



**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

During an iteration, an agile team discovers infrastructure requirements that were not initially considered. What should the team do to effectively manage this?

- A. Rework the iteration scope to accommodate these requirements.
- B. Add these requirements into the product backlog for future consideration.
- C. Raise the discovery of these requirements as an issue, and escalate to management.
- D. Immediately start working on these requirements.

**Answer: B**

#### NEW QUESTION 4

An agile project leader is delivering a team kick-off session. The first exercise is a "Life Timeline" - a story-telling exercise where each team member tells their life story, explains how they experienced the highs and lows of their journey, and identifies their fears and hopes. What is the project leader trying to create?

- A. A safe space for team members to learn to trust one another, leading to collaborative relationships.
- B. A safe space for team members to learn to be vulnerable, leading to high performance relationships.
- C. A safe space for team members to learn to share, leading to collaborative relationships.
- D. A safe space for team members to learn about each other's weaknesses and strengths.

**Answer: C**

#### 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

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 7

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 8

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 earlier 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 9

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

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

**Answer: A**

#### NEW QUESTION 10

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 10

A mature agile team welcomes a new member. Due to poor experiences with a previous team, the new member is reluctant to communicate. What should the agile project leader do?

- A. Bring up the new member's impediments at the next meeting to demonstrate team support of input.
- B. Assure the new member that inputs on impediments are valued, and demonstrate this at the next meeting.
- C. Have a senior lead work with the new member to avoid a negative impact on team productivity.
- D. Privately work with the new member to address any impediments.

**Answer: C**

#### NEW QUESTION 13

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 14

How can an agile team working on a new product ensure alignment with external stakeholders?

- A. Ask the product owner to provide a detailed product specification document.
- B. Conduct story-mapping exercises to clarify deliverables and release priorities.
- C. Hold a kick-off meeting to assign roles and responsibilities.
- D. Work with the scrum master and stakeholders to ensure agile principles are followed.

**Answer: C**

#### NEW QUESTION 17

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 21

An agile team is working well together, but productivity has been flat. What can the project leader do to help them improve performance?

- A. Review the burndown chart to identify ways to increase efficiency.
- B. Chair a weekly team retrospective focusing on identifying areas for continuous improvement.
- C. Ask a senior manager to initiate a root-cause analysis.
- D. Identify team key performance indicators (KPIs) and create positive incentives when targets are achieved.

Answer: B

#### NEW QUESTION 26

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 28

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 33

An agile team is working on the first sprint, and have already planned the second and third sprints. However, market conditions now require a change to the features. What should the product owner do?

- A. Communicate the importance of the business need to the team and refine the product backlog.
- B. Ask the team to discuss the changes to the features with the customer.
- C. Meet with the agile team lead to prioritize the requirements.
- D. Discuss and prioritize the requirements with the team.

Answer: A

#### NEW QUESTION 38

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 43

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 48

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 52

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 56

A new project starts and team members are pooled together to execute it. The team works together and moves from the forming stage into the storming stage. However, potentially destructive conflicts are now arising.  
What should the agile coach do to develop members into a high-performance team?

- A. Teach the team how to work comfortably in chaos.
- B. Provide strong facilitation and conflict-resolution guidance.
- C. Allow the team to resolve issues on their own.
- D. Observe each team member and advise them on team relationships.

**Answer:** B

#### NEW QUESTION 58

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 59

An agile team member from a cross-functional team has been unable to complete assignments due to tasks assigned by the functional manager What should the Scrum Master do?

- A. Dismiss the team member
- B. Discuss the situation with the functional manager
- C. Report the functional manager to the project sponsor
- D. Demand that the functional manager respect the team charter

**Answer:** B

#### NEW QUESTION 61

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 64

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 65

After three iterations, it is identified that a project's underlying security structure architecture is unstable. While there is a technical solution, all work to date is flawed. This will impact several future business service offerings. What should the product owner do to resolve this?

- A. Ask the development team to address the issue since it is in their domain.
- B. Review the project's risk matrix, and follow the steps outlined in the risk mitigation plan.
- C. Meet with the team and stakeholders to address rework and rewrite stories as needed.
- D. Cancel the current sprint, and meet with stakeholders to reassess the project's validity.

**Answer: B**

#### NEW QUESTION 66

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 71

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 72

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 73

A new agile project manager accepts an assignment to manage a well-established team Many team members have worked together on this product for several years. During a meeting, the project manager notices that team members offer little vocal interaction yet all required tasks are completed on time What type of behavior does this describe?

- A. Synchronous
- B. Collaborative
- C. Passive-aggressive
- D. Random

**Answer: A**

#### NEW QUESTION 76

The team is refining user stories during the backlog grooming session and confused on the acceptance criteria and level of details What should the agile practitioner do?

- A. Complete the test cases before creating the story in the backlog
- B. Define the detailed business requirements so that the team can continue with development
- C. Define the user stories with just enough details so the team can collaborate continuously
- D. Ensure the acceptance criteria includes testing scenarios, so the team can do thorough testing

**Answer: C**

#### NEW QUESTION 78

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 83

On an agile project some of the development team is struggling to understand how the tasks and use stones fit into the overall product. How should this be addressed?

- A. Review the iteration goals and have the team each describe the work to create shared understanding
- B. Create a story map for the minimal viable product (MVP) functionality
- C. Capture this as a task in the retrospective and ensure there is more detail provided at the next planning session.
- D. Have the product owner explain the product vision and review the release plan with the team

**Answer: B**

#### NEW QUESTION 87

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 90

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

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

**Answer: D**

#### NEW QUESTION 93

A development team and product owner disagree on a user story in the product backlog. What should the agile practitioner do?

- A. Have the development team follow the product owner's direction
- B. Openly challenge the product owner in an effort to poke holes in their approach
- C. Facilitate a conversation about the user story between the development team and the product owner
- D. Serve as a nonpartisan evaluator of each option and provide direction to the development team and product owner

**Answer: C**

#### NEW QUESTION 97

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 101

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 106

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

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

**Answer: A**

#### NEW QUESTION 110

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 112

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 115

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 119

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 121

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 123

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 126

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 127

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 132

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 137

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 141

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 146

The agile team disagrees with the business stakeholders on completing some epics. What could help eliminate misunderstandings?

- A. Agree on requirements with all stakeholders
- B. Begin planning every four iterations
- C. Consider previous sprint demo feedback when planning the next sprint
- D. Include the reasons for the project in the contract

**Answer: A**

#### NEW QUESTION 151

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