

## PMI-ACP Dumps

### PMI Agile Certified Practitioner (PMI-ACP)®

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**NEW QUESTION 1**

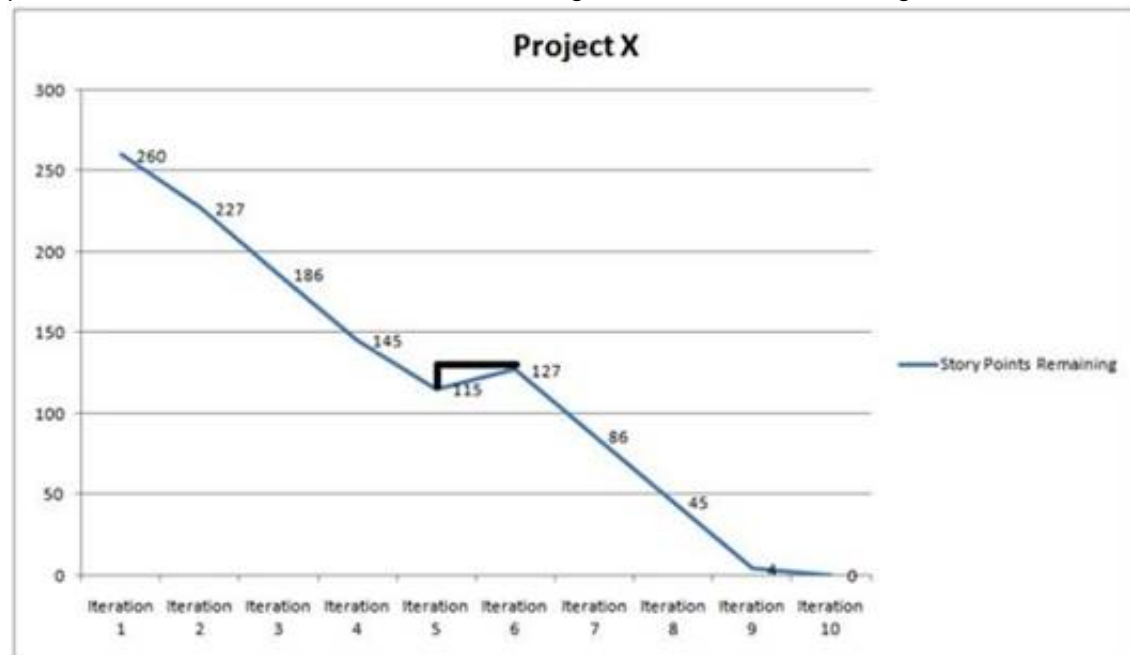
An organization adopts Agile practices and implements an incremental delivery strategy. If implemented correctly, the company should recognize improved:

- 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**

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 3**

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 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**

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**

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 7**

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 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**

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 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 10**

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 13**

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 16**

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 19**

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 20**

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 21**

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 23**

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 27**

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 31**

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 35**

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 40**

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 43**

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 46**

The ScrumMaster notices repeated friction between two team members in the Daily Scrum meetings. The next step should be to:

- A. Attempt to resolve the problem directly and immediately during a Daily Scrum meeting.
- B. Schedule a meeting with them after a Daily Scrum meeting to explore and resolve the issue.
- C. Ignore the friction because a self-organizing team must sort out team conflict issues.
- D. Ask for new resources to replace them before the friction undermines the team's productivity.

**Answer:** B

**NEW QUESTION 48**

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 51**

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 53**

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 56**

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 60**

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 63**

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 68**

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 70**

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 71**

An Agile team expects a velocity of 8. During sprint planning, the stories were estimated and prioritized in the following order:

Story A\_4 Story Points Story B\_2 Story Points Story C\_3 Story Points Story D\_2 Story 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 72**

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 75**

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 76**

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 77**

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 80**

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 84**

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 88**

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 91**

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 96**

Scrum practices are facilitated by the:

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

**Answer:** A

**NEW QUESTION 98**

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 99**

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 104**

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 109**

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 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 113**

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 117

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 120

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 122

Which management style does Agile advocate?

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

**Answer:** B

#### NEW QUESTION 125

Who is responsible for the “definition of done”?

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

**Answer:** A

#### NEW QUESTION 127

Which of the following best represents both a principle of the Agile manifesto and a Lean method of simplicity?

- A. Maximizing the amount of work not done
- B. Delivering early and continuously
- C. Welcoming changing requirements
- D. Deciding at the last responsible moment

**Answer:** A

#### NEW QUESTION 128

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 131

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 132**

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 134**

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 136**

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 140**

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 145**

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 147**

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 152**

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 156**

Agile communication is effective because:

- A. release and iteration planning keep team members aligned, daily synchronization eliminates confusion, and iteration demonstrations keep the team focused on deliverables.
- B. Agile communication methods focus on detailed, written requirements and specificationsthat are more complete and allow the team to manage change more effectively.
- C. the use of charts and diagrams over written reports creates clear, targeted communication, and customer involvement in monthly reviews eliminates changes in requirements.
- D. daily iteration planning allows change to be managed, and weekly standup meetings ensure that impediments are quickly identified and effectively managed or removed.

**Answer:** A

#### **NEW QUESTION 158**

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 159**

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 163**

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 165**

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 166**

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 169**

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 173**

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 177**

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 181**

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