

# PMI

## Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®



#### NEW QUESTION 1

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

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

**Answer: A**

#### NEW QUESTION 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

During a sprint, the team encounters a technical problem that becomes an impediment to completing two stories. What should the scrum master do?

- A. Ask the lead developer to identify a solution, and then share the details with the team.
- B. Ask a technical manager or architect to determine a solution to the problem.
- C. Work with the product owner to add a spike to the next sprint to identify a solution.
- D. Create a collaborative team environment so that the team can explore a solution together.

**Answer: D**

#### NEW QUESTION 4

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 identify the iteration's remaining scope?

- A. Convince the team 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 5

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 the team to gain 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 6

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 7

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 8**

While attending a conference, an agile practitioner learns of a new user interface (UI) framework that could benefit the team. What should the agile practitioner do next?

- A. Identify a team member to do a proof of concept using this framework.
- B. Email the team directing them to immediately begin using this new framework.
- C. Obtain feedback from team members on the new framework, and then suggest that the product owner create a backlog item to do a spike on it.
- D. Discuss this option at the next retrospective.

**Answer:** D

**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**

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 10**

Two similar stories A and B. are estimated at 3 story points Story C. is estimated at 8 points After an iteration in which A and C were completed it is found that story A took much longer than story C.

What should the agile practitioner do?

- A. Assign story B more than 8 story points so to provide a better estimate
- B. Add points to story B's iteration to account for the error but keep story B at 3 points
- C. Assign more resources to story B to bring it in line with the estimate
- D. Reestimate all stories including values for A B and C

**Answer:** D

**NEW QUESTION 13**

A product owner concludes that the majority of a project's value can be delivered by completing only the first half of the prioritized backlog. What should the product owner do next?

- A. Remove the second half of the backlog, and communicate their decision in the next backlog grooming meeting.
- B. Reprioritize backlog items to future iterations.
- C. Work with the team to deploy the first half of the backlog to ensure that value is realized.
- D. Meet with project stakeholders to review the backlog and determine if the scope should be adjusted.

**Answer:** B

**NEW QUESTION 18**

What can an agile team use to prioritize stories?

- A. Planning poker technique
- B. Weighted average calculation
- C. Risk-value quadrant
- D. INVEST scale

**Answer:** C

**NEW QUESTION 19**

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 24**

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 25**

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 26**

Why should an agile coach model agile principles and behaviors, become self-aware, and be present?

- A. To better listen, serve and help the team grow their strengths individually and as a team
- B. To convince people what they need to do
- C. To help better disguise the command and control approach
- D. To understand team dynamics and develop a high performing team

**Answer:** A

#### **NEW QUESTION 27**

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 30**

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

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

**Answer:** B

#### **NEW QUESTION 35**

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 far on the project. How should the agile practitioner explain to senior 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 items to be included in a release

**Answer:** D

#### **NEW QUESTION 37**

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 39**

During a review session an agile team presented done requirements to a group of stakeholders Stakeholder feedback indicated that the done requirements failed to meet the most pressing needs and provide value  
 What should the team have done to prevent this?

- A. Reprioritized requirements prior to committing to iteration work
- B. Ensured that requirements remained stable during the iteration cycle
- C. Had stakeholders focus on items created after the product backlog was initially built
- D. Worked on features rather than a set of components

**Answer:** D

**NEW QUESTION 42**

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 46**

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 49**

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

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

**Answer:** D

**NEW QUESTION 51**

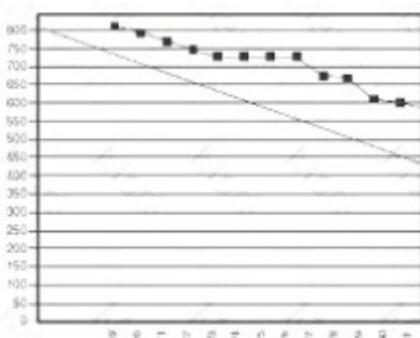
When a learn member encounters an issue in an agile environment, what should they do?

- 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 56**

Based on me burndown chart, what is the iteration's status?



- A. It trended ahead of schedule and completed everything on time
- B. It took more time than expected and had to be lengthened

- C. It trended behind schedule and did not complete everything on time
- D. It took less time than expected and had to be shortened

**Answer: C**

**NEW QUESTION 61**

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 66**

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 69**

A client states that a product is not being built as requested. How should the agile team address this?

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

**Answer: B**

**NEW QUESTION 72**

A product owner new to the role is very enthusiastic about an agile project with an energetic team. What should be done first to ensure successful delivery of the product?

- A. Hold a meeting with the team and the product owner to develop the team charter, working agreement, guiding principles and product vision
- B. Ask the product owner to create the project vision and charter and then discuss the guiding principles with the team
- C. Hold a meeting during which the team can present the project charter, high-level project plan and team values to the product owner
- D. Send the product owner to formal product-owner training where the product owner can learn how to create a product vision

**Answer: A**

**NEW QUESTION 75**

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 76**

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 77**

An agile team has only one database administrator with the necessary knowledge of database-related tasks. The project manager identifies the risk that if this person leaves, team velocity will significantly decrease.

What should the agile coach do?

- A. Start the hiring process for a new, equally skilled database administrator as a replacement.
- B. Move this database administrator to another team so that team members learn database-related tasks.
- C. Add another database administrator to balance the workload and aid with knowledge retention.
- D. Obtain agreement from the team that, on upcoming sprints, the database administrator will act only in an advisory capacity.

**Answer: C**

#### **NEW QUESTION 80**

An executive requests information regarding a sprint status. What action should the product owner take?

- A. Invite the executive to the standup.
- B. Direct the executive to the information radiator.
- C. Personally meet with the executive.
- D. Email the requested information to the executive.

**Answer: D**

#### **NEW QUESTION 81**

A product owner feels that the last sprint failed to sufficiently deliver what was valuable to the organization's overall project goals. What should the scrum master mention at the next retrospective?

- A. Solutions to project problems that were built into the last sprint
- B. Problems that arose
- C. Solutions that saved that organization the most time and money
- D. Problems that were solved

**Answer: A**

#### **NEW QUESTION 84**

Business stakeholders of an agile project frequently skip the review meetings. What should the agile practitioner do?

- A. Ask the product owner to inform all stakeholders about the project's progress.
- B. Send meeting notes to all stakeholders after each review meeting.
- C. Include the results of the review meetings in the information radiators.
- D. Convince the stakeholders of the benefits of attending the review meetings.

**Answer: D**

#### **NEW QUESTION 86**

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 91**

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 95**

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

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

**Answer: C**

#### **NEW QUESTION 98**

While reviewing the sprint burn down during a stand up, the scrum team identifies that they have fallen behind. Upon further discussion, they discover that some quality assurance (QA) team members were unable to use the new automation framework, which caused a bottleneck. What should the scrum team do?

- A. For upcoming sprints, have QA team members ensure that their respective skill sets are considered when accepting stories.
- B. Have QA team members with the appropriate skill sets spend extra time to help the team succeed.
- C. Ensure that QA team members who lack the appropriate skill sets sign up for training within the next few weeks.
- D. Ask QA team members experienced with the new automation framework to cross-train the other QA members.

**Answer: D**

#### **NEW QUESTION 100**

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 101**

Midway through a sprint the scrum master identifies that reassigning a certain task could help the team meet its sprint goals. What should the scrum master do next?

- A. Alert the team that sprint goals might not be met and create an alternative plan
- B. Obtain team buy-in to perform modifications to the sprint backlog
- C. Have the sprint proceed as planned
- D. Ask the team to decide if the task should be reassigned

**Answer: B**

#### **NEW QUESTION 103**

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 105**

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

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

**Answer: B**

#### **NEW QUESTION 108**

During a mature agile team's planning meeting a team member proposes a new framework that would considerably reduce implementation time. However, the team lacks the confidence to try the new framework. To help the team gain confidence, what should the agile practitioner suggest?

- A. Develop a spike
- B. Create an Ishikawa diagram
- C. Perform a pre-mortem analysis
- D. Complete a variance and trend analysis

**Answer: A**

#### **NEW QUESTION 109**

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 113

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 118

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 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 123

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 127

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 128

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 130

During the iteration planning of a newly onboarded agile team, the product owner adds a set of high priority user stories 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 the customer
- D. Identify the Scrum Master

**Answer: A**

#### NEW QUESTION 131

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 136

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

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

**Answer: D**

#### NEW QUESTION 141

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 144

A new team member asks what changes could accelerate a change to the project plan. What should be the proper response?

- A. Competitors joined forces with the team
- B. The customer Changed requirements
- C. Project team members obtained additional certifications
- D. Technology which did not interfere with the final product

**Answer: B**

#### NEW QUESTION 147

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 152

What should a team consider when calculating the effort needed to complete a product backlog?

- A. The increase in velocity and cost
- B. A buffer in the sprint to mitigate unexpected risks
- C. Assigning extra points to each task to allow time for changes
- D. Stories describing infrastructure tasks and analysis tasks

**Answer: D**

#### NEW QUESTION 157

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 161

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 162**

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 164**

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 165**

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 168**

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 169**

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