

## Exam Questions PMI-ACP

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#### NEW QUESTION 1

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 2

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 3

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 4

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 5

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

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 6

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 7

Which best describes the attributes of the IN VEST 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 8

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 9

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 10

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 10

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 13

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 18

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 20

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 23

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 24

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 28

Scrum practices are facilitated by the:

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

**Answer:** A

#### NEW QUESTION 31

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 36

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 technical question needs to be answered, stopping work on the spike as soon as it answers that question.

**Answer:** D

#### NEW QUESTION 37

Which management style does Agile advocate?

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

**Answer:** B

#### NEW QUESTION 40

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 44

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 48

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 53

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 specifications that 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 58

What are three processes used to begin an Agile project?

- A. Iterations, Product Roadmap Planning, and Number of Sprint Iterations
- B. Visioning, Product Roadmap Planning, and Product Backlog Definition
- C. Visioning, Product Backlog Definition, and Project Charter Creation
- D. Burndown chart, Product Roadmap, and sprints' length

**Answer:** B

#### NEW QUESTION 59

For a "caves and common room" 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 61

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 64

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 69

The Kaizen philosophy is change:

- A. For the better.
- B. Driven by process improvement.
- C. Driven by teams.

D. Forsmallgroups.

**Answer:** D

**NEW QUESTION 71**

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 75**

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