

## Exam Questions PMI-ACP

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#### NEW QUESTION 1

What is used to provide a simple medium for gathering basic information about stories, recording high-level requirements, developing work estimates, and defining acceptance tests?

- A. Story card
- B. Burndown chart
- C. Retrospective
- D. Storyboard

**Answer: A**

#### NEW QUESTION 2

A company is starting to introduce Agile practices, and the project manager has been asked to identify how to introduce the new process. The project manager's initial plan should be to:

- A. Institute daily standup meetings immediately.
- B. Communicate the Agile Manifesto to the team.
- C. Balance teaching principles with Agile practices.
- D. Rate the team's progress in learning new methods.

**Answer: C**

#### NEW QUESTION 3

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 4

The advantage of face-to-face collaboration emphasized in eXtreme Programming (XP) is that it:

- A. allows team members to use common language in their design and code.
- B. delays feedback much more than scheduled inspections.
- C. eliminates communication delays and misunderstandings.
- D. allows team members to correct some mistakes on the fly.

**Answer: C**

#### NEW QUESTION 5

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 6

A project team estimates that they should complete 30 story points in the current iteration. Partway through the iteration they realize that they will complete 50 story points at their current rate. The team should:

- A. Shorten the iteration to meet the estimated velocity.
- B. Continue to work with the estimated velocity.
- C. Increase their estimated velocity.
- D. Release members to meet the estimated velocity.

**Answer: D**

#### NEW QUESTION 7

When moving to Agile project management, a key factor for the project manager's success will be:

- A. shifting from a controlling mindset to a facilitating mindset
- B. directing the work in a more incremental fashion
- C. only assigning tasks for the next iteration
- D. giving up control and rotating management through the team

**Answer: A**

**NEW QUESTION 8**

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 9**

A story point is the:

- A. Relative measure of the size of a user story.
- B. Duration it takes to complete a user story.
- C. Priority of the user story in the backlog.
- D. Business value of the user story.

**Answer: A**

**NEW QUESTION 10**

The following chart lists stories for a release of an Agile project:

If the velocity of the team is 10, how many iterations will be needed to complete all of the stories?

- A. 3
- B. 4
- C. 5
- D. 7

**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 15**

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 18**

A value stream map is a tool used to identify the:

- A. Waste across the entire process.
- B. Highest value product features.
- C. Most valuable team interactions.
- D. Most likely flow of project risks.

**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 25

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 28

Which of the following would be most likely to assist when a customer has difficulty prioritizing stories?

- A. Split the stories into smaller ones to allow the customer to choose the pieces that they want.
- B. Have the team provide guidance into where their priorities lie to the customer.
- C. Provide additional technical details to give the customer insight into technical challenges.
- D. Have the team rewrite the stories with additional details to clarify requirements.

**Answer: A**

#### NEW QUESTION 29

Which of the following drivers is the most important factor in determining the order in which stories will be developed?

- A. Relative cost
- B. Customer value
- C. Development effort
- D. Dependencies

**Answer: B**

#### NEW QUESTION 31

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 34

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 37

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 38

Team velocity is used to:

- A. Measure the percentage of features completed.
- B. Judge productivity within the iteration.
- C. Predict schedules for mature teams.
- D. Give feedback on delivered value.

**Answer: C**

#### NEW QUESTION 43

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 47

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 48

At a strategic level, what is the most appropriate way for an Agile team to estimate a project?

- A. Creating a strategic plan by estimating hours and days required
- B. Using an abstract measurement to estimate Product Backlog items
- C. Estimating source lines of code needed to implement the features
- D. Taking an initial set of estimates and adding an appropriate risk factor

**Answer: B**

#### NEW QUESTION 49

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 54

A common estimation unit for Agile projects is:

- A. Lines of code.
- B. Function points
- C. Story points.
- D. Use-case points.

**Answer: C**

#### NEW QUESTION 58

Which of the following statements is an accurate value statement of the Agile Manifesto?

- A. People and places over processes and guidelines
- B. Customer collaboration over contract negotiation
- C. Working software over complete specifications
- D. Managing change over managing a plan

**Answer: B**

#### NEW QUESTION 63

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 67**

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 68**

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 71**

How does Empirical Process Control support Agile methodologies?

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

**Answer:** D

**NEW QUESTION 74**

After three iterations, the problems impeding an Agile team appear to be similar in nature to problems faced in earlier iterations. Inspection of the retrospectives for past iterations reveals information organized into columns entitled "What worked for us" and "What did not work for us." Based on this information, one can infer that the team did not capture:

- A. user stories
- B. milestones
- C. action items
- D. requirements

**Answer:** C

**NEW QUESTION 77**

When using Agile Earned Value Management (EVM), progress should be measured at which level?

- A. Task
- B. Iteration
- C. Product
- D. Release

**Answer:** D

**NEW QUESTION 79**

On a particular project, product quality is being measured at regular intervals and is consistently below the acceptable level. In a Lean environment, how should this problem be addressed?

- A. The team should implement more rigorous testing at the end of each development cycle.
- B. Management should direct the team on specific actions that they should take to improve quality.
- C. Management should guide the team as it seeks to improve itself and reduce errors in the system.
- D. The Project Champion should review the acceptable quality threshold to ensure that it is realistic.

**Answer:** C

**NEW QUESTION 80**

In a vision meeting, the vision for the project is defined and presented by the:

- A. management
- B. project manager
- C. customer

D. project team

**Answer: C**

#### NEW QUESTION 81

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 85

The term "last responsible moment" refers to the moment at which:

- A. the iteration testing deadline arrives and code testing must stop.
- B. failing to make a decision eliminates an important alternative.
- C. release planning is complete and the first iteration planning starts.
- D. the implementation date is set and sponsor approval has been received.

**Answer: B**

#### NEW QUESTION 86

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

**Answer: A**

#### NEW QUESTION 88

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 90

Collaboration can be defined as working together to jointly produce a deliverable or make a decision, whereas coordination is:

- A. Agreeing on a due date.
- B. Sharing information.
- C. Agreeing on the design.
- D. Pair programming.

**Answer: B**

#### NEW QUESTION 92

Which management style does Agile advocate?

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

**Answer: B**

#### NEW QUESTION 97

Who is responsible for the "definition of done"?

- A. The team
- B. The Product Owner
- C. Management
- D. Project manager

**Answer: A**

**NEW QUESTION 101**

In a Lean Software Development environment, the Project Leader strives to eliminate:

- A. Work in Process (WIP) and bugs.
- B. Delays and building what is not needed.
- C. Defects and features with low value stream values.
- D. Poor requirements and changing scope.

**Answer: C**

**NEW QUESTION 105**

Which of the following is most appropriate to always participate in Planning Poker?

- A. Product Owner
- B. Stakeholders
- C. Team members
- D. Project manager

**Answer: C**

**NEW QUESTION 110**

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 113**

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 118**

In Agile projects, the technique in which planning is done at three distinct horizons is known as:

- A. Monte Carlo Analysis.
- B. Portfolio Management.
- C. Delphi Technique.
- D. Progressive Elaboration.

**Answer: D**

**NEW QUESTION 121**

The process of reviewing, testing, and accepting implemented features is called:

- A. Retrospective.
- B. Stakeholder review.
- C. Scope verification.
- D. Iteration planning.

**Answer: C**

**NEW QUESTION 122**

Which type of story would be used when an estimate is not available due to lack of knowledge of the technology required to implement the story?

- A. Defect
- B. Slack
- C. Spike
- D. Nonfunctional

**Answer: C**

**NEW QUESTION 123**

The ScrumMaster and the Product Owner disagree on the value of a Product Backlog item. In order to resolve the disagreement, the first step the ScrumMaster should take is to ask:

- A. The Product Owner to clarify the requirement.

- B. The business owner to resolve the problem.
- C. The business analyst to research the product value.
- D. Another project manager how to resolve the problem.

**Answer:** A

#### NEW QUESTION 128

The most appropriate model for a geographically distributed project team is one in which the team is distributed across:

- A. relatively few locations, with each location team comprised of a complete development group developing decoupled subsystems.
- B. locations in the same time zone, working on the same systems while leveraging rich communication channels.
- C. relatively few locations, and tasks are divided along functional lines with design in one location, coding in another, and testing in another.
- D. many locations, with relatively few people at each location developing and testing decoupled subsystems.

**Answer:** A

#### NEW QUESTION 131

Which of the following best describes a core belief of Agile?

- A. The best customer feedback comes near the end of the project when there is working software to review.
- B. Project status can be gauged by frequently reviewing completed milestones as reflected in the plan.
- C. Working solutions are the most accurate way of seeing the progress of the effort.
- D. Unique skill sets are harnessed when team members play different roles on a project.

**Answer:** C

#### NEW QUESTION 135

What is one of the benefits of incremental delivery?

- A. Value is delivered more quickly, as software can be released after every iteration.
- B. More customers can be handled simultaneously, as each regularly receives a delivery.
- C. Fewer bugs are introduced, as code is delivered to users more frequently.
- D. Costs are reduced, as less verification is required to regression test each iteration.

**Answer:** A

#### NEW QUESTION 137

The Kaizen philosophy is change:

- A. For the better.
- B. Driven by process improvement.
- C. Driven by teams.
- D. For small groups.

**Answer:** D

#### NEW QUESTION 141

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 142

Which of the following is an example of a visual aid used in Lean-Agile software development?

- A. Business value delivered chart
- B. Product technical specifications
- C. Automated code coverage report
- D. Scrum-of-Scrum report

**Answer:** A

#### NEW QUESTION 145

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