

Exam Questions PMI-ACP

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NEW QUESTION 1

What is the first thing an agile development team should do when planning an iteration?

- A. Assign the tasks to one team member.
- B. Separate the stories into tasks.
- C. Estimate the stories' tasks.
- D. Help establish the next sprint's goal.

Answer: C

NEW QUESTION 2

A team working with a new technology faces a significant amount of uncertainty about its ability to deliver stories due to technical issues. What should the team do?

- A. Capture risks and make them visible, and use a burn down chart to focus on reducing risks early in the project.
- B. Ask the scrum master to extend the sprint's duration to allow more time to work through technical issues.
- C. Place the impacted stories on the story board, and use daily stand ups to make the product owner aware of the technical issues.
- D. Seek guidance from the development manager.

Answer: C

NEW QUESTION 3

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 4

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 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

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 8

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 9

During a team meeting, members who are subject matter experts (SMEs) mention that they are continuously working on repetitive tasks, which has lowered motivation. What should the agile practitioner do?

- A. Organize a team-building activity to improve team morale.
- B. Have team members work in pairs to learn from each other and develop new skills.
- C. Ask team members to perform a value stream analysis of their activities.
- D. Add more resources to the team to help with the tasks.

Answer: B

NEW QUESTION 10

The risk profile of a project has increased beyond the upper threshold of tolerance. The product owner and project leader meet to discuss an approach for dealing with this

What should the team do next?

- A. Add risk mitigation tasks to the backlog, then prioritize in current and upcoming sprints.
- B. Add risk mitigation time to each requirement.
- C. Apply the 80/20 rule, reserving 20 percent of each sprints capacity for risk mitigation.
- D. Hold all risks until they become issues, then add issue resolution tasks to the product backlog

Answer: A

NEW QUESTION 10

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

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

Answer: D

NEW QUESTION 13

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 16

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

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 20

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 22

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 the backlog for the current iteration

Answer: B

NEW QUESTION 27

An agile team discovers a new risk and identifies that its impact may be severe. What should an agile practitioner recommend?

- A. Add a goal to the current iteration to fully mitigate or control the risk.
- B. Balance risk reduction and value adding activities in the next iteration.
- C. Continue with the current plan to maintain team velocity.
- D. Update the risk register and seek direction from a risk specialist.

Answer: A

NEW QUESTION 32

During an iteration review, the agile team asserts that a product is complete because development and review were finished. The product owner disagrees, since the product has not been tested. What should the agile practitioner do?

- A. Work with the agile team and product owner to agree on the definition of done.
- B. Ask the project sponsor to determine whether the product is completed.
- C. Plan another review after the product has been tested.
- D. Add testing to the backlog, and have the product owner reprioritize.

Answer: A

NEW QUESTION 34

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 38

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 42

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 46

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 50

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 51

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 53

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 57

An agile project manager notices that the product owner manages team members' day-to-day tasks in a way that distracts them from their core responsibilities. In addition, the team believes that their questions on product backlog prioritization are not being answered on time. What should the agile project manager do?

- A. Discuss and address this in the iteration retrospective.
- B. Let the product owner know it is the project manager's responsibility to drive a team's tasks
- C. Discuss the roles and responsibilities of the project team with the product owner.
- D. Ask the product owner to work extra hours to answer the team's questions.

Answer: A

NEW QUESTION 61

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 63

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 65

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 67

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 69

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 71

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 76

During planning sessions, an agile practitioner notices that some team members do not share common ideas. What should the agile practitioner do?

- A. Ask the team if they would like to adopt alternative techniques.
- B. Create a team norms document to set participation guidelines.
- C. Ask the scrum master to resolve the issue at the stand up meeting.
- D. Capture feedback during lessons learned at the end of the iteration.

Answer: D

NEW QUESTION 79

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

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

Answer: C

NEW QUESTION 82

At the end of a product development phase, an agile project team confirms that all tests have passed. The product is released, but the customer complains that it is deficient.

What should the project team have done prior to product release?

- A. Requested approval from the project sponsor
- B. Undertaken a review of all requirements
- C. Conducted an end-of-phase demonstration
- D. Performed a retrospective to validate project deliverables

Answer: D

NEW QUESTION 83

Senior management is frustrated at the lack of a detailed implementation plan that shows exactly when the project will end and when all requirements will be met. The team has been using a rolling wave planning approach so far on the project. How should the agile practitioner explain to senior management the benefits of this approach?

- A. it ensures a consistent level of detail is available in the project schedule.
- B. it prevents a wasteful buildup of requirements inventory that may never be processed
- C. it provides a concrete definition of project scope, cost and duration
- D. it allows the team to lock down the stories to be included in a release

Answer: D

NEW QUESTION 84

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 88

At the retrospective, the burndown chart shows that the project is slightly behind schedule. The project team identifies an inexperienced software engineer as the source of reduced velocity. How should the project team address this issue?

- A. Suggest pair programming during the retrospective.
- B. Ask the product owner to re-prioritize the user stories at the next retrospective.
- C. Re-estimate the story points with team members at the next iteration planning meeting.
- D. Assign less complex user stories to the inexperienced software engineer at the next iteration planning meeting.

Answer: A

NEW QUESTION 89

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 93

Midway through a sprint, a team member discovers that the product design fails to adhere to the organization's enterprise architecture standards. Since this required escalation to the architecture team for further analysis and resolution, the team was unable to deliver its sprint goal and the sprint was cancelled. What should the team have done to avoid this?

- A. Escalated the issue to management
- B. Ensured the early engagement of key stakeholders
- C. Provided feedback to the architecture team to change the enterprise architecture standards
- D. Raised an exception for non-adherence to the enterprise architecture standards for this product

Answer: B

NEW QUESTION 96

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 98

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 99

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 101

Prior to a retrospective, discussions among team members indicate conflict. An agile practitioner wants to ensure an open and safe environment during the retrospective. What should the agile practitioner do?

- A. Review established ground rules with the team.
- B. Ask team members specific questions to identify the cause.
- C. Encourage the team to continue working to maintain the iteration's schedule.
- D. Meet with the product owner and stakeholders to discuss the issue.

Answer: A

NEW QUESTION 105

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 109

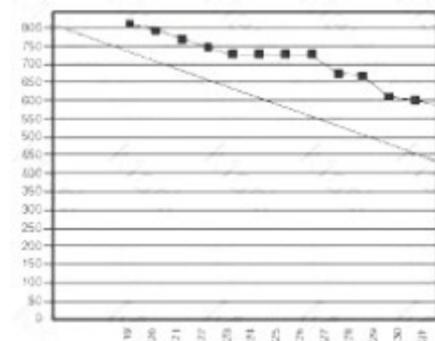
When a learn member encounters an issue in an agile environment, what should they do?

- A. Limit communication between the team members and the customer to prevent unnecessary anxiety
- B. Manage communication between all team members and the customer to promote effective and transparent collaboration
- C. Manage communication between a few team members and the customer so that they may convey information to other team members
- D. Facilitate one-on-one communication between team members to reduce conflict and inefficiencies

Answer: D

NEW QUESTION 112

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



- A. It trended ahead of schedule and completed everything on time
- B. It took more time than expected and had to be lengthened
- C. It trended behind schedule and did not complete everything on time
- D. It took less time than expected and had to be shortened

Answer: C

NEW QUESTION 113

A project team meets to estimate user stories for a sprint. While an important non-functional requirement must be delivered in the sprint the estimate exceeds sprint capacity. What should the team do?

- A. Estimate only functional requirements that will impact product quality
- B. Add learn resources
- C. Refer the issue to the product owner
- D. Break non-functional requirements into those that can be delivered in the given sprint

Answer: C

NEW QUESTION 116

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 117

On an agile project some of the development team is struggling to understand how the tasks and use stories 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 121

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 122

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

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

Answer: A

NEW QUESTION 123

Toward the end of a project, the product owner discovers that the project has a high probability of failure due to a critical feature not functioning as expected. What should the product owner do?

- A. Terminate the project to cut losses.
- B. Review possible options and make an informed decision to cut losses based on delivered business value.
- C. Bring in experts to increase the probability of success.
- D. Continue the project, release the product without the failing feature, and fix the feature in a subsequent release.

Answer: D

NEW QUESTION 124

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 128

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

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

Answer: D

NEW QUESTION 132

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 135

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 137

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 138

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 143

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

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

Answer: D

NEW QUESTION 144

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

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

Answer: B

NEW QUESTION 149

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 152

Team A is working on the second sprint of a product release Team B, which is an interdependent team located on the same floor requires extensive and frequent information to complete its sprint goal. What should the agile team lead do?

- A. Create a central repository for information, and provide access to team B
- B. Use an information board that will be visible to an passing through the workspace
- C. Email all stakeholders with status updates
- D. Provide team B with the information on an "as needed" basis

Answer: A

NEW QUESTION 154

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 155

A company has decided to combine two similar products consisting of multiple teams into one product. Engaged customers want to know how the company is looking at re-organizing its teams. What strategy should be employed to re-organize the teams?

- A. All the teams from both products should be simultaneously called together and allowed to completely self-manage
- B. Teams that worked on similar components in the separate products should be combined to minimize disruption and capitalize on synergies
- C. After grouping individuals by role multi-discipline teams should be created that are comprised of one member from each role
- D. Features should be prioritized and then teams should be organized around those priorities

Answer: A

NEW QUESTION 159

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 162

An agile team and a traditional development team are working together on a project. Each team exceeds expectations regarding deliverables; however, issues arise when the deliverables are integrated. What should the agile practitioner do?

- A. Foster stronger communication by hosting cross-organizational meetings between the two teams.
- B. Suggest merging the teams to avoid misunderstandings.
- C. Create stories from full technical specifications to avoid ambiguity.
- D. Co-locate the teams to encourage osmotic communication.

Answer: A

NEW QUESTION 167

A scrum master is part of a project team using technologies overseen by the IT department. The IT director oversees several company initiatives and is unfamiliar with the details of each one. As an active project stakeholder, to which meeting should the IT director be invited?

- A. Planning
- B. Daily scrum
- C. Sprint demo
- D. Retrospective

Answer: B

NEW QUESTION 169

During the iteration planning of a newly onboarded agile team, the product owner adds a set of high priority user stories into the iteration backlog. What should the team do first to define the tasks needed to implement the user stories?

- A. Self-organize
- B. Assign tasks to each team member
- C. Meet with the customer
- D. Identify the Scrum Master

Answer: A

NEW QUESTION 173

During a sprint review, the product owner identifies a required improvement for a feature's user interface (UI) delivered during the sprint. What should the product owner do next?

- A. Create a user story for this new improvement and put it in the product backlog for prioritization and validation by the customer.
- B. Create a user story for this new improvement and prioritize it for the next sprint.
- C. Document it as a requirement creep.
- D. Ask the team to take on additional story points to improve the UI.

Answer: A

NEW QUESTION 174

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

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

Answer: D

NEW QUESTION 175

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 177

During a Kanban team's daily stand up, an agile coach observes that the team seems disinterested in the work status. While it appears that there are no issues with flow, there is a marked lack of attention to team effort. When the agile coach queries the team for reasons, members explain that work continues to be scheduled with no end in sight.

What should the agile coach do?

- A. Work with the team to determine points at which to celebrate its work.
- B. Provide the team with a break by scheduling a team event.
- C. Have the team increase work in progress (WIP) levels to more quickly complete the flow.
- D. Rejuvenate the team by temporarily reducing WIP levels.

Answer: A

NEW QUESTION 179

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

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

Answer: D

NEW QUESTION 181

A scrum master assumes a project that is essential to organizational growth. The project is expected to be in production for three years. What should the scrum master do first?

- A. Work with the customers to build the product backlog and identify their initial requirements.
- B. Meet with the stakeholders and enterprise architects to understand the project's vision.
- C. Plan and execute a sprint 0 to establish the project's foundational needs.
- D. Create a backlog, and execute a sprint 1 to quickly deliver value to the customers.

Answer: A

NEW QUESTION 185

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 189

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 194

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 197

During sprint retrospectives, some team members are very vocal and tend to dominate the conversation, while others are more reserved and less likely to participate. What should the scrum master do?

- A. Encourage all team members to participate, and have them type their retrospective feedback into the agile lifecycle management tool.
- B. Ask more specific questions during the retrospectives.
- C. Use retrospective techniques, such as silent writing, clustering, and dot voting to field feedback prior to discussion by the team.
- D. Ask team members to email feedback that can be summarized in a spreadsheet for the team.

Answer: A

NEW QUESTION 198

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 199

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 201

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 206

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