

PMI Agile Certified Practitioner

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

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

A. Decrease the sprint time box until the team is able to deliver the entire agreed-upon sprint backlog in a single sprint

B. Discuss estimating techniques in the daily scrum meeting

C. Increase the size of the development team until the team is able to deliver the entire agreed-upon sprint backlog in a single sprint

D. Begin tracking estimated effort metrics as an input to performance evaluation

Answer(s): D

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

What should the scrum master do next?

A. Alert the team that sprint goals might not be met and create an alternative plan

B. Obtain team buy-in to perform modifications to the sprint backlog

C. Have the sprint proceed as planned

D. Ask the team to decide if the task should be reassigned

Answer(s): D

3. During the iteration planning of a newly on boarded agile team, the product owner adds a set of high priority user stories into the iteration backlog.

What should the team do first to define the tasks need to implement the user stories?

A. Self-organize

B. Assign tasks to each team member

C. Meet with the customer

D. Identify the scrum master

Answer(s): A

4. A project's first iteration contains item A, and its second iteration contains item B. The first iteration is behind schedule, which will impact the second iteration.

Since items A and B are similar, a team member suggests beginning the design of item B. What should the agile practitioner do?

A. Defer starting the design of item B until the second iteration is being planned

B. Proceed with the design of item B, since it will hasten the second iteration

C. Escalate the issue to the customer, and obtain their approval before starting the design of item B

D. Log the issue in the risk register, and request change control board (CCB) approval.

Answer(s): A

5. An Agile team is under pressure to deliver an application. The product owner anticipates many change requests from customers once the product is released.

What should the agile team do?

A. Demand frequent product reviews by the product owner

B. Continuously work with the product owner to do backlog refinement and product reviews

C. Have the product owner provide detailed requirement specifications to ensure the proper features are delivered

D. During the planning session, ensure the team is committed to deliver within the specifications

Answer(s): B

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

A. Size and priority

B. Minimum marketable features

C. Release plan

D. Sprint mapping

Answer(s): A

7. 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(s): B

8. A newly formed scrum team wants to foster an environment for transparency and experimentation. The team decides to use a Kanban board to record and track encountered impediments. Emphasis is placed on how issues are resolved and the strategies for preventing them in the future.

Over time, what will be the result of this approach?

A. Kaizen

B. Specific, measurable, assignable, realistic, and time-based (SMART) goals

C. Key performance indicators (KPIs)

D. Muda

Answer(s): A

9. A mature agile team welcomes a new member. Due to poor experiences with a previous team, the new member is reluctant to communicate.

What should be the agile project leader do?

A. Bring up the new member's impediments at the next meeting to demonstrate team support of input

B. Assure the new member that inputs on impediments are valued, and demonstrate this at the next meeting

C. Have a senior leader work with the new member to avoid a negative impact on team productivity

D. Privately work with the new member to address any impediments

Answer(s): B

10. During a sprint, the team encounters a technical problem that becomes an impediment to completing two stories.

What should the scrum master do?

A. Ask the lead developer to identify a solution, and then share the details with the team

B. Ask a technical manager or architect to determine a solution to the problem

C. Work with the product owner to add a spike to the next sprint to identify a solution

D. Create a collaborative team environment so that the team can explore a solution together

Answer(s): D

11. 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(s): B

12. 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(s): D

13. An agile practitioner wants to ensure that stakeholders have current information about a project's progress. What should the agile practitioner do?

- A. Regularly circulate an updated, detailed version of the project plan
- B. Frequently update the online project management office (PMO) repository site
- C. Invite the stakeholders to daily stand ups

D. Post a project board in an area where all can view it

Answer(s): D

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

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

A. All the teams from both products should be simultaneously called together and allowed to completely self-manage

B. Teams that worked on similar components in the separate products should be combined to minimize disruption and capitalize on synergies

C. After grouping individuals by role, multi-discipline teams should be created that are comprised of one member from each role

D. Features should be prioritized and then teams should be organized around those priorities

Answer(s): A

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

How should the agile team address this?

A. Conduct an internal review to validate functionality before shipping

B. Audit the quality control process to ensure that the product adheres to requirements

C. Lengthen iterations to ensure there is sufficient time to build functionality

D. Hold product review sessions with the client to obtain product acceptance

Answer(s): D

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

What should the product owner do?

A. Determine the required tasks for implementing the high-level features

B. Identify the detailed design for the high-level features

C. Prioritize the product backlog for the upcoming release

D. Estimate the user stories in the iteration backlog

Answer(s): C

17. An agile practitioner wants to communicate the effect of technical debt on the project. What should the practitioner do?

A. Post and discuss rises in the burn down chart

B. Adjust story points to account for technical debt

C. Log technical debt as an impediment

D. Add refactoring tasks to all stories

Answer(s): C

18. An agile coach realizes that a team responsible for a major release is a few months behind schedule. The marketing department is unaware of this delay, and is planning to start the marketing campaign and announce the release.

What should the agile coach do?

A. Meet with the agile team lead to discuss ways to improve the team velocity and get back on track

B. Use this as a learning opportunity and allow the team to handle the situation when the marketing campaign begins

C. In the upcoming retrospective, discuss ways to improve sharing project status information

D. Meet with the marketing stakeholders to explain that the team will miss the planned release date

Answer(s): C

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

What should the agile practitioner do?

A. Ask the opinion of key stakeholders and the client to ensure the correct approach is being used

B. Work with the team to use this approach, and request a quality assurance iteration after every three iterations

C. Propose to completely eliminate test automation, since this is a quality assurance function

D. Suggest merging the quality assurance and delivery teams to enhance each iteration's test-automation levels and redundancy

Answer(s): D

20. How can an agile practitioner ensure that all key stakeholders are properly engaged in planning?

A. Collect stakeholder requirements

B. Conduct an iteration planning meeting

C. Communicate product backlog items to the stakeholders

D. Facilitate a product development roadmap workshop

Answer(s): D
