

PMI-ACP Dumps

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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

The smallest amount of functionality that delivers customer value is best described as a:

- A. Function point analysis.
- B. Right sized story.
- C. Minimum marketable feature.
- D. Userstory map.

Answer: C

NEW QUESTION 4

A development team has finished identifying the tasks they will be accountable for during the next sprint. Which of the following tools best provides transparency into the progress throughout the sprint?

- A. Burndown chart
- B. Gantt chart
- C. Hours expended chart
- D. Management baseline chart

Answer: A

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

Which of the following is critical for the success of distributed Agile teams?

- A. Cost containment
- B. High volume of communication
- C. Shared knowledge
- D. Culture of collaboration

Answer: D

NEW QUESTION 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

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

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

Answer: A

NEW QUESTION 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 14

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 16

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 17

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 18

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 21

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 26

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 27

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 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

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 36

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 38

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 45

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 49

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 53

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

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 58

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 59

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 69

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 72

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 77

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 79

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 81

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 84

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 87

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 89

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 90

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 91

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

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 96

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 99

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 102

Scrum practices are facilitated by the:

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

Answer: A

NEW QUESTION 104

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 108

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 110

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 117

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 119

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 120

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 123

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 126

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 130

Test-Driven Development (TDD) is a rapid cycle of:

- A. Requirements, coding, and testing.
- B. Testing, coding, and refactoring.
- C. Testing, refactoring, and validation.
- D. Requirements, coding, and refactoring.

Answer: B

NEW QUESTION 133

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 135

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 140

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 143

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 147

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 150

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 154

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 159

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 163

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 168

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 172

What key benefits might stakeholders realize from an Agile approach?

- A. The ability to bypass the change-management process, inserting new requirements and changes directly into the team as they meet daily
- B. The early and continuous delivery of valuable software, providing increased visibility and the opportunity for more frequent adjustments
- C. Increased access to the project and less reliance on formal reports and status meetings to better understand the current work and the risks the team is accepting
- D. The team's flexibility to make changes mid-iteration as business needs or priorities change, increasing the ability of the team to meet project commitments

Answer: B

NEW QUESTION 174

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 176

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 177

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