

PMI

Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®



NEW QUESTION 1

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 2

An agile project has three more iterations before the release. There is a lot of report functionality to be created and defects to be cleared. During a daily scrum, a team member suggests a timebox spike to find a more efficient way to deliver reports. What should the project leader do?

- A. Encourage the team to self-organize and determine how to best complete their existing work and this spike.
- B. Encourage the team to complete their just existing work since the team velocity indicates they are already struggling to meet the release goal.
- C. Direct the team to defer the spike until the next release and add the action on the backlog for prioritization.
- D. Direct the team to work on the spike immediately given the importance of reporting functionality to complete the iteration.

Answer: A

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

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 6

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 7

What should a team do when they complete all 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 8

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 9

The team is in the middle of an iteration and there is an urgent request for a small change to be introduced to the committed scope Unless this change is accepted there is no value to the customers during this iteration What must the agile practitioner do?

- A. Add the new change request as a new user story in the product backlog for the upcoming iteration
- B. Evaluate the impact of the change request and let the team and product owner decide and re-prioritize based on value
- C. Recommend cancelling the current iteration and plan the change request into the next iteration
- D. Recommend that the product owner add this change request as a user story to me backlog tor the current aeration

Answer: B

NEW QUESTION 10

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 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 12

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 16

A new product owner shares the product vision during the team launch event. The team asks tor 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 18

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 22

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 23

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 24

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 26

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 30

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 32

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 37

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 42

A company president is concerned about the impact of a natural disaster on the company. How should management identify areas to apply its resources and mitigate potential impacts?

- A. Establish and keep an active risk register that includes mitigation strategies and a cost-benefit analysis.
- B. Establish and keep an active risk register based on qualitative risk analysis and expected losses.
- C. Have each development team post the highest risk development items on the information radiator.
- D. Avoid risk by splitting development teams into two locations to ensure knowledge continuity.

Answer: A

NEW QUESTION 45

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, and time-based (SMART) goals
- C. and time-based (SMART) goals
- D. Key performance indicators (KPIs)
- E. Muda

Answer: A

NEW QUESTION 50

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 53

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 54

An event management team is following an agile approach to prepare for an upcoming conference. The regional sales manager, from where the conference is to be held, contacts the team with a number of questions about the company's booth. What should the team do?

- A. Inform the sponsor about the regional sales manager's disruptiveness and ask that all questions be diverted to the weekly meetings.
- B. Stay focused on the current iteration and let the project manager deal with the regional sales manager's questions.
- C. Invite the regional sales manager to the next iteration review to share the progress.
- D. Create a risk on the risk register to account for some potentially new requirements from the regional sales manager.

Answer: C

NEW QUESTION 59

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 64

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 69

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 73

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 76

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 77

After seeing the planned features for an upcoming release, a customer notes that a vitally important and complex one is missing. The team estimates that this feature significantly exceeds its average velocity.

How can this issue be resolved?

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

Answer: A

NEW QUESTION 81

During product development, changes in technology and regulations require the team to reassess product architecture. How should this technical debt be captured?

- A. Include it in the product backlog and use a new indicator to annotate that it is technical debt.
- B. Include it in the product backlog as a low-priority issue.
- C. Since it is not a part of agile methodologies, it should not be tracked.
- D. Have team members maintain personal lists of issues and consolidate the lists during review.

Answer: A

NEW QUESTION 85

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 89

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 91

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 95

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 100

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 104

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 108

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 113

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 117

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 121

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 122

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 124

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 127

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 132

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 133

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 134

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 136

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 141

During iteration planning, it was determined that an epic should be decomposed. What was the determining factor?

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

Answer: A

NEW QUESTION 142

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 146

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: D

NEW QUESTION 149

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 152

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