

# PMI

## Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®



#### NEW QUESTION 1

An organization initiates a pilot project to introduce agile methodology for the successful delivery of projects. What should the project manager do to share this project's knowledge and learning with wider organizational business groups?

- A. invite people from across the organization to attend daily stand ups
- B. invite people from across the organization to attend retrospectives
- C. Invite people from across the organization to attend the release meeting and project retrospectives
- D. Regularly meet with people across the organization to share the project's lessons learned and best practices

**Answer: D**

#### NEW QUESTION 2

A team working with a new technology faces a significant amount of uncertainty about its ability to deliver stories due to technical issues. What should the team do?

- A. Capture risks and make them visible, and use a burn down chart to focus on reducing risks early in the project.
- B. Ask the scrum master to extend the sprint's duration to allow more time to work through technical issues.
- C. Place the impacted stories on the story board, and use daily stand ups to make the product owner aware of the technical issues.
- D. Seek guidance from the development manager.

**Answer: C**

#### NEW QUESTION 3

During an iteration, an agile team discovers infrastructure requirements that were not initially considered. What should the team do to effectively manage this?

- A. Rework the iteration scope to accommodate these requirements.
- B. Add these requirements into the product backlog for future consideration.
- C. Raise the discovery of these requirements as an issue, and escalate to management.
- D. Immediately start working on these requirements.

**Answer: B**

#### NEW QUESTION 4

A product owner asks a newly formed scrum team how many story points will be completed in a sprint. What should the scrum master do?

- A. Engage the team to determine the sprint velocity based on previous agile projects
- B. Average the sprint velocity based on input from team members
- C. Share the sprint velocity obtained from the sponsor with the team
- D. Run multiple sprints before determining the sprint velocity with the team.

**Answer: A**

#### NEW QUESTION 5

An agile team provides feedback that user stories include insufficient details to understand the requirements. What should the agile practitioner do?

- A. Coach the product owner to update only the acceptance criteria.
- B. Instruct the agile team to fix the user stories during the next retrospective.
- C. Facilitate a user story workshop with the agile team.
- D. Inform the product owner's manager that the work items provide insufficient detail.

**Answer: C**

#### NEW QUESTION 6

A legal department representative contacts the scrum master because while the project's budget has been maintained it has exceeded its original contracted time and scope. What should the scrum master do?

- A. Meet with the team to gain alignment with the legal department's need to stay within the contracted time and scope
- B. Work with the customer to narrow the scope
- C. Share the project's trajectory with the legal department
- D. Meet with the legal department to help them understand that the customer and the team are satisfied with the time and deliverables

**Answer: D**

#### NEW QUESTION 7

Following a successful product release, senior management asks an agile team how to improve the value of the product for the next release. What should the team do?

- A. Conduct frequent demos and obtain feedback from users throughout the development of the next release.
- B. Inform senior management that since the product was successfully released, the project is considered delivered and should be closed.
- C. Request additional budget to implement a Scrum of Scrums approach to scale the teams and add capacity.
- D. Implement a better definition of done to ensure that continuous integration processes are managed effectively.

**Answer: A**

#### NEW QUESTION 8

When introducing agile processes to a company, a quality assurance (QA) manager resists and believes that the switch to agile will remove quality controls and documents. How should the agile practitioner address this concern?

- A. Educate the QA manager that in agile, quality is integrated from the beginning to end of the project.
- B. Write backlog items that include QA as part of the description.
- C. Ask for the current QA documents and incorporate them into the technical debt backlog.
- D. Ask the product owner to write tests and QA controls into the acceptance criteria.

**Answer:** A

#### NEW QUESTION 9

A member of the development team is working on a prioritized non-functional requirement involving integrating with a 3rd party system. This integration has not been done before on the project.

What should the project leader suggest?

- A. Develop and document a detailed architectural design, peer review with the development team, and implement/test.
- B. Develop the functional requirements of the solution first before any non-functional requirement, as they provide more customer value.
- C. Discuss the integration requirement with the product owner and negotiate it to be lower on the backlog to focus on the minimal marketable feature.
- D. Develop and test the implementation approach and demonstrate it at the next sprint review to collect feedback.

**Answer:** A

#### NEW QUESTION 10

Midway through a sprint, a scrum team member advises the team of a new requirement that may change the initial scope. What should the team do?

- A. Work on requirements that the product owner may have overlooked.
- B. Record the scope creep in the change management log.
- C. Add the new requirement to the product backlog.
- D. Ask the scrum master to secure additional time and resources.

**Answer:** D

#### NEW QUESTION 10

An agile team notices that the same problem continues to occur during multiple iterations. Several team members have suggestions to fix the problem. What is the proper agile approach to handle this?

- A. Hold frequent retrospectives and share the responsibility for making changes.
- B. Understand that this is the nature of innovative business and strive to work harder.
- C. Collect team member feedback and discuss them privately with the product owner.
- D. Conduct a team-building exercise to increase trust among the team members.

**Answer:** A

#### NEW QUESTION 15

The amount of information captured in the project's defects is varying within the development team. Team members are becoming frustrated with the defect quality inconsistencies and the frequent clarification required.

What should be done to address the issue?

- A. Stop the current iteration to discuss defect quality issues and explore solutions.
- B. Discuss and explore solutions in the next planning meeting and take corrective actions as required.
- C. Generate insights at the next retrospective and adjust processes as decided by the team.
- D. Assign corrective actions to the backlog for the team to identify the mandatory defect information.

**Answer:** C

#### NEW QUESTION 18

A new CIO advocates an agile framework for new IT projects, but the team has reservations. How should the CIO ensure that the team will be aligned with this?

- A. Obtain executive team buy-in by conducting a meeting to present the advantages of agile principles and processes.
- B. Issue a memo of understanding that agile principles should be implemented for all new projects.
- C. Introduce agile principles and processes, then make the change an experiment to obtain buy-in.
- D. Require all staff and management to attend agile training and adhere to its principles.

**Answer:** C

#### NEW QUESTION 23

Outing planning for the next iteration, an agile team identifies most of the story points that are expected to be delivered. How should an agile practitioner work with the team to help identify the iteration's remaining scope?

- A. Convince the team to stop planning and keep the size small.
- B. Identify the technically minimal and achievable tasks.
- C. Refer to the remaining prioritized backlog items.
- D. Select some of the smallest items from the backlog.

**Answer:** C

#### NEW QUESTION 25

The team is in the middle of an iteration and there is an urgent request for a small change to be introduced to the committed scope Unless this change is accepted there is no value to the customers during this iteration What must the agile practitioner do?

- A. Add the new change request as a new user story in the product backlog for the upcoming iteration
- B. Evaluate the impact of the change request and let the team and product owner decide and re-prioritize based on value
- C. Recommend cancelling the current iteration and plan the change request into the next iteration
- D. Recommend that the product owner add this change request as a user story to me backlog for the current aeration

**Answer: B**

#### NEW QUESTION 26

An agile project leader notices that the team's velocity has decreased. In examining data provided by team members, the project leader discovers that one team member has been slow to enter story statuses. What can happen as a result?

- A. The team will be unable to understand the iteration's status
- B. The team will be unable to judge the project design's validity.
- C. The team cannot give accurate updates to management
- D. Team collaboration cannot be measured effectively

**Answer: A**

#### NEW QUESTION 31

An experienced product owner presents the epics and corresponding stones during a release planning session with the established team The executive sponsor asks the team when the features will he delivered What should the agile team do?

- A. Evaluate how much can be delivered based on the Scrum Master's estimation
- B. identify a set of user stored based on the team's velocity
- C. initiate an estimation session
- D. Consult historical data for project completion

**Answer: D**

#### NEW QUESTION 33

Why should a project team reduce the work in process?

- A. It indicates poor project Quality
- B. It represents team members" utilization.
- C. It represents unrealized value
- D. It shows that the project is behind schedule

**Answer: D**

#### NEW QUESTION 35

Two similar stories A and B. are estimated at 3 story points Story C. is estimated a( 8 points Alter an iteration in which A and C were completed it is found that story A took much longer than story C. What should the agile practitioner do?

- A. Assign story B more than 8 story points so to provide a better estimate
- B. Add points to story B's iteration to account for the error but keep story B at 3 points
- C. Assign more resources to story B to bring it in line with the estimate
- D. Reestimate all stories including values for A B and C

**Answer: D**

#### NEW QUESTION 39

A new product owner shares the product vision during the team launch event. The team asks tor clarification on the product roadmap and its high-level features. What should the product owner do?

- A. Determine the required tasks for implementing the high-level features
- B. identify the detailed design for the high-level features
- C. Prioritize the product Backlog for the upcoming release
- D. Estimate the user stories in the iteration backlog

**Answer: B**

#### NEW QUESTION 42

A product owner concludes that the majority of a project's value can be delivered by completing only the first half of the prioritized backlog. What should the product owner do next?

- A. Remove the second half of the backlog, and communicate their decision in the next backlog grooming meeting.
- B. Reprioritize backlog items to future iterations.
- C. Work with the team to deploy the first half of the backlog to ensure that value is realized.
- D. Meet with project stakeholders to review the backlog and determine if the scope should be adjusted.

**Answer: B**

**NEW QUESTION 43**

What can an agile team use to prioritize stones?

- A. Planning poker technique
- B. Weighted average calculation
- C. Risk-value quadrant
- D. INVEST scale

**Answer: C**

**NEW QUESTION 47**

A project team identifies a number of technical challenges with features in the next sprint. What should they do?

- A. Request direction from the technical manager.
- B. Encourage the product owner to reallocate the features to another sprint.
- C. Determine who is best qualified to address the challenges.
- D. Ask the product owner to assign the tasks to the most appropriately skilled resources.

**Answer: C**

**NEW QUESTION 48**

An agile project manager notices that the product owner manages team members' day-to-day tasks in a way that distracts them from their core responsibilities. In addition, the team believes that their questions on product backlog prioritization are not being answered on time. What should the agile project manager do?

- A. Discuss and address this in the iteration retrospective.
- B. Let the product owner know it is the project manager's responsibility to drive a team's tasks
- C. Discuss the roles and responsibilities of the project team with the product owner.
- D. Ask the product owner to work extra hours to answer the team's questions.

**Answer: A**

**NEW QUESTION 49**

During a daily stand up meeting, a developer expresses concerns that the selected technology limits the number of concurrent users. What should the agile team lead do?

- A. Ask the team to conduct research to find a viable solution.
- B. Select a better technology for team implementation.
- C. Obtain customer input on their technology requirements.
- D. Consult the product owner about their non-functional requirements.

**Answer: C**

**NEW QUESTION 50**

During sprint planning the product owner wants the team to prioritize and deliver a number of features which have the highest business value. Due to technical dependencies the team does not agree with the prioritization. What should the project leader do?

- A. Encourage the product owner and team to reprioritize the features and select ones which can be delivered without any dependencies
- B. Encourage the team to continue with the current plan, do what they can, and carry forward the work not done to the next iteration
- C. Ensure the team captures the technical dependencies as issues within the backlog and prioritize based on value optimization
- D. Ensure that the required subject matter experts (SMEs) are engaged by the product owner to help with backlog prioritization

**Answer: C**

**NEW QUESTION 52**

An agile team is working on the first sprint, and have already planned the second and third sprints. However, market conditions now require a change to the features. What should the product owner do?

- A. Communicate the importance of the business need to the team and refine the product backlog.
- B. Ask the team to discuss the changes to the features with the customer.
- C. Meet with the agile team lead to prioritize the requirements.
- D. Discuss and prioritize the requirements with the team.

**Answer: A**

**NEW QUESTION 55**

A scrum team has eight developers, but only two are database engineers. During the last few retrospectives, the team identified that most sprint stories are dependent upon database engineers. This has created a bottleneck in completing stories. What should be proposed to the team?

- A. Have other team developers attend training to learn database skills.
- B. Monitor the retrospectives of two additional sprints before taking action.
- C. Plan fewer stories for the sprint to reduce the database engineers' workload.

D. Ask the scrum master to work with the product owner to remove backlog stories that have database dependency.

**Answer: C**

**NEW QUESTION 57**

A team's technical lead believes that manual testing tasks should be conducted by junior team members below their level. The junior team members think it is unfair and refuse the tasks.

What should the scrum master do?

- A. Tell the technical lead to do the testing.
- B. Facilitate an open and focused team discussion that reinforces team agreements.
- C. Ask the team manager to advise the technical lead that all tasks are important.
- D. Encourage the team to take ownership of the delivery.

**Answer: B**

**NEW QUESTION 61**

Why should an agile coach model agile principles and behaviors, become self-aware, and be present?

- A. To better listen, serve and help the team grow their strengths individually and as a team
- B. To convince people what they need to do
- C. To help better disguise the command and control approach
- D. To understand team dynamics and develop a high performing team

**Answer: A**

**NEW QUESTION 65**

Agile team A struggles to deliver committed stories due to technical dependencies with team B, which continuously fails to meet its delivery commitments. What should the agile team lead do?

- A. Create a new team to deliver the dependencies, and bring team B under performance management.
- B. Conduct a vision-sharing session with the teams to communicate the project's overall goals.
- C. Swap team members from both teams so that deliveries are better supported.
- D. Discuss negotiating the delivery timelines with team A.

**Answer: B**

**NEW QUESTION 69**

During the implementation of a story, a scrum team notifies the scrum master of a technical challenge that is causing a delay. What should the scrum master advise the team to do?

- A. Implement the story since the team is running behind schedule.
- B. Create a spike to finalize the story's technical approach.
- C. Transfer the story to a scrum team experienced in solving similar problems.
- D. Ask the product owner to reduce the story's priority and wait until more technical details are available.

**Answer: D**

**NEW QUESTION 74**

An agile team is planning the next iteration for a product release that has accumulated technical debt. What should the team do?

- A. Add code cleanup activities to the product backlog and request prioritization by the product owner
- B. Add code cleanup activities to the next iteration and request clarification from the product owner
- C. Add code cleanup activities to the next iteration and ask the product owner to end the current iteration
- D. Add code cleanup activities to the next release backlog and request documentation from the product owner

**Answer: A**

**NEW QUESTION 76**

A product owner adds a 21-point, high-priority story to a sprint backlog. The team is concerned that it cannot be completed during the current sprint. What should the team do?

- A. Advise the product owner that the story will have to wait until the next sprint.
- B. Work extra hours to complete the story and satisfy the customer's requirements.
- C. Break down the story into smaller increments and negotiate other stories on the sprint backlog.
- D. Increase the length of the sprint to accommodate the story.

**Answer: A**

**NEW QUESTION 77**

An agile practitioner wants to communicate the effect of technical debt on the project. What should the practitioner do?

- A. Post and discuss rises in the burn down chart
- B. Adjust story points to account for technical debt.
- C. Log technical debt as an impediment.

D. Add refactoring tasks to all stones

**Answer: C**

#### **NEW QUESTION 78**

Two teams have received project requirements and completed estimates. Team A estimates 420 story points for scope and 30 story points for velocity per sprint. Team B estimates 280 story points for scope and 20 story points for velocity per sprint. Both teams have same number of team members and have an assumed sprint duration of 2 weeks.

What can an agile practitioner conclude about team A and team B's estimates?

- A. Team B has underestimated scope compared to team A.
- B. Team A is more confident in delivering velocity than team B.
- C. Both teams need to indicate their proposed technology before the estimates can be analyzed.
- D. Both teams have estimated the project to be of same size.

**Answer: D**

#### **NEW QUESTION 80**

A company president is concerned about the impact of a natural disaster on the company. How should management identify areas to apply its resources and mitigate potential impacts?

- A. Establish and keep an active risk register that includes mitigation strategies and a cost-benefit analysis.
- B. Establish and keep an active risk register based on qualitative risk analysis and expected losses.
- C. Have each development team post the highest risk development items on the information radiator.
- D. Avoid risk by splitting development teams into two locations to ensure knowledge continuity.

**Answer: A**

#### **NEW QUESTION 82**

A new project starts and team members are pooled together to execute it. The team works together and moves from the forming stage into the storming stage. However, potentially destructive conflicts are now arising.

What should the agile coach do to develop members into a high-performance team?

- A. Teach the team how to work comfortably in chaos.
- B. Provide strong facilitation and conflict-resolution guidance.
- C. Allow the team to resolve issues on their own.
- D. Observe each team member and advise them on team relationships.

**Answer: B**

#### **NEW QUESTION 87**

At the end of a product development phase, an agile project team confirms that all tests have passed. The product is released, but the customer complains that it is deficient.

What should the project team have done prior to product release?

- A. Requested approval from the project sponsor
- B. Undertaken a review of all requirements
- C. Conducted an end-of-phase demonstration
- D. Performed a retrospective to validate project deliverables

**Answer: D**

#### **NEW QUESTION 90**

A newly formed development team experienced difficulty with accurately estimating product backlog items. As a result, the team failed to deliver all of the features in the sprint backlog for the past two iterations.

What should the team do to improve the accuracy of their estimates?

- A. Decrease the sprint time box until the team is able to deliver the entire agreed-upon sprint backlog in a single sprint
- B. Discuss estimating techniques in the daily scrum meeting
- C. Increase the size of the development team until the team is able to deliver the entire agreed-upon sprint backlog in a single sprint
- D. Begin tracking estimated effort metrics as an input to performance evaluation.

**Answer: B**

#### **NEW QUESTION 93**

After a successful product deployment, a key stakeholder informs an agile team member that an implemented feature is failing to deliver its expected business value. The team member replies that the requirement was provided by the customer, and that the scope was clearly met.

If the problem were an issue of requirement elicitation rather than delivery, what should have been done to avoid this situation?

- A. Stakeholders should have regularly been engaged to obtain feedback and reduce the functionality risk.
- B. The team should have used the lean principle of delay, so that actual facts could be considered rather than assumptions and predictions.
- C. Interdependent teams should have been engaged using a collaborative approach to identify and leverage the best support.
- D. An owner should have been identified to obtain timely stakeholder feedback.

**Answer: A**

#### NEW QUESTION 98

Midway through a sprint, a team member discovers that the product design fails to adhere to the organization's enterprise architecture standards. Since this required escalation to the architecture team for further analysis and resolution, the team was unable to deliver its sprint goal and the sprint was cancelled. What should the team have done to avoid this?

- A. Escalated the issue to management
- B. Ensured the early engagement of key stakeholders
- C. Provided feedback to the architecture team to change the enterprise architecture standards
- D. Raised an exception for non-adherence to the enterprise architecture standards for this product

**Answer: B**

#### NEW QUESTION 101

Prior to a retrospective, discussions among team members indicate conflict. An agile practitioner wants to ensure an open and safe environment during the retrospective. What should the agile practitioner do?

- A. Review established ground rules with the team.
- B. Ask team members specific questions to identify the cause.
- C. Encourage the team to continue working to maintain the iteration's schedule.
- D. Meet with the product owner and stakeholders to discuss the issue.

**Answer: A**

#### NEW QUESTION 102

What can a team use to prioritize stories?

- A. MoSCoW method
- B. Planning poker technique
- C. Weighted average calculation
- D. INVEST scale

**Answer: A**

#### NEW QUESTION 107

More details for a story are required before the upcoming sprint planning meeting. What should the scrum master do?

- A. Email the product owner requesting detailed story specifications and wait for a response
- B. Gather the details from the team members before sprint planning
- C. Schedule a story grooming session with the product owner before sprint planning
- D. Conduct a planning poker session with the team

**Answer: C**

#### NEW QUESTION 111

When a team member encounters an issue in an agile environment, what should they do?

- A. Limit communication between the team members and the customer to prevent unnecessary anxiety
- B. Manage communication between all team members and the customer to promote effective and transparent collaboration
- C. Manage communication between a few team members and the customer so that they may convey information to other team members
- D. Facilitate one-on-one communication between team members to reduce conflict and inefficiencies

**Answer: D**

#### NEW QUESTION 113

A team identifies the number of threats and lists them in the order in which they were identified. After analyzing a cause-and-effect diagram, the ownership of the threats and their treatment is assigned, and a number of risk cards are placed on the Kanban board.

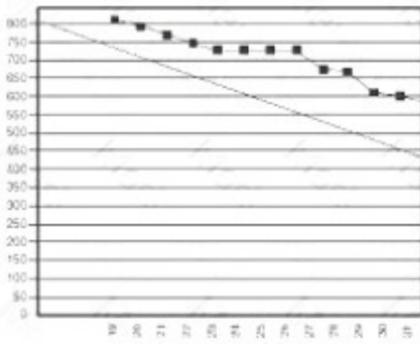
What approach should be used to manage these threats?

- A. Create a risk register detailing the threats, their causes, and their treatment strategies; and complete ownership to provide tighter risk control and a stakeholder communication tool.
- B. Focus on the threats during the daily stand up and ensure they are visible to the entire team and other interested parties.
- C. Prioritize the risks based on their criticality and timing, and track actions to closure.
- D. Ensure that the prioritization of threats is complete, and that ownership actions are assigned and visible to everyone.

**Answer: D**

#### NEW QUESTION 115

Based on the burndown chart, what is the iteration's status?



- A. It trended ahead of schedule and completed everything on time
- B. It took more time than expected and had to be lengthened
- C. It trended behind schedule and did not complete everything on time
- D. It took less time than expected and had to be shortened

**Answer: C**

**NEW QUESTION 119**

The learn is refining user stories during the backlog grooming session and confused on the acceptance criteria and level of details What should the agile practitioner do?

- A. Complete the test cases before creating the story in the backlog
- B. Define the detailed business requirements so that the team can continue with development
- C. Define the user stories with just enough details so the team can collaborate continuously
- D. Ensure the acceptance criteria includes testing scenarios, so the learn can do thorough testing

**Answer: C**

**NEW QUESTION 121**

How can a scrum team obtain more feedback from a minimally responsive outside stakeholder?

- A. Keep sprints short.
- B. Invite the stakeholder to the daily stand ups.
- C. Ask the stakeholder for estimates for each user story.
- D. Schedule more demos during each sprint.

**Answer: A**

**NEW QUESTION 125**

A project team meets to estimate user stories for a sprint. While an important non-functional requirement must be delivered in the sprint the estimate exceeds sprint capacity. What should the team do?

- A. Estimate only functional requirements that will impact product quality
- B. Add team resources
- C. Refer the issue to the product owner
- D. Break non-functional requirements into those that can be delivered in the given sprint

**Answer: C**

**NEW QUESTION 129**

During product development, changes in technology and regulations require the team to reassess product architecture. How should this technical debt be captured?

- A. Include it in the product backlog and use a new indicator to annotate that it is technical debt.
- B. Include it in the product backlog as a low-priority issue.
- C. Since it is not a part of agile methodologies, it should not be tracked.
- D. Have team members maintain personal lists of issues and consolidate the lists during review.

**Answer: A**

**NEW QUESTION 133**

A project's first iteration contains item A, and its second iteration contains item B. The first iteration is behind schedule which will impact the second iteration. Since items A and B are similar a team member suggests beginning the design of item B. What should the agile practitioner do?

- A. Defer starting the design of item B until the second iteration is being planned
- B. Proceed with the design of item B, since it will hasten the second iteration
- C. Escalate the issue to the customer and obtain their approval before starting the design of item B
- D. Log the issue in the risk register and request change control board (CCB) approval

**Answer: B**

**NEW QUESTION 136**

A product owner feels that the last sprint failed to sufficiently deliver what was valuable to the organization's overall project goals. What should the scrum master

mention at the next retrospective?

- A. Solutions to project problems that were built into the last sprint
- B. Problems that arose
- C. Solutions that saved that organization the most time and money
- D. Problems that were solved

**Answer:** A

#### **NEW QUESTION 140**

Business stakeholders of an agile project frequently skip the review meetings. What should the agile practitioner do?

- A. Ask the product owner to inform all stakeholders about the project's progress.
- B. Send meeting notes to all stakeholders after each review meeting.
- C. Include the results of the review meetings in the information radiators.
- D. Convince the stakeholders of the benefits of attending the review meetings.

**Answer:** D

#### **NEW QUESTION 145**

What should a Scrum Master do when one team member falls behind in their tasks'?

- A. Move the task to another team member who has spare capacity in the sprint
- B. Ask the team for suggestions
- C. Privately offer the team member encouragement to meet task commitments
- D. Notify the product owner

**Answer:** B

#### **NEW QUESTION 147**

A company is considering developing a new, complex application that will require a large initial investment. However, if successful, the profit potential is high. When preparing an analysis, what should be used to encourage stakeholders who are concerned about project failure to authorize the initial investment?

- A. Calculated planned percent complete (PPC)
- B. Many small minimally marketable features (MMFs)
- C. Story points rather than cost estimates
- D. Calculated earned value (EV)

**Answer:** B

#### **NEW QUESTION 149**

During a backlog refinement meeting, a senior team member raises a concern about an epic sizing that requires the use of a new interface for a vendor product. The product owner acknowledges this as a risk. What should the product owner do now?

- A. Log the risk in the risk register, and share the information with impacted stakeholders at the next monthly review meeting.
- B. Create a spike story to determine what needs to be done to use the new interface.
- C. Lower the epic's priority so that it can be deferred, and analyze it during backlog refinement meetings.
- D. Move the work to the vendor, since they have better knowledge of interface implementation.

**Answer:** B

#### **NEW QUESTION 153**

A new agile team member notices that the team's current process involves excessive documentation. What should the new team member do?

- A. Teach the team the appropriate agile principle, obtain consensus, and drive adoption.
- B. Allow another team member to prepare those documents that do not appear to bring value.
- C. Notify the project manager about other documentation techniques, and identify which documents bring value and which do not.
- D. Follow the existing process to avoid conflicts.

**Answer:** A

#### **NEW QUESTION 158**

A team member on a new scrum project previously provided support to another application. Due to issues with that application the team member's former supervisor continues assigning them tasks related to that project. The new project's scrum master includes this issue in the risk register. What should the scrum master do next?

- A. Monitor the threats and risks while allowing the team member to multitask on both projects
- B. Assign more resources to the sprints to compensate for the absences of the team member
- C. Ensure that the threats and risks are communicated and addressed
- D. Assign fewer stories to the sprints so that the team member can still meet sprint goals

**Answer:** C

#### **NEW QUESTION 161**

A product's scope and acceptance criteria have been defined, and the product is planned for release at the end of the next quarter. What should the project team do next?

- A. Estimate the project team's capacity.
- B. Determine how much work can be delivered.
- C. Calculate how much work will fit into the next iteration.
- D. Estimate items in the product backlog.

**Answer: A**

#### **NEW QUESTION 163**

Midway through a sprint the scrum master identifies that reassigning a certain task could help the team meet its sprint goals. What should the scrum master do next?

- A. Alert the team that sprint goals might not be met and create an alternative plan
- B. Obtain team buy-in to perform modifications to the sprint backlog
- C. Have the sprint proceed as planned
- D. Ask the team to decide if the task should be reassigned

**Answer: B**

#### **NEW QUESTION 164**

During project inception an agile practitioner engages the stakeholder to ensure alignment on the project's strategy and vision The stakeholder asks for detailed requirements design, and delivery plans What should the agile practitioner do?

- A. Provide all information requested by the stakeholder
- B. Set expectations regarding the appropriate level of details requested during this stage
- C. Inform the stakeholder that no detailed documents are provided using agile practices
- D. Ask the team to supply the information to the stakeholder

**Answer: B**

#### **NEW QUESTION 166**

A globally distributed project team is using email and phone calls as the only way to share information. Delays in resolving issues often occur due to misinterpreted communications, leading to a lower team velocity. What steps should the project leader take to improve knowledge sharing?

- A. Meet individually with each team member to identify the issues and relay information to the remaining members through status reports.
- B. Establish a live video feed between the dispersed teams to enable spontaneous engagement and collaboration on issues.
- C. Request that the customer co-locate the team to overcome the communication issues, as this is the only method to ensure agility.
- D. Inform the customer of the challenges and lower velocity of the project to accommodate for the slower delivery pace.

**Answer: B**

#### **NEW QUESTION 170**

Team A is working on the second sprint of a product release Team B, which is an interdependent team located on the same floor requires extensive and frequent information to complete its sprint goal What should the agile team lead do?

- A. Create a central repository for information, and provide access to team B
- B. Use an information board that will be visible to anyone passing through the workspace
- C. Email all stakeholders with status updates
- D. Provide team B with the information on an "as needed" basis

**Answer: A**

#### **NEW QUESTION 173**

When prioritizing features to be delivered in an iteration, on what features should an agile team defer work?

- A. High-risk and high-value
- B. High-risk and low-value
- C. Low-risk and low-value
- D. Low-risk and high-value

**Answer: B**

#### **NEW QUESTION 176**

The agile practitioner has determined that two different team members are working on addressing the same major issue on the project. How should the agile practitioner address this?

- A. Implement a burnup chart and add the issue resolution as a task to the product backlog for the customer to prioritize.
- B. Add the issue to the kanban board and assign it to the team member who has made the most progress on resolving it.
- C. Conduct a root-cause analysis on the issue and identify related risks and risk response owners at the next retrospective.
- D. Document all project issues in a common space and ask the team members to decide on task allocation principles.

**Answer: D**

#### NEW QUESTION 177

An organization highly values security. However, a team member on a project has found a way to save time and money with less robust security features. What should the team member do?

- A. Influence the customer
- B. Mention the idea at the next retrospective
- C. Show the customer how much time and money would be saved.
- D. Present the idea at the next ceremony attended by stakeholders to obtain their input

**Answer:** D

#### NEW QUESTION 182

An executive sponsor of a new scrum team actively attends scrum ceremonies. How does this benefit the team?

- A. It helps the team learn to focus on and meet sprint goals
- B. It reminds the team about who sponsors the project
- C. It provides high-level project updates to the sponsor
- D. It helps to quickly resolve issues using the sponsor's influence

**Answer:** A

#### NEW QUESTION 186

Stakeholders are displeased with the latest release of a product's software. While most stakeholders attended every sprint review, they were otherwise largely uninvolved in the project. What should the agile practitioner have done to ensure stakeholder satisfaction?

- A. Communicated early and often, as outlined in the communications matrix
- B. Ensured engagement among stakeholders and the product owner
- C. Conducted additional stakeholder reviews and demos
- D. Worked with the product owner to prioritize user stories

**Answer:** B

#### NEW QUESTION 187

During the iteration planning of a newly onboarded agile team, the product owner adds a set of high priority user stories into the iteration backlog. What should the team do first to define the tasks needed to implement the user stories?

- A. Self-organize
- B. Assign tasks to each team member
- C. Meet with the customer
- D. Identify the Scrum Master

**Answer:** A

#### NEW QUESTION 192

The customer needs assistance in determining the efficiency of a set of process activities within the solution. What should the agile team do?

- A. Discuss the efficiency at the next iteration retrospective
- B. Review the process value stream to determine potential improvements
- C. Review the value the customer receives from the user story to determine backlog priority
- D. Discuss the performance of the solution at the next sprint review

**Answer:** D

#### NEW QUESTION 196

During an iteration planning meeting, the team suggests changes to add product value that will require extra work and impact the schedule. What should the agile project leader do?

- A. Re-estimate the project.
- B. Finish the product as it was initially planned.
- C. Try to include as many changes as possible.
- D. Ask the product owner for approval to proceed.

**Answer:** D

#### NEW QUESTION 200

How should an agile project leader interact with the product owner?

- A. Conduct regular one-on-one meetings to review development features and trace them back to the product roadmap.
- B. Ensure that they attend regular sprint meetings to provide product-feature feedback.
- C. Share any new versions of the project plan with them, including updated statuses for tasks and project milestones.
- D. Schedule meetings where they can provide team direction regarding new-feature priorities and upcoming sprints.

**Answer:** C

#### NEW QUESTION 205

A development team for a small company experiences long delays between product completion and release for validation and testing. The company is concerned that this will impact its ability to compete in the marketplace. What analysis should the team use to understand the issues?

- A. Risk management
- B. Variance and trend
- C. Kano model
- D. Fishbone diagram

**Answer: D**

#### **NEW QUESTION 210**

There is a database feature requiring three members of a seven person team. A meeting is scheduled at the beginning of the sprint to go over technical needs to complete the story.

Who should the Scrum Master invite to the meeting?

- A. The core team and the customer
- B. The product owner and key stakeholders
- C. The customer and the sponsor
- D. The core team and the product owner

**Answer: D**

#### **NEW QUESTION 211**

A new team member asks what changes could accelerate a change to the project plan. What should be the proper response?

- A. Competitors joined forces with the team
- B. The customer Changed requirements
- C. Project team members obtained additional certifications
- D. Technology which did not interfere with the final product

**Answer: B**

#### **NEW QUESTION 214**

What should a team consider when calculating the effort needed to complete a product backlog?

- A. The increase in velocity and cost
- B. A buffer in the sprint to mitigate unexpected risks
- C. Assigning extra points to each task to allow time for changes
- D. Stories describing infrastructure tasks and analysis tasks

**Answer: D**

#### **NEW QUESTION 218**

The product owner of a team starts the iteration review with a quick walkthrough of the iteration goal, the list planned stories with status, and a demo of all the stories to the business. What should the product owner have done differently?

- A. Demonstrated only the completed stories and seek stakeholder feedback
- B. Presented the budget situation and review the cost variance
- C. Reviewed the test results to gain confidence from the stakeholders
- D. Presented a demo of all the stories including the work in progress stories

**Answer: A**

#### **NEW QUESTION 220**

Midway through an iteration, an agile team learns that a team member will be unavailable for the next two iterations. As a high-performance team what should the team do?

- A. Raise an impediment that resource tasks will be blocked, and notify the product owner
- B. Ask the delivery manager for a temporary resource
- C. Ask the scrum master to assign that team member's tasks to the next available resource
- D. Assume the team member's tasks to meet iteration goals, and notify the product owner.

**Answer: A**

#### **NEW QUESTION 224**

A team member has spent 5 days on a spike and the first set of experiments has not been successful. The issue is the development team member has determined a short-term rather than a long-term solution.

What should the project leader do?

- A. Assign the spike to another resource to continue research for the long-term solution
- B. Re-establish the spike, encourage experimentation and collaborate with the team.
- C. Stop experimentation and negotiate the short-term solution with the customer.
- D. Schedule a root-cause analysis with the development team on the main issues with the spike

**Answer: B**

#### NEW QUESTION 226

Throughout the project, an agile practitioner notices that one team member is becoming an emergent leader. What should an agile practitioner do?

- A. Present opportunities in order to be supportive and grow that team member's talents.
- B. Encourage the team member to fit in more with the established team norms.
- C. Bring this to management's attention so they don't disrupt the team.
- D. Ask team member to respect defined roles on the project to avoid confusion with the team.

**Answer:** D

#### NEW QUESTION 227

During iteration planning, it was determined that an epic should be decomposed. What was the determining factor?

- A. Size and priority
- B. Minimum marketable features
- C. Release plan
- D. Sprint mapping

**Answer:** A

#### NEW QUESTION 230

As user stories are developed, what should be done to record and update acceptance criteria?

- A. Add more user stories.
- B. Use sprint retrospectives.
- C. Update current user stories.
- D. Update new tasks in the project plan.

**Answer:** A

#### NEW QUESTION 234

During sprint retrospectives, some team members are very vocal and tend to dominate the conversation, while others are more reserved and less likely to participate. What should the scrum master do?

- A. Encourage all team members to participate, and have them type their retrospective feedback into the agile lifecycle management tool.
- B. Ask more specific questions during the retrospectives.
- C. Use retrospective techniques, such as silent writing, clustering, and dot voting to field feedback prior to discussion by the team.
- D. Ask team members to email feedback that can be summarized in a spreadsheet for the team.

**Answer:** A

#### NEW QUESTION 235

Following an upgrade, a software support team is overwhelmed by the number of tickets being submitted by end users. The team's manager is pushing the team to "work smart" by focusing on activities that deliver the most value in the least amount of time. What should the team do?

- A. Work longer hours to complete more of the support backlog.
- B. Work support tickets in the order in which they were received.
- C. Place tickets on hold until the team completes an analysis of the backlog to identify and resolve systemic issues.
- D. Add members to the support team.

**Answer:** C

#### NEW QUESTION 237

After completing the release plan, the team realizes that the project is very likely to have a negative ROI. What should the team do?

- A. Prioritize the backlog, and remove low-priority stories from the release plan to ensure a positive ROI.
- B. Replace some team members to reduce the release costs and minimize a negative ROI.
- C. Perform a root-cause analysis to remove waste from the delivery process and increase the ROI.
- D. Communicate the risk of a negative ROI to the stakeholders, and update the release plan.

**Answer:** C

#### NEW QUESTION 240

The agile team disagrees with the business stakeholders on completing some epics. What could help eliminate misunderstandings?

- A. Agree on requirements with all stakeholders
- B. Begin planning every four iterations
- C. Consider previous sprint demo feedback when planning the next sprint
- D. Include the reasons for the project in the contract

**Answer:** A

#### NEW QUESTION 245

An agile practitioner becomes a Scrum Master on an established Scrum team. After introductions, what should the agile practitioner do?

- A. Coach team members to improve functional specialties and increase overall velocity.
- B. Identify where team processes misalign with accepted Scrum practices.
- C. Facilitate the identification of problems or issues and help the team resolve them.
- D. Review the backlog to ensure that it is prioritized, refined, and properly tasked.

**Answer:** D

**NEW QUESTION 246**

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