PMI

Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®

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
A team working with a new technology faces a significant amount of uncertainty about its ability to deliver stories due to technical issues. What should the team do?

A. Capture risks and make them visible, and use a burn down chart to focus on reducing risks early in the project.
B. Ask the scrum master to extend the sprint's duration to allow more time to work through technical issues.
C. Place the impacted stories on the story board, and use daily stand ups to make the product owner aware of the technical issues.
D. Seek guidance from the development manager.

Answer: C

NEW QUESTION 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
An agile team provides feedback that user stories include insufficient details to understand the requirements. What should the agile practitioner do?

A. Coach the product owner to update only the acceptance criteria.
B. Instruct the agile team to fix the user stories during the next retrospective.
C. Facilitate a user story workshop with the agile team.
D. Inform the product owner's manager that the work items provide insufficient detail.

Answer: C

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
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 7
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 8
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 9
Midway through a sprint. a scrum team member advises the team of a new requirement Dial may change the initial scope What should the team do?

A. Work on requirements that (he product owner may have overlooked
B. Record the scope creep m the change management tog
C. Add the new requirement to the product backlog
D. Ask the scrum master to secure additional time and resources

Answer: D

NEW QUESTION 10
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
A team is transitioning from a predictive approach to an agile approach. Historically, the team has delivered work products that did not meet customer expectations. What agile practice can help the team to alleviate this?

A. Test-driven development (TDD)
B. Clear definition of done and regular demos
C. Collaborative team planning games
D. Consistent team velocity

Answer: B

NEW QUESTION 14
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 15
A project is starling and the type of wont is complex and suitable for agile in assessing the learn 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 dearly communicated
D. After several sprints calcuate velocity based on primary learn location and use secondary team as reserve

Answer: A

NEW QUESTION 20
A new CIO advocates an agile framework for new IT projects, but the team has reservations. How should the CIO ensure that the team will be aligned with this?

A. Obtain executive team buy-in by conducting a meeting to present the advantages of agile principles and processes.
B. Issue a memo of understanding that agile principles should be implemented for all new projects.
C. Introduce agile principles and processes, then make the change an experiment to obtain buy-in.

D. Require all staff and management to attend agile training and adhere to its principles.

Answer: C

NEW QUESTION 24
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 29
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 30
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 earner 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 34
The product owner of an agile project is frustrated because the team is unable to deliver as many features as expected. The product owner asks the team to reduce test-automation levels, since the quality assurance team will test the product at project completion. The product owner expects that more features will be delivered in each iteration using this approach
What should the agile practitioner do?

A. Ask the opinion of key stakeholders and the client to ensure the correct approach is being used
B. Work with the team to use this approach and request a quality assurance iteration after every three iterations
C. Propose to completely eliminate test automation, since this is a quality assurance function
D. Suggest merging the quality assurance and delivery teams to enhance each iteration's test-automation levels and reduce redundancy

Answer: D

NEW QUESTION 36
A company is moving into a new space and is determining the best configuration for offices. The management team is also considering moving to an agile process. What advice should an agilist give?

A. Arrange the office space to allow co-location of development teams and centrally located information radiators.
B. Isolate each development team to reduce all outside distractions.
C. Ensure management understands the need for isolation to allow for concentration.
D. Define the agile method the company will be using, and implement the office configuration based upon that method.

Answer: D

NEW QUESTION 38
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 42
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 45
Two similar stories A and B. are estimated at 3 story points Story C. is estimated a(8 points Alter an iteration in which A and C were completed it is found that story A took much longer than story C.
What should the agile practitioner do?

A. Assign story B more than 8 story points so to provide a better estimate
B. Add points to story B's iteration to account for the error but keep story B at 3 points
C. Assign more resources to story B to bring it in line with the estimate
D. Reestimate all stories including values for A B and C

Answer: D

NEW QUESTION 47
A product owner concludes that the majority of a project's value can be delivered by completing only the first half of the prioritized backlog. What should the product owner do next?

A. Remove the second half of the backlog, and communicate their decision in the next backlog grooming meeting.
B. Reprioritize backlog items to future iterations.
C. Work with the team to deploy the first half of the backlog to ensure that value is realized.
D. Meet with project stakeholders to review the backlog and determine if the scope should be adjusted.

Answer: B

NEW QUESTION 52
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 56
How can an agile team working on a new product ensure alignment with external stakeholders?

A. Ask the product owner to provide a detailed product specification document.
B. Conduct story-mapping exercises to clarify deliverables and release priorities.
C. Hold a kick-off meeting to assign roles and responsibilities.
D. Work with the scrum master and stakeholders to ensure agile principles are followed.

Answer: C

NEW QUESTION 60
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 62
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 65
Due to its complexity, a new team member struggles with developing a concise user story What advice should the agile practitioner give to assist with developing

the story?

A. Hand the story over to a more experienced team member
B. Break the story up and focus on the most valuable parts
C. Discuss the story at the next retrospective
D. Pick another story from the product backlog

Answer: C

NEW QUESTION 67
An agile team is planning the next iteration tor a product release that has accumulated technical debt What should the team do?

A. Add code cleanup activities to the product backlog and request prioritization by the product owner
B. Add code cleanup activities to the next iteration and request clarification from me product owner
C. Add code cleanup activities to the next deration and ask the product owner to end the current iteration
D. Add code cleanup activities to the next release backlog and request documentation from the product owner

Answer: A

NEW QUESTION 71
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 76
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 79
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 81
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 82
At the retrospective, the burndown chart shows that the project is slightly behind schedule. The project team identifies an inexperienced software engineer as the source of reduced velocity-How should the project team address this issue?

A. Suggest pair programming during the retrospective.
B. Ask the product owner to re-prioritize the user stories at the next retrospective.
C. Re-estimate the story points with team members at the next iteration planning meeting.
D. Assign less complex user stories to the inexperienced software engineer at the next iteration planning meeting.

Answer: A

NEW QUESTION 87

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 92
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 95
What can a team use to prioritize stories?

A. MoSCoW method
B. Planning poker technique
C. Weighted average calculation
D. INVEST scale

Answer: A

NEW QUESTION 97
When a learn member encounters an issue in an agile environment, what should they do?

A. Limit communication between the team members and the customer to prevent unnecessary anxiety
B. Manage communication between ail team members and the customer to promote effective and transparent collaboration
C. Manage communication between a few team members and the customer so that they may convey information to other team members
D. Facilitate one-on-one communication between team members to reduce conflict and inefficiencies

Answer: D

NEW QUESTION 98
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 101
How can a scrum team obtain more feedback from a minimally responsive outside stakeholder?

A. Keep sprints short.
B. Invite the stakeholder to the daily stand ups.
C. Ask the stakeholder for estimates for each user story.
D. Schedule more demos during each sprint.

Answer: A

NEW QUESTION 106
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 110
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 115
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 119
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 122
An agile team has only one database administrator with the necessary knowledge of database-related tasks. The project manager identifies the risk that if this person leaves, team velocity will significantly decrease.
What should the agile coach do?

A. Start the hiring process for a new, equally skilled database administrator as a replacement.
B. Move this database administrator to another team so that team members learn database-related tasks.
C. Add another database administrator to balance the workload and aid with knowledge retention.
D. Obtain agreement from the team that, on upcoming sprints, the database administrator will act only in an advisory capacity.

Answer: C

NEW QUESTION 125
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 126
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 127
A projects first iteration contains item A. and its second iteration contains item B. The first iteration is behind schedule which will impact the second iteration Since items A and B are similar a team member suggests beginning the design of item B. What should the agile practitioner do?

A. Defer starting the design of item B until the second iteration is being planned
B. Proceed with the design of item B, since it will hasten the second iteration
C. Escalate the issue to me customer and obtain their approval before starting the design of item B
D. Log the issue in the risk register and request change control board (CCB) approval

Answer: B

NEW QUESTION 130
A product owner feels that the last sprint tailed to sufficiently deliver what was valuable to the>r organization's overall project goals What should the scrum master mention at the next retrospective?

A. Solutions to project problems that were built into the last sprint
B. Problems that arose
C. Solutions that saved that organization the most time and money
D. Problems that were solved

Answer: A

NEW QUESTION 134
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 139
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 141
During a backlog refinement meeting, a senior team member raises a concern about an epic sizing that requires the use of a new interface for a vendor product. The product owner acknowledges this as a risk.
What should the product owner do now?

A. Log the risk in the risk register, and share the information with impacted stakeholders at the next monthly review meeting.
B. Create a spike story to determine what needs to be done to use the new interface.
C. Lower the epic's priority so that it can be deferred, and analyze it during backlog refinement meetings.
D. Move the work to the vendor, since they have better knowledge of interface implementation.

Answer: B

NEW QUESTION 145
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 150
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 153
A product that recently went to market is receiving a great deal of attention from upper management who expresses interest by directly emailing and calling the developer team. The team expresses frustration during a standup.
What should the Scrum Master do?

A. Ask the product owner how upper management's comments can be redirected.
B. Direct the developer team to ignore the phone calls and emails.
C. Ask the product owner to enter the requests into the product backlog as high priority.
D. Personally respond to upper management's phone calls and emails.

Answer: A

NEW QUESTION 158
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 159
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 160
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 161
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 162
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 167
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 171
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 174
An agile team delivered a feature in the last iteration. The product owner, who missed the planning and review meetings, was dissatisfied with the feature. The team conducted a retrospective and reviewed the user stories related it.
What should the agile team do next?

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

Answer: A

NEW QUESTION 178
During a sprint review, the product owner identifies a required improvement for a feature's user interface (Ul) delivered during the sprint. What should the product owner do next?

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

Answer: A

NEW QUESTION 179
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 183
The team underestimated the complexity of a story, resulting in new decomposition of the work to be delivered in the current sprint and items to be returned to the backlog. What should the Scrum Master do next?

A. Ask the project manager to work with the product owner to help generate clearer stories in the future.
B. Develop guidelines to prevent future occurrences.
C. During the retrospective, discuss the issue and create an action plan to avoid it in the future.
D. Allow the team to devise a corrective action without external intervention.

Answer: C

NEW QUESTION 187
A scrum master assumes a project that is essential to organizational growth. The project is expected to be in production for three years. What should the scrum master do first?

A. Work with the customers to build the product backlog and identify their initial requirements.
B. Meet with the stakeholders and enterprise architects to understand the project's vision.
C. Plan and execute a sprint 0 to establish the project's foundational needs.
D. Create a backlog, and execute a sprint 1 to quickly deliver value to the customers.

Answer: A

NEW QUESTION 191
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 196
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 197
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 200
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 203
During its first sprint a new scrum team realizes that it has insufficient team members with test automation skills to effectively complete its stories. What should the team do?

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

Answer: B

NEW QUESTION 205
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 206
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