



## **PMI**

### **Exam Questions PMI-ACP**

PMI Agile Certified Practitioner (PMI-ACP)®

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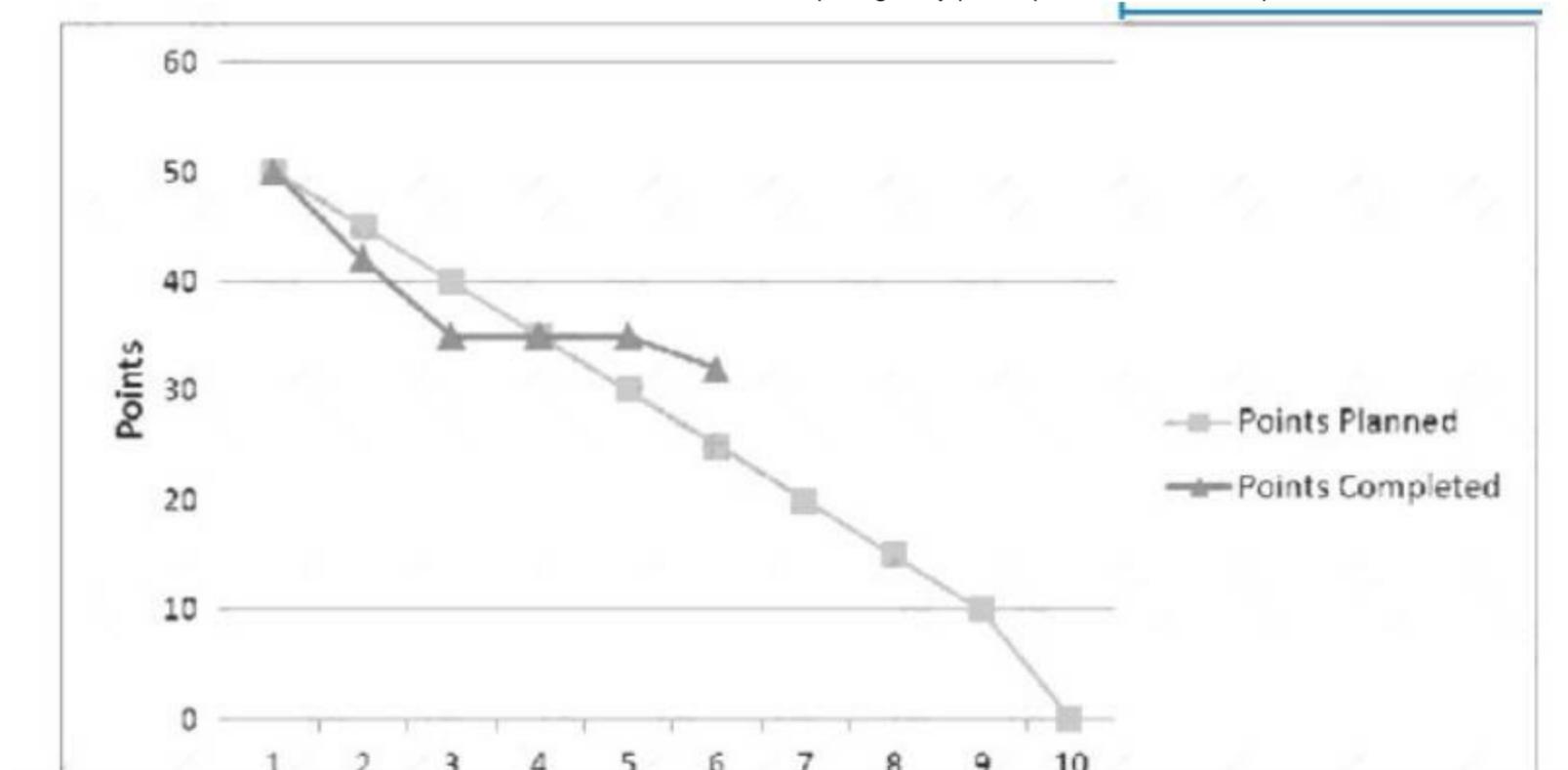
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**NEW QUESTION 1**

Based on the chart, what is the current status of the iteration when comparing story points planned versus completed?



- A. The iteration is in jeopardy.
- B. The team has removed scope.
- C. The iteration is ahead of schedule.
- D. The team's velocity is constant.

**Answer: A**

**NEW QUESTION 2**

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 3**

An organization initiates a pilot project to introduce agile methodology for the successful delivery of projects. What should the project manager do to share this project's knowledge and learning with wider organizational business groups?

- A. invite people from across the organization to attend daily stand ups
- B. invite people from across the organization to attend retrospectives
- C. Invite people from across the organization to attend the release meeting and project retrospectives
- D. Regularly meet with people across the organization to share the project's lessons learned and best practices

**Answer: D**

**NEW QUESTION 4**

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 5**

A product owner asks a newly formed scrum team how many story points will be completed in a sprint. What should the scrum master do?

- A. Engage the team to determine the sprint velocity based on previous agile projects
- B. Average the sprint velocity based on input from team members
- C. Share the sprint velocity obtained from the sponsor with the team
- D. Run multiple sprints before determining the sprint velocity with the team.

**Answer: A**

#### NEW QUESTION 6

An agile team provides feedback that user stories include insufficient details to understand the requirements. What should the agile practitioner do?

- A. Coach the product owner to update only the acceptance criteria.
- B. Instruct the agile team to fix the user stories during the next retrospective.
- C. Facilitate a user story workshop with the agile team.
- D. Inform the product owner's manager that the work items provide insufficient detail.

**Answer: C**

#### NEW QUESTION 7

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 8

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

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

**Answer: C**

#### NEW QUESTION 9

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 10

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 10

A team using Kanban identifies that their cycle time has significant variation. After brainstorming, the team determines that the root cause is the stories' varying sizes and risks. What should the team do?

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

**Answer: C**

#### NEW QUESTION 13

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

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

**Answer: B**

#### NEW QUESTION 17

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 22

An agile team notices that the same problem continue to occur during multiple iterations. Several team members have suggestions to fix the problem. What is the proper agile approach to handle this?

- A. Hold frequent retrospectives and share the responsibility for making changes
- B. Understand that this is the nature of innovative business and strive 10 work harder
- C. Collect team member feedback and discuss them privately with the product owner
- D. Conduct a team-bulking exercise to increase trust among the team members

**Answer: A**

#### NEW QUESTION 24

An agile team lead is assigned to a project that must ensure data security. What should the team lead do to guarantee that security, as a non-functional requirement, is managed throughout the project?

- A. Include security concerns on the agenda for every meeting.
- B. Request that a security expert be added to the team.
- C. Add security as a non-functional requirement to the risk register, and review regularly.
- D. Ensure that planning and prioritizing includes consideration of security requirements.

**Answer: C**

#### NEW QUESTION 29

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 33

A project is starting and the type of work is complex and suitable for agile in assessing the team 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 clearly communicated
- D. After several sprints calculate velocity based on primary team location and use secondary team as reserve

**Answer: A**

#### NEW QUESTION 35

A new CIO advocates an agile framework for new IT projects, but the team has reservations. How should the CIO ensure that the team will be aligned with this?

- A. Obtain executive team buy-in by conducting a meeting to present the advantages of agile principles and processes.
- B. Issue a memo of understanding that agile principles should be implemented for all new projects.
- C. Introduce agile principles and processes, then make the change an experiment to obtain buy-in.
- D. Require all staff and management to attend agile training and adhere to its principles.

**Answer: C**

#### NEW QUESTION 38

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 42

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 for the current aeration

**Answer: B**

#### NEW QUESTION 43

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

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

**Answer: A**

#### NEW QUESTION 46

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 50

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 52

An experienced product owner presents the epics and corresponding stones during a release planning session with the established team The executive sponsor asks the team when the features will he delivered What should the agile team do?

- A. Evaluate how much can be delivered based on the Scrum Master's estimation
- B. identify a set of user stored based on the team's velocity
- C. initiate an estimation session
- D. Consult historical data for project completion

**Answer: D**

#### NEW QUESTION 56

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 61

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 63

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 65

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 66

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 71

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 72

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 73

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 74

During a planning session, four out of five team members vote to include eight story points in a particular story, while the fifth member votes for five story points. How should this be handled?

- A. The story should be assigned eight story points as per the majority vote.
- B. The story should be added to the backlog and reassessed later.
- C. The story should be assigned points after a discussion with the fifth team member to see if a consensus can be reached.
- D. The decision for the number of story points should be made by the customer.

**Answer: C**

#### NEW QUESTION 79

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

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

**Answer: C**

#### NEW QUESTION 84

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 89

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 91

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 92

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 95

Agile team A struggles to deliver committed stories due to technical dependencies with team B, which continuously fails to meet its delivery commitments. What should the agile team lead do?

- A. Create a new team to deliver the dependencies, and bring team B under performance management.
- B. Conduct a vision-sharing session with the teams to communicate the project's overall goals.
- C. Swap team members from both teams so that deliveries are better supported.
- D. Discuss negotiating the delivery timelines with team A.

**Answer: B**

#### NEW QUESTION 99

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 101**

Based on the backlog metrics in the chart, what can explain the Jump in points at the end of iteration 4?

Backlog at start	500 points
End of iteration 1	475 points
End of iteration 2	450 points
End of iteration 3	425 points
End of iteration 4	450 points

- A. The team neglected to account for support and maintenance costs associated with other supported products
- B. The team discovered that previously accepted work could be greatly improved and added story points associated with that work
- C. The team realized that some stories were underestimated relative to other stones and reestimated as needed
- D. The team learned that the product owner needed to increase the output in the next release

**Answer: D**

**NEW QUESTION 106**

Early in a project stakeholder analysts is performed, however an organizational restructure redefines key roles What should the protect team do?

- A. Note the changes to the restructure and roles that affect team activities
- B. Use direct engagement and two-way conversation to update the stakeholder analysis for any new stakeholder requirements
- C. Email a copy of the protect vision to nose redefined for key roles and ask if they need to be involved in the project
- D. Obtain a copy of the redefined key roles to update the stakeholder analysis

**Answer: B**

**NEW QUESTION 109**

Two teams have received project requirements and completed estimates. Team A estimates 420 story points for scope and 30 story points for velocity per sprint. Team B estimates 280 story points for scope and 20 story points for velocity per sprint. Both teams have same number of team members and have an assumed sprint duration of 2 weeks.

What can an agile practitioner conclude about team A and team B's estimates?

- A. Team B has underestimated scope compared to team A.
- B. Team A is more confident in delivering velocity than team B.
- C. Both teams need to indicate their proposed technology before the estimates can be analyzed.
- D. Both teams have estimated the project to be of same size.

**Answer: D**

**NEW QUESTION 112**

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 116**

A development team, new to scrum, questions the need to collect metrics on team performance. While team members understand velocity and burn down, they feel that once velocity becomes settled it is needless to keep track.

What should the agile coach tell the team?

- A. Continuing to track velocity allows functional managers to assess whether or not the team is performing at the desired rate.
- B. The trends will show how the team performs against other scrum teams in the organization.
- C. Tracking velocity will provide a baseline for the team to see how their continuous improvement efforts are working.
- D. Tracking velocity will document and communicate team health to the stakeholders.

**Answer: C**

**NEW QUESTION 117**

During a current sprint a learn member asks permission horn the scrum master lo investigate an alternative design approach What should the scum 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 119**

During a retrospective the agile practitioner discovers that a team member's process improvement idea has worsened the outcome What should the agile practitioner do?

- A. Commend the team on
- B. trying the idea then encourage discussion regarding alternatives
- C. Ask a manager to direct the team on fixing the process
- D. Encourage the team to continue executing the idea to see if it improves
- E. Privately speak with the team member to convey that their idea worsened the outcome

**Answer:** D

#### NEW QUESTION 120

During a project meeting a team is faced with a difficult decision. After discussion and deliberation the project leader makes the final decision and ends the discussion. This causes a team member to withdraw from future collaboration. How could the project leader have avoided this?

- A. Led by example by encouraging the team to engage in consensus-driven decision making
- B. Iterated the need for agile teams to make quick decisions, then talked up with that team member
- C. Empowered a team member to facilitate decision making, then made a final decision on behalf of the team
- D. Refrained from participating in the team's decision making process except to document and communicate results

**Answer:** A

#### NEW QUESTION 121

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 125

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 126

A seven-member agile team's composition varies considerably in age, gender, culture, personality type, and professional background. When planning a team-building event, what type of interpersonal skills should the project leader use?

- A. Networking
- B. Social awareness
- C. Communication
- D. Leadership

**Answer:** B

#### NEW QUESTION 128

Midway through a project, the product owner learns from the sponsor that a major component, which is already 20 percent complete, is unimportant to users. The component was part of the approved scope and a key selling point for the project. What should the product owner do next?

- A. Obtain approval from the change control board to discontinue the component.
- B. Ask the team to continue developing the component.
- C. Ask the team to discontinue developing the component.
- D. Request the sponsor's formal approval to discontinue the component.

**Answer:** C

#### NEW QUESTION 131

Unable to meet a sprint's committed velocity, an agile team approaches the agile coach to define the next sprint's velocity. What should the agile coach advise?

- A. Split each story into multiple stories to meet the desired velocity.
- B. Set the velocity to the delivered story points of the last sprint.
- C. Use different estimation methods for stories and defects to meet the desired velocity.
- D. Re-estimate by assigning more story points to smaller stories to increase the velocity.

**Answer:** B

#### NEW QUESTION 132

What can a team use to prioritize stories?

- A. MoSCoW method
- B. Planning poker technique
- C. Weighted average calculation
- D. INVEST scale

**Answer:** A

#### NEW QUESTION 133

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 136

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 138

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 140

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

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

**Answer:** D

#### NEW QUESTION 141

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 144

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 147

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 151

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 154

A product owner new to the role is very enthusiastic about an agile product 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 product 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 159

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 160

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 164

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 167

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 168

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 169

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 170

An agile coach is assigned to help a project learn that was recently co-located close to 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 173

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

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

**Answer: C**

#### NEW QUESTION 175

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 178

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 179

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 183

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 184

A new product owner needs to manage the backlog of a high-visibility, fast-moving project that is consuming a considerable amount of time. What should the product owner do?

- A. Schedule regular meetings with the scrum team to write, groom, and size user stories.
- B. Focus on stories based on the highest number of story points to first address those items with the highest value.
- C. Seek regular input from project stakeholders, and reflect this input in the backlog's priorities.
- D. Schedule in-person, monthly meetings with key stakeholders to review the project's progress.

**Answer:** C

#### NEW QUESTION 185

During an iteration planning meeting, the team suggests changes to add product value that will require extra work and impact the schedule. What should the agile project leader do?

- A. Re-estimate the project.
- B. Finish the product as it was initially planned.
- C. Try to include as many changes as possible.
- D. Ask the product owner for approval to proceed.

**Answer:** D

#### NEW QUESTION 186

How should an agile project leader interact with the product owner?

- A. Conduct regular one-on-one meetings to review development features and trace them back to the product roadmap.
- B. Ensure that they attend regular sprint meetings to provide product-feature feedback.
- C. Share any new versions of the project plan with them, including updated statuses for tasks and project milestones.
- D. Schedule meetings where they can provide team direction regarding new-feature priorities and upcoming sprints.

**Answer:** C

#### NEW QUESTION 188

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

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

**Answer:** D

#### NEW QUESTION 190

There is a database feature requiring three members of a seven person team. A meeting is scheduled at the beginning of the sprint to go over technical needs to complete the story.

Who should the Scrum Master invite to the meeting?

- A. The core team and the customer
- B. The product owner and key stakeholders
- C. The customer and the sponsor
- D. The core team and the product owner

**Answer:** D

#### NEW QUESTION 192

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 194

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 195

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 200

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 202

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

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

**Answer: B**

#### NEW QUESTION 205

Throughout the project, an agile practitioner notices that one team member is becoming an emergent leader. What should an agile practitioner do?

- A. Present opportunities in order to be supportive and grow that team member's talents.
- B. Encourage the team member to fit in more with the established team norms.
- C. Bring this to management's attention so they don't disrupt the team.
- D. Ask team member to respect defined roles on the project to avoid confusion with the team.

**Answer: D**

#### NEW QUESTION 210

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 215

As user stories are developed, what should be done to record and update acceptance criteria?

- A. Add more user stories.
- B. Use sprint retrospectives.
- C. Update current user stories.
- D. Update new tasks in the project plan.

**Answer: A**

#### NEW QUESTION 216

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-train 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 221

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 223

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 227

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 229

After completing the release plan, the team realizes that the project is very likely to have a negative ROI. What should the team do?

- A. Prioritize the backlog, and remove low-priority stories from the release plan to ensure a positive ROI.
- B. Replace some team members to reduce the release costs and minimize a negative ROI.
- C. Perform a root-cause analysis to remove waste from the delivery process and increase the ROI.
- D. Communicate the risk of a negative ROI to the stakeholders, and update the release plan.

**Answer: C**

#### NEW QUESTION 232

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 236

An agile practitioner becomes a Scrum Master on an established Scrum team. After introductions, what should the agile practitioner do?

- A. Coach team members to improve functional specialties and increase overall velocity.
- B. Identify where team processes misalign with accepted Scrum practices.
- C. Facilitate the identification of problems or issues and help the team resolve them.
- D. Review the backlog to ensure that it is prioritized, refined, and properly tasked.

**Answer: D**

**NEW QUESTION 237**

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