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Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®



NEW QUESTION 1

Retrospectives provide an opportunity for the team to:

- A. Reflect at the end of every iteration and identify improvements that will increase the quality of the product.
- B. Participate in a mandatory meeting to share status updates across the team and to ensure that everyone is on track.
- C. Understand from the management if the project is achieving the Scope, Quality, Cost, and Schedule goals.
- D. Set goals at the beginning of the iteration and identify requirements that can be delivered in that iteration.

Answer: A

NEW QUESTION 2

An organization adopts Agile practices and implements an incremental delivery strategy. If implemented correctly, the company should recognize improved:

- A. procurement processes by requiring vendors to ship materials as needed.
- B. project cost management by making incremental payments on contracts.
- C. customer satisfaction by specifying project shipping dates in the contract.
- D. project Return on Investment (ROI) by releasing individual features to market.

Answer: D

NEW QUESTION 3

Refactoring, as it applies to the practice of extreme Programming (XP), refers to:

- A. Restructuring the estimate by applying a higher cost performance index during what-if analysis.
- B. Modifying the project due to scope changes, resource availability, and cost and schedule variances.
- C. Modifying the cost baseline due to an increased estimate at completion and a negative cost variance.
- D. Restructuring of code so as to improve the code without changing its external behavior.

Answer: D

NEW QUESTION 4

The smallest amount of functionality that delivers customer value is best described as a:

- A. Function point analysis.
- B. Right sized story.
- C. Minimum marketable feature.
- D. Userstory map.

Answer: C

NEW QUESTION 5

A development team has finished identifying the tasks they will be accountable for during the next sprint. Which of the following tools best provides transparency into the progress throughout the sprint?

- A. Burndown chart
- B. Gantt chart
- C. Hours expended chart
- D. Management baseline chart

Answer: A

NEW QUESTION 6

Which are some of the most important benefits of an Agile team sitting together in a co-located, open environment?

- A. Osmotic communication is reduced; space is used more efficiently; groups work together more effectively, and team dynamics are improved.
- B. Costs are reduced as the need for conference rooms decreases, and the team can keep track of where members are more accurately.
- C. Team members can be held more accountable for their time and effort, and pair programming is easier as people have less distance to move to sit with their partner.
- D. Communication is improved; wait-time and rework are reduced; barriers between groups break down, and groups gain respect for each other professionally.

Answer: D

NEW QUESTION 7

Which of the following is critical for the success of distributed Agile teams?

- A. Cost containment
- B. High volume of communication
- C. Shared knowledge
- D. Culture of collaboration

Answer: D

NEW QUESTION 8

What is the first thing that a team should do to estimate user stories for a project?

- A. Sort the user stories according to priority.
- B. Schedule a team meeting to understand them.
- C. Define the story points measure.
- D. Estimate through function point analysis.

Answer: C

NEW QUESTION 9

In an Agile approach, project values are most effectively implemented when they are determined by the:

- A. sponsor
- B. team
- C. project manager
- D. methodology

Answer: B

NEW QUESTION 10

What is a high-level representation of the features or themes that are to be delivered in each release?

- A. Release plan
- B. Product roadmap
- C. Iteration plan
- D. Product Backlog

Answer: B

NEW QUESTION 10

In an Agile approach, at which meeting does a team examine the effectiveness of risk responses by conducting a risk audit?

- A. Release planning
- B. Sprint planning
- C. Sprint Retrospective
- D. Daily Scrum

Answer: C

NEW QUESTION 12

A ScrumMaster:

- A. prioritizes the work for each iteration.
- B. directs the activities of the team.
- C. provides leadership, guidance, and coaching.
- D. manages the project scope and budget.

Answer: C

NEW QUESTION 13

The best description of the purpose of the daily standup in Agile projects is to:

- A. Resolve the key issues and risks that are likely to hinder project progress.
- B. Provide insight and reassurance to the Product Owner to strengthen that relationship.
- C. Inform the project lead of project status for reporting to stakeholders.
- D. Raise the visibility of each person's work and to ensure the work is integrated.

Answer: D

NEW QUESTION 18

Which layer of the product planning structure defines details at the capability or feature level?

- A. Iteration
- B. Roadmap
- C. Release
- D. Wave

Answer: C

NEW QUESTION 19

Which is the best option to improve project velocity?

- A. Shield programmers from interruptions
- B. Minimize customer involvement
- C. Shorten the iteration length

D. Increase project team size

Answer: A

NEW QUESTION 21

According to the Agile Manifesto, which of the following describes the more valued items?

- A. Customer collaboration, following a plan, working software, and individual interactions
- B. Working software, individual interactions, responding to change, and comprehensive documentation
- C. Individual interactions, working software, customer collaboration, and responding to change
- D. Responding to change, individual interactions, processes and tools, and customer collaboration

Answer: C

NEW QUESTION 22

Applying the Pareto rule when prioritizing the Product Backlog means that:

- A. features that are lower priority are more likely to slip to the next iteration.
- B. the value of a feature is not realized until the feature is complete.
- C. more recent requests are usually more important to the business.
- D. a small percentage of the work will provide a large percentage of the value.

Answer: D

NEW QUESTION 23

A user story says that a product must be very fast. During the demo, the Product Owner is dissatisfied with the speed of the product. The most likely reason that this occurred is because the user story was:

- A. Too large.
- B. Not estimated correctly.
- C. Not testable.
- D. Not descriptive of the value.

Answer: C

NEW QUESTION 26

Who is responsible for making sure that each user story is associated with at least one user role or persona?

- A. User
- B. Developer
- C. Customer
- D. Persona

Answer: C

NEW QUESTION 31

A full cycle of design-code-verify-release practiced by extreme Programming (XP) teams is called:

- A. Story
- B. Timebox
- C. Iteration
- D. Burndown

Answer: C

NEW QUESTION 36

Since the last iteration, the team has grown from six members to 14 members. As a result, in the current iteration, the team room is crowded and uncomfortable during the team's daily standup. It takes the team longer than the ideal amount of time to complete their standup, which creates problems for the team's current schedule. Based on this information, the project manager should:

- A. Move the standup to a conference call format so space is not a problem.
- B. Increase the standup duration and update the team's calendars.
- C. Assign each team member a maximum speaking time for future standups.
- D. Split the team into sub teams and have them schedule separate standups.

Answer: B

NEW QUESTION 40

The cost estimation techniques used on Agile projects are:

- A. Rule of thumb
- B. Bottom-up
- C. Parametric
- D. Top-down

Answer: D

NEW QUESTION 45

What are the primary outputs of a release planning session?

- A. Release vision, assumptions, action items, and iteration goals
- B. Prioritized Product Backlog, risks, action items, and release goals
- C. Estimated iteration velocities, risks, action items, and Release Backlog
- D. Risks, action items, dependencies, and Release Backlog

Answer: D

NEW QUESTION 50

When developing user stories, user expectations are best captured in what form?

- A. Acceptance tests
- B. Entrance criteria
- C. Done criteria
- D. Go and no-go limits

Answer: A

NEW QUESTION 51

Acceptance tests of user stories are specified by the:

- A. Customer at the start of the iteration.
- B. Customer as late as possible during the iteration.
- C. Tester after the team has finished the coding.
- D. Development team at the start of the iteration.

Answer: A

NEW QUESTION 56

The velocity chart, storyboard, burndown chart, and impediment list are often communicated using:

- A. Status reports.
- B. Information radiators.
- C. Portfolio presentations.
- D. Project data packages.

Answer: B

NEW QUESTION 58

The ScrumMaster notices repeated friction between two team members in the Daily Scrum meetings. The next step should be to:

- A. Attempt to resolve the problem directly and immediately during a Daily Scrum meeting.
- B. Schedule a meeting with them after a Daily Scrum meeting to explore and resolve the issue.
- C. Ignore the friction because a self-organizing team must sort out team conflict issues.
- D. Ask for new resources to replace them before the friction undermines the team's productivity.

Answer: B

NEW QUESTION 60

On a project using eXtreme Programming (XP), a customer test is a:

- A. Technique to determine if the software is easy for customer use.
- B. Tool for a customer to verify the business requirements.
- C. Technique to determine if a customer will use a software feature.
- D. Test for determining if a customer will purchase the product.

Answer: B

NEW QUESTION 64

The purpose of the iteration retrospective is to:

- A. Report progress of the work effort, what work will be done next, and review impediments to progress.
- B. Prioritize the Product Backlog, generate development and testing estimates, and plan the next iteration.
- C. Provide a demonstration of the features developed during the iteration, get feedback from users, and begin testing.
- D. Identify what worked well, what did not work well, and what actions should be taken to improve the process.

Answer: D

NEW QUESTION 69

Which answer best describes Wide Band Delphi (e. g. Planning Poker) estimating?

- A. Team members provide story estimates individually and discuss their reasoning until a consensus on the estimate is reached.
- B. Team performance on prior projects is analyzed, and actual hours and durations are used to determine estimates for similar user stories.
- C. Team members apply relative sizing to each task, and story points are triangulated based on the other stories in the Sprint Backlog.
- D. Team members assign a realistic and a pessimistic estimate to each story, and points are assigned based on the calculated average.

Answer: A

NEW QUESTION 72

In the Lean process, the focus is on:

- A. Managing team efficiency.
- B. Optimizing completed work across the process stream.
- C. Using the optimal resources.
- D. Cross training the team to eliminate bottlenecks.

Answer: B

NEW QUESTION 77

The primary purpose of a Sprint retrospective is for the team to:

- A. Review stories planned for the next sprint and provide estimates,
- B. Demonstrate completed user stories to the Product Owner.
- C. Discuss what went well, what didn't, and ways to improve.
- D. Individually provide status updates on user stories in progress.

Answer: C

NEW QUESTION 82

A high-performance Agile team:

- A. is fully committed to team success yet respects the prescribed roles and titles of team members.
- B. owns its decisions and commitments and is motivated to succeed at any cost.
- C. is self-organizing, empowered to make decisions, and consensus-driven, with constructive disagreement.
- D. produces a high volume of business value through intensive collaboration and avoidance of conflict.

Answer: C

NEW QUESTION 84

An Agile team expects a velocity of 8. During sprint planning, the stories were estimated and prioritized in the following order:

Story A_4Story Points Story B_2Story Points Story C_3 Story Points Story D_2Story Points

Which stories should the team include in Sprint 1, without splitting the stories?

- A. Stories A, C, and D
- B. Stories A, B, and C
- C. Stories A, B, and D
- D. Stories B, C, and D

Answer: C

NEW QUESTION 85

What is the best description of the relationship between Scrum and extremeProgramming(XP)?

- A. XP is a component of Scrum.
- B. The principles of each are often complementary.
- C. Scrum is a component of XP.
- D. The principles of each are often contradictory.

Answer: B

NEW QUESTION 88

When estimating initial velocity, the team should most likely:

- A. Discuss among the team their expectations of how many story points they can address.
- B. Use a Kanban workflow to identify steps and calculate velocity.
- C. Use velocity of past iterations or make a calculated guess.
- D. Discuss with the customer their expectation for the velocity of producing the product.

Answer: C

NEW QUESTION 91

During which activity is the sequence of numbers 0, 1, 2, 3, 5, 8, 13 often used?

- A. Denoting development sequence
- B. Estimating development hours
- C. Indicating priority of a story

D. Estimating points of a story

Answer: C

NEW QUESTION 95

A project team is distributed across multiple countries, and they are having issues agreeing on what is being delivered and how it should be developed. Which of the following should the project manager do to alleviate some of the tension between team members, break down cultural barriers, and improve communication?

- A. Ask the team to communicate only through email to clearly document issues.
- B. Discuss this issue with senior management and recommend that the team be co-located.
- C. Monitor performance and discuss the issues in detail at the next retrospective.
- D. Hold daily standup meetings with the two teams at a time that works best for everyone.

Answer: D

NEW QUESTION 100

On a team new to Scrum, two team members are disrupting the daily standup with a side conversation. The ScrumMaster should:

- A. wait until the standup is over and then talk to the disruptive team members.
- B. immediately intervene to remedy the disruptive situation.
- C. record the issue and then raise the issue at the Sprint Retrospective.
- D. wait for the empowered, self-organizing team to resolve the issue.

Answer: B

NEW QUESTION 101

Which three criteria should be looked at when setting iteration length?

- A. Time needed to complete a user story, time needed to build and test the stories, and product team acceptance of the stories
- B. Timeframe in which the stories must be released, the cost to deliver the features to market, and product team acceptance of the stories
- C. Delivering chunks of user-valued functionality, time needed to build and test the stories, and product team acceptance of the stories
- D. Features that categorize the product, the time needed to complete the features, and the cost to deliver the features to market

Answer: B

NEW QUESTION 103

The most powerful capability of Scrum teams is that they:

- A. Work in timeboxed sprints.
- B. Are self-organized and empowered.
- C. Work from a prioritized backlog.
- D. Value individuals and interactions.

Answer: B

NEW QUESTION 105

A common reason that a story may not be estimable is that the:

- A. team lacks domain knowledge.
- B. business needs are prioritized over the system design.
- C. developers do not understand the tasks related to the story.
- D. team has no experience in estimating.

Answer: A

NEW QUESTION 108

Project managers use velocity to determine:

- A. If the team is committing to an appropriate amount of work for the iteration.
- B. How much work each team member is capable of completing during an iteration.
- C. How much work teams that are similar in size are capable of completing during an iteration.
- D. If the Product Owner is prioritizing work appropriately in preparation for iteration planning.

Answer: A

NEW QUESTION 109

The primary purpose of a Sprint Review is for the team to:

- A. Demonstrate what was accomplished during the sprint.
- B. Discuss what went well, what didn't, and ways to improve.
- C. Prioritize and estimate stories planned for the next sprint.
- D. Individually provide status updates on user stories in progress.

Answer: A

NEW QUESTION 111

Which management style does Agile advocate?

- A. Task
- B. Team
- C. Product
- D. Performance

Answer: B

NEW QUESTION 115

In a Lean project environment, visual controls:

- A. Can be used by management for communicating specific corrective direction.
- B. Are easy to use, reflect the team's progress, and show the team what to do next.
- C. Are helpful while the team is forming but are less important for more experienced teams.
- D. Should be kept to a minimum to avoid distracting the team from high-value activities.

Answer: A

NEW QUESTION 120

Which tool allows the Product Owner to focus on providing the greatest value and Return on Investment (ROI) to the organization?

- A. Burn up chart
- B. Product Backlog
- C. Affinity estimate
- D. Cost Benefit Analysis (CBA)

Answer: B

NEW QUESTION 124

Test-Driven Development (TDD) is a rapid cycle of:

- A. Requirements, coding, and testing.
- B. Testing, coding, and refactoring.
- C. Testing, refactoring, and validation.
- D. Requirements, coding, and refactoring.

Answer: B

NEW QUESTION 125

Which term best describes an Agile project's approach to risk analysis?

- A. Regression
- B. Pareto
- C. Qualitative
- D. Monte Carlo

Answer: D

NEW QUESTION 127

In Agile projects, how are planning outputs shared with stakeholders?

- A. Using the most highly visible method possible
- B. On a need-to-know basis depending on role
- C. According to the project communications plan
- D. Through a series of stakeholder meetings

Answer: A

NEW QUESTION 129

Agile project development processes typically:

- A. Encapsulate analysis, design, code, and test within an iteration.
- B. Document each business process individually and in detail.
- C. Use a Gantt chart with well-defined activities, responsibilities, and time frames.
- D. Map the iteration backlog to a Work Breakdown Structure (WBS).

Answer: A

NEW QUESTION 132

A technique showing Kanban work stages by comparing counted features over a time interval is called a/an:

- A. Earned value system.
- B. Fully integrated backlog.

- C. Cumulative flow diagram.
- D. Progressive elaboration.

Answer: C

NEW QUESTION 135

What are three processes used to begin an Agile project?

- A. Iterations, Product Road map Planning, and Number of Sprint Iterations
- B. Visioning, Product Roadmap Planning, and Product Backlog Definition
- C. Visioning, Product Backlog Definition, and Project Charter Creation
- D. Burndown chart, Product Roadmap, and sprints'length

Answer: B

NEW QUESTION 136

For a "caves and commonroom arrangement, the most appropriate prerequisite is that the people in the room must be working on:

- A. Whatever they choose.
- B. Individual projects.
- C. The same set of multiple projects,
- D. The same project.

Answer: D

NEW QUESTION 137

Which type of estimate refers to estimating a story based on its relationship to one or more other stories?

- A. Algorithmic
- B. Computational
- C. Triangulating
- D. Rules of Thumb

Answer: A

NEW QUESTION 141

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