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## Exam A

### QUESTION 1

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

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

**Correct Answer: D**

**Section:**

### QUESTION 2

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.

**Correct Answer: C**

**Section:**

### QUESTION 3

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.

**Correct Answer: C**

**Section:**

### QUESTION 4

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

**Correct Answer: A**

**Section:**

#### QUESTION 5

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.

**Correct Answer: C**

**Section:**

#### QUESTION 6

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.

**Correct Answer: B**

**Section:**

#### QUESTION 7

When a team member encounters an issue in an agile environment, what should they do?

- A. Limit communication between the team members and the customer to prevent unnecessary anxiety
- B. Manage communication between all team members and the customer to promote effective and transparent collaboration
- C. Manage communication between a few team members and the customer so that they may convey information to other team members
- D. Facilitate one-on-one communication between team members to reduce conflict and inefficiencies

**Correct Answer: D**

**Section:**

#### QUESTION 8

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

**Correct Answer: A**

**Section:**

**QUESTION 9**

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

- A. Speak with the functional managers and come to an agreement that will resolve the issue
- B. Explain to functional managers that too much control will inversely impact team morale
- C. Meet with the team to discuss the issue and identify specific actions to reduce or eliminate the issue
- D. Inform the team there will be penalties to anyone who visits that business during working hours

**Correct Answer: C**

**Section:**

**QUESTION 10**

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.

**Correct Answer: A**

**Section:**



**QUESTION 11**

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.

**Correct Answer: D**

**Section:**

**QUESTION 12**

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

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

**Correct Answer: D**

**Section:**

**QUESTION 13**

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.

**Correct Answer: D**

**Section:**

**QUESTION 14**

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 incremental and iterative approach
- D. Seeking continuous feedback from executive team members

**Correct Answer: A**

**Section:**



**QUESTION 15**

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

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

**Correct Answer: C**

**Section:**

**QUESTION 16**

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

**Correct Answer: D**

**Section:**

**QUESTION 17**

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.

**Correct Answer: D**

**Section:**

**QUESTION 18**

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.

**Correct Answer: B**

**Section:**

**QUESTION 19**

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.

**Correct Answer: B**

**Section:**

**QUESTION 20**

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

What should the team do?

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



**Correct Answer: A**

**Section:**

**QUESTION 21**

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.

**Correct Answer: A**

**Section:**

**QUESTION 22**

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.

**Correct Answer: D**

**Section:**



**QUESTION 23**

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.

**Correct Answer: C**

**Section:**

**QUESTION 24**

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.

**Correct Answer: A**

**Section:**

**QUESTION 25**

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

**Correct Answer: D**

**Section:**

**QUESTION 26**

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

**Correct Answer: B**

**Section:**

**QUESTION 27**

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

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

**Correct Answer: A**

**Section:**

**QUESTION 28**

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.

**Correct Answer: C**





**Section:**

**QUESTION 29**

An agile team delivered a feature in the last iteration. The product owner, who missed the planning and review meetings, was dissatisfied with the 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.

**Correct Answer: A**

**Section:**

**QUESTION 30**

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.

**Correct Answer: A**

**Section:**

**QUESTION 31**

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

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

**Correct Answer: C**

**Section:**

**QUESTION 32**

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.



**Correct Answer: A**

**Section:**

**QUESTION 33**

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.

**Correct Answer: C**

**Section:**

**QUESTION 34**

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

**Correct Answer: B**

**Section:**

**QUESTION 35**

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.

**Correct Answer: C**

**Section:**

**QUESTION 36**

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.



**Correct Answer: D**

**Section:**

**QUESTION 37**

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.

**Correct Answer: B**

**Section:**

**QUESTION 38**

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.

**Correct Answer: D**

**Section:**

**QUESTION 39**

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.

**Correct Answer: D**

**Section:**

**QUESTION 40**

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.



**Correct Answer: A**

**Section:**

**QUESTION 41**

A scrum team has conducted regular retrospectives to discuss immediate concerns and the implementation of improvement actions. Despite this, after a few iterations, the same concerns resurface. What should the team have done to improve retrospective outcomes?

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

**Correct Answer: A**

**Section:**

**QUESTION 42**

During a six-week iteration, an issue is identified by a team member. After analysis, the team member determines that it will take at least two weeks to resolve. What should the team member do?

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

**Correct Answer: C**

**Section:**

**QUESTION 43**

What should the agile practitioner know about tracking velocity?

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

**Correct Answer: C**

**Section:**

**QUESTION 44**

After seeing the planned features for an upcoming release, a customer notes that a vitally important and complex one is missing. The team estimates that this feature significantly exceeds its average velocity. How can this issue be resolved?

- A. Break down the feature into smaller parts, and commit to completing the minimum viable product.
- B. Complete the iteration to which they have already committed, and include the feature in the next release.
- C. Change the planned features to include only the vitally important one.
- D. Extend the iteration to complete the feature.

**Correct Answer: A**



**Section:**

**QUESTION 45**

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.

**Correct Answer: A**

**Section:**

**QUESTION 46**

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.

**Correct Answer: A**

**Section:**

**QUESTION 47**

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 it 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.

**Correct Answer: A**

**Section:**

**QUESTION 48**

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.

**Correct Answer: D**

**Section:**

**QUESTION 49**



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

What should the project leader do?

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

**Correct Answer: A**

**Section:**

#### QUESTION 50

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.

**Correct Answer: A**

**Section:**

#### QUESTION 51

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.

**Correct Answer: B**

**Section:**

#### QUESTION 52

A project team identifies a number of technical challenges with features in the next sprint. What should they do?

- A. Request direction from the technical manager.
- B. Encourage the product owner to reallocate the features to another sprint.
- C. Determine who is best qualified to address the challenges.
- D. Ask the product owner to assign the tasks to the most appropriately skilled resources.

**Correct Answer: C**

**Section:**

#### QUESTION 53

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

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

**Correct Answer: D**

**Section:**

#### QUESTION 54

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.

**Correct Answer: A**

**Section:**

#### QUESTION 55

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.

**Correct Answer: A**

**Section:**

#### QUESTION 56

An agile team provides feedback that user stories include insufficient details to understand the requirements. What should the agile practitioner do?

- A. Coach the product owner to update only the acceptance criteria.
- B. Instruct the agile team to fix the user stories during the next retrospective.
- C. Facilitate a user story workshop with the agile team.
- D. Inform the product owner's manager that the work items provide insufficient detail.

**Correct Answer: C**

**Section:**

#### QUESTION 57

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.

**Correct Answer: B**

**Section:**

#### QUESTION 58

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.

**Correct Answer: A**

**Section:**

#### QUESTION 59

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

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

**Correct Answer: C**

**Section:**

#### QUESTION 60

A team working with a new technology faces a significant amount of uncertainty about its ability to deliver stories due to technical issues. What should the team do?

- A. Capture risks and make them visible, and use a burn down chart to focus on reducing risks early in the project.
- B. Ask the scrum master to extend the sprint's duration to allow more time to work through technical issues.
- C. Place the impacted stories on the story board, and use daily stand ups to make the product owner aware of the technical issues.
- D. Seek guidance from the development manager.

**Correct Answer: C**

**Section:**

#### QUESTION 61

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.

**Correct Answer: A**

**Section:**

#### QUESTION 62

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)

**Correct Answer: B**

**Section:**

#### QUESTION 63

How should an agile project leader interact with the product owner?

- A. Conduct regular one-on-one meetings to review development features and trace them back to the product roadmap.
- B. Ensure that they attend regular sprint meetings to provide product-feature feedback.
- C. Share any new versions of the project plan with them, including updated statuses for tasks and project milestones.
- D. Schedule meetings where they can provide team direction regarding new-feature priorities and upcoming sprints.

**Correct Answer: C**

**Section:**

#### QUESTION 64

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.

**Correct Answer: D**

**Section:**

#### QUESTION 65

An agile project manager notices that the product owner manages team members' day-to-day tasks in a way that distracts them from their core responsibilities. In addition, the team believes that their questions on product backlog prioritization are not being answered on time.

What should the agile project manager do?

- A. Discuss and address this in the iteration retrospective.
- B. Let the product owner know it is the project manager's responsibility to drive a team's tasks

- C. Discuss the roles and responsibilities of the project team with the product owner.
- D. Ask the product owner to work extra hours to answer the team's questions.

**Correct Answer: A**

**Section:**

**QUESTION 66**

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.

**Correct Answer: A**

**Section:**

**QUESTION 67**

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.



**Correct Answer: B**

**Section:**

**QUESTION 68**

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 buildup of requirements inventory that may never be processed.
- C. It provides a concrete definition of project scope, cost, and duration.
- D. It allows the team to lock down the items to be included in a release.

**Correct Answer: D**

**Section:**

**QUESTION 69**

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 dependences as issues within the backlog and prioritize based on value optimization
- D. Ensure that the required subject matter experts (SMEs) are engaged by the product owner to help with backlog prioritization

**Correct Answer: C**

**Section:**

#### QUESTION 70

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

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

**Correct Answer: D**

**Section:**

#### QUESTION 71

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

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



**Correct Answer: B**

**Section:**

#### QUESTION 72

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

**Correct Answer: B**

**Section:**

#### QUESTION 73

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 learn resources
- C. Refer the issue to the product owner
- D. Break non-functional requirements into those that can be delivered in the given sprint

**Correct Answer: C**

**Section:**

#### **QUESTION 74**

On an agile project some of the development team is struggling to understand how the tasks and use stories fit into the overall product. How should this be addressed?

- A. Review the iteration goals and have the team each describe the work to create shared understanding
- B. Create a story map for the minimal viable product (MVP) functionality
- C. Capture this as a task in the retrospective and ensure there is more detail provided at the next planning session.
- D. Have the product owner explain the product vision and review the release plan with the team

**Correct Answer: B**

**Section:**

#### **QUESTION 75**

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 reprioritize 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

**Correct Answer: B**

**Section:**

#### **QUESTION 76**

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

**Correct Answer: A**

**Section:**

#### **QUESTION 77**

Why should a project team reduce the work in process?

- A. It indicates poor project Quality
- B. It represents team members' utilization.
- C. It represents unrealized value

D. It shows that the project is behind schedule

**Correct Answer: D**

**Section:**

**QUESTION 78**

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

What should the scrum master do next?

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

**Correct Answer: C**

**Section:**

**QUESTION 79**

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



**Correct Answer: A**

**Section:**

**QUESTION 80**

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.

**Correct Answer: D**

**Section:**

**QUESTION 81**

A team member is stressed due to a heavy workload, while other team members have some slack in their schedules. How should the team lead address this?

- A. Inform management, and suggest that additional resources may be required
- B. Discuss the issue with the team member during 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 tastes in a separate backlog for additional analysis and reporting

**Correct Answer: C**

**Section:**

#### QUESTION 82

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

**Correct Answer: A**

**Section:**

#### QUESTION 83

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

**Correct Answer: D**

**Section:**

#### QUESTION 84

A newly formed Scrum team wants to foster an environment of transparency and experimentation.

The team decides to use a Kanban board to record and track encountered impediments. Emphasis is placed on how issues are resolved and the strategies for preventing them in the future. Over time, what will be the result of this approach?

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

**Correct Answer: A**

**Section:**

#### QUESTION 85

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

**Correct Answer: D**

**Section:**

**QUESTION 86**

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

**Correct Answer: A**

**Section:**

**QUESTION 87**

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

**Correct Answer: C**

**Section:**

**QUESTION 88**

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

**Correct Answer: D**

**Section:**

**QUESTION 89**

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



**Correct Answer: B**

**Section:**

**QUESTION 90**

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

- A. Hold frequent retrospectives and share the responsibility for making changes
- B. Understand that this is the nature of innovative business and strive 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

**Correct Answer: A**

**Section:**

**QUESTION 91**

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

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

**Correct Answer: A**

**Section:**

**QUESTION 92**

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

**Correct Answer: B**

**Section:**

**QUESTION 93**

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

**Correct Answer: B**

**Section:**





**QUESTION 94**

The learn 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 learn can do thorough testing

**Correct Answer: C**

**Section:**

**QUESTION 95**

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

**Correct Answer: A**

**Section:**

**QUESTION 96**

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 extensive and frequent information to complete its sprint goal What should the agile team lead do?

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

**Correct Answer: A**

**Section:**

**QUESTION 97**

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.

**Correct Answer: A**

**Section:**

**QUESTION 98**

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

should the team have done to prevent this?

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

**Correct Answer: D**

**Section:**

#### QUESTION 99

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

**Correct Answer: B**

**Section:**

#### QUESTION 100

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

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

**Correct Answer: A**

**Section:**

#### QUESTION 101

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

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

**Correct Answer: D**

**Section:**

#### QUESTION 102

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

**Correct Answer: D**

**Section:**

#### QUESTION 103

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

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

**Correct Answer: A**

**Section:**

#### QUESTION 104

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

**Correct Answer: D**

**Section:**

#### QUESTION 105

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

**Correct Answer: D**

**Section:**

#### QUESTION 106

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 learn to stop planning and keep the size small
- B. identify the technically minimal and achievable tasks
- C. Refer to the remaining prioritized backlog items
- D. Select some of the smallest items from the backlog

**Correct Answer: C**

**Section:**

**QUESTION 107**

What can an agile team use to prioritize stones?

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

**Correct Answer: C**

**Section:**

**QUESTION 108**

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

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



**Correct Answer: C**

**Section:**

**QUESTION 109**

Exhibit:

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 supported 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 stones and reestimated as needed
- D. The team learned that the product owner needed to increase the output in the next release

**Correct Answer: D**

**Section:**

**QUESTION 110**

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

**Correct Answer: A**

**Section:**

**QUESTION 111**

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

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

**Correct Answer: A**

**Section:**

**QUESTION 112**

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

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

**Correct Answer: A**

**Section:**

**QUESTION 113**

A development team and product owner disagree 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 an 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

**Correct Answer: C**

**Section:**

**QUESTION 114**

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

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

**Correct Answer: C**

**Section:**

#### QUESTION 115

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.

**Correct Answer: C**

**Section:**

#### QUESTION 116

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

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

**Correct Answer: D**

**Section:**

#### QUESTION 117

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

**Correct Answer: B**

**Section:**

#### QUESTION 118

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

**Correct Answer: D**

**Section:**

**QUESTION 119**

A projects first iteration contains item

- A. and its second iteration contains item B. The first iteration is behind schedule which will impact the second iteration Since items A and B are similar a team member suggests beginning the design of item B. What should the agile practitioner do?
- B. Defer starting the design of item B until the second iteration is being planned
- C. Proceed with the design of item B, since it will hasten the second iteration
- D. Escalate the issue to me customer and obtain their approval before starting the design of item B
- E. Log the issue in the risk register and request change control board (CCB) approval

**Correct Answer: B**

**Section:**

**QUESTION 120**

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 compete in the marketplace. What analysis should the team use to understand the issues?

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

**Correct Answer: D**

**Section:**

**QUESTION 121**

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

**Correct Answer: C**

**Section:**

**QUESTION 122**

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.

**Correct Answer: A**

**Section:**

**QUESTION 123**

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

**Correct Answer: A**

**Section:**

**QUESTION 124**

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

**Correct Answer: C**

**Section:**

**QUESTION 125**

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

**Correct Answer: B**

**Section:**

**QUESTION 126**

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

**Correct Answer: A**

**Section:**

**QUESTION 127**

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.

**Correct Answer: C**

**Section:**

**QUESTION 128**

A team member has spent 5 days on a spike and the first set of experiments has not been successful. The issue is the development team member has determined a short-term rather than a long-term solution. What should the project leader do?

- A. Assign the spike to another resource to continue research for the long-term solution
- B. Re-establish the spike, encourage experimentation and collaborate with the team.
- C. Stop experimentation and negotiate the short-term solution with the customer.
- D. Schedule a root-cause analysis with the development team on the main issues with the spike

**Correct Answer: B**

**Section:**

**QUESTION 129**

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

**Correct Answer: D**

**Section:**

**QUESTION 130**

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 testautomation levels and reduce redundancy

**Correct Answer: D**

**Section:**

