

Actual exam question from PMI's PMI-ACP

Question #: 1

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

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

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 2

Topic #: 1

[\[All PMI-ACP Questions\]](#)

Midway through a sprint, the scrum master identifies that reassigning a certain task could help the team meet its sprint's 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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 3

Topic #: 1

[\[All PMI-ACP Questions\]](#)

During the iteration planning of a newly on boarded 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 need to implement the user stories?

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 4

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A project's 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 the 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.

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 5

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 6

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 7

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 8

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A newly formed scrum team wants to foster an environment for 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 9

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 be 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 leader work with the new member to avoid a negative impact on team productivity
- D. Privately work with the new member to address any impediments

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 10

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 11

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A new team member asks what changes could accelerate a change to the project plan.

What should be the proper response?

- A. Competitors joined forces with the team
- B. The customer changed requirements
- C. Project team members obtained additional certifications
- D. Technology which did not interfere with the final product

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 12

Topic #: 1

[\[All PMI-ACP Questions\]](#)

Midway through an iteration, an agile team 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 for 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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 13

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 14

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 15

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A client states that a product is not being built as requested.

How should the agile team address this?

- A. Conduct an internal review to validate functionality before shipping
- B. Audit the quality control process to ensure that the product adheres to requirements
- C. Lengthen iterations to ensure there is sufficient time to build functionality
- D. Hold product review sessions with the client to obtain product acceptance

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 16

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 17

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 stories

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 18

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 19

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

What should the agile practitioner do?

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 20

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 21

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 22

Topic #: 1

[\[All PMI-ACP Questions\]](#)

Backlog at start	500 points
End of iteration 1	475 points
End of iteration 2	450 points
End of iteration 3	425 points
End of iteration 4	450 points

Based on the backlog metrics in the chart, what can explain the jump in points at the end of iteration 4?

- A. The team neglected to account for support and maintenance costs associated with other support products
- B. The team discovered that previously accepted work could be greatly improved and added story points associated with that work
- C. The team realized that some stories were underestimated relative to other stories and re-estimated as needed
- D. The team learned that the product owner needed to increase the output in the next release

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 23

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A technical problem arises that will likely impact the stories planned for delivery in the current sprint.

What should the scrum master do?

- A. Consider adding a story to the next sprint to seek resolution
- B. Immediately solve the problem on behalf of the team
- C. Ask the team to collaboratively work out a solution
- D. Engage a technical manager to assist with finding a solution

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 24

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 the 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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 25

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 26

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

[Show Suggested Answer](#)



Actual exam question from PMI's PMI-ACP

Question #: 27

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A team member on a scrum project previously provided support to another application. Due to this with that application, the team member's former supervisor continues assigning them tasks related to that project. The new project's scrum master includes these issues 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 absence of the team member
- C. Ensure that the threats and risks are communicated and addressed
- D. Assign fewer stories to the sprints so that the team member can still meet sprint goals

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 28

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 29

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 that 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 30

Topic #: 1

[\[All PMI-ACP Questions\]](#)

The team is refining user stories 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 in the backlog
- B. Define the detailed business requirements so that the team can continue with development
- C. Define the user stories with just enough details so the team can collaborate continuously
- D. Ensure the acceptance criteria includes testing scenarios, so the team can do through testing

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 31

Topic #: 1

[\[All PMI-ACP Questions\]](#)

When prioritizing features to be delivered in an iteration, on what 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 32

Topic #: 1

[\[All PMI-ACP Questions\]](#)

On an agile project, some of the development team is struggling to understand how the tasks and user 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 details provided at the next planning session
- D. Have the product owner explain the product vision and review the release plan with the team

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 33

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 34

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A new agile project manager accepts an assignment to manage a well-established team. Many team members have worked together on this product for several years. During a meeting, the project manager notices that team members offer little vocal interaction, yet all required tasks are completed on time.

What type of behaviour does this describe?

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 35

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 36

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 swim lane on the Kanban board for stories that are too large

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 37

Topic #: 1

[\[All PMI-ACP Questions\]](#)

Two similar stories, A and B, are estimated at 3 story points. Story C, 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. Re-estimate all stories including values for A, B and C

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 38

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

What should the product owner have done differently?

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 39

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

What should the team do next?

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 40

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 41

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A product owner asks a newly formed scrum team how many story points will be completed in a sprint.

What should the scrum master do?

- A. Engage the team to determine the sprint velocity based on previous agile projects
- B. Average the sprint velocity based on input from team members
- C. Share the sprint velocity obtained from the sponsor with the team
- D. Run multiple sprints before determining the sprint velocity with the team

[Show Suggested Answer](#)



Actual exam question from PMI's PMI-ACP

Question #: 42

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A development team for a small company experiences long delays between product completion and release for validation and testing. The company is concerned that this will impact its ability to complete in the market place.

What analysis should the team use to understand the issues?

- A. Risk management
- B. Variance and trend
- C. Kano model
- D. Fishbone-diagram

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 43

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 44

Topic #: 1

[\[All PMI-ACP Questions\]](#)

An agile coach is assigned to help a project team 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 45

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 46

Topic #: 1

[\[All PMI-ACP Questions\]](#)

During 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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 47

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 followed 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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 48

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

What should the project leader do?

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 49

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 50

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 51

Topic #: 1

[\[All PMI-ACP Questions\]](#)

Why should a project team reduce the work in progress?

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 52

Topic #: 1

[\[All PMI-ACP Questions\]](#)

During 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 53

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 54

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A team member is stressed due to a heavy workload, while other team members have some slack in their schedules.

How should the team lead address this?

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 55

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 team's questions in writing prior to the next meeting
- C. Facilitate a meeting with each team and the product owner to finds a solution
- D. Provide both teams with each project's documentation

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 56

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A seven-member agile team's composition varies considerably in age, gender, culture, personality type, and professional background.

When planning a team-building event, what type of interpersonal skills should the project leader use?

- A. Networking
- B. Social awareness
- C. Communication
- D. Leadership

[Show Suggested Answer](#)



Actual exam question from PMI's PMI-ACP

Question #: 57

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 retrospective
- D. Pick another story from the product backlog

[Show Suggested Answer](#)



Actual exam question from PMI's PMI-ACP

Question #: 58

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 re-plan subsequent iterations
- D. Ask the team to decrease velocity to meet contractual obligations and document this decision

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 59

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 60

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 61

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

What should the team do?

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 62

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A development team and product owner disagrees on a user story in the product backlog.

What should the agile practitioner do?

- A. Have the development team follow the product owner's direction
- B. Openly challenge the product owner in the effort to poke holes in their approach
- C. Facilitate a conversation about the user story between the development team and the product owner
- D. Serve as a nonpartisan evaluator of each option, and provide direction to the development team and product owner

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 63

Topic #: 1

[\[All PMI-ACP Questions\]](#)

During a planning session, four out of five team members vote to include eight story points in a particular story, while the fifth member votes for five story points. How should this be handled?

- A. The story should be assigned eight story points as per the majority vote
- B. The story should be added to the backlog and reassessed later
- C. The story should be assigned points after a discussion with the fifth team member to see if a consensus can be reached
- D. The decision for the number of story points should be made by the customer

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 64

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A project is starting and the type of work is complex and suitable for agile. In assessing the team members, it appears that co-location would be a challenge. What should the agile practitioner do?

- A. Select and implement collaboration tools to augment team interactions
- B. Provide each geographical area with their own product owner and divide the work between the teams
- C. Increase the number of requirements documents and ensure they are clearly communicated
- D. After several sprints, calculate velocity based on primary team location and use secondary team as reserve

[Show Suggested Answer](#)



Actual exam question from PMI's PMI-ACP

Question #: 65

Topic #: 1

[\[All PMI-ACP Questions\]](#)

Team A is working on the second sprint of a product release. Team B, which is an interdependent team located on the same floor, requires exclusive and frequent information to complete its sprint goal.

What should the agile team do?

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 66

Topic #: 1

[\[All PMI-ACP Questions\]](#)

Chart Base on the burn down chart, what is the iteration's status?

- A. It trended ahead of scheduled 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 67

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

What should the agile practitioner do?

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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 68

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 69

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 70

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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)

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 71

Topic #: 1

[\[All PMI-ACP Questions\]](#)

While reviewing the sprint burn down during a stand up, the scrum team identifies that they have fallen behind. Upon further discussion, they discover that some quality assurance (QA) team members were unable to use the new automation framework, which caused a bottleneck.

What should the scrum team do?

- A. For upcoming sprints, have QA team members ensure that their respective skill sets are considered when accepting stories
- B. Have QA team members with the appropriate skill sets spend extra to help the team succeed
- C. Ensure that QA team members who lack the appropriate skill up for training within the next few weeks
- D. Ask QA team members experienced with the new automation framework to cross-train the other QA members

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 72

Topic #: 1

[\[All PMI-ACP Questions\]](#)

An organization highly values security. However, a team member on a project has found a way to save time and money with less robust security features. What should the team member do?

- A. Influence the customer
- B. Mention the idea at the next retrospective
- C. Show the customer how much time and money would be saved
- D. Present the idea at the next ceremony attended by stakeholders to obtain their input

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 73

Topic #: 1

[\[All PMI-ACP Questions\]](#)

During its first sprint, a new scrum team realizes that it has insufficient team members with test automation skills to efficiently complete its stories. What should the team do?

- A. Cross-train 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 74

Topic #: 1

[\[All PMI-ACP Questions\]](#)

During sprint planning, team members have differing opinions on a feature that delivers business value but fails to provide a long-term solution for the customer. How should the team resolve this?

- A. Refer to the values of the agile framework and the team
- B. Review the signed customer contract
- C. Check the sprint priority list
- D. Submit the problem to the product owner

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 75

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

What should the project team do?

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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 76

Topic #: 1

[\[All PMI-ACP Questions\]](#)

An executive sponsor of a new scrum team actively attends scrum ceremonies.

How does this benefit the team?

- A. It helps the team 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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 77

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 deliveries

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 78

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 79

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A product owner complains that some of the requirements identified several iterations 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 80

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 81

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 82

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 should an agilest 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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 83

Topic #: 1

[\[All PMI-ACP Questions\]](#)

An agile team member identifies a potential problem within the project team.

How should the team's coach react?

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

[Show Suggested Answer](#)



Actual exam question from PMI's PMI-ACP

Question #: 84

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 85

Topic #: 1

[\[All PMI-ACP Questions\]](#)

An agile project manager notices that the product manager manages team member's 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 practitioner 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 86

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 project charter

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 87

Topic #: 1

[\[All PMI-ACP Questions\]](#)

During a mature agile team's planning meeting, a team member proposes a new framework that would considerably reduce implementation time. However, the team lacks the confidence to try the new framework.

To help the team gain confidence, what should the agile practitioner suggest?

- A. Develop a spike
- B. Create an Ishikawa diagram
- C. Perform a pre-mortem analysis
- D. Complete a variance and trend analysis

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 88

Topic #: 1

[\[All PMI-ACP Questions\]](#)

The team is in the middle of an iteration and there is an urgent request for a small change to be introduced to the committed scope. Unless this change is accepted, there is no value to the customers during this iteration.

What must the agile practitioner do?

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 89

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 90

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 91

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 92

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 93

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 backlog and determine if the scope should be adjusted

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 94

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 95

Topic #: 1

[\[All PMI-ACP Questions\]](#)

Midway through a sprint, a scrum team member advises the team of a new requirement that may change the initial scope.

What should the team do?

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 96

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 format product owner training where the product owner can learn how to create a product vision

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 97

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 98

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 99

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A member of the development team is working on a prioritized non-functional requirement involving integrating with a 3rd party system. This integration has not been done before on the project.

What should the project leader suggest?

- A. Develop and document a detailed architectural design, peer review with the development team, and implement/test
- B. Develop the functional requirements of the solution first before any non-functional requirement, as they provide more customer value
- C. Discuss the integration requirement with the product owner and negotiate it to be lower on the backlog to focus on the minimal marketable feature
- D. Develop and test the implementation approach and demonstrate it at the next sprint review to collect feedback

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 100

Topic #: 1

[\[All PMI-ACP Questions\]](#)

During a retrospective, the agile practitioner discovers that a team member's process improvement idea has worsened the outcome.

What should the agile practitioner do?

- A. Commend the team on trying the idea, then encourage discussion regarding alternatives
- B. Ask a manager to direct the team on fixing the process
- C. Encourage the team to continue executing the idea to see if it improves
- D. Privately speak with the team member to convey that their idea worsened the outcome

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 101

Topic #: 1

[\[All PMI-ACP Questions\]](#)

Early in a project, stakeholder analysis is performed; however, an organizational restructure redefines key roles.

What should the project team do?

- A. Note the changes to the restructure and roles that affect team activities
- B. Use direct engagement and two-way conversation to update the stakeholder analysis for any new stakeholder requirements
- C. Email a copy of the project vision to those redefined for key roles and ask if they need to be involved in the project
- D. Obtain a copy of the redefined key roles to update the stakeholder analysis

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 102

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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-estimate the spike, encourage experimentation and collaborate with the team
- C. Stop experimentation and negotiate the short-term solution with the customer
- D. Schedule a root-cause analysis with the development team on the main issues with the spike

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 103

Topic #: 1

[\[All PMI-ACP Questions\]](#)

An agile team notices that the same problems 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 to work harder
- C. Collect team member feedback and discuss them privately with the product owner
- D. Conduct a team-building exercise to increase trust among the team members

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 104

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 105

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

What should the team do?

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 106

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

[Show Suggested Answer](#)



Actual exam question from PMI's PMI-ACP

Question #: 107

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

What should the agile practitioner do?

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 108

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A product owner feels that the last sprint failed to sufficiently deliver what was valuable to their 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 the organizations the most time and money
- D. Problems that were solved

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 109

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 110

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 together risk control and a stakeholder
- 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 111

Topic #: 1

[\[All PMI-ACP Questions\]](#)

During product development, changes in technology and regulations require the team to reassess product architecture.

How should this technical debt be captured?

- A. Include it in the product backlog and use a new indicator to annotate that is technical debt
- B. Include it in the product backlog as a low-priority issue
- C. Since it is not a part of agile methodologies, it should not be tracked
- D. Have team members maintain personal lists of issues and consolidate the lists during review

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 112

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 four iterations
- C. Consider previous sprint demo feedback when planning the next sprint
- D. Include the reasons for the project in the contract

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 113

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 team 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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 114

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 115

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 116

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 tasks

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 117

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

What should an agile coach do in this situation?

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 118

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 119

Topic #: 1

[\[All PMI-ACP Questions\]](#)

What can an agile team use to prioritize stories?

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 120

Topic #: 1

[\[All PMI-ACP Questions\]](#)

During a daily stand up, the tester engages the developer in a discussion about what will be tested during unit testing versus regression testing. What should the scrum master do?

- A. Ask the tester and developer to discuss it after the meeting, since it is not a part of the daily stand up
- B. Encourage the discussion to resolve impediments
- C. After the meeting, escalate this issue to the tester's supervisor to ensure that this does not reoccur
- D. Ask more questions about the testing techniques to obtain clarification on team efforts for quality improvements

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 121

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 122

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 123

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 124

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 125

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 assumed a sprint duration of 2 weeks.

What can an agile practitioner conclude about team A and team B's estimate?

- 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 126

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 127

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A product's scope and acceptance criteria have been detailed, 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 128

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 129

Topic #: 1

[\[All PMI-ACP Questions\]](#)

How should a project leader manage stakeholder expectations in an agile project?

- A. Establish a common vision and success criteria and involve all the stakeholders in the iteration reviews
- B. Invite stakeholders for the iteration reviews but do not include new stakeholders which may limit project success
- C. Involve all the stakeholders in iteration reviews but do not entertain all expectations of all stakeholders
- D. Communicate issues to all stakeholders via email and only communicate risks to internal stakeholders

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 130

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 131

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 132

Topic #: 1

[\[All PMI-ACP Questions\]](#)

During a project's last few sprints, an agile practitioner notices an increase in defects. A rootcause analysis indicates that a poor understanding of the requirements was caused by the inability of the product owner to communicate clearly.

What should the agile practitioner do?

- A. Inform the product owner's manager so that corrective action may be taken
- B. Communicate this to the product owner, and offer to help facilitate discussion with the team
- C. Encourage a team member to raise this during the retrospective to ensure that the product owner is aware
- D. Escalate this issue to the sponsor so that corrective action may be taken

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 133

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

[Show Suggested Answer](#)



Actual exam question from PMI's PMI-ACP

Question #: 134

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 135

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 136

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 137

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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. Sue 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 138

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 details

[Show Suggested Answer](#)



Actual exam question from PMI's PMI-ACP

Question #: 139

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 systematic issues
- D. Add members to the support team

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 140

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 that 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 141

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 142

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 143

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 144

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 145

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A product owner with experience in a predictive approach wants the team to develop very detailed schedules and cost estimates for the next 10 sprints. What should the Scrum Master do?

- A. Suggest the product owner start by focusing on the next 2 sprints instead of 10
- B. Spend the first few sprints to develop detailed schedules and budgets
- C. Invite the product owner to the retrospective to explain the team's approach to schedule and budget
- D. Explain that detailed project schedules and budgets are not artefacts in agile projects

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 146

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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
- B. Ask the team lead to calculate the team's target velocity according to the project plan, and assign additional resources to increase the 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 147

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 148

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 149

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A product that recently went to market is receiving a great deal of attention from upper management who expresses interest by directly emailing and calling the developer team. The team expresses frustration during a standup.

What should the Scrum Master do?

- A. Ask the product owner how upper management's comments can be redirected
- B. Direct the developer team to ignore the phone calls and emails
- C. Ask the product owner to enter the requests into the product backlog as high priority
- D. Personally respond to upper management's phone calls and emails

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 150

Topic #: 1

[\[All PMI-ACP Questions\]](#)

What estimation technique is an agile team using when collectively estimating the relative size of its stories using story points?

- A. Parametric
- B. One-to-one comparison
- C. Affinity
- D. Planning poker

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 151

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 product
- D. Ask questions to determine if the product owner can define the desired level of security

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 152

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

[Show Suggested Answer](#)



Actual exam question from PMI's PMI-ACP

Question #: 153

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A key stakeholder cannot attend the project vision statement development workshop. The stakeholder has emailed their requirements to the agile team lead, and believes that the vision statement is not critical.

How should the agile team lead respond?

- A. Emphasize to the stakeholder that a common, detailed vision will better ensure team understanding of the project
- B. Personally meet with the stakeholder to understand their requirements, and then share the vision with the team
- C. Work with the team to create a vision from the stakeholder's supplied requirements
- D. Explain to the team that creating a vision is not critical in agile projects, as requirements may change over time

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 154

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 155

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A project manager is concerned that the team has misaligned expectations with some stakeholders, and that user stories were written only for 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

Show Suggested Answer

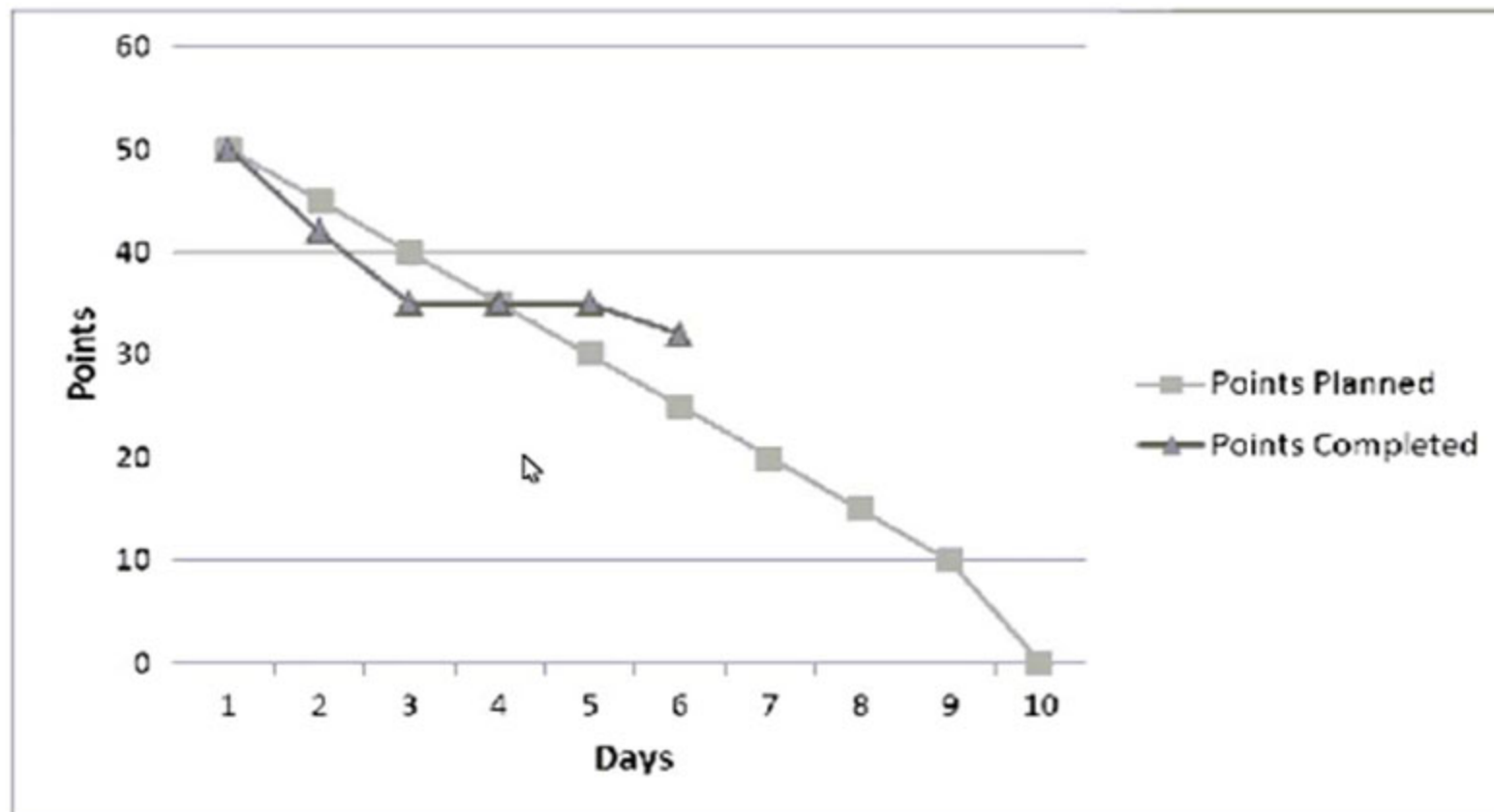


Actual exam question from PMI's PMI-ACP

Question #: 156

Topic #: 1

[\[All PMI-ACP Questions\]](#)



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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 157

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 158

Topic #: 1

[\[All PMI-ACP Questions\]](#)

An agile team delivered a feature in the last iteration. The product owner, who missed the planning and review meetings, was dissatisfied with feature. The team conducted a retrospective and reviewed the user stories related it.

What should the agile team do next?

- A. Ensure that the product owner reviews the acceptance criteria for delivered user stories
- B. Augment the quality assurance and continuous integration processes for delivery
- C. Approach the relevant developers and testers regarding quality issues, in upcoming iterations
- D. Ask the product owner to define the entire scope of delivery two to three iterations in advance

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 159

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 160

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 161

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A team is creating a highly marketed, time-sensitive product. The agile coach is concerned that anything other than exceptional quality will result in bad publicity for the company.

What should the agile coach ensure that developers do?

- A. Establish pair programming partners, and regularly perform peer reviews
- B. Perform demos at the end of each iteration
- C. Send coding to the quality assurance (QA) team upon completion
- D. Demonstrate each feature to the client as soon as coding is complete

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 162

Topic #: 1

[\[All PMI-ACP Questions\]](#)

During mid-sprint changes, an agile facilitator meets with the executive and development teams. During the meeting, executive team members resolve conflicts, and on their own initiative, review the iteration charts to discuss changes to the iteration's functional goal.

What practice is the agile facilitator implementing?

- A. Building openness and transparency on the project's health and status
- B. Facilitating conflict resolution among executive team members
- C. Using active stakeholder involvement to build features in an increment and iterative approach
- D. Seeking continuous feedback from executive team members

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 163

Topic #: 1

[\[All PMI-ACP Questions\]](#)

What can a team use to prioritize stories?

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 164

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

[Show Suggested Answer](#)



Actual exam question from PMI's PMI-ACP

Question #: 165

Topic #: 1

[\[All PMI-ACP Questions\]](#)

After three iterations, it is identified that a project's underlying security structure architecture is unstable. While there is a technical solution, all work to date is flawed. This will impact several future business service offerings.

What should the product owner do to resolve this?

- A. Ask the development team to address the issue since it is in their domain
- B. Review the project's risk matrix, and follow the steps outlined in the risk mitigation plan
- C. Meet with the team and stakeholders to address rework and rewrite stories as needed
- D. Cancel the current sprint, and meet with stakeholders to reassess the project's validity

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 166

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

What should be proposed to the team?

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 167

Topic #: 1

[\[All PMI-ACP Questions\]](#)

An agile project has three more iterations before the release. There is 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 168

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 169

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 the 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 170

Topic #: 1

[\[All PMI-ACP Questions\]](#)

An executive requests information regarding a sprint status.

What action should the product owner take?

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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 171

Topic #: 1

[\[All PMI-ACP Questions\]](#)

Agile team A struggles to deliver committed stories due to technical dependencies with team B, which continuously fails to meet its delivery commitments. What should the agile team lead do?

- A. Create a new team to deliver the dependencies, and bring team B under performance management
- B. Conduct a vision-sharing session with the teams to communicate the project's overall goals
- C. Swap team members from both teams so that deliveries are better supported
- D. Discuss negotiating the delivery timelines with team A

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 172

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 173

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 174

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 detections 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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 175

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 176

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 177

Topic #: 1

[\[All PMI-ACP Questions\]](#)

During a retrospective, team members suggest process improvement ideas. The agile team lead knows that, while many of these ideas are different from standard practices, a few of them are good.

What should the agile team lead do?

- A. Require the team to try only those ideas that will ensure success
- B. Allow the team to try ideas, but remind them that results will be reviewed by high-ranking executives
- C. Associate idea successes and failures with the team's incentive plan to ensure accountability
- D. Encourage the team to try the ideas, even if failure may be the outcome

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 178

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 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 problem
- D. Ask the product owner to reduce the story's priority and wait until more technical details are available

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 179

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 180

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 181

Topic #: 1

[\[All PMI-ACP Questions\]](#)

The executive leadership wants to understand ways to better deliver on time and on budget.

What can the project team do to assist in achieving the organizational goal?

- A. Maintain and review a lessons learned repository to improve delivery of future projects
- B. Ask each team member to post corrective action to the backlog
- C. Engage the project management office (PMO) to take responsibility identifying lessons learned on projects
- D. Perform a root cause analysis to identify alternative approaches for performing the next project

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 182

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 183

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 burndown 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 184

Topic #: 1

[\[All PMI-ACP Questions\]](#)

Unable to meet a sprint's committed velocity, an agile team approaches the agile coach to define the next sprint's velocity.

What should the agile coach advise?

- A. Split each story into multiple stories to meet the desired velocity
- B. Set the velocity to the delivered story points of the last sprint
- C. Use different estimation methods for stories and defects to meet the desired velocity
- D. Re-estimate by assigning more story points to smaller stories to increase the velocity

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 185

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 complementing the minimum value 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 186

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 187

Topic #: 1

[\[All PMI-ACP Questions\]](#)

Why should an agile coach model agile principles and behaviours, become self-aware, and be present?

- A. To better listen, serve and help the team grow their strengths individually and as a team
- B. To convince people what they need to do
- C. To help better disguise the command and control approach
- D. To understand team dynamics and develop a high performing team

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 188

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 189

Topic #: 1

[\[All PMI-ACP Questions\]](#)

As user stories are developed, what should be done to record and update acceptance criteria?

- A. Add more user stories
- B. Use sprint retrospectives
- C. Update current user stories
- D. Update new tasks in the project plan

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 190

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 191

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 192

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 requirement 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

[Show Suggested Answer](#)



Actual exam question from PMI's PMI-ACP

Question #: 193

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 194

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 195

Topic #: 1

[\[All PMI-ACP Questions\]](#)

How can a scrum team obtain more feedback from a minimally responsive outside stakeholder?

- A. Keep sprints short
- B. Invite the stakeholder to the daily stand ups
- C. Ask the stakeholder for estimates for each user story
- D. Schedule more demos during each sprint

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 196

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 databaserelated 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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 197

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 198

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 principle 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 199

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 200

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 to 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 relationship
- D. A safe space for team members to learn about each other's weaknesses and strengths

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 201

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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 expecting 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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 202

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

[Show Suggested Answer](#)





Actual exam question from PMI's PMI-ACP

Question #: 203

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 204

Topic #: 1

[\[All PMI-ACP Questions\]](#)

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

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 205

Topic #: 1

[\[All PMI-ACP Questions\]](#)

Several new stakeholders are concerned about being asked to review a product demo before it is complete. How should the agile coach explain to the stakeholders the value of working this way?

- A. The product owner may act as the stakeholders' proxy at the demo and that the stakeholders do not need to be directly involved with the team.
- B. The demo will show whether or not the team understands the level of effort required to complete the project.
- C. The stakeholders will learn whether or not the implementation has worked by getting immediate feedback so they can correct their assumptions for the next sprint.
- D. The stakeholders will be better positioned to evaluate whether or not the resources expended by the organization are worthwhile.

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 206

Topic #: 1

[\[All PMI-ACP Questions\]](#)

Which agile practice would most significantly increase a team's velocity?

- A. Daily standups
- B. Iteration and release planning
- C. Training in areas of weakness
- D. Iteration retrospectives

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 207

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A large project team is assigned to a complex technical project with many interdependent epics. The team starts to experience problems in the second sprint as the technical leads are independently unable to determine the needed solutions.

What should the project lead do to help the team?

- A. Coordinate a collaboration session so all the team members are involved in the solution process.
- B. Plan a minimum viable product (MVP) in collaboration with the product owner to reduce technical complexity and move issues to the next release.
- C. Provide training for all team members to enable higher technical skills and the ability to resolve complex issues.
- D. Hire external consultants to advise on solution options and train team members in any technical gaps.

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 208

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A key resource is switching between projects to obtain more visibility and acclaim. However, project work has grown and become a burden.

What should the agile project leader do?

- A. Add more resources to projects to ensure work sharing.
- B. Encourage the resource to undergo time management training.
- C. Ask management to ensure that the resource is available to only one project at a time.
- D. Allow the resource to continue switching between projects to deliver high customer value.

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 209

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A new project is scheduled to begin next month. The project manager has had plenty of time to review and plan all the activities and has adopted the best approach for the project and the organization.

Which action did the project manager most likely take when choosing the approach?

- A. They most likely used a process that was successfully used for other projects; what has worked before is less likely to fail.
- B. They most likely discussed the best approach for this project with the team and will adapt and tailor the approach periodically by reviewing and verifying the scope with the customer.
- C. They most likely requested an increase in the management reserve; this will help the project manager to be more flexible during change requests and risk response activities.
- D. They most likely implemented a predictive approach; this approach might limit the freedom of making changes but secures the project from unknown risks.

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 210

Topic #: 1

[\[All PMI-ACP Questions\]](#)

The coach on a new agile team notices that one team member is influencing most of the team's decisions. What should the coach do?

- A. Replace the team member with a more collaborative individual.
- B. Permit the team member to continue influencing because agile teams are self-organizing.
- C. Ask probing questions to other team members to encourage dissenting viewpoints.
- D. Intervene if the team's velocity drops.

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 211

Topic #: 1

[\[All PMI-ACP Questions\]](#)

Halfway through the execution of an agile project, a retrospective meeting is held. One of the team members believes that the actual time and cost to complete the work has consistently been greater than what was originally estimated.

Which of the following activities should be performed next?

- A. The product owner should reduce the scope of the project so that the items delivering the highest business value can be completed.
- B. The team should perform a spike to conduct research on their technical solutions and prove their viability.
- C. The team should consolidate small stories into larger ones so that there are less work items to be estimated.
- D. The team should reevaluate time and cost estimates to reflect the latest understanding of the work effort.

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 212

Topic #: 1

[\[All PMI-ACP Questions\]](#)

When considering impact on a project, to whom should an agile project manager give top priority on the stakeholder list?

- A. The stakeholder who can prevent the project from delivering within budget
- B. The stakeholder who can prevent the project from achieving its goals
- C. The stakeholder who can delay the project
- D. The stakeholder who can work as a friend and help prepare the stakeholder list

Show Suggested Answer





Actual exam question from PMI's PMI-ACP

Question #: 213

Topic #: 1

[\[All PMI-ACP Questions\]](#)

In companies where decision making is driven by data analytics and unknown variables are addressed, what advantages does agile project execution offer over a predictive approach?

- A. A formalized agile approach offers controlled flexibility in dealing with unknown variables in a manner that adds business value.
- B. Agile is focused only on digital transformation project management, whereas a predictive approach focuses on traditional "brick and mortar" projects.
- C. The agile formal change management system is better able to deal with unknown variables.
- D. Agile is relatively new; therefore, it is inherently more aligned with data-analytic-based efforts.

Show Suggested Answer



Actual exam question from PMI's PMI-ACP

Question #: 214

Topic #: 1

[\[All PMI-ACP Questions\]](#)

A member of a cross-functional project team is not able to attend regular status meetings and provide progress updates, which is impacting the productivity of the entire team. What should the product owner do to improve productivity?

- A. Discuss the issue to reduce the backlog based on decreased productivity of the team.
- B. Collect updates from each team member before the meeting and share them with all members.
- C. Ask the team member to update daily progress on the information radiators.
- D. Change the team velocity to show positive progress in shared information radiators.

Show Suggested Answer

