

## PMI.PMI-ACP.v2026-06-29.q235

Exam Code:	PMI-ACP
Exam Name:	PMI Agile Certified Practitioner
Certification Provider:	PMI
Free Question Number:	235
Version:	v2026-06-29
# of views:	107
# of Questions views:	2350
<a href="https://www.freepdfdumps.com/PMI.PMI-ACP.v2026-06-29.q235.html">https://www.freepdfdumps.com/PMI.PMI-ACP.v2026-06-29.q235.html</a>	

### NEW QUESTION: 1

A product owner wants to create a release plan given the team is working in a chaotic environment. They want to set expectations about what is likely to be developed and in what timeframe for some of the stakeholders.

What should the product owner include in the release plan to achieve this?

- A. The objective, iterations and underlying features, iteration timelines, other pre-release activities, dependencies, and responsible team.
- B. The key objectives and a brief description of each user story to be delivered in each iteration release timelines and release dependencies
- C. The developer who will work on a specific feature and key DevOps engineering activities to be performed during each iteration for the code integration.
- D. The sequence of user stories to be developed in each iteration, along with their start and end timelines, dependencies, and responsible team.

**Answer:** ([SHOW ANSWER](#))

In an agile environment, even a chaotic one, a release plan should focus on providing a high-level view of the product's objectives, the key features to be developed, and the iteration timelines. Including dependencies and specifying the responsible teams for each component ensures that expectations are set clearly for stakeholders while also providing the flexibility needed to adapt to changes. By outlining both the objectives and iteration details, the product owner ensures transparency and alignment with stakeholders while maintaining the iterative nature of agile development. This approach allows for informed decision-making without locking the team into overly rigid plans.

### NEW QUESTION: 2

The product owner is present at the sprint review meeting and states that an estimation for the end of the project must be shared with the company's steering committee. The scrum master declares that the team reached an average velocity of 40 story points per sprint, considering a biweekly iteration.

The team members predict that there are 240 story points remaining.

What is the estimated project conclusion?

- A. Twelve months
- B. Three months
- C. Six months
- D. Two months

**Answer:** ([SHOW ANSWER](#))

To estimate the project's conclusion using velocity, we use the formula:

$$\text{Estimated Remaining Time} = \frac{\text{Remaining Story Points}}{\text{Velocity per Sprint}}$$

Given:

Velocity = 40 story points per sprint

Remaining Work = 240 story points

\* Sprint Duration = 2 weeks

$$\frac{240 \text{ story points}}{40 \text{ story points per sprint}} = 6 \text{ sprints}$$

Since each sprint is 2 weeks, the total duration will be:

$6 \times 2 \text{ weeks} = 12 \text{ weeks} = 3 \text{ months}$

### NEW QUESTION: 3

All blockers are caused by some Impediments, but not all impediments are blockers. Which two scenarios should be considered blockers? (Choose two.)

- A. Due to frequent context switching, the daily 15-minute touchpoints last an hour even/ day, reducing the team's time to finish activities for the demonstrations.
- B. A developer is unable to work on their tasks within an iteration, because senior management is constantly pulling them into production incident analyses.
- C. The development team needed to urgently set up all the test data the previous week; however, due to a glitch in the system this will not be available until before the demonstration.
- D. The offshore testing team is pulled away at the last minute from a high-profile initiative and testing cannot be resumed until a new testing team is assigned.
- E. Performance issues in the testing environment, leading to a 2-day delay in implementing the code.
- F. The team has started working on the iteration, but the requirements artifacts are under review by the product owner.

**Answer: B,D (LEAVE A REPLY)**

A developer is unable to work on their tasks within an iteration, because senior management is constantly pulling them into production incident analyses. This is a blocker because the developer is unable to work on tasks within the iteration due to external interruptions (senior management pulling them into production incident analyses), preventing the team from progressing.

The offshore testing team is pulled away at the last minute from a high-profile initiative and testing cannot be resumed until a new testing team is assigned.

This is also a blocker because the offshore testing team has been pulled away at the last minute, causing a halt in testing until a new team is assigned. This delay impedes progress and prevents the team from moving forward with their work.

### NEW QUESTION: 4

An Agile team leader is planning a team-building activity for a newly formed, diverse project team. To ensure the activity is inclusive and respects the different cultural perspectives and personal feelings of all team members, which component of emotional intelligence is most critical for the leader to demonstrate?

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

**Answer: B (LEAVE A REPLY)**

Social awareness—a key element of emotional intelligence (EI)—is the ability to understand and respect others' feelings, perspectives, and dynamics, especially in diverse teams. The PMI Agile Practice Guide (Section 4.3.2: Emotional Intelligence and Team Collaboration) highlights that social awareness is essential when planning inclusive team-building activities, as it helps the leader consider cultural and personal differences.

Mike Griffiths also discusses EQ (Emotional Quotient) in the PMI-ACP Exam Prep Book (Chapter 3: Team Performance) as vital to managing diverse, high-performing teams.

- \* Option B is correct: social awareness allows the leader to design inclusive and engaging team activities.
- \* Option A (networking) is more external-facing.
- \* Option C (communication) is important but not specific to diversity sensitivity.
- \* Option D is broad and not specific to the interpersonal nuance required here.

**NEW QUESTION: 5**

A senior executive contacted an agile lead about starting an agile project to solve a problem for the human resources (HR) department of a company. The project idea is not clear and no backlog has been developed.

How should the agile lead start the project?

- A.** More work is needed to refine the idea and there is no backlog to start working on, so there is no way to help the manager.
- B.** Identify the persona that needs help and conduct a workshop applying the empathy map technique about that persona.
- C.** Review how similar problems have been resolved in other companies and see if a solution is available on the market.
- D.** Start working on a list of user stories to create a backlog and suggest a product owner be assigned to the project.

**Answer: B (LEAVE A REPLY)**

To kick off the project, especially when the idea is not yet clear, the agile lead should focus on understanding the needs and challenges of the end users—HR in this case. By applying the empathy map technique, the team can gather insights into the users' experiences, needs, and pain points. This helps in building a more focused and user-centered approach to solving the problem, which is the foundation for developing a product backlog.

Engaging stakeholders early and understanding the problem space will clarify the project direction and lay the groundwork for creating meaningful user stories.

**NEW QUESTION: 6**

During a current sprint, a team member asks permission from the Scrum Master to investigate an alternative design approach.

What should the Scrum Master do?

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

**Answer: (SHOW ANSWER)**

The correct answer is D - Encourage the team member to use experimentation/spikes for continuous improvement and help the team understand why it is important. Agile encourages learning and experimentation through techniques like spikes (time-boxed research or exploration activities).

From the PMI Agile Practice Guide:

"Agile encourages teams to experiment and learn continuously. Time-boxed spikes can be used to investigate alternative designs, reduce uncertainty, and support informed decisions." (PMI Agile Practice Guide, Section 5.3 - Spikes and Uncertainty Reduction) Mike Griffiths supports this:

"Spikes are short, time-limited investigations into a design or technical approach. They are a vital part of agile development for reducing risk, exploring alternatives, and enabling innovation." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 7 - Continuous Improvement) Incorrect options:

- \* A and C discourage innovation and agility.
- \* B defers action rather than enabling real-time learning.

### NEW QUESTION: 7

To create the project vision, an agile team has scheduled an initial meeting with their customer representative.

What should the team bring to this meeting?

- A. A list of templates to be used to create the project vision
- B. A list of project stakeholders and user stories
- C. A checklist for future acceptance tests for project deliverables
- D. A list of questions for the team and customer representative

**Answer: D (LEAVE A REPLY)**

The correct answer is D - A list of questions for the team and customer representative.

In Agile, creating a shared product vision is a collaborative effort that begins with open dialogue. The team should prepare insightful, value-driven questions to understand the customer's needs, pain points, desired outcomes, and business drivers. This supports co-creation of the vision rather than relying on rigid documentation.

PMI Agile Practice Guide:

"A shared product vision aligns the team and stakeholders. Early collaboration and asking the right questions help establish understanding and purpose." (PMI Agile Practice Guide, Section 2.2 - Agile Mindset) Mike Griffiths:

"Visioning meetings are facilitated conversations where teams and stakeholders explore product goals and user needs. Questions-not documents-drive clarity." (PMI-ACP Exam Prep, Chapter 1 - Agile Principles and Mindset) Incorrect options:

- \* A implies a rigid, document-driven mindset-contrary to Agile.
- \* B assumes the backlog exists before visioning.
- \* C is too early for acceptance criteria before vision alignment.

### NEW QUESTION: 8

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

**Answer: C (LEAVE A REPLY)**

The correct answer is C - Facilitate a conversation about the user story between the development team and the product owner. In Agile, collaboration, self-organization, and face-to-face conversation are foundational principles for resolving disagreements and achieving a shared understanding.

According to the PMI Agile Practice Guide:

"The agile practitioner facilitates healthy communication and constructive dialogue between the product owner and the development team to align understanding and priorities. Agile coaches and Scrum Masters serve the team by removing obstacles to collaboration, not by acting as decision-makers." (PMI Agile Practice Guide, Section 6.3 - Facilitating Agile Practices) Further, the guide emphasizes:

"Effective teams discuss issues collaboratively. When disagreements arise, the agile leader's role is to facilitate communication and resolution through shared understanding, not to dictate decisions." (PMI Agile Practice Guide, Section 4.1 - Agile Mindset and Behaviors) Mike Griffiths' PMI-ACP Exam Prep Book also states:

"Agile encourages close collaboration between business and technical teams. When conflicts arise regarding a user story, the agile practitioner's role is to facilitate meaningful discussions to ensure mutual understanding and team-driven resolution." (Mike Griffiths, Chapter 4 - Team Performance) Why the other options are incorrect:

- \* A undermines team self-organization and implies a command-and-control model.
- \* B is confrontational and goes against agile values of respect and collaboration.
- \* D contradicts the facilitative role of the agile practitioner, who should not act as an authoritative decision-maker.

Thus, the most agile-consistent approach is to enable conversation and clarity between roles.

### **NEW QUESTION: 9**

In a Scrum team, who should be responsible for the budget and release plans?

- A.** The Scrum Master assigns someone on the team to handle the budget, and the Product Owner is responsible for release plans
- B.** The finance department is responsible for the budget, and the Product Owner is responsible for release plans
- C.** The Scrum team as a whole, as they are self-organizing and share accountability
- D.** The Product Owner is responsible for both the budget and the release plans

**Answer: (SHOW ANSWER)**

The correct answer is D - The Product Owner is responsible for both the budget and the release plans.

In Scrum and Agile frameworks, the Product Owner acts as the voice of the customer and is responsible for maximizing the value of the product. This includes managing the product backlog, prioritization, and release planning. Additionally, in Agile environments, budget management-especially in terms of what value is delivered with what investment-is a key aspect of the Product Owner's role.

From the PMI Agile Practice Guide:

"The Product Owner manages the backlog and prioritizes work based on value delivery. The Product Owner is also typically responsible for budgeting and release planning, often in collaboration with stakeholders." (PMI Agile Practice Guide, Section 5.2 - Roles and Responsibilities) Mike Griffiths adds: "Release planning and value-based budget decisions fall under the Product Owner's responsibilities, as they are closest to business stakeholders and value prioritization." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 3 - Value-Driven Delivery) Why other options are incorrect:

- \* A is partially correct but misplaces budget responsibility.
- \* B is traditional and does not reflect Agile delegation to the team and Product Owner.
- \* C promotes team ownership but budget and release planning specifically lie with the Product Owner.

### **NEW QUESTION: 10**

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.

**Answer: C (LEAVE A REPLY)**

When significant architectural flaws are discovered, agile teams inspect and adapt. According to the PMI Agile Practice Guide (Section 5.6: Retrospectives and Adaptation), the product owner and team should collaboratively reassess priorities and rewrite backlog items to reflect the rework needed. This is aligned with agile's incremental delivery and continuous adaptation.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 6: Adaptive Planning) stresses that rework should be handled through backlog refinement and collaborative planning-not panic or reactive decisions.

- \* Option C is correct: reassessing the backlog with stakeholders aligns with agile practices.

- \* Option A abdicates product responsibility.
- \* Option B is too rigid for agile, unless the risk matrix is already very mature and agile-focused.
- \* Option D cancels value delivery and is unnecessarily drastic.

#### **NEW QUESTION: 11**

An infrastructure team had to revamp so downstream channels could consume data from the data lake, thereby improving operational efficiency for the end customers. Which primary components should the product manager consider while plotting performance and dependencies on the product roadmap?

- A.** Product vision, business objectives, themes, timeframes, and disclaimers
- B.** Product improvements, resource management, risk management, and deadlines
- C.** Product goals, strategic objectives, major features, and release plans
- D.** Features, stages of development, technology and infrastructure, dependencies, and risks

**Answer: D (LEAVE A REPLY)**

When plotting performance and dependencies on the product roadmap, the product manager should consider features, stages of development, technology and infrastructure, dependencies, and risks. These components are critical for understanding how the product will evolve over time, the technical requirements, how different parts of the system depend on each other, and the potential risks that may arise. This approach ensures that the team can manage dependencies effectively, mitigate risks, and deliver the product in line with business goals and timelines.

#### **NEW QUESTION: 12**

A scrum team is working together virtually. One of the team members sends a daily email to the other team members listing impediments that they find. During retrospective meetings, the team member complains that their colleagues fail to take actions on the impediments. How should the team address this issue?

- A.** The team member that is complaining should talk individually with the scrum master to remove impediments.
- B.** They should ask for more details about the impediments and then resolve them when the team has more time to investigate.
- C.** The team member that is complaining should address the impediments in daily scrum, communicating them directly.
- D.** Team members should state that they need to prioritize their work instead of responding to daily emails about impediments.

**Answer: C (LEAVE A REPLY)**

The daily scrum is the appropriate forum for team members to raise and discuss any impediments or blockers they are facing. By addressing the impediments directly in the daily scrum, the team can collaborate and work together to find solutions in real time. This ensures that issues are identified early and are dealt with in a timely manner. Relying solely on emails for communication can lead to missed opportunities for immediate resolution and may cause frustration, as seen in this case. Encouraging the team member to raise the impediments during the daily scrum will help ensure they are addressed quickly and effectively.

#### **NEW 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

**Answer: B (LEAVE A REPLY)**

The correct answer is B - Review possible options and make an informed decision to cut losses based on delivered business value. In agile, decisions are continuously evaluated based on value delivery, inspect-and-adapt principles, and business justification.

From the PMI Agile Practice Guide:

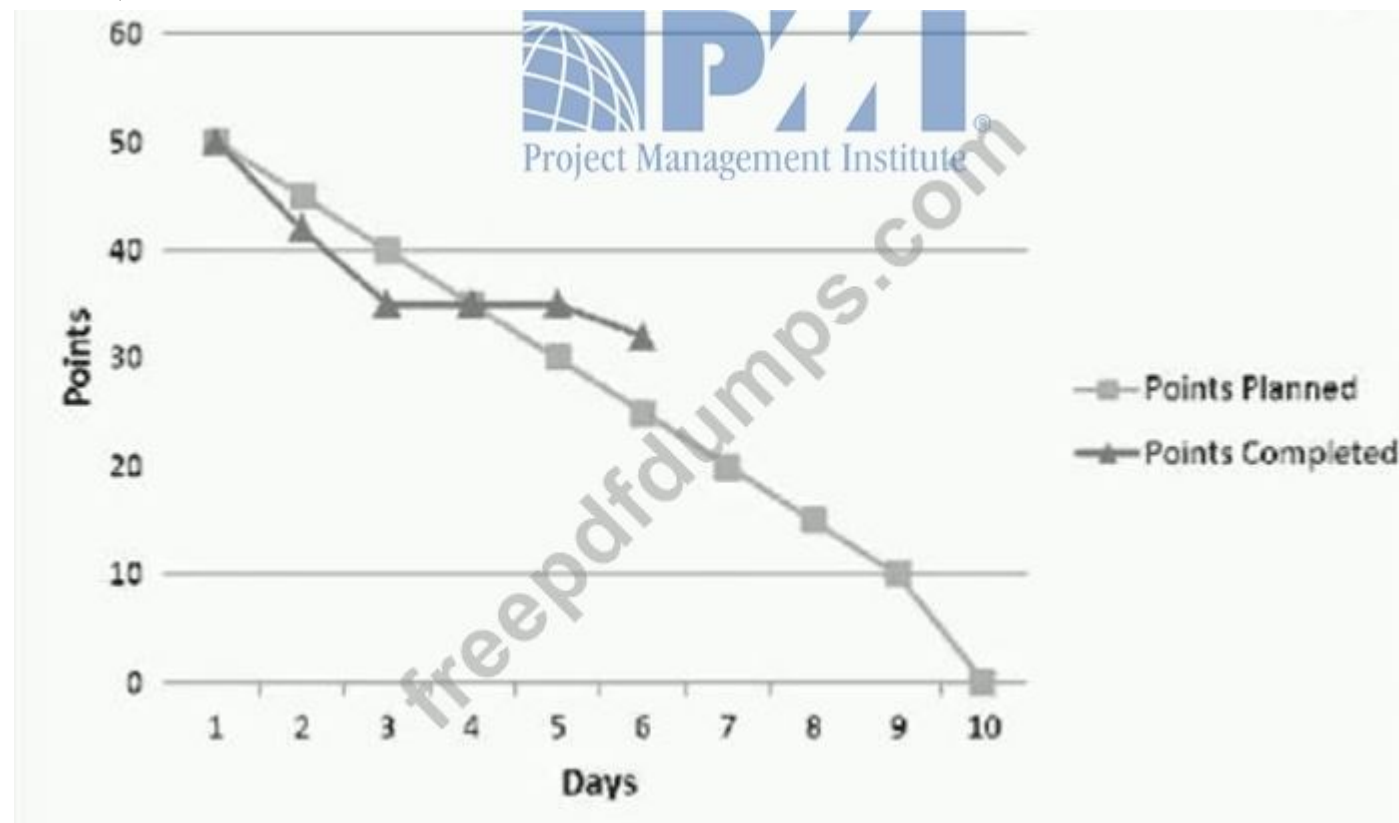
"Agile projects emphasize delivering the highest value features early and frequently. When new information emerges—such as the high risk of failure of a critical feature—the product owner must evaluate the cost-benefit, assess remaining value, and make a business-based decision." (PMI Agile Practice Guide, Section 3.4 - Value-Driven Delivery)

"The agile mindset embraces failure as a learning opportunity but also encourages continuous evaluation of whether a project should continue. It is better to stop a project early based on value delivery assessments than to continue wasteful efforts." (PMI Agile Practice Guide, Section 2.3 - Fail Fast to Learn Quickly) Mike Griffiths' PMI-ACP Exam Prep Booknotes:

"Agile teams reassess business value frequently. If remaining features do not justify additional investment due to technical, market, or cost concerns, the product owner may decide to stop the project and preserve resources. This decision should always be informed by the value already delivered versus expected benefits." (Mike Griffiths, Chapter 3 - Value-Driven Delivery) Why the other options are incorrect:

- \* A is a possible outcome, but prematurely terminating without analyzing value delivery is hasty.
- \* C (bringing in experts) may increase costs and still not solve the fundamental issue of failing value.
- \* D ignores the significance of the critical feature and assumes it can be deferred without impact—this may not be viable.

**NEW QUESTION: 14**



Answer Options:

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

**Answer: A (LEAVE A REPLY)**

Analyzing the burndown chart, we see:

- \* Points Planned (gray squares): decreasing steadily from 50 to 0 over 10 days (ideal burn).
- \* Points Completed (gray triangles): plateau between days 3-6, lagging significantly behind planned completion.

This indicates that the team is behind schedule, and unless they accelerate, they may fail to complete all committed work.

According to the PMI Agile Practice Guide (Section 5.4: Burndown Charts) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 6: Monitoring Progress), such divergence between the ideal and actual burn lines indicates that the iteration is at risk.

- \* Option A is correct: the iteration is in jeopardy due to lack of progress mid-sprint.
- \* Option B is incorrect-scope removal would show a downward shift in planned points.
- \* Option C is false-the team is behind, not ahead.
- \* Option D is misleading-velocity appears inconsistent (e.g., plateau from day 3-6).

### NEW QUESTION: 15

What should the agile project manager do?

- A.** Since the team has extra time, notify the product owner and secure approval for the extra work on this feature.
- B.** Encourage the team to document the improvement and prioritize it for the upcoming iteration, instead of building it now.
- C.** Instruct the Scrum Master to have the team use the extra time to complete the extra feature work in the current iteration.
- D.** Notify the product owner and have the product owner verify the backlog priority, then encourage team to continue working on the backlog.

**Answer: D (LEAVE A REPLY)**

Gold-plating-adding extra features not requested or prioritized-is an anti-pattern in agile. Agile emphasizes delivering the highest-priority features first, and product changes should always go through the Product Owner for prioritization and validation.

According to the PMI Agile Practice Guide (Section 5.1: Backlog and Value Delivery) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 6: Value-Driven Delivery), when capacity is available, the team should pull more stories from the prioritized backlog, ensuring that all work aligns with stakeholder-defined value.

- \* Option D is correct: confirm backlog priority and use time to deliver customer-prioritized value.
- \* Option A supports scope creep.
- \* Option B is partially correct but doesn't optimize the time to deliver value.
- \* Option C perpetuates gold-plating and undermines value alignment.

### NEW QUESTION: 16

Over the last two sprints, a number of potential problems have threatened the team's ability to hit the targeted release date.

What should the agile practitioner do?

- A.** Deal with the issues in a retrospective if they ever come up again.
- B.** Create a task board to track issues when they appear.
- C.** Identify and monitor issues through a risk burndown chart.
- D.** Create an issue log as an information radiator and monitor.

**Answer: C (LEAVE A REPLY)**

The correct answer is C - Identify and monitor issues through a risk burndown chart.

Risk burndown charts track how risk exposure is increasing or decreasing over time. This agile artifact is used to communicate risk trends and drive conversations around risk mitigation. It's especially useful when risks threaten iteration goals or release timelines.

From the PMI Agile Practice Guide:

"Risk burndown charts are visual tools that track remaining project risk. They help identify whether risks are increasing or decreasing and enable proactive management." (PMI Agile Practice Guide, Section 3.5 - Risk Management in Agile) Mike Griffiths explains:

"Tracking risks visually, such as in a risk burndown chart, helps stakeholders understand exposure levels and fosters risk-mitigation behavior across the team." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 6 - Risk Management) Why the other options fall short:

- \* A delays action and does not help real-time monitoring.
- \* B tracks tasks, not risk.
- \* D (issue log) may help but lacks the proactive visual trend tracking provided by a burndown chart.

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#### **NEW QUESTION: 17**

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

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

**Answer: C (LEAVE A REPLY)**

The correct answer is C - Introduce agile principles and processes, then make the change an experiment to obtain buy-in.

Agile transformation succeeds when it is driven through team engagement and experimentation, not top-down enforcement. Experimentation aligns with the principle of "failing fast" and encourages teams to experience the value of agile themselves before full adoption.

PMI Agile Practice Guide explains:

"To support organizational change, leaders should create safe-to-fail experiments to allow teams to explore and adopt agile in a non-threatening way.

Buy-in emerges through shared learning, not forced compliance." (PMI Agile Practice Guide, Section 6.5 - Organizational Change and Culture) Mike Griffiths reinforces:

"Effective agile leaders lead through influence and create an environment of experimentation and learning.

Mandates create resistance, but pilots and feedback loops drive acceptance." (PMI-ACP Exam Prep, Chapter 1 - Agile Principles and Mindset) Answer A speaks only to executive buy-in. Answer B is directive and not collaborative. Answer D imposes agile through training but skips experiential learning and feedback.

#### **NEW QUESTION: 18**

A project manager is working on an agile team. A team member mentions that risks threatening the release date of the current sprint are not being addressed.

What should the project manager do to make sure team members are following up on risks?

- A.** Hold one daily coordination meeting to determine the reason team members are not following up on risks.
- B.** Ask the team to review the executed tasks and follow up on the upcoming threats.

C. Display the major risks, assumptions, issues, and dependencies (RAID) log visually to highlight the risk status.

D. Create one sprint to update and follow up on major release risks.

**Answer: C (LEAVE A REPLY)**

The project manager should ensure that risks are clearly visible to all team members so that everyone is aware of potential issues and can take action as necessary. Displaying the RAID log visually makes it easy for the team to see the status of risks, assumptions, issues, and dependencies in real-time. This encourages the team to follow up on risks and keep them top of mind, facilitating more proactive management of potential threats to the sprint's success. This approach also helps in maintaining transparency and continuous monitoring of risks throughout the sprint.

#### **NEW QUESTION: 19**

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 workflow

D. Wait until all members of the team can attend training

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Send the member to training. Agile encourages cross-functional teams and continuous improvement. When a team member identifies a skill gap that affects delivery, addressing it promptly through training or mentoring increases team capability and autonomy.

From the PMI Agile Practice Guide:

"Agile teams strive for cross-functionality. When skill gaps hinder progress, organizations support learning to reduce dependencies and improve throughput." (PMI Agile Practice Guide, Section 4.3 - Continuous Learning and Team Development) Mike Griffiths adds:

"Empowering team members through skill development enhances flexibility and velocity. Encouraging proactive learning improves team performance." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 7 - Continuous Improvement) Incorrect options:

\* B defers ownership of the solution.

\* C unnecessarily delays action.

\* D delays learning due to unnecessary constraints.

#### **NEW QUESTION: 20**

Which of the following allows DevOps to enable and sustain a fast workflow from development into operations?

A. A mindset shift to establish controls over all development and operations processes.

B. Planned incremental iterations and a focus on people over processes.

C. A culture of collaboration, tools, and processes to support continuous delivery.

D. New tools that enable teams to continuously build, test, and integrate.

**Answer: C (LEAVE A REPLY)**

DevOps is a methodology that focuses on enhancing collaboration between development and operations teams to create a continuous feedback loop and speed up the delivery process. The key to enabling and sustaining a fast workflow is the establishment of a culture of collaboration, supported by the right tools and processes that allow for continuous delivery. This culture helps break down silos between teams, leading to faster and more efficient workflows that can continuously deliver value to customers.

#### **NEW QUESTION: 21**

A team is building a product in three-week iterations. During the last retrospective, it was identified that there was a 20% increase from previous iterations in the number of reported defects and change requests.

Since this is causing the product 's value to decrease, what should the team do?

- A. Reevaluate the duration of the cycles, as faster cycles may allow for earlier detection of defects.
- B. Run a sprint to clear all reported defects before taking new stories.
- C. Change the control mechanism so that items are better tested before delivery.
- D. Increase the opportunities to confirm common understanding with the client.

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Increase the opportunities to confirm common understanding with the client.

The rise in defects and change requests indicates a disconnect between what the team is delivering and what the customer expects. Agile emphasizes constant feedback and collaboration. Ensuring shared understanding through frequent interaction and validation reduces misunderstandings and rework.

From the PMI Agile Practice Guide:

"Frequent interactions with customers and stakeholders help teams build a shared understanding and reduce the risk of misaligned expectations and defects." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement) Mike Griffiths explains:

"A high defect rate often results from unclear requirements. Teams should improve communication loops with stakeholders to confirm understanding before development begins." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 6 - Problem Detection and Resolution) Why the other options are suboptimal:

- \* A doesn't address the root cause: misalignment with the client.
- \* B is reactive and temporary, not a sustainable solution.
- \* C may help but should be preceded by improving collaboration and understanding.

#### **NEW QUESTION: 22**

What should the team do?

- A. Inform the sponsor about the regional sales manager 's disruptiveness and ask that all questions be diverted to the weekly meetings.
- B. Stay focused on the current iteration and let the project manager deal with the regional sales manager 's questions.
- C. Invite the regional sales manager to the next iteration review to share the progress.
- D. Create a risk on the risk register to account for some potentially new requirements from the regional sales manager.

**Answer: C (LEAVE A REPLY)**

Agile values active stakeholder collaboration and transparency. The best way to address stakeholder concerns is to engage them directly in the feedback loop. The PMI Agile Practice Guide (Section 7.2: Stakeholder Engagement) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 4: Stakeholder Engagement) both recommend inviting stakeholders to iteration reviews or demos to provide updates and gather feedback.

- \* Option C is correct: inviting the regional sales manager to the review fosters transparency and collaboration.
- \* Option A and B dismiss valid stakeholder input, which goes against agile principles.
- \* Option D is overly cautious and does not proactively resolve the issue.

#### **NEW QUESTION: 23**

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.

**Answer: D (LEAVE A REPLY)**

The correct answer is D - It helps to quickly resolve issues using the sponsor ' s influence. A sponsor ' s presence in Scrum ceremonies (like sprint reviews or retrospectives) helps escalate and resolve high-level issues, remove organizational blockers, and reinforce alignment between the team and the business.

From the PMI Agile Practice Guide:

"Active sponsor engagement can accelerate issue resolution, remove organizational impediments, and provide vital support to the team. Sponsors are valuable allies in ensuring team success and organizational alignment." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement) Mike Griffiths explains:

"When sponsors are visible and engaged, teams benefit from faster decision-making, quicker escalation of issues, and improved morale. Their influence can break through bureaucratic barriers." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Stakeholder Engagement) Incorrect options:

- \* A misattributes sprint discipline to sponsor involvement-this is a team responsibility.
- \* B is passive and doesn't reflect tangible benefits.
- \* C is useful but not the primary advantage of sponsor participation.

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#### **NEW QUESTION: 24**

What should the agile coach do next?

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

**Answer: (SHOW ANSWER)**

Retrospectives are meant to drive incremental, continuous improvement. Implementing too many changes at once can be overwhelming. The PMI Agile Practice Guide (Section 5.6 Retrospectives) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 7: Continuous Improvement) recommend that teams select a manageable number of actionable improvements and follow through in the next iteration.

This supports sustainable improvement and encourages follow-up.

- \* Option C is correct: start with one or two improvements to implement immediately.
- \* Option A bypasses action.
- \* Option B risks overwhelming the team.
- \* Option D prioritizes complexity over practicality.

#### **NEW QUESTION: 25**

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

What should the Scrum Master do?

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

**Answer: (SHOW ANSWER)**

The correct answer is B - Facilitate an open and focused team discussion that reinforces team agreements.

Agile teams are built on collaboration, mutual respect, and self-organization. When conflict arises about role expectations or task assignments, the Scrum Master should create a safe space for open discussion to reinforce working agreements and promote shared accountability.

From the PMI Agile Practice Guide:

"Agile leaders support team collaboration by encouraging open conversations. When team dynamics are strained, the Scrum Master facilitates discussions to reinforce team norms, self-organization, and equality of contribution." (PMI Agile Practice Guide, Section 4.3 - Team Performance and Working Agreements) Mike Griffiths further states:

"Agile teams succeed when responsibilities are shared and roles are not rigidly defined. The Scrum Master should facilitate a discussion that encourages shared ownership and mutual respect for all tasks." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 4 - Team Performance) Incorrect options:

- \* A imposes action without addressing the root issue or respecting roles.
- \* C brings external authority into a team matter, weakening self-organization.
- \* D is partially correct but doesn't resolve the immediate team conflict.

### NEW QUESTION: 26

What should the agile coach do?

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

**Answer: A (LEAVE A REPLY)**

Kanban is continuous and can lead to burnout or low morale due to lack of visible milestones. The PMI Agile Practice Guide (Section 5.7: Flow-based Agile) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 3:

Team Performance) suggest that recognizing and celebrating milestones or delivery points is essential to maintain motivation, especially in long-running Kanban teams.

- \* Option A is correct: celebrating completed work gives the team a sense of closure and achievement, improving engagement.
- \* Option B might help temporarily but doesn't address the root motivational issue.
- \* Option C adds pressure and is counterproductive.
- \* Option D may improve flow but doesn't directly address the lack of visible progress recognition.

### NEW QUESTION: 27

Following a successful product release, senior management asks an agile team how to improve the value of the product for the next release.

What should the team do?

- A. Conduct frequent demos and obtain feedback from users throughout the development of the next release
- B. Inform senior management that since the product was successfully released, the project is considered delivered and should be closed
- C. Request additional budget to implement a Scrum of Scrums approach to scale the teams and add capacity
- D. Implement a better definition of done to ensure that continuous integration processes are managed effectively

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Conduct frequent demos and obtain feedback from users throughout the development of the next release. Agile is feedback-driven. Regular demonstrations (e.g., sprint reviews) help gather customer input to continuously enhance the product and optimize value.

From the PMI Agile Practice Guide:

"Frequent demonstrations and validation with stakeholders ensure that teams deliver value continuously and adapt the product based on real-time feedback." (PMI Agile Practice Guide, Section 5.2 - Feedback and Product Review) Mike Griffiths notes:

"Customer feedback loops are vital to agile. Demos provide a mechanism for validating delivered functionality, identifying improvement opportunities, and maximizing product value." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- \* B contradicts continuous delivery and customer collaboration.
- \* C may help with scale, but doesn't directly address value improvement.
- \* D is more about process quality than business value.

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#### **NEW QUESTION: 28**

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

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

**Answer: B (LEAVE A REPLY)**

The correct answer is B - Create a spike story to determine what needs to be done to use the new interface.

A spike is a special user story designed to address technical uncertainty or risk. It allows the team to explore, research, or prototype solutions within a time-box. Spikes are particularly useful for investigating unknowns such as integration with vendor systems.

PMI Agile Practice Guide:

"Spikes are used for research and exploration. They help teams gain knowledge about technology, functionality, or business domain that is necessary before estimating or implementing a feature." (PMI Agile Practice Guide, Section 5.2 - Backlog Refinement) Mike Griffiths notes:

"Spikes reduce uncertainty and are valuable tools for backlog refinement. They are especially helpful when the team is unsure how to implement a requirement or integrate external components." (PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Other options:

- \* A may delay addressing the issue until the next monthly meeting.
- \* C defers the issue rather than exploring it.
- \* D assumes outsourcing is the only solution and may remove team ownership.

#### **NEW QUESTION: 29**

A global organization is migrating its IT infrastructure from traditional, physical assets to cloud-based assets.

Agile concepts are new to the organization because it currently uses a predictive approach.

What should an Agile Coach do to facilitate a culture change to an Agile approach?

- A.** Develop and distribute a high-level summary of how Agile offers greater benefit than predictive to mid-level managers and let them decide if it should be distributed to lower-level workers.
- B.** Develop and distribute a high-level summary of competing vendors' product alignment and Agile project execution to the Product Owner for approval.
- C.** Develop and distribute a high-level summary of how Agile offers greater benefits than predictive to all members of the organization.
- D.** Develop and distribute a high-level summary of how Agile offers greater benefits than predictive to the organization's executive directors, and if executive directors agree with the summary, distribute it organization-wide.

**Answer: (SHOW ANSWER)**

The correct answer is D - Develop and distribute a high-level summary of how Agile offers greater benefits than predictive to the organization ' s executive directors, and if executive directors agree with the summary, distribute it organization-wide.

Cultural change must be supported from the top. Executive buy-in is crucial for any organizational transformation. Agile coaches work with leadership to promote Agile values, educate key decision-makers, and cascade change throughout the organization in a structured and supported way.

From the PMI Agile Practice Guide:

"Cultural change requires executive sponsorship. Coaches must engage with senior leadership to build understanding, alignment, and support before broader rollout." (PMI Agile Practice Guide, Section 2.1 - Introducing Agile) Mike Griffiths confirms:

"Agile adoption is most effective when leadership embraces its principles. Change must be seeded and supported at the executive level before diffusing to teams." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 2 - Agile Mindset) Other options:

\* A gives control to mid-management, which may hinder transformation.

\* B misdirects effort (vendors, not coaching focus).

\* C risks premature deployment without leadership support.

### **NEW QUESTION: 30**

The team is aware that they will need to integrate a new component to their solution in the next few weeks.

The team does not have any experience with this component.

What should the team do next?

**A.** Ask for a team extension so that an engineer with the needed experience can be added to the team.

**B.** Suggest that the Product Owner perform the initial investigation and present the outcome to the team.

**C.** Request that the Product Owner include a spike in the next iteration's backlog so they can perform an initial investigation.

**D.** Propose alternative components with which the team has experience.

**Answer: (SHOW ANSWER)**

The correct answer is C - Request that the Product Owner include a spike in the next iteration's backlog so they can perform an initial investigation.

A spike is a time-boxed activity that allows teams to research or experiment to gain knowledge about technical or functional aspects of an upcoming feature or integration. Since the team lacks experience with the new component, using a spike will allow them to explore and reduce uncertainty before actual development begins.

From the PMI Agile Practice Guide:

"Spikes are research activities that help teams gain the knowledge needed to reduce uncertainty and risk in upcoming stories." (PMI Agile Practice Guide, Section 5.3 - Backlog Refinement) Mike Griffiths writes:

"Spikes are used when the team is not confident about how to implement a story due to technical or domain uncertainty. Spikes help mitigate risk and inform estimation." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 5 - Adaptive Planning) Other options are suboptimal:

\* A involves team extension, which contradicts Agile's preference for stable, cross-functional teams.

\* B is misaligned-technical investigation is a team responsibility, not the Product Owner's.

\* D avoids learning and may compromise solution quality.

### **NEW QUESTION: 31**

What should the agile project manager have done to avoid this?

**A.** Invited end customers to attend the stand-ups

**B.** Organized design review sessions with the customer to obtain sign-off

**C.** Held regular meetings with the product owner and project team to elicit detailed business requirements

**D.** Conducted frequent review meetings with the customer to continually enhance delivery effectiveness

**Answer: D (LEAVE A REPLY)**

One of the pillars of agile is early and continuous customer feedback to ensure that the product being delivered meets stakeholder expectations. According to the PMI Agile Practice Guide (Section 5.3: Reviews and Feedback Loops) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 4: Stakeholder Engagement), frequent customer reviews (e.g., sprint reviews) ensure alignment and early identification of quality or value issues.

- \* Option D is correct: regular customer engagement during reviews ensures delivery effectiveness and customer satisfaction.
- \* Option A is inappropriate-daily stand-ups are for internal team coordination.
- \* Option B reflects a waterfall approach.
- \* Option C misplaces the responsibility-requirements evolve and are refined throughout, not fixed up front.

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**NEW QUESTION: 32**

A project's Product Owner asks the Scrum Master to facilitate the estimation activity. The Scrum Master then meets with the team and the Product Owner to clarify the user stories. Following the meeting, the team assembles and provides individual user-story estimates.

What technique did the team use?

- A. Lessons learned
- B. Wideband Delphi
- C. Formal point counting
- D. Planning poker

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Planning poker.

Planning poker is a consensus-based estimation technique commonly used in Agile projects. During this technique, team members discuss user stories, clarify details, and independently assign story points. The facilitator (often the Scrum Master) ensures balanced participation. This process encourages team collaboration and reduces estimation bias.

From the PMI Agile Practice Guide:

"Planning poker is a common estimation technique where team members discuss the story, then individually provide estimates using a card deck, reaching consensus over multiple rounds." (PMI Agile Practice Guide, Section 5.3 - Estimation Techniques) Mike Griffiths adds:

"Planning poker is based on Wideband Delphi and allows teams to converge on estimates through discussion and consensus. It is particularly useful for relative estimation of story points." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 5 - Adaptive Planning) Why other options are incorrect:

- \* A (Lessons learned) applies to retrospective activities, not estimation.
- \* B (Wideband Delphi) is the foundation of planning poker but is more formal and anonymous.
- \* C (Formal point counting) is not a standard Agile estimation technique.

**NEW QUESTION: 33**

One of the main stakeholders of a project is new to Scrum. The stakeholder asks what to expect in the sprint retrospective.

How should the product owner respond?

- A. Stakeholders have the opportunity to add features to the sprint.
- B. Team members determine if there are any impediments preventing them from meeting the sprint goal.
- C. The product owner explains which product backlog items have been done and which have not.
- D. Team members identify ways to improve and make plans to implement these improvements.

**Answer: D (LEAVE A REPLY)**

The sprint retrospective is a key Scrum ceremony where the team reflects on the sprint, identifies what went well, what didn't, and discusses ways to improve their processes. The focus is on continuous improvement, and the team makes plans to implement those improvements in future sprints. Stakeholders are typically not involved in the retrospective, but it's important for them to understand that the meeting is about helping the team improve their collaboration, efficiency, and performance.

**NEW QUESTION: 34**

During a recent sprint review meeting with stakeholders, the product owner received detailed feedback indicating the critical changes needed for upgrading the legacy system to better align with the latest technologies and user needs. How should the product owner help ensure the product backlog is effectively managed, while helping the team remain focused? (Refer to the Product Backlog Exhibit)

**Product Backlog:**

ID	Feature	User Story (As a...I want to...)
1	Incremental Feature Delivery	Deliver upgrades and new features incrementally
2	Microservices Architecture	Break down the application into microservices for better scalability and maintainability
3	Scalability Enhancements	Improve system performance to handle increased load
4	Security Updates	Enhance system security to protect sensitive data
5	Governance and Compliance	Ensure the system meets regulatory and compliance requirements
6	Continuous Integration (CI)/ Continuous Deployment (CD) Pipeline Implementation	Establish a CI/CD pipeline for automated testing and deployment
7	Database Migration and Optimization	Enhance the user interface for a better user experience
8	Backward Compatibility	Maintain compatibility with existing systems and data formats
9	Stakeholder Involvement	Ensure continuous stakeholder engagement and feedback
10	Adaptability and Flexibility	Maintain adaptability in development to address changing requirements

- A. Prioritize the stakeholder feedback, considering the impact on strategic objectives and current workload, and discuss these priorities with the team in the next sprint planning meeting to collaboratively decide on the next steps.
- B. Implement the changes in the current sprint, reallocating resources and adjusting the sprint goals to accommodate the feedback immediately, regardless of the current workload and potential impact on ongoing tasks.

**C.** Update the product backlog immediately without consulting the team, ensuring that the most critical feedback is addressed as soon as possible, even if it disrupts the current workflow.

**D.** Disregard the feedback until the next product release, focusing solely on the current sprint commitments to avoid any disruption and maintain the current workflow, even if it means delaying potentially valuable changes.

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Prioritize the stakeholder feedback, considering the impact on strategic objectives and current workload, and discuss these priorities with the team in the next sprint planning meeting to collaboratively decide on the next steps.

Agile promotes adaptive planning and continuous stakeholder engagement. While feedback is highly valuable, especially from a sprint review, changes to the product backlog must be carefully prioritized and collaboratively discussed with the team. The product owner's responsibility is to maintain and refine the backlog, ensuring alignment with stakeholder needs while also preserving team focus and avoiding unnecessary disruption during an ongoing sprint.

From the PMI Agile Practice Guide:

"Product backlog refinement is an ongoing process in which the product owner and the team collaborate on the details of backlog items. This includes analyzing, estimating, and prioritizing items to reflect the latest feedback and business needs." (PMI Agile Practice Guide, Section 5.2 - Product Backlog Refinement)

"Agile teams embrace change, especially when it delivers value. However, they also maintain sustainable pace and focus by avoiding mid-sprint scope changes unless absolutely necessary. Backlog items are reviewed and reprioritized before the next sprint begins." (PMI Agile Practice Guide, Section 3.4 - Value-Driven Delivery) From Mike Griffiths' PMI-ACP Exam Prep Book:

"While agile encourages responding to change, disrupting sprint commitments can erode team trust and productivity. Sprint planning is the correct forum to reprioritize work based on new stakeholder insights." (Mike Griffiths, Chapter 5 - Adaptive Planning) Why the other options are incorrect:

\* B introduces mid-sprint disruption and disregards agile best practices for maintaining sprint integrity and team focus.

\* C eliminates team collaboration and risks breakdowns in communication, violating agile's emphasis on transparency and teamwork.

\* D disregards valuable feedback and delays addressing important stakeholder needs, which could compromise customer satisfaction and strategic alignment.

### **NEW QUESTION: 35**

An agile coach is working on a digital transformation project. The project team is in the middle of a 5-week sprint. The agile coach notices constant arguing among team members on what should be the preferred technical approach to solve a current business problem. What can the agile coach do to promote collaboration and consensus-building among team members?

**A.** Work with team members to resolve the issue.

**B.** Escalate the issue to senior management.

**C.** Allow team members to resolve the issue.

**D.** Escalate the issue to the product owner.

**Answer: (SHOW ANSWER)**

### **NEW QUESTION: 36**

A product owner adds user stories to the backlog on a daily basis. The stories are vague requests, and the product owner expects the details to be clarified once the team works on the prioritization list.

How should the team members address this challenge so that the prioritization meeting does not become a brainstorming session?

**A.** Ask the product owners to invite a subject matter expert (SME) to the meeting so the prioritization meeting will be more effective.

**B.** Ask the product owner to review their items with the product owner's teammates before adding user stories to the backlog.

**C.** Ask the product owner to schedule a meeting with a subject matter expert (SME) to review items before adding user stories to the backlog.

D. Ask the product owner to review the stories with the scrum master before the prioritization meeting takes place.

**Answer: (SHOW ANSWER)**

To prevent the prioritization meeting from turning into a brainstorming session, the product owner should ensure that user stories are well-defined before they are added to the backlog. By reviewing the items with the product owner's teammates (or stakeholders) beforehand, the product owner can clarify the details of the stories and ensure they are properly defined. This allows the team to focus on prioritization during the meeting, rather than spending time clarifying vague requests. This proactive approach improves the efficiency and effectiveness of the prioritization process.

#### **NEW QUESTION: 37**

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

What should the agile practitioner do?

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

**Answer: B (LEAVE A REPLY)**

The correct answer is B - Set expectations regarding the appropriate level of details requested during this stage. In Agile, early project stages are focused on vision, strategy, and high-level planning, not detailed documentation. The agile practitioner must educate stakeholders on progressive elaboration and set realistic expectations about how information is delivered over time.

From the PMI Agile Practice Guide:

"In the early stages of an agile project, requirements and plans are intentionally kept at a high level. Agile practitioners work closely with stakeholders to set appropriate expectations and explain how details will emerge iteratively." (PMI Agile Practice Guide, Section 2.4 - Agile Project Initiation and Stakeholder Expectations) Mike Griffiths reinforces this:

"During project inception, agile practitioners should clarify that detailed specifications evolve through iterative planning. Setting appropriate expectations is critical to building trust and maintaining alignment." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 2 - Agile Principles and Stakeholder Engagement)

Incorrect options:

- \* A contradicts agile principles of just-in-time elaboration.
- \* C is too rigid and may alienate stakeholders.
- \* D abdicates responsibility and doesn't help manage expectations.

#### **NEW QUESTION: 38**

A product roadmap should contain which of these primary components?

- A. Detailed design plan, business objectives, timeframes
- B. Project management plan, communications management plan, stakeholder engagement plan
- C. Project release timeframes detailed design plan
- D. Product vision, business objectives, timeframes

**Answer: (SHOW ANSWER)**

A product roadmap is a strategic plan that outlines the vision for the product, the business objectives that need to be achieved, and the timeframes for delivering key milestones or features. It provides a high-level overview of the product's development, aligning the team and stakeholders on the product's direction and the expected delivery timeline.

Product vision defines what the product aims to achieve and the value it will deliver to customers or the business.

Business objectives outline what the product aims to accomplish in terms of business impact, like increasing revenue or improving customer satisfaction. Timeframes indicate when key milestones or releases are planned to occur, ensuring that progress can be tracked and expectations set. This high-level structure is essential for guiding product development and keeping stakeholders aligned, without delving into the specific details of design or project management, which are more suited for other planning documents.

#### **NEW QUESTION: 39**

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.

**Answer:** ([SHOW ANSWER](#))

Agile fosters a safe-to-fail environment where experimentation is encouraged. According to the PMI Agile Practice Guide (Section 5.6: Retrospectives and Process Improvement) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 7: Continuous Improvement), teams should be empowered to test new ideas and learn from outcomes, regardless of whether those experiments succeed or fail.

- \* Option D is correct: promoting experimentation supports learning and innovation.
- \* Option A discourages risk-taking and limits growth.
- \* Option B creates fear and undermines psychological safety.
- \* Option C mixes accountability with experimentation, which can discourage honest learning.

#### **NEW QUESTION: 40**

During an iteration, an urgent customer request for support reaches the team. If they work on it, the team's commitments in this iteration are at risk. What should the team do next?

- A.** Work overtime to meet the customer request and the iteration commitments.
- B.** Ask another team that is less busy to handle the situation.
- C.** Work with the product owner to assess the impact for reprioritization.
- D.** Work on the customer request in the next iteration as a top priority.

**Answer:** **C** ([LEAVE A REPLY](#))

The correct answer is C - Work with the product owner to assess the impact for reprioritization.

Agile recognizes that new priorities may emerge during a sprint. The product owner owns the backlog and prioritization. If a request threatens sprint commitments, it should be reviewed and discussed with the product owner to determine the trade-offs and make informed decisions.

PMI Agile Practice Guide:

"New requests should be assessed in collaboration with the product owner. The team should make prioritization trade-offs in a transparent manner to maintain focus on delivering value." (PMI Agile Practice Guide, Section 5.5 - Iteration Planning and Section 5.7 - Change Management) Mike Griffiths: "Product owners are responsible for backlog prioritization. When urgent issues arise, teams should discuss them with the PO rather than unilaterally shifting focus." (PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- \* A risks burnout and violates sustainable pace.
- \* B avoids accountability.
- \* D assumes the change can wait, which may not align with customer needs.

#### **NEW QUESTION: 41**

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.

**Answer: C (LEAVE A REPLY)**

The correct answer is 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.

Agile welcomes stakeholder involvement throughout the project lifecycle. Demos (also called sprint reviews) are critical opportunities for stakeholders to inspect the product increment and provide feedback, which helps teams pivot or adapt early and often. Immediate feedback reduces the risk of building features that do not meet business needs.

PMI Agile Practice Guide:

"Iteration reviews/demos provide stakeholders with the opportunity to see working product increments and offer feedback while there is still time to make changes." (PMI Agile Practice Guide, Section 5.7 - Reviews and Demos) Mike Griffiths supports this by stating:

"Engaging stakeholders during sprint reviews allows assumptions to be challenged early. This feedback loop ensures value alignment and reduces the likelihood of rework." (PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Other options:

- \* A incorrectly distances stakeholders from essential agile feedback cycles.
- \* B shifts focus away from value to effort-based metrics.
- \* D is more about long-term ROI, not immediate iterative feedback.

#### **NEW QUESTION: 42**

The agile coach of a development team uses a servant leadership approach. The team is starting the third iteration of an upgrade to a software product, and work is going slower than initially planned.

What should the coach do to help the team?

- A. Help the team to remove impediments that stall project progress.
- B. Work with the development team to adjust the work plan.
- C. Ask the product owner to assign more resources to the project.
- D. Command and control the team to achieve plan goals.

**Answer: A (LEAVE A REPLY)**

As a servant leader, the agile coach's role is to support and empower the team, helping them overcome obstacles that hinder their progress. In this case, the coach should focus on identifying and removing any impediments that are slowing down the work, whether they are technical, process-related, or communication-based. This approach enables the team to work more efficiently, enhances their ability to self-organize, and ensures they can deliver high-quality results. Simply adjusting the work plan or assigning more resources may not address the underlying issues, and a command-and-control approach is counterproductive in an Agile environment.

#### **NEW QUESTION: 43**

A high-profile project team is struggling to meet planned velocity. During a retrospective, the team agreed that their lack of experience in the technology resulted in an excess of rework.

What should be done to resolve this challenge?

- A. Increase the duration of iterations to minimize the frequency of priority changes that are distracting the team.
- B. Reduce the duration of iterations so that the product owner can reprioritize work to ensure business value alignment.
- C. Increase the level of effort in testing to ensure that all defects are identified and properly documented so they can be resolved before the end of the iteration.
- D. Implement a spike to enhance creativity by experimenting with new techniques and process ideas in order to discover more efficient and effective ways of working.

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Implement a spike to enhance creativity by experimenting with new techniques and process ideas in order to discover more efficient and effective ways of working.

A spike is a time-boxed research or prototyping activity used to explore uncertainty, investigate a technology, or gain deeper knowledge of an implementation. Spikes are especially useful when a team lacks familiarity with certain technologies, as they reduce risk and support better estimation.

From the PMI Agile Practice Guide:

"Spikes are a type of exploration that agile teams use when they are uncertain about a technology or technique. They are time-boxed research efforts aimed at reducing risk and improving future delivery." (PMI Agile Practice Guide, Section 5.3 - Spikes) Mike Griffiths further explains:

"Spikes allow the team to gain knowledge needed to understand a technical or design problem. They are particularly useful when the team lacks domain or technical experience and are often used to improve estimation accuracy." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 5 - Adaptive Planning)

Why other options fall short:

\* A and B manipulate iteration length without addressing the core problem (lack of technical knowledge).

\* C increases overhead without solving the learning gap or preventing the root cause (rework).

answers and comprehensive explanations drawn from authoritative sources including the PMI Agile Practice Guide, PMBOK Guide, Mike Griffiths' PMI-ACP Exam Prep Book, and Andy Crowe's PMI-ACP Exam materials.

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#### **NEW QUESTION: 44**

During a sprint demo, a business representative identifies missing requirements. The agile practitioner realizes that all key stakeholders were not included during requirements detailing.

What should the agile practitioner have done to avoid the situation?

- A. Included the stakeholders in the project planning meeting
- B. Organized an earlier demo to solicit business feedback
- C. Ensured all business leaders signed off on requirements
- D. Engaged key stakeholders periodically to collect requirements

**Answer: (SHOW ANSWER)**

The correct answer is D - Engaged key stakeholders periodically to collect requirements.

Agile is based on frequent stakeholder collaboration. Continuous engagement ensures evolving needs are captured and prevents misalignment. Waiting for planning meetings or demos is too late to catch missing input.

PMI Agile Practice Guide:

"Agile teams ensure stakeholder engagement is ongoing throughout the project. This helps validate requirements and prevent surprises during reviews." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement) Mike Griffiths:

"Stakeholders should be consulted early and often. Relying on static requirements leads to gaps. Agile teams maintain constant feedback loops." (PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

\* A is too early and one-time.

- \* B may help but is reactive.
- \* C is a predictive approach inconsistent with agile.

#### **NEW QUESTION: 45**

What should the agile practitioner do?

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

**Answer: C (LEAVE A REPLY)**

When a team reports that user stories are unclear or lack sufficient detail, the correct agile response is to foster collaborative refinement and shared understanding. A user story workshop is a well-recognized practice that involves the team and product owner collaborating to write, clarify, and refine stories. This is supported by the PMI Agile Practice Guide (Section 5.2: User Stories and Backlog Refinement), which recommends story-writing workshops as a proactive way to clarify requirements.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 6: Adaptive Planning) notes that good agile teams collaboratively refine stories in grooming sessions or workshops to ensure shared clarity and alignment.

- \* Option C is correct: a workshop enables both the team and product owner to collaborate in improving story clarity.
- \* Option A oversimplifies the solution-acceptance criteria alone don't fully define a story.
- \* Option B misuses the retrospective, which is for process improvement, not story editing.
- \* Option D escalates prematurely and undermines team ownership and collaboration.

#### **NEW QUESTION: 46**

An agile team often fails to deliver its sprint goal. At a sprint retrospective, the more experienced team members complain that the less experienced team members are working too slowly. This creates tension in the team.

What should the scrum master do to remove this tension?

- A.** Ask human resources for a training budget so the less experienced team members can increase their skill level and work more efficiently.
- B.** Have an individual meeting with the experienced team members and ask them to be more empathic when the less experienced members fail to deliver.
- C.** Remind the team that they are jointly responsible for their deliverables and should consider the different competency levels when agreeing to sprint goals.
- C.** Initiate a meeting with the team and ask them to decompose the product backlog items further so they become clearer and easier to deliver on time.

**Answer: C (LEAVE A REPLY)**

The Scrum Master should remind the team that in Agile, the entire team is responsible for delivering the sprint goal, and it is important to take into account the different skill levels of team members when setting goals. This approach promotes a collaborative and supportive environment where experienced members can mentor less experienced ones, helping to improve the team's overall performance. It also encourages more realistic and achievable sprint goals, fostering empathy and understanding within the team. By acknowledging competency differences, the team can better allocate work and support each other to meet their goals.

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#### NEW QUESTION: 47

A Product Owner concludes that the majority of a project's value can be delivered by completing only the first half of the prioritized backlog. What should the Product Owner do next?

- A. Remove the second half of the backlog, and communicate their decision in the next backlog grooming meeting
- B. Reprioritize backlog items to future iterations
- C. Work with the team to deploy the first half of the backlog to ensure that value is realized
- D. Meet with project stakeholders to review the backlog and determine if the scope should be adjusted

**Answer: (SHOW ANSWER)**

The correct answer is D - Meet with project stakeholders to review the backlog and determine if the scope should be adjusted. Agile emphasizes continuous stakeholder collaboration and delivering maximum value. If the remaining backlog may not contribute significant value, it's prudent for the Product Owner to reassess scope and validate changes with stakeholders.

From the PMI Agile Practice Guide:

"Engage stakeholders continuously to review priorities and business value. If the product delivers sufficient value earlier than anticipated, the scope may be reduced or the project closed." (PMI Agile Practice Guide, Section 3.4 - Value-Driven Delivery) Mike Griffiths adds:

"Early delivery of value allows teams to stop work that no longer serves business objectives. This requires transparent communication with stakeholders to validate scope adjustments." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- \* A assumes authority without consulting stakeholders.
- \* B doesn't address the possible need for scope reduction.
- \* C skips stakeholder validation before deployment decisions.

#### NEW QUESTION: 48

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.

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Coordinate a collaboration session so all the team members are involved in the solution process.

Agile encourages cross-functional collaboration and collective problem-solving. When technical uncertainty arises, the best course of action is to leverage the team's combined knowledge through collaboration rather than working in isolation.

PMI Agile Practice Guide:

"Agile teams rely on collaboration, especially when solving complex problems. A diversity of input and joint ownership leads to better and faster decisions." (PMI Agile Practice Guide, Section 4.2 - Communications and Collaboration) Mike Griffiths notes:

"Agile practitioners should encourage collaborative decision-making. Technical decisions made in isolation can result in integration issues and delay. Collaboration unlocks shared ownership." (PMI-ACP Exam Prep, Chapter 4 - Team Performance) Other options:

- \* B shifts focus away from current challenges.

- \* C is long-term and not immediately actionable.
- \* D may help, but it introduces external dependency instead of leveraging team knowledge.

#### **NEW QUESTION: 49**

While planning, what prioritization factors need to be considered for a minimally marketable feature (MMF)?

- A.** How much risk is needed to develop an MMF
- B.** How much money the organization will earn or save by having the MMF
- C.** How many stakeholders are influencing the MMF
- D.** How much time does an organization need to develop an MMF

**Answer: (SHOW ANSWER)**

The correct answer is B - How much money the organization will earn or save by having the MMF.

Minimally Marketable Features (MMFs) are the smallest set of functionality that deliver value and can be released to generate revenue or realize benefits. Prioritization of MMFs is typically done based on expected business value-such as cost savings, revenue potential, or customer satisfaction.

From the PMI Agile Practice Guide:

"MMFs help teams focus on delivering value early and frequently. They are prioritized based on expected value to the customer or organization, return on investment (ROI), and business impact." (PMI Agile Practice Guide, Section 3.4 - Delivering Value Frequently) Mike Griffiths also emphasizes:

"MMFs should be prioritized based on business value-how much benefit they bring to the customer or organization. Value-based prioritization ensures the right features are built first." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 3 - Value-Driven Delivery) Why the other options are incorrect:

- \* A refers to risk but doesn't address business value.
- \* C addresses stakeholder involvement, not delivery prioritization.
- \* D refers to development time, which is considered but secondary to value.

#### **NEW QUESTION: 50**

During an interview for an agile team lead role at a global company, a candidate is asked: "How do you ensure your project is aligned with the stakeholders' priorities?" How should the candidate respond?

- A.** Engage the change management team to determine prioritization of the backlog.
- B.** Allow the stakeholders to decide on the priority and build the backlog.
- C.** The entire team should discuss and prioritize the backlog, factoring in stakeholder input.
- D.** Only the agile team lead and team need to decide how to prioritize the project deliverables.

**Answer: (SHOW ANSWER)**

The best answer is C because agile backlog prioritization should be collaborative and value-driven.

Stakeholder input is essential, but prioritization should also consider technical feasibility, dependencies, risks, team capacity, product goals, and value delivery. The agile team, product ownership role, and stakeholders should work together to maintain alignment.

Option A is incorrect because the change management team should not own backlog prioritization. Option B gives stakeholders too much unilateral control and ignores team insight. Option D ignores stakeholder priorities, which is not agile. Agile requires transparency, collaboration, and continuous alignment with business and customer value.

PMI-ACP topics emphasize engaging stakeholders, aligning work with organizational priorities, promoting shared vision and purpose, and ensuring the product remains aligned to organizational goals.

#### **NEW QUESTION: 51**

An organization is using a predictive approach to managing projects. The executives like to see more deliverables in a short time and require that the milestones be achieved on time.

What value can the organization gain by moving to an iterative approach?

- A. New tools that deliver iterative and incremental work
- B. A more predictable delivery schedule and better quality
- C. Higher levels of activity-based planning and user histories
- D. Increased focus on the value and benefits delivered

**Answer: D (LEAVE A REPLY)**

By moving to an iterative approach, the organization can focus more on delivering value and benefits incrementally, with each iteration producing a working product or a usable increment. This allows the team to receive feedback from stakeholders more frequently and make adjustments as needed, ensuring that the most valuable features are prioritized and delivered in a timely manner. Unlike a predictive approach, where the focus is often on completing tasks according to a strict plan, an iterative approach allows for flexibility and continuous improvement, ensuring the product better aligns with user needs and business objectives.

#### **NEW QUESTION: 52**

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.

**Answer: B (LEAVE A REPLY)**

The first step for a new Scrum Master is to gain context and alignment. According to the PMI Agile Practice Guide (Section 2.3: Agile Mindset), agile leaders must understand the product vision and goals to provide proper support to the team and align delivery efforts with organizational objectives.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 2: Agile Principles and Mindset) emphasizes that new leaders should start by understanding stakeholder expectations, enterprise context, and business drivers before making operational decisions like backlog setup or sprint planning.

\* Option B is correct: understanding the project vision provides critical context.

\* Option A is premature without first understanding the broader organizational objectives.

\* Option C (sprint 0) can be useful but should follow alignment on vision and context.

\* Option D skips necessary discovery and planning.

#### **NEW QUESTION: 53**

An executive sponsor asks a team when a specific feature will be ready for release. A team member states the feature will be ready by the end of release 3 because it is not a core feature. The team member directs the sponsor to an information radiator, where the sponsor sees several notes grouped by release numbers and posted on the wall.

What is the sponsor looking at?

- A. Project management plan
- B. Product backlog
- C. Gantt chart
- D. Product roadmap

**Answer: D (LEAVE A REPLY)**

The sponsor is looking at the product roadmap, which is a visual representation of the product's planned features and their expected delivery timelines across multiple releases. It typically shows the major milestones, planned releases, and features grouped by their respective release numbers. This aligns with the sponsor's inquiry about when a specific feature will be ready, as the roadmap provides a high-level view of the product's development and release schedule.

#### NEW QUESTION: 54

Stakeholders have conflicting requirements, and the product owner is struggling to decide which user stories to write. What should the product owner do?

- A. Ask the agile practitioner to help write the user stories.
- B. Ask the agile team to facilitate a story-writing workshop.
- C. Ask subject matter experts (SMEs) to help write the user stories.
- D. Ask the agile practitioner to facilitate a story-writing workshop.

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Ask the agile practitioner to facilitate a story-writing workshop.

When stakeholders have conflicting inputs, a collaborative approach such as a story-writing workshop enables the team to converge on a shared understanding. The agile practitioner (Scrum Master or Agile Coach) plays a key role in facilitating these sessions to ensure productive dialogue and alignment.

PMI Agile Practice Guide explains:

"Facilitated workshops, including story-writing workshops, help surface differences in stakeholder needs and create alignment through structured collaboration. Agile practitioners often lead these sessions to ensure neutrality and focus." (PMI Agile Practice Guide, Section 5.2 - Backlog Refinement)

Mike Griffiths' book adds:

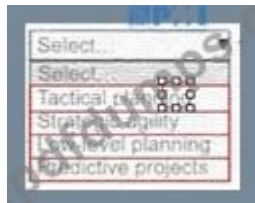
"Agile practitioners support product owners in building and refining the backlog, especially when multiple viewpoints or conflicts exist. Facilitated workshops ensure transparency and a collaborative environment." (PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery)

- Incorrect options:
- \* A is incorrect because the practitioner's role is to facilitate, not write the stories.
  - \* B is a good idea, but the product owner should not delegate facilitation to the team.
  - \* C may assist with clarification but won't help resolve conflict or prioritize across stakeholders.

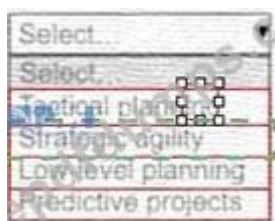
#### NEW QUESTION: 55

HOTSPOT

Organizations that implement agile project management focus on upgrading existing products and services through cost reductions, time savings, or quality enhancements for existing customers (i.e., operational agility). Organizations need to realize that the major financial gains from agile project management will result from the practice of what? (Select answer from dropdown)



**Answer:**



Explanation:



#### **NEW QUESTION: 56**

How can a project team effectively work toward a common goal and communicate as they scale and expand to build a new business-critical platform, given that they have been responsible for a small customer-facing product with little complexity over the past 2 years?

- A. Daily coordination meeting
- B. Instant messaging tools
- C. Web conferencing
- D. Work collaboration platform

**Answer: (SHOW ANSWER)**

As the project team scales and expands to build a business-critical platform, having a work collaboration platform is the most effective way to ensure that the team can work toward a common goal and communicate efficiently. Such a platform centralizes communication, document sharing, task tracking, and collaboration, which is essential for maintaining alignment, especially as the complexity of the project increases. Tools like Slack, Microsoft Teams, or similar platforms allow for seamless communication and collaboration, even across distributed teams, making it easier to manage and track progress, share knowledge, and keep everyone on the same page.

#### **NEW QUESTION: 57**

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

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Self-organize. One of the fundamental principles of agile is that teams are self-organizing and cross-functional. During iteration planning, once the stories are accepted into the sprint, the team collaborates to break down those stories into tasks and assign work among themselves based on skills and interest.

From the PMI Agile Practice Guide:

"Agile teams are self-organizing, meaning they collectively decide how to accomplish their work, rather than being directed by others. This principle supports autonomy and trust, and enhances team ownership and commitment." (PMI Agile Practice Guide, Section 4.3 - Team Performance) Mike Griffiths reinforces:

"Agile teams are trusted to manage themselves. Once user stories are selected during iteration planning, the team decomposes stories into tasks and self-assigns work collaboratively." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 4 - Team Performance) Incorrect options:

- \* B contradicts agile principles of self-assignment and voluntary collaboration.
- \* C may be valuable for clarification but is not the first action after stories are added.
- \* D identifying the Scrum Master is irrelevant to the task breakdown phase.

**NEW QUESTION: 58**

During the fourth sprint retrospective for an IT project, the team members develop a series of actions to improve problem solving in the next sprint. However, many team members are concerned that these actions will not be implemented, since there was no follow-up from the last retrospective meeting.

What should the Scrum Master do to improve team commitment to the recommendations from the retrospective meeting?

- A.** Lead the team and help them to constantly improve the processes in the project.
- B.** Be aggressive when working with the team to identify the root cause of the problems.
- C.** Ensure each team member follows through all the improvement actions.
- D.** Perform as a servant leader and let the team resolve the impediments of the project themselves.

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Lead the team and help them to constantly improve the processes in the project.

The Scrum Master is responsible for ensuring that retrospective action items are tracked and followed up on.

While the team owns the improvement actions, the Scrum Master provides support, accountability, and facilitation to ensure that continuous improvement happens.

PMI Agile Practice Guide:

"The Scrum Master facilitates continuous improvement by helping the team reflect, identify actions, and ensure those actions are implemented." (PMI Agile Practice Guide, Section 5.8 - Retrospectives) Mike Griffiths:

"Retrospectives are only effective if outcomes are tracked. The Scrum Master ensures improvement ideas are not forgotten and become part of the team's evolution." (PMI-ACP Exam Prep, Chapter 7 - Continuous Improvement) Incorrect options:

- \* B uses a confrontational tone-contrary to servant leadership.
- \* C implies micro-management and contradicts self-organization.
- \* D avoids responsibility for facilitating improvements.

**NEW QUESTION: 59**

As a team completes their 21st sprint, new information reveals that a number of significant system integrations must be made to ensure the project scope is met.

How should the project management plan be adjusted?

- A.** Holistically at the project level
- B.** At the end of each sprint
- C.** At a sprint level after each demo
- D.** Periodically, at both the release and project level

**Answer: (SHOW ANSWER)**

The correct answer is D - Periodically, at both the release and project level.

Agile planning is iterative and layered. When new requirements or constraints emerge, plans should be updated at the appropriate levels-sprint, release, and potentially the overall project level. Periodic adjustments ensure continued alignment with business needs and system dependencies.

PMI Agile Practice Guide:

"Agile planning is done at multiple levels: product vision, roadmap, release, iteration, and daily. These plans are continually updated based on new learning and stakeholder feedback." (PMI Agile Practice Guide, Section 5.3 - Adaptive Planning) Mike Griffiths:

"Effective planning includes periodic updates at all planning horizons. Adjusting at both the project and release levels ensures strategic alignment and tactical feasibility." (PMI-ACP Exam Prep, Chapter 5 - Adaptive Planning) Incorrect options:

- \* A misses the iterative nature of Agile planning.

\* B and C are too narrow in scope.

### NEW QUESTION: 60

A global subscription-based service is pursuing enterprise agility across digital product development teams.

Product teams release updates frequently, but customer usage data and support trends are reviewed only at the end of each quarter. As a result, several low-adoption features continue to receive investment while customer churn gradually increases. Leadership wants the product teams to respond more quickly to changing customer behavior.

What should the agile practitioner recommend?

- A. Schedule monthly executive reviews to assess customer usage and feedback to support investment decisions.
- B. Integrate customer usage analytics into feature prioritization processes to adjust investment decisions.
- C. Delegate feature prioritization decisions to regional business managers based on customer usage analytics.
- D. Increase the number of features delivered each quarter to drive customer usage and improve overall satisfaction.

**Answer: (SHOW ANSWER)**

The best answer is B because agile teams should use frequent feedback, customer data, and learning to adapt priorities. The problem is that teams are continuing to invest in low-adoption features because feedback is reviewed too late. Integrating usage analytics into prioritization creates a shorter feedback loop and supports value-based decision-making.

Option A improves review frequency but still keeps decisions at an executive review level rather than embedding feedback into the team's prioritization process. Option C shifts decision-making to regional managers, but agile prioritization should still consider product value, customer outcomes, and team learning.

Option D focuses on output rather than outcome; delivering more features does not necessarily reduce churn or improve value.

PMI-ACP topics emphasize maximizing value, adapting to feedback, engaging stakeholders early, and using empirical information to improve future increments.

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### NEW QUESTION: 61

What should a product owner do when a new stakeholder is complaining that they are not receiving the relevant financial data regarding the project.

- A. Work with the scrum master to give the stakeholder access to the related information radiator
- B. Invite the stakeholder to the next sprint planning session so they can ask questions of the team
- C. Ask the team to prepare the requested data in the next iteration
- D. Direct the stakeholder to the project team so they can provide more data

**Answer: A (LEAVE A REPLY)**

The product owner should ensure that the stakeholder has easy access to relevant project data by utilizing the information radiator. An information radiator is a visual display of important project information, such as progress, financials, and key metrics. By giving the stakeholder access to this information, they can get the data they need without disrupting the team's workflow or waiting for specific requests. The scrum master can help facilitate this process by making sure the relevant data is readily available and visible.

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#### NEW QUESTION: 62

An agile team lead is assigned to a project that must ensure data security. What should the team lead do to guarantee that security, as a non-functional requirement, is managed throughout the project?

- A. Include security concerns on the agenda for every meeting.
- B. Request that a security expert be added to the team.
- C. Add security as a non-functional requirement to the risk register, and review regularly.
- D. Ensure that planning and prioritizing includes consideration of security requirements.

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Ensure that planning and prioritizing includes consideration of security requirements.

Non-functional requirements (such as security, performance, or compliance) must be included in backlog prioritization and planning sessions. Agile teams must incorporate these concerns into their definition of done and acceptance criteria to ensure continuous compliance and product integrity.

PMI Agile Practice Guide emphasizes:

"Non-functional requirements (NFRs) must be prioritized and planned for alongside functional user stories.

They are not optional, and failure to include them early often leads to system failure or technical debt." (PMI Agile Practice Guide, Section 5.3 - Planning Considerations) Mike Griffiths writes:

"Agile teams should treat NFRs as constraints that are baked into every sprint. Rather than isolating them, they should be considered in backlog refinement and story definition." (PMI-ACP Exam Prep, Chapter 5 - Adaptive Planning) Other options:

- \* A may help, but meeting agendas alone are not sufficient for managing NFRs.
- \* B may assist with knowledge, but it doesn't guarantee prioritization.
- \* C implies treating the NFR as a risk rather than a core requirement.

#### NEW QUESTION: 63

A scrum master is 6 days into a 10-day iteration. A customer representative approaches the scrum master and asks whether they can access the latest update on the project.

Which action should the scrum master take?

- A. Share the information radiator.
- B. Email the latest release plan.
- C. Invite them to the next retrospective.
- D. Send the latest project report.

**Answer: A (LEAVE A REPLY)**

The information radiator is a key tool in Agile that provides a real-time, visual display of the project's current status, including progress, completed tasks, blockers, and upcoming work. This is typically made accessible to all stakeholders and is updated regularly to ensure transparency and communication. Instead of relying on emails or meeting invites, the Scrum Master should direct the customer representative to the information radiator, as it provides the most up-to-date and easily accessible information about the project's progress. This encourages transparency and aligns with Agile principles of open communication and visibility.

#### NEW QUESTION: 64

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.

**Answer: (SHOW ANSWER)**

A key agile principle is that user stories should include clear acceptance criteria, which must be reviewed and accepted by the product owner. According to the PMI Agile Practice Guide (Section 5.2: User Stories and Acceptance Criteria) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 6: Value-Driven Delivery), acceptance criteria ensure that the team and product owner share a clear understanding of what constitutes "done."

- \* Option A is correct: having the product owner validate acceptance criteria ensures alignment.
- \* Option B addresses technical quality but not stakeholder dissatisfaction.
- \* Option C unfairly shifts blame without addressing communication.
- \* Option D goes against agile's iterative and flexible nature.

#### **NEW QUESTION: 65**

A new project has been approved and is critical for an organization. The project sponsor has a limited budget, and the deadline to have all requirements meet the definition of done (DoD) is short.

Which approach should the agile practitioner take to facilitate the project's success?

- A. Set up weekly calls with the key stakeholders to participate in iteration reviews and release decisions.
- B. Analyze the impacts of these constraints on the project followed by a report sent to the sponsor to anticipate any risk of delays.
- C. Set up a meeting with the client to review the scope and timelines to manage expectations.
- D. Encourage the team to build increments and ensure the customer provides early feedback for a minimum viable product.

**Answer: D (LEAVE A REPLY)**

In Agile, building increments and ensuring early feedback are key to delivering value quickly and meeting tight deadlines. By focusing on delivering a minimum viable product (MVP), the team can provide the customer with a version of the product that delivers essential functionality early, which allows for feedback and adjustments before the final version is released. This approach helps the team stay within the limited budget and timeline while ensuring that they are delivering the most important features first. Additionally, early customer feedback ensures that the team is on track to meet the project goals and allows for the rapid adaptation of the product.

#### **NEW QUESTION: 66**

What can an agile team use to prioritize stories?

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

**Answer: (SHOW ANSWER)**

The correct answer is C - Risk-value quadrant. This technique is a prioritization matrix that helps teams identify and rank backlog items by evaluating their business value against their risk. This ensures early delivery of high-value and high-risk features, supporting fail-fast learning and reducing uncertainty.

From the PMI Agile Practice Guide:

"The risk-value matrix helps prioritize features by plotting them based on business value and implementation risk. High-value/high-risk items are often addressed first." (PMI Agile Practice Guide, Section 3.4 - Prioritization Techniques) Mike Griffiths emphasizes:

"The risk-value quadrant is a powerful tool to guide agile prioritization. It ensures the most valuable and uncertain items are tackled early to deliver insights quickly." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- \* A is used for estimation, not prioritization.
- \* B is a scheduling concept, not a prioritization method.
- \* D refers to story quality (Independent, Negotiable, Valuable, Estimable, Small, Testable), not prioritization.

#### **NEW QUESTION: 67**

An agile team is continuously interrupted by stakeholders wanting to ask product backlog questions.

Distractions can have a negative impact on value delivery and quality.

Who is responsible for protecting against distractions?

- A.** Product owner
- B.** Project manager
- C.** Agile leader
- D.** Developers

**Answer: C (LEAVE A REPLY)**

The correct answer is C - Agile leader (e.g., Scrum Master). One of the key responsibilities of an agile leader is to protect the development team from external interruptions so that the team can maintain focus and maximize productivity.

From PMI Agile Practice Guide:

"The agile leader shields the team from outside disruptions to allow them to remain focused on their commitments. They work to establish working agreements, communication protocols, and help manage stakeholder access to the team." (PMI Agile Practice Guide, Section 6.1 - Responsibilities of the Agile Leader) From PMBOK Guide - 7th Edition (tailoring for agile environments):

"Leaders in agile environments facilitate communication, clear obstacles, and protect teams from disruptions and distractions that can compromise the team's ability to deliver value." From Mike Griffiths' PMI-ACP Exam Prep Book:

"Scrum Masters and agile leaders act as gatekeepers to the team, ensuring that stakeholder interactions are managed and that the team can focus on iteration goals." (Mike Griffiths, Chapter 4 - Team Performance) Option A (Product owner) is responsible for backlog clarity, not for shielding the team from distractions.

Option B (Project manager) is not a standard agile role; agile uses roles such as Scrum Master or Agile Coach.

Option D (Developers) may address distractions, but it is the agile leader 's role to proactively prevent them.

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#### **NEW QUESTION: 68**

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.

**Answer: (SHOW ANSWER)**

The daily stand-up (daily Scrum) is a time-boxed coordination meeting where each team member answers the three key questions: What did I do yesterday? What will I do today? Are there any blockers? According to the PMI Agile Practice Guide (Section 5.3: Daily Stand-ups) and Scrum Guide, in-depth discussions should be taken offline to avoid disrupting the stand-up's purpose.

- \* Option A is correct: deferring detailed conversations maintains stand-up focus.
- \* Option B may derail the time-boxed meeting.
- \* Option C overreacts and undermines team self-management.
- \* Option D might be appropriate later but not during the stand-up.

#### **NEW QUESTION: 69**

For what is the MoSCoW method used?

- A.** Estimating story size
- B.** Prioritizing stories
- C.** Validating a product
- D.** Tracking progress

**Answer: B (LEAVE A REPLY)**

The correct answer is B - Prioritizing stories.

The MoSCoW method is a prioritization technique used in Agile to categorize requirements and backlog items based on their business value. It helps stakeholders and teams agree on what is essential to deliver versus what is desirable or optional.

MoSCoW stands for:

- \* M - Must have
- \* S - Should have
- \* C - Could have
- \* W - Won't have (this time)

From the PMI Agile Practice Guide:

"The MoSCoW prioritization method helps stakeholders classify backlog items based on their criticality and desired delivery timing. This enables better alignment with business objectives." (PMI Agile Practice Guide, Section 5.2 - Prioritization) Mike Griffiths explains:

"MoSCoW is a simple but effective method for clarifying which features are essential and which can be deferred. It enhances transparency during prioritization discussions." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 3 - Value-Driven Delivery) Why the other options are incorrect:

- \* A - Estimating story size involves techniques like planning poker or T-shirt sizing.
- \* C - Product validation is done via demos, acceptance criteria, and stakeholder feedback.
- \* D - Progress tracking uses tools like burndown charts or cumulative flow diagrams.

#### **NEW QUESTION: 70**

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 participation 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

**Answer: B (LEAVE A REPLY)**

The correct answer is B - Create a team norms document to set participation guidelines. Establishing team norms improves psychological safety, trust, and collaborative behavior. It provides a structured way to handle differences of opinion and ensure equal contribution.

From the PMI Agile Practice Guide:

"Team norms or working agreements are guidelines created by the team to set expectations for behavior, participation, and communication. These norms are agreed upon early and revisited as needed to support healthy collaboration." (PMI Agile Practice Guide, Section 4.3 - Team Charter and Working Agreements) Mike Griffiths elaborates:

"High-performing agile teams create shared agreements that clarify roles, expectations, and behavior. When team conflict or disconnects arise, practitioners should guide the team to revisit or develop such norms." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 4 - Team Performance) Incorrect options:

- \* A lacks structure and may not address the root issue.
- \* C delays resolution and misuses the stand-up's purpose.
- \* D waits too long to act; issues should be addressed immediately, not deferred.

### **NEW QUESTION: 71**

The transition of a monthly news publication from paper to digital is planned to start in the next few weeks.

There is a debate between the product owner and the development team about the initial features to be made available and the first five stages of implementation.

What should the scrum master do to address this situation?

- A.** Request more clarification from the client relations team.
- B.** Ask the team to define the minimum marketable feature
- C.** Tell the team to proceed with coding the items as currently defined.
- D.** Encourage open discussions to help the team reach agreement

**Answer:** ([SHOW ANSWER](#))

The Scrum Master should facilitate open discussions between the product owner and the development team to help them align on the initial features and the first stages of implementation. By encouraging dialogue, the Scrum Master can ensure that both parties understand each other's perspectives and collaborate to find a solution that meets the goals of the project. This approach fosters a collaborative environment and ensures that everyone is aligned on what needs to be delivered, promoting shared ownership of the product's success.

### **NEW QUESTION: 72**

A globally distributed project team is using email and phone calls as the only way to share information.

Delays in resolving issues often occur due to misinterpreted communications, leading to a lower team velocity.

What steps should the project leader take to improve knowledge sharing?

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

**Answer:** **B** ([LEAVE A REPLY](#))

The correct answer is B - Establish a live video feed between the dispersed teams to enable spontaneous engagement and collaboration on issues. Agile encourages face-to-face communication as the most effective form of knowledge sharing. For distributed teams, this means using video conferencing, virtual whiteboards, and real-time collaboration tools to replicate co-located team dynamics. This improves clarity, reduces misinterpretation, and accelerates problem-solving.

PMI Agile Practice Guide states:

"For distributed teams, using video conferencing, shared tools, and real-time collaboration platforms helps bridge communication gaps and maintains team cohesion. Face-to-face communication, even via video, remains the most effective method." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement) Mike Griffiths also notes:

"Distributed teams must invest in communication technologies to reduce barriers. Real-time, visual communication enables faster resolution of issues and a shared understanding of tasks." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 4 - Team Performance) Incorrect Options:

- \* A involves centralized control and status reporting - not Agile.
- \* C demands co-location, which may not be feasible.
- \* D accepts poor performance instead of addressing root causes.

### **NEW QUESTION: 73**

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

**Answer: D (LEAVE A REPLY)**

In agile, early and frequent feedback from stakeholders and clients is critical to ensure that what is being built delivers the intended value. The PMI Agile Practice Guide (Section 5.5 and Section 7.2.2) promotes regular product review sessions (e.g., sprint reviews) with stakeholders to validate progress and obtain immediate feedback.

Mike Griffiths (PMI-ACP Exam Prep Book, Chapter 6: Value-Driven Delivery) explains that product validation is continuous and not left to the end of the project. Regular review sessions allow clients to confirm that the product meets expectations, reducing the risk of building the wrong solution.

Therefore, Option D is correct: holding product review sessions with the client aligns with agile values of transparency, collaboration, and value delivery.

### **NEW QUESTION: 74**

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

**Answer: B (LEAVE A REPLY)**

The correct answer is B - Discuss the situation with the functional manager. The Scrum Master serves as a facilitator and servant leader, helping resolve impediments that interfere with the team's ability to deliver.

When conflicting assignments arise, the Scrum Master should facilitate communication with functional managers to clarify priorities and reinforce team commitments.

From the PMI Agile Practice Guide:

"The Scrum Master removes impediments and facilitates collaboration with stakeholders, including functional managers, to ensure the team can focus on sprint goals." (PMI Agile Practice Guide, Section 4.2 - Agile Leadership and Stakeholder Collaboration) Mike Griffiths writes:

"When external interference affects team performance, the Scrum Master should engage in dialogue with stakeholders to clarify roles and commitments, promoting alignment and removing blockers." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 4 - Team Performance) Incorrect options:

- \* A is extreme and not within the Scrum Master ' s authority.
- \* C is unnecessarily escalatory.
- \* D is confrontational and undermines collaboration.

#### **NEW QUESTION: 75**

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

**Answer:** ([SHOW ANSWER](#))

Story point estimation in agile is a collaborative team activity, and consensus is critical. Techniques like Planning Poker are designed to reveal differences in understanding. According to the PMI Agile Practice Guide (Section 5.2 Estimating Techniques) and Mike Griffiths (Chapter 6: Adaptive Planning), when there's a discrepancy in estimates, it is essential to discuss and understand the rationale behind differing views.

- \* Option C is correct: the team should discuss and clarify to reach a shared understanding.
- \* Option A ignores potential misunderstandings.
- \* Option B unnecessarily delays estimation.
- \* Option D is incorrect-the team, not the customer, estimates the effort.

#### **NEW QUESTION: 76**

What should the agile practitioner do next?

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

**Answer:** **C** ([LEAVE A REPLY](#))

Agile teams evaluate new tools or technologies through spikes-time-boxed research or experimentation tasks. According to the PMI Agile Practice Guide (Section 5.2: Spikes and Exploration) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 6: Adaptive Planning), the appropriate way to introduce new technology is to engage the team in the decision and create a backlog item for a spike to evaluate its viability.

- \* Option C is correct: it follows agile collaboration and backlog grooming practices.
- \* Option A skips team consensus and formal prioritization.
- \* Option B contradicts self-organizing team principles.
- \* Option D may delay necessary action and is better suited for process discussions, not technical trials.

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### NEW QUESTION: 77

Midway through a sprint, a team member discovers that the product design fails to adhere to the organization's enterprise architecture standards. Since this required escalation to the architecture team for further analysis and resolution, the team was unable to deliver its sprint goal and the sprint was cancelled.

What should the team have done to avoid this?

- A. Escalated the issue to management
- B. Ensured the early engagement of key stakeholders
- C. Provided feedback to the architecture team to change the enterprise architecture standards
- D. Raised an exception for non-adherence to the enterprise architecture standards for this product

**Answer: (SHOW ANSWER)**

The correct answer is B - Ensured the early engagement of key stakeholders. Agile emphasizes early and continuous stakeholder involvement. In this case, engaging enterprise architects and standards stakeholders early in the design process would have helped detect conflicts before sprint execution. From the PMI Agile Practice Guide:

"Key stakeholders should be engaged early in the development cycle to ensure alignment with organizational policies, standards, and expectations." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement) Mike Griffiths notes:

"Involving stakeholders early helps mitigate the risk of late surprises and rework. Enterprise architects should be consulted during backlog grooming or prior to sprint planning." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Stakeholder Engagement) Incorrect options:

- \* A is reactive and escalatory.
- \* C presumes the standards are flawed without analysis.
- \* D ignores necessary compliance and does not solve the issue proactively.

### NEW QUESTION: 78

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

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Assume the team member's tasks to meet iteration goals and notify the Product Owner. Agile teams are self-organizing and accountable. High-performing teams take ownership of shared goals and redistribute work as needed to maintain commitment.

From the PMI Agile Practice Guide:

"High-performing agile teams collaborate to deliver sprint goals, adapting to changes such as unavailability of team members. They adjust workload and communicate impacts transparently." (PMI Agile Practice Guide, Section 4.3 - Team Performance and Self-Organization) Mike Griffiths explains:

"When team composition changes, the team must redistribute work to ensure delivery. Ownership, trust, and flexibility are core traits of high-performing agile teams." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 4 - Team Performance) Incorrect options:

- \* A signals dysfunction and abdicates team responsibility.
- \* B implies external management of team staffing.
- \* C violates the principle of self-organization.

### NEW QUESTION: 79

New stakeholders are joining a project team where the agile coach will educate them about their roles and responsibilities.

How should the stakeholders ensure their objectives are met by product delivery?

- A. Provide feedback for completed user stories.
- B. Define how the features will be implemented.
- C. Tell the team which features to include in the backlog.
- D. Write acceptance criteria for the user stories.

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Provide feedback for completed user stories.

Stakeholder involvement in Agile is ongoing. Their primary role is to give timely and actionable feedback on delivered product increments to ensure alignment with their expectations and business value goals. This feedback is then used to refine the product backlog and guide future iterations.

PMI Agile Practice Guide:

"Stakeholders should engage regularly to inspect product increments and provide feedback to guide value delivery." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement) Mike Griffiths:

"In agile projects, stakeholders ensure their needs are met by actively reviewing completed work and providing feedback to influence upcoming work." (PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- \* B is the team's responsibility; stakeholders should focus on the "what," not the "how."
- \* C is the product owner's responsibility.
- \* D is a collaborative task but not solely a stakeholder responsibility.

#### **NEW QUESTION: 80**

What should the agile practitioner have done to ensure stakeholder satisfaction?

- A. Communicated early and often, as outlined in the communications matrix
- B. Ensured engagement among stakeholders and the product owner
- C. Conducted additional stakeholder reviews and demos
- D. Worked with the product owner to prioritize user stories

**Answer: B (LEAVE A REPLY)**

According to the PMI Agile Practice Guide (Section 7.2.2), one of the key responsibilities of the agile practitioner is to actively engage stakeholders throughout the development cycle—not just during review meetings. Agile frameworks promote continuous collaboration and frequent feedback. Merely attending sprint reviews is passive participation and may lead to missed alignment on expectations.

Mike Griffiths also emphasizes in his PMI-ACP Exam Prep Book (Chapter 4: Stakeholder Engagement) that stakeholder satisfaction requires more than periodic visibility—it requires ongoing interaction and inclusion in decision-making and backlog refinement sessions. This deepens shared understanding and reduces the risk of late-stage surprises.

Hence, answer B is correct because proactive stakeholder engagement with the product owner fosters mutual understanding, timely feedback, and course correction—ensuring the product aligns with expectations.

#### **NEW 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 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

**Answer: B (LEAVE A REPLY)**

The correct answer is B - Discuss the issue with the team in the daily stand-up meetings. Agile emphasizes transparency, collaboration, and self-organization. The daily stand-up is an appropriate forum to raise and discuss workload distribution so the team can adjust and support each other.

From the PMI Agile Practice Guide:

"Daily stand-ups are a tool for fostering open communication, uncovering impediments, and adjusting the plan for the day. It enables the team to help each other balance workloads and remove bottlenecks." (PMI Agile Practice Guide, Section 5.2 - Daily Stand-Ups) Mike Griffiths explains:

"Team members should use stand-ups to discuss challenges. If someone is overloaded, the team can identify ways to redistribute work to maintain balance and avoid burnout." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 4 - Team Performance) Incorrect options:

- \* A escalates the issue unnecessarily and bypasses team self-management.
- \* C is too narrow and private for a team-based issue.
- \* D adds administrative burden without solving the underlying problem.

### **NEW QUESTION: 82**

A large project team of 20 people from different functional areas has just been formed and the project starts next week. The team will be working on a regulated and strictly controlled pharmaceutical product but does not have subject matter expertise.

Which two actions should the scrum master take as priorities? (Choose two.) A large project team of 20 people from different functional areas has just been formed and the project starts next week. The team will be working on a regulated and strictly controlled pharmaceutical product but does not have subject matter expertise.

Which two actions should the scrum master take as priorities? (Choose two.)

- A. Schedule a meeting to engage stakeholders to prepare for kickoff
- B. Schedule a meeting to agree to the goals for all future iterations.
- C. Guide the team to work collaboratively and share learnings.
- D. Organize a sprint planning meeting to define actions.
- E. Organize a meeting to outline roles and responsibilities.

**Answer: C,E (LEAVE A REPLY)**

In a newly formed team, especially in a regulated environment like pharmaceuticals, guiding the team to collaborate effectively and share knowledge is essential. As the team lacks subject matter expertise, fostering an environment of continuous learning and collaboration will help them quickly build knowledge and improve their performance.

It is crucial to organize a meeting to clarify roles and responsibilities. This ensures everyone understands their individual contributions and how they relate to the team's goals. Clear role definitions are particularly important in a cross-functional team to avoid confusion and ensure smooth collaboration.

### **NEW QUESTION: 83**

An agile project manager is working on a project to develop a customer service website. The project manager is organizing a workshop to plan the next release: To add the feature of receiving and resolving customer complaints. Which two actions should the project manager ask the team members to take before the workshop? (Choose two.)

- A. Prepare an effort estimation for each story based on their technical expertise.
- B. Compile a list of ideas to improve the velocity of the team so they can plan more story points in the next sprint.
- C. Prepare a list of tasks required to accomplish the goal and the order in which they should be executed.
- D. Read and identify user stories from the backlog that will contribute to accomplishing the goal.
- E. Consider the possible risks of each selected user story and the value they add for the final user.

**Answer: D,E (LEAVE A REPLY)**

Before the workshop, the team members should read and identify relevant user stories from the product backlog that directly contribute to the goal of developing the feature for receiving and resolving customer complaints. This ensures that the stories being worked on are well-understood and aligned with the release goal.

The team should also consider the possible risks associated with each selected user story, such as technical challenges or dependencies. Additionally, they should evaluate the value each story adds to the final user (customer), ensuring that the team focuses on delivering maximum value in the release.

**NEW QUESTION: 84**

Iterations last between a couple of weeks to a couple of months, with a preference for the shorter time. What is the goal for each iteration?

- A. Complete the assigned tasks.
- B. Deliver working software frequently.
- C. Demonstrate the software to the customer.
- D. Provide a high-level timeline.

**Answer: B (LEAVE A REPLY)**

The goal of each iteration in Agile is to deliver working software frequently, typically at the end of each iteration. This allows the team to gather feedback early and make improvements quickly. The emphasis is on delivering usable software that provides value to the customer, rather than just completing tasks or preparing timelines. This approach aligns with the Agile principle of delivering working software frequently to ensure continuous progress and customer satisfaction.

**NEW QUESTION: 85**

A team member on a self-directed team is concerned that a feature the customer wants is outside of what the team will be able to deliver. What should the team member do next?

- A. Escalate the concern to the project sponsor for necessary action
- B. Adjust the feature to make it work as needed
- C. Work directly with the customer to arrive at a suitable compromise
- D. Log this into the risk register and inform the team at the next standup meeting

**Answer: D (LEAVE A REPLY)**

In Agile, transparency and communication within the team are key. The team member should log the concern into the risk register to formally track the issue and share it with the team at the next standup. This allows the entire team to discuss and assess the situation collaboratively, ensuring that the concern is addressed and managed collectively. This approach aligns with the self-organizing nature of Agile teams, where team members are responsible for working together to find solutions.

**NEW QUESTION: 86**

A project manager was assigned to lead the development of a new application for a company. The application will be widely used by all company employees around the world. During the first meeting with key project stakeholders, the project manager was asked to find a way to determine all possible types of users who may interact with the application that is going to be developed.

What should the project manager do next?

- A. Push it back due to the number of users and socialize the idea of developing a standard application and training session for all users.
- B. Identify and create personas that can help the team better understand the needs of the target user base.
- C. Build a minimum viable product (MVP), a standard application for all users, and release the new version (per users/areas).
- D. Engage the human resources (HR) team to identify the key users and interview all of them accordingly.

**Answer: B (LEAVE A REPLY)**

In Agile and user-centered design, creating user personas is a valuable way to represent the different types of users who will interact with the application. By identifying these personas, the project manager can ensure that the development team better understands the varying needs, behaviors, and goals of different user groups.

This approach helps create a more effective and tailored user experience for the application. It also provides clear guidance to the team on how to prioritize features and functionality for diverse user groups.

**NEW QUESTION: 87**

What should the team have done to improve retrospective outcomes?

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

**Answer: (SHOW ANSWER)**

When issues recur across multiple iterations, it's a strong indication that the root cause has not been addressed. The PMI Agile Practice Guide (Section 5.6 Retrospectives) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 7: Continuous Improvement) recommend performing root cause analysis techniques (e.g.,

5 Whys, Fishbone diagram) to ensure that the true source of recurring problems is uncovered and resolved.

- \* Option B is correct: identifying root causes is essential to sustainable improvements.
- \* Option A may help but doesn't address the underlying team-level process.
- \* Option C is useful after a solution is implemented but not the priority when the cause is unknown.
- \* Option D is helpful for tracking, but again, ineffective if the root cause is unidentified.

**NEW QUESTION: 88**

What should the agile practitioner do?

- A. Regularly circulate an updated, detailed version of the project plan
- B. Frequently update the online project management office (PMO) repository site
- C. Invite the stakeholders to daily stand-ups
- D. Post a project board in an area where all can view it

**Answer: (SHOW ANSWER)**

Transparency is key in agile. The PMI Agile Practice Guide (Section 7.1 Communications) emphasizes the use of information radiators-visual displays such as task boards, burndown charts, or Kanban boards that immediately communicate project status. These tools make progress visible to all stakeholders without needing detailed documentation.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 4: Stakeholder Engagement) reinforces that collocated displays or shared online boards reduce misunderstandings and keep stakeholders aligned.

- \* Option D is correct: a public project board offers real-time visibility and promotes transparency.
- \* Option A contradicts agile by emphasizing documentation over working software.
- \* Option B limits visibility to a subset of stakeholders and is passive.
- \* Option C disrupts the team's daily focus-stand-ups are not intended for stakeholder participation.

**NEW QUESTION: 89**

During the retrospective meeting, it is revealed that an external dependency is causing a reoccurring impact.

The impact is that an external team is not providing a fix or a stable testing environment. The scrum master has been unable to resolve this after escalating the situation to upper management several times.

What should the scrum master do now?

- A. Guide the development team to accept and adapt to the existing situation by finding sustainable workarounds.
- B. Assure that the development team plans the scope of work with this risk absorbed in the estimation.
- C. Establish a communications channel with the external team and monitor the implementation of the external task.
- D. Collect empirical data and influence upper management to be accountable for end-to-end, cross-team delivery.

**Answer: D (LEAVE A REPLY)**

In this situation, the scrum master has already escalated the issue to upper management without resolution, so it's important to collect empirical data to further demonstrate the impact of the external dependency. This data can be used to show the consequences of the dependency on the project's progress, helping upper management understand the severity of the issue. By influencing management and making them accountable for ensuring the external team delivers, the scrum master helps ensure the problem is addressed at a higher level, which is critical for long-term resolution.

#### **NEW QUESTION: 90**

What should the product owner have done differently?

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

**Answer: A (LEAVE A REPLY)**

Iteration reviews (or sprint reviews) are designed to demonstrate completed, potentially shippable product increments. According to the PMI Agile Practice Guide (Section 5.3 Sprint Review and Acceptance), the purpose of the iteration review is to showcase work that meets the Definition of Done (DoD) and to receive stakeholder feedback. Demonstrating incomplete or in-progress stories can mislead stakeholders about progress and reduce trust in the team.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 6: Value-Driven Delivery) emphasizes the importance of showing only completed work to maintain transparency and clarity in stakeholder communication.

\* Option A is correct: only completed stories should be demoed to ensure expectations are managed effectively.

\* Option B and C are not part of the typical iteration review agenda unless explicitly required.

\* Option D is incorrect, as it blurs the line between done and in-progress work.

#### **NEW QUESTION: 91**

A team member does not understand what the project risks are or the impact that they could have.

How should an Agile leader communicate risks in a way that the team will understand?

- A. Create a RAG chart (Responsible, Accountable, Consulted, Informed) that identifies who is accountable for each risk.
- B. Create a Gantt chart that includes slack to accommodate for unknowns.
- C. Create a communications management plan that details who is responsible for communicating risks.
- D. Create a risk burndown chart showing the reduction of risks over time.

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Create a risk burndown chart showing the reduction of risks over time.

In Agile, risk management is integrated into each iteration. A risk burndown chart is a visual information radiator that tracks the total risk exposure and how it changes over time, making risk transparent and easy for the team to understand.

From the PMI Agile Practice Guide:

"A risk burndown chart can be used to communicate the decreasing level of project risk over time and encourage discussion on risk mitigation strategies." (PMI Agile Practice Guide, Section 6.4 - Risk Management) Mike Griffiths also states:

"Agile teams use tools like risk burndown charts to visualize risks and track mitigation. They provide real-time understanding of current and remaining risks." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 6 - Problem Detection and Resolution) Other options:

- \* A is a responsibility assignment matrix (not risk-focused).
- \* B and C are traditional (predictive) methods and don't align with Agile risk communication.

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#### **NEW QUESTION: 92**

An agile project leader notices that the team's velocity has decreased. In examining data provided by team members, the project leader discovers that one team member has been slow to enter story statuses.

What can happen as a result?

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

**Answer: A (LEAVE A REPLY)**

The correct answer is A - The team will be unable to understand the iteration's status. Agile relies on transparency and timely updates to progress tracking tools such as task boards, burndown charts, and digital boards. Incomplete or delayed updates obscure the team's true progress, making it difficult to inspect and adapt.

From the PMI Agile Practice Guide:

"Visibility of progress is key to agile. Without timely updates to task boards or status indicators, teams lose the ability to inspect and adapt effectively during iterations." (PMI Agile Practice Guide, Section 5.2 - Information Radiators) Mike Griffiths emphasizes:

"If user stories or tasks are not updated, burndown charts and velocity metrics become inaccurate. This compromises team transparency and decision-making." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 6 - Problem Detection and Resolution) Incorrect options:

- \* B is not directly impacted by status updates.
- \* C might result as a side effect, but A is more fundamental.
- \* D misrepresents the problem-it is about progress tracking, not collaboration metrics.

#### **NEW QUESTION: 93**

After performing three sprints, the product owner and sponsor request an accurate schedule indicating when all releases will be delivered.

What should the agile practitioner do?

- A. Calculate velocity based on completed sprints and triangulate the remaining work on the backlog to commit to an accurate schedule.
- B. Decompose the product backlog into user stories with tasks/acceptance criteria and estimate to commit to an accurate schedule.
- C. Use analogous estimating techniques based on projects with a similar velocity.
- D. Provide a delivery range based on the team's estimated velocity.

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Provide a delivery range based on the team's estimated velocity.

In Agile, planning is iterative and inherently uncertain. Rather than committing to a fixed schedule, it is best practice to provide a forecasted delivery window based on the team's actual measured velocity. This reflects the inspect-and-adapt mindset of Agile.

From the PMI Agile Practice Guide:

"Agile teams forecast delivery using velocity ranges derived from completed work. Ranges reflect uncertainty and promote realistic expectations with stakeholders." (PMI Agile Practice Guide, Section 5.4 - Adaptive Planning) Mike Griffiths affirms:

"Planning with ranges rather than fixed commitments respects the uncertainty of estimates and the empirical nature of Agile delivery. Forecasts should be based on velocity trends and updated iteratively." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 5 - Adaptive Planning) Why the other options are less suitable:

- \* A suggests triangulating data but wrongly implies a precise commitment.
- \* B is more of a work preparation activity, not a planning technique.
- \* C (analogous estimation) is better suited for initial planning, not for an in-progress agile project with real velocity data.

#### **NEW QUESTION: 94**

What should the Scrum Master do?

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

**Answer: (SHOW ANSWER)**

Agile promotes transparency and ongoing communication with all stakeholders, including legal and compliance teams. According to the PMI Agile Practice Guide (Section 7.1 Communications), one of the Scrum Master ' s responsibilities is to keep stakeholders informed of project progress and projections using tools like burnup/burndown charts, velocity trends, or product roadmaps.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 4: Stakeholder Engagement) emphasizes that sharing the trajectory of progress and scope delivery builds trust and provides clarity to non-technical stakeholders.

- \* Option C is correct: sharing actual progress and trends with legal ensures alignment and transparency.
- \* Option A misplaces the responsibility-it ' s the stakeholders who need visibility.
- \* Option B shifts product decisions prematurely.
- \* Option D assumes satisfaction trumps contractual obligations-this can cause legal issues.

#### **NEW QUESTION: 95**

During a project review, the team discovers customer feedback that would add scope. The project leader is concerned that the team will be unable to incorporate this feedback and still meet the product launch date.

What should the project leader do?

- A. Finalize the feedback in the form of a change request
- B. Limit the scope of the feedback to only those changes that the team can feasibly accommodate

**C.** Encourage all feedback then work with the customer to prioritize work for future sprints

**D.** Allow the team to decide what feedback to incorporate

**Answer: C (LEAVE A REPLY)**

The correct answer is C - Encourage all feedback then work with the customer to prioritize work for future sprints. Agile welcomes continuous feedback and values customer collaboration. All feedback should be collected and considered, but the product backlog is reprioritized to align with capacity and business goals.

From the PMI Agile Practice Guide:

"Agile promotes constant feedback to refine product direction. Feedback is incorporated into the backlog, prioritized based on value, and delivered incrementally according to capacity." (PMI Agile Practice Guide, Section 3.4 - Value-Driven Delivery and Continuous Customer Collaboration) Mike Griffiths adds:

"Stakeholder feedback is essential in agile. Not all feedback can be implemented immediately, but it should be welcomed, evaluated, and prioritized transparently in collaboration with the product owner and stakeholders." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery)

Incorrect options:

\* A implies a heavy process not aligned with agile.

\* B prematurely limits feedback before collaborative prioritization.

\* D ignores the product owner's prioritization role.

#### **NEW QUESTION: 96**

What should the team have done to prevent this?

**A.** Reprioritized requirements prior to committing to iteration work

**B.** Ensured that requirements remained stable during the iteration cycle

**C.** Had stakeholders focus on items created after the product backlog was initially built

**D.** Worked on features rather than a set of components

**Answer: A (LEAVE A REPLY)**

Delivering value in agile depends on frequent prioritization and real-time feedback. According to the PMI Agile Practice Guide (Section 5.1 Product Backlog and Prioritization), product owners and agile teams must continuously reprioritize the backlog based on changing stakeholder needs, market shifts, and feedback.

Failure to do so can result in building the wrong product-even if it ' s " done. " Mike Griffiths (PMI-ACP Exam Prep Book, Chapter 6: Value-Driven Delivery) stresses that value delivery is iterative and depends on current priorities, not static backlogs. It is vital that teams confirm that they ' re working on the highest-value items before committing to a sprint.

\* Option A is correct: proper backlog refinement and reprioritization ensures alignment with evolving stakeholder needs.

\* Option B is an anti-pattern; agile welcomes change even late in development.

\* Option C and D are irrelevant or do not address the core issue of prioritization.

#### **NEW QUESTION: 97**

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

**A.** High-risk and high-value

**B.** High-risk and low-value

**C.** Low-risk and low-value

**D.** Low-risk and high-value

**Answer: C (LEAVE A REPLY)**

The correct answer is C - Low-risk and low-value. Agile teams prioritize features that deliver the highest value earliest while also addressing risk. Features with low business value and low risk can be deferred as they contribute the least to business objectives and present no urgency.

From the PMI Agile Practice Guide:

"Agile teams maximize value by focusing on delivering high-value and high-risk features early. Low-value, low-risk items are often deferred or dropped entirely if they don't contribute meaningfully to customer outcomes." (PMI Agile Practice Guide, Section 3.4 - Prioritization Techniques) Mike Griffiths supports this:

"Features should be prioritized by value and risk. Items with low value and low risk are the lowest priority.

Delivering high-value features quickly enables feedback and learning."

(Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery)

Incorrect options:

- \* A should be prioritized early to mitigate risk and deliver value.
- \* B are non-critical and risky-often avoided or discarded.
- \* D delivers value, and therefore should be prioritized above low-value items.

### **NEW QUESTION: 98**

The team is derailed by a demand from a senior manager unrelated to the project. How does the agile coach help the team?

- A.** By coaching the team to outperform previous velocity
- B.** By coaching the team to adhere to expectations set by the scrum master
- C.** By encouraging overestimation to increase velocity
- D.** By advising the team to remain committed and focused on project goals

**Answer: D (LEAVE A REPLY)**

The correct answer is D - By advising the team to remain committed and focused on project goals.

Agile teams should remain focused on the sprint or iteration goals once committed. Outside demands, even from senior stakeholders, can distract the team and cause scope creep or reduced quality. The agile coach plays a vital role in protecting the team from such disruptions and reinforcing their commitment.

PMI Agile Practice Guide:

"Agile leaders help teams focus on delivering committed work. Coaches work to eliminate distractions and protect the team from external interferences." (PMI Agile Practice Guide, Section 6.2 - Coaching the Agile Team) Mike Griffiths:

"One of the coach's roles is to guard the team's focus. When unrelated demands arise, the coach should guide the team to stay aligned with the current sprint goals." (PMI-ACP Exam Prep, Chapter 4 - Team Performance) Incorrect options:

- \* A encourages unsustainable practices.
- \* B implies hierarchy not present in Scrum or Agile.
- \* C misuses estimation and undermines trust.

### **NEW QUESTION: 99**

A team lead reviews processes and identifies bottlenecks that prevent the teams from quickly delivering minimum viable products (MVPs). Which responsibility falls within the context of servant leadership?

- A.** Facilitate the team's agile retrospective meeting
- B.** Guard the team against external distractions
- C.** Escalate points of conflict the team cannot resolve
- D.** Identify the sequence for developing stories within an iteration

**Answer: (SHOW ANSWER)**

As a servant leader, one of the key responsibilities is to protect the team from external distractions and interruptions that could affect their ability to focus and deliver value. This allows the team to work in a productive environment and maintain their focus on the important tasks, such as delivering the minimum viable product (MVP). By removing impediments and guarding against distractions, the servant leader enables the team to be more effective and efficient.

**NEW QUESTION: 100**

A team worked with a customer to estimate all user stories for the must have features. During release planning sessions, the customer indicated they prefer 3-week iterations that begin on Thursdays and end on Wednesdays. The team spent several days determining which stories should be developed for iteration 0 and understanding the customer's priorities for the remaining stories. The project sponsor attends the Friday meeting and requests a high-level estimate of when they can invite the chief executive officer (CEO) to a demonstration of the minimum viable product (MVP).

What should the team tell the sponsor at this point in the planning process?

- A. They do not have enough information to estimate a date range yet but can provide the number of 3- week iterations required.
- B. They can provide an anticipated date with the assumption that conditions will be ideal.
- C. They can provide a broad range but cannot realistically set a target release date until the team's velocity stabilizes.
- D. They will send an update when all of the stories are estimated and prioritized in the backlog.

**Answer: C (LEAVE A REPLY)**

At this point in the planning process, the team has not yet gathered enough data to provide a precise release date. The team's velocity (the amount of work they can complete in each iteration) has not been established, and the team needs some iterations to stabilize and gather insights. However, they can offer a broad range based on the current understanding of the backlog and priorities. This allows the sponsor to have a rough expectation while also managing the uncertainty involved at this stage in the process.

**NEW QUESTION: 101**

The Scrum Master for a large project must provide an estimate of what can be delivered in six months.

What should the Scrum Master do?

- A. Commit to a specific feature set for delivery
- B. Explain that a commitment will be provided after planning
- C. Have the team estimate in story points to commit to a specific set of features
- D. Use the team ' s historical velocity to calculate a range of features that can be delivered

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Use the team ' s historical velocity to calculate a range of features that can be delivered. Agile emphasizes forecasting over commitment, and this is achieved through empirical data such as velocity. Providing a range based on historical velocity allows for realistic planning while acknowledging uncertainty.

From the PMI Agile Practice Guide:

"Agile forecasting is based on empirical data. Teams use their past velocity to forecast how much work they can complete in a given time frame. This forecast is typically expressed as a range to account for variability." (PMI Agile Practice Guide, Section 5.3 - Adaptive Planning and Forecasting) Mike Griffiths supports this:

"Rather than commit to fixed scope, agile teams use historical velocity and prioritized backlogs to forecast delivery. Forecasts are probabilistic, not promises." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 5 - Estimation and Forecasting) Incorrect options:

- \* A violates agile's core value of responding to change over following a fixed plan.
- \* B delays valuable forecasting data.

\* C implies commitment rather than forecast.

#####

### NEW QUESTION: 102

During refinement, the team tester has a question about part of the acceptance criteria for a given user story.

Who should clarify the acceptance criteria?

- A. The sponsor, since they understand the business value.
- B. The Scrum Master, since they coordinate with the team and define the acceptance criteria.
- C. The Product Owner, since their vision is the basis for the acceptance criteria.
- D. The developer, since they write the code that would be tested.

**Answer: C (LEAVE A REPLY)**

The correct answer is C - The Product Owner, since their vision is the basis for the acceptance criteria.

The Product Owner is responsible for defining the product backlog items, including their acceptance criteria.

They represent the customer and stakeholders, and ensure that the backlog items deliver business value.

During backlog refinement, the PO provides clarity to the team when questions arise.

From the PMI Agile Practice Guide:

"The product owner defines and prioritizes the product backlog and is responsible for ensuring user stories and acceptance criteria are clear and understood by the team." (PMI Agile Practice Guide, Section 5.2 - Backlog Refinement) Mike Griffiths states:

"The product owner is the central point for decisions related to backlog items. Their role is to ensure that requirements and acceptance criteria reflect the desired outcome and stakeholder expectations." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 3 - Value-Driven Delivery) Other options are incorrect:

- \* A (Sponsor) is too high-level and not involved in story-level discussions.
- \* B (Scrum Master) facilitates the process, not the requirements.
- \* D (Developer) implements the story but does not define acceptance.

### NEW QUESTION: 103

A Product Owner new to the role is very enthusiastic about an agile project with an energetic team.

What should be done first to ensure successful delivery of the product?

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

**Answer: (SHOW ANSWER)**

The correct answer is A - Hold a meeting with the team and the Product Owner to develop the team charter, working agreement, guiding principles, and product vision. This collaborative approach fosters shared understanding, ownership, and alignment early in the project.

From the PMI Agile Practice Guide:

"The team chartering process includes developing working agreements, clarifying the product vision, defining team norms, and establishing the team 's mission. Early alignment builds trust and commitment." (PMI Agile Practice Guide, Section 4.3 - Team Charter and Working Agreements) Mike Griffiths elaborates:

"A strong start includes co-creating team values, the product vision, and working agreements. Doing this together builds a strong foundation for delivery." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 2 - Agile Principles and Chapter 4 - Team Formation) Incorrect options:

- \* B separates the Product Owner from the team early on.
- \* C reverses the roles-vision should be owned by the Product Owner.
- \* D is helpful, but not a prerequisite for team alignment and success.

**NEW QUESTION: 104**

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 stories to be included in a release

**Answer: B (LEAVE A REPLY)**

The correct answer is B - It prevents a wasteful buildup of requirements inventory that may never be processed. Rolling wave planning is a core agile planning practice where detailed planning is deferred until closer to execution. It aligns with lean principles by avoiding over-specification and prioritizing only near-term, high-value work.

From the PMI Agile Practice Guide:

"Rolling wave planning minimizes wasted effort by only detailing work that is near execution. Planning further ahead can result in rework or unused artifacts if requirements change or become irrelevant." (PMI Agile Practice Guide, Section 5.3 - Adaptive Planning and Rolling Wave Planning) Mike Griffiths writes:

"Agile avoids big upfront planning. Rolling wave planning reduces waste, improves responsiveness, and focuses on delivering the highest-value features first while leaving less valuable work unplanned until necessary." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 5 - Adaptive Planning) Incorrect options:

- \* A is misleading; agile allows varying levels of detail, not fixed.
- \* C is a traditional (waterfall) planning mindset.
- \* D suggests fixed scope per release, which contradicts agility.

#####

**NEW QUESTION: 105**

How should an agile project leader interact with the Product Owner?

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

**Answer: (SHOW ANSWER)**

The correct answer is A - Conduct regular one-on-one meetings to review development features and trace them back to the product roadmap. Close collaboration between the agile leader (e.g., Scrum Master or Project Lead) and the Product Owner ensures alignment between the product strategy and development execution.

From the PMI Agile Practice Guide:

"Frequent and open collaboration between the Product Owner and agile project leader helps maintain alignment between delivery and business objectives. These discussions link work to roadmap-level planning." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement) Mike Griffiths states:

"Agile leadership includes partnering with the Product Owner to ensure that work being done contributes to overall product goals. Roadmap alignment is critical." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Stakeholder Engagement) Incorrect options:

- \* B is more appropriate for the Product Owner, not the project leader.
- \* C implies waterfall-style communication.
- \* D oversteps the Product Owner's authority in setting feature priorities.

#### **NEW QUESTION: 106**

A new product owner needs to manage the backlog of a high-visibility, fast-moving project that is consuming a considerable amount of time. What should the product owner do?

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

**Answer: C (LEAVE A REPLY)**

The correct answer is C - Seek regular input from project stakeholders, and reflect this input in the backlog's priorities. Agile is a stakeholder-driven process, and backlog refinement should be informed by continuous feedback. The product owner maximizes value by regularly reviewing stakeholder needs and reprioritizing accordingly.

From the PMI Agile Practice Guide:

"The product owner is responsible for maintaining the backlog and ensuring it reflects stakeholder priorities.

Ongoing engagement with stakeholders ensures the product delivers maximum value." (PMI Agile Practice Guide, Section 5.2 - Product Backlog Management) Mike Griffiths adds:

"Agile product owners engage stakeholders continuously to update priorities and deliver value incrementally." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- \* A is good practice but doesn't address the stakeholder engagement challenge.
- \* B confuses story size with business value.
- \* D lacks the agility required in a fast-moving project.

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#### **NEW QUESTION: 107**

An agile team is working well together, but productivity has been flat. What can the project leader do to help them improve performance?

- A.** Review the burndown chart to identify ways to increase efficiency.
- B.** Chair a weekly team retrospective focusing on identifying areas for continuous improvement.
- C.** Ask a senior manager to initiate a root-cause analysis.
- D.** Identify team key performance indicators (KPIs) and create positive incentives when targets are achieved.

**Answer: B (LEAVE A REPLY)**

The correct answer is B - Chair a weekly team retrospective focusing on identifying areas for continuous improvement.

Retrospectives are a core Agile practice used to inspect and adapt the team's process, foster self-improvement, and enhance performance. If productivity is flat, the best approach is to collaboratively reflect with the team to uncover bottlenecks, identify areas for experimentation, and implement process adjustments.

PMI Agile Practice Guide:

"Retrospectives are a key feedback loop that allow the team to assess their performance and decide how to improve it. The retrospective is a cornerstone for continuous improvement and high-performing teams." (PMI Agile Practice Guide, Section 5.8 - Retrospectives) Mike Griffiths adds:

"Rather than externally imposed metrics, agile teams should drive performance improvements through retrospectives where they inspect their own work and collectively identify opportunities for efficiency." (PMI-ACP Exam Prep, Chapter 7 - Continuous Improvement) Incorrect options:

- \* A is diagnostic but insufficient for process improvement without team involvement.
- \* C introduces hierarchy and undermines team empowerment.
- \* D introduces extrinsic motivation, which may damage team collaboration and intrinsic ownership.

### **NEW QUESTION: 108**

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

**Answer: (SHOW ANSWER)**

When teams face conflicts about priorities or direction, they should fall back on agile values and principles.

According to the Agile Manifesto and PMI Agile Practice Guide (Section 2.2 Agile Mindset), decisions should be grounded in values such as collaboration, sustainability, simplicity, and delivering customer value.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 2: Agile Principles and Mindset) highlights that teams should be self-organizing, and consensus should emerge from aligning decisions with core agile values—rather than defaulting to top-down directives or contractual obligations.

- \* Option A is correct: referring to the agile framework and team values enables internal resolution in a collaborative and value-driven way.
- \* Option B (contracts) and Option C (priority list) are more rigid and transactional.
- \* Option D bypasses the team's ability to self-resolve, which is not ideal for a mature agile team.

### **NEW QUESTION: 109**

### Testing Protocol

Protocol	Description	Acceptance Criteria
Unit Testing	Testing individual components to ensure they work as expected.	All components return expected results. Error handling is tested and validated.
Integration Testing	Testing the interactions between integrated components to ensure they work together correctly	Components interact seamlessly. Data flows correctly between components. No integration errors.
End-to-End Testing	Testing the complete chatbot workflow from start to finish, simulating real user interactions.	Chatbot handles complete user scenarios without failures. Expected outcomes are achieved.
Functional Testing	Verifying that the chatbot performs all specified functions correctly.	No functional discrepancies.
Performance Testing	Assessing the chatbot's performance under various conditions, including load testing and stress testing.	Chatbot responds within acceptable time limits under normal and peak loads. No crashes or slowdowns under high load.
Security Testing	Ensuring that the chatbot is secure from vulnerabilities and threats.	No security vulnerabilities are found. Data privacy and protection measures are effective.
Compatibility Testing	Ensuring the chatbot works across different devices, browsers, and platforms.	Chatbot functions correctly on all targeted devices and platforms. No compatibility issues are detected.
Regression Testing	Verifying that new updates or changes do not break existing functionality.	All previously functioning features continue to work after updates. No new bugs are introduced.
User Acceptance Testing (UAT)	Final testing by end users to ensure the chatbot meets stakeholder needs and expectations	End users approve the chatbot for rollout. Feedback from UAT is positive. Any critical issues are resolved

A scrum master is overseeing the launch of a chatbot for the service desk. Complaints come up post-release about edge case responses to queries. After analyzing the issues, the business decision was made to take the chatbot offline, resulting in workflow disruptions and risking the reputation. How could this situation have been avoided? (Refer to Testing Protocol Table)

- A. Conduct user acceptance testing to ensure the chatbot meets stakeholder needs and expectations.
- B. Perform integration testing to minimize any bugs between the chatbot components.
- C. Perform functional testing to verify the chatbot performs the required functions.
- D. Conduct regression testing to ensure all previously functioning chatbot features continue to work after updates.

**Answer: (SHOW ANSWER)**

In the context of the chatbot's post-release complaints about edge cases in query responses, User Acceptance Testing (UAT) is the most critical step to avoid such situations. UAT ensures that the chatbot meets the stakeholder's needs and expectations, which would have included verifying its behavior with real users under real-world scenarios. This step would identify any edge case issues and make sure the chatbot is aligned with business goals before going live.

**NEW QUESTION: 110**

A customer has given a project team several requests for new features on a product. The customer is upset that the requests have been placed in the backlog and are not currently being worked on by the team.

What should the team do next?

- A. Review the feature requests and reject the most complex ones.
- B. Organize the feature requests from simple to complex.
- C. Prioritize the requests for the next sprint.
- D. Turn the requests into user stories and prioritize them.

**Answer: (SHOW ANSWER)**

The correct answer is D - Turn the requests into user stories and prioritize them. In agile, all feature requests must be expressed in the form of user stories and added to the product backlog. Once added, they are prioritized collaboratively with the product owner and stakeholders, usually based on value, risk, and effort.

From PMI Agile Practice Guide:

"Product backlog refinement includes breaking down large items into user stories, reprioritizing items, and ensuring they are properly understood by the team. This activity is critical in ensuring the right items are worked on at the right time." (PMI Agile Practice Guide, Section 5.2 - Product Backlog Refinement) From Mike Griffiths' PMI-ACP Exam Prep Book:

"Agile teams transform customer needs into user stories during backlog grooming. These are then prioritized by the product owner to ensure maximum value is delivered early." (Mike Griffiths, Chapter 3 - Value-Driven Delivery) Option A ignores customer needs. Option B (ordering by complexity) does not consider value. Option C skips the important step of converting feature requests into properly structured backlog items.

**NEW QUESTION: 111**

DRAG DROP

All the developers on a project team are working offshore in a different time zone, resulting in many issues.

Match the issues to the agile practitioner 's recommendations for resolutions below. (Drag the Problems

/Issues on the left to the box in the center, corresponding to the correct Recommendations for Resolution on the right)

Problems/Issues		Recommendations for Resolution
Too many defects		Identify core hours for mandatory meetings.
Lack of trust and collaboration		Ensure developmental lead is in the same time zone as the project team.
Delay in response		Conduct daily meetings to track progress.
Inability to participate in meetings		Do not assume and reconfirm action items and decisions.
Misinterpretation and communication gaps		Build teamwork and ensure the team is using collaboration tools.

Answer:

Problems/Issues		Recommendations for Resolution
Too many defects	Inability to participate in meetings	Identify core hours for mandatory meetings.
Lack of trust and collaboration	Delay in response	Ensure developmental lead is in the same time zone as the project team.
Delay in response	Too many defects	Conduct daily meetings to track progress.
Inability to participate in meetings	Misinterpretation and communication gaps	Do not assume and reconfirm action items and decisions.
Misinterpretation and communication gaps	Lack of trust and collaboration	Build teamwork and ensure the team is using collaboration tools.

Explanation:

### Problems/Issues

Too many defects
Lack of trust and collaboration
Delay in response
Inability to participate in meetings
Misinterpretation and communication gaps

Inability to participate in meetings
Delay in response
Too many defects
Misinterpretation and communication gaps
Lack of trust and collaboration

### Recommendations for Resolution

Identify core hours for mandatory meetings.
Ensure developmental lead is in the same time zone as the project team.
Conduct daily meetings to track progress.
Do not assume and reconfirm action items and decisions.
Build teamwork and ensure the team is using collaboration tools.

### **NEW QUESTION: 112**

A product owner is responsible for a new product. The internal customer questions using an agile approach because they need a product that works without any bugs or missing features once it is launched.

What should the product owner do?

- A. Plan regular retrospectives with the development team to continuously improve processes to eliminate any potential issues with the product.
- B. Apply an agile approach to write the specifications in an incremental way and develop the product once the final specifications are agreed upon.
- C. Set up test-driven development to focus on customer requirements and eliminate issues in the software as testing progresses.
- D. Ask the customer to provide additional representatives to help test and evaluate the product for early and frequent feedback.

**Answer: (SHOW ANSWER)**

In Agile, ensuring that the product works without bugs or missing features can be achieved through continuous testing and validation of the product. Test-driven development (TDD) is an approach where tests are written before the code is developed. This helps ensure that each feature is fully tested as it is built, focusing on customer requirements from the start and preventing issues from accumulating. By using TDD, the product owner ensures the product is being tested incrementally, which reduces the risk of defects and aligns with customer expectations for a high-quality product upon release.

### **NEW QUESTION: 113**

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

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

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Suggest the product owner start by focusing on the next 2 sprints instead of 10.

Agile embraces progressive elaboration - planning is done in detail only for the near term, while long-term plans remain high level and flexible. By encouraging short-term focus, the Scrum Master helps the product owner shift from a predictive mindset to an adaptive one.

PMI Agile Practice Guide:

"Agile projects plan at multiple levels (release, iteration, and daily), focusing on near-term commitments while allowing flexibility for change. Planning multiple sprints in detail violates the principle of adaptability." (PMI Agile Practice Guide, Section 5.3 - Progressive Elaboration) Mike Griffiths adds:

"Detailed long-term estimates reduce agility. The product owner should learn to prioritize work based on value, and accept that estimates beyond the next sprint or two are rough forecasts." (PMI-ACP Exam Prep, Chapter 5 - Adaptive Planning) Other options:

- \* B undermines agile principles by reverting to waterfall planning.
- \* C misuses the retrospective, which is team-focused.
- \* D may alienate the product owner rather than encourage a mindset shift.

**NEW QUESTION: 114**

In Scrum, the responsibilities of the project manager are shared among the product owner, scrum master, and development team. Why are responsibilities shared among the three roles?

- A.** "Inspect and adapt" are two of the three pillars in Scrum. The roles in Scrum are divided among the product owner, scrum master, and development team in a way that makes it possible to inspect the efficiency and adapt the way responsibilities are shared to maximize efficiency if needed.
- B.** Scrum is a collaboration framework that encourages the Scrum team - the product owner, scrum master, and development team - to collaborate in a way that fosters fast value creation with respect for each team member's opinions and individual preferences.
- C.** The product owner is responsible for the product backlog and long-term plans, the scrum master is responsible for the Scrum process, and the development team is responsible for the sprint backlog and progress toward the sprint goal. This facilitates clear accountability and effective value creation.
- D.** The product owner is responsible for the product and sprint backlog. The scrum master follows up on progress, and the development team estimates and decomposes the backlog items into manageable pieces. This ensures each person has the roles they are best at and feel most comfortable with.

**Answer: C (LEAVE A REPLY)**

In Scrum, responsibilities are distributed among the product owner, scrum master, and development team to ensure clear accountability and efficient value delivery.

- \* The product owner manages the product backlog, ensures alignment with business goals, and defines the priorities for the team.
- \* The scrum master facilitates the Scrum process, removes impediments, and ensures adherence to Agile principles.
- \* The development team owns the sprint backlog and is responsible for incremental delivery toward the sprint goal.

This division of responsibilities ensures that each role focuses on their core areas, fostering transparency, collaboration, and value-driven development.

**NEW QUESTION: 115**

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

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Continue working on the task until it is completed. Agile teams commit to the sprint goal and are expected to deliver what they've planned to the best of their ability. If a task takes longer than estimated, the team inspects and adapts but generally tries to complete the committed work within the current sprint.

From the PMI Agile Practice Guide:

"Agile teams are committed to delivering the work they planned for the iteration. If estimates are off, the team inspects the impact and continues, learning from it for future planning." (PMI Agile Practice Guide, Section 5.3 - Iteration Planning and Commitment) Mike Griffiths explains:

"If something takes longer than expected, the team should strive to complete it and use the experience to improve future estimation. Agile teams maintain sprint commitment integrity." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 5 - Adaptive Planning) Incorrect options:

- \* B is punitive and unaligned with Agile values.
- \* C contradicts Agile's emphasis on stable teams and sustainable pace.
- \* D breaks commitment and risks value delivery.

### **NEW QUESTION: 116**

A product owner has various items in a product backlog and does not know how to prioritize them. How should the agile practitioner coach the product owner?

- A.** Sort the stories in the backlog by descending story points and release the stories at the top of the list equal to the team's velocity.
- B.** Prioritize the most valuable product features in the backlog first.
- C.** Determine the features with the highest risk and release those first.
- D.** Determine which features comprise the smallest feature set that could be successful in the market and establish viability of the product.

**Answer: (SHOW ANSWER)**

The correct answer is B - Prioritize the most valuable product features in the backlog first.

Agile prioritization focuses on delivering value early and frequently. Coaching the product owner to understand value-based prioritization ensures that the most critical features are built and validated first.

PMI Agile Practice Guide:

"Agile teams focus on delivering the highest value items first. The product owner prioritizes the backlog based on business value, risk, and stakeholder input." (PMI Agile Practice Guide, Section 3.3 - Backlog Management) Mike Griffiths:

"Product backlog prioritization is value-driven. The product owner should assess each item's value and prioritize those that deliver the greatest return or strategic impact." (PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- \* A misinterprets story points as a priority metric-story points measure effort, not value.
- \* C addresses risk but not value.
- \* D refers to Minimum Viable Product (MVP), which is a release planning technique, not a backlog sorting method.

### **NEW QUESTION: 117**

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 stand-up to address the issue.
- D.** Facilitate a team retrospective.

**Answer: (SHOW ANSWER)**

The correct answer is D - Facilitate a team retrospective.

A drop in team morale and performance signals the need for a structured conversation where the team can reflect, diagnose root causes, and propose changes. Retrospectives are the Agile mechanism for identifying and addressing performance issues in a collaborative, non-blaming environment.

PMI Agile Practice Guide:

"Retrospectives allow teams to reflect on their performance, discuss what 's working or not, and commit to improvement actions. This is the key mechanism for continuous team development." (PMI Agile Practice Guide, Section 5.8 - Retrospectives) Mike Griffiths affirms:

"Team disengagement often stems from unresolved issues or lack of empowerment. Retrospectives are critical for rebuilding engagement, trust, and improving team dynamics." (PMI-ACP Exam Prep, Chapter 4 - Team Performance) Incorrect options:

- \* A skips team-level resolution and risks undermining trust.
- \* B manipulates metrics without solving the root problem.
- \* C is useful for daily progress updates but not for deep reflection.

### NEW QUESTION: 118

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

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

**Answer: B (LEAVE A REPLY)**

The correct answer is B - Set the velocity to the delivered story points of the last sprint.

Agile velocity is a historical measure, not a target. It represents the amount of work a team actually completed in a previous sprint and should be used to help guide future sprint planning. Teams should not inflate, manipulate, or "game" their velocity; instead, they should use it as a basis for realistic planning.

PMI Agile Practice Guide states:

"Velocity is calculated by totaling the points for all fully completed stories. It is a measure of what the team can complete-not what it hopes to complete-and should be used as an empirical baseline for planning." (PMI Agile Practice Guide, Section 5.3 - Estimation and Velocity) Mike Griffiths further explains:

"Velocity should be based on historical data from previous sprints. Teams should not artificially inflate velocity by changing estimation practices or slicing stories merely to appear more productive." (PMI-ACP Exam Prep, Chapter 5 - Adaptive Planning) Incorrect options:

- \* A promotes splitting for manipulation, not for clarity.
- \* C suggests altering estimation practices for the sake of metrics.
- \* D implies gaming the system to falsely increase velocity.

### NEW QUESTION: 119

An agile practitioner is working on a project to migrate data from computer systems to another location. To accomplish this task, they need to run four activities sequentially that different teams are performing. The teams are migrating two systems per day, but the agile practitioner thinks that three systems should be done per day.

What can be done to improve process efficiency?

- A. Use burndown charts to find gaps, delays, and constraints in the current process and develop a plan to reduce or remove them.
- B. Use value stream mapping to find gaps, delays, and constraints in the current process and develop a plan to reduce or remove them.
- C. Use Pareto analysis to find gaps, delays, and constraints in the current process and develop a plan to reduce or remove them.

D. Use root cause analysis to find gaps, delays, and constraints in the current process and develop a plan to reduce or remove them.

**Answer: B (LEAVE A REPLY)**

Value stream mapping is a powerful tool in Agile and Lean methodologies used to visualize and analyze the flow of materials and information across the entire process. By mapping the current state, the team can identify bottlenecks, delays, and inefficiencies, especially when multiple teams are involved in sequential activities. Once these gaps and constraints are identified, the team can work on improving the process, such as by finding ways to increase the number of systems migrated per day from two to three, thus improving overall efficiency.

#### **NEW QUESTION: 120**

A new agile project leader habitually becomes involved in the work from a support perspective and uses information radiators to ensure that all actions to remove impediments are visible to the team.

What is the agile project leader doing?

- A. Practicing the servant leadership style of working with an agile team
- B. Building a collaborative teamwork culture
- C. Following a participatory decision-making model
- D. Adopting the practice of receiving feedback that will facilitate team improvement

**Answer: (SHOW ANSWER)**

The correct answer is A - Practicing the servant leadership style of working with an agile team.

Servant leadership is foundational to Agile. The agile project leader serves the team by removing impediments, supporting their needs, and promoting transparency. Using information radiators and being involved in team progress reflects servant leadership in action.

PMI Agile Practice Guide:

"Agile leaders act as servant leaders. They support the team, remove obstacles, and foster a transparent, collaborative environment." (PMI Agile Practice Guide, Section 6.2 - Coaching and Servant Leadership) Mike Griffiths:

"Servant leadership is about enabling the team to succeed. Agile leaders serve by ensuring the team has what it needs, while maintaining visibility through information radiators." (PMI-ACP Exam Prep, Chapter 1 - Agile Principles and Mindset) Incorrect options:

- \* B and C are valid Agile behaviors but not the most specific or complete match.
- \* D references feedback loops but not leadership style.

#### **NEW QUESTION: 121**

How can this issue be resolved?

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

**Answer: (SHOW ANSWER)**

When a feature is too large to fit into a sprint, agile recommends decomposing it into smaller user stories or increments. According to the PMI Agile Practice Guide (Section 5.2: User Stories and MVPs) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 6: Adaptive Planning), teams should break down epics or large stories into Minimum Viable Product (MVP) segments and deliver value incrementally.

- \* Option A is correct: this enables the team to deliver value sooner and iteratively build on it.
- \* Option B delays addressing customer concerns.
- \* Option C sacrifices overall product balance.
- \* Option D violates time-boxing principles in Scrum and agile.

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#### **NEW QUESTION: 122**

If an individual is working on a project team in a phase delivering an increment, according to the definition of done (DoD), who was that defined by?

- A. Project sponsor and project team
- B. Scrum master
- C. Product owner
- D. Stakeholders and project team

**Answer: (SHOW ANSWER)**

The Definition of Done (DoD) is a shared understanding of what it means for work to be considered complete. It is typically defined by the project sponsor and project team in collaboration. The DoD outlines the criteria that must be met for user stories, features, or tasks to be considered done, ensuring alignment between stakeholders and the development team. While the product owner, Scrum master, and stakeholders may influence the criteria, the final agreement on what constitutes "done" is determined by the project team and sponsor.

#### **NEW QUESTION: 123**

The agile lead is told by executive leadership that the team needs to work faster because the release date has been moved up three months. The agile lead communicates the updated timeline to the team. One of the junior team members objects and feels the timeline is unrealistic.

What should the junior team member do?

- A. Speak to the agile lead about the concerns.
- B. Follow the agile lead 's instructions.
- C. Increase the time worked to meet objectives.
- D. Speak to all team members about the concerns.

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Speak to the agile lead about the concerns.

Agile encourages transparency, collaboration, and open communication across all levels of the team. If a team member identifies a risk or concern, the most agile-aligned approach is to raise it directly and constructively with the agile lead or Scrum Master, who is responsible for protecting the team and facilitating problem-solving.

From the PMI Agile Practice Guide:

"Agile teams promote a culture of openness where team members are encouraged to speak up and raise concerns. Effective leadership listens and collaborates to resolve issues." (PMI Agile Practice Guide, Section 4.1 - Agile Mindset) Mike Griffiths further adds:

"Team members should be empowered to express concerns and challenge assumptions respectfully.

Continuous communication and feedback improve project outcomes."

(Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 4 - Team Performance)

Why the other options are not ideal:

\* B promotes blind compliance, which is contrary to agile empowerment.

- \* C suggests overwork, which contradicts sustainable pace.
- \* D may escalate unnecessarily without first engaging the proper leadership channel.

**NEW QUESTION: 124**

End of Sprint 2 Status:

Backlog	Story points
1 Feature A	5
2 Feature B	5
3 Feature C	5
4 Feature D	5
5 Feature E	5



**Case Study**

An agile project lead for a company is leading a sales team who has committed to delivering new product functionality to the customer at the end of five sprints. The agile project lead performed initial planning with the team and with the team ' s support has committed to the scope and deadline. Check in with the project in three stages to answer the associated questions.

How do two additional features and more story points added by the product owner impact the team ' s progress and ability to complete work within the iteration, considering the burndown rate of the team has not changed? (Refer to the Case Study and End of Sprint 3 Exhibit)

- A. The team did not complete the backlog items at the same velocity due to external issues
- B. The scope of the items in the backlog has been increased to reflect an increase in velocity.
- C. The team has committed to additional work added to the backlog and will increase velocity.
- D. The backlog has been increased and the velocity of the project may no longer be on track.

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 125**

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

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

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Establish and keep an active risk register that includes mitigation strategies and a cost-benefit analysis.

Risk management is essential to identifying and mitigating threats such as natural disasters. While Agile teams do not typically use traditional risk registers extensively, at the enterprise level (especially in regulated or high-risk environments), maintaining a risk register aligned with Agile values is appropriate. It should include mitigation options and their associated cost-benefit to guide decision-making.

PMI Agile Practice Guide states:

"Agile risk management practices include establishing lightweight mechanisms such as risk-adjusted backlog prioritization, risk registers (in high-risk or large programs), and risk mitigation strategies." (PMI Agile Practice Guide, Section 7.3 - Managing Risk in Agile Projects) PMBOK Guide (6th Edition) supports this:

"The risk register is a critical project artifact that includes identified risks, their analysis, mitigation or response plans, and cost-benefit considerations for managing risks." Incorrect options:

- \* B lacks the inclusion of mitigation strategies and full cost analysis.
- \* C refers to surface-level risk visibility, not comprehensive risk planning.
- \* D assumes avoidance is the only mitigation strategy, which is not always feasible or optimal.

**NEW QUESTION: 126**

During a team meeting, members who are subject matter experts (SMEs) mention that they are continuously working on repetitive tasks which has lowered motivation.

What should the agile practitioner do?

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

**Answer: B (LEAVE A REPLY)**

The correct answer is B - Have team members work in pairs to learn from each other and develop new skills.

Pairing encourages collaboration, knowledge sharing, and skill development, which helps reduce dependency on specific individuals and enhances engagement through variety.

From the PMI Agile Practice Guide:

"Pair programming and other collaborative work methods help reduce repetition, promote learning, and improve motivation. These techniques allow for shared ownership and skill diversity." (PMI Agile Practice Guide, Section 4.3 - Continuous Learning and Team Development) Mike Griffiths adds:

"Cross-training and pairing reduce boredom, eliminate knowledge silos, and increase team flexibility. They are effective responses to reduced motivation from repetitive work." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 7 - Continuous Improvement) Incorrect options:

- \* A may temporarily help morale but doesn't address the root cause.
- \* C is more suitable for analyzing inefficiencies, not directly resolving monotony.
- \* D adds cost and doesn't solve the underlying engagement problem.

**NEW QUESTION: 127**

During a backlog refinement meeting, the new developer on the team asks the product owner to discuss a new performance threshold requirement and how it impacts the stories in the backlog.

What should the team do?

- A.** Add this threshold requirement request as acceptance criteria in all impacted stories

- B.** Create a spike story to analyze the impact of the threshold requirement on current stories
- C.** Conduct design planning session to review the performance threshold requirement
- D.** Identify the tasks for the new performance threshold requirement

**Answer: B (LEAVE A REPLY)**

The correct answer is B - Create a spike story to analyze the impact of the threshold requirement on current stories.

A "spike" is a research activity used in Agile to investigate a technical or functional uncertainty. In this case, the performance threshold requires exploration to understand its impact on multiple backlog items. Creating a time-boxed spike allows the team to analyze without prematurely committing to changes.

PMI Agile Practice Guide describes spikes as:

"A spike is a user story for time-boxed research or exploration. Teams use spikes when they need more information to estimate or deliver a story." (PMI Agile Practice Guide, Section 5.2 - Types of Backlog Items) Mike Griffiths adds:

"When a new requirement introduces uncertainty, such as performance constraints, creating a spike helps the team determine scope, risk, and impact before incorporating it into backlog stories." (PMI-ACP Exam Prep, Chapter 5 - Adaptive Planning) Other options:

- \* A prematurely alters acceptance criteria before understanding the impact.
- \* C leans toward big upfront design (non-agile).
- \* D skips the exploration phase and directly breaks into tasks.

#### **NEW QUESTION: 128**

On an agile project, it is important to identify and engage business stakeholders throughout the project and to ensure the team understands the stakeholders' business needs. Which option supports this idea?

- A.** A project charter should be established and reviewed throughout the project life cycle to ensure the accurate documentation of stakeholders' interests and expectations.
- B.** A product backlog should be created to list the project requirements from all of the project stakeholders.
- C.** An Agile Manifesto should be created to document the project stakeholders, their desired outcomes, and identified risks.
- D.** A user story should be created for all key stakeholders to list their individual business objectives and needs.

**Answer: (SHOW ANSWER)**

The correct answer is B - A product backlog should be created to list the project requirements from all of the project stakeholders.

In Agile, the product backlog serves as a living document where requirements, user stories, and stakeholder feedback are continuously refined. It is the central mechanism for capturing and prioritizing stakeholder needs and ensuring that business value is delivered incrementally.

From the PMI Agile Practice Guide:

"The product backlog is a prioritized list of work for the development team that is derived from stakeholder input, user stories, and emerging needs. It evolves as the project progresses and stakeholder feedback is incorporated." (PMI Agile Practice Guide, Section 5.2 - Product Backlog) Mike Griffiths writes:

"Product backlogs provide transparency into stakeholder priorities. They enable the team to continuously align work with customer expectations and business needs." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 3 - Stakeholder Engagement) Why the other options are incorrect:

- \* A refers to the traditional project charter, which is not commonly updated throughout the agile life cycle.
- \* C is a misunderstanding-the Agile Manifesto is a set of principles, not a project-specific document.
- \* D misuses user stories; stories are used for functional requirements, not stakeholder profiles.

#### **NEW QUESTION: 129**

An agile team lead noticed their team's velocity was slowing down. They did not deliver a working software during the last iteration and there have been miscommunications between team members.

What should the agile team lead do at the end of this iteration?

- A. Focus on performance in the retrospective, then present performance indices and validate with the team.
- B. Start using feedback loops in every sprint to reevaluate project and team performance.
- C. Emphasize business requirements and investigate the pair-programming approach
- C. Run a spike at the end of the sprint to investigate the issue and reduce project risk.

**Answer: B (LEAVE A REPLY)**

When an agile team's velocity is slowing down, it is essential to regularly evaluate and adjust how the team is performing. By using feedback loops in every sprint, the team lead can continuously assess the team's progress, identify bottlenecks, and address issues early on. These feedback loops, typically discussed in sprint retrospectives, provide an opportunity for the team to identify the root causes of challenges, such as miscommunications, and make improvements to ensure better performance in future iterations. This approach promotes ongoing reflection and adaptation, which are core principles of Agile.

### NEW QUESTION: 130

An organization is undergoing an agile transformation to improve its market position. Management wants minimal overhead in connection with the agile initiative and wants the agile teams to control the work in process (WIP) and ensure that iterations do not result in waste.

Which approach should be used in this scenario?

- A. Feature-driven development
- B. Extreme Programming (XP)
- C. Scrum
- D. Kanban

**Answer: B (LEAVE A REPLY)**

Kanban is an approach that focuses on visualizing and managing work in process (WIP) to ensure that there is minimal waste and that teams only work on what they can handle at any given time. It provides a flexible framework for continuous improvement, without the overhead of time-boxed iterations like in Scrum. Kanban allows teams to focus on limiting work in process, streamlining workflows, and improving efficiency while avoiding waste. This approach aligns with the organization's desire to minimize overhead and control WIP to maximize flow and productivity.

### NEW QUESTION: 131

The initial roadmap and release dates for an agile project were set based on data from similar projects and some expert opinions. Halfway through the project, however, the team's estimates are different. Based on the team's velocity, two more iterations were necessary to accomplish the initial scope.

How should the agile lead explain the difference to the project sponsor?

- A. Explain how many scope changes were requested by the product owner and how many hours the team dedicated to unplanned tasks.
- B. Explain that initial estimates help measure project feasibility but the real estimates depend on how much the team learns in each sprint.
- C. Explain some features and requirements made aspects of the project unique and are not comparable to previous experiences.
- D. Explain the list of materialized risks not considered at the beginning of the project led to extra work hours and costs.

**Answer: B (LEAVE A REPLY)**

In Agile, estimates are initially based on previous experiences or expert opinions, but as the team progresses through sprints, they gain more insight into the project's actual complexity and the team's capacity. Agile estimates evolve over time based on the team's velocity, which reflects how much work the team can realistically handle. This is why the actual scope and timelines can differ from initial estimates. The agile lead should emphasize that the

initial estimates were helpful for understanding feasibility, but the true estimates are refined continuously as the team gains more experience and understanding of the work, and as complexities or dependencies become clearer during each sprint.

### **NEW QUESTION: 132**

A newly formed, colocated team is participating in daily standups, but is otherwise working largely as individual contributors. This has resulted in misalignment of activities. Planned velocity is being met.

What should the agile practitioner do?

- A.** Plan activities that will require the team to work collaboratively on a regular basis.
- B.** Set collaboration metrics and evaluate individuals against those metrics.
- C.** Request that line management add more collaborative team members to the team.
- D.** Allow the team to continue with no interference as activities are being met.

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Plan activities that will require the team to work collaboratively on a regular basis.

Agile teams thrive on collaboration, shared ownership, and collective problem solving. While individual performance may meet goals short-term, long-term value and quality come from integrated teamwork. An agile practitioner should help foster collaboration through team-building activities or practices like pair programming, collective backlog grooming, and swarming.

From the PMI Agile Practice Guide:

"Agile teams are self-organizing and collaborative. Encouraging collaborative practices builds trust, increases quality, and improves alignment." (PMI Agile Practice Guide, Section 4.1 - Building Agile Teams) Mike Griffiths states:

"Collaboration does not happen automatically-it must be supported. Facilitating shared work and group problem-solving leads to stronger team dynamics and better outcomes." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 4 - Team Performance) Why the other options are less effective:

- \* B introduces rigid evaluation that contradicts agile values.
- \* C bypasses coaching and assumes the current team can't improve.
- \* D ignores the growing problem of misalignment and disengagement.

### **NEW QUESTION: 133**

Project stakeholders are finding it difficult to know the real-time status of who has been assigned to various stories and the status of each work item.

What should the agile project manager do?

- A.** Use an information radiator to help increase the transparency of work for key stakeholders.
- B.** Send status updates whenever the stakeholders request them.
- C.** Hold Scrum meetings more frequently to ensure stakeholders are well informed.
- D.** Instruct the team to focus on their own assignments rather than the work of others.

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Use an information radiator to help increase the transparency of work for key stakeholders.

Information radiators (such as Kanban boards, burndown charts, and story maps) make work status visible to the entire team and stakeholders in real-time, improving communication without additional meetings or reporting overhead.

From the PMI Agile Practice Guide:

"Agile teams use information radiators to promote transparency, show progress, and increase stakeholder engagement without adding administrative burden." (PMI Agile Practice Guide, Section 3.5 - Information Radiators) Mike Griffiths confirms:

"Effective agile environments display work status where everyone can see it. Visual indicators allow stakeholders and team members to remain informed without direct queries." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 5 - Agile Monitoring and Control) Other options explained:

- \* B creates unnecessary manual effort.
- \* C may disrupt team rhythm; daily stand-ups are sufficient in Scrum.
- \* D encourages siloed behavior and contradicts collaboration.

#### **NEW QUESTION: 134**

A project team tasked with delivering a solution with extremely aggressive timelines is facing an issue with meeting their sprint velocity targets. To address this issue and bring the project back on track, what action should the team take?

- A.** Perform value stream analysis to eliminate the processes with wastage.
- B.** Reevaluate the minimum viable product (MVP) deliverables to remove high-risk stories and meet timelines.
- C.** Adjust the story points included in each sprint to represent the actual velocity.
- D.** Include high-risk stories in earlier sprints to deliver incremental velocity.

**Answer: (SHOW ANSWER)**

The correct answer is A - Perform value stream analysis to eliminate the processes with wastage. Value stream mapping is a lean and agile technique used to identify and eliminate non-value-adding activities, optimize flow, and increase delivery efficiency-especially crucial when facing tight deadlines.

From PMI Agile Practice Guide:

"Value stream mapping is used to analyze the flow of materials and information required to bring a product or service to a consumer. It helps teams eliminate waste and improve speed and quality." (PMI Agile Practice Guide, Section 6.4 - Continuous Improvement and Feedback Loops) From Mike Griffiths' PMI-ACP Exam Prep Book:

"Value stream analysis is a lean technique that helps agile teams identify delays, bottlenecks, and handoffs that waste time. When velocity lags behind expectations, understanding the end-to-end process is essential to improvement." (Mike Griffiths, Chapter 7 - Continuous Improvement) Option B (removing high-risk stories) may introduce more long-term risk and undermine value.

Option C suggests manipulating metrics instead of addressing root causes.

Option D may help identify risks early, but it doesn't address why velocity is low.

#### **NEW QUESTION: 135**

A Scrum Master would like to provide information to key stakeholders on the daily resource and project activities. Which tool should the Scrum Master use to provide these updates?

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

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Iteration Burndown Chart.

An iteration burndown chart provides daily updates about the team's progress during an iteration (or sprint). It tracks the remaining work in the sprint backlog and helps both the team and stakeholders assess if the sprint goal is likely to be met. This visualization helps communicate real-time progress to key stakeholders and supports adaptive planning.

PMI Agile Practice Guide states:

"Burndown charts display work remaining in a timebox and are updated daily. They are effective for communicating iteration progress to the team and stakeholders." (PMI Agile Practice Guide, Section 5.6, Information Radiators) PMBOK Guide (6th Edition) and Mike Griffiths both emphasize using task boards and burndown charts as

"information radiators" for transparency.

Mike Griffiths' PMI-ACP Exam Prep Book elaborates:

"Iteration burndown charts are the most widely used artifact to track sprint progress. They offer insight into how much work remains and signal whether the team is on track to meet its sprint goal." Options A and B are long-term planning tools. Option C (velocity) is a forecasting metric and not updated daily.

#### **NEW QUESTION: 136**

What should the agile practitioner do?

- A.** Transfer the senior member to another team that will more fully utilize their skill set.
- B.** Conduct a performance evaluation to determine whether or not this member is a team player.
- C.** Encourage the project team to involve the senior member in more project activities.
- D.** Ask the functional manager to determine the best course of action.

**Answer: C (LEAVE A REPLY)**

Agile encourages team collaboration and self-organization. If a team member feels underutilized, the team should be encouraged to engage that person more fully, leveraging their skills across tasks. According to the PMI Agile Practice Guide (Section 4.3: Team Performance) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 3: Team Development), the agile practitioner supports healthy team dynamics and facilitates inclusive participation.

\* Option C is correct: promoting team-level inclusion helps resolve underutilization and fosters engagement.

\* Option A is a last resort and undermines team stability.

\* Option B reframes the issue as a performance problem when it may not be.

\* Option D unnecessarily escalates what should be resolved within the team.

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#### **NEW QUESTION: 137**

What do the principles of Extreme Programming (XP) include?

- A.** Communication, respect, and courage
- B.** Communication, process flow, and authoritarian structure
- C.** Value people over processes, communication, respect disagreement, and strive for consensus
- D.** Rapid feedback, assume simplicity, incremental change, embrace change, and quality work

**Answer: (SHOW ANSWER)**

The principles of Extreme Programming (XP) focus on improving software quality and responsiveness to changing customer requirements. The key principles include:

\* Rapid feedback: Getting feedback quickly from customers or stakeholders to ensure that the development process is on track.

Assume simplicity: Focusing on simplicity in the design and code to avoid overengineering and to ensure the software is easy to understand and modify.

\* Incremental change: Delivering software in small, manageable increments that can be easily adjusted based on feedback.

\* Embrace change: Being flexible and adaptable, especially in response to new requirements or changes in technology or business needs.

\* Quality work: Ensuring high-quality software by emphasizing practices such as automated testing, continuous integration, and refactoring.

**NEW QUESTION: 138**

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.

**Answer: C (LEAVE A REPLY)**

The correct answer is C - Ask management to ensure that the resource is available to only one project at a time.

Agile promotes dedicated, stable teams over multitasking. Task-switching reduces productivity and leads to context-switching overhead. If a key resource is overburdened and switching between multiple projects, the best solution is to secure focused commitment by escalating to management for support.

PMI Agile Practice Guide:

"Agile teams should be dedicated and work on one project at a time. Splitting attention across multiple efforts reduces velocity and quality due to context switching." (PMI Agile Practice Guide, Section 6.1 - Team Composition) Mike Griffiths highlights:

"Effective agile teams are stable, long-lived, and dedicated. Shared resources create bottlenecks, undermine predictability, and impair team dynamics." (PMI-ACP Exam Prep, Chapter 4 - Team Performance) Incorrect options:

- \* A may solve bandwidth issues but not focus or ownership.
- \* B addresses symptoms, not the core issue of divided focus.
- \* D tolerates a harmful practice that contradicts agile team stability.

**NEW QUESTION: 139**

An agile team is extremely volatile in its delivery cycle and struggles to accurately predict the completion date. Which of the following actions should teams prioritize in order to stabilize the delivery process and enable a more predictable flow?

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

**Answer: A (LEAVE A REPLY)**

Predictable flow in agile is achieved by reducing variability in story size and complexity. According to the PMI Agile Practice Guide (Section 5.7: Flow-based Agile and Kanban), working with small, similarly sized user stories increases throughput predictability and improves cycle time.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 6: Value-Driven Delivery) supports breaking large stories into smaller, testable chunks as a way to stabilize delivery and forecasting.

- \* Option A is correct: small user stories reduce variability and support predictable flow.
- \* Option B supports testability but doesn't directly improve flow.
- \* Option C and D are too broad or conceptual to specifically improve predictability.

**NEW QUESTION: 140**

On a complex project with a large degree of uncertainty, the team's velocity is declining. Upon testing, it is discovered that many of the work items reported as complete are not meeting the stakeholders' requirements.

Which of the following could help resolve the incomplete work?

- A. Conduct a spike so that the team can focus on defect repair without the distraction of new work items.
- B. Create a burndown chart to ensure the team understands the variance between the current and target velocity.
- C. Work with the Product Owner to reduce the complexity of the work so that the team can improve quality.
- D. Work with the team to ensure that acceptance criteria is being properly defined and understood.

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Work with the team to ensure that acceptance criteria is being properly defined and understood.

Incomplete work that fails to meet stakeholder expectations often results from unclear or misunderstood acceptance criteria. Clarifying the definition of "done" and ensuring alignment between the Product Owner and development team can drastically reduce rework and defects.

From the PMI Agile Practice Guide:

"Clear and testable acceptance criteria help ensure shared understanding. Quality issues frequently stem from misaligned expectations or vague requirements." (PMI Agile Practice Guide, Section 5.2 - Definition of Done and Acceptance Criteria) Mike Griffiths writes:

"Teams must understand what success looks like for each story. Poorly defined or misunderstood acceptance criteria are a major cause of defects and missed expectations." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 6 - Problem Detection and Resolution) Other options explained:

- \* A (spike) is used for research or uncertainty-not fixing misunderstood requirements.
- \* B (burndown chart) helps track progress, not resolve defects.
- \* C may help indirectly but doesn't address the core problem of unclear requirements.

#### **NEW QUESTION: 141**

A team is preparing to demonstrate new product capabilities to a leadership team. The demonstration will show working software and a listing of the projected value of the capabilities.

What should the team do to ensure the demonstration is successful?

- A. Provide an understanding of business value and customer feedback.
- B. Align with stakeholder expectations and releasable product increments.
- C. Show self-management and tailoring processes for continuous improvement.
- D. Provide collaboration and knowledge sharing of product increments.

**Answer: (SHOW ANSWER)**

The correct answer is B - Align with stakeholder expectations and releasable product increments.

In Agile, sprint or iteration reviews provide an opportunity for the team to present completed work and validate it against stakeholder expectations.

Demonstrations should showcase working, potentially shippable increments that align with business goals and value delivery.

From the PMI Agile Practice Guide:

"The purpose of iteration reviews is to showcase a working product increment. The review should focus on what was completed and how it aligns with stakeholder expectations and business objectives." (PMI Agile Practice Guide, Section 3.5 - Iteration Review) PMBOK Guide further reinforces this point:

"The team should deliver functional product increments that are valuable to stakeholders. These should be validated for alignment with scope and business value." (PMBOK Guide, 6th Edition, Section 5.5 - Validate Scope) Mike Griffiths notes:

"Product demonstrations should confirm stakeholder needs are being met. The team's focus should be on verifying value delivery, product completeness, and stakeholder alignment." (Mike Griffiths, Chapter 3 - Value-Driven Delivery / Stakeholder Feedback) Why other options fall short:

- \* A is valuable context, but doesn't directly ensure demonstration success.
- \* C reflects team improvement but is not the purpose of a product demo.
- \* D speaks to collaboration, not validation of stakeholder alignment.

#### **NEW QUESTION: 142**

What should the product owner do?

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

**Answer: (SHOW ANSWER)**

After the product vision is communicated, the product owner should ensure that the product backlog is prioritized so the team can focus on delivering the most valuable features first. According to the PMI Agile Practice Guide (Section 5.1 Product Backlog and Vision Alignment), prioritizing the backlog helps teams understand the product roadmap and plan their efforts accordingly.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 6: Adaptive Planning) reinforces that the product owner's key responsibility is backlog prioritization, not task management or detailed design.

- \* Option C is correct: prioritizing the backlog enables the team to understand and plan the roadmap.
- \* Option A and B are too detailed for the product owner and move into the team 's domain.
- \* Option D is a team responsibility, not the product owner's.

#### **NEW QUESTION: 143**

Midway through a sprint, the Scrum Master identifies that reassigning a certain task could help the team meet its sprint goals.

What should the Scrum Master do next?

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

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Ask the team to decide if the task should be reassigned. In agile, the Scrum Master serves as a servant leader and facilitator, not a manager. Task decisions are made by the team through collaboration and self-organization.

From the PMI Agile Practice Guide:

"Agile teams self-organize and make decisions collaboratively. The Scrum Master facilitates discussion and decision-making but does not dictate task assignments." (PMI Agile Practice Guide, Section 4.3 - Team Empowerment and Self-Organization) Mike Griffiths adds:

"The Scrum Master's role is to empower the team to find their own solutions and make informed decisions that support sprint goals. When adjustments are needed, the team should decide how to proceed." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 4 - Team Performance) Incorrect options:

- \* A undermines self-management and may create fear or pressure.
- \* B implies outside control instead of team autonomy.
- \* C ignores opportunity for improvement and team input.

#### **NEW QUESTION: 144**

A company is planning to launch a new service to improve the customer checkout experience.

What should the project manager do to meet the objective of reducing time to market to gain a competitive advantage in the industry?

- A. Engage the project stakeholders to assess the best practices to apply and plan the deliverables before implementation.
- B. Recommend an Agile delivery approach and provide information to the stakeholders on Agile values and principles.
- C. Educate the team about Scrum and ensure that all members are aligned to the roles required.
- D. Consult executive leadership for the most appropriate method for delivery using existing organizational practices.

**Answer: B (LEAVE A REPLY)**

The correct answer is B - Recommend an Agile delivery approach and provide information to the stakeholders on Agile values and principles. Agile enables early and continuous delivery of valuable software, short feedback loops, and faster time to market. When competitive advantage and speed are critical, introducing Agile principles allows the organization to remain flexible, respond to change, and deliver increments faster.

From the PMI Agile Practice Guide:

"Agile approaches provide quicker feedback, faster time to market, and more opportunity to deliver business value early. They are ideal in dynamic environments with evolving customer needs." (PMI Agile Practice Guide, Section 1.3 - When to Use Agile) Mike Griffiths states:

"Agile emphasizes early and continuous delivery, allowing organizations to test, learn, and adjust quickly to changes-critical for achieving business agility and competitive advantage." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 1 - Agile Mindset) Why other options are not optimal:

- \* A suggests a predictive mindset and planning before implementation.
- \* C focuses only on Scrum roles, which may be too narrow for organizational-level change.
- \* D relies on traditional governance structures that may resist Agile change.

**NEW QUESTION: 145**

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

What should the team do?

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

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Communicate the risk of a negative ROI to the stakeholders, and update the release plan. Agile values transparency and collaboration. When the team identifies risks to business outcomes such as ROI, they must promptly inform stakeholders and work collaboratively to reassess scope, value, and strategy.

From the PMI Agile Practice Guide:

"Agile teams provide ongoing visibility to stakeholders. If delivery metrics reveal financial concerns, the product owner and stakeholders evaluate whether to pivot, persevere, or stop." (PMI Agile Practice Guide, Section 3.4 - Value-Driven Delivery and Transparency) Mike Griffiths adds:

"Agile planning is value-based. If ROI is unlikely to be achieved, stakeholders must be informed early so informed decisions can be made." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- \* A assumes trimming scope is sufficient without stakeholder input.
- \* B contradicts team stability and morale principles.
- \* C helps identify inefficiencies but doesn't replace transparency.

**NEW QUESTION: 146**

An agile team wants to collectively determine a project's size. What will the team be doing if they use the planning poker technique to accomplish this?

- A. Estimating story points by comparing them to similar, past features
- B. Estimating stories by placing them in buckets
- C. Using the number of dots for votes to estimate story points
- D. Estimating the relative size of stories by using story points

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Estimating the relative size of stories by using story points.

Planning poker is a consensus-based estimation technique used in Agile to assign relative size (often using story points) to product backlog items. Each team member selects a card to indicate their estimate, and the group discusses discrepancies to reach agreement.

From the PMI Agile Practice Guide:

"Planning poker is a consensus-based estimation technique that helps teams estimate the size of user stories using story points. It supports collaboration and shared understanding." (PMI Agile Practice Guide, Section 5.3 - Estimation Techniques) Mike Griffiths writes:

"Planning poker helps teams perform relative sizing using a modified Fibonacci sequence. The goal is not precision, but shared understanding and relative complexity comparison." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 5 - Adaptive Planning) Why other options are incorrect:

- \* A describes analogy-based estimation, not planning poker.
- \* B refers to "bucket system" estimation, a separate technique.
- \* C refers to dot voting, which is a prioritization-not estimation-tool.

#### **NEW QUESTION: 147**

A project manager is leading a large agile project with multiple deliverables at each phase of completion. The project team has informed the project manager that the deliverables are completed per the team agreement.

Which agile practice should the project manager advise their team use to ensure deliverables are completed and ready for release?

- A.** Requirements backlog and ready for release
- B.** Acceptance criteria and release
- C.** Definition of ready (DoR) and review
- D.** Definition of done (DoD) and demonstrate

**Answer: D (LEAVE A REPLY)**

The Definition of Done (DoD) is a crucial agile practice that outlines the agreed-upon criteria for when a deliverable is considered complete and ready for release. It ensures that all aspects of the deliverable meet the necessary standards and requirements before it is finalized. Additionally, the team should demonstrate the deliverable, typically during a sprint review or other appropriate meeting, to confirm that it meets stakeholder expectations and aligns with the project goals. This practice helps ensure that the deliverables are truly complete and ready for release, avoiding rework and maintaining a high level of quality.

#### **NEW QUESTION: 148**

What information should a project team include in an extended stakeholder report to ensure that all current and future stakeholders are aware of the frequent updates?

- A.** Team capacity and competence profiles
- B.** A list of tools used for implementation
- C.** A list of open technical issues
- D.** Up-to-date project radiators

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Up-to-date project radiators.

Information radiators provide at-a-glance visibility into project status, progress, blockers, and other key metrics. Sharing or including these visual tools in extended stakeholder communication ensures transparency and up-to-date awareness, which aligns with agile values.

PMI Agile Practice Guide:

"Information radiators provide immediate and transparent access to project health and status. They reduce the need for formal reporting and keep stakeholders aligned in real time." (PMI Agile Practice Guide, Section 5.6 - Information Radiators) Mike Griffiths:

"Using radiators to keep stakeholders informed improves trust, accelerates decision-making, and supports ongoing engagement." (PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- \* A and B are not relevant for stakeholder reporting.
- \* C is too narrow and lacks the holistic view offered by radiators.

#### **NEW QUESTION: 149**

An agile coach is guiding a team across multiple locations. They need a united communication approach that involves task-oriented communications and discussion boards with effectiveness.

Which method of communication would be most effective?

- A.** Interactive communication
- B.** Pull communication
- C.** Interpersonal communication
- D.** Push communication

**Answer: B (LEAVE A REPLY)**

Pull communication is most effective for a distributed team working across multiple locations, especially when task-oriented communications and discussion boards are involved. With pull communication, team members can access information when needed, such as through shared documents, wikis, or discussion boards. This ensures that communication is effective and available asynchronously, allowing the team to collaborate and stay informed without needing to be online at the same time. This method is particularly useful when managing a geographically dispersed team.

#### **NEW QUESTION: 150**

What should the agile project leader do?

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

**Answer: (SHOW ANSWER)**

In agile, the Product Owner is the ultimate decision-maker regarding backlog prioritization and scope changes. According to the PMI Agile Practice Guide (Section 5.1: Backlog Prioritization), any changes that affect value delivery, schedule, or scope should be discussed with the Product Owner, who evaluates the business impact.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 6: Value-Driven Delivery) reinforces that product direction and scope decisions must be handled through collaboration between the team and the Product Owner.

- \* Option D is correct: seeking Product Owner input ensures value-based decision-making and customer alignment.
- \* Option A (re-estimating the entire project) is unnecessary and burdensome.
- \* Option B rejects valuable input and ignores iterative flexibility.
- \* Option C goes against agile principles of focus and sustainable pace.

#### **NEW QUESTION: 151**

An agile lead is working with a team to deliver a new product. During a sprint, a junior team member has been taking too long to deliver a story. During daily coordination meetings, the junior team member does not mention any impediments they might be facing. Senior team members realize the delay but remain quiet.

During a one-to-one conversation, the agile lead discovers the junior team member is struggling with a technical issue but feels too intimidated to ask for help.

What should the agile lead do?

An agile lead is working with a team to deliver a new product. During a sprint, a junior team member has been taking too long to deliver a story. During daily coordination meetings, the junior team member does not mention any impediments they might be facing. Senior team members realize the delay but remain quiet.

During a one-to-one conversation, the agile lead discovers the junior team member is struggling with a technical issue but feels too intimidated to ask for help.

What should the agile lead do?

- A. Escalate the issue to the functional manager and request another team member with more experience.
- B. Ask the team to refer to the team charter on how to resolve this kind of impediment and help the team member.
- C. Coach the team by reminding them that a self-managed team requires everyone to be able to remove their impediments.
- D. Remind them that self-managed teams require everyone to be honest and supportive of one another to resolve impediments.

**Answer: D (LEAVE A REPLY)**

This approach reinforces the core values of agile, particularly the idea that a self-managed team should be collaborative and support one another. The agile lead should focus on creating a safe environment where team members feel comfortable sharing challenges and asking for help. This will not only help the junior team member but also improve the overall team dynamics and performance by fostering a culture of openness and mutual support.

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#### **NEW QUESTION: 152**

A client has provided their requirements and deadline to the project team. The requirements are confusing, and the team is frustrated.

What should the team 's servant leader do?

- A. Try to motivate the team by recounting examples of their past successes.
- B. Ask the team to find user stories from similar projects for this customer.
- C. Ask the team to restate the requirements and review them with the client.
- D. Ask the team to develop user stories and build deliverables based on the requirements.

**Answer: (SHOW ANSWER)**

The correct answer is C - Ask the team to restate the requirements and review them with the client.

Clear communication and shared understanding are core Agile values. The best way to resolve confusion is through direct collaboration. Restating and reviewing requirements with the client fosters alignment and transparency, which reduces rework and frustration.

From the PMI Agile Practice Guide:

"Agile encourages frequent interaction with stakeholders to clarify requirements and reduce misunderstanding. Requirements are best elaborated through collaboration." (PMI Agile Practice Guide, Section 5.3 - Backlog Refinement) Mike Griffiths supports:

"User stories and acceptance criteria should be understood by both team and stakeholders. If confusion arises, revisit and clarify together." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 5 - Adaptive Planning) Why not others?

- \* A may boost morale but doesn't resolve the confusion.
- \* B is speculative and not customer-centric.
- \* D risks building something without validation.

#### **NEW QUESTION: 153**

A senior manager has asked an agile team to ensure that the data for the burndown charts are updated in real-time. However, the team is not comfortable with this approach as they think this is not productive.

What should the scrum master do?

- A.** Ask the product owner to manage and share the metrics with appropriate stakeholders.
- B.** Meet with requestors to agree and align on reporting requirements.
- C.** Deny the request and explain the team's stance to the stakeholders.
- D.** Work with the team to create the metrics requested by the stakeholders.

**Answer: B (LEAVE A REPLY)**

The Scrum Master should facilitate a conversation between the team and the senior manager to understand the purpose and expectations behind the request for real-time updates to the burndown chart. By aligning on the reporting requirements and discussing potential impacts on team productivity, the Scrum Master can ensure that the metrics are meaningful and do not interfere with the team's ability to deliver value. It's important to find a balance between transparency and efficiency, ensuring that the team's workflow isn't disrupted by unnecessary administrative tasks.

#### **NEW QUESTION: 154**

What should the project leader do?

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

**Answer: A (LEAVE A REPLY)**

Agile teams are self-organizing and responsible for determining how to deliver their commitments. According to the PMI Agile Practice Guide (Section 4.3.3: Self-Organizing Teams) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 6: Adaptive Planning), the best course of action is to support the team in evaluating trade-offs—especially when innovation like a spike can enhance efficiency. The project leader should enable, not dictate decisions.

- \* Option A is correct: it respects team autonomy while supporting innovation.
- \* Option B discourages innovation and learning.
- \* Option C may delay needed improvement and demotivates team initiative.
- \* Option D removes the team's ability to decide and self-manage priorities.

#### **NEW QUESTION: 155**

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

**Answer: B (LEAVE A REPLY)**

The correct answer is B - Manage communication between all team members and the customer to promote effective and transparent collaboration. Agile values open, direct, and frequent communication, particularly between team members and stakeholders. Transparency, collaboration, and shared understanding reduce misunderstandings and promote customer satisfaction.

From the PMI Agile Practice Guide:

"Agile values individuals and interactions over processes and tools. Frequent, open, and direct communication with stakeholders is essential. Agile teams are encouraged to engage stakeholders frequently to ensure alignment and transparency." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement) Mike Griffiths emphasizes:

"Agile fosters transparency and trust through direct communication. Information should flow freely between all team members and stakeholders to facilitate quick feedback and mutual understanding." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Stakeholder Engagement) Incorrect options:

\* A and C limit communication and transparency.

\* D is useful for conflict resolution, but not for broad issue management or stakeholder communication.

### **NEW QUESTION: 156**

A scrum master is working with a team on a complex software project that is scheduled to run for 2 years with a series of product releases. The scrum master is responsible for planning the project for the next 6 months and has advised planning the project up front.

What should the scrum master do?

- A. Add the releases into a roadmap with milestones and activities.
- B. Identify dedicated tasks and activities with regular feedback loops.
- C. Deliver in small and continuous iterative releases.
- D. Identify the requirements' schedule within set time scales.

**Answer: (SHOW ANSWER)**

In agile methodology, particularly in Scrum, it is essential to focus on delivering value through iterative, incremental development. Rather than planning everything upfront for the entire 2-year duration, the focus should be on delivering small, manageable releases on a regular cadence, allowing for flexibility and adaptability based on feedback from stakeholders. This approach helps to ensure that the team remains responsive to changing requirements and can continually improve the product over time.

### **NEW QUESTION: 157**

A Scrum team is refining product backlog items for the next sprint in a project. The product owner does not agree with the changes.

Can the product owner reject changes to a product backlog?

- A. Yes, the product owner is part of a Scrum team and can reject any changes on the product backlog.
- B. Yes, because the product owner is the decision maker for product backlog changes.
- C. No, because this action will create disruption in the Scrum team.
- D. No, because only members of the Scrum team can reject or approve changes.

**Answer: B (LEAVE A REPLY)**

The product owner is responsible for managing the product backlog and ensuring that it reflects the priorities and vision of the product. While the Scrum team can suggest changes or improvements during the refinement process, the product owner has the final say on what changes are made to the backlog. This ensures that the product backlog aligns with business needs, stakeholder expectations, and the overall product vision.

Therefore, the product owner can reject changes to the backlog if they believe the changes do not align with these priorities.

### **NEW QUESTION: 158**

A graphic designer on an agile team does not attend most meetings. When asked the reason for not attending, the designer told the agile practitioner that the scrum master could represent them in meetings if needed. The team is frustrated and does not agree with this approach.

Which conflict resolution method would work best in this scenario?

- A. Avoidance
- B. Forcing
- C. Accommodation
- D. Collaborating

**Answer: D (LEAVE A REPLY)**

The best approach to resolving this conflict is collaborating, as it encourages open communication and active participation from all team members. In this case, the graphic designer's non-participation is causing frustration within the team. The Scrum Master should facilitate a discussion where the designer can express their concerns, and the team can share why their attendance in meetings is important. By collaborating, the Scrum Master can help find a solution that addresses both the designer's needs and the team's expectations, ensuring better teamwork and alignment moving forward. This approach encourages mutual respect and fosters a cooperative environment.

#### **NEW QUESTION: 159**

A scrum master wants to encourage better collaboration within a collocated team and is coming up with a visualization method for the project. How could the scrum master promote transparency?

- A. Consolidate the team's updates in presentation slides and email them to the team regularly.
- B. Radiate key information such as the team's work, progress, and velocity at the team's common area.
- C. Share team progress individually with each top performer every week.
- D. Attach sticky notes for each assignment to the wall in the team's area.

**Answer: B (LEAVE A REPLY)**

To promote transparency in an agile environment, the scrum master should ensure that key information about the team's work, progress, and velocity is easily accessible and visible to everyone. Radiating information in a common area, such as a team room or workspace, fosters openness and ensures that all team members and stakeholders can quickly understand the status of the project. This encourages shared understanding and promotes collaborative problem-solving.

#### **NEW QUESTION: 160**

Some members of an agile project team work remotely, so it is difficult to have regular face-to-face backlog grooming sessions. How should the agile practitioner ensure that the team is able to reduce miscommunication and rework in this environment?

- A. Understand the physical and virtual communication needs of the team and plan agile events based on the majority of the team members' needs.
- B. Escalate with senior management and ensure that everyone on the project team is physically colocated for all planned agile events.
- C. Invest in technology-collaboration tools to enable effective communication and ensure a common understanding of the scope, issues, and solutions.
- D. Recognize the different communication styles of the stakeholders and take a vote on the best approach that will work for the team.

**Answer: C (LEAVE A REPLY)**

The correct answer is C - Invest in technology-collaboration tools to enable effective communication and ensure a common understanding of the scope, issues, and solutions.

Agile encourages high-bandwidth communication, preferably face-to-face. However, when working with distributed teams, modern collaboration tools serve as essential enablers of shared understanding and timely feedback, reducing the risk of miscommunication and rework.

From the PMI Agile Practice Guide:

"While agile prefers face-to-face communication, geographically dispersed teams must rely on tools to mimic these interactions as closely as possible. These include video conferencing, online whiteboards, and real-time collaboration platforms to create a shared understanding." (PMI Agile Practice Guide, Section 2.3 - Communication and Collaboration) Mike Griffiths supports this as well:

"Remote teams need strong communication enablers. Collaboration tools help mitigate the challenges of distributed work by enabling transparency, synchronous discussions, and shared visibility of the work." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 4 - Team Performance) Why the other options are less appropriate:

- \* A assumes majority rule over inclusive engagement.
- \* B is often impractical and does not reflect Agile's adaptability.
- \* D is vague and lacks actionable commitment.

### **NEW QUESTION: 161**

A scrum team is experiencing lengthy discussions leading to no concrete actions during their scrum events.

The scrum master determines that these inefficient meetings are producing waste.

What should the scrum master do to make the meetings more efficient?

- A.** Issue fixed agendas and a decision log for all scrum events to ensure that only relevant agenda points are discussed and decisions are appropriately captured.
- B.** Remind the team of the purpose of each scrum event, and implement a policy that long conversations deviating from the scope of each event will be stopped.
- C.** Ask the product owner to conduct these discussions in individual meetings with the team members.
- D.** Remind the team that staying on topic during meetings is part of being a self-managing team.

**Answer: B (LEAVE A REPLY)**

The scrum master should first remind the team of the purpose and goals of each scrum event (such as the daily standup, sprint planning, sprint review, and retrospective) to ensure that they remain focused on their intended outcomes. The scrum master can then implement a policy that ensures discussions that deviate from the scope of the event are stopped. This approach keeps the team on track, prevents time-wasting conversations, and helps maintain the efficiency of the events.

This method empowers the team to stay focused on what is essential for each event and encourages self-management while still providing room for relevant discussions. In doing so, the team can achieve the desired outcomes of each scrum event without unnecessary delays.

### **NEW QUESTION: 162**

An organization wants to execute a corporate website redesign project using Scrum. There is an experienced pool of agile team members from a previous project, as well as a pool of available internal team members with some Scrum background.

What should be considered when selecting the team?

- A.** Review any reports of conflict between each of the team members over the last two years, and select only those with a track record of working well together.
- B.** Ensure there is a balanced mix of people who are experts and members with broad experience based on the work to be performed and determine training needs.
- C.** Ensure that none of the team members are geographically dispersed so that all team members can be colocated.
- D.** Review each team member's contributions to the velocity of their previous projects and select the highest performers.

**Answer: B (LEAVE A REPLY)**

The correct answer is B - Ensure there is a balanced mix of people who are experts and members with broad experience based on the work to be performed and determine training needs.

Scrum encourages cross-functional, self-organizing teams with complementary skills. Building a balanced team that reflects both depth and breadth of experience ensures optimal delivery while enabling team learning.

From PMI Agile Practice Guide:

"Agile teams are cross-functional. The team may need T-shaped skills-members with deep expertise in one area and a willingness to broaden knowledge in other areas. Creating balanced teams with knowledge diversity leads to better collaboration and learning." (PMI Agile Practice Guide, Section 4.1 - Building Agile Teams) Mike Griffiths adds:

"Team selection should prioritize diversity of skill sets and the ability to collaborate, not just performance history. The goal is a team that can deliver value collectively, not as individuals." (Mike Griffiths, Chapter 4 - Team Performance) Why the other options are not suitable:

- \* A may reduce team diversity and discourage healthy conflict resolution.
- \* C may not be feasible in distributed environments and is not a strict requirement.
- \* D focuses on individual velocity contributions, which contradicts Agile's team-based delivery focus.

### **NEW QUESTION: 163**

An organization is shifting to an agile delivery methodology. An agile project manager has been assigned to the transformation project.

What should the agile project manager do to ensure a high level of adoption?

- A.** Focus on not just the " what, " but also the " how " of delivering projects.
- B.** Ensure that there is buy-in from senior management to adopt agile.
- C.** Identify strong product owners to ensure project teams are delivering value.
- D.** Train the team on the fundamentals of the agile mindset and principles.

**Answer: D (LEAVE A REPLY)**

The correct answer is D because organizational transformation to agile requires more than process changes- it requires a shift in mindset. Training teams on agile values and principles builds a shared foundation and helps foster commitment to agile ways of working.

From PMI Agile Practice Guide:

"Agile transformation requires attention to both practices and mindset. Leaders must help teams embrace agile values, empower decision-making, and promote an agile culture through education and active support." (PMI Agile Practice Guide, Section 2.1 - Organizational Change and Transformation)

From PMBOK Guide - 7th Edition:

"Successful transformation begins with people understanding the why and how of agile. Change cannot happen effectively without adequate training and communication." (PMBOK Guide 7th Ed., Principle 1 - Be a Diligent, Respectful, and Caring Steward) From Mike Griffiths' PMI-ACP Exam Prep Book:

"Agile success is rooted in the team's understanding of core principles. Agile leaders must invest in developing a strong foundational mindset, as well as practices. Education is a critical enabler of sustainable agile adoption." (Mike Griffiths, Chapter 1 - Agile Principles and Mindset) Option A is a partial strategy but doesn't ensure cultural transformation.

Option B is necessary but not sufficient-buy-in alone won't change behavior.

Option C is tactical and useful but doesn't address team-wide mindset change.

### **NEW QUESTION: 164**

An agile team is optimizing the workflow by investing in initiatives to identify and reduce unnecessary handovers and delays. What should the team do in this situation?

- A.** Create a value stream map.
- B.** Draw a risk burndown chart.
- C.** Use a kanban board.
- D.** Make a cumulative flow diagram.

**Answer: (SHOW ANSWER)**

A value stream map is an effective tool for identifying and visualizing the flow of work and the associated delays or handoffs in a process. By mapping out the entire value stream, the team can identify inefficiencies, waste, and bottlenecks, which helps them target areas for improvement. This allows the team to optimize the workflow by reducing unnecessary handovers and delays, which is in line with their goal of improving efficiency.

**NEW QUESTION: 165**

More details for a story are required before the upcoming sprint planning meeting.

What should the Scrum Master do?

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

**Answer: (SHOW ANSWER)**

The correct answer is C - Schedule a story grooming session with the product owner before sprint planning.

Story grooming (backlog refinement) ensures that stories are ready, appropriately detailed, and understood before planning.

From the PMI Agile Practice Guide:

"Backlog refinement sessions are a key practice where the team, facilitated by the Scrum Master, ensures that backlog items are well-defined and sized appropriately for future planning. These sessions reduce ambiguity and promote shared understanding." (PMI Agile Practice Guide, Section 5.3 - Backlog Refinement) Mike Griffiths adds:

"Backlog refinement allows stories to be clarified, split, and estimated ahead of planning. Agile practitioners ensure backlog items meet the Definition of Ready (DoR) before sprint planning." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 5 - Adaptive Planning) Incorrect options:

- \* A delays collaboration and is too passive.
- \* B lacks product owner involvement.
- \* D is a sizing technique, not a requirement clarification method.

**NEW QUESTION: 166**

Stakeholder Power/Interest Grid:			
Stakeholder	Power	Interest	Power/Interest Grid
CIO, Germany	Manage Closely	High Interest	Manage Closely
Director Operations, New Zealand	Manage Closely	High Interest	Manage Closely
VP Marketing, Indonesia	Manage Closely	High Interest	Manage Closely
CFO, Brazil	Manage Closely	High Interest	Manage Closely

An agile development team is working on a digital transformation project and is facing challenges in obtaining consistent feedback from stakeholders who are dispersed around the world. The product owner is under pressure as this lack of engagement has led to prolonged decision-making cycles and has adversely affected the outcomes of sprints.

How should the team improve stakeholder engagement to help ensure timely feedback and better decision-making? (Refer to Stakeholder Power/Interest Grid)

- A. Implement a dynamic feedback platform leveraging collaboration tools, accommodating diverse schedules and enabling stakeholders to provide feedback asynchronously.

- B.** Establish a rotating stakeholder committee composed of representatives from different regions and departments, ensuring diverse perspectives are considered in decision-making processes.
- C.** Enforce a strict policy requiring stakeholders to attend weekly synchronous feedback sessions, leveraging technology to accommodate various time zones and scheduling conflicts.
- D.** Appoint regional liaison officers responsible for coordinating stakeholder interactions within their respective time zones, facilitating regular communication and feedback exchange.

**Answer: (SHOW ANSWER)**

Given the global distribution of the stakeholders and their high interest in the project (as indicated in the stakeholder power/interest grid), a dynamic feedback platform is the most effective way to ensure consistent engagement. By leveraging collaboration tools that allow asynchronous feedback, the team can accommodate stakeholders in different time zones, reducing the delay in obtaining feedback and helping to speed up the decision-making process. This approach ensures that all stakeholders can contribute when it's convenient for them, without the need for synchronized meetings, thus improving overall engagement and decision-making efficiency.

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#### **NEW QUESTION: 167**

An agile team is in their 2nd iteration planning session. During the session, they are debating on whether regression and integration testing should be part of every iteration or part of the hardening iteration.

What should the agile lead recommend?

- A.** Integration testing with other upstream or downstream applications and all bug fixes should be done as part of the hardening iteration.
- B.** Integration testing with other upstream or downstream applications should be done by the team as part of every iteration.
- C.** Continuous integration and regression testing should be done by the team as part of every iteration.
- D.** Regression testing should not be done by the team as part of every iteration but only as part of the hardening iteration.

**Answer: (SHOW ANSWER)**

In Agile, continuous integration and regression testing should be part of every iteration to ensure that the product is always in a potentially shippable state. These practices help catch issues early in the development process, preventing defects from accumulating and becoming harder to fix later. By integrating and testing frequently, the team ensures that new code works with existing code and that the product maintains its quality throughout the development lifecycle. This approach aligns with Agile principles of delivering working software regularly and maintaining high-quality standards throughout each iteration.

#### **NEW QUESTION: 168**

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

**Answer: B (LEAVE A REPLY)**

The correct answer is B because agile approaches prioritize continuous stakeholder engagement, collaboration, and adaptive communication strategies. When stakeholder roles are redefined due to an organizational restructure, the agile team should proactively and directly engage with the newly impacted stakeholders to clarify expectations, responsibilities, and to maintain alignment with evolving needs.

The PMI Agile Practice Guide states:

"Engaging stakeholders directly and frequently fosters a shared understanding of objectives and priorities.

Two-way communication, such as conversations and collaboration sessions, is preferred over one-way communication such as reports or status updates." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement) In addition, Mike Griffiths' PMI-ACP Exam Prep Book supports this approach by highlighting:

"An agile team should regularly revisit and refresh stakeholder analysis. When changes occur in the stakeholder landscape, it ' s essential to revalidate stakeholder needs through open, two-way communication, rather than assuming static roles." (Mike Griffiths, Chapter 3 - Value-Driven Delivery / Stakeholder Engagement) Options A, C, and D fail to incorporate agile's emphasis on direct engagement and collaboration. Option D, while partially correct, lacks the proactive communication component that agile requires. Option C suggests a passive communication method (email), which is discouraged in agile practices for important stakeholder interactions.

Therefore, the best agile-aligned choice is: B

**NEW QUESTION: 169**

An Agile team has received several new features to be added to the product backlog. The team is struggling to provide a reasonable estimate for feature development due to a lack of experience.

How should an experienced Agile practitioner assist the team?

- A. Add a task to the product backlog to allow the team time to investigate and experiment prior to estimating.
- B. Add a task to the product backlog to allow the team to apply a wideband Delphi estimation technique.
- C. Add a task to the product backlog to allow the team to apply planning poker to estimate the effort.
- D. Add a task to the product backlog to allow the team to apply a three-point estimation technique.

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Add a task to the product backlog to allow the team time to investigate and experiment prior to estimating.

When the team lacks experience or clarity around a new feature or technical solution, they should perform a time-boxed research activity, known as a spike. Spikes allow the team to explore unknowns, validate assumptions, and gather information needed to provide accurate estimates.

From the PMI Agile Practice Guide:

"When the team is unable to estimate due to uncertainty, a spike can be added to the backlog. This allows time for research, experimentation, or prototyping to enable informed estimation." (PMI Agile Practice Guide, Section 5.3 - Adaptive Planning) Mike Griffiths also writes:

"Spikes are used to investigate technical or functional elements. A spike helps reduce uncertainty and informs future planning and estimation." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 5 - Adaptive Planning) Why other options are less effective:

\* B (Wideband Delphi), C (Planning Poker), and D (Three-point estimation) are techniques for estimation, not suitable when the team lacks enough information to estimate in the first place.

**NEW QUESTION: 170**

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 all passing through the workspace
- C. Email all stakeholders with status updates

D. Provide Team B with the information on an "as needed" basis

**Answer: B (LEAVE A REPLY)**

In agile, information radiators—such as visual boards placed in common areas—are used to make project data accessible, transparent, and real-time.

According to the PMI Agile Practice Guide (Section 7.1 Communication), visibility improves coordination across interdependent teams.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 4: Stakeholder Engagement) recommends that agile teams use visible, shared artifacts such as task boards, burn charts, or Kanban walls to improve cross-team communication and reduce friction.

\* Option B is correct: a physical or virtual board offers transparency and encourages informal communication.

\* Option A is useful but not as effective for rapid visibility.

\* Option C is one-way and doesn't support real-time updates.

\* Option D is reactive and could cause delays or misalignment.

### NEW QUESTION: 171

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

**Answer: B (LEAVE A REPLY)**

The correct answer is B - The customer changed requirements. Agile teams embrace change, especially when it improves the product's value.

Customer-driven changes to requirements are the most common and legitimate reason for adjusting project plans in agile, supported by rolling wave planning and continuous backlog refinement.

From the PMI Agile Practice Guide:

"Agile projects anticipate changes in requirements. The product backlog is continuously updated to reflect new insights and customer needs." (PMI Agile Practice Guide, Section 5.3 - Rolling Wave Planning) Mike Griffiths emphasizes:

"In agile, planning is dynamic. The most common source of change is evolving customer requirements, which lead to changes in scope and prioritization." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 5 - Adaptive Planning) Incorrect options:

\* A is unrelated and unrealistic.

\* C is useful but doesn't directly alter the project plan.

\* D is ambiguous and doesn't reflect business-driven change.

### NEW QUESTION: 172

An agile lead is working on a project to build a new product that will bring substantial business value to a company. Company executives want to present the first release at an important industry fair the following month. The agile lead started the project the previous month, and the team planned the release to take 8 iterations. For the past 4 iterations, work has been performed as planned and on time. In the current iteration, however, one team member will be out for the remainder of the project. Without this team member, velocity would drop 30%.

What should the agile lead do to ensure the release will be on time for the fair?

A. Reduce the scope of the release to meet the deadline.

B. Deliver as many features as possible based on the new velocity.

C. Extend the project timeline to accommodate the missing team member.

D. Hire a new team member to replace the missing one.

**Answer: A (LEAVE A REPLY)**

In this situation, the most practical solution is to reduce the scope of the release to meet the deadline. Since one team member will be absent, causing a reduction in velocity, the team may not be able to complete all planned work in the time remaining. By reducing the scope, the team can focus on delivering the most critical features for the industry fair and ensure that the release is still valuable and on time. This aligns with Agile principles of prioritizing the most valuable work and delivering iteratively based on available capacity.

**NEW QUESTION: 173**

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

**Answer: A (LEAVE A REPLY)**

The act of sharing iteration charts and progress metrics reflects a core agile value: transparency. According to the PMI Agile Practice Guide (Section 7.1: Communication and Transparency) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 4: Stakeholder Engagement), transparency enables stakeholders to participate constructively in decision-making and promote trust and visibility.

- \* Option A is correct: sharing charts builds openness and visibility on the project's progress.
- \* Option B may occur, but it's not the primary practice described.
- \* Option C focuses on delivery method, not transparency.
- \* Option D is part of agile, but the emphasis here is on project health visibility.

**NEW QUESTION: 174**

Sprint	Goal	Committed Story Points	Completed Story Points
1	Train the Retrieval-Augmented Generation (RAG) model using a large dataset of vendor documents	45	43
2	Integrate the GenAI model into the existing document management system	42	42
3	Analyze and extract relevant information from vendor documents and data	42	44
4	Develop User Interface (UI) to allow user queries, test the model, and train users	46	46

The team is considering committing to 44 story points for the upcoming sprint. Based on the velocity chart, what advice should the scrum master offer the team?

- A. Reduce the commitment to 40 story points to ensure a higher chance of meeting the commitment.
- B. Maintain a commitment of 46 story points, representing the most frequently completed velocity.
- C. Increase the commitment to 48 story points to push the team toward higher performance.
- D. Commit to 44 story points as it aligns with the team's average velocity for completed story points.

**Answer: (SHOW ANSWER)**

Based on the velocity chart, the team has completed 43, 42, 44, and 46 story points in previous sprints. The average number of completed story points is 43.75, and committing to 44 story points for the upcoming sprint aligns closely with this average. It offers a realistic target that takes into account the team's capacity while providing a reasonable chance of completing the planned work within the sprint.

#### **NEW QUESTION: 175**

An agile team discovers a new risk and identifies that its impact may be severe. What should an agile practitioner recommend?

- A. Add a goal to the current iteration to fully mitigate or control the risk.
- B. Balance risk reduction and value adding activities in the next iteration.
- C. Continue with the current plan to maintain team velocity.
- D. Update the risk register and seek direction from a risk specialist.

**Answer: B (LEAVE A REPLY)**

The correct answer is B - Balance risk reduction and value-adding activities in the next iteration.

Agile recommends actively managing risks as part of iteration planning. While delivering customer value remains a top priority, severe risks should be mitigated as early as possible. The team should consider allocating capacity in the next sprint to reduce risk while still maintaining delivery focus.

PMI Agile Practice Guide states:

"Agile teams incorporate risk mitigation work into iteration planning. Teams should prioritize high-impact risks early and balance risk management with delivering customer value." (PMI Agile Practice Guide, Section 7.3 - Agile Risk Management) Mike Griffiths supports this:

"Agile does not separate risk management into a different process-it is embedded within backlog prioritization. Addressing risk early can prevent downstream impacts, and teams must weigh risk vs. value regularly." (PMI-ACP Exam Prep, Chapter 6 - Problem Detection and Resolution) Incorrect options:

- \* A disrupts current iteration goals and contradicts agile time-boxing.
- \* C ignores the severity of the risk.
- \* D escalates unnecessarily-agile promotes team-level decision-making first.

#### **NEW QUESTION: 176**

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

**Answer: B (LEAVE A REPLY)**

Spikes are meant for experimentation and learning, not guaranteed outcomes. According to the PMI Agile Practice Guide (Section 5.2 Spikes), if a spike does not lead to a clear solution, the team can extend or reframe it, especially when aiming for a sustainable long-term solution. Agile supports encouraging experimentation and learning from failure.

Mike Griffiths (PMI-ACP Exam Prep Book, Chapter 7: Problem Detection and Resolution) recommends adapting when a spike's results are inconclusive-redefining the scope and collaborating as a team increases the chance of a valuable outcome.

- \* Option B is correct: it continues learning and promotes team collaboration.
- \* Option A undercuts team ownership.
- \* Option C prioritizes a short-term fix and undermines agile values.
- \* Option D is not needed at this early stage-root cause analysis is better for recurring or systemic issues.

### NEW QUESTION: 177

What should the team do?

- A. Re-estimate the sprint's completed stories to increase and adjust the sprint's velocity.
- B. Increase the duration of the next sprint to accommodate the incomplete user stories and maintain velocity.
- C. Work with the product owner to create a spike with another agile team.
- D. Re-estimate the incomplete stories for the next sprint because its relative size has changed.

**Answer: D (LEAVE A REPLY)**

If a story is not completed, it is not counted toward the current sprint velocity. When carrying the story forward to the next sprint, teams should re-evaluate the story size, especially if part of the work is already done. According to the PMI Agile Practice Guide (Section 5.4: Velocity and Estimation) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 6: Adaptive Planning), agile teams are encouraged to re-estimate such items based on remaining work.

- \* Option D is correct: incomplete stories should be re-estimated based on new size or effort.
- \* Option A violates velocity principles—only fully completed stories count.
- \* Option B undermines the fixed-length timebox principle of sprints.
- \* Option C is not directly relevant unless the story's complexity necessitates research, which is not stated here.

### NEW QUESTION: 178

Several team members are new to agile and there is a lot of confusion. It seems everyone is coming in with different experiences and following their own agendas. The scrum master decided to hold a presentation on core agile principles and values.

What should the scrum master emphasize to the team during the presentation?

- A. The value of agile ceremonies and methods
- B. Performance and chain of command
- C. Product deliverables, procedures and features
- D. Collaboration, value delivery and shared mindset

**Answer: D (LEAVE A REPLY)**

The scrum master should emphasize the core principles of agile, which are centered around collaboration, delivering value incrementally, and fostering a shared mindset among the team. In an agile environment, success is not only about following processes but about the team working together towards a common goal, adapting to change, and continuously delivering value to customers. These principles are the foundation of agile methodologies and essential for teams that are new to agile to understand.

### NEW QUESTION: 179

What should the team do?

- A. Work longer hours to complete more of the support backlog.
- B. Work support tickets in the order in which they were received.
- C. Place tickets on hold until the team completes an analysis of the backlog to identify and resolve systemic issues.
- D. Add members to the support team.

**Answer: C (LEAVE A REPLY)**

When overwhelmed by support tickets, the agile approach is to prioritize systemic problem-solving over reactive work. According to the PMI Agile Practice Guide (Section 5.5: Quality and Continuous Improvement) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 7: Problem Detection and Resolution), agile teams should identify root causes rather than just addressing symptoms. By analyzing the backlog, the team can spot patterns and address systemic issues, reducing incoming ticket volume in the long run.

- \* Option C is correct: addressing the root cause improves sustainability and overall efficiency.

- \* Option A leads to burnout and is unsustainable.
- \* Option B ignores prioritization or value.
- \* Option D is not a strategic response—it increases cost without solving the core issue.

#### **NEW QUESTION: 180**

What should the agile team do?

- A.** Demand frequent product reviews by the product owner
- B.** Continuously work with the product owner to do backlog refinement and product reviews
- C.** Have the product owner provide detailed requirement specifications to ensure the proper features are delivered
- D.** During the planning session, ensure the team is committed to deliver within the specifications

**Answer: (SHOW ANSWER)**

In agile, especially under conditions of uncertainty or anticipated changes, teams should focus on collaborative product development, including ongoing backlog refinement and continuous product reviews.

This approach is endorsed by the PMI Agile Practice Guide (Section 5.1 Product Backlog and Refinement) and Section 7.2 (Engaging Stakeholders), which emphasize frequent interaction with the product owner and iterative feedback loops to adapt quickly.

Mike Griffiths in his PMI-ACP Exam Prep Book (Chapter 4: Stakeholder Engagement) supports the practice of refining the backlog regularly and conducting frequent reviews to stay aligned with stakeholder expectations.

- \* Option B is correct: continuous collaboration with the product owner supports flexible, value-driven delivery.
- \* Option A is only a partial measure.
- \* Option C promotes a waterfall mindset.
- \* Option D ignores the nature of changing requirements.

#### **NEW QUESTION: 181**

Business partners are attending a daily standup meeting for a project. The business partners are asking questions about the sprint backlog and delivery timing.

How should the project manager explain why this is not the forum to ask these questions?

- A.** The daily standup meeting provides a status update for the scrum.
- B.** The daily standup meeting helps to resolve issues that arise within the backlog.
- C.** The daily standup meeting helps the team prioritize the work.
- D.** The daily standup meeting helps the team keep and synchronize commitments.

**Answer: D (LEAVE A REPLY)**

The daily standup is focused on ensuring the team stays synchronized on their commitments for the sprint, and it is meant to be a short meeting where team members quickly discuss what they did the previous day, what they plan to do today, and any blockers they are facing. It is not a forum for external stakeholders to ask detailed questions about the sprint backlog or delivery timelines, as this can disrupt the team's focus and hinder the meeting's efficiency.

By explaining that the standup is about synchronizing commitments, the project manager helps the business partners understand the purpose of the meeting and suggests an appropriate time and place for discussing more detailed or strategic topics.

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**NEW QUESTION: 182**

To: Team Manager  
 From: Agile Project Lead  
 Subject: Re: Initiative status as of today

Hi Team Manager,

Here is the initiative information you requested for the monthly review.

**Backlog**

User Story Title	Estimate in Story Points	Minimum Viable Product (MVP)? Yes / No	Status
New log-in screen	6	Yes	Complete
Save passwords	4	Yes	Complete
Defect fixing – triaged top 10	8	No	Not Started
Accessibility – color blind	4	No	Not Started
Increase security	21	Yes	Not Started
Shopping cart	7	No	Not Started
Accept credit card payments	5	No	Not Started
Accept bank drafts	9	No	Not Started
New sort order	3	No	Not Started
Add AI chatbot	5	Yes	Not Started

**MVP Remaining Story**



**Risk Register**

#	Title	Summary	Impact
1	Defect backlog size	Significant number of known defects exist, but not all will be addressed in the MVP	Defects prioritized with product owner and top 10 defects will be addressed.  Remaining defects will be prioritized in future initiative.
2	Holiday Impact	Burn for April expected to decrease due to holiday schedule	Expected reduction of 1 story point of burn for sprints 4 through 6. Then return to normal burn.
3	Regulation Changes	Proposed government regulations might be enacted which would	Team chose to watch this risk and not take action at this time. Not likely to impact

		cause rework in the project.	MVP.
4	Team Morale	Our project team feels that their value to the company is tied to the value of the initiative they are working on.	No impact to current velocity or initiative. Will need to monitor.

Thanks,  
Agile Project Lead

A project team's manager is responsible for delivering a specific initiative for the organization. They are preparing for a monthly meeting where the manager will present on the current state of this initiative. The agile project lead sends the manager the following email with the current initiative status (see Exhibit A).

At the end of which sprint will the minimum viable product (MVP) be completed?

- A. 7
- B. 8
- C. 9
- D. 10

**Answer: (SHOW ANSWER)**

Step 1: Identify Remaining MVP Story Points

The backlog lists the MVP-related stories that are not yet started:

Accessibility - color blind # 4 story points

Increase security # 21 story points

\* Add AI chatbot # 5 story points

Total remaining MVP story points =  $4 + 21 + 5 = 30$

Step 2: Consider Velocity and Sprint Progress

\* The risk register mentions a reduction of 1 story point per sprint from sprints 4 through 6 due to the holiday schedule.

\* If we assume the team's normal velocity is 10 story points per sprint (hypothetically), it would drop to 9 story points per sprint for sprints 4-6.

Step 3: Calculate Completion Sprint

If the team normally completes 10 story points per sprint, they would require approximately 3 sprints (Sprint 7, Sprint 8, and Sprint 9) to complete the remaining 30 story points.

#### **NEW QUESTION: 183**

What should the agile practitioner do?

- A. Work with the agile team and product owner to agree on the definition of done
- B. Ask the project sponsor to determine whether the product is completed
- C. Plan another review after the product has been tested
- D. Add testing to the backlog, and have the product owner reprioritize

**Answer: A (LEAVE A REPLY)**

In agile, work is considered "done" only when it meets the agreed-upon Definition of Done (DoD), which includes all aspects like coding, review, testing, and documentation. If there's disagreement about completion, the PMI Agile Practice Guide (Section 5.3 Sprint Review and Acceptance) recommends

revisiting and aligning the DoD between the team and product owner.

Mike Griffiths in his PMI-ACP Exam Prep Book (Chapter 6: Value-Driven Delivery) explains that without a clear and shared Definition of Done, misunderstandings about completion status can occur, especially with quality-related tasks like testing.

- \* Option A is correct because aligning on the DoD resolves current and future misunderstandings.
- \* Option B introduces unnecessary escalation.
- \* Option C postpones resolution and does not solve the core issue.
- \* Option D incorrectly assumes testing isn't part of the story's completion criteria.

#### **NEW QUESTION: 184**

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.

**Answer: (SHOW ANSWER)**

The correct answer is D - The team should reevaluate time and cost estimates to reflect the latest understanding of the work effort.

Agile supports progressive elaboration and adaptive planning. When actual effort consistently exceeds estimates, it signals a need to recalibrate estimation practices. The team should revisit their velocity, estimation techniques, and potentially re-estimate upcoming work with improved understanding.

PMI Agile Practice Guide:

"Agile uses adaptive planning, where teams update estimates based on new information. This supports better forecasting and risk management." (PMI Agile Practice Guide, Section 5.3 - Estimation and Velocity) Mike Griffiths:

"Estimation accuracy improves over time. Agile teams regularly inspect estimation practices and adjust based on historical data and team maturity." (PMI-ACP Exam Prep, Chapter 5 - Adaptive Planning)

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#### **NEW QUESTION: 185**

During a team meeting, conflicting opinions arise regarding the best approach to complete a project task. The project manager wants to ensure that the team can effectively handle these conflicts and come to a resolution that benefits the project.

What is an effective way to handle conflicting opinions in team meetings in an agile environment?

During a team meeting, conflicting opinions arise regarding the best approach to complete a project task. The project manager wants to ensure that the team can effectively handle these conflicts and come to a resolution that benefits the project.

What is an effective way to handle conflicting opinions in team meetings in an agile environment?

- A.** End the discussion until there is consensus.
- B.** Wait for the problem to resolve itself.
- C.** Choose the option that is best for the team.
- D.** Restate the positions to find what is in common.

**Answer: D (LEAVE A REPLY)**

In an agile environment, conflicts are seen as opportunities for collaboration and finding the best solution. The project manager should help the team by

restating the positions of the team members to clarify their viewpoints and identify common ground. This approach encourages active listening, fosters understanding, and helps the team focus on shared goals rather than individual positions. Once the commonalities are identified, the team can collaboratively find a resolution that benefits the project, leveraging diverse perspectives to improve the outcome.

#### **NEW QUESTION: 186**

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

**Answer: A (LEAVE A REPLY)**

In agile, when uncertainty exists around a technical or functional aspect of work, the team can use a spike—a time-boxed research or prototyping activity—to explore the unknown. According to the PMI Agile Practice Guide (Section 5.2 User Stories and Spikes), spikes are ideal when the team lacks information or confidence about a proposed solution and needs to experiment before committing.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 6: Adaptive Planning) explains that spikes are used to investigate technical approaches, prove concepts, or explore new technologies, and they provide the team with the insight and confidence needed to proceed with less risk.

\* Option A is correct because a spike would allow the team to explore the new framework in a controlled way.

\* Other options such as Ishikawa diagrams (B), pre-mortems (C), and trend analysis (D) are useful in other contexts, but not suitable for increasing confidence in new technical implementation approaches.

#### **NEW QUESTION: 187**

After a successful product deployment, a key stakeholder informs an agile team member that an implemented feature is failing to deliver its expected business value. The team member replies that the requirement was provided by the customer, and that the scope was clearly met.

If the problem were an issue of requirement elicitation rather than delivery, what should have been done to avoid this situation?

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

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Stakeholders should have regularly been engaged to obtain feedback and reduce the functionality risk.

In Agile, stakeholder engagement and iterative feedback loops ensure that the solution being built is aligned with business value. Simply meeting documented requirements is insufficient. Agile practices such as demos and user feedback sessions minimize the risk of building features that fail to deliver value.

PMI Agile Practice Guide:

"Agile emphasizes ongoing stakeholder engagement. Demonstrating working software at the end of each iteration and gathering feedback ensures that the product is delivering business value." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement) Mike Griffiths states:

"Value-driven delivery is achieved not just by delivering what was asked for, but by ensuring it actually meets customer needs. Regular feedback from stakeholders is critical to avoid building low-value features." (PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

\* B refers to the lean principle of "decide as late as possible," but feedback, not delay, would have addressed the issue.

\* C is unrelated to this context.

\* D lacks the collaborative engagement approach emphasized in Agile.

### NEW QUESTION: 188

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

- A. Begin working on an item in the backlog
- B. Ask the Scrum Master to select an item from the backlog on which to work
- C. Ask the Product Owner to select an item from the backlog on which to work
- D. Jointly decide with the Scrum Master on an item from the backlog on which to work

**Answer: C (LEAVE A REPLY)**

The correct answer is C - Ask the Product Owner to select an item from the backlog on which to work. The Product Owner is responsible for prioritizing the product backlog. When a team finishes its sprint work early, it should collaborate with the Product Owner to identify the next highest-value item to pull into the sprint.

From the PMI Agile Practice Guide:

"The Product Owner owns the backlog and prioritization. If work is completed early, the team may pull in the next most important backlog item, subject to capacity and readiness." (PMI Agile Practice Guide, Section 5.3 - Iteration Execution) Mike Griffiths reinforces:

"If there's remaining capacity in the sprint, teams should consult the Product Owner to select the next item.

The Scrum Master facilitates, but the PO owns content decisions."

(Mike Griffiths, PMI-ACP Exam Prep, Chapter 5 - Adaptive Planning)

Incorrect options:

- \* A skips prioritization.
- \* B misplaces decision-making authority.
- \* D incorrectly involves the Scrum Master in backlog decisions.

### NEW QUESTION: 189

How can an agile team working on a new product ensure alignment with external stakeholders?

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

**Answer: B (LEAVE A REPLY)**

The correct answer is B - Conduct story-mapping exercises to clarify deliverables and release priorities. Story mapping is a visual practice that aligns stakeholders and teams around a shared understanding of the product vision, user workflows, and incremental delivery plans.

From the PMI Agile Practice Guide:

"Story mapping is a collaborative activity used to understand the user's journey, prioritize features, and identify releases. It is highly effective for stakeholder alignment and promoting shared understanding." (PMI Agile Practice Guide, Section 5.4 - Story Mapping) Also supported by Mike Griffiths:

"Story mapping promotes visibility, alignment, and prioritization. It fosters collaboration between the team and stakeholders and helps translate business objectives into user stories." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Why other options fall short:

- \* A reverts to heavy documentation, which agile discourages.
- \* C is a one-time event and doesn't sustain alignment.
- \* D focuses on adherence to process rather than collaboration and planning clarity.

### NEW QUESTION: 190

A project manager is working on a user story about migrating to a new version of a database but is unsure of the dependencies. What can the product

owner request from the team to understand the risks?

- A. Refinement meeting
- B. Daily standup meetings
- C. Retrospective
- D. Spike

**Answer: D (LEAVE A REPLY)**

A spike is a time-boxed research activity used in Agile to explore uncertainties or unknowns, such as dependencies in this case. If the product owner is unsure about the risks related to migrating to a new version of a database, they can request a spike from the team. This will allow the team to investigate the dependencies, assess potential risks, and gather the necessary information to move forward with the user story. This helps reduce uncertainty and makes it easier to make informed decisions about the next steps.

#### **NEW QUESTION: 191**

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.

**Answer: A (LEAVE A REPLY)**

To ensure high code quality, especially for critical products, agile teams employ technical practices like pair programming and peer code reviews. The PMI Agile Practice Guide (Section 5.5: Technical Practices and Quality) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 5: Quality and Technical Excellence) support these practices as part of built-in quality-ensuring that issues are caught early in the development cycle.

- \* Option A is correct: pair programming and peer reviews increase code quality and reduce defects early.
- \* Option B is essential but a feedback tool-not a direct quality assurance practice.
- \* Option C implies waterfall-style handoffs.
- \* Option D is inefficient and risky without integrated testing or validation.

#### **NEW QUESTION: 192**

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

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

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Teach the team the appropriate agile principle, obtain consensus, and drive adoption.

Agile values "working software over comprehensive documentation." However, this does not mean eliminating all documentation, but rather focusing on documentation that delivers value.

PMI Agile Practice Guide states:

"Agile teams should regularly question whether the work being done adds value, including documentation. If documentation does not serve a current need or stakeholder, it should be minimized or eliminated." (PMI Agile Practice Guide, Section 2.2 - Agile Manifesto) Mike Griffiths further supports this in his exam prep book:

"Agile team members are encouraged to surface inefficiencies and suggest improvements. This is an example of continuous improvement and shared

responsibility." Option A aligns with both the Agile Manifesto and the principle of team empowerment. Options B, C, and D either avoid accountability or introduce hierarchy that agile teams seek to minimize.

#### **NEW QUESTION: 193**

What should the agile team do?

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

**Answer: B (LEAVE A REPLY)**

To assess process efficiency, agile teams use value stream mapping to identify waste, delays, and non-value-adding steps. According to the PMI Agile Practice Guide (Section 5.5 Process Analysis and Value Stream Mapping), value stream analysis helps determine how efficiently a process converts inputs into valuable outputs, making it ideal for supporting customer inquiries on operational performance.

Mike Griffiths (PMI-ACP Exam Prep Book, Chapter 7: Continuous Improvement) reinforces the value of using value stream mapping for both software development processes and operational workflows to increase transparency and drive improvements.

- \* Option B is correct: reviewing the value stream provides a structured way to evaluate efficiency.
- \* Option A and D are important for team improvement and performance but don't focus on process activity efficiency.
- \* Option C relates to value prioritization, not operational efficiency.

#### **NEW QUESTION: 194**

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

**Answer: A (LEAVE A REPLY)**

Understanding product vision and customer goals is foundational to agile. According to the PMI Agile Practice Guide (Section 2.1 Agile Mindset and Values), early engagement helps teams connect their work to real customer outcomes, which increases motivation, alignment, and value delivery.

Mike Griffiths (PMI-ACP Exam Prep Book, Chapter 2: Agile Principles and Mindset) also notes that clear understanding of business goals ensures that team members build the right thing-not just build things right.

- \* Option A is correct: aligning the team with the product's purpose drives value-oriented thinking.
- \* Option B is secondary-understanding comes before acceptance.
- \* Option C is unrealistic and not the goal of this meeting.
- \* Option D may occur, but the main benefit is deeper alignment with value.

#### **NEW QUESTION: 195**

A product owner worked with the customer to define the success criteria for the launch of a new product in the manufacturing industry. The project team responsible for development is seeking guidance on what to develop first.

Which two actions should the product owner take? (Choose two.)

- A. Refine the product backlog and identify the Minimum Viable Product
- B. Send the team the latest version of the release plan so they can provide feedback.

- C. Work with the team to establish goals for the product at the beginning of each scheduled iteration.
- D. Ensure all iteration goals are fully developed at the beginning of the project.
- E. Invite the customer to the sprint planning meeting to explain what is deemed most critical to their business.

**Answer: A,E (LEAVE A REPLY)**

#### **NEW QUESTION: 196**

An agile project team has team members with varying technical skills. Due to recent events that adversely impacted customer satisfaction, management mandated that Kaizen should be given more focus to ensure the quality in product delivery.

Kaizen is a prime concept of which agile practices?

- A. Standup meetings, Extreme Programming (XP), relative estimating
- B. Build quality in, visualize workflow, fail fast
- C. Standup meetings, retrospective meetings, continuous improvement
- D. Collaborate, regular builds, inspections

**Answer: (SHOW ANSWER)**

Kaizen is a Japanese term that means "continuous improvement," which is a fundamental principle in Agile.

It focuses on making incremental, continuous improvements to enhance processes and quality. Standup meetings and retrospective meetings are common Agile practices that support Kaizen. Standup meetings provide a daily check-in to ensure the team is aligned, while retrospectives allow the team to reflect on the sprint, identify areas for improvement, and make adjustments. Continuous improvement is at the core of Kaizen, and these practices enable the team to refine their processes over time, leading to better product quality and customer satisfaction.

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#### **NEW QUESTION: 197**

An agile team is working on a new product and is behind with their deliverables for the quarterly release. The team discovers new issues during each iteration. They start working on the critical issues and sometimes forget to update the backlog. This leads to confusion, delays, and occasional rework.

How should the agile practitioner improve the team's productivity?

- A. Work with the team to ensure that both the product and iteration backlogs are up to date.
- B. Work with the team to ensure that the release backlog is in sync with the product backlog.
- C. Work with the team to ensure that the iteration and release backlogs are kept up to date.
- D. Work with the team to ensure that the product backlog is always kept up to date.

**Answer: (SHOW ANSWER)**

To improve the team's productivity, it is essential to keep both the product backlog and the iteration backlog up to date. The product backlog contains the overall product features and requirements, while the iteration backlog focuses on the work planned for the current iteration. Ensuring that both backlogs are updated as issues and new tasks arise will help maintain clarity and avoid confusion, enabling the team to prioritize and track progress more effectively. This will also help minimize delays and rework, as the team will have a clear, accurate view of what needs to be done and what has been accomplished.

**NEW QUESTION: 198**

An Agile Project Lead has just been assigned to a newly formed Scrum team that is struggling to meet its initial sprint goals. To best support the team's development and performance in the early stages, which of the following actions should the Lead prioritize?

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

**Answer: C (LEAVE A REPLY)**

Upon joining a team, a Scrum Master should focus on facilitating team collaboration, removing impediments, and creating a psychologically safe space. The PMI Agile Practice Guide (Section 3.3: Scrum Master Role) and Mike Griffiths (Chapter 3: Team Performance) stress that early efforts should center on servant leadership, helping the team identify and solve their own challenges.

- \* Option C is correct: supporting the team through facilitation reflects the core role of a Scrum Master.
- \* Option A is prescriptive and not aligned with cross-functional team philosophy.
- \* Option B may be necessary later, but first, trust and team dynamics must be established.
- \* Option D falls under the Product Owner's responsibility, not the Scrum Master's.

**NEW QUESTION: 199**

What should the team do?

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

**Answer: (SHOW ANSWER)**

The retrospective is the agile ceremony designed for teams to inspect and adapt their process based on actual performance. According to the PMI Agile Practice Guide (Section 5.6: Retrospectives), discussing velocity issues and delivery concerns during retrospectives allows the team to collaboratively identify improvement actions.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 6: Adaptive Planning) also notes that retrospectives are the best setting to discuss variations in velocity and refine estimation or planning practices based on empirical evidence.

- \* Option C is correct: the retrospective is where the team adapts based on reality.
- \* Option A may come later but doesn't address the root issue.
- \* Option B goes against agile principles of stable teams and empirical planning.
- \* Option D is reactive and may mask underlying process issues.

**NEW QUESTION: 200**

A project sponsor suggested a team forgo in-person demonstration meetings and just send the product owner a link to try out the latest increment of working software. The sponsor says this will give the team more time to deliver value.

How should the agile coach explain the importance of an in-person demonstration meeting with the sponsor?

- A. The team needs to see the product owner's body language and facial expressions to understand what they really want.
- B. An in-person meeting helps ensure the product owner will consider their feedback carefully and not ask for any unneeded rework.
- C. It typically takes more time and resources to set up and test a virtual communications tool than to meet in person.
- D. The team will be able to better address the product owner's needs if they can have a conversation and ask questions.

**Answer: D (LEAVE A REPLY)**

The in-person demonstration meeting is crucial because it allows the team to directly engage with the product owner, ask clarifying questions, and immediately address any feedback or concerns. This fosters better communication, understanding, and collaboration between the team and the product owner. Being able to have a real-time conversation helps the team ensure they are building the right product, and it allows the product owner to provide nuanced feedback that might not be as clear through asynchronous communication (like sending a link). The face-to-face interaction provides an opportunity for both parties to align more effectively on the product vision, avoid misunderstandings, and prevent misalignment on priorities, ultimately ensuring that the product being developed meets expectations.

**NEW QUESTION: 201**

What agile tools can help the team address these issues?

- A. Information radiators and wireframes
- B. Information radiators and story maps
- C. Process flows and personas
- D. Personas and extreme characters

**Answer: D (LEAVE A REPLY)**

To understand the needs of different user types, agile teams use personas and extreme characters to represent a range of users, including edge cases. According to the PMI Agile Practice Guide (Section 5.2: Requirements and Personas) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 6: Adaptive Planning), personas help teams build empathy and ensure that stories reflect actual user roles-not just generic assumptions.

- \* Option D is correct: personas and extreme characters ensure inclusive and realistic story coverage.
- \* Option A and B focus on communication and sequencing but not user diversity.
- \* Option C (process flows) is more technical and doesn't solve the misalignment with user perspectives.

**NEW QUESTION: 202**

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

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Create a user story for this new improvement and put it in the product backlog for prioritization and validation by the customer. Agile is iterative and feedback-driven. New requirements or enhancements identified during reviews are treated like any other backlog item: they are created as user stories, evaluated, and prioritized collaboratively.

From the PMI Agile Practice Guide:

"Feedback during review meetings may lead to new stories. These are added to the product backlog and prioritized based on value, risk, and customer need." (PMI Agile Practice Guide, Section 5.2 - Product Review and Feedback) Mike Griffiths explains:

"Agile welcomes change-even late in development. New feedback should be captured as stories, then reviewed and prioritized by the Product Owner in alignment with business goals." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- \* B assumes premature prioritization.
- \* C implies scope creep, which contradicts agile's flexibility.
- \* D contradicts team empowerment and planning integrity.

### NEW QUESTION: 203

Part way through a project, several team members are in conflict over whether or not a deliverable has been properly completed. How should the agile leader reduce this conflict?

- A. Facilitate team agreement on the definition of done (DoD) during the chartering process.
- B. Motivate the team during Tuckman 's " storming " phase.
- C. Ensure the product owner is grooming the backlog so user stories are clearly written.
- D. Ensure epics are broken down into smaller user stories for clarity.

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Facilitate team agreement on the definition of done (DoD) during the chartering process.

The "Definition of Done" is a shared understanding among the team of what it means for work to be considered complete. Disputes over whether a deliverable is done usually arise due to the lack of a clearly defined and agreed-upon DoD.

From the PMI Agile Practice Guide:

"Teams should define and agree on the Definition of Done (DoD) early. This shared understanding reduces ambiguity and misalignment over when a task is complete." (PMI Agile Practice Guide, Section 5.2 - Definition of Done and Acceptance Criteria) Mike Griffiths emphasizes:

"The Definition of Done provides clarity, especially in multi-functional teams. It avoids misunderstandings and disputes about work completeness." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 5 - Adaptive Planning) Why other options fall short:

- \* B refers to a team formation stage but doesn't address the root cause of conflict.
- \* C and D help improve backlog clarity but don't resolve issues around completion criteria.

### NEW QUESTION: 204

A global manufacturing organization has launched an enterprise agility initiative to accelerate its sustainability transformation. Product, operations, and compliance teams disagree on how quickly to shift toward lower-carbon materials, with some concerns centered on cost impacts and others on environmental commitments. Tension is increasing in cross-functional meetings, and collaboration has slowed.

What should the agile practitioner recommend in this situation?

- A. Initiate discussions to understand the underlying impact and devise plans to align teams around shared sustainability outcomes.
- B. Define targets to support sustainability outcomes and require all business units to strictly comply with the revised timelines.
- C. Establish executive decision authority to determine the appropriate levels of using sustainable materials.
- D. Create measurable key performance indicators (KPIs) to maximize the support of using sustainable materials.

**Answer: A (LEAVE A REPLY)**

The best answer is A because an agile practitioner should first facilitate collaboration, uncover the root causes of disagreement, and help the teams align around a shared outcome. The issue is not simply the absence of targets or KPIs; it is a cross-functional conflict involving cost, compliance, product choices, and sustainability commitments. PMI-ACP topics emphasize collaboration, stakeholder engagement, shared vision, systems thinking, and conflict facilitation.

Option B is too directive and may increase resistance because it forces compliance without resolving the underlying concerns. Option C centralizes the decision with executives, which reduces team collaboration and does not reflect agile servant leadership. Option D may be useful later, but KPIs alone will not resolve the tension or rebuild alignment. The agile practitioner should promote a collaborative approach to solving conflict and ensure common understanding of purpose and vision.

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### NEW QUESTION: 205

An agile team has been given a complex project with a basic set of requirements which need further elaboration and review. How should the team

iteratively build out the backlog of requirements with the stakeholders?

- A. Conduct a requirements gathering workshop.
- B. Deliver the basic requirements iteratively.
- C. Have the product owner fill out the requirements backlog.
- D. Have the stakeholders fill out the backlog before starting the project.

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Conduct a requirements gathering workshop.

In Agile, workshops such as story-writing or backlog refinement sessions help the team and stakeholders collaboratively explore requirements. These sessions are interactive and iterative and allow for joint discovery, prioritization, and clarification of user needs.

PMI Agile Practice Guide:

"Collaborative workshops enable teams to gather requirements and clarify expectations in an iterative fashion.

They engage stakeholders in prioritizing and decomposing work into user stories." (PMI Agile Practice Guide, Section 5.2 - Backlog Refinement) Mike Griffiths writes:

"Workshops are a key practice for backlog development. They are particularly useful when initiating complex projects with minimal requirements, allowing the team to iteratively develop stories with stakeholders." (PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- \* B assumes delivery before refinement, risking misalignment.
- \* C places the burden on the product owner alone.
- \* D is waterfall-oriented and contradicts iterative backlog evolution.

#### **NEW QUESTION: 206**

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

**Answer: B (LEAVE A REPLY)**

Retrospectives are held to inspect what went well and what could be improved. According to the PMI Agile Practice Guide (Section 5.6), teams should use retrospectives to identify issues, root causes, and impediments, not just successes. Identifying and discussing the problems that arose helps the team avoid similar issues in future sprints.

Mike Griffiths in his PMI-ACP Exam Prep Book (Chapter 7: Continuous Improvement) emphasizes the importance of open discussions around problems and the value of a safe environment where teams can reflect and improve.

Option B is correct: by highlighting the problems that emerged, the Scrum Master sets the stage for continuous improvement and alignment with organizational goals.

#### **NEW QUESTION: 207**

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

**Answer: D (LEAVE A REPLY)**

Velocity is a team-specific metric and cannot be reliably estimated until the team has worked together for several sprints. According to the PMI Agile Practice Guide (Section 5.4 Sprint Planning and Velocity Tracking), velocity should be measured empirically, not predicted based on assumptions or external input.

Mike Griffiths (PMI-ACP Exam Prep Book, Chapter 6: Adaptive Planning) emphasizes that new teams need to run a few sprints to establish a reliable velocity through real performance data, not estimation.

- \* Option D is correct: actual performance determines true velocity.
- \* Option A and B rely on speculation.
- \* Option C incorrectly uses sponsor input for team planning, which goes against agile principles.

#### **NEW QUESTION: 208**

An executive notices a Kanban board in a highly visible location and expresses concerns to the project manager that too many people will see it. What should the project manager do?

- A.** Cover up the Kanban board every time the project team is not actively updating it.
- B.** Demonstrate how the Kanban board is necessary for assigning proper ownership for the work that has been done.
- C.** Explain that the Kanban board enables the team to complete the work and increases transparency on work that is not done.
- D.** Remove the Kanban board immediately and place it in a location where it is not visible.

**Answer: (SHOW ANSWER)**

The correct answer is C - Explain that the Kanban board enables the team to complete the work and increases transparency on work that is not done. Agile values transparency, visibility, and collaboration. Kanban boards are a form of information radiator- tools that openly display the team's workflow, work-in-progress (WIP), and progress toward goals. Their visibility helps stakeholders and the team remain aligned and encourages accountability.

From the PMI Agile Practice Guide:

"Agile teams use information radiators such as Kanban boards to provide transparency and make status, bottlenecks, and priorities visible to all. This fosters trust, communication, and quick decision-making." (PMI Agile Practice Guide, Section 3.5 - Information Radiators) Mike Griffiths adds:

"Visibility into progress and issues enhances communication and alignment across stakeholders. Information radiators like task boards or Kanban boards are vital tools for agile success." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 5 - Agile Tools and Techniques) Other options are inappropriate:

- \* A and D compromise transparency and contradict agile values.
- \* B misstates the purpose of the Kanban board-it's not about assigning work post-completion.

#### **NEW QUESTION: 209**

What was the determining factor?

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

**Answer: (SHOW ANSWER)**

According to the PMI Agile Practice Guide (Section 5.2 Requirements and User Stories) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 6: Adaptive Planning), epics are large user stories that must be decomposed into smaller user stories for accurate planning and inclusion in sprints.

The two main drivers for breaking down epics are:

- \* Size - Epics are typically too large to be completed in a single iteration and must be divided to create manageable pieces of work.
- \* Priority - High-priority epics are decomposed early to allow the team to work on the most valuable items first.

This makes Option A the correct answer. The decision to decompose the epic is based on the need to fit it into sprint capacity and to align with backlog

prioritization.

**NEW QUESTION: 210**

An agile coach is facing a dilemma: On one hand, there is a requirement that is vital and will consume all capacity of the team. On the other hand, there are some chore-related tasks that will improve the team ' s ability to produce results. The team insists on implementing these tasks since they will increase efficiency.

What should the agile coach do?

- A. Characterize chores as low priority since they do not add obvious value to the product
- B. Delegate chore-related tasks to another team.
- C. Escalate the issue to the shareholders/steering committee.
- D. Get the product owner and team to meet to prioritize the work.

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Get the product owner and team to meet to prioritize the work.

Agile teams prioritize collaboratively with the product owner, who represents the business value perspective.

Technical tasks (sometimes called "chores") may not deliver immediate business functionality but are important for sustaining delivery capacity. It's essential to balance technical work with feature delivery through backlog prioritization.

PMI Agile Practice Guide:

"Agile teams work with the product owner to prioritize backlog items, including technical debt or tasks that improve efficiency. Prioritization is a shared activity." (PMI Agile Practice Guide, Section 5.2 - Backlog Refinement) Mike Griffiths:

"Product owners collaborate with teams to ensure technical tasks that improve delivery capacity are balanced with business features." (PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- \* A dismisses tasks that could improve long-term velocity.
- \* B ignores team ownership.
- \* C escalates prematurely rather than promoting collaboration.

**NEW QUESTION: 211**

What is the project leader trying to create?

- A. A safe space for team members to learn to trust one another, leading to collaborative relationships.
- B. A safe space for team members to learn to be vulnerable, leading to high performance relationships.
- C. A safe space for team members to learn to share, leading to collaborative relationships.
- D. A safe space for team members to learn about each other ' s weaknesses and strengths.

**Answer: (SHOW ANSWER)**

The " Life Timeline " exercise is a technique used to build psychological safety and vulnerability-based trust.

According to Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 3: Team Performance), exercises that encourage sharing personal stories and emotional journeys foster deep interpersonal connection, which is foundational to high-performance teams.

The PMI Agile Practice Guide (Section 4.3.2: Building Trust) emphasizes the role of emotional intelligence and trust-building in agile teams, stating that teams become high-performing when they feel safe to express themselves without fear of judgment.

- \* Option B is correct: the exercise builds vulnerability and trust-key drivers of high performance.
- \* Option A focuses on trust but doesn ' t emphasize vulnerability, which is central here.
- \* Option C is too generic.
- \* Option D misframes the purpose-it's about building connection, not assessing competencies.

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#### **NEW QUESTION: 212**

Who should the Scrum Master invite to the meeting?

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

**Answer: D (LEAVE A REPLY)**

Sprint planning or any task-level technical meeting should involve the development team and the product owner, as they are the key players in delivering and clarifying work. According to the PMI Agile Practice Guide (Section 3.3: Agile Roles and Responsibilities) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 3: Team Performance), the Scrum Master facilitates the meeting, while the development team and product owner collaborate on the details.

- \* Option D is correct: the core team (developers) and product owner are the correct participants for story elaboration and commitment.
- \* Option A and C involve the customer and sponsor unnecessarily for a technical planning meeting.
- \* Option B includes " key stakeholders, " which may be overkill unless specific business input is needed.

#### **NEW QUESTION: 213**

During a retrospective, a team member claims that a specific set of documentation that is continuously updated during iterations is not being used by any stakeholder.

What should the team do?

- A. Continue updating the documentation but initiate an analysis to identify its value and act on the findings.
- B. Stop updating the documentation since no one is using it.
- C. Continue updating the documentation since it is clearly required by the process.
- D. Stop updating the documentation and initiate an analysis to identify its value and act on the findings.

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Stop updating the documentation and initiate an analysis to identify its value and act on the findings.

Agile promotes the creation of "just enough" documentation. If a document isn't being used and adds no value, the team should reflect on whether to discontinue or improve it. Retrospectives are the appropriate venue to identify such inefficiencies and implement continuous improvement.

From the Agile Manifesto (referenced in PMI Agile Practice Guide):

"Working software over comprehensive documentation."

From the PMI Agile Practice Guide:

"Agile teams minimize non-value-added work. If documentation is not being used or reviewed, teams should examine whether it is necessary, and if not, discontinue or replace it." (PMI Agile Practice Guide, Section 7.1 - Continuous Improvement) Mike Griffiths adds:

"Documentation should serve a purpose. If stakeholders do not find value in it, the team should discontinue or refactor it to meet actual needs." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 7 - Continuous Improvement) Why the other options fall short:

- \* A prolongs the wasteful practice unnecessarily.
- \* B lacks the analysis needed before eliminating documentation.

\* C enforces process over value, which contradicts Agile principles.

#### **NEW QUESTION: 214**

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

**Answer: A (LEAVE A REPLY)**

The correct answer is A - Jointly meet with the team and product owner to discuss options and determine the end date. Agile promotes collaborative decision-making. When significant changes in performance arise, discussions should occur between the team and product owner to assess impact, explore value delivery, and make informed decisions.

From the PMI Agile Practice Guide:

"Agile teams regularly review performance trends. Changes in velocity should prompt discussions between the team and product owner to evaluate implications and opportunities." (PMI Agile Practice Guide, Section 5.4 - Release Planning) Mike Griffiths states:

"Forecasting must remain collaborative. Teams and product owners work together to determine whether to ship early, expand scope, or adjust timelines." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 5 - Adaptive Planning) Incorrect options:

- \* B skips stakeholder collaboration.
- \* C assumes backlog expansion without value validation.
- \* D contradicts agile principles of delivering value early.

#### **NEW QUESTION: 215**

What should a Scrum Master do when one team member falls behind in their tasks?

- A.** Move the task to another team member who has spare capacity in the sprint
- B.** Ask the team for suggestions
- C.** Privately offer the team member encouragement to meet task commitments
- D.** Notify the product owner

**Answer: (SHOW ANSWER)**

The correct answer is B - Ask the team for suggestions. Agile teams are self-organizing. The Scrum Master should facilitate problem-solving by enabling the team to collaboratively decide how to handle bottlenecks.

This approach respects the team's autonomy and encourages shared ownership.

From the PMI Agile Practice Guide:

"Scrum Masters facilitate team collaboration and self-organization. When problems arise, they engage the team in identifying and implementing solutions, rather than solving issues unilaterally." (PMI Agile Practice Guide, Section 4.3 - Servant Leadership and Team Empowerment) Mike Griffiths explains:

"The Scrum Master's role is to facilitate rather than direct. If a team member falls behind, the team should collectively explore options for support, ensuring accountability and transparency." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 4 - Team Performance) Incorrect options:

- \* A undermines team autonomy and assigns tasks, which the Scrum Master should not do.
- \* C may help, but addressing issues privately doesn't promote transparency.
- \* D involves the Product Owner unnecessarily in team internal issues.

### NEW QUESTION: 216

A product owner worked with the customer to define the success criteria for the launch of a new product in the manufacturing industry. The project team responsible for development is seeking guidance on what to develop first.

Which two actions should the product owner take? (Choose two.)

- A. Work with the team to establish goals for the product at the beginning of each scheduled iteration.
- B. Send the team the latest version of the release plan so they can provide feedback.
- C. Invite the customer to the sprint planning meeting to explain what is deemed most critical to their business.
- D. Ensure all iteration goals are fully developed at the beginning of the project.
- E. Refine the product backlog and identify the Minimum Viable Product

**Answer: C,E ([LEAVE A REPLY](#))**

The product owner should work closely with the team to ensure that the most critical features are prioritized and clearly understood. Inviting the customer to the sprint planning meeting helps ensure that the team has a direct understanding of what is most important to the customer and their business needs. This fosters collaboration and ensures the team works on the most valuable features first.

Additionally, refining the product backlog and identifying the Minimum Viable Product (MVP) ensures the team knows the minimum set of features required for the product to provide value to the customer. By focusing on the MVP, the team can quickly deliver a product that addresses the core needs, enabling faster feedback and iterations.

### NEW QUESTION: 217

A team member has asked a question about the responsibilities of the Product Manager, QA, and the team regarding quality.

What should the Agile Project Manager advise?

- A. The entire team is responsible for quality and each team member is accountable for ensuring the success of every component.
- B. The entire team is responsible for quality, but each team member 's role may vary as stated in the definition of done (DoD).
- C. The entire team is responsible for quality and QA is responsible for surprises, gaps, and other intricacies that may have been overlooked.
- D. Quality is the responsibility of the entire team, and the Product Manager defines the functionality from end to end.

**Answer: ([SHOW ANSWER](#))**

The correct answer is B - The entire team is responsible for quality, but each team member 's role may vary as stated in the definition of done (DoD).

In Agile, quality is a shared responsibility. While specialists like QA may have defined roles, all team members are expected to contribute to maintaining and improving product quality. The Definition of Done (DoD) captures shared criteria for acceptance and completion.

From the PMI Agile Practice Guide:

"Agile teams are cross-functional and collectively accountable for quality. Specific roles may perform different tasks, but everyone contributes to ensuring the product meets the agreed-upon standards." (PMI Agile Practice Guide, Section 5.2 - Quality and Definition of Done) Mike Griffiths clarifies:

"Quality is everyone's responsibility. Teams should define what ' done ' means and ensure that all members understand and uphold those standards during development." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 4 - Team Performance) Why other options fall short:

- \* A implies all members must be involved in every component, which may not be efficient or realistic.
- \* C incorrectly assigns surprises or gaps solely to QA.
- \* D misrepresents the Product Manager 's role and overemphasizes top-down functionality.

### NEW QUESTION: 218

What should the project leader suggest?

- A. Develop and document a detailed architectural design; peer review with the development team and implement/test
- B. Develop the functional requirements of the solution first before any non-functional requirement, as they provide more customer value

**C.** Discuss the integration requirement with the product owner and negotiate it to be lower on the backlog to focus on the minimal marketable feature

**D.** Develop and test the implementation approach and demonstrate it at the next sprint review to collect feedback

**Answer: D (LEAVE A REPLY)**

This situation introduces technical uncertainty. In agile, such scenarios are best addressed by spikes or incremental implementation and early feedback. The PMI Agile Practice Guide (Section 5.2 Spikes and Experimentation) suggests that uncertain work should be prototyped, tested early, and shown during sprint reviews for feedback and learning.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 7: Problem Detection and Resolution) recommends testing high-risk integrations early and iteratively, rather than over-planning.

\* Option D is correct: developing, testing, and demonstrating early minimizes risk and aligns with agile principles.

\* Option A leans toward waterfall-style planning and over-documentation.

\* Option B incorrectly assumes non-functional requirements are less valuable—they're critical in many systems.

\* Option C may delay necessary architectural work and increase risk.

### **NEW QUESTION: 219**

The customer asked the IT project manager to change a few specifications for the software being developed, which will affect the project budget. The financial sponsor is having difficulty approving changes to the budget that was already allocated to the project.

What should the project manager do next?

**A.** Explain that agile principles mandate that there should be a contingency budget for agile projects.

**B.** Request the team work overtime to get the work done on time and within the allocated budget.

**C.** Encourage the product owner and team to analyze the impact of the changes and prioritize the backlog.

**D.** Review the contract documentation with the customer to clarify the specific agreed-upon budget amount.

**Answer: C (LEAVE A REPLY)**

The correct answer is C - Encourage the product owner and team to analyze the impact of the changes and prioritize the backlog.

Agile embraces change, even late in the development cycle, but it must be managed through value-driven prioritization. Instead of blindly accepting all changes or overrunning the budget, the product owner collaborates with the team and stakeholders to evaluate the impact, adjust priorities, and ensure high-value items are delivered within constraints.

From the PMI Agile Practice Guide:

"Agile teams welcome change but balance it with value delivery by continuously prioritizing the product backlog. When scope increases, the team and product owner must evaluate trade-offs and adjust delivery accordingly." (PMI Agile Practice Guide, Section 3.4 - Value-Based Prioritization) Mike Griffiths affirms:

"Backlog grooming is a key mechanism to handle change. Product owners collaborate with stakeholders and the team to evaluate new requests, weigh impacts, and reprioritize as necessary." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 3 - Value-Driven Delivery) Other options are incorrect:

\* A may be true in some organizations but is not an Agile principle.

\* B contradicts Agile's emphasis on sustainable pace.

\* D may help clarify budgets but doesn't resolve the issue collaboratively.

### **NEW QUESTION: 220**

An agile project was underway for two months and delivered the expected value to the stakeholders.

However, during a sprint review, a team member complained that the product owner constantly changes requirements and the member feels that this is blocking the team's performance.

How can the scrum master handle this situation?

- A. Work with the product owner to include fewer features in the next sprint planning.
- B. Hire more team members to elevate the team ' s velocity to increase performance.
- C. Tell the team members that changes are natural and welcome if the project is delivering value.
- D. Schedule more meetings with the team and the product owner to refine the backlog constantly.

**Answer: C (LEAVE A REPLY)**

In Agile, change is considered a natural part of the process, as requirements evolve based on feedback and new insights. The Scrum Master should help the team understand that changes are an opportunity to improve the product and deliver more value to the stakeholders. While it ' s important to manage changes effectively, it

' s also crucial to communicate that continuous improvement and adaptation are integral parts of Agile practices. The Scrum Master should foster a positive environment where change is seen as a way to better meet the customer ' s needs rather than a hindrance to performance.

#### **NEW QUESTION: 221**

A project team ' s standups often run over the allotted time as members attempt to resolve issues. With a large team, this is leading to productivity impacts and bringing complaints from some members that the meetings are wasting their time when they are not directly involved in an issue's resolution. How can the project leader help to manage the team ' s time?

- A. Set up individual status meetings and find ways to make sure issues are resolved in advance so that time is not wasted for all team members during the standups
- B. Add time to the standups to accommodate issue-resolution discussions so that everyone is up to date on the decisions made
- C. Change the standups to weekly status meetings with a longer duration to allow team members to resolve issues collaboratively
- D. Ask team members to raise issues during standups and then discuss resolution options with specific members in separate conversations

**Answer: D (LEAVE A REPLY)**

Standup meetings are meant to be brief and focused on providing updates, not on resolving issues in detail.

The best approach is to allow team members to raise issues during the standup and then schedule separate discussions with the relevant individuals to work through resolutions. This ensures the standup stays on track while still addressing concerns efficiently. It prevents wasting time for the entire team when only a few members need to engage with a particular issue.

#### **NEW QUESTION: 222**

What should the agile project manager do?

- A. Discuss and address this in the iteration retrospective
- B. Let the product owner know it is the project manager's responsibility to drive a team's tasks
- C. Discuss the roles and responsibilities of the project team with the product owner
- D. Ask the product owner to work extra hours to answer the team's questions

**Answer: C (LEAVE A REPLY)**

Agile roles are clearly defined to avoid overlap and confusion. According to the PMI Agile Practice Guide (Section 3.3 Agile Roles), the Product Owner is responsible for backlog prioritization and stakeholder communication, not managing team tasks. Task management is the domain of the self-organizing team and facilitated by the Scrum Master or Agile Project Manager.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 4: Stakeholder Engagement) reinforces that resolving role confusion through discussion helps realign expectations and improve team performance.

\* Option C is correct: by clarifying roles and responsibilities, the agile project manager helps prevent overreach and ensures smoother collaboration.

\* Option A addresses the issue too late and in the wrong forum.

\* Option B misrepresents agile dynamics (self-organizing teams).

\* Option Drisks team morale and doesn't address the root cause.

### **NEW QUESTION: 223**

An agile project manager is planning the initial scope, schedule, and cost range estimates on a new project.

The team will be using Kanban to control work.

What metrics should the team use to measure performance?

- A.** Lead time, throughput, and due date performance
- B.** Work in progress limits, Kanban board, and time boxes
- C.** Work item types, sprint cadences, and defect classes
- D.** Burndown charts, scatter diagrams, and throughput

**Answer:** ([SHOW ANSWER](#))

The correct answer is A - Lead time, throughput, and due date performance. These are key flow-based metrics used in Kanban systems to monitor performance, efficiency, and predictability of delivery.

From the PMI Agile Practice Guide:

"Kanban systems rely heavily on flow metrics to measure performance and identify bottlenecks. Key Kanban metrics include lead time, throughput, and cycle time. These metrics provide insights into how quickly work is flowing through the system." (PMI Agile Practice Guide, Section 5.5 - Kanban System Metrics) Mike Griffiths further explains:

"Kanban teams track cumulative flow, lead time, and throughput to ensure steady and predictable delivery.

Due date performance is used to evaluate commitments and reliability."

(Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery)

Incorrect options:

- \* B refers to tools and principles, not performance metrics.
- \* C includes practices not specific to Kanban metrics.
- \* D includes some Scrum metrics, such as burndown, but not Kanban-centric ones.

### **NEW QUESTION: 224**

A development team determined the first release of a product should focus on delivering a minimally viable version of the solution. What is the most important reason the team decided to do this?

- A.** To produce a fast return on investment
- B.** To reduce risk as quickly as possible
- C.** To gain competitive advantage as soon as possible
- D.** To maintain visibility with project stakeholders

**Answer:** **B** ([LEAVE A REPLY](#))

The primary reason for delivering a minimally viable product (MVP) is to reduce risk as quickly as possible.

By releasing a version of the product with just the essential features, the team can quickly test assumptions, gather feedback from users, and make necessary adjustments before investing more time and resources. This approach allows the team to identify and address potential risks early in the process, ensuring that the product is on the right track and meets user needs before full-scale development continues.

### **NEW QUESTION: 225**

During the advanced stages of implementing a complex design, an agile practitioner realizes that the architecture is not scalable for user requirements.

The architect suggests a workaround that is minimally adequate but may cause some performance issues.

What should the agile practitioner do?

- A. Tell the team that this is unacceptable for the upcoming project.
- B. Implement the workaround since performance issues can be addressed in the next iteration.
- C. Calculate the cost of redoing the architecture and seek management approval.
- D. Brainstorm with the team to identify a solution.

**Answer: (SHOW ANSWER)**

The correct answer is D - Brainstorm with the team to identify a solution.

Agile promotes collective ownership and team-based decision-making. When a critical issue such as architectural scalability arises, the team should be involved in brainstorming alternatives, weighing trade-offs, and deciding how best to move forward collaboratively.

From the PMI Agile Practice Guide:

"Agile encourages collaborative problem-solving and cross-functional ownership. Teams should collectively analyze challenges and determine the most appropriate course of action." (PMI Agile Practice Guide, Section 4.3 - Collaborative Decision-Making) Mike Griffiths also affirms:

"When teams face significant technical or architectural risks, they should come together to explore options and make decisions based on consensus, feasibility, and value." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 6 - Problem Detection and Resolution) Why the other options are inappropriate:

- \* A is authoritarian and ignores team input.
- \* B risks performance degradation without team consensus.
- \* C may be part of the process, but only after the team has evaluated options.

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#### **NEW QUESTION: 226**

An agile team is having a meeting with a customer to formulate the product requirements for the next iteration. The outcome of the meeting is a set of clear and detailed requirements.

What should the team do next?

- A. Run automated tests on the legacy functionality.
- B. Ask the customer to write tests that will be used to know when a story has been correctly developed.
- C. Start coding on the selected user stories to meet the requirements.
- D. Write tests that will be used to know when a story has been correctly developed.

**Answer: (SHOW ANSWER)**

The correct answer is D - Write tests that will be used to know when a story has been correctly developed.

This practice aligns with Test-Driven Development (TDD) and Acceptance Test-Driven Development (ATDD), which are common in agile environments.

Agile promotes defining "done" through clear acceptance criteria and tests before coding begins.

From PMI Agile Practice Guide:

"Agile teams use test-first practices, such as TDD or ATDD, where acceptance tests are written before development begins. This ensures that functionality is built to meet agreed expectations." (PMI Agile Practice Guide, Section 5.5 - Agile Testing and Quality Strategies) From Mike Griffiths' PMI-ACP Exam Prep Book:

"Defining acceptance criteria or tests before development is a core agile practice. It ensures the team understands what success looks like and builds quality in from the start." (Mike Griffiths, Chapter 6 - Problem Detection and Resolution) Option A may be useful but is unrelated to the new requirements.

Option B is not standard-customers help define acceptance criteria but rarely write tests.

Option C skips an important quality control step and doesn't align with test-first practices.

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**NEW QUESTION: 227**

What should the team do?

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

**Answer: C (LEAVE A REPLY)**

A user story that is too large to complete in one sprint is considered an epic. Agile teams should split it into smaller, valuable, testable stories. The PMI Agile Practice Guide (Section 5.2: User Stories and Decomposition) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 6: Adaptive Planning) recommend breaking down large stories and renegotiating sprint scope collaboratively with the product owner.

- \* Option C is correct: this aligns with collaborative planning and story decomposition.
- \* Option A is rigid and dismisses collaboration.
- \* Option B promotes unsustainable practices.
- \* Option D violates the principle of fixed-length iterations.

**NEW QUESTION: 228**

During an interview for an agile team lead for a global company, a candidate is asked: " How do you ensure your project is aligned with the stakeholders ' priorities? " How should the candidate respond?

- A. Engage the change management team to determine prioritization of the backlog.
- B. Allow the stakeholders to decide on the priority and build the backlog.
- C. The entire team should discuss and prioritize the backlog factoring in stakeholder input.
- D. Only the agile team lead and team need to decide how to prioritize the project deliverables.

**Answer: C (LEAVE A REPLY)**

In an agile environment, the product backlog should be continuously refined based on input from all relevant stakeholders, including the customer, business, and team members. It ' s essential for the whole team to collaborate when discussing and prioritizing the backlog to ensure that stakeholder needs and feedback are incorporated throughout the process. The backlog should reflect the team ' s understanding of what is most valuable to the stakeholders and the product, allowing the team to focus on delivering the highest priority features that align with the stakeholders ' goals.

**NEW QUESTION: 229**

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

**Answer: (SHOW ANSWER)**

The correct answer is C - Passive-aggressive. When a team delivers work but avoids open discussion or interaction, especially in meetings, it may indicate passive-aggressive behavior. This behavior might reflect unresolved tension, lack of engagement, or unwillingness to collaborate transparently.

From the PMI Agile Practice Guide:

"High-performing agile teams thrive on open communication and collaboration. Passive-aggressive behavior, where communication is avoided despite task completion, can hinder trust and team health." (PMI Agile Practice Guide, Section 4.3 - Team Performance and Collaboration) Mike Griffiths warns:

"Silence or avoidance in agile teams may signal underlying issues. While work might be completed, lack of transparency and communication should be addressed early to maintain team cohesion." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 4 - Team Performance) Incorrect options:

\* A refers to real-time communication and is unrelated to emotional dynamics.

\* B is contradicted by the lack of vocal interaction.

\* D implies disorder or lack of structure, which is not evident here.

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### **NEW QUESTION: 230**

An agile project manager is leading an international project involving a global team consisting of members from very different cultures, countries, and time zones. The agile project manager is aware that similar projects with distributed teams have led to serious conflicts.

What should the agile project manager do to promote trust and collaboration?

A. Talk with the human resources (HR) department to select team members with similar backgrounds to eliminate conflict

B. Collocate for team building to promote collaboration to build trust and improve communication.

C. Promote a project charter with the project vision and purpose to help align the team.

D. Promote a team charter with a set of norms rules and agreements to facilitate the work

**Answer: D (LEAVE A REPLY)**

A team charter with clearly defined norms, rules, and agreements is a critical tool for promoting trust and collaboration, especially in a globally distributed team. It establishes a shared understanding of how the team will work together, addresses potential communication challenges, and helps create a collaborative and respectful environment. By having these norms in place, team members from different cultures and time zones can align their expectations and behaviors, which is essential for overcoming challenges and preventing conflicts. This approach helps to foster a positive and productive team dynamic.

### **NEW QUESTION: 231**

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

A. Invite the team to iteration review meetings

B. Obtain agreement from the product owner on business requirements

C. Request that regular reports are sent to stakeholders

D. Confirm managers and stakeholders are invited to product review meetings

**Answer: D (LEAVE A REPLY)**

The correct answer is D - Confirm managers and stakeholders are invited to product review meetings. Agile promotes early and continuous feedback from stakeholders through regular reviews (e.g., sprint reviews or demos). Their active engagement ensures alignment with evolving business needs.

From the PMI Agile Practice Guide:

"Demonstrating working product increments at iteration reviews allows stakeholders to inspect progress, provide feedback, and align expectations. Agile

teams rely on these sessions to validate whether the product meets business requirements." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement and 5.2 - Reviews) Mike Griffiths emphasizes:

"Frequent stakeholder reviews reduce risk by capturing early feedback. Stakeholder participation in iteration reviews ensures alignment and continuous validation of business goals." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- \* A includes only the team; stakeholders are critical to product validation.
- \* B is insufficient-product owner alignment alone doesn't ensure business alignment.
- \* C refers to documentation, not collaboration.

#### **NEW QUESTION: 232**

A development team has started working on a new service but is unsure if the service fits the customer ' s requirements. What should the product owner do to ensure that the service will benefit the customer?

- A.** Release the minimum viable product (MVP) to a group of customers and end users for their feedback.
- B.** Build a prototype and review it with the targeted customer segment for their feedback.
- C.** Invite a group of customers and end users to the biweekly demos to obtain feedback.
- D.** Release the prototype of the software for 6 months to a pilot group of customers for feedback.

**Answer:** ([SHOW ANSWER](#))

To ensure that the service will benefit the customer and meet their requirements, the product owner should build a prototype. Prototypes allow the team to create an early, low-fidelity version of the product that can be used to gather direct feedback from the targeted customer segment. This helps to validate whether the service aligns with the customer ' s needs and expectations before investing heavily in full development.

#### **NEW QUESTION: 233**

An agile coach has been hired to improve the performance and quality of developed software. The coach performed an analysis of the software and discovered an excessive number of escaped defects, leading to external failures.

How can the agile coach effectively address and correct defects in the software development process while maintaining predictability and keeping workloads within capacity?

- A.** Work with the team to create explicit rules such as coding and quality standards and testing policies.
- B.** Discipline the team members and institute status meetings with penalties for any future escaped defects.
- C.** Hire more generalized specialists because the current team members cannot keep up with the pace.
- D.** Apply work in process (WIP) limits so the developers are not pressured to release code that is problematic.

**Answer:** **A** ([LEAVE A REPLY](#))

The most effective way to address and correct defects while maintaining predictability and capacity is by working with the team to establish clear coding and quality standards, as well as comprehensive testing policies. By setting these explicit rules, the team will have a shared understanding of the quality expectations and testing requirements, which will help prevent defects from escaping into production. This approach focuses on building quality into the process, rather than reacting to defects after they occur, and supports the long-term goal of improving software quality and predictability without overburdening the team.

#### **NEW QUESTION: 234**

An agile team has started to worry because lately they have seen an increase in the number of issues. There seems to be a large variance in the quality of the work items delivered. The team now realizes that a shared understanding of quality may not exist among team members.

What should the team do?

- A.** The team should move to test-driven development as defects are not being detected during testing.

- B. The team should account for the increased problems in their velocity forecasts since unexpected changes occur in agile projects.
- C. The team should discuss their definition of done (DoD) and make changes to ensure there is common understanding of the acceptance criteria.
- D. The team's agile project manager should facilitate the development of a new, detailed test procedure that all team members must follow.

**Answer: C (LEAVE A REPLY)**

The correct answer is C - The team should discuss their definition of done (DoD) and make changes to ensure there is common understanding of the acceptance criteria.

A shared understanding of what "done" means ensures consistent quality across team members. When this understanding is missing, defects and inconsistencies arise. The Definition of Done (DoD) should be reviewed and updated collaboratively to set a clear standard for completeness and quality.

From the PMI Agile Practice Guide:

"The Definition of Done provides a shared understanding of when work is complete. This includes quality criteria, testing, and documentation. It should be revisited regularly to maintain alignment." (PMI Agile Practice Guide, Section 5.2 - Definition of Done) Mike Griffiths emphasizes:

"Quality issues often result from unclear or inconsistent DoD. Revisiting and refining it ensures consistent expectations across the team." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 5 - Adaptive Planning) Why the other options are incorrect:

- \* A (TDD) may help, but won't solve the fundamental alignment issue.
- \* B accepts a problem without resolving it.
- \* D imposes a process without team collaboration, which is not agile.

#### **NEW QUESTION: 235**

A project team for a local government is transitioning from a predictive development life cycle to an iterative development life cycle. The project sponsor has informed the team lead that the subject matter expert (SME) for the financial functions of the solution is overallocated, so the team needs to convert the previously gathered requirements into user stories.

What should the agile lead do?

- A. Explain that the testable acceptance criteria are included in each story and it is necessary for the expert to collaborate with the developers, testers, and product owner for common understanding of the solution.
- B. Agree, and ask the developers to explain to the testers how the solution should perform for quality assurance. The testers will demonstrate to the stakeholders how the system should perform to gain acceptance.
- C. Agree, because the developers can copy and paste the requirements and include the technical specifications and performance criteria while writing the stories to save time.
- D. Explain to the project sponsor that the user stories should be assigned to the analysts, because they helped write the requirements and better understand them.

**Answer: (SHOW ANSWER)**

When transitioning to an iterative development lifecycle, it's crucial to ensure that user stories are written with clear, testable acceptance criteria that define the desired outcomes. The agile lead should explain to the project sponsor that the subject matter expert (SME) needs to collaborate with the team, including developers, testers, and the product owner, to ensure everyone has a shared understanding of the requirements and the solution. This collaboration is essential for defining and refining the user stories to ensure that they deliver value and meet the needs of the stakeholders.

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