PMI-ACP Dumps

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NEW QUESTION 1
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 2
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 3
A member of the development team is working on a prioritized non-functional requirement involving integrating with a 3rd party system This integration has not been done before on the project.
What should the project leader suggest?

A. Develop and document a detailed architectural design peer review with the development team, and implement/test
B. Develop the functional requirements of the solution first before any non-functional requirement, as they provide more customer value.
C. Discuss the integration requirement with the product owner and negotiate it to be lower on the backlog to focus on the minimal marketable feature
D. Develop and test the implementation approach and demonstrate it at the next sprint review to collect feedback.

Answer: A

NEW QUESTION 4
Midway through a sprint. a scrum team member advises the team of a new requirement Dial may change the initial scope What should the team do?

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

Answer: D

NEW QUESTION 5
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 6
A project is starling and the type of wont is complex and suitable for agile in assessing the learn members it appears that co-location would be a challenge. What should the agile practitioner do?

A. Select and implement collaboration tools to augment team interactions
B. Provide each geographical area with their own product owner and divide the work between the teams
C. increase the number of requirements documents and ensure they are dearly communicated
D. After several sprints calcuate velocity based on primary learn location and use secondary team as reserve

Answer: A

NEW QUESTION 7
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 me backlog tor the current aeration

Answer:

B

NEW QUESTION 8

A customer and a product delivery team meet to discuss a products 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 learn 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 9

During a daily stand up, the tester engages the developer in a discussion about what will be tested during unit testing versus regression testing. What should the scrum master do?

A. Ask the tester and developer to discuss it after the meeting, since it is not a part of the daily stand up.
B. Encourage the discussion to resolve impediments.
C. After the meeting, escalate this issue to the tester's supervisor to ensure that this does not reoccur.
D. Ask more questions about the testing techniques to obtain clarification on team efforts for quality improvements.

Answer: A

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 10

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 15

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 17

Due to its complexity, a new team member struggles with developing a concise user story What advice should the agile practitioner give to assist with developing the story?

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

Answer: C

NEW QUESTION 18

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 22
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 27
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 28
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 31
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 33
Senior management is frustrated at the lack of a detailed implementation plan that shows exactly when the project will end and when all requirements will be met. The team has been using a rolling wave planning approach so tar on the project How should the agile practitioner explain to server management the benefits of this approach?

A. it ensures a consistent level of detail is available in the project schedule.
B. it prevents a wasteful buildup of requirements inventory that may never be processed
C. it provides a concrete definition of project scope, cost and duration
D. it allows the team to lock down the stones to be included in a release

Answer: D

NEW QUESTION 37
A newly formed development learn experienced difficulty with accurately estimating product backlog items As a result, the team failed to deliver all of the features in the sprint backlog for the past two iterations
What should the team do to improve the accuracy of their estimates?

A. Decrease the sprint time box until the team is able to deliver the entire agreed-upon sprint backlog tn a single sprint
B. Discuss estimating techniques in the daily scrum meeting
C. Increase the size of the development team until the team is able to deliver the entire agreed-upon sprint backlog in a single sprint
D. Begin tracking estimated effort metrics as an input to performance evaluation.

Answer: B

NEW QUESTION 40
After a successful product deployment, a key stakeholder informs an agile team member that an implemented feature is failing to deliver its expected business value. The team member replies that the requirement was provided by the customer, and that the scope was clearly met.
If the problem were an issue of requirement elicitation rather than delivery, what should have been done to avoid this situation?

A. Stakeholders should have regularly been engaged to obtain feedback and reduce the functionality risk.

B. The team should have used the lean principle of delay, so that actual facts could be considered rather than assumptions and predictions.
C. Interdependent teams should have been engaged using a collaborative approach to identify and leverage the best support.
D. An owner should have been identified to obtain timely stakeholder feedback.

Answer: A

NEW QUESTION 42
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 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 45
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 48
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 49
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 51
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 54
After seeing the planned features for an upcoming release, a customer notes that a vitally important and complex one is missing. The team estimates that this feature significantly exceeds its average velocity.
How can this issue be resolved?

A. Break down the feature into smaller parts, and commit to completing the minimum viable product.
B. Complete the iteration to which they have already committed, and include the feature in the next release.
C. Change the planned features to include only the vitally important one.
D. Extend the iteration to complete the feature.

Answer: A

NEW QUESTION 58
A product owner new to the role is very enthusiastic about an agile protect 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 protect 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 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 65
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 66
During a retrospective, team members suggest process improvement ideas. The agile team lead knows that, while many of these ideas are different from standard practices, a few of them are good.
What should the agile team lead do?

A. Require the team to try only those ideas that will ensure success.
B. Allow the team to try ideas, but remind them that results will be reviewed by high-ranking executives.
C. Associate idea successes and failures with the team's incentive plan to ensure accountability.
D. Encourage the team to try the ideas, even if failure may be the outcome.

Answer: D

NEW QUESTION 69
During a six-week iteration, an issue is identified by a team member. After analysis, the team member determines that it will take at least two weeks to resolve.
What should the team member do?

A. Notify the product owner and begin resolution.
B. Communicate the issue to the team in the next stand up meeting.
C. Immediately begin resolution, and communicate it to the team during the retrospective.
D. Work on the next activity, and communicate it to the team during the retrospective.

Answer: C

NEW QUESTION 71
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 75

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 79
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 83
A globally distributed project team is using email and phone calls as the only way to share information. Delays in resolving issues often occur due to misinterpreted communications, leading to a lower team velocity.
What steps should the project leader take to improve knowledge sharing?

A. Meet individually with each team member to identify the issues and relay information to the remaining members through status reports.
B. Establish a live video feed between the dispersed teams to enable spontaneous engagement and collaboration on issues.
C. Request that the customer co-locate the team to overcome the communication issues, as this is the only method to ensure agility.
D. Inform the customer of the challenges and lower velocity of the project to accomodate for the slower delivery pace.

Answer: B

NEW QUESTION 85
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 86
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
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 91
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 94
A scrum master is part of a project team using technologies overseen by the IT department. The IT director oversees several company initiatives and is unfamiliar with the details of each one.
As an active project stakeholder, to which meeting should the IT director be invited?

A. Planning
B. Daily scrum
C. Sprint demo
D. Retrospective

Answer: B

NEW QUESTION 97
An executive sponsor of a new scrum team actively attends scrum ceremonies. How does this benefit the team?

A. It helps the learn to focus on and meet sprint goals
B. It reminds the team about who sponsors the protect
C. It provides high-level project updates to the sponsor
D. It helps to quickly resolve issues using the sponsor's influence

Answer: A

NEW QUESTION 99
During the iteration planning of a newly onboarded agile team, the product owner adds a set of high priority user stones into the iteration backlog What should the team do first to define the tasks needed to implement the user stories?

A. Self-organize
B. Assign tasks to each team member
C. Meet with me customer
D. Identify the Scrum Master

Answer: A

NEW QUESTION 102
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 m the marketplace1. 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 107
A new learn 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 108
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 110
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 114
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 115
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
What role should a servant leader perform to reduce team distractions and improve progress toward project goals?

A. Managing; To ensure compliance with the project plan
B. Mentoring: To share their knowledge with the team
C. Controlling: To ensure compliance with the scope, budget, and schedule
D. Auditing; To ensure adherence to organizational compliance policies

Answer: B

NEW QUESTION 121
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 126
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 128
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