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Exam : **PMI-ACP**

Title : PMI Agile Certified Practitioner (PMI-ACP)®

Version : DEMO

1.Early in a project, stakeholder analysis is performed; however, an organizational restructure redefines key roles.
What should the project team do?
A. Note the changes to the restructure and roles that affect team activities
B. Use direct engagement and two-way conversation to update the stakeholder analysis for any new stakeholder requirements.
C. Email a copy of the project vision to those redefined for key roles and ask if they need to be involved in the project
D. Obtain a copy of the redefined key roles to update the stakeholder analysis
Answer: B
Explanation:
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 Book 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

2.An experienced product owner presents the epics and corresponding stories during a release planning session with the established team. The executive sponsor asks the team when the features will be delivered.
What should the agile team do?
A. Evaluate how much can be delivered based on the Scrum Master's estimation
B. Identify a set of user stories based on the team's velocity
C. Initiate an estimation session
D. Consult historical data for project completion
Answer: C
Explanation:
The correct answer is C – Initiate an estimation session because agile planning is iterative and collaborative. When delivery timing is in question, especially during a release planning session, the team must first estimate the size of the work (epics and user stories). Once estimates are made (often using

story points or relative sizing techniques), velocity can be used to forecast delivery timelines.
From the PMI Agile Practice Guide:
“Estimation is typically performed at the beginning of a release or iteration planning session to determine how much work can be completed. Teams use estimation to size items and then apply their known or projected velocity to forecast completion.”
(PMI Agile Practice Guide, Section 5.3 – Estimation and Velocity)
Mike Griffiths’ PMI-ACP Exam Prep Book also states:
“Before making any delivery commitments, teams should first engage in collaborative estimation to understand the scope and effort of the work. These estimates then inform velocity-based forecasting.”
(Mike Griffiths, Chapter 5 – Adaptive Planning)
Why the other options are incorrect:
A – Scrum Masters do not estimate work; estimation is a team activity.
B – You cannot determine deliverables based on velocity until the work has been estimated.
D – Historical data can support forecasting but must be preceded by proper estimation of current backlog items.
Answer. C

3.While struggling to take ownership of delivery, an agile team fails to keep up with its sprint commitments.
What should the agile coach do?
A. Work with the sponsor to develop team expectations
B. Provide the customer with a list of deliverables and obtain agreement
C. Encourage the team to more frequently interact with all stakeholders
D. Work on finishing upfront product design rather than comprehensive documentation
Answer: C
Explanation:
The correct answer is C – Encourage the team to more frequently interact with all stakeholders. When an agile team is struggling to meet commitments, one key cause is often a lack of communication or feedback from key stakeholders. Increasing interaction helps align the team's priorities, clarify requirements, and improve ownership and accountability.
From the PMI Agile Practice Guide:
“Teams that engage in regular, open communication with stakeholders are better able to align with the evolving needs of the business and take ownership of their commitments. Agile coaches support this behavior by facilitating frequent interactions and improving team dynamics.”
(PMI Agile Practice Guide, Section 4.2 – Stakeholder Engagement and 6.2 – Coaching the Agile Team)
Mike Griffiths’ PMI-ACP Exam Prep Book reinforces this:
“Encouraging frequent stakeholder interaction fosters a sense of ownership in the team. Agile coaches guide teams to seek clarity through communication rather than rely on assumptions.”
(Mike Griffiths, Chapter 4 – Team Performance and Coaching)
Why the other options are incorrect:
A – Involving the sponsor in team-level performance issues may undermine team self-organization.
B – Providing a list of deliverables doesn’t address the root cause (lack of communication or clarity).
D – Upfront product design goes against agile principles and does not improve team ownership or delivery capability.

Answer. C

4.A development team and product owner disagree on a user story in the product backlog.
What should the agile practitioner do?
A. Have the development team follow the product owner's direction
B. Openly challenge the product owner in an effort to poke holes in their approach
C. Facilitate a conversation about the user story between the development team and the product owner
D. Serve as a nonpartisan evaluator of each option, and provide direction to the development team and product owner
Answer: C
Explanation:
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.
Answer. C

5.Toward the end of a project, the product owner discovers that the project has a high probability of failure due to a critical feature not functioning as expected.
What should the product owner do?
A. Terminate the project to cut losses
B. Review possible options and make an informed decision to cut losses based on delivered business value
C. Bring in experts to increase the probability of success
D. Continue the project, release the product without the failing feature, and fix the feature in a

subsequent release

Answer: B

Explanation:

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 Book notes:

“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.

Answer. B