

## Exam Questions PMI-ACP

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#### NEW QUESTION 1

What is the first thing an agile development team should do when planning an iteration?

- A. Assign the tasks to one team member.
- B. Separate the stories into tasks.
- C. Estimate the stories' tasks.
- D. Help establish the next sprint's goal.

**Answer:** C

#### NEW QUESTION 2

An organization initiates a pilot project to introduce agile methodology for the successful delivery of projects. What should the project manager do to share this project's knowledge and learning with wider organizational business groups?

- A. invite people from across the organization to attend daily stand ups
- B. invite people from across the organization to attend retrospectives
- C. Invite people from across the organization to attend the release meeting and project retrospectives
- D. Regularly meet with people across the organization to share the project's lessons learned and best practices

**Answer:** D

#### NEW QUESTION 3

An agile team has been given a complex project with a basic set of requirements which need further elaboration and review. How should the team iteratively build out the backlog of requirements with the stakeholders?

- A. Conduct a requirements gathering workshop.
- B. Deliver the basic requirements iteratively.
- C. Have the product owner fill out the requirements backlog.
- D. Have the stakeholders fill out the backlog before starting the project.

**Answer:** B

#### NEW QUESTION 4

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

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

**Answer:** C

#### NEW QUESTION 5

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

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

**Answer:** C

#### NEW QUESTION 6

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

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

**Answer:** D

#### NEW QUESTION 7

A team is delivering work as per the sprint plan, and team velocity is stabilized. However, at the end of the release, the customer is dissatisfied with project quality. What should the agile project manager have done to avoid this?

- A. Invited end customers to attend the stand ups
- B. Organized design review sessions with the customer to obtain sign-off
- C. Held regular meetings with the product owner and project team to elicit detailed business requirements
- D. Conducted frequent review meetings with the customer to continually enhance delivery effectiveness

**Answer:**

D

#### NEW QUESTION 8

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

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

**Answer: B**

#### NEW QUESTION 9

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

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

**Answer: C**

#### NEW QUESTION 10

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

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

**Answer: C**

#### NEW QUESTION 10

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

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

**Answer: D**

#### NEW QUESTION 15

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

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

**Answer: B**

#### NEW QUESTION 19

Midway through a two-week sprint, an agile team realizes that the features cannot be delivered within the sprint. The team determines that another week will be required to complete all committed features. What should the team do?

- A. Plan for overtime, and include the effort as part of the estimation.
- B. Increase team velocity to deliver more story points.
- C. Identify the reason for over-commitment to the sprint and create an action plan for the following sprint.
- D. Add resources to assist with sprint execution.

**Answer: C**

#### NEW QUESTION 21

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

- A. Advise the product owner that the story will have to wait until the next sprint.
- B. Work extra hours to complete the story and satisfy the customer's requirements.

- C. Break down the story into smaller increments and negotiate other stories on the sprint backlog.
- D. Increase the length of the sprint to accommodate the story.

**Answer:** A

#### NEW QUESTION 26

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 stones

**Answer:** C

#### NEW QUESTION 30

Two teams have received project requirements and completed estimates. Team A estimates 420 story points for scope and 30 story points for velocity per sprint. Team B estimates 280 story points for scope and 20 story points for velocity per sprint. Both teams have same number of team members and have an assumed sprint duration of 2 weeks.

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

- A. Team B has underestimated scope compared to team A.
- B. Team A is more confident in delivering velocity than team B.
- C. Both teams need to indicate their proposed technology before the estimates can be analyzed.
- D. Both teams have estimated the project to be of same size.

**Answer:** D

#### NEW QUESTION 32

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

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

**Answer:** A

#### NEW QUESTION 33

A newly formed scrum learn wants to foster an environment of transparency and experimentation. The team decides to use a Kanban board to record and track encountered impediments Emphasis is placed on how issues are reserved 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 realisti
- C. and time-based (SMART) goals
- D. Key performance indicators (KPIs)
- E. Muda

**Answer:** A

#### NEW QUESTION 38

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

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

**Answer:** A

#### NEW QUESTION 43

A newly formed development learn 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 tn 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:** B

#### NEW QUESTION 47

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

#### NEW QUESTION 49

Midway through a project, the product owner learns from the sponsor that a major component, which is already 20 percent complete, is unimportant to users. The component was part of the approved scope and a key selling point for the project. What should the product owner do next?

- A. Obtain approval from the change control board to discontinue the component.
- B. Ask the team to continue developing the component.
- C. Ask the team to discontinue developing the component.
- D. Request the sponsor's formal approval to discontinue the component.

**Answer:** C

#### NEW QUESTION 52

Outing a review session a customer representative is concerned that a story fails to satisfy the scope of work. However the product owner declares that the scope of work is complete What should be done with this story?

- A. Mark it as incomplete and prioritize it for the next sprint
- B. Mark it as complete, since the product owner has the final say
- C. Discard it and create a new story for the remaining scope of work
- D. Mark it as complete, since the team completed the scope of work

**Answer:** D

#### NEW QUESTION 56

A new agile project manager accepts an assignment to manage a well-established team Many team members have worked together on this product tor several years. During a meeting, the project manager notices that team members otter 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:** A

#### NEW QUESTION 60

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

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

**Answer:** D

#### NEW QUESTION 62

A project Worn meets to estimate user stones for a sprint. While an important non-functional requirement must be delivered in the sprint the estimate exceeds sprint capacity. What should the team do?

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

**Answer:** C

#### NEW QUESTION 63

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

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



**Answer:** B

#### NEW QUESTION 67

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

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

**Answer:** A

#### NEW QUESTION 70

During the review session, the product owner discovers that the user interface has a response time of 10 seconds. The non-functional requirements state that it should respond in less than two seconds. The team complains that this requirement was not communicated to them. What should have been done to avoid this?

- A. A comprehensive user story with all non-functional requirements should have been created.
- B. Non-functional requirements should have been added to the acceptance criteria.
- C. Non-functional requirements should have been added to the definition of done.
- D. A team review of the scope of work should have been conducted.

**Answer:** A

#### NEW QUESTION 73

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

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

**Answer:** D

#### NEW QUESTION 76

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

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

**Answer:** D

#### NEW QUESTION 78

Business stakeholders of an agile project frequently skip the review meetings. What should the agile practitioner do?

- A. Ask the product owner to inform all stakeholders about the project's progress.
- B. Send meeting notes to all stakeholders after each review meeting.
- C. Include the results of the review meetings in the information radiators.
- D. Convince the stakeholders of the benefits of attending the review meetings.

**Answer:** D

#### NEW QUESTION 79

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

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

**Answer:** D

#### NEW QUESTION 84

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

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

**Answer:** C

#### NEW QUESTION 86

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

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

**Answer:** A

#### NEW QUESTION 89

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

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

**Answer:** A

#### NEW QUESTION 93

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

#### NEW QUESTION 95

During a mature agile team's planning meeting a team member proposes a new framework that would considerably reduce implementation time. However, the team lacks the confidence to try the new framework. To help the team gain confidence, what should the agile practitioner suggest?

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

**Answer:** A

#### NEW QUESTION 99

What should the agile practitioner know about tracking velocity?

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

**Answer:** C

#### NEW QUESTION 103

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

- A. Use agile estimation techniques to create a shared understanding of when the user stories will be completed.
- B. Agree upon development and testing activities for the user stories.
- C. Complete the user stories, and provide a demo for the product owner and customer.
- D. Complete the user stories, and hold a retrospective to discuss them.

**Answer:** A

#### NEW QUESTION 105

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

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

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

**Answer:** A

#### NEW QUESTION 107

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

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

**Answer:** D

#### NEW QUESTION 109

An agile team and a traditional development team are working together on a project. Each team exceeds expectations regarding deliverables; however, issues arise when the deliverables are integrated.

What should the agile practitioner do?

- A. Foster stronger communication by hosting cross-organizational meetings between the two teams.
- B. Suggest merging the teams to avoid misunderstandings.
- C. Create stories from full technical specifications to avoid ambiguity.
- D. Co-locate the teams to encourage osmotic communication.

**Answer:** A

#### NEW QUESTION 111

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

#### NEW QUESTION 116

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

#### NEW QUESTION 119

A product owner for two highly visible projects spends a great deal of time meeting with and reporting to senior stakeholders. The product owner is overwhelmed because

both project teams request clarification on the requirements and the overall priorities. What should the agile project manager do?

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

**Answer:** C

#### NEW QUESTION 124

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:** C



#### NEW QUESTION 128

A development team for a small company experiences long delays between product completion and release for validation and testing. The company is concerned that this will impact its ability to compete in the marketplace. What analysis should the team use to understand the issues?

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

**Answer:** D

#### NEW QUESTION 130

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

Who should the Scrum Master invite to the meeting?

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

**Answer:** D

#### NEW QUESTION 132

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

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

**Answer:** A

#### NEW QUESTION 136

The product owner of a learn starts the iteration review with a quick walkthrough of the iteration goal, the list planned stories with status, and a demo of all the stories to the business. What should the product owner have done differently?

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

**Answer:** A

#### NEW QUESTION 138

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

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

**Answer:** A

#### NEW QUESTION 139

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

What should the team have done to improve retrospective outcomes?

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

**Answer:** A

#### NEW QUESTION 142

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

How should the agile team lead respond?

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

**Answer:** A

**NEW QUESTION 145**

Throughout the project, an agile practitioner notices that one team member is becoming an emergent leader. What should an agile practitioner do?

- A. Present opportunities in order to be supportive and grow that team member's talents.
- B. Encourage the team member to fit in more with the established team norms.
- C. Bring this to management's attention so they don't disrupt the team.
- D. Ask team member to respect defined roles on the project to avoid confusion with the team.

**Answer:** D

**NEW QUESTION 148**

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:** A

**NEW QUESTION 150**

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

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

**Answer:** C

**NEW QUESTION 155**

An agile practitioner becomes a Scrum Master on an established Scrum team. After introductions, what should the agile practitioner do?

- A. Coach team members to improve functional specialties and increase overall velocity.
- B. Identify where team processes misalign with accepted Scrum practices.
- C. Facilitate the identification of problems or issues and help the team resolve them.
- D. Review the backlog to ensure that it is prioritized, refined, and properly tasked.

**Answer:** D

**NEW QUESTION 159**

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