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Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®

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NEW QUESTION 1

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 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

Which of the seven principles of software development is best intended to solve the problem of inventories causing hidden errors in the process?

- A. Fast-Flexible-Flow
- B. Optimize the Whole
- C. Deliver Early and Often
- D. Eliminate Waste

Answer: D

NEW QUESTION 4

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 5

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 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

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 8

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 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 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

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 12

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 13

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 14

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 19

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 22

Continuous integration ensures that a product is:

- A. Ready to ship when all features are complete.
- B. Delivered for testing at the end of each day.
- C. Technologically ready to deploy at any time.
- D. Deployed after final business approvals.

Answer: C

NEW QUESTION 27

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 32

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 37

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 41

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 42

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 46

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 49

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 50

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 51

Who is responsible for determining the business value of each feature?

- A. Product Owner
- B. Steering committee
- C. ScrumMaster
- D. Team

Answer: A

NEW QUESTION 54

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 59

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 63

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 66

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 68

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 69

Following chart lists stories for a release of an Agile project;

If the team completes Story A, Story B, and 50% of Story C for the first iteration, what is the team's velocity?

- A. 9
- B. 10
- C. 12
- D. 15

Answer: A

NEW QUESTION 73

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 77

What is the common communication bridge between the team and the Product Owner?

- A. Burndown chart
- B. Product Backlog
- C. Scrum team meeting
- D. Sprint release plan

Answer: B

NEW QUESTION 80

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 82

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 87

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 prioritization number.
- 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 90

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 91

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 95

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 96

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 101

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 102

What is one of the main benefits that Lean portfolio management provides to a business?

- A. Maximizing work-in-progress
- B. Quality and thoughtfulness
- C. Line of sight to business needs
- D. Maximizing multitasking

Answer: C

NEW QUESTION 103

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 108

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 111

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 116

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 118

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 120

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 125

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 126

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 131

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 135

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 137

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 141

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 145

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 149

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

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 151

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 156

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 161

On what should Agile estimates be based?

- A. A Work Breakdown Structure (WBS) from each iteration aligned with the project management plan
- B. A disciplined iteration schedule, which improves predictability, combined with reaction to changes
- C. Ball park figures collected from past Agile projects with scopes similar to the current project
- D. Initial resource breakdown based on the available person days in the full project duration

Answer: B

NEW QUESTION 163

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 168

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 173

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 177

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 180

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 182

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 183

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 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

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 190

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