

Exam Questions PMI-ACP

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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

When interacting with team members, the Agile project manager should:

- A. Ask team members to do things by phrasing the statement as a request rather than as a demand.
- B. Ignore team member input and emotions when important decisions have to be made.
- C. Proceed cautiously when requesting team members to do something likely to make them unhappy.
- D. Disagree with the team based on the merit of the issue without considering how the team is feeling.

Answer: A

NEW QUESTION 3

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 4

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 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

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 7

What is the responsibility of an extreme Programming (XP) customer role?

- A. Testing the daily increments of the software developed
- B. Writing the stories and acceptance tests for each story
- C. Planning and task allocation for the developer and tester
- D. Interacting closely with users and representing the XP team

Answer: B

NEW QUESTION 8

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 9

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 10

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

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 12

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

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 16

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 17

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 19

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 22

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 25

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

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 32

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 33

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 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 40

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 43

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 46

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

The velocity chart, storyboard, burndown chart, and impediment list are often communicated using:

- A. Status reports.
- B. Information radiators.
- C. Portfolio presentations.
- D. Project data packages.

Answer: B

NEW QUESTION 51

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 54

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 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 57

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 62

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 66

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

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 73

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 77

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 78

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 80

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 83

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 86

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 88

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 93

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 94

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 95

Scrum practices are facilitated by the:

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

Answer: A

NEW QUESTION 96

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 97

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 102

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 106

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 111

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 115

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 120

Which management style does Agile advocate?

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

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 127

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 128

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 129

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 132

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 134

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 137

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 139

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 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 145

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 150

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 152

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 157

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 160

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 164

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 169

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 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 177

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 181

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 185

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 186

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