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Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®

NEW QUESTION 1
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 2
An agile project has three more iterations before the release. There is a lot of report functionality to be created and defects to be cleared. During a daily scrum, a team member suggests a timebox spike to find a more efficient way to deliver reports.
What should the project leader do?

A. Encourage the team to self-organize and determine how to best complete their existing work and this spike.
B. Encourage the team to complete their just existing work since the team velocity indicates they are already struggling to meet the release goal.
C. Direct the team to defer the spike until the next release and add the action on the backlog for prioritization.
D. Direct the team to work on the spike immediately given the importance of reporting functionality to complete the iteration.

Answer: A

NEW QUESTION 3
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 begining 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 4
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 5
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 6
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 7
A mature agile team welcomes a new member. Due to poor experiences with a previous team, the new member is reluctant to communicate.
What should the agile project leader do?

A. Bring up the new member's impediments at the next meeting to demonstrate team support of input.
B. Assure the new member that inputs on impediments are valued, and demonstrate this at the next meeting.
C. Have a senior lead work with the new member to avoid a negative impact on team productivity.

D. Privately work with the new member to address any impediments.

Answer: C

NEW QUESTION 8
A team is delivering work as per the sprint plan, and team velocity is stabilized. However, at the end of the release, the customer is dissatisfied with project quality. What should the agile project manager have done to avoid this?

A. Invited end customers to attend the stand ups
B. Organized design review sessions with the customer to obtain sign-off
C. Held regular meetings with the product owner and project team to elicit detailed business requirements
D. Conducted frequent review meetings with the customer to continually enhance delivery effectiveness

Answer: D

NEW QUESTION 9
What can an agile team use to prioritize stones?

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

Answer: C

NEW QUESTION 10
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 10
During a planning session, four out of five team members vole to include eight story points m a particular story, while the fifth member votes for five story points
How should this be handled7

A. The story should be assigned eight story points as per the majority vote.
B. The story should be added to the backlog and reassessed later
C. The story should be assigned points after a discussion with the fifth team member to see if a consensus can be reached
D. The decision for the number of story points should be made by the customer

Answer: C

NEW QUESTION 11
Based on the backlog metrics in the chart, what can explain the Jump in points at the end of iteration 4?

Backlog at start	500 points
End of iteration 1	475 points
End of iteration 2	450 points
End of iteration 3	425 points
End of iteration 4	450 points

A. The team neglected to account for support and maintenance costs associated with other supported products
B. The team discovered that previously accepted work could be greatly improved and added story points associated with that work
C. The team realized that some stories were underestimated relative to other stones and reestimated as needed
D. The team learned that the product owner needed to increase the output in the next release

Answer: D

NEW QUESTION 14
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 18
The product owner wants to build security firewalls into the product. How can the team members support this?

A. Add new security features to the backlog and prioritize.
B. Execute a spike to research security features for the project.
C. Ask questions to determine where and how the product owner wants to use the product.
D. Ask questions to determine if the product owner can define the desired level of security.

Answer: C

NEW QUESTION 21
A learn member 15 stressed due to a heavy workload, while other team members have some slack in their schedules How should the learn lead address this?

A. inform management, and suggest that additional resources may be required
B. Discuss me issue with the learn m me daily stand up meetings
C. Meet personally with the stressed learn member to brainstorm ways to better manage their lime
D. Begin tracking the stressed learn member's tastes in a separate backlog for additional analysis and reporting

Answer: C

NEW QUESTION 22
During a retrospective the agile practitioner discovers that a team member's process improvement idea has worsened the outcome What should the agile practitioner do?

A. Commend the team on
B. trying the idea then encourage discussion regarding alternatives
C. Ask a manager to direct the team on fixing the process
D. Encourage the team to continue executing the idea to see if it improves
E. Privately speak with the learn member to convey that their idea worsened the outcome

Answer: D

NEW QUESTION 24
An agile team member from a cross-functional team has been unable to complete assignments due to tasks assigned by the functional manager What should the Scrum Master do?

A. Dismiss the learn member
B. Discuss the situation with the functional manager
C. Report the functional manager to the project sponsor
D. Demand that the functional manager respect the protect charter

Answer: B

NEW QUESTION 26
A seven-member agile team's composition varies considerably in age, gender, culture, personality type, and professional background. When planning a team-building event, what type of interpersonal skills should the project leader use?

A. Networking
B. Social awareness
C. Communication
D. Leadership

Answer: B

NEW QUESTION 29
Midway through a project, the product owner learns from the sponsor that a major component, which is already 20 percent complete, is unimportant to users. The component was part of the approved scope and a key selling point for the project.
What should the product owner do next?

A. Obtain approval from the change control board to discontinue the component.
B. Ask the team to continue developing the component.
C. Ask the team to discontinue developing the component.
D. Request the sponsor's formal approval to discontinue the component.

Answer: C

NEW QUESTION 33
An event management team is following an agile approach to prepare for an upcoming conference. The regional sales manager, from where the conference is to be held, contacts the team with a number of questions about the company's booth.
What should the team do?

A. Inform the sponsor about the regional sales manager's disruptiveness and ask that all questions be diverted to the weekly meetings.
B. Stay focused on the current iteration and let the project manager deal with the regional sales manager's questions.
C. Invite the regional sales manager to the next iteration review to share the progress.
D. Create a risk on the risk register to account for some potentially new requirements from the regional sales manager.
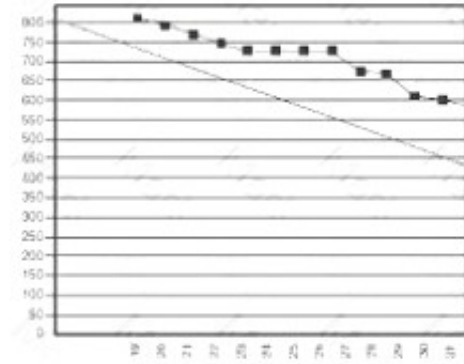
Answer:

C

NEW QUESTION 35
Unable to meet a sprint's committed velocity, an agile team approaches the agile coach to define the next sprint's velocity. What should the agile coach advise?

A. Split each story into multiple stories to meet the desired velocity.
B. Set the velocity to the delivered story points of the last sprint.
C. Use different estimation methods for stories and defects to meet the desired velocity.
D. Re-estimate by assigning more story points to smaller stories to increase the velocity.

Answer: B

NEW QUESTION 37
Based on me 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 41
On an agile project some of the development team is struggling to understand how the tasks and use stones fit into the overall product. How should this be addressed?

A. Review the iteration goals and have the team each describe the work to create shared understanding
B. Create a story map for the minimal viable product (MVP) functionality
C. Capture this as a task in the retrospective and ensure there is more detail provided at the next planning session.
D. Have the product owner explain the product vision and review the release plan with the team

Answer: B

NEW QUESTION 44
During the review session, the product owner discovers that the user interface has a response time of 10 seconds The non-functional requirements state that it should respond in less than two seconds. The team complains that this requirement was not communicated to them.
What should have been done to avoid this?

A. A comprehensive user story with all non-functional requirements should have been created.
B. Non-functional requirements should have been added to the acceptance criteria
C. Non-functional requirements should have been added to the definition of done
D. A team review of the scope of work should have been conducted

Answer: A

NEW QUESTION 45
A product owner feels that the last sprint tailed to sufficiently deliver what was valuable to the>r 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 47
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 51
What estimation technique is an agile team using when collectively estimating the relative size of its stories using story points?

A. Parametric
B. One-to-one comparison
C. Affinity
D. Planning poker

Answer: D

NEW QUESTION 53
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 58
A product owner complains that some of the requirements identified several Aerations ago have not been implemented. The product owner wants to know why the status of these requirements was not communicated
What should the Scrum Master do?

A. Point out that the team chose to work on other requirements to speed up the project
B. Ensure that the product owner reviews the contents of the information radiator
C. Ensure that the next sprint planning meeting reviews the satisfaction histogram
D. Point out that it is the responsibility of the product owner to clarify requirements

Answer: B

NEW QUESTION 61
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 the 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 63
An agile team delivered a feature in the last iteration. The product owner, who missed the planning and review meetings, was dissatisfied with the feature. The team conducted a retrospective and reviewed the user stories related it.
What should the agile team do next?

A. Ensure that the product owner reviews the acceptance criteria for delivered user stories.
B. Augment the quality assurance and continuous integration processes for delivery.
C. Approach the relevant developers and testers regarding quality issues in upcoming iterations.
D. Ask the product owner to define the entire scope of delivery two to three iterations in advance.

Answer: A

NEW QUESTION 67
A scrum master is part of a project team using technologies overseen by the IT department. The IT director oversees several company initiatives and is unfamiliar with the details of each one.
As an active project stakeholder, to which meeting should the IT director be invited?

A. Planning
B. Daily scrum
C. Sprint demo
D. Retrospective

Answer: B

NEW QUESTION 71
During a sprint review, the product owner identifies a required improvement for a feature's user interface (UI) delivered during the sprint. What should the product owner do next?

A. Create a user story for this new improvement and put it in the product backlog for prioritization and validation by the customer.
B. Create a user story for this new improvement and prioritize it for the next sprint.
C. Document it as a requirement creep.
D. Ask the team to take on additional story points to improve the UI.

Answer: A

NEW QUESTION 74
A product owner for two highly visible projects spends a great deal of time meeting with and reporting to senior stakeholders. The product owner is overwhelmed because
both project teams request clarification on the requirements and the overall priorities. What should the agile project manager do?

A. Provide both project teams with the highest priority needs.
B. Request the project teams' questions in writing prior to the next meeting.
C. Facilitate a meeting with each team and the product owner to find a solution.
D. Provide both teams with each project's documentation.

Answer: C

NEW QUESTION 77
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 78
During a Kanban team's daily stand up, an agile coach observes that the team seems disinterested in the work status. While it appears that there are no issues with flow, there is a marked lack of attention to team effort. When the agile coach queries the team for reasons, members explain that work continues to be scheduled with no end in sight.
What should the agile coach do?

A. Work with the team to determine points at which to celebrate its work.
B. Provide the team with a break by scheduling a team event.
C. Have the team increase work in progress (WIP) levels to more quickly complete the flow.
D. Rejuvenate the team by temporarily reducing WIP levels.

Answer: A

NEW QUESTION 79
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 80
The product owner of a learn starts the iteration review with a quick walkthrough of the iteration goal, the list planned stones with status, and a demo of all the stones to the business. What should the product owner have done differently?

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

Answer: A

NEW QUESTION 85
An agile coach realizes that a team responsible for a major release is a few months behind schedule The marketing department is unaware of this delay and is planning to start the marketing campaign and announce the release What should the agile coach do?

A. Meet with the agile team lead to discuss ways to improve team velocity and get back on track.
B. Use this as a learning opportunity and allow the team to hand* the situation when the marketing campaign begins.
C. In the upcoming retrospective, discuss ways to improve sharing protect status information.
D. Meet with the marketing stakeholders to explain that the team will miss the planned release date.

Answer: A

NEW QUESTION 90
During its first sprint a new scrum team realizes that it has insufficient team members with test automation skills to effectively complete its stories. What should the team do?

A. Cross-tram some members in the automation framework to broaden their capacity with that skill
B. Ask the product owner to add team members to boost this particular skill set
C. Send a member to automation framework training when funds are available
D. Avoid using test automation by swarming on the testing tasks and using manual testing

Answer: B

NEW QUESTION 92
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 tour 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 95
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