



# PMI

## Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®

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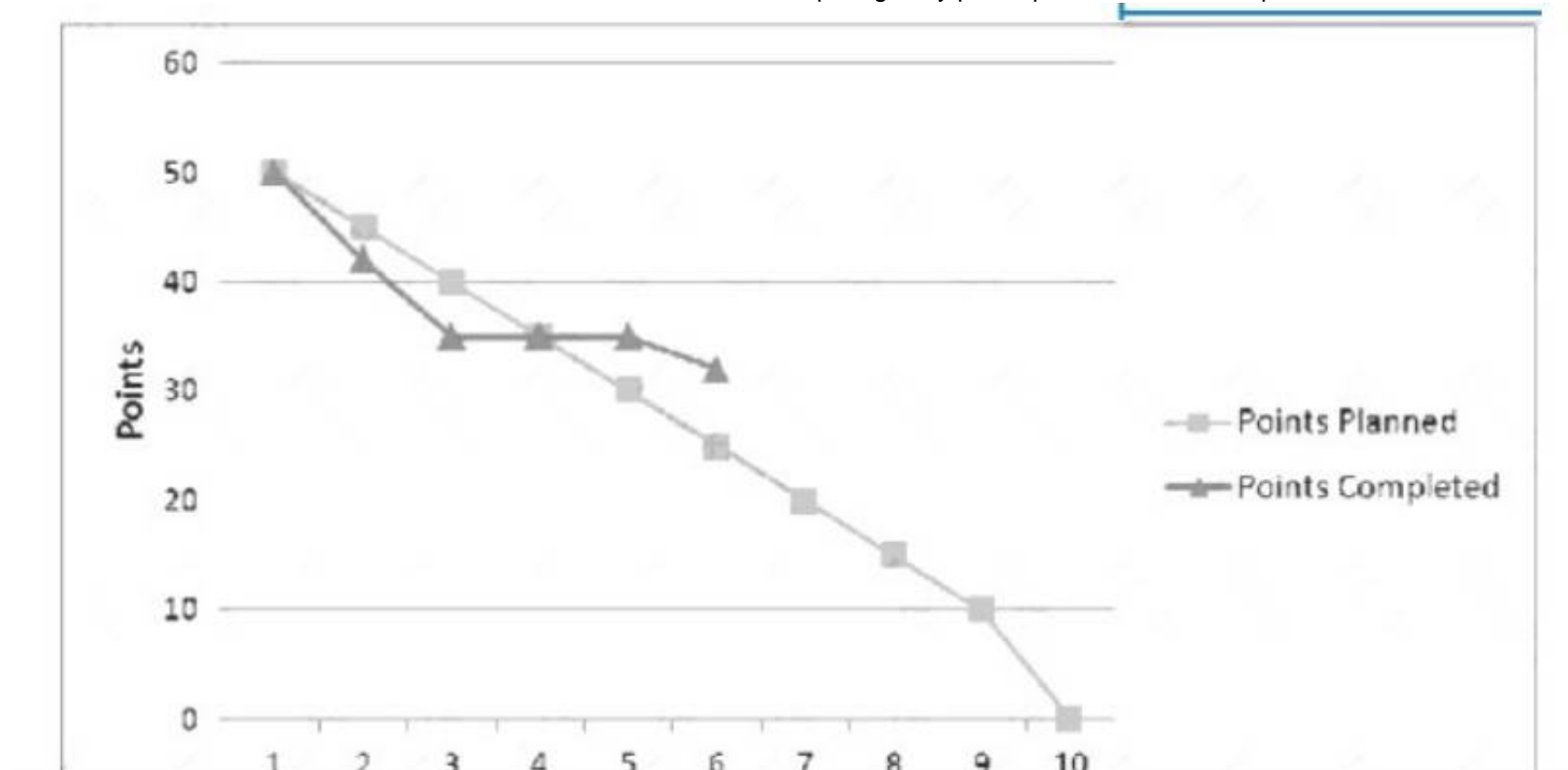
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### NEW QUESTION 1

Based on the chart, what is the current status of the iteration when comparing story points planned versus completed?



- A. The iteration is in jeopardy.
- B. The team has removed scope.
- C. The iteration is ahead of schedule.
- D. The team's velocity is constant.

**Answer: A**

### NEW QUESTION 2

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 3

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 4

An agile team has been given a complex project with a basic set of requirements which need further elaboration and review. How should the team iteratively build out the backlog of requirements with the stakeholders?

- A. Conduct a requirements gathering workshop.
- B. Deliver the basic requirements iteratively.
- C. Have the product owner fill out the requirements backlog.
- D. Have the stakeholders fill out the backlog before starting the project.

**Answer: B**

### NEW QUESTION 5

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 6

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

What should the project leader suggest?

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

**Answer:** A

#### NEW QUESTION 7

A team using Kanban identifies that their cycle time has significant variation. After brainstorming, the team determines that the root cause is the stories' varying sizes and risks. What should the team do?

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

**Answer:** C

#### NEW QUESTION 8

What should a team do when they complete all sprint goals earlier than expected?

- A. Begin working on an item in the backlog
- B. Ask the scrum master to select an item from the backlog on which to work
- C. Ask the product owner to select an item from the backlog on which to work
- D. Jointly decide with the scrum master on an item from the backlog on which to work

**Answer:** C

#### NEW QUESTION 9

A project is starting and the type of work is complex and suitable for agile. In assessing the team members, it appears that co-location would be a challenge. What should the agile practitioner do?

- A. Select and implement collaboration tools to augment team interactions
- B. Provide each geographical area with their own product owner and divide the work between the teams
- C. Increase the number of requirements documents and ensure they are clearly communicated
- D. After several sprints calculate velocity based on primary team location and use secondary team as reserve

**Answer:** A

#### NEW QUESTION 10

The scrum master for a large project must provide an estimate of what can be delivered in six months. What should the scrum master do?

- A. Commit to a specific feature set for delivery.
- B. Explain that a commitment will be provided after planning.
- C. Have the team estimate in story points to commit to a specific set of features.
- D. Use the team's historical velocity to calculate a range of features that can be delivered.

**Answer:** D

#### NEW QUESTION 10

A customer and a product delivery team meet to discuss a product's attributes, goals, expectations, hypothesis, and high-level needs. What is a benefit of this meeting?

- A. The team will learn how its contribution will create product value
- B. It will enable team acceptance of client priorities
- C. It will enable the team to see the entire project in one glance
- D. It will enable the team to ask any questions to the customer upfront

**Answer:** C

#### NEW QUESTION 13

During an iteration review, the agile team asserts that a product is complete because development and review were finished. The product owner disagrees, since the product has not been tested.

What should the agile practitioner do?

- A. Work with the agile team and product owner to agree on the definition of done.
- B. Ask the project sponsor to determine whether the product is completed.
- C. Plan another review after the product has been tested.
- D. Add testing to the backlog, and have the product owner reprioritize.

**Answer:**

A

#### NEW QUESTION 14

Why should a project team reduce the work in process?

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

**Answer: D**

#### NEW QUESTION 17

What can an agile team use to prioritize stones?

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

**Answer: C**

#### NEW QUESTION 19

How should a project leader manage stakeholder expectations in an agile project?

- A. Establish a common vision and success criteria and involve all the stakeholders in the iteration reviews.
- B. Invite stakeholders for the iteration reviews but do not include new stakeholders which may limit project success.
- C. Involve all the stakeholders in iteration reviews but do not entertain all expectations of all stakeholders.
- D. Communicate issues to all stakeholders via email and only communicate risks to internal stakeholders.

**Answer: A**

#### NEW QUESTION 20

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 24

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

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 35

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 37

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

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

**Answer: A**

#### NEW QUESTION 42

A team member is stressed due to a heavy workload, while other team members have some slack in their schedules. How should the team lead address this?

- A. Inform management, and suggest that additional resources may be required.
- B. Discuss the issue with the team member during daily stand-up meetings.
- C. Meet personally with the stressed team member to brainstorm ways to better manage their time.
- D. Begin tracking the stressed team member's tasks in a separate backlog for additional analysis and reporting.

**Answer: C**

#### NEW QUESTION 43

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 team 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 team's charter.

**Answer: B**

#### NEW QUESTION 45

Senior management is frustrated at the lack of a detailed implementation plan that shows exactly when the project will end and when all requirements will be met. The team has been using a rolling wave planning approach so far on the project. How should the agile practitioner explain to senior management the benefits of this approach?

- A. It ensures a consistent level of detail is available in the project schedule.
- B. It prevents a wasteful buildup of requirements inventory that may never be processed.
- C. It provides a concrete definition of project scope, cost, and duration.
- D. It allows the team to lock down the items to be included in a release.

**Answer: D**

#### NEW QUESTION 49

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 50

After three iterations, it is identified that a project's underlying security 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 55

A technical problem arises that will likely impact the stories planned for delivery in the current sprint. What should the scrum master do?

- A. Consider adding a story to the next sprint to seek resolution
- B. immediately solve the problem on behalf of the team
- C. Ask the team to collaboratively work out a solution
- D. Engage a technical manager to assist with finding a solution

**Answer:** C

#### NEW QUESTION 58

A new agile project manager accepts an assignment to manage a well-established team. Many team members have worked together on this product for several years. During a meeting, the project manager notices that team members offer little vocal interaction yet all required tasks are completed on time. What type of behavior does this describe?

- A. Synchronous
- B. Collaborative
- C. Passive-aggressive
- D. Random

**Answer:** A

#### NEW QUESTION 62

A team is creating a highly marketed, time-sensitive product. The agile coach is concerned that anything other than exceptional quality will result in bad publicity for the company.

What should the agile coach ensure that developers do?

- A. Establish pair programming partners, and regularly perform peer reviews.
- B. Perform demos at the end of each iteration.
- C. Send coding to the quality assurance (QA) team upon completion.
- D. Demonstrate each feature to the client as soon as coding is complete.

**Answer:** D

#### NEW QUESTION 66

An agile team member identifies a potential problem within the project team. How should the team's coach react?

- A. Document the problem, escalate to the project manager, and develop a solution for the team
- B. Add the problem to the backlog and assign resolution to a future iteration
- C. Instruct the team to try to solve the problem within the team
- D. Perform root cause analysis and report the problem to the product owner

**Answer:** C

#### NEW QUESTION 71

A product owner new to the role is very enthusiastic about an agile product with an energetic team. What should be done first to ensure successful delivery of the product?

- A. Hold a meeting with the team and the product owner to develop the team charter, working agreement, guiding principles and product vision
- B. Ask the product owner to create the project vision and charter and then discuss the guiding principles with the team
- C. Hold a meeting during which the team can present the product charter, high-level project plan and team values to the product owner
- D. Send the product owner to formal product-owner training where the product owner can learn how to create a product vision

**Answer:** A

#### NEW QUESTION 72

During a retrospective, team members suggest process improvement ideas. The agile team lead knows that, while many of these ideas are different from standard practices, a few of them are good.

What should the agile team lead do?

- A. Require the team to try only those ideas that will ensure success.
- B. Allow the team to try ideas, but remind them that results will be reviewed by high-ranking executives.
- C. Associate idea successes and failures with the team's incentive plan to ensure accountability.
- D. Encourage the team to try the ideas, even if failure may be the outcome.

**Answer:** D

#### NEW QUESTION 73

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 74

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 75

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

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

**Answer:** A

#### NEW QUESTION 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

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 85

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 88

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 91

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

- A. Alert the team that sprint goals might not be met and create an alternative plan



- B. Obtain team buy-in to perform modifications to the sprint backlog
- C. Have the sprint proceed as planned
- D. Ask the team to decide if the task should be reassigned

**Answer:** B

#### NEW QUESTION 96

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 99

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 100

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 103

A company has decided to combine lwo similar products consisting of multiple teams into one product Engaged customers want to know how the company is looking at re-organizing it's teams. What strategy should be employed to re-organize the teams?

- A. All the teams from both products should be simultaneously called together and allowed to completely self-manage
- B. Teams that worked on similar components in the separate products should be combined to minimize disruption and capitalize on synergies
- C. After grouping individuals by role multi-discipline teams should be created that are comprised of one member from each role
- D. Features should be prioritized and then teams should be orgainzed around those priorities

**Answer:** A

#### NEW QUESTION 105

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

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

**Answer:** B

#### NEW QUESTION 106

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 107

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 111

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

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

**Answer:** A

#### NEW QUESTION 114

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 116

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

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

**Answer:** B

#### NEW QUESTION 121

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 122

How can an agile practitioner ensure that all key stakeholders are properly engaged in planning?

- A. Collect stakeholder requirements.
- B. Conduct an iteration planning meeting.
- C. Communicate product backlog items to the stakeholders.
- D. Facilitate a product development roadmap workshop.

**Answer:** D

#### NEW QUESTION 124

On what should an agile team work to achieve predictable flow?

- A. Small user stories
- B. Simple acceptance criteria
- C. Lean features
- D. Lean backlogs

**Answer:** A

#### NEW QUESTION 126

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 131

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

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

**Answer:** A

#### NEW QUESTION 135

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 139

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

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

**Answer:** A

#### NEW QUESTION 142

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