

# PMI

## Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®



#### 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

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 3

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 4

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 5

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 6

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 7

Outing planning for the next iteration an agile team identifies most of the story points that are expected to be delivered. How should an agile practitioner work with the team to help identity the iteration's remaining scope?

- A. Convince the learn to stop planning and keep the size small
- B. identify the technically minimal and achievable tasks
- C. Refer to the remaining prioritized backlog items

D. Select some of the smallest items from the backlog

**Answer: C**

#### NEW QUESTION 8

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

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

**Answer: B**

#### NEW QUESTION 9

A customer and a product delivery team meet to discuss a products attributes goals, expectations, hypothesis, and high-level needs What is a benefit of this meeting?

- A. The team will learn how its contribution will create product value
- B. It will enable learn acceptance of client priorities
- C. It will enable the team to see the entire project in one glance
- D. It will enable the team to ask any questions to the customer upfront

**Answer: C**

#### NEW QUESTION 10

Two similar stories A and B. are estimated at 3 story points Story C. is estimated a( 8 points Alter an iteration in which A and C were completed it is found that story A took much longer than story C. What should the agile practitioner do?

- A. Assign story B more than 8 story points so to provide a better estimate
- B. Add points to story B's iteration to account for the error but keep story B at 3 points
- C. Assign more resources to story B to bring it in line with the estimate
- D. Reestimate all stories including values for A B and C

**Answer: D**

#### 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

A new product owner shares the product vision during the team launch event. The team asks tor clarification on the product roadmap and its high-level features. What should the product owner do'

- A. Determine the required tasks for implementing the high-level features
- B. identify the detailed design for the high-level features
- C. Prioritize the product Backlog for the upcoming release
- D. Estimate the user stories in the iteration backlog

**Answer: B**

#### NEW QUESTION 18

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 19

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 20

An agile team is working on a new product. To ensure that all unknown issues are clarified before committing to the scope, the team plans to work only on spike user stories for the next three sprints. What should the agile coach do in this situation?

- A. Ensure that the spikes identify the risks early in the project to increase the chances of success
- B. Ensure that the business sponsor accepts the proposal and agrees to fund the additional spike sprints
- C. Recommend that, in the first sprint, user stories with higher priority be executed in addition to the spike
- D. Support the decision because release planning will be improved and the product backlog can be better groomed after all spikes are executed

**Answer:** D

#### NEW QUESTION 23

During sprint planning, the product owner wants the team to prioritize and deliver a number of features which have the highest business value. Due to technical dependencies, the team does not agree with the prioritization. What should the project leader do?

- A. Encourage the product owner and team to reprioritize the features and select ones which can be delivered without any dependencies
- B. Encourage the team to continue with the current plan, do what they can, and carry forward the work not done to the next iteration
- C. Ensure the team captures the technical dependencies as issues within the backlog and prioritize based on value optimization
- D. Ensure that the required subject matter experts (SMEs) are engaged by the product owner to help with backlog prioritization

**Answer:** C

#### NEW QUESTION 27

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

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

**Answer:** C

#### NEW QUESTION 31

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 34

What should an agile practitioner do to ensure that the end product meets business requirements?

- A. Invite the team to iteration review meetings
- B. Obtain agreement from the product owner on business requirements
- C. Request that regular reports are sent to stakeholders
- D. Confirm managers and stakeholders are invited to product review meetings.

**Answer:** D

#### NEW QUESTION 36

An agile team is planning the next iteration for a product release that has accumulated technical debt. What should the team do?

- A. Add code cleanup activities to the product backlog and request prioritization by the product owner
- B. Add code cleanup activities to the next iteration and request clarification from the product owner
- C. Add code cleanup activities to the next iteration and ask the product owner to end the current iteration
- D. Add code cleanup activities to the next release backlog and request documentation from the product owner

**Answer:** A

#### NEW QUESTION 40

The product owner wants to build security firewalls into the product. How can the team members support this?

- A. Add new security features to the backlog and prioritize.
- B. Execute a spike to research security features for the project.
- C. Ask questions to determine where and how the product owner wants to use the product.
- D. Ask questions to determine if the product owner can define the desired level of security.

**Answer:** C

#### NEW QUESTION 44

During a current sprint a team member asks permission from the scrum master to investigate an alternative design approach. What should the scrum master do?

- A. Discourage the team member from deviating from the plan and document the request during the retrospective
- B. Encourage the team member to research the issue and present the findings during the retrospective
- C. Discourage the team member from using experimentation 'spikes' unless it is fully developed and accounts for a variety of use cases
- D. Encourage the team member to use experimentation 'spikes' for continuous improvement and help the team understand why it is important

**Answer:** B

#### NEW QUESTION 45

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 in 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 49

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 53

A newly formed scrum team wants to foster an environment of transparency and experimentation. The team decides to use a Kanban board to record and track encountered impediments. Emphasis is placed on how issues are resolved and the strategies for preventing them in the future.

Over time, what will be the result of this approach?

- A. Kaizen
- B. Specific measurable, assignable, realistic
- C. and time-based (SMART) goals
- D. Key performance indicators (KPIs)
- E. Muda

**Answer:** A

#### NEW QUESTION 57

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 62

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 66

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 70

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 71

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

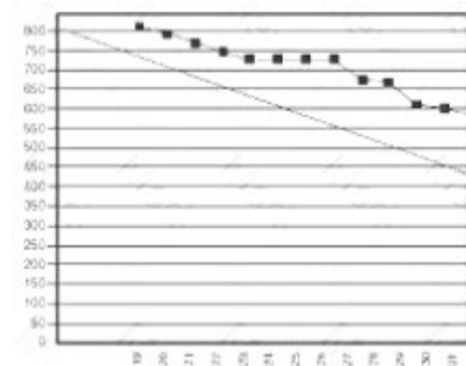
What approach should be used to manage these threats?

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

**Answer: D**

#### NEW QUESTION 74

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 75

An agile team member identifies a potential problem within the project team. How should the team's coach react?

- A. Document the problem, escalate to the project manager, and develop a solution for the team
- B. Add the problem to the backlog and assign resolution to a future iteration
- C. Instruct the team to try to solve the problem within the team
- D. Perform root cause analysis and report the problem to the product owner

**Answer: C**

#### NEW QUESTION 79

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 team 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 84

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 86

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 88

A new agile team member notices that the team's current process involves excessive documentation. What should the new team member do?

- A. Teach the team the appropriate agile principle, obtain consensus, and drive adoption.
- B. Allow another team member to prepare those documents that do not appear to bring value.
- C. Notify the project manager about other documentation techniques, and identify which documents bring value and which do not.
- D. Follow the existing process to avoid conflicts.

**Answer:** A

#### NEW QUESTION 92

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 97

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 98

During project inception an agile practitioner engages the stakeholder to ensure alignment on the project's strategy and vision The stakeholder asks for detailed requirements design, and delivery plans What should the agile practitioner do?

- A. Provide all information requested by the stakeholder
- B. Set expectations regarding the appropriate level of details requested during this stage
- C. Inform the stakeholder that no detailed documents are provided using agile practices
- D. Ask the team to supply the information to the stakeholder

**Answer:** B

#### NEW QUESTION 99

What should the agile practitioner know about tracking velocity?

- A. A team with an average velocity of 50 is twice as efficient as a team with an average velocity of 25.
- B. A team with an average velocity of 50 is equally as efficient as a team with an average velocity of 25.
- C. A team that consistently meets its planned velocity is more efficient than a team that consistently exceeds its planned velocity.
- D. A team that consistently meets its planned velocity is less efficient than a team that constantly exceeds its planned velocity.

**Answer:** C

#### NEW QUESTION 103

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 106

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 108

The team underestimated the complexity of a story, resulting in new decomposition of the work to be delivered in the current sprint and items to be returned to the backlog. What should the Scrum Master do next?

- A. Ask the project manager to work with the product owner to help generate clearer stories in the future.
- B. Develop guidelines to prevent future occurrences.
- C. During the retrospective, discuss the issue and create an action plan to avoid it in the future.
- D. Allow the team to devise a corrective action without external intervention.

**Answer: C**

#### NEW QUESTION 112

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 117

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 122

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 123

The product owner of a team starts the iteration review with a quick walkthrough of the iteration goal, the list of planned stories with status, and a demo of all the stories to the business. What should the product owner have done differently?

- A. Demonstrated only the completed stories and seek stakeholder feedback
- B. Presented the budget situation and review the cost variance
- C. Reviewed the test results to gain confidence from the stakeholders
- D. Presented a demo of all the stories including the work in progress stories

**Answer: A**

**NEW QUESTION 127**

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 129**

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 131**

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 135**

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