PMI

Exam PMI-ACP

PMI Agile Certified Practitioner (PMI-ACP)®

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[Total Questions: 145]

Question No : 1

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

Question No : 2

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

Question No : 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

Question No : 4

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

Question No : 5

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

Question No : 6

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

Question No : 7

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

Question No : 8

In reference to Scrum, each sprint should produce:

A. An increment of potentially shippable product functionality.
B. Aset of documented product requirements and specifications.
C. Arelease with testable and measurable functionality.
D. An increment of potentially testable product functionality.

Answer: A

Question No : 9

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

Question No : 10

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

Question No : 11

The Kaizen philosophy is change:

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

Answer: D

Question No : 12

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

Question No : 13

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 nextiteration

D. giving up control and rotating management through the team

Answer: A

Question No : 14

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

Question No : 15

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

Question No : 16

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

Question No : 17

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

Question No : 18

A "Scrum of Scrums" meeting is:

A. Another name for the daily standup project meeting in a Scrum team.
B. Amechanism that coordinates multiple teams working on a single project.
C. Aproject meeting that happens twice every day across the Scrum teams.
D. An occasional leadership meeting that provides direction to multiple Scrum teams.

Answer: B

Question No : 19

For a critical project, a new team has been formed from various departments. The project manager should start team building by:

A. Creating a project charter, documenting roles and responsibilities of each member, and sending it to the team members.
B. Taking the team offsite for icebreaker sessions and other activities to ensure team members get to know each other.
C. Assembling the team and discussing roles and responsibilities of each member on the team.
D. Assembling the team and asking the members to achieve a milestone in a small iteration.

Answer: C

Question No : 20

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

Question No : 21

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

Question No : 22

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

Question No : 23

The cost estimation techniques used on Agile projects are:

A. Rule of thumb
B. Bottom-up
C. Parametric
D. Top-down

Answer: D

Question No : 24

The most appropriate model for a geographically distributed project team is one in which the team is distributed across:

A. relatively few locations, with each location team comprised of a complete development group developing decoupled subsystems.
B. locations in the same time zone, working on the same systems while leveraging rich communication channels.
C. relatively few locations, and tasks are divided along functional lines with design in one location, coding in another, and testing in another.
D. many locations, with relatively few people at each location developing and testing decoupled subsystems.

Answer: A

Question No : 25

The process of reviewing, testing, and accepting implemented features is called:

A. Retrospective.
B. Stakeholder review.
C. Scope verification.
D. Iteration planning.

Answer: C

Question No : 26

Which term best describes an Agile project's approach to risk analysis?

A. Regression
B. Pareto
C. Qualitative
D. Monte Carlo

Answer: D

Question No : 27

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