

# PMI

## Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®



#### NEW QUESTION 1

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 2

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 3

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

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

**Answer:** B

#### NEW QUESTION 4

When introducing agile processes to a company, a quality assurance (QA) manager resists and believes that the switch to agile will remove quality controls and documents. How should the agile practitioner address this concern?

- A. Educate the QA manager that in agile, quality is integrated from the beginning to end of the project.
- B. Write backlog items that include QA as part of the description.
- C. Ask for the current QA documents and incorporate them into the technical debt backlog.
- D. Ask the product owner to write tests and QA controls into the acceptance criteria.

**Answer:** A

#### NEW QUESTION 5

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 6

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

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

**Answer:** D

#### NEW QUESTION 7

Stakeholders have conflicting requirements, and the product owner is struggling to decide which user stories to write. What should the product owner do?

- A. Ask the agile practitioner to help write the user stories.
- B. Ask the agile team to facilitate a story-writing workshop.
- C. Ask subject matter experts (SMEs) to help write the user stories.
- D. Ask the agile practitioner to facilitate a story-writing workshop.

**Answer:** C

#### 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

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 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

The team is in the middle of an iteration and there is an urgent request for a small change to be introduced to the committed scope. Unless this change is accepted, there is no value to the customers during this iteration. What must the agile practitioner do?

- A. Add the new change request as a new user story in the product backlog for the upcoming iteration
- B. Evaluate the impact of the change request and let the team and product owner decide and re-prioritize based on value
- C. Recommend cancelling the current iteration and plan the change request into the next iteration
- D. Recommend that the product owner add this change request as a user story to the backlog for the current iteration

**Answer: B**

#### NEW QUESTION 14

An experienced product owner presents the epics and corresponding stories during a release planning session with the established team. The executive sponsor asks the team when the features will be delivered. What should the agile team do?

- A. Evaluate how much can be delivered based on the Scrum Master's estimation
- B. Identify a set of user stories based on the team's velocity
- C. Initiate an estimation session
- D. Consult historical data for project completion

**Answer: D**

#### NEW QUESTION 18

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

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

**Answer: A**

#### NEW QUESTION 22

Two similar stories A and B are estimated at 3 story points. Story C is estimated at 8 points. After 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 23

A mature agile team welcomes a new member. Due to poor experiences with a previous team, the new member is reluctant to communicate. What should the agile project leader do?

- A. Bring up the new member's impediments at the next meeting to demonstrate team support of input.
- B. Assure the new member that inputs on impediments are valued, and demonstrate this at the next meeting.
- C. Have a senior lead work with the new member to avoid a negative impact on team productivity.
- D. Privately work with the new member to address any impediments.

**Answer: C**

#### NEW QUESTION 25

A team is delivering work as per the sprint plan, and team velocity is stabilized. However, at the end of the release, the customer is dissatisfied with project quality. What should the agile project manager have done to avoid this?

- A. Invited end customers to attend the stand ups
- B. Organized design review sessions with the customer to obtain sign-off
- C. Held regular meetings with the product owner and project team to elicit detailed business requirements
- D. Conducted frequent review meetings with the customer to continually enhance delivery effectiveness

**Answer: D**

#### NEW QUESTION 27

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 30

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 34

An agile team is working well together, but productivity has been flat. What can the project leader do to help them improve performance?

- A. Review the burndown chart to identify ways to increase efficiency.
- B. Chair a weekly team retrospective focusing on identifying areas for continuous improvement.
- C. Ask a senior manager to initiate a root-cause analysis.
- D. Identify team key performance indicators (KPIs) and create positive incentives when targets are achieved.

**Answer: B**

#### NEW QUESTION 37

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 41

During a planning session, four out of five team members vote to include eight story points in a particular story, while the fifth member votes for five story points. How should this be handled?

- A. The story should be assigned eight story points as per the majority vote.
- B. The story should be added to the backlog and reassessed later
- C. The story should be assigned points after a discussion with the fifth team member to see if a consensus can be reached
- D. The decision for the number of story points should be made by the customer

**Answer: C**

#### NEW QUESTION 43

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 47

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 49

What should an agile practitioner do to ensure that the end product meets business requirements?

- A. Invite the team to iteration review meetings
- B. Obtain agreement from the product owner on business requirements
- C. Request that regular reports are sent to stakeholders
- D. Confirm managers and stakeholders are invited to product review meetings.

**Answer: D**

#### NEW QUESTION 51

Based on the backlog metrics in the chart, what can explain the Jump in points at the end of iteration 4?

Backlog at start	500 points
End of iteration 1	475 points
End of iteration 2	450 points
End of iteration 3	425 points
End of iteration 4	450 points

- A. The team neglected to account for support and maintenance costs associated with other supported products
- B. The team discovered that previously accepted work could be greatly improved and added story points associated with that work
- C. The team realized that some stories were underestimated relative to other stones and reestimated as needed
- D. The team learned that the product owner needed to increase the output in the next release

**Answer: D**

#### NEW QUESTION 52

An agile team is planning the next iteration for 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 55

A product owner adds a 21-point, high-priority story to a sprint backlog. The team is concerned that it cannot be completed during the current sprint. What should the team do?

- A. Advise the product owner that the story will have to wait until the next sprint.
- B. Work extra hours to complete the story and satisfy the customer's requirements.
- C. Break down the story into smaller increments and negotiate other stories on the sprint backlog.
- D. Increase the length of the sprint to accommodate the story.

**Answer: A**

#### NEW QUESTION 60

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 65

During a current sprint a team member asks permission from the scrum master to investigate an alternative design approach. What should the scrum master do?

- A. Discourage the team member from deviating from the plan and document the request during the retrospective
- B. Encourage the team member to research the issue and present the findings during the retrospective
- C. Discourage the team member from using experimentation 'spikes' unless it is fully developed and accounts for a variety of use cases
- D. Encourage the team member to use experimentation 'spikes' for continuous improvement and help the team understand why it is important

**Answer:** B

#### NEW QUESTION 70

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 72

During a retrospective the agile practitioner discovers that a team member's process improvement idea has worsened the outcome. What should the agile practitioner do?

- A. Commend the team on
- B. trying the idea then encourage discussion regarding alternatives
- C. Ask a manager to direct the team on fixing the process
- D. Encourage the team to continue executing the idea to see if it improves
- E. Privately speak with the team member to convey that their idea worsened the outcome

**Answer:** D

#### NEW QUESTION 75

At the end of a product development phase, an agile project team confirms that all tests have passed. The product is released, but the customer complains that it is deficient.

What should the project team have done prior to product release?

- A. Requested approval from the project sponsor
- B. Undertaken a review of all requirements
- C. Conducted an end-of-phase demonstration
- D. Performed a retrospective to validate project deliverables

**Answer:** D

#### NEW QUESTION 78

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 79

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 80

A product owner with experience in a predictive approach wants the team to develop very detailed schedules and cost estimates for the next 10 sprints. What should the Scrum Master do?

- A. Suggest the product owner start by focusing on the next 2 sprints instead of 10
- B. Spend the first few sprints to develop detailed schedules and budgets
- C. Invite the product owner to the retrospective to explain the team's approach to schedule and budget
- D. Explain that detailed project schedules and budgets are not artifacts in agile projects

**Answer:** A

#### NEW QUESTION 81

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 82

Midway through a sprint, a team member discovers that the product design fails to adhere to the organization's enterprise architecture standards. Since this required escalation to the architecture team for further analysis and resolution, the team was unable to deliver its sprint goal and the sprint was cancelled. What should the team have done to avoid this?

- A. Escalated the issue to management
- B. Ensured the early engagement of key stakeholders
- C. Provided feedback to the architecture team to change the enterprise architecture standards
- D. Raised an exception for non-adherence to the enterprise architecture standards for this product

**Answer:** B

#### NEW QUESTION 86

An event management team is following an agile approach to prepare for an upcoming conference. The regional sales manager, from where the conference is to be held, contacts the team with a number of questions about the company's booth. What should the team do?

- A. Inform the sponsor about the regional sales manager's disruptiveness and ask that all questions be diverted to the weekly meetings.
- B. Stay focused on the current iteration and let the project manager deal with the regional sales manager's questions.
- C. Invite the regional sales manager to the next iteration review to share the progress.
- D. Create a risk on the risk register to account for some potentially new requirements from the regional sales manager.

**Answer:** C

#### NEW QUESTION 89

More details for a story are required before the upcoming sprint planning meeting. What should the scrum master do?

- A. Email the product owner requesting detailed story specifications and wait for a response
- B. Gather the details from the team members before sprint planning
- C. Schedule a story grooming session with the product owner before sprint planning
- D. Conduct a planning poker session with the team

**Answer:** C

#### NEW QUESTION 93

Outing a review session a customer representative is concerned that a story fails to satisfy the scope of work. However the product owner declares that the scope of work is complete What should be done with this story?

- A. Mark it as incomplete and prioritize it for the next sprint
- B. Mark it as complete, since the product owner has the final say
- C. Discard it and create a new story for the remaining scope of work
- D. Mark it as complete, since the team completed the scope of work

**Answer:** D

#### 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 all 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 99

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 104

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 109

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 113

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 115

A product owner new to the role is very enthusiastic about an agile project 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 project 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 118

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

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

**Answer: D**

#### NEW QUESTION 123

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 124

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 125

During sprint planning team members have differing opinions on a feature that delivers business value but fails to provide a long-term solution for the customer. How should the team resolve this?

- A. Refer to the values of the agile framework and the team
- B. Review the signed customer contract
- C. Check the sprint priority list
- D. Submit the problem to the product owner

**Answer:** D

#### NEW QUESTION 128

A project's 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 the 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 131

A product owner feels that the last sprint failed to sufficiently deliver what was valuable to the 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 the organization the most time and money
- D. Problems that were solved

**Answer:** A

#### NEW QUESTION 132

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 134

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 138

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 143

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

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

**Answer: C**

#### NEW QUESTION 145

What estimation technique is an agile team using when collectively estimating the relative size of its stories using story points?

- A. Parametric
- B. One-to-one comparison
- C. Affinity
- D. Planning poker

**Answer: D**

#### NEW QUESTION 148

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 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 157

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 158

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 162

A product owner complains that some of the requirements identified several iterations 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 163

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 167

What should the agile practitioner know about tracking velocity?

- A. A team with an average velocity of 50 is twice as efficient as a team with an average velocity of 25.
- B. A team with an average velocity of 50 is equally as efficient as a team with an average velocity of 25.
- C. A team that consistently meets its planned velocity is more efficient than a team that consistently exceeds its planned velocity.
- D. A team that consistently meets its planned velocity is less efficient than a team that constantly exceeds its planned velocity.

**Answer: C**

#### NEW QUESTION 172

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 175

A company has decided to combine two similar products consisting of multiple teams into one product Engaged customers want to know how the company is looking at re-organizing its 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 organized around those priorities

**Answer: A**

#### NEW QUESTION 178

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 181

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 182

Stakeholders are displeased with the latest release of a product's software While most stakeholders attended every sprint review they were otherwise largely uninvolved in the project What should the agile practitioner have done to ensure stakeholder satisfaction?

- A. Communicated early and often, as outlined in the communications matrix
- B. Ensured engagement among stakeholders and the product owner
- C. Conducted additional stakeholder reviews and demos
- D. Worked with the product owner to prioritize user stories

**Answer:**

B

#### NEW QUESTION 185

During a sprint review, the product owner identifies a required improvement for a feature's user interface (UI) 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 UI.

**Answer:** A

#### NEW QUESTION 189

The customer needs assistance in determining the efficiency of a set of process activities within the solution. What should the agile team do?

- A. Discuss the efficiency at the next iteration retrospective
- B. Review the process value stream to determine potential improvements
- C. Review the value the customer receives from the user story to determine backlog priority
- D. Discuss the performance of the solution at the next sprint review

**Answer:** D

#### NEW QUESTION 193

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 198

There is a database feature requiring three members of a seven person team. A meeting is scheduled at the beginning of the sprint to go over technical needs to complete the story. Who should the Scrum Master invite to the meeting?

- A. The core team and the customer
- B. The product owner and key stakeholders
- C. The customer and the sponsor
- D. The core team and the product owner

**Answer:** D

#### NEW QUESTION 199

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 200

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 203

An agile team is unable to complete all its planned sprint user stories, which results in a decrease of its planned sprint velocity. What should the team do?

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

**Answer:**

D

#### NEW QUESTION 206

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 211

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 for 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 216

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 mam issues with the spike

**Answer:** B

#### NEW QUESTION 220

A scrum team has conducted regular retrospectives to discuss immediate concerns and the implementation of improvement actions. Despite this, after a few iterations, the same concerns resurface.  
What should the team have done to improve retrospective outcomes?

- A. Invited subject matter experts (SMEs)
- B. Conducted problem detection to determine root causes
- C. Measured and reported the outcome of improvement actions to the team
- D. Kept track of all current issues in a log, and then reviewed their progress at the end of every iteration

**Answer:** A

#### NEW QUESTION 225

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 230

During sprint retrospectives, some team members are very vocal and tend to dominate the conversation, while others are more reserved and less likely to participate. What should the scrum master do?

- A. Encourage all team members to participate, and have them type their retrospective feedback into the agile lifecycle management tool.
- B. Ask more specific questions during the retrospectives.
- C. Use retrospective techniques, such as silent writing, clustering, and dot voting to field feedback prior to discussion by the team.
- D. Ask team members to email feedback that can be summarized in a spreadsheet for the team.

**Answer:** A

#### NEW QUESTION 234

A member of a project's development team approaches the team lead and requests database administrator training. The team member believes that their inability to handle this work, and to rely on outside specialists is impacting team velocity.  
What should the agile team lead do?

- A. Send the member to training
- B. Ask the outside specialists if database administration is required from the team
- C. Send one member to training only after asking the team if there is an issue with the current work flow



D. Wait until all members of the team can attend training

**Answer:** B

**NEW QUESTION 235**

A seven-member agile team's composition varies considerably in age, gender culture, personality type and professional background. When planning a team-building event, what type of interpersonal skills should the project leader use?

- A. Networking
- B. Social awareness
- C. Communication
- D. Leadership

**Answer:** D

**NEW QUESTION 237**

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 239**

During a project review, the team discovers customer feedback that would add scope. The project leader is concerned that the team will be unable to incorporate this feedback and still meet the product launch date.

What should the project leader do?

- A. Finalize the feedback in the form of a change request
- B. Limit the scope of the feedback to only those changes that the team can feasibly accommodate
- C. Encourage all feedback, then work with the customer to prioritize work for future sprints
- D. Allow the team to decide what feedback to incorporate.

**Answer:** C

**NEW QUESTION 243**

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 247**

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