levels

Answer: C

Explanation:

When governance suppresses learning, agility collapses regardless of delivery speed.

QUESTION 8

A CSAPM is asked to "make teams more accountable." What is the most effective systemic action?

- A. Add performance metrics

- B. Link bonuses to velocity
- C. Clarify decision authority and consequences
- D. Increase management reviews

Answer: C

Explanation:

Accountability follows clear authority, not pressure or metrics.

QUESTION 9

An agile transformation shows good pilot results but fails after rollout. What was most likely missing?

- A. Coaching capacity
- B. Framework consistency
- C. Leadership behavior change
- D. Team training

Answer: C

Explanation:

CSAPM exams strongly emphasize: Agile transformations fail top-down, not bottom-up.

QUESTION 10

Which metric is most dangerous when used at senior management level?

- A. Lead time
- B. Customer satisfaction
- C. Velocity
- D. Benefits realization

Answer: C

Explanation:

Velocity misuse drives local optimization and manipulation-this is a classic CSAPM trap.

QUESTION 11

A CSAPM should intervene directly when:

- A. Teams disagree
- B. Velocity fluctuates
- C. Structural impediments block value flow
- D. Sprint goals are missed

Answer: C

Explanation:

Senior intervention is justified only at systemic or strategic level.

QUESTION 12

Why do "hybrid agile-waterfall" models often fail?

- A. Teams are confused

- B. Tools are incompatible
- C. Control logic conflicts with adaptability
- D. Planning becomes complex

Answer: C

Explanation:

The exam tests whether you see invisible control conflicts, not surface process issues.

QUESTION 13

A blame culture primarily increases which risk?

- A. Schedule risk
- B. Cost risk
- C. Hidden risk
- D. Technical risk

Answer: C

Explanation:

Hidden problems are the most dangerous risk in complex systems.

QUESTION 14

A senior agile manager should tolerate process variance between teams when:

- A. Teams request it
- B. Velocity improves
- C. Outcomes and principles are met
- D. Documentation exists

Answer: C

Explanation:

CSAPM assesses maturity by outcomes and values, not standardization.

QUESTION 15

What is the strongest indicator of agile maturity at organizational level?

- A. Number of certified roles
- B. Stable velocity
- C. Responsible adaptation of practices
- D. Tool standardization

Answer: C

Explanation:

Adaptation with discipline is a recurring high-level exam theme.

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