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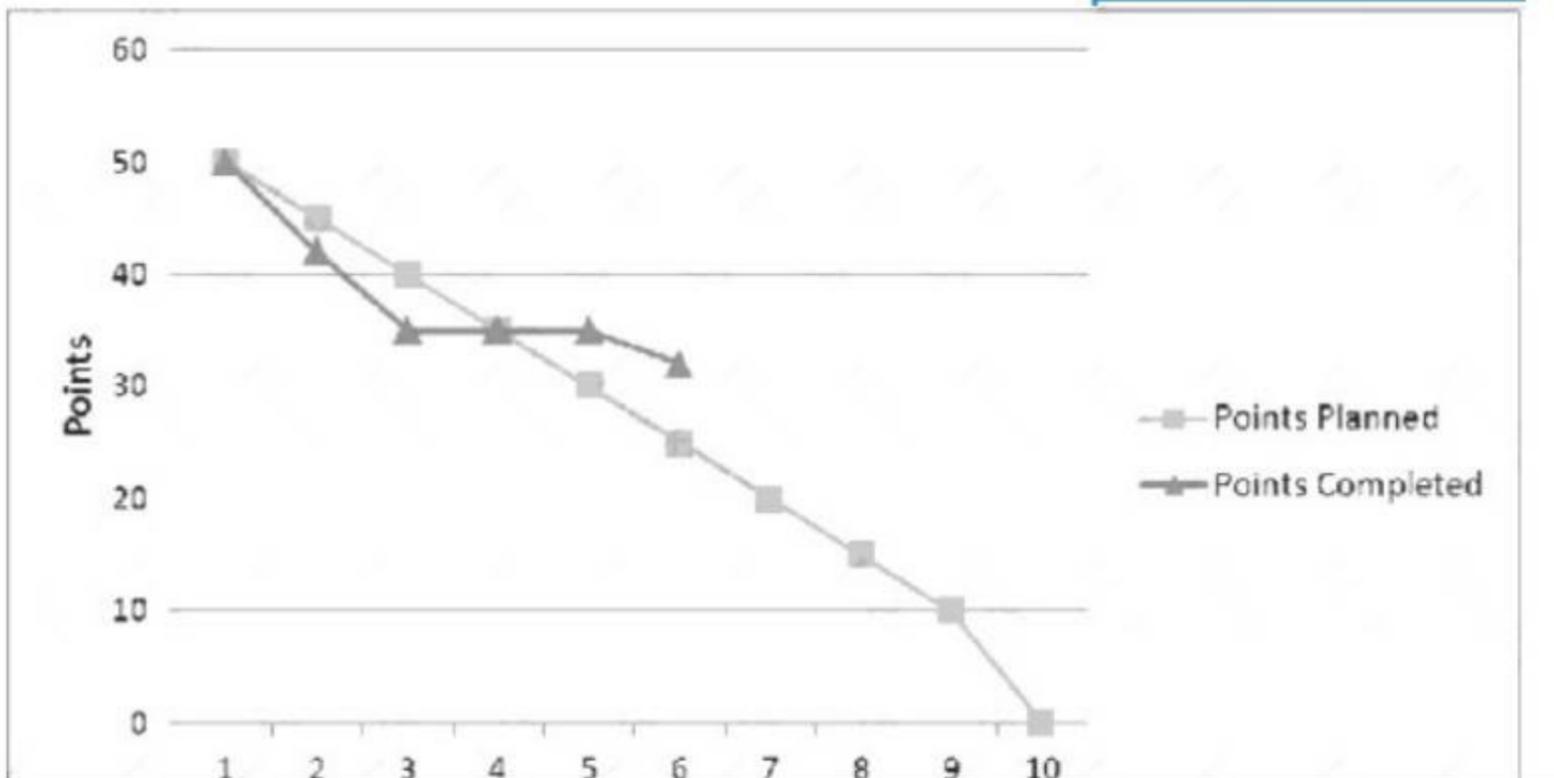
Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®



NEW QUESTION 1

Based on the chart, what is the current status of the iteration when comparing story points planned versus completed?



- A. The iteration is in jeopardy.
- B. The team has removed scope.
- C. The iteration is ahead of schedule.
- D. The team's velocity is constant.

Answer: A

NEW QUESTION 2

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 3

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 4

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 5

An agile project has three more iterations before the release. There is a lot of report functionality to be created and defects to be cleared. During a daily scrum, a team member suggests a timebox spike to find a more efficient way to deliver reports. What should the project leader do?

- A. Encourage the team to self-organize and determine how to best complete their existing work and this spike.
- B. Encourage the team to complete their just existing work since the team velocity indicates they are already struggling to meet the release goal.
- C. Direct the team to defer the spike until the next release and add the action on the backlog for prioritization.
- D. Direct the team to work on the spike immediately given the importance of reporting functionality to complete the iteration.

Answer: A

NEW QUESTION 6

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 7

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 8

A legal department representative contacts the scrum master because while the project's budget has been maintained it has exceeded its original contracted time and scope. What should the scrum master do?

- A. Meet with the team to gain alignment with the legal department's need to stay within the contracted time and scope
- B. Work with the customer to narrow the scope
- C. Share the project's trajectory with the legal department
- D. Meet with the legal department to help them understand that the customer and the team are satisfied with the time and deliverables

Answer: D

NEW QUESTION 9

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 10

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

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

Answer: B

NEW QUESTION 10

When introducing agile processes to a company, a quality assurance (QA) manager resists and believes that the switch to agile will remove quality controls and documents. How should the agile practitioner address this concern?

- A. Educate the QA manager that in agile, quality is integrated from the beginning to end of the project.
- B. Write backlog items that include QA as part of the description.
- C. Ask for the current QA documents and incorporate them into the technical debt backlog.
- D. Ask the product owner to write tests and QA controls into the acceptance criteria

Answer: A

NEW QUESTION 14

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 19

An agile practitioner notices that team members are disengaged. As a result, the team's velocity has decreased. What should the agile practitioner do to get the team back on track?

- A. Escalate the issue to the project sponsor.
- B. Remove stories to increase velocity.
- C. Hold a standup to address the issue.
- D. Facilitate a team retrospective.

Answer: C

NEW QUESTION 24

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 26

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 28

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 29

A team using Kanban identifies that their cycle time has significant variation. After brainstorming, the team determines that the root cause is the stories' varying sizes and risks. What should the team do?

- A. Reduce work in progress (WIP) limits to accommodate slack for riskier stories.
- B. Create a triage step on the Kanban board to pre-identify risky stories.
- C. Set a policy to break down stories larger than a specified complexity, then adjust the WIP.
- D. Create a dedicated overflow swimlane on the Kanban board for stories that are too large.

Answer: C

NEW QUESTION 34

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 36

What should a team do when they complete all sprint goals earlier than expected?

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

Answer: C

NEW QUESTION 41

An agile team notices that the same problem continues 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 45

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 49

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 54

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 55

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 identify the iteration's remaining scope?

- A. Convince the team 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 60

Trend analysis shows that velocity is significantly higher than predicted and the release can be completed one month ahead of schedule. The team recommends changing the end date to reflect this. What should the agile practitioner do?

- A. Jointly meet with the team and product owner to discuss options and determine the end date
- B. Announce that the team has exceeded the predicted velocity and that the end date will be earlier than planned
- C. Ask the product owner to include additional features in the product backlog then replay subsequent iterations
- D. Ask the team to decrease velocity to meet contractual obligations and document this decision

Answer: A

NEW QUESTION 65

A customer and a product delivery team meet to discuss a product's 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 68

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 70

An experienced product owner presents the epics and corresponding stories during a release planning session with the established team. The executive sponsor asks the team when the features will be delivered. What should the agile team do?

- A. Evaluate how much can be delivered based on the Scrum Master's estimation
- B. identify a set of user stories based on the team's velocity
- C. initiate an estimation session
- D. Consult historical data for project completion

Answer: D

NEW QUESTION 72

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 76

Why should a project team reduce the work in process?

- A. It indicates poor project Quality
- B. It represents team members' utilization.
- C. It represents unrealized value
- D. It shows that the project is behind schedule

Answer: D

NEW QUESTION 78

Two similar stories A and B, are estimated at 3 story points. Story C, is estimated at 8 points. After 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 82

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

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

Answer: C

NEW QUESTION 84

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 85

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

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

Answer: B

NEW QUESTION 89

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 90

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 93

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 95

A project sponsor is upset that an enhancement will be unavailable until next year. What should the product owner do?

- A. Accept responsibility for the product's delay.
- B. Ensure that the project sponsor's priorities are in the product backlog.
- C. Negotiate with the project sponsor for increased funding.
- D. Empower the project sponsor to manage the product backlog.

Answer: B

NEW QUESTION 97

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 101

A team's technical lead believes that manual testing tasks should be conducted by junior team members below their level. The junior team members think it is unfair and refuse the tasks. What should the scrum master do?

- A. Tell the technical lead to do the testing.

- B. Facilitate an open and focused team discussion that reinforces team agreements.
- C. Ask the team manager to advise the technical lead that all tasks are important.
- D. Encourage the team to take ownership of the delivery.

Answer: B

NEW QUESTION 105

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 106

During the implementation of a story, a scrum team notifies the scrum master of a technical challenge that is causing a delay. What should the scrum master advise the team to do?

- A. Implement the story since the team is running behind schedule.
- B. Create a spike to finalize the story's technical approach.
- C. Transfer the story to a scrum team experienced in solving similar problems.
- D. Ask the product owner to reduce the story's priority and wait until more technical details are available.

Answer: D

NEW QUESTION 109

A product owner adds a 21-point, high-priority story to a sprint backlog. The team is concerned that it cannot be completed during the current sprint. What should the team do?

- A. Advise the product owner that the story will have to wait until the next sprint.
- B. Work extra hours to complete the story and satisfy the customer's requirements.
- C. Break down the story into smaller increments and negotiate other stories on the sprint backlog.
- D. Increase the length of the sprint to accommodate the story.

Answer: A

NEW QUESTION 111

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 113

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 117

A company president is concerned about the impact of a natural disaster on the company. How should management identify areas to apply its resources and mitigate potential impacts?

- A. Establish and keep an active risk register that includes mitigation strategies and a cost-benefit analysis.
- B. Establish and keep an active risk register based on qualitative risk analysis and expected losses.
- C. Have each development team post the highest risk development items on the information radiator.
- D. Avoid risk by splitting development teams into two locations to ensure knowledge continuity.

Answer: A

NEW QUESTION 121

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 122

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 125

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

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

Answer: B

NEW QUESTION 128

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 133

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, and time-based (SMART) goals
- C. Key performance indicators (KPIs)
- D. Muda

Answer: A

NEW QUESTION 137

During a project meeting a team is faced with a difficult decision. After discussion and deliberation the project leader makes the final decision and ends the discussion. This causes a team member to withdraw from future collaboration. How could the project leader have avoided this?

- A. Led by example by encouraging the team to engage in consensus-driven decision making
- B. Iterated the need for agile teams to make quick decisions, then talked up with that team member
- C. Empowered a team member to facilitate decision making, then made a final decision on behalf of the team
- D. Refrained from participating in the team's decision making process except to document and communicate results

Answer: A

NEW QUESTION 141

After a successful product deployment, a key stakeholder informs an agile team member that an implemented feature is failing to deliver its expected business value. The team member replies that the requirement was provided by the customer, and that the scope was clearly met. If the problem were an issue of requirement elicitation rather than delivery, what should have been done to avoid this situation?

- A. Stakeholders should have regularly been engaged to obtain feedback and reduce the functionality risk.
- B. The team should have used the lean principle of delay, so that actual facts could be considered rather than assumptions and predictions.
- C. Interdependent teams should have been engaged using a collaborative approach to identify and leverage the best support.
- D. An owner should have been identified to obtain timely stakeholder feedback.

Answer: A

NEW QUESTION 144

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 147

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 148

More details for a story are required before the upcoming sprint planning meeting. What should the scrum master do?

- A. Email the product owner requesting detailed story specifications and wait for a response
- B. Gather the details from the team members before sprint planning
- C. Schedule a story grooming session with the product owner before sprint planning
- D. Conduct a planning poker session with the team

Answer: C

NEW QUESTION 149

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 152

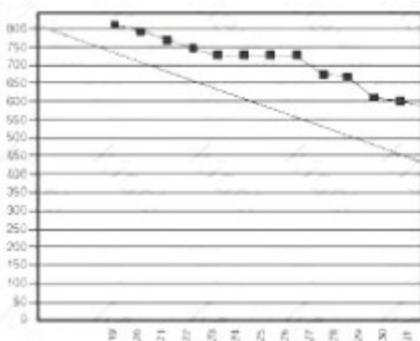
A technical problem arises that win likely impact the stories planned for delivery in the current sprint What should the scrum master do?

- 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 155

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 159

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 161

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 162

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 163

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 165

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

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

Answer: A

NEW QUESTION 168

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 171

An agile team has only one database administrator with the necessary knowledge of database-related tasks. The project manager identifies the risk that if this person leaves, team velocity will significantly decrease. What should the agile coach do?

- A. Start the hiring process for a new, equally skilled database administrator as a replacement.
- B. Move this database administrator to another team so that team members learn database-related tasks.
- C. Add another database administrator to balance the workload and aid with knowledge retention.
- D. Obtain agreement from the team that, on upcoming sprints, the database administrator will act only in an advisory capacity.

Answer:

C

NEW QUESTION 175

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 176

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 180

During a backlog refinement meeting, a senior team member raises a concern about an epic sizing that requires the use of a new interface for a vendor product. The product owner acknowledges this as a risk. What should the product owner do now?

- A. Log the risk in the risk register, and share the information with impacted stakeholders at the next monthly review meeting.
- B. Create a spike story to determine what needs to be done to use the new interface.
- C. Lower the epic's priority so that it can be deferred, and analyze it during backlog refinement meetings.
- D. Move the work to the vendor, since they have better knowledge of interface implementation.

Answer: B

NEW QUESTION 185

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 190

An agile team has been in place for five years and the customer is satisfied with the team's performance and deliverables. Now that the product is built and delivered, the customer is considering the future role of the Scrum Master. What should the customer do?

- A. Expand the Scrum Master's role to other projects, while allowing them to support the current project.
- B. Release the Scrum Master, since the team is adequately skilled with agile practices.
- C. Expand the product owner's role to serve as the Scrum Master, while providing additional product knowledge.
- D. Increase the functional manager's role to act as the Scrum Master, while providing additional information about functional areas.

Answer: D

NEW QUESTION 194

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 195

An agile coach is assigned to help a project learn that was recently co-located close to a very popular business. Many team members visit this business during working hours which affects team performance. What should the agile coach do to mitigate this issue?

- A. Speak with the functional managers and come to an agreement that will resolve the issue
- B. Explain to functional managers that too much control will inversely impact team morale
- C. Meet with the team to discuss the issue and identify specific actions to reduce or eliminate the issue

D. inform the team there will be penalties to anyone who visits that business during working hours

Answer: C

NEW QUESTION 198

While struggling to take ownership of delivery, an agile team fails to keep up with its sprint commitments. What should the agile coach do?

- A. Work with the sponsor to develop team expectations.
- B. Provide the customer with a list of deliverables and obtain agreement.
- C. Encourage the team to more frequently interact with all stakeholders.
- D. Work on finishing upfront product design rather than comprehensive documentation.

Answer: C

NEW QUESTION 201

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 203

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 205

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 209

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

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

Answer: B

NEW QUESTION 210

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 215

A product owner obtains customer confirmation on product requirements and provides them to the team. After explaining the user stories, the product owner receives agreement for acceptance from the team. What should the team do next?

- A. Use agile estimation techniques to create a shared understanding of when the user stories will be completed.

- B. Agree upon development and testing activities for the user stories.
- C. Complete the user stories, and provide a demo for the product owner and customer.
- D. Complete the user stories, and hold a retrospective to discuss them.

Answer: A

NEW QUESTION 217

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

What strategy should be employed to re-organize the teams?

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

Answer: A

NEW QUESTION 219

When prioritizing features to be delivered in an iteration, on what features should an agile team defer work?

- A. High-risk and high-value
- B. High-risk and low-value
- C. Low-risk and low-value
- D. Low-risk and high-value

Answer: B

NEW QUESTION 221

The agile practitioner has determined that two different team members are working on addressing the same major issue on the project. How should the agile practitioner address this?

- A. Implement a burnup chart and add the issue resolution as a task to the product backlog for the customer to prioritize.
- B. Add the issue to the kanban board and assign it to the team member who has made the most progress on resolving it.
- C. Conduct a root-cause analysis on the issue and identify related risks and risk response owners at the next retrospective.
- D. Document all project issues in a common space and ask the team members to decide on task allocation principles.

Answer: D

NEW QUESTION 226

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 228

An executive sponsor of a new scrum team actively attends scrum ceremonies. How does this benefit the team?

- A. It helps the team learn to focus on and meet sprint goals
- B. It reminds the team about who sponsors the project
- C. It provides high-level project updates to the sponsor
- D. It helps to quickly resolve issues using the sponsor's influence

Answer: A

NEW QUESTION 231

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 235

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

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

Answer: A

NEW QUESTION 240

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

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

Answer: D

NEW QUESTION 241

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 243

During an iteration planning meeting, the team suggests changes to add product value that will require extra work and impact the schedule. What should the agile project leader do?

- A. Re-estimate the project.
- B. Finish the product as it was initially planned.
- C. Try to include as many changes as possible.
- D. Ask the product owner for approval to proceed.

Answer: D

NEW QUESTION 244

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

What should the agile coach do?

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

Answer: A

NEW QUESTION 249

There is a database feature requiring three members of a seven person team. A meeting is scheduled at the beginning of the sprint to go over technical needs to complete the story.

Who should the Scrum Master invite to the meeting?

- A. The core team and the customer
- B. The product owner and key stakeholders
- C. The customer and the sponsor
- D. The core team and the product owner

Answer: D

NEW QUESTION 251

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 255

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 256

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 260

On what should an agile team work to achieve predictable flow?

- A. Small user stories
- B. Simple acceptance criteria
- C. Lean features
- D. Lean backlogs

Answer: A

NEW QUESTION 264

A scrum team has conducted regular retrospectives to discuss immediate concerns and the implementation of improvement actions. Despite this, after a few iterations, the same concerns resurface.

What should the team have done to improve retrospective outcomes?

- A. Invited subject matter experts (SMEs)
- B. Conducted problem detection to determine root causes
- C. Measured and reported the outcome of improvement actions to the team
- D. Kept track of all current issues in a log, and then reviewed their progress at the end of every iteration

Answer: A

NEW QUESTION 268

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 272

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 273

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 276

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 278

After completing the release plan, the team realizes that the project is very likely to have a negative ROI. What should the team do?

- A. Prioritize the backlog, and remove low-priority stories from the release plan to ensure a positive ROI.
- B. Replace some team members to reduce the release costs and minimize a negative ROI.
- C. Perform a root-cause analysis to remove waste from the delivery process and increase the ROI.
- D. Communicate the risk of a negative ROI to the stakeholders, and update the release plan.

Answer: C

NEW QUESTION 282

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