

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 legal department representative contacts the scrum master because while the project's budget has been maintained it has exceeded its original contracted time and scope. What should the scrum master do?

- A. Meet with the team to gain alignment with the legal department's need to stay within the contracted time and scope
- B. Work with the customer to narrow the scope
- C. Share the project's trajectory with the legal department
- D. Meet with the legal department to help them understand that the customer and the team are satisfied with the time and deliverables

Answer: D

NEW QUESTION 3

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 4

An agile project leader is delivering a team kick-off session. The first exercise is a "Life Timeline" - a story-telling exercise where each team member tells their life story, explains how they experienced the highs and lows of their journey, and identifies their fears and hopes. What is the project leader trying to create?

- A. A safe space for team members to learn to trust one another, leading to collaborative relationships.
- B. A safe space for team members to learn to be vulnerable, leading to high performance relationships.
- C. A safe space for team members to learn to share, leading to collaborative relationships.
- D. A safe space for team members to learn about each other's weaknesses and strengths.

Answer: C

NEW QUESTION 5

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

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

Answer: C

NEW QUESTION 6

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

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

Answer: C

NEW QUESTION 7

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 8

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 9

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 10

A new product owner shares the product vision during the team launch event. The team asks for 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

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

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 17

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 20

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 21

A scrum team has eight developers, but only two are database engineers. During the last few retrospectives, the team identified that most sprint stories are dependent upon database engineers. This has created a bottleneck in completing stories. What should be proposed to the team?

- A. Have other team developers attend training to learn database skills.
- B. Monitor the retrospectives of two additional sprints before taking action.
- C. Plan fewer stories for the sprint to reduce the database engineers' workload.
- D. Ask the scrum master to work with the product owner to remove backlog stories that have database dependency.

Answer: C

NEW QUESTION 24

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 29

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 33

An agile practitioner wants to communicate the effect of technical debt on the project What should the practitioner do?

- A. Post and discuss rises in the burn down chart
- B. Adjust story points to account for technical debt.
- C. Log technical debt as an impediment.
- D. Add refactoring tasks to all stones

Answer: C

NEW QUESTION 35

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 39

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

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

Answer: A

NEW QUESTION 44

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 47

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 48

During backlog refinement meeting, the new developer on the team asks the product owner to discuss a new performance threshold requirement and how it impacts the stories in the backlog. What should the team do?

- A. Add this threshold requirement request as acceptance criteria in all impacted stories
- B. Create a spike story to analyze the impact of the threshold requirement on current stories
- C. Conduct design planning session to review the performance threshold requirement
- D. Identify the tasks for the new performance threshold requirement

Answer: B

NEW QUESTION 51

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 55

A development team and product owner disagree on a user story in the product backlog. What should the agile practitioner do?

- A. Have the development team follow the product owner's direction
- B. Openly challenge the product owner in an effort to poke holes in their approach
- C. Facilitate a conversation about the user story between the development team and the product owner
- D. Serve as a nonpartisan evaluator of each option and provide direction to the development team and product owner

Answer: C

NEW QUESTION 57

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 59

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

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

Answer: A

NEW QUESTION 60

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 61

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 66

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 71

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 75

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 76

A development team for a small company experiences long delays between product completion and release for validation and testing. The company is concerned that this will impact its ability to compete in the marketplace. What analysis should the team use to understand the issues?

- A. Risk management
- B. Variance and trend
- C. Kano model
- D. Fishbone diagram

Answer: D

NEW QUESTION 79

During a Kanban team's daily stand up, an agile coach observes that the team seems disinterested in the work status. While it appears that there are no issues with flow, there is a marked lack of attention to team effort. When the agile coach queries the team for reasons, members explain that work continues to be scheduled with no end in sight. What should the agile coach do?

- A. Work with the team to determine points at which to celebrate its work.
- B. Provide the team with a break by scheduling a team event.
- C. Have the team increase work in progress (WIP) levels to more quickly complete the flow.

D. Rejuvenate the team by temporarily reducing WIP levels.

Answer: A

NEW QUESTION 82

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 84

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 89

A project manager is concerned that the team has misaligned expectations with some stakeholders, and that user stories were written only from a generic user's perspective. This may lead the team to miss stories for non-generic users. What agile tools can help the team address these issues?

- A. Information radiators and wireframes
- B. Information radiators and story maps
- C. Process flows and personas
- D. Personas and extreme characters

Answer: B

NEW QUESTION 91

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 92

A team member has spent 5 days on a spike and the first set of experiments has not been successful. The issue is the development team member has determined a short-term rather than a long-term solution. What should the project leader do?

- A. Assign the spike to another resource to continue research for the long-term solution.
- B. Re-establish the spike, encourage experimentation and collaborate with the team.
- C. Stop experimentation and negotiate the short-term solution with the customer.
- D. Schedule a root-cause analysis with the development team on the main issues with the spike.

Answer: B

NEW QUESTION 93

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 94

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 99

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 104

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 107

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