PMI

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
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 inferthat:

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 4
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 5
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 ¡°whatif¡± 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 6
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 7
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 8
When is the ideal time to hold a retrospective?

A. Right after iteration planning
B. Just before iteration planning
C. At the start of the next release
D. During the iteration review/demo

Answer: B

NEW QUESTION 9
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 nextiteration
D. giving up control and rotating management through the team

Answer: A

NEW QUESTION 10
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 10
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 13
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 14
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 yourcurrent performance velocity?
C. Are you on track to complete assigned story points?
D. How many story pointswill you complete this sprint?

Answer: A

NEW QUESTION 17
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 19
Information transmission is greatest amongst team members who are working on:

A. Individual tasks in the same work area.
B. The same task through pair programming.
C. The same group of tasks individually.
D. Different tasks on the same project.

Answer: B

NEW QUESTION 21
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 24
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 customercollaboration

Answer: C

NEW QUESTION 29
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 30
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 35
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 39
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 40
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 42
Which of the following techniques best encourages osmotic communication?

A. Reviewing requirements frequently with the Product Owner
B. Having the Product Owner attend daily standups
C. Inviting the customer to attend every iteration demo
D. Seating the team members together in a work area

Answer: D

NEW QUESTION 43
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 47
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 50
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 51
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 53
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 57
The team estimation game method mainly consists of a:

A. Pile of cards with user, capability, and value to be prioritized by the project team.
B. Spreadsheet with backlog issues to be prioritized and each to be given a prioritizationnumber.
C. White board session where iterations are estimated and related to the project road map.
D. Brainstorm session where resources are related to prioritized work packages.

Answer: A

NEW QUESTION 61
The best approach to estimate the work on a project when using story points is to have:

A. Team members assign estimates by averaging Planning Poker cards.
B. The most senior team member prepare the estimates.
C. Two or three senior team members estimate and take the average of their times.
D. The team work together to agree on estimates in a group setting.

Answer: D

NEW QUESTION 66
A ScrumMaster consistently holds Daily Scrums and keeps them to 15 minutes or less. The ScrumMaster brings a list of assigned tasks and checks the status of each task with the relevant team members. The ScrumMaster then assigns new tasks for the day and ends the meeting. Is this an appropriate approach to running Daily Scrums?

A. Yes, the ScrumMaster should get status updates and distribute new tasks to the team.
B. Yes, the ScrumMaster should hold Scrums daily and keep the time to 15 minutes or less.
C. No, the ScrumMaster should act in the role of facilitator to foster team self-organization.
D. No, the ScrumMaster should allow the Scrum to run as long as is required by the team.

Answer: C

NEW QUESTION 71
An Agile team expects a velocity of 8. During sprint planning, the stories were estimatedand 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 73
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 74
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 77
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 81
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 86
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 90
Scrum practices are facilitated by the:

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

Answer: A

NEW QUESTION 95
The best reason for extreme character personas in writing user stories is to:

A. Identify errors in product design and testing.
B. Help identify user stories that would otherwise be missed.
C. Provide precision to support vague user concepts.
D. Provide value to the Sprint planning session.

Answer: B

NEW QUESTION 100
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 104
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 107
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 109
Spike solutions are appropriate when:

A. the business requirements are vague or inadequate for an iteration.
B. a technology is understood well and has been used for a while, but needs a problem to be debugged.
C. there is insufficient time to refactor, but there is a need to resolve a specific problem.
D. a specific technicalQUESTION NO:needs to be answered, stopping work on the spike as soon as it answers that question.

Answer: D

NEW QUESTION 110
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 113
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 115
Which management style does Agile advocate?

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

Answer: B

NEW QUESTION 120
Who is responsible for the "definition of done"?

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

Answer: A

NEW QUESTION 123
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 127
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 132
Which technique is used by a project team to estimate the amount of work that can be done per iteration?

A. Velocity measurement
B. Relative prioritization
C. Planning Poker
D. Release planning

Answer: A

NEW QUESTION 137
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 138
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. DelphiTechnique.
D. Progressive Elaboration.

Answer: D

NEW QUESTION 141
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 144
When are acceptance tests typically written for a user story?

A. After coding the story, but before user acceptance testing begins
B. After writing the story, but before coding begins
C. At the start of Product Backlog prioritization planning
D. After estimating the Product Backlog, but before Sprint planning begins

Answer: C

NEW QUESTION 147
How is the participatory design process characterized?

A. A well-planned and well-documented process is documented for each of the iterations in the project.
B. Users including project team members participate in the planning process for the project plan.
C. End users participate and assist in the design process from the beginning of the project.
D. A high level brainstorming process is conducted for the project team and the project sponsor.

Answer: C

NEW QUESTION 149
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 153
What is the ideal approach for an Agile project manager to take when considering fractional assignments?

A. Do nothing, as fractional assignments will not impact project performance.
B. Allow resources to be assigned to no more than two projects at a time.
C. Only allow nonessential resources to be fractionally assigned.
D. Avoid them and have resources assigned to only one project at a time.

Answer: D

NEW QUESTION 156
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 158
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 163
In reference to Scrum, each sprint should produce:

A. An increment of potentially shippable product functionality.
B. Aset of documented product requirements and specifications.
C. Arelease with testable and measurable functionality.
D. An increment of potentially testable product functionality.

Answer: A

NEW QUESTION 164
eXtreme Programming (XP) teams strive to avoid:

A. Incremental design and architecture.
B. Pair programming.
C. Manual regression testing.
D. Test-Driven Development (TDD).

Answer: C

NEW QUESTION 169
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 172
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 173
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 174
A "Scrum of Scrums" meeting is:

A. Another name for the daily standup project meeting in a Scrum team.
B. Amechanism that coordinates multiple teams working on a single project.
C. Aproject 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 179
The Kaizen philosophy is change:

A. For the better.
B. Driven by process improvement.
C. Driven by teams.
D. Forsmallgroups.

Answer: D

NEW QUESTION 182
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