PMI

Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®

NEW QUESTION 1
During a retrospective meeting, a team develops a large list of initiatives All will have a positive impact and improve team performance What should the agile coach do next?

A. Positively acknowledge the list and share it with management
B. Immediately have the team implement the initiatives
C. Help the team choose one or two initiatives for immediate implementation.
D. Ask the team to choose and implement the most complex initiative

Answer: C

NEW QUESTION 2
An organization initiates a pilot project to introduce agile methodology for the successful delivery of projects. What should the project manager do to share this project's knowledge and learning with wider organizational business groups?

A. invite people from across the organization to attend daily stand ups
B. invite people from across the organization to attend retrospectives
C. Invite people from across the organization to attend the release meeting and project retrospectives
D. Regularly meet with people across the organization to share the project's lessons learned and best practices

Answer: D

NEW QUESTION 3
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 4
A product owner asks a newly formed scrum team how many story points will be completed m 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 ream 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 5
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 6
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 7
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 8
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 9
Midway through a sprint. a scrum team member advises the team of a new requirement Dial may change the initial scope What should the team do?

A. Work on requirements that (he product owner may have overlooked
B. Record the scope creep m the change management tog
C. Add the new requirement to the product backlog
D. Ask the scrum master to secure additional time and resources

Answer: D

NEW QUESTION 10
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 10
An agile team notices that the same problem continue to occur during multiple iterations. Several team members have suggestions to fix the problem. What is the proper agile approach to handle this?

A. Hold frequent retrospectives and share the responsibility for making changes
B. Understand that this is the nature of innovative business and strive 10 work harder
C. Collect team member feedback and discuss them privately with the product owner
D. Conduct a team-bulking exercise to increase trust among the team members

Answer: A

NEW QUESTION 13
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 17
The amount of information captured in the project's defects is varying within the development team. Team members are becoming frustrated with the defect quality inconsistencies and the frequent clarification required.
What should be done to address the issue?

A. Stop the current iteration to discuss defect quality issues and explore solutions.
B. Discuss and explore solutions in the next planning meeting and take corrective actions as required.
C. Generate insights at the next retrospective and adjust processes as decided by the team.
D. Assign corrective actions to the backlog for the team to identify the mandatory defect information.

Answer: C

NEW QUESTION 19
A new CIO advocates an agile framework for new IT projects, but the team has reservations. How should the CIO ensure that the team will be aligned with this?

A. Obtain executive team buy-in by conducting a meeting to present the advantages of agile principles and processes.
B. Issue a memo of understanding that agile principles should be implemented for all new projects.
C. Introduce agile principles and processes, then make the change an experiment to obtain buy-in.
D. Require all staff and management to attend agile training and adhere to its principles.

Answer: C

NEW QUESTION 23
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 26
A company is moving into a new space and is determining the best configuration for offices. The management team is also considering moving to an agile process. What advice should an agilist give?

A. Arrange the office space to allow co-location of development teams and centrally located information radiators.
B. Isolate each development team to reduce all outside distractions.
C. Ensure management understands the need for isolation to allow for concentration.
D. Define the agile method the company will be using, and implement the office configuration based upon that method.

Answer: D

NEW QUESTION 28
An agile project leader notices that the team's velocity has decreased. In examining data provided by team members, the project leader discovers that one team member has been slow to enter story statuses.
What can happen as a result'

A. The team will be unable to understand the iteration's status
B. The team will be unable to judge the project design's validity.
C. The team cannot give accurate updates to management
D. Team collaboration cannot be measured effectively

Answer: A

NEW QUESTION 33
While attending a conference, an agile practitioner learns of a new user interface (UI) framework that could benefit the team. What should the agile practitioner do next?

A. Identify a team member to do a proof of concept using this framework.
B. Email the team directing them to immediately begin using this new framework.
C. Obtain feedback from team members on the new framework, and then suggest that the product owner create a backlog item to do a spike on it.
D. Discuss this option at the next retrospective.

Answer: D

NEW QUESTION 37
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 40
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 45
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 49
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 51
How can an agile team working on a new product ensure alignment with external stakeholders?

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

Answer: C

NEW QUESTION 56
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 57
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 61
During sprint planning the product owner wants the team to prioritize and deliver a number of features which nave 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 dependences as issues within the backing 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 64
Due to its complexity, a new team member struggles with developing a concise user story What advice should the agile practitioner give to assist with developing the story?

A. Hand the story over to a more experienced team member
B. Break the story up and focus on the most valuable parts
C. Discuss the story at the next retrospective
D. Pick another story from the product backlog

Answer: C

NEW QUESTION 68
An agile team's client has been asked to expedite the delivery of the next release. By delivering one month early, the company can generate US$40,000 more than expected for the quarter.
What should the agile team do?

A. Adhere to the new deadline and immediately advise the client that the schedule has been expedited
B. Advise the client that it is best to continue as planned rather than introduce unforeseen risks by expediting the schedule.
C. Submit a change request to the client with a 50% increase in charges due to the new potential profit.

D. Request additional resources to meet the expedited deadline and obtain training for the new resources.

Answer: D

NEW QUESTION 71
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 72
Midway through a two-week sprint, an agile team realizes that the features cannot be delivered within the sprint. The team determines that another week will be required to complete all committed features.
What should the team do?

A. Plan for overtime, and include the effort as part of the estimation.
B. Increase team velocity to deliver more story points.
C. Identify the reason for over-commitment to the sprint and create an action plan for the following sprint.
D. Add resources to assist with sprint execution.

Answer: C

NEW QUESTION 76
An agile practitioner wants to communicate the effect of technical debt on the project What should the practitioner do?

A. Post and discuss rises in the burn down chart
B. Adjust story points to account for technical debt.
C. Log technical debt as an impediment.
D. Add refactoring tasks to all stones

Answer: C

NEW QUESTION 80
Two teams have received project requirements and completed estimates. Team A estimates 420 story points for scope and 30 story points for velocity per sprint. Team B estimates 280 story points for scope and 20 story points for velocity per sprint. Both teams have same number of team members and have an assumed sprint duration of 2 weeks.
What can an agile practitioner conclude about team A and team B's estimates?

A. Team B has underestimated scope compared to team A.
B. Team A is more confident in delivering velocity than team B.
C. Both teams need to indicate their proposed technology before the estimates can be analyzed.
D. Both teams have estimated the project to be of same size.

Answer: D

NEW QUESTION 85
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 89
A new project starts and team members are pooled together to execute it. The team works together and moves from the forming stage into the storming stage. However, potentially destructive conflicts are now arising.
What should the agile coach do to develop members into a high-performance team?

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

Answer: B

NEW QUESTION 94
An agile team member from a cross-functional team has been unable to complete assignments due to tasks assigned by the functional manager What should the

Scrum Master do?

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

Answer: B

NEW QUESTION 98
A newly formed scrum learn 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 reserved 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 realisti
C. and time-based (SMART) goals
D. Key performance indicators (KPIs)
E. Muda

Answer: A

NEW QUESTION 100
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 tar on the project How should the agile practitioner explain to server 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 stones to be included in a release

Answer: D

NEW QUESTION 103
A newly formed development learn 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 tn 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 104
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 106
Midway through a project, the product owner learns from the sponsor that a major component, which is already 20 percent complete, is unimportant to users. The component was part of the approved scope and a key selling point for the project.
What should the product owner do next?

A. Obtain approval from the change control board to discontinue the component.
B. Ask the team to continue developing the component.
C. Ask the team to discontinue developing the component.
D. Request the sponsor's formal approval to discontinue the component.

Answer: C

NEW QUESTION 110
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 113
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 114
What can a team use to prioritize stories?

A. MoSCoW method
B. Planning poker technique
C. Weighted average calculation
D. INVEST scale

Answer: A

NEW QUESTION 119
Outing a review session a customer representative is concerned that a story fails to satisfy the scope of work. However the product owner declares that the scope of work is complete What should be done with this story?

A. Mark it as incomplete and prioritize it for the next sprint
B. Mark it as complete, since the product owner has the final say
C. Discard it and create a new story for the remaining scope of work
D. Mark it as complete, since the team completed the scope of work

Answer: D

NEW QUESTION 120
A technical problem arises that win 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 121
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.
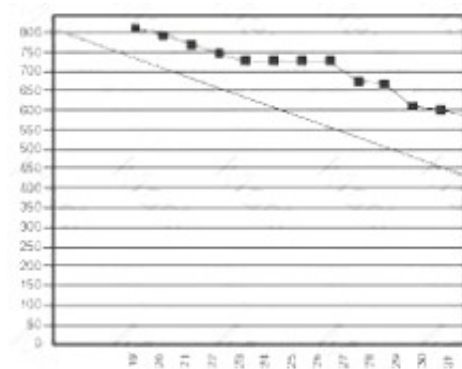
Answer: D

NEW QUESTION 122
A new agile project manager accepts an assignment to manage a well-established team Many team members have worked together on this product tor several years. During a meeting, the project manager notices that team members otter 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 124
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 129
The learn is refining user stones during the backlog grooming session and confused on the acceptance criteria and level of details What should the agile practitioner do?

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

Answer: C

NEW QUESTION 131
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 136
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 141
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 145
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 147

A product owner new to the role is very enthusiastic about an agile protect 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 152
An executive requests information regarding a sprint status. What action should the product owner take?

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

Answer: D

NEW QUESTION 154
A projects first iteration contains item A. and its second iteration contains item B. The first iteration is behind schedule which will impact the second iteration Since items A and B are similar a team member suggests beginning the design of item B. What should the agile practitioner do?

A. Defer starting the design of item B until the second iteration is being planned
B. Proceed with the design of item B, since it will hasten the second iteration
C. Escalate the issue to me customer and obtain their approval before starting the design of item B
D. Log the issue in the risk register and request change control board (CCB) approval

Answer: B

NEW QUESTION 158
A product owner feels that the last sprint tailed to sufficiently deliver what was valuable to the>r 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 160
During a six-week iteration, an issue is identified by a team member. After analysis, the team member determines that it will take at least two weeks to resolve. What should the team member do?

A. Notify the product owner and begin resolution.
B. Communicate the issue to the team in the next stand up meeting.
C. Immediately begin resolution, and communicate it to the team during the retrospective.
D. Work on the next activity, and communicate it to the team during the retrospective.

Answer: C

NEW QUESTION 162
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 166
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 169
An agile team is preparing a release plan for a project. What information will the team need to complete this plan?

A. Amount of work needed to complete a single user story
B. Amount of work that can be accomplished by each team member
C. Amount of work that can be accomplished in an iteration
D. Amount of work that can be accomplished by the entire team

Answer: D

NEW QUESTION 171

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 172

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 174

A learn member on a new scrum project previously provided support lo another application Due to issues with that application the team member's former supervisor continues assigning them tasks related to that protect The new project's scrum master includes this issue in the risk register.
What should the scrum master do next?

A. Monitor the threats and risks while allowing the team member to multitask on both projects
B. Assign more resources to the sprints to compensate for the absences of the team member
C. Ensure that the threats and risks are communicated and addressed
D. Assign fewer stones to the sprints so that the team member can still meet sprint goals

Answer: C

NEW QUESTION 176

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 179

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 183

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 187

An agile team identifies that their velocity is lower than predicted, and that their previous forecasts in the product roadmap are wrong. The team is worried that they will be unable to meet a critical release date without corrective action.
What should the team do?

A. Collaborate with the product owner to reprioritize the product backlog, thus ensuring that more features will be completed before the release.
B. Ask the team lead to calculate the team's target velocity according to the project plan, and assign additional resources to increase capacity.
C. Focus on velocity and schedule concerns during the retrospective to inspect, adapt, and improve the process and plans.
D. Reestimate the backlog items from the release, ensuring that contingency is included to set stakeholder expectations.

Answer: A

NEW QUESTION 189
A product owner complains that some of the requirements identified several Aerations ago have not been implemented. The product owner wants to know why the status of these requirements was not communicated
What should the Scrum Master do?

A. Point out that the team chose to work on other requirements to speed up the project
B. Ensure that the product owner reviews the contents of the information radiator
C. Ensure that the next sprint planning meeting reviews the satisfaction histogram
D. Point out that it is the responsibility of the product owner to clarify requirements

Answer: B

NEW QUESTION 194
During a mature agite team's planning meeting a team member proposes a new framework that would considerably reduce implementation lime However, the learn lacks the confidence to try the new framework To help the team gain confidence what should the agile practitioner suggest1

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 199
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 201
A company has decided to combine Iwo similar products consisting of multiple teams into one product Engaged customers want to know how the company is looking at re-organizing it's 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 orgainzed around those priorities

Answer: A

NEW QUESTION 202
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 205
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 206
Stakeholders ate displeased with the latest release o! 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 211
A new product owner needs to manage the backlog of a high-visibility, fast-moving project that is consuming a considerable amount of time. What should the product owner do?

A. Schedule regular meetings with the scrum team to write, groom, and size user stories.
B. Focus on stories based on the highest number of story points to first address those items with the highest value.
C. Seek regular input from project stakeholders, and reflect this input in the backlog's priorities.
D. Schedule in-person, monthly meetings with key stakeholders to review the project's progress.

Answer: C

NEW QUESTION 213
A product owner for two highly visible projects spends a great deal of time meeting with and reporting to senior stakeholders. The product owner is overwhelmed because
both project teams request clarification on the requirements and the overall priorities. What should the agile project manager do?

A. Provide both project teams with the highest priority needs.
B. Request the project teams' questions in writing prior to the next meeting.
C. Facilitate a meeting with each team and the product owner to find a solution.
D. Provide both teams with each project's documentation.

Answer: C

NEW QUESTION 214
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 216
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 217
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 221
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 222
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 225
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 229
A Scrum Master would like to provide information to key stakeholders on the daily resource and project activities. Which tool should the Scrum Master use to provide these updates?

A. Shared vision statement and sprint goal
B. Release burnup chart
C. Velocity metrics
D. Iteration burndown chart

Answer: C

NEW QUESTION 230
Midway through an iteration, an agile learn learns that a team member will be unavailable for the next two iterations As a high-performance team what should the team do?

A. Raise an impediment that resource tasks will be blocked, and notify the product owner
B. Ask the delivery manager tor a temporary resource
C. Ask the scrum master to assign that team member's tasks to the next available resource
D. Assume the team member's tasks to meet iteration goals, and notify the product owner.

Answer: A

NEW QUESTION 231
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 mam issues with the spike

Answer: B

NEW QUESTION 232
An agile coach realizes that a team responsible for a major release is a few months behind schedule The marketing department is unaware of this delay and is planning to start the marketing campaign and announce the release What should the agile coach do?

A. Meet with the agile team lead to discuss ways to improve team velocity and get back on track.
B. Use this as a learning opportunity and allow the team to hand* the situation when the marketing campaign begins.
C. In the upcoming retrospective, discuss ways to improve sharing protect status information.
D. Meet with the marketing stakeholders to explain that the team will miss the planned release date.

Answer: A

NEW QUESTION 237
What role should a servant leader perform to reduce team distractions and improve progress toward project goals?

A. Managing; To ensure compliance with the project plan
B. Mentoring: To share their knowledge with the team
C. Controlling: To ensure compliance with the scope, budget, and schedule
D. Auditing; To ensure adherence to organizational compliance policies

Answer: B

NEW QUESTION 238
During iteration planning, it was determined that an epic should be decomposed. What was the determining factor?

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

Answer: A

NEW QUESTION 240
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 241
During its first sprint a new scrum team realizes that it has insufficient team members with test automation skills to effectively complete its stories. What should the team do?

A. Cross-tram some members in the automation framework to broaden their capacity with that skill
B. Ask the product owner to add team members to boost this particular skill set
C. Send a member to automation framework training when funds are available
D. Avoid using test automation by swarming on the testing tasks and using manual testing

Answer: B

NEW QUESTION 246
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 it 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 251
A seven-member agile team's composition vanes 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 252
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 257
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 260
The agile team disagrees with the business stakeholders on completing some epics. What could help eliminate misunderstandings?

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

Answer: A

NEW QUESTION 262
An agile practitioner becomes a Scrum Master on an established Scrum team. After introductions, what should the agile practitioner do?

A. Coach team members to improve functional specialties and increase overall velocity.
B. Identify where team processes misalign with accepted Scrum practices.
C. Facilitate the identification of problems or issues and help the team resolve them.
D. Review the backlog to ensure that it is prioritized, refined, and properly tasked.

Answer: D

NEW QUESTION 265
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