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NEW QUESTION: 1

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Answer: B (LEAVE A REPLY)

The correct answer is B - Meet face to face at regular intervals to enhance shared understanding. While Agile favors colocation, it acknowledges that distributed teams are common. The Agile approach encourages face-to-face communication as the most effective means of information sharing. When colocation isn't possible, periodic in-person meetings help establish team trust and understanding.

From the PMI Agile Practice Guide:

"Even with distributed teams, periodic face-to-face interactions are recommended to foster team cohesion and alignment. This is especially important during team formation and key planning activities." (PMI Agile Practice Guide, Section 2.3 - Communication and Collaboration) Mike Griffiths also advises:

"Remote teams benefit significantly from occasional in-person meetings. This improves relationships, shared understanding, and effectiveness in virtual collaboration." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 4 - Team Performance) Why other options fall short:

- * A is about external support and not core to working agreements.
- * C undermines team transparency and agile principles of shared communication.
- * D could encourage fragmentation instead of collaboration.

NEW QUESTION: 2

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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: 3

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Answer: (SHOW ANSWER)

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: 4

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Answer: C (LEAVE A REPLY)

According to the PMI Agile Practice Guide (Section 7.2.1), the Scrum Master's role includes removing impediments and shielding the team from outside interference. A team member being pulled into work on a different project is a classic example of an impediment. Recording the issue in a risk register is appropriate, but more importantly, the Scrum Master must communicate and resolve the issue.

Mike Griffiths in his PMI-ACP Exam Prep Book (Chapter 3: Team Performance) emphasizes that agile teams require full dedication and protection from context switching, as multitasking reduces productivity and increases error rates. Merely documenting the issue is not enough-the Scrum Master must take steps to escalate and resolve the interference, potentially by negotiating with the former supervisor or re-clarifying role boundaries.

Therefore, Option C is correct as it involves actively addressing the threat rather than passively monitoring or adjusting around it.

NEW QUESTION: 5

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Answer: D (LEAVE A REPLY)

The requirement for the home button to be recognizable is subjective and requires clarification from a design perspective. The team should consult the design team or subject matter experts (SMEs) who have expertise in user experience (UX) and interface design. These experts can provide specific guidelines or criteria for what constitutes a recognizable home button, such as color, shape, placement, or icons. This ensures that the team can create an appropriate, measurable test for the requirement.

NEW QUESTION: 6

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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: 7

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Answer: C (LEAVE A REPLY)

Continuous delivery is a key practice in DevOps, ensuring that code is always in a deployable state. This practice allows for faster, more reliable releases, promoting automation and consistent

feedback loops in the development process. It helps teams to iterate quickly and deploy changes frequently, which is a hallmark of DevOps.

NEW QUESTION: 8

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Answer: (SHOW ANSWER)

The correct answer is D - Create a collaborative team environment so that the team can explore a solution together. Agile emphasizes self-organization, teamwork, and collective ownership of problem-solving. The Scrum Master facilitates, not dictates, and enables the team to resolve impediments through collaboration.

From the PMI Agile Practice Guide:

"The Scrum Master helps the team identify, address, and remove impediments. This is often done by fostering an environment of open communication and team problem-solving." (PMI Agile Practice Guide, Section 6.5 - Problem Detection and Resolution) Mike Griffiths elaborates:

"Rather than escalate or assign responsibility, the Scrum Master enables the team to work together to solve problems. This builds trust, increases team capability, and supports agile values." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 6 - Problem Detection and Resolution)

Incorrect options:

- * A and B promote a command-and-control approach, which violates agile values.
- * C defers the solution to a future sprint, rather than solving it now.

NEW QUESTION: 9

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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: 10

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Answer: (SHOW ANSWER)

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: 11

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Answer: (SHOW ANSWER)

The correct answer is C - Use retrospective techniques such as silent writing, clustering, and dot voting to field feedback prior to discussion by the team.

Agile retrospectives should foster psychological safety and equal participation. Techniques such as silent brainstorming or writing on sticky notes (physical or digital), followed by clustering similar themes and dot voting, help balance group dynamics and encourage input from all team members-including those who are less vocal.

PMI Agile Practice Guide explains:

"Effective retrospectives use facilitation techniques such as silent brainstorming, dot voting, and clustering to gather inputs from all participants. These techniques level the playing field, reduce groupthink, and support diverse communication styles." (PMI Agile Practice Guide, Section 5.8 - Retrospectives) Mike Griffiths also emphasizes:

"Using structured techniques allows quieter team members to contribute equally, and minimizes the dominance of more outspoken participants. The Scrum Master plays a key role in facilitating inclusive discussions." (PMI-ACP Exam Prep, Chapter 4 - Team Performance) Incorrect options:

* A and D are passive methods that reduce the collaborative and iterative nature of retrospectives.

* B may help, but does not address dominant voices or structure participation equitably.

NEW QUESTION: 12

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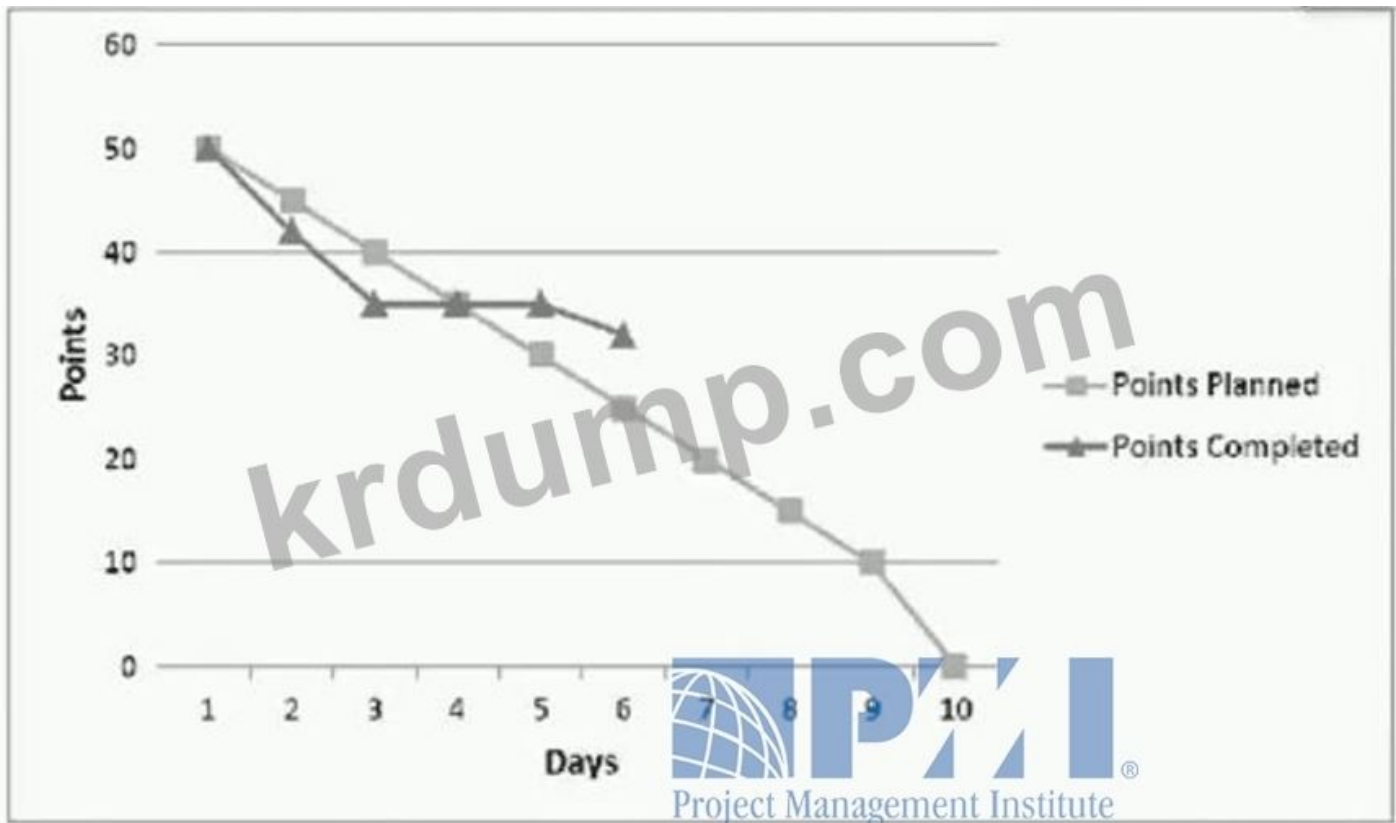
Answer: A (LEAVE A REPLY)

According to the PMI Agile Practice Guide (Section 7.2: Stakeholder Engagement), managing stakeholder expectations starts with establishing a shared vision and involving stakeholders in key activities like iteration reviews. This ensures transparency, feedback, and alignment on progress and priorities.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 4: Stakeholder Engagement) supports the idea that a common vision and shared goals foster trust and improve stakeholder relationships.

- * Option A is correct: a shared vision and active involvement lead to better stakeholder alignment.
- * Option B and C are partially right but limit collaboration or dismiss stakeholder input.
- * Option D is inconsistent with agile's emphasis on open, continuous communication.

NEW QUESTION: 13



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Answer: (SHOW ANSWER)

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: 14

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- B. Communicate the issue to the team in the next stand-up meeting.
- C. Communicate the issue to the team in the next retrospective.
- D. Communicate the issue to the team in the next daily stand-up meeting.

Answer: B (LEAVE A REPLY)

The correct answer is B - Communicate the issue to the team in the next stand-up meeting. Agile emphasizes early detection and resolution of impediments through daily communication. The Daily Stand-up is the appropriate forum to raise issues, so the entire team is aware and can decide collaboratively how to proceed.

From the PMI Agile Practice Guide:

"Daily stand-ups allow team members to communicate problems and identify impediments early. The team collaboratively determines how to respond to issues raised." (PMI Agile Practice Guide, Section 5.4 - Stand-up Meetings) Mike Griffiths adds:

"Issues must be shared early and openly. The stand-up is designed to expose blockers and ensure collective team awareness and decision-making." (PMI-ACP Exam Prep, Chapter 6 - Problem Detection and Resolution) Option A skips collaboration and bypasses the team's self-organizing nature. Options C and D delay the communication until the retrospective, which would result in lost time and potentially compound the issue.

NEW QUESTION: 15

Which of the following is the best practice for handling a team disagreement about the Definition of Done (DoD)?

- A. Escalate the issue to the project sponsor.
- B. Revisit and align the DoD between the team and product owner.
- C. Postpone resolution until the next retrospective.
- D. Assume testing is part of the story's completion criteria.

Answer: (SHOW ANSWER)

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: 16

Which of the following is the best practice for handling a team disagreement about the Definition of Done (DoD)?

- A. Escalate the issue to the project sponsor.
- B. Revisit and align the DoD between the team and product owner.
- C. Postpone resolution until the next retrospective.
- D. Assume testing is part of the story's completion criteria.

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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.

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NEW QUESTION: 17

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Answer: D (LEAVE A REPLY)

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: 18

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Answer: B (LEAVE A REPLY)

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: 19

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Answer: B (LEAVE A REPLY)

The correct answer is B - Organize training and development workshops to help all stakeholders form a shared understanding of agile practices.

Agile transformation requires not only role assignment but a cultural shift and shared mindset. Providing training and development for all stakeholders-including team members, managers, and leadership-builds a common understanding of agile principles, frameworks, and expectations.

PMI Agile Practice Guide:

"Agile adoption requires training, mentoring, and coaching. It is critical that all team members and stakeholders share an understanding of agile principles and practices to foster alignment and collaboration." (PMI Agile Practice Guide, Section 6.5 - Organizational Change and Culture) Mike Griffiths:

"Effective adoption of agile requires both technical and cultural onboarding. Training everyone-not just technical team members-is essential for creating a cohesive, aligned agile environment." (PMI-ACP Exam Prep, Chapter 1 - Agile Principles and Mindset) Incorrect options:

- * A focuses only on assigning roles, which is insufficient without foundational understanding.
- * C is a good long-term step but doesn't directly support the immediate team-level transition.
- * D limits agile adoption and fails to support holistic team capability-building.

NEW QUESTION: 20

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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 Books 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: 21

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Answer: C (LEAVE A REPLY)

Spikes are valuable for reducing uncertainty, but agile discourages spending multiple sprints solely on spikes without delivering value. 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), learning and delivery should occur concurrently whenever possible. Teams should strive to include high-priority deliverables alongside spikes, particularly in early sprints, to build momentum and maintain stakeholder engagement.

- * Option C is correct: executing high-priority stories in parallel with spikes promotes learning and value delivery.
- * Option A and D support spikes but ignore the risk of delayed value.
- * Option B is valid but administrative; the better choice is to avoid needing prolonged spike sprints at all.

NEW QUESTION: 22

Kanban Board:			
To Do	In Progress	Review	Done
Task 6	Task 8	Task 2	Task 1
Task 5	Task 7		Task 3
	Task 9		
	Task 10		
	Task 4		
	Task 11		
	Task 12		
	Task 15		
	Task 13		
	Task 14		

The Product Owner (PO) is responsible for managing the product backlog and ensuring that the team is working on the most important tasks. The PO also ensures that the team is working on tasks that are in progress (WIP) and that they are completed in a timely manner. The PO is also responsible for ensuring that the team is working on tasks that are in review and that they are completed in a timely manner. The PO is also responsible for ensuring that the team is working on tasks that are done and that they are completed in a timely manner.

- A. The PO is responsible for managing the product backlog and ensuring that the team is working on the most important tasks.
- B. The PO is responsible for managing the product backlog and ensuring that the team is working on tasks that are in progress (WIP) and that they are completed in a timely manner.
- C. The PO is responsible for managing the product backlog and ensuring that the team is working on tasks that are in review and that they are completed in a timely manner.
- D. The PO is responsible for managing the product backlog and ensuring that the team is working on tasks that are done and that they are completed in a timely manner.

Answer: B (LEAVE A REPLY)

In Kanban, limiting work in progress (WIP) is a key practice to improve task flow and reduce bottlenecks. By restricting the number of tasks that can be worked on at any given time, the team is forced to focus on completing the tasks that are already in progress before taking on new ones. This helps reduce the accumulation of tasks in the "In Progress" column, ensures that tasks move through the workflow more efficiently, and ultimately helps to meet project timelines more effectively. It also promotes better quality, as team members can focus on fewer tasks at a time.

NEW QUESTION: 23

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.

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Answer: A (LEAVE A REPLY)

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: 24

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Answer: D (LEAVE A REPLY)

The correct answer is D - Ask QA team members experienced with the new automation framework to cross- train the other QA members. Agile emphasizes shared ownership, continuous learning, and eliminating skill silos. Cross-training is an effective way to improve team capability and reduce dependencies.

From the PMI Agile Practice Guide:

"Agile encourages cross-functional teams and skills sharing. When skill gaps are discovered, team members with the knowledge are encouraged to cross-train others to increase the team's flexibility and productivity." (PMI Agile Practice Guide, Section 4.3 - Team Performance and Learning) Mike Griffiths adds:

"Cross-training improves team resilience and reduces bottlenecks. When expertise is limited to a few people, risks increase. Agile teams overcome this by mentoring and shared learning." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 4 - Team Performance) Incorrect options:

- * A and C are reactive and delay resolution.
- * B encourages overwork and can lead to burnout.

NEW QUESTION: 25

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Answer: D (LEAVE A REPLY)

The correct answer is D - Have the Product Owner explain the product vision and review the release plan with the team. One of the Product Owner's key responsibilities is to communicate the product vision and ensure the team understands how their work aligns with business value. This fosters alignment and motivation.

From the PMI Agile Practice Guide:

"The Product Owner is responsible for communicating the product vision and roadmap. This ensures that the team understands the 'why' behind the work and how each piece contributes to overall business goals." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement and Product Vision) Mike Griffiths adds:

"Teams need context for their work. The product owner provides this by clearly sharing the vision and maintaining a transparent roadmap." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- * A is useful but doesn't address the larger product context.
- * B may help with story structuring but doesn't clarify vision.
- * C delays resolving an immediate misunderstanding.

NEW QUESTION: 28

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Answer: (SHOW ANSWER)

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: 29

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Answer: (SHOW ANSWER)

A value stream map is a tool used to visualize the flow of materials and information through a process, identifying areas of waste and inefficiency. In this case, the business analyst's key observations will include wait times (delays between steps) and cycle times (time taken to complete each step in the process). By analyzing these, the business analyst can identify opportunities to streamline the process, reduce delays, and improve overall efficiency in delivering healthcare services.

NEW QUESTION: 30

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Answer: C (LEAVE A REPLY)

The agile lead is emphasizing the importance of creating a safe environment for disagreement, which encourages constructive conflict. In Agile, this is crucial because it allows team members to openly express differing opinions and perspectives. Such discussions often lead to better decision-making by surfacing various viewpoints and potential solutions. When teams feel safe to disagree, it fosters creativity, innovation, and problem-solving without fear of retribution. This aligns with Agile principles of collaboration, transparency, and continuous improvement.

NEW QUESTION: 31

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and delivered within a single iteration." (Mike Griffiths, Chapter 3 - Value-Driven Delivery) Option A contradicts agile principles, which emphasize cross-functional teams capable of analysis, development, and testing. Option B is a supporting activity but does not directly increase value delivery. Option D reflects traditional project management thinking and does not align with the iterative, adaptive nature of agile.

NEW QUESTION: 34

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Answer: (SHOW ANSWER)

When a security issue is revealed mid-sprint, the project manager should consult with both the product owner and the project team. The product owner is responsible for prioritizing the backlog and ensuring that the most valuable features are worked on, while the team will help assess the technical implications of addressing the security issue.

The product owner needs to understand the impact of the security issue on the product's value and determine if it needs to be prioritized over other work in the sprint.

The project team should help evaluate the effort required to address the issue and ensure that the solution is feasible within the sprint's capacity.

By collaborating with both the product owner and the team, the project manager can make an informed decision on whether to adjust the sprint plan, reprioritize the backlog, or take necessary actions to address the vulnerability. This ensures that the security issue is resolved without jeopardizing the overall sprint goals.

NEW QUESTION: 35

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Answer: B (LEAVE A REPLY)

The project lead should focus on creating a safe environment where all team members feel comfortable expressing their opinions without fear of judgment or repercussions. This can be achieved by encouraging open communication, showing appreciation for diverse perspectives, and actively ensuring that everyone's voice is heard. A safe environment fosters trust and collaboration, which is essential for the team's success.

While other options may help in certain contexts, building a culture of safety and trust is the most effective long-term strategy to encourage team members to speak up.

NEW QUESTION: 36

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Answer: (SHOW ANSWER)

In Agile, the Definition of Done (DoD) typically requires that the feature be both developed and fully integrated into the release package before it is considered complete. Even though the feature was successfully tested and demonstrated by QA, if it is not included in the release package, it is not technically completed according to the DoD. Therefore, its story points should not be added to the burndown chart until it is actually part of the release. This ensures that the team's progress is accurately tracked based on completed, released work.

NEW QUESTION: 37

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Answer: D (LEAVE A REPLY)

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.

NEW QUESTION: 38

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Answer: D (LEAVE A REPLY)

The correct answer is D - Facilitate a product development roadmap workshop. Engaging stakeholders early through a roadmap workshop helps align expectations, prioritize outcomes, and build shared understanding around value delivery.

From the PMI Agile Practice Guide:

"Product roadmaps provide a high-level view of deliverables and timing. Facilitating roadmap workshops ensures that all stakeholders contribute to and align with the vision." (PMI Agile Practice Guide, Section 5.4 - Product Roadmap and Planning) Mike Griffiths further explains:

"Roadmap workshops allow stakeholders to discuss release priorities and business goals, ensuring engagement in the planning process and continuous alignment throughout the project." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 5 - Adaptive Planning) Incorrect options:

- * A reflects a waterfall mindset.
- * B involves team-level planning, not broad stakeholder engagement.
- * C is informative but not collaborative or sufficient for planning.

NEW QUESTION: 39

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Answer: (SHOW ANSWER)

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: 40

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Answer: C (LEAVE A REPLY)

The best approach for the agile coach would be to address the root cause of the concern immediately and help the team reflect on their current processes to identify ways to improve. This can be achieved by engaging the team in a discussion that focuses on understanding the issues related to the technical design and the definition of done (DoD).

This will allow the team to openly discuss and identify specific areas of the technical designs that do not meet the DoD. By understanding the underlying issues, the coach can help the team find solutions and ensure that future work aligns with the agreed-upon quality standards and expectations.

NEW QUESTION: 41

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Answer: D (LEAVE A REPLY)

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.

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NEW QUESTION: 42

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Answer: C (LEAVE A REPLY)

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: 43

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Answer: D (LEAVE A REPLY)

Servant leadership is about supporting the team, empowering them, and ensuring they have what they need to succeed. The team leader should focus on removing impediments that block the team's progress. By doing so, the leader enables the team to work more efficiently and effectively, without being obstructed by recurring issues. This aligns with the servant leadership mindset of putting the team's needs first and helping them reach their goals.

NEW QUESTION: 44

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Answer: A (LEAVE A REPLY)

The correct answer is A - Use the DISC framework with each team member. The DISC model (Dominance, Influence, Steadiness, and Conscientiousness) is a well-established behavioral assessment tool used to understand communication preferences, motivators, and individual work styles. Agile leaders may use tools like DISC to foster emotional intelligence, improve collaboration, and re-engage disengaged team members.

From the PMI Agile Practice Guide:

"Effective agile leaders understand individual team members' communication styles and motivations. Tools such as DISC or MBTI can help assess personality preferences and enable better coaching." (PMI Agile Practice Guide, Section 6.2 - Coaching Agile Teams) Mike Griffiths notes:

"Behavioral models such as DISC support the development of emotionally intelligent teams. They help leaders tailor their coaching and communication approaches to individual needs." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 4 - Team Performance) Why other options are incorrect:

- * B (MoSCoW) is a prioritization technique, not a tool for personal engagement.
- * C (Hiring a SAFe coach) is overkill and not the most direct or relevant response.
- * D (BDUF - Big Design Up Front) is a traditional approach unrelated to team dynamics or motivation.

NEW QUESTION: 45

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Answer: C (LEAVE A REPLY)

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: 46

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Answer: (SHOW ANSWER)

Agile relies on regular retrospectives to reflect, adapt, and implement improvements. According to the PMI Agile Practice Guide (Section 5.6 Retrospectives), teams should continuously inspect their process and collectively own the changes needed to improve. This supports a culture of learning and accountability.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 7: Continuous Improvement) encourages frequent retrospectives that include open discussion and shared responsibility for change implementation.

- * Option A is correct: holding retrospectives and collaborating on actions promotes ownership and progress.
- * Option B neglects process change.
- * Option C limits transparency and team collaboration.
- * Option D addresses trust but not the recurring problems.

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NEW QUESTION: 47

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Answer: (SHOW ANSWER)

To improve collaboration, it's essential that the team members understand the importance of the project vision statement and feel empowered to contribute. Setting clear expectations ensures that all participants know the purpose of the meeting and their role in contributing. By encouraging everyone to share their ideas and perspectives, the team can reach a consensus or at least acknowledge differing views in a constructive way.

This fosters a collaborative environment where team members feel their input is valued.

NEW QUESTION: 48

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Answer: (SHOW ANSWER)

The MoSCoW method (Must have, Should have, Could have, Won't have) is a prioritization technique commonly used in agile to determine which stories deliver the most value. The PMI Agile Practice Guide (Section 5.1: Prioritization Techniques) lists MoSCoW as one of the methods used by product owners and teams to prioritize backlog items.

- * Option A is correct: MoSCoW is a proven agile prioritization method.
- * Option B is used for estimation, not prioritization.
- * Option C is not a standard agile prioritization method.

NEW QUESTION: 49

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Answer: B (LEAVE A REPLY)

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: 50

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Answer: A (LEAVE A REPLY)

Effective stakeholder engagement starts with shared understanding and agreement on goals and requirements. The PMI Agile Practice Guide (Section 7.2 Stakeholder Engagement) emphasizes the need to collaborate with stakeholders early and often, especially on prioritization and epic-level expectations.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 4: Stakeholder Engagement) underscores that misunderstandings are reduced when all parties are aligned on what "done" means, and epics and requirements are collaboratively defined.

- * Option A is correct: agreement and shared understanding reduce misalignment and conflict.
- * Option B introduces unnecessary delays in planning.
- * Option C is useful but insufficient if initial requirements are misunderstood.

* Option D may help in contract terms but doesn't solve day-to-day misalignment.

NEW QUESTION: 51

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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.

NEW QUESTION: 52

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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: 53

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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: 54

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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: 55

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Answer: A (LEAVE A REPLY)

Velocity is a measure of the amount of work a team can handle during a sprint, typically measured in story points. While it can fluctuate slightly from sprint to sprint, the goal is to have velocity stabilize over time, as this helps in forecasting future sprints and planning. An increase in velocity from 27 to 35 could indicate an improvement in the team's capacity to deliver, which should be celebrated if it aligns with the team's capabilities. However, a stable velocity over time is what typically matters for predictability and planning.

NEW QUESTION: 56

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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: 57

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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: 58

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Answer: B (LEAVE A REPLY)

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: 59

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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: 65

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Answer: (SHOW ANSWER)

The correct answer is A - Include it in the product backlog and use a new indicator to annotate that it is technical debt. Agile teams track technical debt transparently by adding it to the product backlog. Marking it with a clear label helps the team and product owner consider it during prioritization and planning.

From the PMI Agile Practice Guide:

"Technical debt should be made visible and added to the product backlog. Teams may use tags or indicators to distinguish it and make informed prioritization decisions." (PMI Agile Practice Guide, Section 5.5 - Technical Debt) Mike Griffiths emphasizes:

"Technical debt must be tracked in the backlog to avoid long-term consequences. Tagging it ensures stakeholders are aware and can prioritize its resolution appropriately." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- * B assumes all technical debt is low priority, which may not be true.
- * C is incorrect; agile explicitly recommends tracking tech debt.
- * D introduces inconsistency and reduces visibility.

NEW QUESTION: 66

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Answer: A (LEAVE A REPLY)

In this situation, the Scrum Master observes that the developer is confused about a business rule during the daily coordination meeting. The best approach is to address the issue directly with the developer after the meeting. This ensures that the developer receives the clarification they need without disrupting the flow of the meeting or drawing unnecessary attention to the issue during the daily standup.

NEW QUESTION: 67

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Answer: (SHOW ANSWER)

The correct answer is A - Inform the stakeholder that all updates are provided in the sprint review sessions and encourage them to attend.

The Sprint Review is designed to provide transparency to stakeholders, demonstrate completed work, and gather feedback. Stakeholders should be encouraged to attend these events to stay updated and engaged.

From the PMI Agile Practice Guide:

"Sprint reviews are intended to engage stakeholders in reviewing completed work and discussing priorities.

This event ensures transparency and encourages stakeholder collaboration." (PMI Agile Practice Guide, Section 5.5 - Stakeholder Engagement) Mike Griffiths adds:

"Agile teams encourage stakeholder participation in regularly scheduled review meetings to maintain alignment and foster transparency." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 3 - Stakeholder Engagement) Other options:

* B adds non-Agile overhead and undermines Agile transparency mechanisms.

* C and D are dismissive and uncollaborative, potentially damaging relationships.

NEW QUESTION: 68

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- A. Add code cleanup activities to the product backlog and request prioritization by the product owner.
- B. Add code cleanup activities to the product backlog and request prioritization by the team.
- C. Add code cleanup activities to the product backlog and request prioritization by the product owner and the team.
- D. Add code cleanup activities to the product backlog and request prioritization by the team and the product owner.

Answer: A (LEAVE A REPLY)

The correct answer is A - Add code cleanup activities to the product backlog and request prioritization by the product owner. In Agile, technical debt should be made visible and managed like any other backlog item. The product owner is responsible for backlog prioritization and must balance feature delivery with quality-related tasks.

From the PMI Agile Practice Guide:

"Technical debt should be made transparent and included in the product backlog. Teams should advocate for addressing it, and the product owner prioritizes its resolution based on the impact to future work." (PMI Agile Practice Guide, Section 5.5 - Technical Debt) Mike Griffiths' guidance reinforces this:

"Technical debt erodes long-term productivity and must be tracked and addressed. Agile teams collaborate with product owners to prioritize and schedule code cleanup or refactoring activities." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 7 - Continuous Improvement) Incorrect options:

- * B and C bypass the product owner's prioritization role.
- * D delays action unnecessarily and misrepresents Agile's emphasis on transparency and early resolution.

NEW QUESTION: 69

- 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.
- A. Start with one or two improvements to implement immediately.
 - B. Bypasses action.
 - C. Brisks overwhelming the team.
 - D. Prioritizes complexity over practicality.

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.

expectations were not met in previous projects. Agile thrives in environments that require responsiveness to feedback.

PMI Agile Practice Guide:

"Early and continuous stakeholder engagement and regular reviews help ensure alignment and satisfaction, especially when past experiences were negative." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement) Mike Griffiths:

"Agile promotes iterative delivery and early validation, minimizing the risk of misaligned expectations and unmet requirements." (PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery)

Incorrect options:

* A and C are useful, but don't directly prevent recurrence of the problem.

* B is vague and lacks concrete action.

NEW QUESTION: 72

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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: 73

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

Velocity is a tool for internal team improvement and forecasting, not external benchmarking. According to the PMI Agile Practice Guide (Section 5.4: Velocity and Estimation) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 3: Team Performance), tracking velocity over time helps teams assess the impact of process changes, refine estimates, and validate their continuous improvement efforts.

- * Option C is correct: it focuses on team-level improvement.
- * Option A uses velocity inappropriately for performance review, which goes against agile principles.
- * Option B promotes unhealthy comparisons across teams.
- * Option D is partially true, but stakeholder communication is secondary to internal use.

NEW QUESTION: 74

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Answer: ([SHOW ANSWER](#))

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: 75

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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: 76

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Answer: C (LEAVE A REPLY)

Understand the current progress:
The project is halfway through development.
The team has reached a stable velocity after 8 iterations.
Each sprint duration is two weeks.

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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: 79

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Answer: A (LEAVE A REPLY)

The correct answer is A - Foster stronger communication by hosting cross-organizational meetings between the two teams.

Integration issues often result from mismatched expectations, lack of alignment, or asynchronous collaboration. A practical solution is to improve communication via cross-functional and cross-team meetings, which support transparency, alignment, and shared understanding.

PMI Agile Practice Guide states:

"Strong communication is essential in hybrid environments. Agile practitioners must foster collaboration between diverse teams to ensure integration points are clear and timely." (PMI Agile Practice Guide, Section 4.3 - Communications and Collaboration) Mike Griffiths notes:

"When agile and non-agile teams must work together, agile leaders facilitate boundary-spanning conversations to ensure mutual understanding and coordinated delivery." (PMI-ACP Exam Prep, Chapter 4 - Team Performance) Other options:

- * B oversimplifies the solution and may create unnecessary disruptions.

- * C contradicts agile's principle of just-enough documentation.
- * D is rarely practical in hybrid or large-scale environments.

NEW QUESTION: 80

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Answer: (SHOW ANSWER)

In agile, teams are empowered to identify and solve problems collaboratively. When a technical concern arises, such as a limitation in the current technology stack, it is common practice to initiate a spike or research activity to explore alternative solutions. According to the PMI Agile Practice Guide (Section 5.2: Spikes and Technical Investigation) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 7: Problem Detection and Resolution), the best approach is to encourage the team to investigate the issue collaboratively.

- * Option A is correct: engaging the team in research fosters ownership and solution-based thinking.
- * Option B circumvents team decision-making and undermines self-organization.
- * Option C is premature-this is a technical issue, not a user requirement.
- * Option D may be helpful, but action should start with the team exploring options.

NEW QUESTION: 81

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Answer: B (LEAVE A REPLY)

In Scrum, velocity is a metric that measures the amount of work a team can complete in a given sprint, usually measured in story points or work units. However, velocity is not a metric for team efficiency or quality. It primarily reflects the team's capacity to complete work within a sprint and can help forecast future work delivery once the team becomes stable. A team may have a stable velocity, but that does not necessarily mean they are producing higher-quality or more efficient deliverables.

NEW QUESTION: 82

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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: 83

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Answer: (SHOW ANSWER)

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: 84

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Answer: D (LEAVE A REPLY)

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.

- * A attempts to do both initiatives, which may result in burnout or failed delivery.
- * B focuses effort away from the agile team's responsibilities.
- * D is unrealistic in cross-functional organizations where members may support multiple initiatives.

NEW QUESTION: 87

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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: 88

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Answer: B (LEAVE A REPLY)

To reduce stakeholder risk and encourage early investment in high-risk/high-reward projects, agile recommends breaking the solution into small, incremental deliverables called Minimally Marketable Features (MMFs). According to the PMI Agile Practice Guide (Section 5.1 Product Roadmap and MMFs) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 6: Value-Driven

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: 91

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Answer: D (LEAVE A REPLY)

The correct answer is D - Create a space on the board to prioritize the threats, along with an update on the actions that are in progress and what still needs to be done.

Agile promotes visual management and transparency. By using a dedicated section on the team board (information radiator), risks can be prioritized, tracked, and made visible to the entire team, enabling ongoing awareness and proactive response.

PMI Agile Practice Guide:

"Information radiators can be used to display risk burndown charts, prioritization, and mitigation plans, allowing teams to manage and address risk openly." (PMI Agile Practice Guide, Section 7.3 - Risk Management) Mike Griffiths:

The correct answer is C - Refer to the remaining prioritized backlog items. Agile planning is iterative and based on the product backlog's prioritization. During iteration planning, once the team has identified most story points to be delivered, it should refer back to the product backlog and select the next highest-priority user stories to fill in the remaining capacity, considering the team's historical velocity.

From the PMI Agile Practice Guide:

"Iteration planning begins with the team reviewing the prioritized backlog items. Based on their velocity, they determine how many stories can be completed. Teams select stories from the top of the backlog and stop when they reach their capacity." (PMI Agile Practice Guide, Section 5.2 - Iteration Planning) Mike Griffiths also emphasizes:

"Agile teams rely on a prioritized backlog maintained by the product owner. Iteration planning involves pulling the highest-priority stories into the sprint until the team reaches its forecasted velocity." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 5 - Adaptive Planning) Other options are incorrect:

- * A is counter to adaptive planning and proactive engagement.
- * B focuses on technical feasibility, not business priority.
- * D ignores prioritization and may add low-value work.

NEW QUESTION: 96

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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: 97

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Answer: C (LEAVE A REPLY)

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: 98

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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: 99

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Answer: D (LEAVE A REPLY)

In agile,early and frequent feedbackfrom stakeholders and clients is critical to ensure that what is being built delivers the intended value. ThePMI Agile Practice Guide (Section 5.5 and Section 7.2.2)promotes regularproduct 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 thatproduct validation is continuousand not left to the end of the project. Regular review sessions allow clients toconfirm that the product meets expectations, reducing the risk of building the wrong solution. Therefore,Option Dis correct: holding product review sessions with the client aligns with agile values of transparency, collaboration, and value delivery.

NEW QUESTION: 100

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Answer: B (LEAVE A REPLY)

The correct answer is B - The duration of feedback cycles has increased.

In Agile, quick feedback is crucial to success. An increase in feedback cycle time indicates breakdowns in communication, delayed decision-making, or weak collaboration-all of which are signs that a distributed team may not be functioning effectively.

From the PMI Agile Practice Guide:

"Distributed teams require more intentional efforts to maintain communication and reduce feedback loops.

Lag in feedback reduces responsiveness and impedes value delivery."

(PMI Agile Practice Guide, Section 2.3 - Agile Team Communication)

Mike Griffiths highlights:

"One of the key risks in distributed teams is the degradation of feedback speed. Long feedback cycles result in slower adaptation and lost opportunities." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 4 - Team Performance) Other options:

* A (more emails) is neutral-could be communication, not dysfunction.

* C (increased velocity) is a positive sign.

* D (rescheduling meetings) is an adjustment, not necessarily dysfunction.

#####

NEW QUESTION: 101

Agile teams are encouraged to be transparent with all stakeholders and make them aware of the issues encountered and the current project's status. Which of the following is the best practice for stakeholder engagement?

Which of the following is the best practice for stakeholder engagement?

- A. Be transparent with all the stakeholders and make them aware of the issues encountered and the current project's status.
- B. Engage stakeholders regularly and make them aware of the issues encountered and the current project's status.
- C. Engage stakeholders regularly, but only if they request it, to avoid surprises.
- D. Engage stakeholders regularly, but only if they request it, to avoid surprises.

Answer: A (LEAVE A REPLY)

The correct answer is A - Be transparent with all the stakeholders and make them aware of the issues encountered and the current project's status.

Agile encourages transparency and regular stakeholder engagement to ensure alignment and avoid surprises.

Even if a stakeholder prefers minimal involvement, it is the team's responsibility to raise issues that could impact delivery, especially if they introduce risk or require input.

From the PMI Agile Practice Guide:

"Agile promotes transparency and ongoing stakeholder engagement. Teams should proactively communicate risks and emerging issues to build trust and enable timely decision-making." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement) Mike Griffiths notes:

"Transparency is one of the pillars of Agile. Teams must keep stakeholders informed-even those who prefer limited involvement-to ensure that value is continuously delivered." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 3 - Stakeholder Engagement) Other options explained:

- * B is a secondary action; transparency should come first.
- * C risks late discovery and undermines agile values.
- * D removes responsibility from the team, which contradicts self-management.

NEW QUESTION: 102

Agile teams are encouraged to be transparent with all stakeholders and make them aware of the issues encountered and the current project's status. Which of the following is the best practice for stakeholder engagement?

- A. Be transparent with all the stakeholders and make them aware of the issues encountered and the current project's status.
- B. Engage stakeholders regularly and make them aware of the issues encountered and the current project's status.
- C. Engage stakeholders regularly, but only if they request it, to avoid surprises.
- D. Engage stakeholders regularly, but only if they request it, to avoid surprises.

Answer: C (LEAVE A REPLY)

In Agile, flexibility and adaptability are key, especially when dealing with uncertain or changing requirements like evolving government regulations. The agile coach should ensure that the team is building the product incrementally, allowing for adjustments as needed. This way, when the regulatory changes occur, the team can adapt quickly without disrupting the entire release process. By focusing on delivering small, workable increments, the team can respond to changes more efficiently.

NEW QUESTION: 103

Which of the following is a key characteristic of a release plan in an agile environment? (Select all that apply.)

- A. It is a high-level overview of the product's objectives, key features, and iteration timelines.
- B. It includes dependencies and specifies the responsible teams for each component.
- C. It is a detailed plan that locks the team into rigid, unchangeable tasks.
- D. It provides flexibility to adapt to changes in requirements and priorities.

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: 104

Which of the following is a key characteristic of a release plan in an agile environment? (Select all that apply.)

- A. It is a high-level overview of the product's objectives, key features, and iteration timelines.
- B. It includes dependencies and specifies the responsible teams for each component.
- C. It is a detailed plan that locks the team into rigid, unchangeable tasks.
- D. It provides flexibility to adapt to changes in requirements and priorities.
- E. It is a high-level overview of the product's objectives, key features, and iteration timelines.

Answer: (SHOW ANSWER)

When considering an increase in scope, it's important to first align with the organization's higher-level objectives. Seeking executive approval on the approach ensures that the change is in line

"Agile promotes co-creation. The project manager's role is to facilitate dialogue, not dictate requirements.

The best outcomes come from collective decisions aligned with value."

(Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 3 - Stakeholder Engagement) Other options explained:

- * A contradicts Agile principles of team and stakeholder collaboration.
- * B gives unilateral authority to the customer, which can disrupt team ownership.
- * C excludes the team from the conversation, weakening transparency.

NEW QUESTION: 108

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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: 109

An Excerpt from the Quality Management Plan:

ID	Section	Description
1	Quality Objectives	Ensure the planning tool meets all the functional and non-functional requirements. Minimize defects post-deployment.
2	Quality Standards	Compliance with industry standards.
3	Quality Roles and Responsibilities	Project Manager: Oversee quality management activities. Quality Assurance (QA) Lead: Develop and implement QA processes. Development Team: Adhere to coding standards and perform unit testing. Business Analysts: Ensure requirements are clear and testable. End Users: Provide feedback during user acceptance testing (UAT).
4	Quality Assurance Processes	Requirements Review, Design Review, and Process Audits
5	Tools and Techniques	Testing Tools, Code Quality Tools, Documentation Tools, and CI/CD Tools.
6	Quality Metrics	Defect Density: Number of defects per unit of code. Escaped Defects: Number of defects found after release.
7	Risk Management	Identify Quality Risks and implement mitigation strategies
8	Training and Development	QA Training, Developer Training, and End User Training
9	Continuous Improvement	Scheduled reviews of quality management activities and outcomes. Incorporate feedback from users and stakeholders into the QA process.

Which of the following is the best approach to support quick feature delivery while maintaining quality?

(Select the best answer.)

- A. Automate integration, testing, and deployment activities.
- B. Perform manual testing and deployment activities.
- C. Perform manual testing and deployment activities, and automate integration and deployment activities.
- D. Automate integration and deployment activities, and perform manual testing activities.

Answer: A (LEAVE A REPLY)

To support quick feature delivery while maintaining quality, the best approach is to automate integration, testing, and deployment activities. This aligns with the principles of Continuous Integration and Continuous Deployment (CI/CD), which streamline processes and reduce the manual effort required to test and deploy software. This approach can help the team to quickly release features with confidence that they meet quality standards, reducing manual errors and speeding up the delivery cycle.

NEW QUESTION: 110

Which of the following is the best approach to support quick feature delivery while maintaining quality?

- A. Automate integration, testing, and deployment activities.

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Answer: C (LEAVE A REPLY)

The presence of a single point of knowledge is a significant risk in agile teams. According to the PMI Agile Practice Guide (Section 4.3.3: Team Structure and Cross-functionality) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 3: Team Performance), agile teams should avoid role silos and promote knowledge sharing. Adding another database administrator helps with both workload distribution and knowledge retention through pairing or mentoring.

- * Option C is correct: it ensures redundancy and knowledge spread, reducing project risk.
- * Option A does not address knowledge transfer or team development.
- * Option B removes the knowledge resource, worsening the risk.
- * Option D limits knowledge-sharing and still creates a bottleneck.

NEW QUESTION: 111

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Answer: (SHOW ANSWER)

Frequent feedback is key to agile success. According to the PMI Agile Practice Guide (Section 5.3: Sprint Review and Feedback) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 4: Stakeholder Engagement), the sprint review (demo) is the primary event designed to obtain feedback from stakeholders.

If stakeholders are unresponsive, increasing the opportunities for engagement, such as by scheduling more demos or review checkpoints, encourages their involvement.

- * Option D is correct: demos provide structured opportunities to collect feedback.
- * Option A might increase delivery cadence but doesn't guarantee feedback.
- * Option B is inappropriate—daily stand-ups are for the team.
- * Option C violates role responsibilities—estimation is owned by the team, not stakeholders.

NEW QUESTION: 112

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Answer: D (LEAVE A REPLY)

The correct answer is D - Present the idea at the next ceremony attended by stakeholders to obtain their input.

Agile emphasizes transparency and collaboration with stakeholders. Since the organization values security highly, decisions that impact quality or policy must be discussed openly with stakeholders who have the authority to weigh cost-benefit trade-offs.

From the PMI Agile Practice Guide:

"Agile teams embrace customer collaboration and transparency. When decisions have business or organizational implications-such as security or compliance-stakeholders must be involved in evaluating trade-offs." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement) Mike Griffiths states:

"When teams face decisions that could impact non-functional requirements like security, these should be escalated transparently to stakeholders for evaluation." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- * A and C could result in bias or lack of organizational alignment.
- * B is too late and internal-only for a business-critical concern.

NEW QUESTION: 113

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Answer: (SHOW ANSWER)

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: 114

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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: 115

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

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

Answer: C (LEAVE A REPLY)

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: 116

A Scrum Master is working with a team that is struggling to complete a sprint. The team has been working for 20 days and has only completed 50% of the work. The Scrum Master is looking for ways to help the team complete the sprint.

Which of the following actions should the Scrum Master take?

A. Remove the team from the sprint and start a new sprint.

B. Remove the team from the sprint and start a new sprint.

C. Remove the team from the sprint and start a new sprint.

D. Remove the team from the sprint and start a new sprint.

Answer: C (LEAVE A REPLY)

The first step for the Scrum Master should be to identify the key stakeholders as early as possible.

Understanding who the key stakeholders are, such as internal or external individuals or groups that have an interest in the project, allows the team to prioritize communication and engagement with them from the outset. Identifying stakeholders early ensures that their needs and expectations can be taken into account when planning and executing the project. This helps avoid misunderstandings or misaligned goals later in the project.

NEW QUESTION: 117

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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: 118

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Answer: (SHOW ANSWER)

As a servant leader, it is important to address the root cause of the disruption, which in this case is the director's repeated visits and distracting conversations. Coaching the company director on agile practices and good communication helps them understand the need to minimize interruptions and foster a productive environment for the team. This approach will help align the director's behavior with Agile principles, ensuring that the team can focus on delivering value without unnecessary distractions. By educating the director, the servant leader can improve overall team dynamics and project efficiency.

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Answer: C (LEAVE A REPLY)

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.

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NEW QUESTION: 122

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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: 123

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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: 124

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

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: 125

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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: 126

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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: 127

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Answer: C (LEAVE A REPLY)

To address declining morale, mistrust, and isolation within the team, the agile project manager should focus on fostering collaboration, trust, and team cohesion. Cross-training and mentoring provide opportunities for team members to learn from one another, share knowledge, and build stronger interpersonal relationships.

This not only enhances productivity but also helps break down silos, encourages mutual support, and increases trust across the team.

NEW QUESTION: 128

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Answer: A (LEAVE A REPLY)

The team's primary role is to estimate and define the work items in the product backlog. In an Agile environment, the team collaborates with the product owner to break down user stories into manageable tasks, providing effort estimates (such as story points) to help guide future iterations. The team also works with the product owner to refine and clarify requirements when needed, ensuring that the work is well understood and ready for execution.

NEW QUESTION: 129

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Answer: (SHOW ANSWER)

In this scenario, the development team is working closely with different business units to deliver value early and often. This aligns with the agile value of delivering working software frequently, with a preference for shorter timescales. By collaborating with business units, the team is enabling early feedback and adapting to changing requirements, which is a core principle of agile methodologies like Scrum.

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Answer: C (LEAVE A REPLY)

Agile emphasizes sustainable pace and continuous improvement, not overworking or overcommitting. The appropriate response is to identify why the team overcommitted, learn from

it, and adjust future sprint planning. This aligns with the PMI Agile Practice Guide (Section 5.4: Sprint Planning and Velocity) and Section 5.6: Retrospectives, which recommend using retrospectives to address such issues.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 6: Adaptive Planning) explains that over-committing leads to poor predictability, and inspecting root causes helps refine estimation and velocity in future sprints.

- * Option C is correct: it supports learning and improves future planning.
- * Option A promotes unsustainable practices.
- * Option B misunderstands velocity—it's a measurement, not something to be increased by will.
- * Option D undermines team stability and agile planning based on consistent team capacity.

NEW QUESTION: 131

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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 D risks team morale and doesn't address the root cause.

NEW QUESTION: 132

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Answer: (SHOW ANSWER)

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: 133

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Answer: (SHOW ANSWER)

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: 134

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Answer: A (LEAVE A REPLY)

The correct answer is A - Reduced or improper customer collaboration.

One of the core principles of Agile is continuous collaboration with the customer. If multiple feature changes are only identified during a late-stage review, it typically indicates that the customer was not involved sufficiently throughout the development process.

From the Agile Manifesto (cited in the PMI Agile Practice Guide):

"Customer collaboration over contract negotiation."

"Working software is delivered frequently... with a preference to the shorter timescale." And from the PMI Agile Practice Guide:

"Ongoing engagement with the customer helps align product features with actual needs and reduce surprises during late-stage reviews." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement) Mike Griffiths also emphasizes:

"When customers are involved in iteration reviews and backlog grooming, their evolving needs are captured in real time. Surprises during release reviews usually reflect a failure of ongoing communication." (Mike Griffiths, Chapter 3 - Value-Driven Delivery) Other options don't directly address the root cause:

- * B may contribute, but customer collaboration is the key differentiator in agile.
- * C and D are traditional causes of waterfall-style failure, not typically root causes in agile.

NEW QUESTION: 135

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Answer: (SHOW ANSWER)

Knowledge sharing and organizational learning are core elements of scaling agile. According to the PMI Agile Practice Guide (Section 8.4 Organizational Change Management) and the PMBOK Guide (6th Edition, Section 10.2 Manage Communications), the project manager should actively disseminate lessons learned, best practices, and project outcomes to promote agile adoption across the organization.

Mike Griffiths reinforces in the PMI-ACP Exam Prep Book (Chapter 7: Continuous Improvement) that continuous feedback loops and transparent communication are essential to agile transformation success.

Option D is correct because regular meetings specifically focused on sharing outcomes and learning from the pilot project help embed agile values and improve future implementations.

NEW QUESTION: 136

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Answer: (SHOW ANSWER)

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: 139

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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: 140

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Answer: (SHOW ANSWER)

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.

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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: 143

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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: 144

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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: 145

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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: 146

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Answer: D (LEAVE A REPLY)

The agile lead should evaluate the team's capacity and help them select user stories that align with around

80% of their available capacity for the iteration. This approach takes into account potential issues or interruptions and helps ensure the team is not overcommitting. By selecting user stories based on a realistic understanding of the team's capacity, the team is more likely to meet their

commitments and avoid incomplete work. This method promotes sustainable work practices and helps the team maintain a predictable velocity over time.

NEW QUESTION: 147

Which of the following is a key characteristic of the Definition of Done (DoD)?

- A. It is defined by the project sponsor.
- B. It is defined by the project team.
- C. It is defined by the product owner.
- D. It is defined by the stakeholders.

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: 148

Which of the following is a key characteristic of cross-functional teams?

- A. Team members have specialized skills.
- B. Team members have a variety of skills.
- C. Team members have different backgrounds.
- D. Team members have different roles.

Answer: A (LEAVE A REPLY)

Agile promotes cross-functional teams and reducing bottlenecks through knowledge sharing and skill development. The PMI Agile Practice Guide (Section 4.3.3: Cross-functional Teams) recommends that team members develop T-shaped skills to handle more types of work. Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 3: Team Performance) advocates for skill broadening to improve team throughput and resilience.

- * Option A is correct: cross-training removes dependencies and improves flow.
- * Option B delays action and prolongs the issue.
- * Option C reduces delivery capacity rather than addressing the root cause.
- * Option D arbitrarily limits scope and doesn't resolve the underlying skill gap.

NEW QUESTION: 149

Which of the following is a key characteristic of a self-organizing team?

- A. Team members have specialized skills.
- B. Team members have a variety of skills.

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Answer: B (LEAVE A REPLY)

The correct answer is B - The stakeholder who can prevent the project from achieving its goals. Stakeholder prioritization is based on power and influence. Those who can significantly impact or block project success (positively or negatively) should be prioritized. This ensures their concerns are addressed and their support is cultivated early.

PMI Agile Practice Guide:

"Stakeholder engagement is critical in agile. The team must identify those who have the most influence over project outcomes and ensure early and frequent communication." (PMI Agile Practice Guide, Section 4.1 - Stakeholder Engagement) PMBOK Guide:

"Stakeholder prioritization involves assessing who has the greatest influence on project success."

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NEW QUESTION: 150

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Answer: B (LEAVE A REPLY)

The correct answer is B - Communicate this to the product owner, and offer to help facilitate discussions with the team.

Agile promotes collaboration, transparency, and continuous improvement. The agile practitioner (e.g., Scrum Master) should first address challenges at the team level. Facilitating better communication and helping the product owner articulate requirements clearly is part of fostering a high-performing team environment.

PMI Agile Practice Guide states:

"Agile practitioners serve the team by removing impediments and improving communication.

When conflicts or misunderstandings occur, the practitioner should engage with team members to resolve issues collaboratively before escalating externally." (PMI Agile Practice Guide, Section 6.2 - Coaching the Agile Team) Mike Griffiths further explains:

"Scrum Masters or Agile Coaches are servant-leaders. Their role includes helping product owners improve interactions and serve the development team more effectively." (PMI-ACP Exam Prep, Chapter 4 - Team Performance) Other options:

Other options:

* A and D involve escalation without first attempting resolution.

* C avoids direct action and leaves responsibility to someone else.

NEW QUESTION: 151

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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.

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NEW QUESTION: 152

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Answer: D (LEAVE A REPLY)

The correct answer is D - Discuss the issue with the team at the next project retrospective. Fatigue and declining productivity are ideal topics for the sprint retrospective. Retrospectives provide a dedicated time for the team to reflect on what's working and what's not, and they promote continuous improvement in a psychologically safe environment.

PMI Agile Practice Guide:

"Retrospectives allow teams to reflect on how they work and to continuously improve their practices, processes, and team dynamics." (PMI Agile Practice Guide, Section 5.8 - Retrospectives) Mike Griffiths:

"Retrospectives are opportunities to openly discuss issues such as burnout or fatigue and decide as a team what improvements to implement." (PMI-ACP Exam Prep, Chapter 7 - Continuous Improvement) Incorrect options:

- * A (daily standup) is focused on immediate blockers, not deep reflection.
- * B might help but creates unnecessary ceremony; the retrospective is the correct venue.
- * C escalates the issue outside the team prematurely.

NEW QUESTION: 153

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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: 154

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Answer: A (LEAVE A REPLY)

Agile teams are self-organizing and should strive for consensus-based decision making. The PMI Agile Practice Guide (Section 4.3.1 Team Empowerment) supports facilitative leadership where leaders guide decision-making, not override it. Mike Griffiths in the PMI-ACP Exam Prep Book

(Chapter 3: Team Performance)emphasizes that leaders shouldfoster collaboration and respectdiverse views to prevent disengagement.

- * Option Ais correct: encouraging consensus builds ownership, trust, and engagement.
- * Option BandCstill place control with the leader, reducing team empowerment.
- * Option Dis too passive; agile leaders participate actively as facilitators.

NEW QUESTION: 155

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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: 156

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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: 157

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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.

- * A may reinforce outdated or flawed processes.
- * B may help in quality control but does not address the mistake constructively.
- * D promotes fear and competition, which undermines team trust and collaboration.

NEW QUESTION: 160

To: Team Manager
 From: Agile Project Lead
 Subject: Re: Initiative status as of today

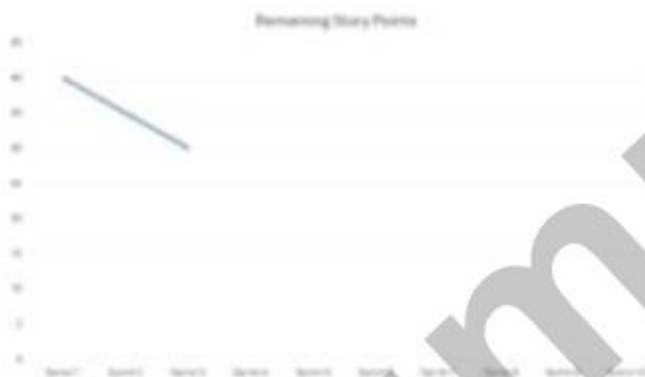
Hi Team Manager,

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	Yes	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 cause rework in the project.	Team chose to watch this risk and not take action at this time. Not likely to impact 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

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- B. 16
- C. 17
- D. 18

Answer: A (LEAVE A REPLY)

Step 1: Identify Total Story Points in the Backlog

From the backlog table:

User Story Title	Estimate in Story Points
New log-in screen	6
Save passwords	4
Defect fixing – triaged top 10	8
Accessibility – color blind	4
Increase security	21
Shopping cart	7
Accept credit card payments	5
Accept bank drafts	9
New sort order	3
Add AI chatbot	5

Total story points = 6 + 4 + 8 + 4 + 21 + 7 + 5 + 9 + 3 + 5 = 72

Step 2: Determine the Team's Velocity

The risk register mentions a burn reduction of 1 story point per sprint from sprint 4 to sprint 6 due to a holiday schedule. However, assuming a normal velocity of 5 story points per sprint, we can estimate sprint completion.

Normal sprint velocity: 5 story points per sprint

Reduced velocity for sprints 4-6: 4 story points per sprint

Step 3: Calculate Total Sprints Needed

First 3 sprints: 5 points per sprint # $5 \times 3 = 15$ story points completed

Sprints 4-6: 4 points per sprint # $4 \times 3 = 12$ story points completed

Remaining story points after sprint 6: $72 - (15 + 12) = 45$ story points

Remaining sprints needed at normal velocity (5 story points per sprint): $45 \div 5 = 9$ sprints

Total Sprints Required

Sprints 1-6: Already planned.

Additional 9 sprints needed.

Total sprints to complete the backlog: $6 + 9 = 15$ sprints.

NEW QUESTION: 161

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Answer: (SHOW ANSWER)

The correct answer is C - Ask the team to discontinue developing the component. Agile empowers the product owner to make real-time scope decisions based on changing customer needs. If a feature no longer delivers value, continuing it violates agile's principle of maximizing value and minimizing waste-even if partially complete.

From the PMI Agile Practice Guide:

"Agile welcomes changing requirements-even late in development. The product owner's role is to ensure that the team focuses on work that delivers the most business value." (PMI Agile Practice Guide, Section 3.4 - Value Prioritization and Scope Management) Mike Griffiths affirms:

"If a component is deemed unnecessary, even mid-development, the product owner has the authority to reprioritize the backlog and halt the work. Agile values responding to change over following a fixed plan." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery)

Incorrect options:

- * A suggests unnecessary bureaucracy; agile favors decentralized, empowered decision-making.
- * B ignores the updated feedback and would create waste.
- * D is redundant since the sponsor already communicated disinterest; the product owner can act.

NEW QUESTION: 162

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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: 163

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Answer: A (LEAVE A REPLY)

Even if a team is high-performing and stable, the Scrum Master's role remains valuable in facilitating continuous improvement, removing impediments, and protecting agile principles. However, in mature teams, a Scrum Master can support other teams or initiatives while still offering guidance to the original team.

The PMI Agile Practice Guide (Section 3.3: Agile Roles) and Mike Griffiths' PMI-ACP Exam Prep Book (Chapter 3: Team Performance) both emphasize that Scrum Masters evolve into more strategic, cross-team roles as teams mature.

- * Option A is correct: it reflects a strategic redeployment of a seasoned Scrum Master while maintaining light support to the current team.
- * Option B risks losing agile momentum and undermines continuous improvement.
- * Option C and D confuse roles-Scrum Master and Product Owner must remain distinct.

NEW QUESTION: 164

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Answer: (SHOW ANSWER)

A product roadmap is a high-level visual representation of a product's development strategy, highlighting upcoming product releases and the features or goals that will be included in each release. By displaying the roadmap, the agile project manager is ensuring that all stakeholders are aligned on what the product will deliver and when, helping to manage expectations and communicate progress. This is essential for ensuring that everyone involved in the project has a shared understanding of the product's direction and key milestones.

NEW QUESTION: 165

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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: 166

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Answer: A (LEAVE A REPLY)

In the scenario described, the team is discussing the root causes of the technical problems that led to delayed deliverables, which indicates they are being proactive. One of the agile principles is to deliver working software frequently and adapt to change, and this situation shows the team is reflecting on their issues to improve future performance by identifying ways to balance the demands placed on the team (workload, deadlines, etc.) with their available capacity and necessary competencies.

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NEW QUESTION: 167

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Answer: B (LEAVE A REPLY)

Estimation challenges are common among new agile teams. According to the PMI Agile Practice Guide (Section 5.2 Requirements and Estimating Techniques), improving estimation accuracy involves team collaboration, continuous feedback, and inspecting and adapting techniques such as Planning Poker, affinity estimation, or triangulation. These discussions should happen in dedicated planning or retrospective meetings, but estimation issues can be flagged and lightly discussed in daily scrums to initiate deeper review.

Mike Griffiths in the PMI-ACP Exam Prep Book (Chapter 6: Adaptive Planning) advises that estimation is a team activity, not an individual one, and that teams learn and improve accuracy over time through feedback loops and shared insights.

- * Option B is correct because discussing estimating challenges—even briefly during daily scrums—raises team awareness and drives improvement.
- * Option A and C deal with symptoms rather than the root cause.
- * Option D suggests using metrics for performance evaluation, which contradicts agile values (Agile Manifesto: "Individuals and interactions over processes and tools").

NEW QUESTION: 168

Which of the following is the most effective way to ensure that the product owner is fully embedded into the project team so that they are readily available to make quick decisions?

- A. Make sure the product owner is fully embedded into the project team so that they are readily available to make quick decisions.
- B. Empower the product owner and embed them with the team to ensure faster decision-making, increased feedback loops, and reduce delays.
- C. Empower the product owner and embed them with the team to ensure faster decision-making, increased feedback loops, and reduce delays.
- D. Empower the product owner and embed them with the team to ensure faster decision-making, increased feedback loops, and reduce delays.

Answer: (SHOW ANSWER)

The correct answer is A - Make sure the product owner is fully embedded into the project team so that they are readily available to make quick decisions.

One of the major benefits of agile is that decision-making is streamlined by having empowered roles, such as the product owner, closely embedded with the team. This reduces delays and improves the responsiveness and accuracy of decisions, especially for prioritization and clarification.

PMI Agile Practice Guide:

"Empowering the product owner and embedding them with the team ensures faster decision-making, increased feedback loops, and reduces delays." (PMI Agile Practice Guide, Section 4.2 - Stakeholder Engagement) Mike Griffiths:

"Agile teams thrive when key decision-makers, especially the product owner, are available to provide clarification and approval on the spot." (PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

- * B is too broad and may slow decision-making further.
- * C adds overhead and delays.
- * D misplaces decision authority; the Scrum Master is not responsible for product decisions.

NEW QUESTION: 169

Which of the following is the most effective way to ensure that the product owner is fully embedded into the project team so that they are readily available to make quick decisions?

- A. Make sure the product owner is fully embedded into the project team so that they are readily available to make quick decisions.
- B. Empower the product owner and embed them with the team to ensure faster decision-making, increased feedback loops, and reduce delays.
- C. Empower the product owner and embed them with the team to ensure faster decision-making, increased feedback loops, and reduce delays.
- D. Empower the product owner and embed them with the team to ensure faster decision-making, increased feedback loops, and reduce delays.

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Answer: C (LEAVE A REPLY)

The correct answer is C - Create an environment of continued learning by providing opportunities for team members to develop their skills as generalized specialists.

Agile encourages the concept of "T-shaped" team members-individuals who have deep expertise in one area and broad skills across multiple areas. Promoting cross-skilling and continued learning reduces risk, increases collaboration, and helps build a resilient, self-sustaining team.

From the PMI Agile Practice Guide:

"Teams should strive to become cross-functional and develop generalized specialists who can collaborate effectively across domains." (PMI Agile Practice Guide, Section 5.2 - Building High-Performing Teams) Mike Griffiths notes:

"Agile promotes team learning. Encouraging members to grow as generalized specialists reduces reliance on single individuals and improves flexibility." (Mike Griffiths, PMI-ACP Exam Prep Book, Chapter 4 - Team Performance) Other options:

- * A helps but is not sufficient on its own.
- * B is a solid practice but doesn't directly promote skills growth.
- * D goes against Agile values of team development and empowerment.

NEW QUESTION: 170

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Answer: A (LEAVE A REPLY)

The correct answer is A - Kaizen. Kaizen is a Japanese term meaning "continuous improvement." In Agile, Kaizen refers to the practice of regularly reflecting on processes and results, then making incremental improvements. By tracking impediments and resolving them transparently, the team engages in Kaizen behavior.

From the PMI Agile Practice Guide:

"Agile teams embrace a mindset of continuous improvement (Kaizen), regularly inspecting their work and processes and adapting them for better outcomes." (PMI Agile Practice Guide, Section 6.6 - Continuous Improvement) Mike Griffiths writes:

"Agile is rooted in lean thinking, including Kaizen. Teams reflect on what went well and what needs to change, often using tools like Kanban boards to visualize and track improvements." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 7 - Continuous Improvement)

Incorrect options:

- * B refers to goal-setting, not process improvement.
- * C are metrics, not an outcome of experimentation.
- * D (Muda) refers to waste, which Kaizen seeks to reduce.

NEW QUESTION: 171

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Answer: (SHOW ANSWER)

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: 172

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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: 173

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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: 174

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Answer: A (LEAVE A REPLY)

When the team determines that the highest-priority item will take longer than expected in the current sprint, it is essential to engage the product owner. The product owner is responsible for maintaining the product backlog and defining the priority of work items. By scheduling a meeting with the product owner, the team can collaboratively reassess the priorities and make adjustments based on the evolving understanding of the work required. The product owner can help determine if the current high-priority item should be moved to the next sprint or if other adjustments to the backlog are needed. This ensures that the team is always focused on delivering the most valuable work within the given sprint time frame. Engaging

with the product owner fosters collaboration and ensures alignment between the team and stakeholders, maintaining flexibility and focus on delivering customer value.

NEW QUESTION: 175

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Answer: (SHOW ANSWER)

The correct answer is D - Identify this as a risk, decide on the response, and prioritize spike to determine the solution on the product backlog.

A spike is a time-boxed research activity used in Agile to explore potential solutions to uncertainty. The architectural concern is a technical risk, and it's best addressed by formally identifying it, analyzing potential responses, and scheduling a spike as a backlog item to investigate solutions.

PMI Agile Practice Guide:

"Spikes are stories used for time-boxed research and exploration when the team needs more information to understand technical or functional uncertainty." (PMI Agile Practice Guide, Section 5.2 - Types of Backlog Items) Mike Griffiths:

"Agile risk management integrates spikes and prioritization. When risk is detected, the team should identify it transparently and explore mitigation or investigation through a spike." (PMI-ACP Exam Prep, Chapter 6 - Problem Detection and Resolution) Incorrect options:

- * A skips backlog prioritization and team alignment.
- * B deflects the issue without analysis.
- * C ignores risk and blindly follows the existing priority.

NEW QUESTION: 176

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Answer: B (LEAVE A REPLY)

The Scrum Master's role as a servant leader is to support the team, not to resolve conflicts for

them. It is important for the team to work through their disagreements themselves, as this fosters collaboration and improves their problem-solving skills. The Scrum Master should encourage open communication and guide the team toward healthy conflict resolution, ensuring that the disagreements are addressed constructively. This approach helps the team build trust, improves their cohesion, and strengthens their ability to handle challenges in the future.

NEW QUESTION: 177

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Answer: C (LEAVE A REPLY)

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: 178

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Answer: (SHOW ANSWER)

The correct answer is C - Ensure the team captures the technical dependencies as issues within the backlog and prioritize based on value optimization. In Agile, technical considerations are factored into backlog refinement and sprint planning. Dependencies should be visualized and managed as part of adaptive planning while still striving to deliver maximum value.

From the PMI Agile Practice Guide:

"Backlog items with technical dependencies should be identified and addressed collaboratively. Agile teams balance value with feasibility and technical constraints to optimize delivery." (PMI Agile Practice Guide, Section 5.3 - Backlog Refinement and Adaptive Planning) Mike Griffiths explains:

"While business value drives prioritization, technical constraints influence the ordering of stories. Agile planning is adaptive; dependencies and delivery risks are identified early and managed through backlog reordering." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 5 - Adaptive Planning)

Incorrect options:

- * A may discard valuable features unnecessarily.
- * B risks accumulating technical debt and incomplete work.
- * D shifts responsibility away from the team and PO unnecessarily.

NEW QUESTION: 179

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

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Answer: D (LEAVE A REPLY)

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: 180

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Answer: (SHOW ANSWER)

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: 181

Migration Strategy to Cloud Services:

Steps	Strategy
Step 1	Rapid assessment and migration roadmap
Step 2	Migrating workloads to the cloud
Step 3	Modernization as a continuous service
Step 4	Ongoing management and development
Step 5	Migrate to cloud services

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Answer: B (LEAVE A REPLY)

Managing technical debt is crucial for the long-term health of the project. The most effective approach is to include technical debt tasks in every sprint, ensuring that the debt is addressed incrementally without disrupting the flow of new feature development. By treating technical debt as a priority alongside new features, the team can reduce the impact of technical debt over time, maintain product quality, and align with stakeholder expectations. Continuous review of the impact ensures that the team is making informed decisions and balancing both short-term delivery and long-term maintainability. This approach also allows the team to meet performance expectations and customer satisfaction more consistently.

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NEW QUESTION: 182

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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: 183

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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: 184

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Answer: (SHOW ANSWER)

The correct answer is A - Educate the QA manager that in agile, quality is integrated from the beginning to the end of the project. Agile emphasizes "built-in" quality through test-first approaches, continuous integration, and Definition of Done. Addressing resistance through education helps clarify that quality is a core part of Agile-not an afterthought.

From the PMI Agile Practice Guide:

"Agile does not remove quality controls; rather, it integrates them throughout the development process.

Quality is everyone's responsibility and is embedded through practices such as TDD, automated testing, and continuous feedback." (PMI Agile Practice Guide, Section 3.5 - Quality and Agile)

Mike Griffiths adds:

"In Agile, quality is not sacrificed. It is a fundamental principle. Teams ensure quality by defining acceptance criteria, using continuous integration, and practicing test-first development." (Mike Griffiths, PMI-ACP Exam Prep, Chapter 3 - Value-Driven Delivery) Incorrect options:

* B may be helpful tactically, but doesn't address the underlying concern.

* C misrepresents technical debt.

* D places too much QA responsibility on the product owner.

NEW QUESTION: 185

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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: 186

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Answer: C (LEAVE A REPLY)

The correct answer is C - Call an onsite meeting where ground rules will be discussed and agreed upon.

When multiple distributed teams begin working together, the first priority is to establish common ground rules, expectations, and working agreements. This sets the foundation for effective communication and collaboration. An initial face-to-face (or virtual face-to-face) meeting is often critical for forming trust and shared norms.

PMI Agile Practice Guide:

"Teams should establish working agreements early in the project. These define expectations for communication, decision-making, and collaboration-especially critical for distributed or cross-functional teams." (PMI Agile Practice Guide, Section 4.2 - Collaboration and Communication)

Mike Griffiths:

"Setting ground rules helps build team cohesion, especially in distributed teams. It ensures that all members agree on protocols for meetings, updates, and decision-making." (PMI-ACP Exam Prep, Chapter 4 - Team Performance) Incorrect options:

- * A is important but typically follows after agreements are in place.
- * B is routine communication-not the first foundational step.
- * D supports cohesion but does not establish operational alignment.

NEW QUESTION: 187

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Answer: (SHOW ANSWER)

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: 188

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Answer: B (LEAVE A REPLY)

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.

NEW QUESTION: 189

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Answer: (SHOW ANSWER)

Large user stories, also known as "epic" user stories, can be challenging to manage and lead to

difficulties in tracking progress and delivering value incrementally. The Scrum Master should work with the team to break down large user stories into smaller, more manageable pieces. These smaller stories can be completed within a single sprint, allowing the team to deliver value more frequently and with greater clarity. This practice aligns with Agile principles by ensuring that work is broken into digestible chunks that can be iteratively built, tested, and delivered.

NEW QUESTION: 190

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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: 191

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Regular retrospectives enable the team to continuously reflect and adapt their processes and product based on new challenges or insights. Commitment to specific action items ensures accountability and fosters a culture of learning and responsiveness.

PMI Agile Practice Guide:

"Teams should hold regular retrospectives to identify areas for improvement and define concrete actions.

These actions are tracked and reviewed in subsequent iterations."

(PMI Agile Practice Guide, Section 5.8 - Retrospectives)

Mike Griffiths:

"Continuous improvement is a core agile value. Retrospectives allow teams to evaluate their performance and commit to actionable improvements." (PMI-ACP Exam Prep, Chapter 7 -

Continuous Improvement) Incorrect options:

- * A is a waterfall mindset.
- * C lacks structured reflection and accountability.
- * D is a poor coding practice and anti-pattern.

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