

PMI

Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®



NEW QUESTION 1

What is the first thing an agile development team should do when planning an iteration?

- A. Assign the tasks to one team member.
- B. Separate the stories into tasks.
- C. Estimate the stories' tasks.
- D. Help establish the next sprint's goal.

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

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

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 6

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 7

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 sprint's 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 8

Midway through a sprint, a scrum team member advises the team of a new requirement. It 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 9

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 10

An agile team lead is assigned to a project that must ensure data security. What should the team lead do to guarantee that security, as a non-functional requirement, is managed throughout the project?

- A. Include security concerns on the agenda for every meeting.
- B. Request that a security expert be added to the team.
- C. Add security as a non-functional requirement to the risk register, and review regularly.
- D. Ensure that planning and prioritizing includes consideration of security requirements.

Answer: C

NEW QUESTION 10

Trend analysis shows that velocity is significantly higher than predicted and the release can be completed one month ahead of schedule. The team recommends changing the end date to reflect this. What should the agile practitioner do?

- A. Jointly meet with the team and product owner to discuss options and determine the end date
- B. Announce that the team has exceeded the predicted velocity and that the end date will be earlier than planned
- C. Ask the product owner to include additional features in the product backlog then replay subsequent iterations
- D. Ask the team to decrease velocity to meet contractual obligations and document this decision

Answer: A

NEW QUESTION 14

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 15

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 16

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 21

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 24

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 29

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 34

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 37

Early in a project stakeholder analysis is performed, however an organizational restructure redefines key roles. What should the project 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 project vision to those 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 38

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 42

A newly formed scrum team 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 resolved 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 realistic
- C. and time-based (SMART) goals
- D. Key performance indicators (KPIs)
- E. Muda

Answer: A

NEW QUESTION 46

During a project meeting a team is faced with a difficult decision. After discussion and deliberation the project leader makes the final decision and ends the discussion. This causes a team member to withdraw from future collaboration. How could the project leader have avoided this?

- A. Led by example by encouraging the team to engage in consensus-driven decision making
- B. Iterated the need for agile teams to make quick decisions, then talked up with that team member
- C. Empowered a team member to facilitate decision making, then made a final decision on behalf of the team
- D. Refrained from participating in the team's decision making process except to document and communicate results

Answer: A

NEW QUESTION 48

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 53

A senior team member feels underutilized. What should the agile practitioner do?

- A. Transfer the senior member to another team that will more fully utilize their skill set.
- B. Conduct a performance evaluation to determine whether or not this member is a team player.
- C. Encourage the project team to involve the senior member in more project activities.
- D. Ask the functional manager to determine the best course of action.

Answer: C

NEW QUESTION 58

A client states 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 63

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 64

An executive requests information regarding a sprint status. What action should the product owner take?

- A. Invite the executive to the standup.
- B. Direct the executive to the information radiator.
- C. Personally meet with the executive.
- D. Email the requested information to the executive.

Answer: D

NEW QUESTION 68

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 73

An agile team is preparing a release plan for a project. What information will the team need to complete this plan?

- A. Amount of work needed to complete a single user story
- B. Amount of work that can be accomplished by each team member
- C. Amount of work that can be accomplished in an iteration
- D. Amount of work that can be accomplished by the entire team

Answer: D

NEW QUESTION 77

An agile team is under pressure to deliver an application. The product owner anticipates many change requests from customers once the product is released What should the agile team do?

- A. Demand frequent product reviews by the product owner
- B. Continuously work with the product owner to do backlog refinement and product reviews
- C. Have the product owner provide detailed requirement specifications to ensure the proper features are delivered
- D. During the planning session ensure the team is committed to deliver within the specifications

Answer: B

NEW QUESTION 80

While struggling to take ownership of delivery, an agile team fails to keep up with its sprint commitments. What should the agile coach do?

- A. Work with the sponsor to develop team expectations.
- B. Provide the customer with a list of deliverables and obtain agreement.
- C. Encourage the team to more frequently interact with all stakeholders.
- D. Work on finishing upfront product design rather than comprehensive documentation.

Answer: C

NEW QUESTION 84

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 87

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 91

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 92

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 94

During a mature agile team's planning meeting a team member proposes a new framework that would considerably reduce implementation time. However, the team lacks the confidence to try the new framework. To help the team gain confidence, what should the agile practitioner suggest?

- 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 98

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 101

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 104

A new product owner needs to manage the backlog of a high-visibility, fast-moving project that is consuming a considerable amount of time. What should the product owner do?

- A. Schedule regular meetings with the scrum team to write, groom, and size user stories.
- B. Focus on stories based on the highest number of story points to first address those items with the highest value.
- C. Seek regular input from project stakeholders, and reflect this input in the backlog's priorities.
- D. Schedule in-person, monthly meetings with key stakeholders to review the project's progress.

Answer: C

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 111

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 113

What role should a servant leader perform to reduce team distractions and improve progress toward project goals?

- A. Managing; To ensure compliance with the project plan
- B. Mentoring; To share their knowledge with the team
- C. Controlling; To ensure compliance with the scope, budget, and schedule
- D. Auditing; To ensure adherence to organizational compliance policies

Answer: B

NEW QUESTION 114

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 115

.....

Thank You for Trying Our Product

We offer two products:

1st - We have Practice Tests Software with Actual Exam Questions

2nd - Questions and Answers in PDF Format

PMI-ACP Practice Exam Features:

- * PMI-ACP Questions and Answers Updated Frequently
- * PMI-ACP Practice Questions Verified by Expert Senior Certified Staff
- * PMI-ACP Most Realistic Questions that Guarantee you a Pass on Your FirstTry
- * PMI-ACP Practice Test Questions in Multiple Choice Formats and Updatesfor 1 Year

100% Actual & Verified — Instant Download, Please Click
[Order The PMI-ACP Practice Test Here](#)