Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®

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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
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 3
During a team meeting, members who are subject matter experts (SMEs) mention that they are continuously working on repetitive tasks, which has lowered motivation. What should the agile practitioner do?

A. Organize a team-building activity to improve team morale.
B. Have team members work in pairs to learn from each other and develop new skills.
C. Ask team members to perform a value stream analysis of their activities.
D. Add more resources to the team to help with the tasks.

Answer: B

NEW QUESTION 4
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 5
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 identity the iteration's remaining scope?

A. Convince the learn 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 6
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 tor the current aeration

Answer: B

NEW QUESTION 7
An agile team discovers a new risk and identifies that its impact may be severe. What should an agile practitioner recommend?

A. Add a goal to the current iteration to fully mitigate or control the risk.
B. Balance risk reduction and value adding activities in the next iteration.
C. Continue with the current plan to maintain team velocity.
D. Update the risk register and seek direction from a risk specialist.

Answer:

A

NEW QUESTION 8

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 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 sponsor is upset that an enhancement will be unavailable until next year. What should the product owner do?

A. Accept responsibility for the product's delay.
B. Ensure that the project sponsor's priorities are in the product backlog.
C. Negotiate with the project sponsor for increased funding.
D. Empower the project sponsor to manage the product backlog.

Answer: B

NEW QUESTION 10

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 11

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 14

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 15

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 18
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 lo 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 20
Midway through a two-week sprint, an agile team realizes that the features cannot be delivered within the sprint. The team determines that another week will be required to complete all committed features.
What should the team do?

A. Plan for overtime, and include the effort as part of the estimation.
B. Increase team velocity to deliver more story points.
C. Identify the reason for over-commitment to the sprint and create an action plan for the following sprint.
D. Add resources to assist with sprint execution.

Answer: C

NEW QUESTION 24
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 27
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 32
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 36
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 38
After three iterations, it is identified that a project's underlying security structure architecture is unstable. While there is a technical solution, all work to date is flawed. This will impact several future business service offerings.

What should the product owner do to resolve this?

A. Ask the development team to address the issue since it is in their domain.
B. Review the project's risk matrix, and follow the steps outlined in the risk mitigation plan.
C. Meet with the team and stakeholders to address rework and rewrite stories as needed.
D. Cancel the current sprint, and meet with stakeholders to reassess the project's validity.

Answer: B

NEW QUESTION 39
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 40
Based on me burndown chart, what is the iteration's status?
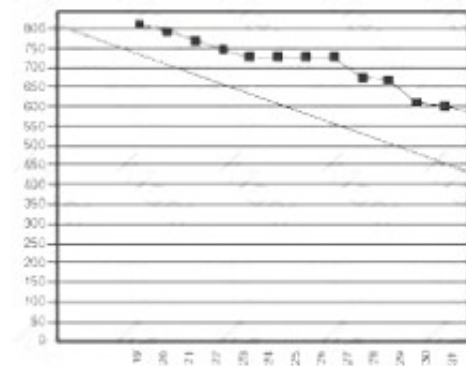
A. It trended ahead of schedule and completed everything on time
B. It took more time than expected and had to be lengthened
C. It trended behind schedule and did not complete everything on time
D. It took less time than expected and had to be shortened

Answer: C

NEW QUESTION 43
During backlog refinement meeting, the new developer on the team asks the product owner to discuss a new performance threshold requirement and how it impacts the stories in the backlog. What should the team do?

A. Add this threshold requirement request as acceptance criteria in all impacted stories
B. Create a spike story to analyze the impact of the threshold requirement on current stories
C. Conduct design planning session to review the performance threshold requirement
D. Identify the tasks for the new performance threshold requirement

Answer: B

NEW QUESTION 48
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 50
An agile project manager is planning the initial scope schedule, and cost range estimates on a new project. The team will be using Kanban to control work What metrics should the team use to measure performance?

A. Lead time throughput and due date performance
B. Work m progress limits Kanban board and time boxes
C. Work item types, sprint cadences, and detect classes
D. Burndown charts, scatter diagrams and throughput

Answer: A

NEW QUESTION 52
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 57
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 62
An agile coach is assigned to help a project learn that was recently co-located dose to a very popular business Many team members visit this business during working hours which affects team performance What should the agile coach do to mitigate this issue?

A. Speak with the functional managers and come to an agreement that will resolve the issue
B. Explain to functional managers that too much control will inversly impact team morale
C. Meet with the team to discuss the issue and identify specific actions to reduce or eliminate the issue
D. inform the team there will be penalties to anyone who visits that business during working hours

Answer: C

NEW QUESTION 65
A learn member on a new scrum project previously provided support lo another application Due to issues with that application the team member's former supervisor continues assigning them tasks related to that protect 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 stones to the sprints so that the team member can still meet sprint goals

Answer: C

NEW QUESTION 69
While reviewing the sprint burn down during a stand up. the scrum team identifies that they have fallen behind. Upon further discussion, they discover that some quality assurance (QA) team members were unable to use the new automation framework, which caused a bottleneck.
What should the scrum team do?

A. For upcoming sprints, have QA team members ensure that their respective skill sets are considered when accepting stories.
B. Have QA team members with the appropriate skill sets spend extra time to help the team succeed.
C. Ensure that QA team members who lack the appropriate skill sets sign up for training within the next few weeks.
D. Ask QA team members experienced with the new automation framework to cross-train the other QA members.

Answer: D

NEW QUESTION 71
An agile practitioner wants to ensure that stakeholders have current information about a project's progress What should the agile practitioner do?

A. Regularly circulate an updated, detailed version of the project plan
B. Frequently update the online project management office (PMO) repository site
C. invite the stakeholders to daily stand ups
D. Post a project board in an area where all can view it.

Answer: D

NEW QUESTION 76
An agile team identifies that their velocity is lower than predicted, and that their previous forecasts in the product roadmap are wrong. The team is worried that they will be unable to meet a critical release date without corrective action.
What should the team do?

A. Collaborate with the product owner to reprioritize the product backlog, thus ensuring that more features will be completed before the release.
B. Ask the team lead to calculate the team's target velocity according to the project plan, and assign additional resources to increase capacity.
C. Focus on velocity and schedule concerns during the retrospective to inspect, adapt, and improve the process and plans.
D. Reestimate the backlog items from the release, ensuring that contingency is included to set stakeholder expectations.

Answer: A

NEW QUESTION 81
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 86
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 mat no detailed documents are provided using agile practices
D. Ask the team to supply the information 10 the stakeholder

Answer: B

NEW QUESTION 88
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 accomodate for the slower delivery pace.

Answer: B

NEW QUESTION 92
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 an passing through the workspace
C. Email ail stakeholders with status updates
D. Provide team B with the information on an "as needed" basis

Answer: A

NEW QUESTION 97
A product owner obtains customer confirmation on product requirements and provides them to the team. After explaining the user stories, the product owner receives agreement for acceptance from the team.
What should the team do next?

A. Use agile estimation techniques to create a shared understanding of when the user stories will be completed.
B. Agree upon development and testing activities for the user stories.
C. Complete the user stories, and provide a demo for the product owner and customer.
D. Complete the user stories, and hold a retrospective to discuss them.

Answer: A

NEW QUESTION 98
The customer needs assistance m 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 99
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 103
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 108
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 109
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 110
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 114
A member of a project's development team approaches the team lead and requests database administrator training. The team member believes that their inability to handle this work, and to rely on outside specialists is impacting team velocity.
What should the agile team lead do?

A. Send the member to training
B. Ask the outside specialists it database administration is required from the team
C. Send one member to training only after asking the team if there is an issue with the current work flow
D. Wait until all members of the team can attend training

Answer: B

NEW QUESTION 119
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 124
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 125
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