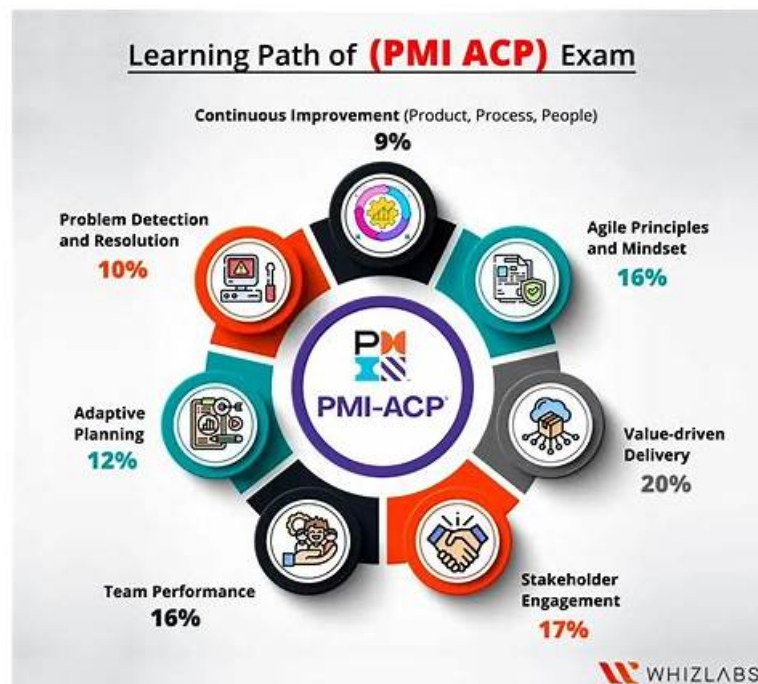


PMI-ACP Exam Guide: PMI Agile Certified Practitioner - PMI-ACP Exam Collection



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PMI Agile Certified Practitioner Sample Questions (Q255-Q260):

NEW QUESTION # 255

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

What should the Scrum Master do?

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

Answer: B

Explanation:

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

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

From the PMI Agile Practice Guide:

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

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

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

NEW QUESTION # 256

During a daily stand up, the tester engages the developer in a discussion about what will be tested during unit testing versus regression testing. What should the scrum master do?

- **A. Ask the tester and developer to discuss it after the meeting, since it is not a part of the daily stand up.**
- B. Encourage the discussion to resolve impediments.
- C. Ask more questions about the testing techniques to obtain clarification on team efforts for quality improvements.
- D. After the meeting, escalate this issue to the tester's supervisor to ensure that this does not reoccur.

Answer: A

NEW QUESTION # 257

What key benefits might stakeholders realize from an Agile approach?

- A. Increased access to the project and less reliance on formal reports and status meetings to better understand the current work and the risks the team is accepting
- B. The ability to bypass the change-management process, inserting new requirements and changes directly into the team as they meet daily
- C. The team's flexibility to make changes mid-iteration as business needs or priorities change, increasing the ability of the team to meet project commitments
- **D. The early and continuous delivery of valuable software, providing increased visibility and the opportunity for more frequent adjustments**

Answer: D

NEW QUESTION # 258

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

- A. "Inspect and adapt" are two of the three pillars in Scrum. The roles in Scrum are divided among the product owner, scrum master, and development team in a way that makes it possible to inspect the efficiency and adapt the way responsibilities are shared to maximize efficiency if needed.
- **B. The product owner is responsible for the product backlog and long-term plans, the scrum master is responsible for the**

Scrum process, and the development team is responsible for the sprint backlog and progress toward the sprint goal. This facilitates clear accountability and effective value creation.

- C. Scrum is a collaboration framework that encourages the Scrum team - the product owner, scrum master, and development team - to collaborate in a way that fosters fast value creation with respect for each team member's opinions and individual preferences.
- D. The product owner is responsible for the product and sprint backlog. The scrum master follows up on progress, and the development team estimates and decomposes the backlog items into manageable pieces. This ensures each person has the roles they are best at and feel most comfortable with.

Answer: B

Explanation:

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

* The product owner manages the product backlog, ensures alignment with business goals, and defines the priorities for the team.

* The scrum master facilitates the Scrum process, removes impediments, and ensures adherence to Agile principles.

* The development team owns the sprint backlog and is responsible for incremental delivery toward the sprint goal.

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

NEW QUESTION # 259

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

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

Answer: C

NEW QUESTION # 260

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