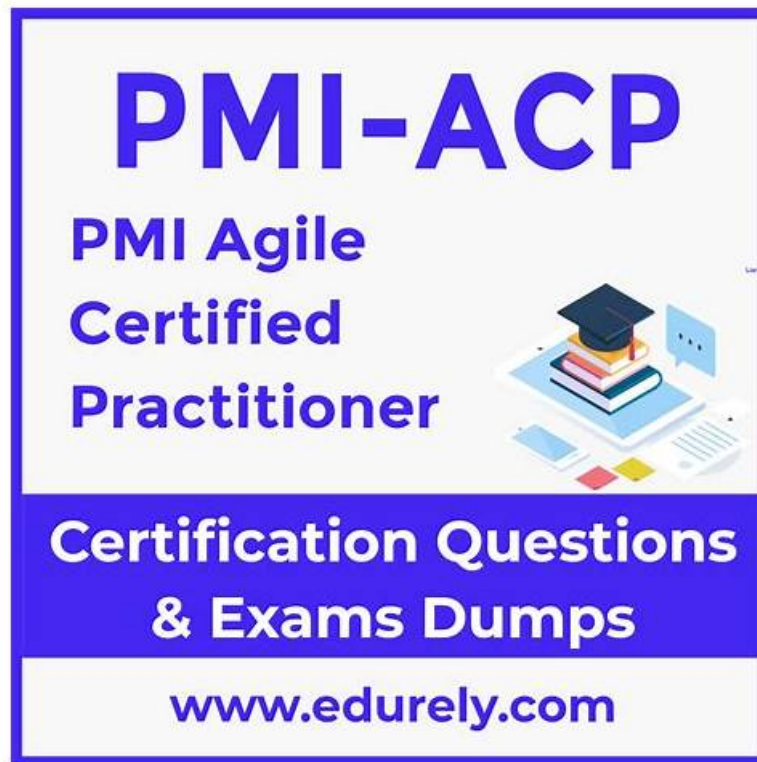


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PMI Agile Certified Practitioner Sample Questions (Q227-Q232):

NEW QUESTION # 227

A manufacturing shop is using Kanban to plan, visualize workflow, and limit work in process (WIP). Which productivity key performance indicator (KPI) should the team lead be monitoring on a regular basis?

- A. Earned value (EV)
- B. Burndown rate
- C. Team velocity
- **D. Lead time**

Answer: D

Explanation:

In Kanban, lead time is a key performance indicator (KPI) that should be regularly monitored. Lead time measures the amount of time it takes for a work item to move from the start of the process to its completion.

By monitoring lead time, the team lead can assess how efficiently work is flowing through the system and identify areas where bottlenecks or delays may be occurring. Reducing lead time is one of the primary goals in Kanban to improve overall process efficiency and delivery speed.

NEW QUESTION # 228

Two agile teams from different company sites need to work and collaborate on the same project. What is the first action the agile project manager should take in order to ensure a smooth collaboration between the two teams?

- A. Set up weekly meetings where all team members will participate.
- **B. Call an onsite meeting where ground rules will be discussed and agreed upon.**
- C. Organize onsite backlog-refinement workshops to ensure common understanding.
- D. Ask the product owner to prepare an onsite team-building activity.

Answer: B

Explanation:

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 # 229

Team A is producing 61 points per iteration and Team B is producing 20 points per iteration. Team A has more senior engineers. A manager demands that Team B match Team A's points in the next iteration.

Based on this information, it is reasonable to tell the manager that:

- A. Team B's points will match Team A if Team B gets more senior engineers.
- B. Team B's points will increase if the Product Owner becomes more involved.
- C. Team B must have help self-organizing so their points match Team A.
- **D. it is impossible to compare two separate teams on points alone.**

Answer: D

Explanation:

Explanation/Reference:

Explanation:

NEW QUESTION # 230

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

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

Answer: C

Explanation:

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 # 231

How does Empirical Process Control support Agile methodologies?

- A. Visibility, review, and testing
- **B. Visibility, inspection, and adaptation**
- C. Testing, requirements, and adaptation
- D. Testing, requirements, and change

Answer: B

NEW QUESTION # 232

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