



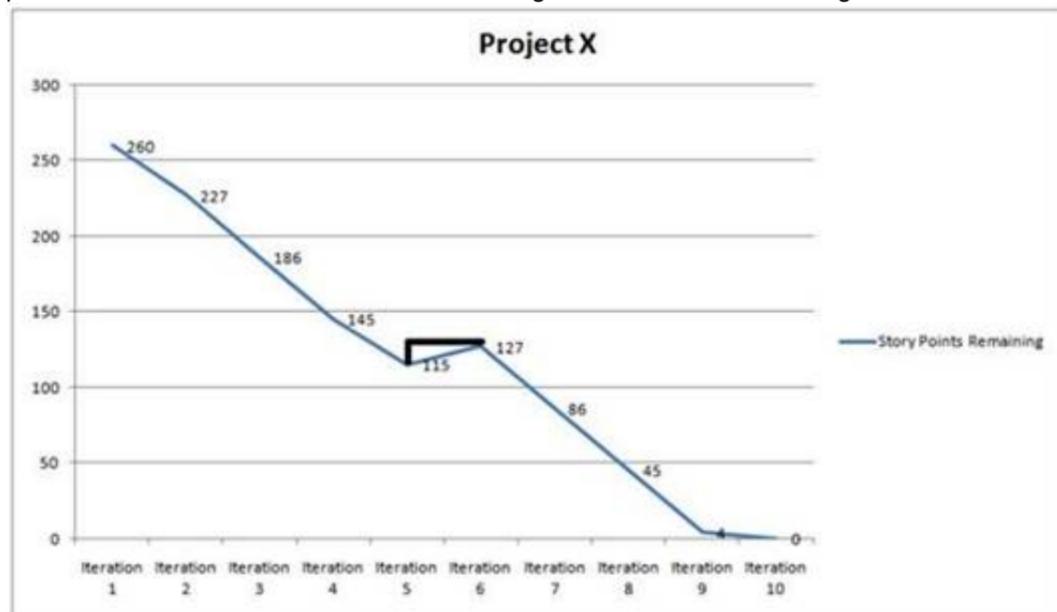
**PMI**

## **Exam Questions PMI-ACP**

PMI Agile Certified Practitioner (PMI-ACP)®

### NEW QUESTION 1

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



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

**Answer: B**

### NEW QUESTION 2

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

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 5

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 6

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 7**

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 8**

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 9**

The following chart lists stories for a release of an Agile project:

Story	Story Points
A	4
B	5
C	6
D	5
E	4
F	6
G	1

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 10**

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

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

**Answer:** A

**NEW QUESTION 10**

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 15**

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 18**

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 22**

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 26**

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 29**

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 34**

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 36**

When developing user stories, user expectations are best captured in what form?

- A. Acceptance tests
- B. Entrance criteria
- C. Done criteria
- D. Go and no-go limits

**Answer:** A

**NEW QUESTION 41**

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

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 45

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 50

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

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

**Answer:** C

#### NEW QUESTION 55

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 56

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 60

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 62

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 66**

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 70**

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 72**

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 75**

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 80**

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 85**

In a vision meeting, the vision for the project is defined and presented by the:

- A. management
- B. project manager
- C. customer
- D. project team

**Answer:** C

**NEW QUESTION 89**

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 90**

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 92**

Who is responsible for the "definition of done"?

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

**Answer:** A

**NEW QUESTION 95**

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 100**

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 105**

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 106**

In Agile projects, the technique in which planning is done at three distinct horizons is known as:

- A. Monte Carlo Analysis.
- B. Portfolio Management.
- C. Delphi Technique.
- D. Progressive Elaboration.

**Answer:** D

**NEW QUESTION 110**

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 112**

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 116**

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 121**

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 123**

The key elements of a user story in Agile development are:

- A. a written description, the story points estimate, and the planned release.
- B. conversations about the story, a written description, and success criteria about the story.
- C. the story points estimate, conversations about the story, and an agreed priority.
- D. tests to determine when the story is done, a written description, and the planned release.

**Answer:** B

**NEW QUESTION 127**

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 131**

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 134**

In Agile projects, how are planning outputs shared with stakeholders?

- A. Using the most highly visible method possible
- B. On a need-to-know basis depending on role
- C. According to the project communications plan
- D. Through a series of stakeholder meetings

**Answer:** A

**NEW QUESTION 135**

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 137**

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 139**

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 143**

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 147**

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 148**

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 153**

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