Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®

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NEW QUESTION 1
During a retrospective meeting, a team develops a large list of initiatives All will have a positive impact and improve team performance What should the agile coach do next?

A. Positively acknowledge the list and share it with management
B. Immediately have the team implement the initiatives
C. Help the team choose one or two initiatives for immediate implementation.
D. Ask the team to choose and implement the most complex initiative

Answer: C

NEW QUESTION 2
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 3
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 4
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 5
A legal department representative contacts the scrum master because white the projects 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 gam alignment with the legal department's need to stay within the contracted time and scope
B. Work with the customer to narrow me 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 6
The risk profile of a project has increased beyond the upper threshold of tolerance. The product owner and project leader meet to discuss an approach for dealing with this
What should the team do next?

A. Add risk mitigation tasks to the backlog, then prioritize in current and upcoming sprints.
B. Add risk mitigation time to each requirement.
C. Apply the 80/20 rule, reserving 20 percent of each sprints capacity for risk mitigation.
D. Hold all risks until they become issues, then add issue resolution tasks to the product backlog

Answer: A

NEW QUESTION 7
A project team realizes that an important task on the iteration backlog will take more time than originally estimated. What should the project team do?

A. Continue working on the task until it is completed.
B. Remove the task owner from the project team.
C. Add resources to reduce time to task completion.
D. Stop working on the task and include it in the next iteration.

Answer: D

NEW QUESTION 8
During a sprint, the team encounters a technical problem that becomes an impediment to completing two stories. What should the scrum master do?

A. Ask the lead developer to identify a solution, and then share the details with the team.
B. Ask a technical manager or architect to determine a solution to the problem.
C. Work with the product owner to add a spike to the next sprint to identify a solution.
D. Create a collaborative team environment so that the team can explore a solution together.

Answer: D

NEW QUESTION 9
A learn using Kanban identifies mat their cycle time has significant variation After brainstorming, the team determines that the root cause is the stones' varying sizes and risks What should the team do?

A. Reduce work in progress (W1P) limits to accommodate slack for riskier stories
B. Create a triage step on the Kanban board to pre-identify risky stones
C. Set a policy lo break down stories larger than a specified complexity, then adjust the WIP
D. Create a dedicated overflow swimlane on the Kanban board for stones that are loo large

Answer: C

NEW QUESTION 10
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 10
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 12
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 14
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 17
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 18
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 21
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 25
During a project's last few sprints, an agile practitioner notices an increase in defects. A root-cause analysis indicates that a poor understanding of the requirements was caused by the inability of the product owner to communicate clearly.
What should the agile practitioner do?

A. Inform the product owner's manager so that corrective action may be taken.
B. Communicate this to the product owner, and offer to help facilitate discussions with the team.
C. Encourage a team member to raise this during the retrospective to ensure that the product owner is aware.
D. Escalate this issue to the sponsor so that corrective action may be taken.

Answer: C

NEW QUESTION 29
An agile team's client has been asked to expedite the delivery of the next release. By delivering one month early, the company can generate US$40,000 more than expected for the quarter.
What should the agile team do?

A. Adhere to the new deadline and immediately advise the client that the schedule has been expedited
B. Advise the client that it is best to continue as planned rather than introduce unforeseen risks by expediting the schedule.
C. Submit a change request to the client with a 50% increase in charges due to the new potential profit.
D. Request additional resources to meet the expedited deadline and obtain training for the new resources.

Answer: D

NEW QUESTION 32
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 36
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 40
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 45
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 48
Early in a project stakeholder analysts is performed, however an organizational restructure redefines key rotes What should the protect team do?

A. Note the changes to the restructure and roles that affect team activities
B. Use direct engagement and two-way conversation to update the stakeholder analysis for any new stakeholder requirements
C. Email a copy of the protect vision to nose redefined for key roles and ask if they need to be involved in the project
D. Obtain a copy of the redefined key roles to update the stakeholder analysis

Answer: B

NEW QUESTION 53
A development team, new to scrum, questions the need to collect metrics on team performance. While team members understand velocity and burn down, they feel that once velocity becomes settled it is needless to keep track.
What should the agile coach tell the team?

A. Continuing to track velocity allows functional managers to assess whether or not the team is performing at the desired rate.
B. The trends will show how the team performs against other scrum teams in the organization.
C. Tracking velocity will provide a baseline for the team to see how their continuous improvement efforts are working.
D. Tracking velocity will document and communicate team health to the stakeholders.

Answer: C

NEW QUESTION 56
During planning sessions, an agile practitioner notices that some team members do not share common ideas. What should the agile practitioner do?

A. Ask the team if they would like to adopt alternative techniques.
B. Create a team norms document to set participation guidelines.
C. Ask the scrum master to resolve the issue at the stand up meeting.
D. Capture feedback during lessons learned at the end of the iteration.

Answer: D

NEW QUESTION 57
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 58
A newly formed scrum learn wants to foster an environment of transparency and experimentation. The team decides to use a Kanban board to record and track encountered impediments Emphasis is placed on how issues are reserved and the strategies for preventing them in the future.
Over time, what will be the result of this approach?

A. Kaizen
B. Specific measurable, assignable realisti

C. and time-based (SMART) goals
D. Key performance indicators (KPIs)
E. Muda

Answer: A

NEW QUESTION 63
A newly formed development learn 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 tn 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 67
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 70
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 72
The learn is refining user stones 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 m the backlog
B. Define the detailed business requirements so that the team can continue with development
C. Define me user stones 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 76
After seeing the planned features for an upcoming release, a customer notes that a vitally important and complex one is missing. The team estimates that this feature significantly exceeds its average velocity.
How can this issue be resolved?

A. Break down the feature into smaller parts, and commit to completing the minimum viable product.
B. Complete the iteration to which they have already committed, and include the feature in the next release.
C. Change the planned features to include only the vitally important one.
D. Extend the iteration to complete the feature.

Answer: A

NEW QUESTION 78
A client slates that a product is not being built as requested. How should the agile team address this?

A. Conduct an internal review to validate functionality before shipping
B. Audit the quality control process to ensure that the product adheres to requirements.
C. Lengthen iterations to ensure there is sufficient time to build functionality
D. Hold product review sessions with the client to obtain product acceptance.

Answer: B

NEW QUESTION 82
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 86
Toward the end of a project, the product owner discovers that the project has a high probability of failure due to a critical feature not functioning as expected. What should the product owner do?

A. Terminate the project to cut losses.
B. Review possible options and make an informed decision to cut losses based on delivered business value.
C. Bring in experts to increase the probability of success.
D. Continue the project, release the product without the failing feature, and fix the feature in a subsequent release.

Answer: D

NEW QUESTION 90
During mid-sprint changes, an agile facilitator meets with the executive and development teams. During the meeting, executive team members resolve conflicts, and on their own initiative, review the iteration charts to discuss changes to the iteration's functional goal.
What practice is the agile facilitator implementing?

A. Building openness and transparency on the project's health and status
B. Facilitating conflict resolution among executive team members
C. Using active stakeholder involvement to build features in an incremental and iterative approach
D. Seeking continuous feedback from executive team members

Answer: A

NEW QUESTION 92
During a six-week iteration, an issue is identified by a team member. After analysis, the team member determines that it will take at least two weeks to resolve.
What should the team member do?

A. Notify the product owner and begin resolution.
B. Communicate the issue to the team in the next stand up meeting.
C. Immediately begin resolution, and communicate it to the team during the retrospective.
D. Work on the next activity, and communicate it to the team during the retrospective.

Answer: C

NEW QUESTION 94
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 99
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 101
An agile team has been in place for five years and the customer is satisfied with the team's performance and deliverables. Now that the product is built and delivered, the customer is considering the future role of the Scrum Master.
What should the customer do?

A. Expand the Scrum Master's role to other projects, while allowing them to support the current project.
B. Release the Scrum Master, since the team is adequately skilled with agile practices.
C. Expand the product owner's role to serve as the Scrum Master, while providing additional product knowledge.
D. Increase the functional manager's role to act as the Scrum Master, while providing additional information about functional areas.

Answer: D

NEW QUESTION 104
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 105
The project team is ahead of schedule and beginning to gold-plate the feature included in the current sprint. What should the agile project manager do?

A. Since the team has extra time, notify the product owner and secure approval for the extra work on this feature.
B. Encourage the team to document the improvement and prioritize it for the upcoming iteration, instead of building it now.
C. Instruct the Scrum Master to have the team use the extra time to complete the extra feature work in the current iteration.
D. Notify the product owner and have the product owner verify the backlog priority, then encourage team to continue working on the backlog.

Answer: C

NEW QUESTION 109
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 112
During a mature agite team's planning meeting a team member proposes a new framework that would considerably reduce implementation lime However, the learn lacks the confidence to try the new framework To help the team gain confidence what should the agile practitioner suggest1

A. Develop a spike
B. Create an ishikawa diagram
C. Perform a pre-mortem analysis
D. Complete a variance and trend analysis

Answer: A

NEW QUESTION 113
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 117
An agile team and a traditional development team are working together on a project. Each team exceeds expectations regarding deliverables; however, issues arise when the deliverables are integrated.
What should the agile practitioner do?

A. Foster stronger communication by hosting cross-organizational meetings between the two teams.
B. Suggest merging the teams to avoid misunderstandings.
C. Create stories from full technical specifications to avoid ambiguity.
D. Co-locate the teams to encourage osmotic communication.

Answer: A

NEW QUESTION 122
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 124
An executive sponsor of a new scrum team actively attends scrum ceremonies. How does this benefit the team?

A. It helps the learn to focus on and meet sprint goals
B. It reminds the team about who sponsors the protect
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 126
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 128
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 133
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 138
An agile team is unable to complete all its planned sprint user stories, which results in a decrease of its planned sprint velocity. What should the team do?

A. Re-estimate the sprint's completed stories to increase and adjust the sprint's velocity.
B. Increase the duration of the next sprint to accommodate the incomplete user stories and maintain velocity.
C. Work with the product owner to create a spike with another agile team.
D. Re-estimate the incomplete stories for the next sprint because its relative size has changed.

Answer: D

NEW QUESTION 142
A project manager is concerned that the team has misaligned expectations with some stakeholders, and that user stories were written only from a generic user's perspective. This may lead the team to miss stories for non-generic users.
What agile tools can help the team address these issues?

A. Information radiators and wireframes
B. Information radiators and story maps
C. Process flows and personas
D. Personas and extreme characters

Answer: B

NEW QUESTION 146
Midway through an iteration, an agile learn 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 tor 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 151
A key stakeholder cannot attend the project vision statement development workshop. The stakeholder has emailed their requirements to the agile team lead, and believes that the vision statement is not critical.
How should the agile team lead respond?

A. Emphasize to the stakeholder that a common, detailed vision will better ensure team understanding of the project.
B. Personally meet with the stakeholder to understand their requirements, and then share the vision with the team.
C. Work with the team to create a vision from the stakeholder's supplied requirements.
D. Explain to the team that creating a vision is not critical in agile projects, as requirements may change over time.

Answer: A

NEW QUESTION 152
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 157
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 159
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 161
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