# Exam Questions PMI-ACP

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**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**
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 3**
An agile practitioner notices that team members are disengaged. As a result, the team's velocity has decreased. What should the agile practitioner do to get the team back on track?

A. Escalate the issue to the project sponsor.
B. Remove stories to increase velocity.
C. Hold a standup to address the issue.
D. Facilitate a team retrospective.

**Answer:** C


**NEW QUESTION 4**
A learn using Kanban identifies mat their cycle time has significant variation After brainstorming, the team determines that the root cause is the stones' varying sizes and risks What should the team do?

A. Reduce work in progress (W1P) limits to accommodate slack for riskier stories
B. Create a triage step on the Kanban board to pre-identify risky stones
C. Set a policy lo break down stories larger than a specified complexity, then adjust the WIP
D. Create a dedicated overflow swimlane on the Kanban board for stones that are loo large

**Answer:** C


**NEW QUESTION 5**
A team is transitioning from a predictive approach to an agile approach. Historically, the team has delivered work products that did not meet customer expectations. What agile practice can help the team to alleviate this?

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

**Answer:** B


**NEW QUESTION 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**
Trend analysis shows that velocity is significantly higher than predicted and the release can be completed one month ahead of schedule. The team recommends changing the end date to reflect this What should the agile practitioner do?

A. Jointly meet with the team and product owner to discuss options and determine the end date
B. Announce that the team has exceeded the predicted velocity and that the end date will be earner than planned
C. Ask the product owner to include additional features in the product backlog then replay subsequent iterations
D. Ask the team to decrease velocity to meet contractual obligations and document this decision

**Answer:**

A

## NEW QUESTION 8
Why should a project team reduce the work in process?

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

**Answer:** D

## NEW QUESTION 9
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 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
During sprint planning the product owner wants the team to prioritize and deliver a number of features which nave the highest business value Due to technical dependencies the team does not agree with the prioritization What should the project leader do'

A. Encourage the product owner and team to reprioritize the features and select ones which can be delivered without any dependencies
B. Encourage the team to continue with the current plan do what they can, and carry forward the work not done to the next iteration
C. Ensure the team captures the technical dependences as issues within the backing and prioritize based on value optimization
D. Ensure that the required subject matter experts (SMEs) are engaged by the product owner to help with backlog prioritization

**Answer:** C

## NEW QUESTION 13
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 18
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 23
An agile team is planning the next iteration tor a product release that has accumulated technical debt What should the team do?

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

**Answer:** A

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**NEW QUESTION 24**
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

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**NEW QUESTION 26**
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

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**NEW QUESTION 27**
A team identifies the number of threats and lists them in the order in which they were identified. After analyzing a cause-and-effect diagram, the ownership of the threats and their treatment is assigned, and a number of risk cards are placed on the Kanban board.
What approach should be used to manage these threats?

A. Create a risk register detailing the threats, their causes, and their treatment strategies; and complete ownership to provide tighter risk control and a stakeholder communication tool.
B. Focus on the threats during the daily stand up and ensure they are visible to the entire team and other interested parties.
C. Prioritize the risks based on their criticality and timing, and track actions to closure.
D. Ensure that the prioritization of threats is complete, and that ownership actions are assigned and visible to everyone.

**Answer:** D

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**NEW QUESTION 28**
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

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**NEW QUESTION 31**
How can a scrum team obtain more feedback from a minimally responsive outside stakeholder?

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

**Answer:** A

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**NEW QUESTION 34**
On an agile project some of the development team is struggling to understand how the tasks and use stones fit into the overall product. How should this be addressed?

A. Review the iteration goals and have the team each describe the work to create shared understanding
B. Create a story map for the minimal viable product (MVP) functionality
C. Capture this as a task in the retrospective and ensure there is more detail provided at the next planning session.
D. Have the product owner explain the product vision and review the release plan with the team

**Answer:** B

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**NEW QUESTION 37**
A client slates that a product is not being built as requested. How should the agile team address this?

A. Conduct an internal review to validate functionality before shipping
B. Audit the quality control process to ensure that the product adheres to requirements.
C. Lengthen iterations to ensure there is sufficient time to build functionality
D. Hold product review sessions with the client to obtain product acceptance.

**Answer:** B

**NEW QUESTION 40**
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 42**
A learn member on a new scrum project previously provided support lo another application Due to issues with that application the team member's former supervisor continues assigning them tasks related to that protect The new project's scrum master includes this issue in the risk register.
What should the scrum master do next?

A. Monitor the threats and risks while allowing the team member to multitask on both projects
B. Assign more resources to the sprints to compensate for the absences of the team member
C. Ensure that the threats and risks are communicated and addressed
D. Assign fewer stones to the sprints so that the team member can still meet sprint goals

**Answer:** C

**NEW QUESTION 46**
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 51**
While struggling to take ownership of delivery, an agile team fails to keep up with its sprint commitments. What should the agile coach do?

A. Work with the sponsor to develop team expectations.
B. Provide the customer with a list of deliverables and obtain agreement.
C. Encourage the team to more frequently interact with all stakeholders.
D. Work on finishing upfront product design rather than comprehensive documentation.

**Answer:** C

**NEW QUESTION 52**
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 54**
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 56**
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 58**
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 63**
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 67**
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 69**
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 74**
How can an agile practitioner ensure that all key stakeholders are properly engaged in planning?

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

**Answer:** D


**NEW QUESTION 77**
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 81**
A Scrum Master would like to provide information to key stakeholders on the daily resource and project activities. Which tool should the Scrum Master use to

provide these updates?

A. Shared vision statement and sprint goal
B. Release burnup chart
C. Velocity metrics
D. Iteration burndown chart

**Answer:** C

## NEW QUESTION 84
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 89
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 91
During iteration planning, it was determined that an epic should be decomposed. What was the determining factor?

A. Size and priority
B. Minimum marketable features
C. Release plan
D. Sprint mapping

**Answer:** A

## NEW QUESTION 94
During its first sprint a new scrum team realizes that it has insufficient team members with test automation skills to effectively complete its stories. What should the team do?

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

**Answer:** B

## NEW QUESTION 97
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 it 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 98
Following an upgrade, a software support team is overwhelmed by the number of tickets being submitted by end users. The team's manager is pushing the team to "work smart" by focusing on activities that deliver the most value in the least amount of time.
What should the team do?

A. Work longer hours to complete more of the support backlog.
B. Work support tickets in the order in which they were received.
C. Place tickets on hold until the team completes an analysis of the backlog to identify and resolve systemic issues.
D. Add members to the support team.

**Answer:** C

**NEW QUESTION 101**
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 102**
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