PMI

Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®

NEW QUESTION 1
What is the first thing an agile development team should do when planning an iteration?

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

Answer: C

NEW QUESTION 2
A product owner asks a newly formed scrum team how many story points will be completed m 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 ream 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
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 4
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 5
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 6
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 7
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 8
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 9
A new product owner shares the product vision during the team launch event. The team asks tor clarification on the product roadmap and its high-level features.
What should the product owner do'

A. Determine the required tasks for implementing the high-level features
B. identify the detailed design for the high-level features
C. Prioritize the product Backlog for the upcoming release
D. Estimate the user stories in the iteration backlog

Answer: B

NEW QUESTION 10
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 10
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 15
An agile project manager notices that the product owner manages team members' day-to-day tasks in a way that distracts them from their core responsibilities. In addition, the team believes that their questions on product backlog prioritization are not being answered on time.
What should the agile project manager do?

A. Discuss and address this in the iteration retrospective.
B. Let the product owner know it is the project manager's responsibility to drive a team's tasks
C. Discuss the roles and responsibilities of the project team with the product owner.
D. Ask the product owner to work extra hours to answer the team's questions.

Answer: A

NEW QUESTION 19
During a planning session, four out of five team members vole to include eight story points m a particular story, while the fifth member votes for five story points
How should this be handled7

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 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 23
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 26
During the implementation of a story, a scrum team notifies the scrum master of a technical challenge that is causing a delay. What should the scrum master advise the team lo do?

A. Implement the story since the team is running behind schedule.
B. Create a spike to finalize the story's technical approach.
C. Transfer the story to a scrum team experienced in solving similar problems.
D. Ask the product owner to reduce the story's priority and wait until more technical details are available.

Answer: D

NEW QUESTION 28
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 30
Early in a project stakeholder analysts is performed, however an organizational restructure redefines key rotes What should the protect team do?

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

Answer: B

NEW QUESTION 31
The product owner wants to build security firewalls into the product. How can the team members support this?

A. Add new security features to the backlog and prioritize.
B. Execute a spike to research security features for the project.
C. Ask questions to determine where and how the product owner wants to use the product.
D. Ask questions to determine if the product owner can define the desired level of security.

Answer: C

NEW QUESTION 35
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 37
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 39
During a project meeting a team is laced 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 (he 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 tallowed 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 41
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 44
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 49
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 54
The learn is refining user stones during the backlog grooming session and confused on the acceptance criteria and level of details What should the agile practitioner do?

A. Complete the test cases before creating the story m the backlog
B. Define the detailed business requirements so that the team can continue with development
C. Define me user stones with just enough details so the team can collaborate continuously
D. Ensure the acceptance criteria Includes testing scenarios, so the learn can do thorough testing

Answer: C

NEW QUESTION 56
A project Worn meets to estimate user stones for a sprint. While an important non-functional requirement must be delivered in the sprint the estimate exceeds sprint capacity.
What should the team do?

A. Estimate only functional requirements that will impact product quality
B. Add learn resources
C. Refer the issue to the product owner
D. Break non-functional requirements into those that can be delivered in the given sprint

Answer: C

NEW QUESTION 57
A senior team member feels underutilized. What should the agile practitioner do?

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

Answer: C

NEW QUESTION 58
During product development, changes in technology and regulations require the team to reassess product architecture. How should this technical debt be captured?

A. Include it in the product backlog and use a new indicator to annotate that it is technical debt.
B. Include it in the product backlog as a low-priority issue.
C. Since it is not a part of agile methodologies, it should not be tracked.
D. Have team members maintain personal lists of issues and consolidate the lists during review.

Answer: A

NEW QUESTION 60
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 62
During sprint planning learn 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 67
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 68
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 73
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 76

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 81
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 83
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 88
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 90
An agile team and a traditional development team are working together on a project. Each team exceeds expectations regarding deliverables; however, issues arise when the deliverables are integrated.
What should the agile practitioner do?

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

Answer: A

NEW QUESTION 95
Stakeholders ate displeased with the latest release o! 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 97
The customer needs assistance m 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 102

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 104
How should an agile project leader interact with the product owner?

A. Conduct regular one-on-one meetings to review development features and trace them back to the product roadmap.
B. Ensure that they attend regular sprint meetings to provide product-feature feedback.
C. Share any new versions of the project plan with them, including updated statuses for tasks and project milestones.
D. Schedule meetings where they can provide team direction regarding new-feature priorities and upcoming sprints.

Answer: C

NEW QUESTION 106
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 109
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 114
The product owner of a learn starts the iteration review with a quick walkthrough of the iteration goal, the list planned stones with status, and a demo of all the stones to the business. What should the product owner have done differently?

A. Demonstrated only the completed stones and seek stakeholder feedback
B. Presented the budget situation and review the cost variance
C. Reviewed the test results to gem confidence from the stakeholders
D. Presented a demo of all the stories including the work in progress stones

Answer: A

NEW QUESTION 116
An agile coach realizes that a team responsible for a major release is a few months behind schedule The marketing department is unaware of this delay and is planning to start the marketing campaign and announce the release What should the agile coach do?

A. Meet with the agile team lead to discuss ways to improve team velocity and get back on track.
B. Use this as a learning opportunity and allow the team to hand* the situation when the marketing campaign begins.
C. In the upcoming retrospective, discuss ways to improve sharing protect status information.
D. Meet with the marketing stakeholders to explain that the team will miss the planned release date.

Answer: A

NEW QUESTION 118
The executive leadership wants to understand ways to better deliver on time and on budget. What can the project team do to assist in achieving the organizational goal?

A. Maintain and review a lessons learned repository to improve delivery of future projects.
B. Ask each team member to post corrective action to the backlog.
C. Engage the project management office (PMO) to take responsibility identifying lessons learned on projects.
D. Perform a root cause analysis to identify alternative approaches for performing the next project.

Answer: A

NEW QUESTION 123

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 128
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 129
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