

PMI-ACP Dumps

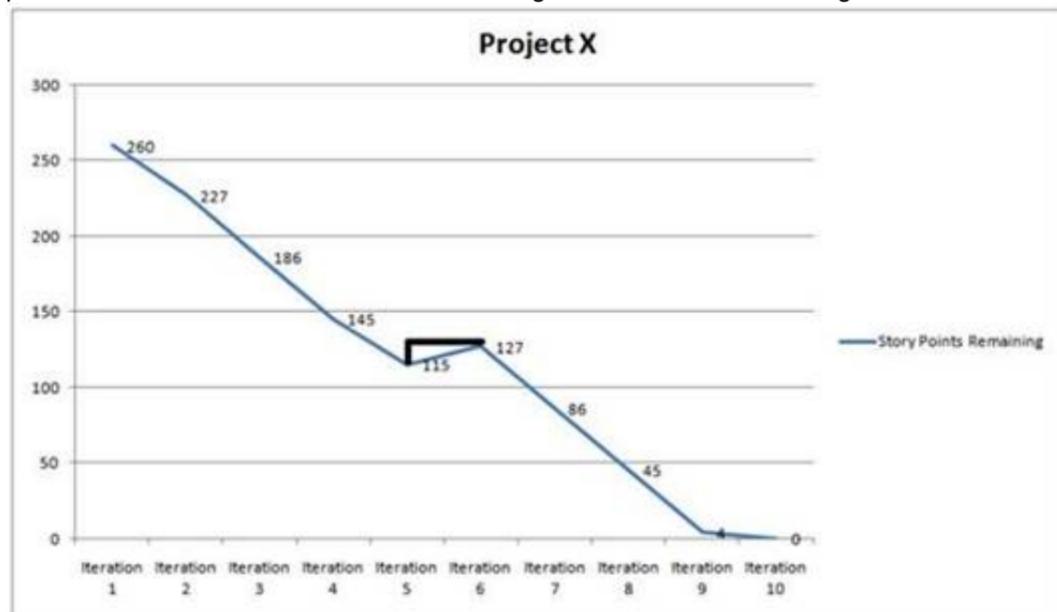
PMI Agile Certified Practitioner (PMI-ACP)®

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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

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 5

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 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

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 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

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

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

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 15

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 20

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 25

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 30

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 31

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 35

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 38

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 39

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 40

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 43

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 47

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 50

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 52

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 54

A business analyst has identified a new risk in an Agile project. What is the best first step the business analyst should take regarding this risk?

- A. Call a meeting with the project manager and senior management to determine how the risk will be managed.
- B. Email the project manager and add it to the risk register so that it is discussed during the next daily standup.
- C. Add the risk in a clearly visible location and ensure it is discussed after the next daily stand up.
- D. Call an immediate meeting with all team members to discuss the newly identified risk.

Answer: C

NEW QUESTION 56

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 60

Agile Earned Value Management (EVM) would be a valuable technique for managing a project because the:

- A. project is in a CM MI-certified organization.
- B. customer wants to maximize delivered value,

- C. cost performance must be reported.
- D. team is newly formed or new to Agile.

Answer: C

NEW QUESTION 65

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 68

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 74

During iteration planning, the team is discussing the design for a user story. A team member states that a design document should be started since the system is complex in nature. Another team member responds that in Agile there is no documentation. How should the ScrumMaster respond?

- A. Agree that documentation should be avoided, since it slows the progress of the team.
- B. Explain that interactions are valued over documentation, but documentation is not forbidden.
- C. Ask the manager if the technical processes mandate that designs be documented.
- D. Ask the Product Owner if it is acceptable for the resources to spend time on documentation.

Answer: B

NEW QUESTION 78

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 83

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 85

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 88

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 93

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 97

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 100

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 105

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 108

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 109

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 110

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 114

When an Agile project team receives an "emergency request" during an iteration, which is the best first step that the Agile project manager should take?

- A. Stop work on unfinished user stories and work on the urgent request.
- B. Call a team meeting and change the iteration scope to include the request.
- C. Provide the customer with options provided by the project team.
- D. Explain that the team cannot do the added work until the next iteration.

Answer: C

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 123

The purpose of "setting the stage" in a project retrospective is to:

- A. Restate the goal of the meeting and create an open atmosphere.
- B. Review the scope statement and summarize project results.
- C. Elevate the team's morale and ensure that everyone participates.
- D. Describe the next iteration and discuss lessons learned.

Answer: A

NEW QUESTION 127

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 131

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 135

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 136

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 140

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 143

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 145

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 150

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 155

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 156

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 158

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

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 164

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 166

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 169

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 171

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 173

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 174

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 178

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 182

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 184

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 189

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