

PMI

Exam Questions PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®



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

Refactoring, as it applies to the practice of extreme Programming (XP), refers to:

- A. Restructuring the estimate by applying a higher cost performance index during what-if analysis.
- B. Modifying the project due to scope changes, resource availability, and cost and schedule variances.
- C. Modifying the cost baseline due to an increased estimate at completion and a negative cost variance.
- D. Restructuring of code so as to improve the code without changing its external behavior.

Answer: D

NEW QUESTION 4

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 5

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 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

A ScrumMaster:

- A. prioritizes the work for each iteration.
- B. directs the activities of the team.
- C. provides leadership, guidance, and coaching.
- D. manages the project scope and budget.

Answer: C

NEW QUESTION 8

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 9

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 10

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 10

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 15

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 16

Who is responsible for determining the business value of each feature?

- A. Product Owner
- B. Steering committee
- C. ScrumMaster
- D. Team

Answer: A

NEW QUESTION 18

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 22

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 26

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 30

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 34

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 39

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 44

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 48

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 49

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 52

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 54

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 55

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 59

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 63

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 65

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 68

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 69

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