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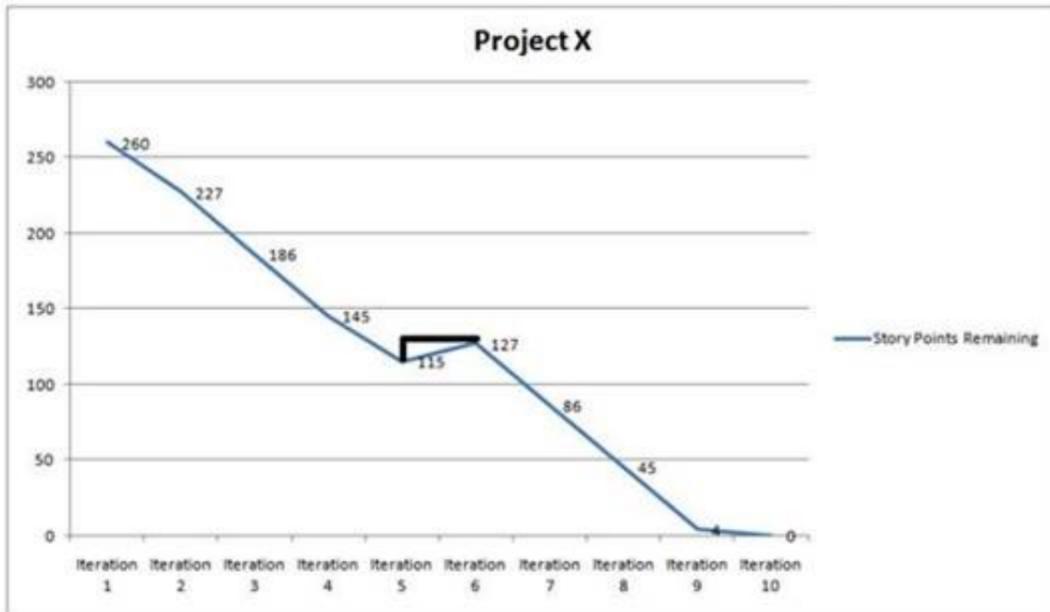
Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®



NEW QUESTION 1

Based on the following figure, during Iteration 5, there was an increase in story point value (shown on the graph); however, the team completed all of the work it promised to deliver in the iteration and existing estimates were not changed. From this information, one can infer that:



- A. Work was removed from the Product Backlog.
- B. Work was added to the Product Backlog.
- C. The team's velocity increased.
- D. The team's velocity decreased.

Answer: B

NEW QUESTION 2

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 3

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 4

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 5

For the best results in an Agile project, customers should:

- A. set priorities and identify product features.
- B. interview new team members for fit.
- C. approve development plans and tasks.
- D. set sprint and release schedules.

Answer: A

NEW QUESTION 6

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 7

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 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

During the daily standup meeting, a team member states that an issue has been encountered. This leads to the team members getting into a problem-solving discussion. How should the ScrumMaster respond?

- A. Ask the team members to table the discussion until after the meeting is over.
- B. If the item is really important, allow the discussion to expedite resolution of the issue.
- C. Abruptly end the daily standup meeting and schedule another meeting to discuss the issue.
- D. Ask the team how they would like to use the daily standup meeting for that day.

Answer: A

NEW QUESTION 10

What is the role in an eXtreme Programming (XP) project that ensures the right project processes are applied?

- A. Domain Expert
- B. Product Owner
- C. ScrumMaster
- D. Coach

Answer: D

NEW QUESTION 10

The three questions asked at every Daily Scrum should be: "What have you accomplished since the last Daily Scrum?"; "What are you planning to accomplish between now and the next Daily Scrum?"; and:

- A. What is preventing you from completing your work effectively?
- B. What is your current performance velocity?
- C. Are you on track to complete assigned story points?
- D. How many story points will you complete this sprint?

Answer: A

NEW QUESTION 14

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 16

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 20

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 23

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 24

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 28

Which best describes the attributes of the INVEST criteria in a user story?

- A. Incremental, Net, Variation, Exceed, Scope, and Training
- B. Interdependent, Nonfunctional, Value, Exploratory, Sprint, and Timebox
- C. Innovation, Nested, Vision, Estimating, Scalable, and Team
- D. Independent, Negotiable, Valuable, Estimable, Small, and Testable

Answer: D

NEW QUESTION 31

Velocity is the:

- A. total number of Product Backlog hours completed in an iteration divided by the number of developers.
- B. measured rate at which teams turn Product Backlog items into running, tested features.
- C. measured rate at which the project manager turns the Product Backlog into tested features.
- D. total number of Product Backlog hours completed when developers work in pairs.

Answer: B

NEW QUESTION 36

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 40

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 43

An Agile team best ensures product quality through:

- A. The development team's use of pair programming.
- B. Quality assurance's daily collaboration with the development team.
- C. More frequent inspection after each iteration.
- D. Feedback gathered during iteration retrospectives.

Answer: C

NEW QUESTION 45

In Agile risk management, a risk burndown chart is best used to:

- A. Qualitatively analyze the probability of a risk occurring.
- B. Track progress on risk reduction of technical risks.
- C. Document the external risks that could impact the project.
- D. Illustrate the project risk profile and new and changing risks.

Answer: D

NEW QUESTION 48

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 52

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 55

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 59

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 61

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 65

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 68

Who is responsible for prioritizing the stories that will be included in the iteration?

- A. ScrumMaster
- B. Developer
- C. Product Owner
- D. Team

Answer: C

NEW QUESTION 70

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 71

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 74

Which of the following is part of the 12 practices defined in eXtreme Programming (XP)?

- A. Risk management
- B. Small releases
- C. Project management
- D. Project charter

Answer: B

NEW QUESTION 76

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 81

Risk exposure is the:

- A. Funds set aside to contain the risk.
- B. Probability a risk will occur.
- C. Amount of money the risk will cost if it occurs.
- D. Amount of damage to the project if the risk occurs.

Answer: A

NEW QUESTION 84

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 86

For a critical project, a new team has been formed from various departments. The project manager should start team building by:

- A. Creating a project charter, documenting roles and responsibilities of each member, and sending it to the team members.
- B. Taking the team offsite for icebreaker sessions and other activities to ensure team members get to know each other.
- C. Assembling the team and discussing roles and responsibilities of each member on the team.
- D. Assembling the team and asking the members to achieve a milestone in a small iteration.

Answer: C

NEW QUESTION 90

In eXtreme Programming (XP), analysis, design, coding, and testing phases are done:

- A. At the beginning of the iteration.
- B. Every day.
- C. In sequence.
- D. Without documentation.

Answer: B

NEW QUESTION 92

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 94

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 99

Scrum practices are facilitated by the:

- A. ScrumMaster.
- B. Product Owner.
- C. Project Sponsor.
- D. Scrum team.

Answer: A

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 107

Which of the following is a list of capabilities, features, and stories that the Product Owner has identified?

- A. Burndown chart
- B. Story card
- C. Vision document
- D. Backlog

Answer: D

NEW QUESTION 112

According to the fundamental principles of Lean Management, errors result from:

- A. Inadequate user requirements and documentation.
- B. Misjudgment made by project teams and operations staff.
- C. Flaws in development and production systems.
- D. Insufficient management oversight of projects and operations.

Answer: C

NEW QUESTION 115

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 117

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 118

User stories are temporary artifacts. They are considered relevant until the:

- A. Team completes them.
- B. End of the project.
- C. Release is complete.
- D. End of the sprint.

Answer: A

NEW QUESTION 122

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 127

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 129

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 134

Who is responsible for the "definition of done"?

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

Answer: A

NEW QUESTION 137

Which of the following best represents both a principle of the Agile manifesto and a Lean method of simplicity?

- A. Maximizing the amount of work not done
- B. Delivering early and continuously
- C. Welcoming changing requirements
- D. Deciding at the last responsible moment

Answer: A

NEW QUESTION 142

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 144

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 147

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 150

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 153

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 158

The purpose of a project burndown chart is to:

- A. Identify and communicate upcoming milestones.
- B. Display the level of effort and resources utilized.
- C. Identify dependencies between sprints or iterations.
- D. Display the remaining work across time.

Answer: D

NEW QUESTION 161

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 165

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 170

Estimating costs for an Agile project starts with which of the following types of meetings?

- A. Project Retrospective
- B. Steering Committee
- C. Release Planning
- D. Sprint Planning

Answer: C

NEW QUESTION 172

In reference to Scrum, each sprint should produce:

- A. An increment of potentially shippable product functionality.
- B. A set of documented product requirements and specifications.
- C. A release with testable and measurable functionality.
- D. An increment of potentially testable product functionality.

Answer: A

NEW QUESTION 176

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 178

What do project reports show during the Sprint review meeting?

- A. Estimates compared to the baseline
- B. Actual results to the plan
- C. Return on investment (ROI)
- D. Earned value measurement (EVM)

Answer: C

NEW QUESTION 179

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 180

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 182

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 184

Which of the following is a list of valid Agile project planning practices?

- A. Release planning, Iteration planning, and Estimation
- B. Estimation, Spike Solutions, and Iteration planning
- C. Iteration planning, Continuous Integration, and Estimation
- D. Vision, Release planning, and Performance Optimization

Answer: A

NEW QUESTION 189

When facilitated and managed well, the primary benefits of a project retrospective should be to:

- A. Increase empowerment and enjoyment for the team.
- B. Identify the most important issues for the sponsors.
- C. Provide an open forum for team member complaints.
- D. Allow the team to get ahead on release planning.

Answer: D

NEW QUESTION 194

A "Scrum of Scrums" meeting is:

- A. Another name for the daily standup project meeting in a Scrum team.
- B. A mechanism that coordinates multiple teams working on a single project.
- C. A project meeting that happens twice every day across the Scrum teams.
- D. An occasional leadership meeting that provides direction to multiple Scrum teams.

Answer: B

NEW QUESTION 195

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 200

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