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Exam Questions PMI-ACP

PMI Agile Certified Practitioner (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

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 3

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 4

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 5

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 6

An agile team has been given a complex project with a basic set of requirements which need further elaboration and review. How should the team iteratively build out the backlog of requirements with the stakeholders?

- A. Conduct a requirements gathering workshop.
- B. Deliver the basic requirements iteratively.
- C. Have the product owner fill out the requirements backlog.
- D. Have the stakeholders fill out the backlog before starting the project.

Answer: B

NEW QUESTION 7

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 8

What should a learn do when they complete ail 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 9

The amount of information captured in the project's defects is varying within the development team. Team members are becoming frustrated with the defect quality inconsistencies and the frequent clarification required.

What should be done to address the issue?

- A. Stop the current iteration to discuss defect quality issues and explore solutions.
- B. Discuss and explore solutions in the next planning meeting and take corrective actions as required.
- C. Generate insights at the next retrospective and adjust processes as decided by the team.
- D. Assign corrective actions to the backlog for the team to identify the mandatory defect information.

Answer: C

NEW QUESTION 10

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

A company is moving into a new space and is determining the best configuration for offices. The management team is also considering moving to an agile process. What advice should an agilist give?

- A. Arrange the office space to allow co-location of development teams and centrally located information radiators.
- B. Isolate each development team to reduce all outside distractions.
- C. Ensure management understands the need for isolation to allow for concentration.
- D. Define the agile method the company will be using, and implement the office configuration based upon that method.

Answer: D

NEW QUESTION 11

An agile project leader notices that the team's velocity has decreased. In examining data provided by team members, the project leader discovers that one team member has been slow to enter story statuses.

What can happen as a result?

- A. The team will be unable to understand the iteration's status
- B. The team will be unable to judge the project design's validity.
- C. The team cannot give accurate updates to management
- D. Team collaboration cannot be measured effectively

Answer: A

NEW QUESTION 15

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 17

A team is delivering work as per the sprint plan, and team velocity is stabilized. However, at the end of the release, the customer is dissatisfied with project quality. What should the agile project manager have done to avoid this?

- A. Invited end customers to attend the stand ups
- B. Organized design review sessions with the customer to obtain sign-off
- C. Held regular meetings with the product owner and project team to elicit detailed business requirements
- D. Conducted frequent review meetings with the customer to continually enhance delivery effectiveness

Answer:

D

NEW QUESTION 21

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 24

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 26

A project team identifies a number of technical challenges with features in the next sprint. What should they do?

- A. Request direction from the technical manager.
- B. Encourage the product owner to reallocate the features to another sprint.
- C. Determine who is best qualified to address the challenges.
- D. Ask the product owner to assign the tasks to the most appropriately skilled resources.

Answer: C

NEW QUESTION 27

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 30

An agile team's client has been asked to expedite the delivery of the next release. By delivering one month early, the company can generate US\$40,000 more than expected for the quarter. What should the agile team do?

- A. Adhere to the new deadline and immediately advise the client that the schedule has been expedited
- B. Advise the client that it is best to continue as planned rather than introduce unforeseen risks by expediting the schedule.
- C. Submit a change request to the client with a 50% increase in charges due to the new potential profit.
- D. Request additional resources to meet the expedited deadline and obtain training for the new resources.

Answer: D

NEW QUESTION 35

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 36

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

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

Answer: D

NEW QUESTION 37

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 stories 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 40

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 45

A team member is stressed due to a heavy workload, while other team members have some slack in their schedules. How should the team lead address this?

- A. Inform management, and suggest that additional resources may be required
- B. Discuss the issue with the team member during daily stand up meetings
- C. Meet personally with the stressed team member to brainstorm ways to better manage their time
- D. Begin tracking the stressed team member's tasks in a separate backlog for additional analysis and reporting

Answer: C

NEW QUESTION 46

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 51

A newly formed scrum team wants to foster an environment of transparency and experimentation. The team decides to use a Kanban board to record and track encountered impediments. Emphasis is placed on how issues are resolved and the strategies for preventing them in the future.

Over time, what will be the result of this approach?

- A. Kaizen
- B. Specific measurable, assignable, realistic
- C. and time-based (SMART) goals
- D. Key performance indicators (KPIs)
- E. Muda

Answer: A

NEW QUESTION 55

A product owner with experience in a predictive approach wants the team to develop very detailed schedules and cost estimates for the next 10 sprints. What should the Scrum Master do?

- A. Suggest the product owner start by focusing on the next 2 sprints instead of 10
- B. Spend the first few sprints to develop detailed schedules and budgets
- C. Invite the product owner to the retrospective to explain the team's approach to schedule and budget
- D. Explain that detailed project schedules and budgets are not artifacts in agile projects

Answer: A

NEW QUESTION 57

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 61

A technical problem arises that will likely impact the stories planned for delivery in the current sprint. What should the scrum master do?

- A. Consider adding a story to the next sprint to seek resolution
- B. Immediately solve the problem on behalf of the team
- C. Ask the team to collaboratively work out a solution
- D. Engage a technical manager to assist with finding a solution

Answer: C

NEW QUESTION 64

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 67

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 70

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 72

During sprint planning, team members have differing opinions on a feature that delivers business value but fails to provide a long-term solution for the customer. How should the team resolve this?

- A. Refer to the values of the agile framework and the team
- B. Review the signed customer contract
- C. Check the sprint priority list
- D. Submit the problem to the product owner

Answer: D

NEW QUESTION 74

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 the organization the most time and money
- D. Problems that were solved

Answer: A

NEW QUESTION 79

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 80

What should a Scrum Master do when one team member falls behind in their tasks'?

- A. Move the task to another team member who has spare capacity in the sprint
- B. Ask the team for suggestions
- C. Privately offer the team member encouragement to meet task commitments
- D. Notify the product owner

Answer: B

NEW QUESTION 85

An agile team is preparing a release plan for a project. What information will the team need to complete this plan?

- A. Amount of work needed to complete a single user story
- B. Amount of work that can be accomplished by each team member
- C. Amount of work that can be accomplished in an iteration
- D. Amount of work that can be accomplished by the entire team

Answer: D

NEW QUESTION 89

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 90

A team member on a new scrum project previously provided support to another application. Due to issues with that application the team member's former supervisor continues assigning them tasks related to that project. 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 stories to the sprints so that the team member can still meet sprint goals

Answer: C

NEW QUESTION 95

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 96

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 99

An agile practitioner wants to ensure that stakeholders have current information about a project's progress. What should the agile practitioner do?

- A. Regularly circulate an updated, detailed version of the project plan
- B. Frequently update the online project management office (PMO) repository site
- C. Invite the stakeholders to daily stand ups
- D. Post a project board in an area where all can view it.

Answer: D

NEW QUESTION 102

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 104

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 107

During project inception an agile practitioner engages the stakeholder to ensure alignment on the project's strategy and vision. The stakeholder asks for detailed requirements design, and delivery plans. What should the agile practitioner do?

- A. Provide all information requested by the stakeholder
- B. Set expectations regarding the appropriate level of details requested during this stage
- C. Inform the stakeholder that no detailed documents are provided using agile practices
- D. Ask the team to supply the information to the stakeholder

Answer: B

NEW QUESTION 108

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 109

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 110

An agile team delivered a feature in the last iteration. The product owner, who missed the planning and review meetings, was dissatisfied with the feature. The team conducted a retrospective and reviewed the user stories related to it. What should the agile team do next?

- A. Ensure that the product owner reviews the acceptance criteria for delivered user stories.
- B. Augment the quality assurance and continuous integration processes for delivery.
- C. Approach the relevant developers and testers regarding quality issues in upcoming iterations.
- D. Ask the product owner to define the entire scope of delivery two to three iterations in advance.

Answer: A

NEW QUESTION 111

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 116

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 117

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 122

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 125

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 130

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