

## Exam Questions PMI-ACP

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#### NEW QUESTION 1

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 2

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

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

**Answer: B**

#### NEW QUESTION 3

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 4

A project team realizes that an important task on the iteration backlog will take more time than originally estimated. What should the project team do?

- A. Continue working on the task until it is completed.
- B. Remove the task owner from the project team.
- C. Add resources to reduce time to task completion.
- D. Stop working on the task and include it in the next iteration.

**Answer: D**

#### NEW QUESTION 5

Stakeholders have conflicting requirements, and the product owner is struggling to decide which user stories to write. What should the product owner do?

- A. Ask the agile practitioner to help write the user stories.
- B. Ask the agile team to facilitate a story-writing workshop.
- C. Ask subject matter experts (SMEs) to help write the user stories.
- D. Ask the agile practitioner to facilitate a story-writing workshop.

**Answer: C**

#### NEW QUESTION 6

What should a learn do when they complete ail sprint goals earlier than expected?

- A. Begin working on an item in the backlog
- B. Ask the scrum master to select an item from the backlog on which to work
- C. Ask the product owner to select an item from the backlog on which to work
- D. Jointly decide with the scrum master on an item from the backlog on which to work

**Answer: C**

#### NEW QUESTION 7

A project is starting and the type of work is complex and suitable for agile in assessing the learn 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 learn location and use secondary team as reserve

**Answer: A**

#### NEW QUESTION 8

The scrum master for a large project must provide an estimate of what can be delivered in six months. What should the scrum master do?

- A. Commit to a specific feature set for delivery.
- B. Explain that a commitment will be provided after planning.
- C. Have the team estimate in story points to commit to a specific set of features.
- D. Use the team's historical velocity to calculate a range of features that can be delivered.

**Answer: D**

#### NEW QUESTION 9

The product owner of an agile project is frustrated because the team is unable to deliver as many features as expected. The product owner asks the team to reduce test-automation levels, since the quality assurance team will test the product at project completion. The product owner expects that more features will be delivered in each iteration using this approach. What should the agile practitioner do?

- A. Ask the opinion of key stakeholders and the client to ensure the correct approach is being used
- B. Work with the team to use this approach and request a quality assurance iteration after every three iterations
- C. Propose to completely eliminate test automation, since this is a quality assurance function
- D. Suggest merging the quality assurance and delivery teams to enhance each iteration's test-automation levels and reduce redundancy

**Answer: D**

#### NEW QUESTION 10

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 10

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 13

What can an agile team use to prioritize stones?

- A. Planning poke' technique
- B. Weighted average calculation
- C. Risk-value quadrant
- D. INVEST scale

**Answer: C**

#### NEW QUESTION 18

During a daily stand up meeting, a developer expresses concerns that the selected technology limits the number of concurrent users. What should the agile team lead do?

- A. Ask the team to conduct research to find a viable solution.
- B. Select a better technology for team implementation.
- C. Obtain customer input on their technology requirements.
- D. Consult the product owner about their non-functional requirements.

**Answer: C**

#### NEW QUESTION 19

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 24

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 25

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 learn member to convey that their idea worsened the outcome

**Answer:** D

#### NEW QUESTION 27

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 30

A newly formed development team experienced difficulty with accurately estimating product backlog items As a result, the team failed to deliver all of the features in the sprint backlog for the past two iterations

What should the team do to improve the accuracy of their estimates?

- A. Decrease the sprint time box until the team is able to deliver the entire agreed-upon sprint backlog in a single sprint
- B. Discuss estimating techniques in the daily scrum meeting
- C. Increase the size of the development team until the team is able to deliver the entire agreed-upon sprint backlog in a single sprint
- D. Begin tracking estimated effort metrics as an input to performance evaluation.

**Answer:** B

#### NEW QUESTION 34

During a review session an agile team presented done requirements to a group of stakeholders Stakeholder feedback indicated that the done requirements failed to meet the most pressing needs and provide value

What should the team have done to prevent this?

- A. Reprioritized requirements prior to committing to iteration work
- B. Ensured that requirements remained stable during the iteration cycle
- C. Had stakeholders focus on items created after the product backlog was initially built
- D. Worked on features rather than a set of components

**Answer:** D

#### NEW QUESTION 36

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 40

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?

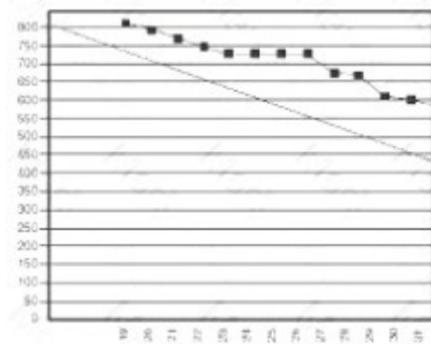
- A. Synchronous

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

**Answer:** A

#### NEW QUESTION 44

Based on the 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 45

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 46

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 47

An agile project manager is planning the initial scope, schedule, and cost range estimates on a new project. The team will be using Kanban to control work. What metrics should the team use to measure performance?

- A. Lead time, throughput, and due date performance
- B. Work in progress limits, Kanban board, and time boxes
- C. Work item types, sprint cadences, and defect classes
- D. Burndown charts, scatter diagrams, and throughput

**Answer:** A

#### NEW QUESTION 52

During the review session, the product owner discovers that the user interface has a response time of 10 seconds. The non-functional requirements state that it should respond in less than two seconds. The team complains that this requirement was not communicated to them.

What should have been done to avoid this?

- A. A comprehensive user story with all non-functional requirements should have been created.
- B. Non-functional requirements should have been added to the acceptance criteria.
- C. Non-functional requirements should have been added to the definition of done.
- D. A team review of the scope of work should have been conducted.

**Answer:** A

#### NEW QUESTION 56

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 protect 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 60

A product owner feels that the last sprint failed to sufficiently deliver what was valuable to the organization's overall project goals. What should the scrum master mention at the next retrospective?

- A. Solutions to project problems that were built into the last sprint
- B. Problems that arose
- C. Solutions that saved that organization the most time and money
- D. Problems that were solved

**Answer:** A

#### NEW QUESTION 62

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 67

A company is considering developing a new, complex application that will require a large initial investment. However, if successful, the profit potential is high. When preparing an analysis, what should be used to encourage stakeholders who are concerned about project failure to authorize the initial investment?

- A. Calculated planned percent complete (PPC)
- B. Many small minimally marketable features (MMFs)
- C. Story points rather than cost estimates
- D. Calculated earned value (EV)

**Answer:** B

#### NEW QUESTION 71

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 73

The project team is ahead of schedule and beginning to gold-plate the feature included in the current sprint. What should the agile project manager do?

- A. Since the team has extra time, notify the product owner and secure approval for the extra work on this feature.
- B. Encourage the team to document the improvement and prioritize it for the upcoming iteration, instead of building it now.
- C. Instruct the Scrum Master to have the team use the extra time to complete the extra feature work in the current iteration.
- D. Notify the product owner and have the product owner verify the backlog priority, then encourage team to continue working on the backlog.

**Answer:** C

#### NEW QUESTION 77

A product's scope and acceptance criteria have been defined, and the product is planned for release at the end of the next quarter. What should the project team do next?

- A. Estimate the project team's capacity.
- B. Determine how much work can be delivered.
- C. Calculate how much work will fit into the next iteration.
- D. Estimate items in the product backlog.

**Answer:** A

#### NEW QUESTION 79

Midway through a sprint the scrum master identifies that reassigning a certain task could help the team meet its sprint goals. What should the scrum master do next?

- A. Alert the team that sprint goals might not be met and create an alternative plan
- B. Obtain team buy-in to perform modifications to the sprint backlog
- C. Have the sprint proceed as planned
- D. Ask the team to decide if the task should be reassigned

**Answer:** B

#### NEW QUESTION 83

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 88

Stakeholders are displeased with the latest release of a product's software. While most stakeholders attended every sprint review, they were otherwise largely uninvolved in the project. What should the agile practitioner have done to ensure stakeholder satisfaction?

- A. Communicated early and often, as outlined in the communications matrix
- B. Ensured engagement among stakeholders and the product owner
- C. Conducted additional stakeholder reviews and demos
- D. Worked with the product owner to prioritize user stories

**Answer:** B

#### NEW QUESTION 92

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 94

A project manager is concerned that the team has misaligned expectations with some stakeholders, and that user stories were written only from a generic user's perspective. This may lead the team to miss stories for non-generic users. What agile tools can help the team address these issues?

- A. Information radiators and wireframes
- B. Information radiators and story maps
- C. Process flows and personas
- D. Personas and extreme characters

**Answer:** B

#### NEW QUESTION 98

How can an agile practitioner ensure that all key stakeholders are properly engaged in planning?

- A. Collect stakeholder requirements.
- B. Conduct an iteration planning meeting.
- C. Communicate product backlog items to the stakeholders.
- D. Facilitate a product development roadmap workshop.

**Answer:** D

#### NEW QUESTION 102

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 104

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

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

**Answer:** D

**NEW QUESTION 109**

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 112**

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 114**

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