

## PMI-ACP Dumps

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

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**NEW QUESTION 1**

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 2**

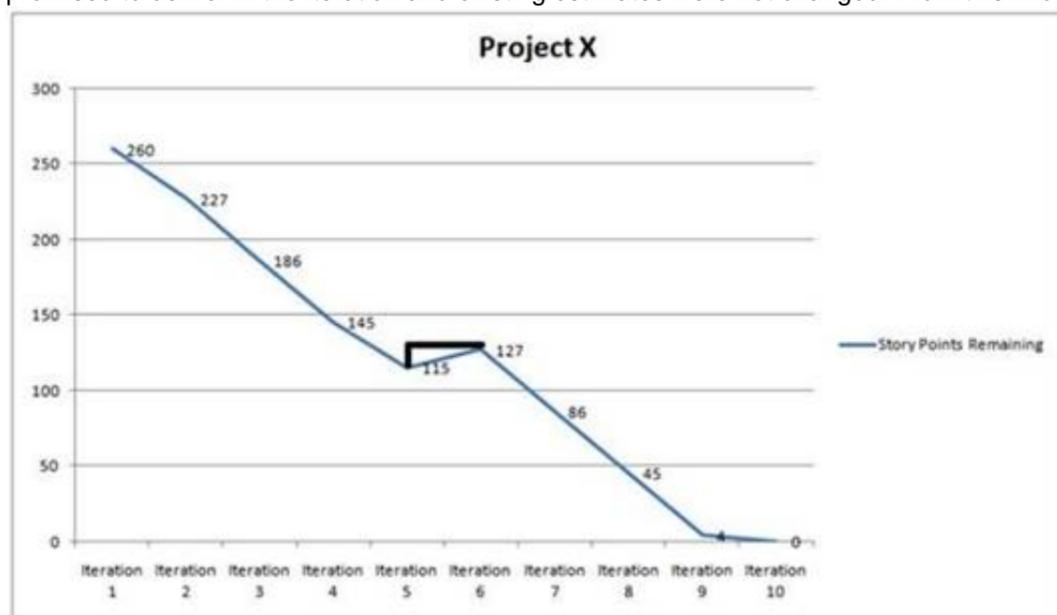
An organization adopts Agile practices and implements an incremental delivery strategy. If implemented correctly, the company should recognize improved:

- 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 3**

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 4**

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 5**

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 6**

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 7**

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 8**

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 9**

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 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**

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

**NEW QUESTION 15**

A story point is the:

- A. Relative measure of the size of a user story.
- B. Duration it takes to complete a user story.
- C. Priority of the user story in the backlog.
- D. Business value of the user story.

**Answer:** A

**NEW QUESTION 19**

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 22**

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 26**

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 31**

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 35**

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 39**

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 42**

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 44**

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 48**

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 53**

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 55**

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 56**

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 58**

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 61**

Acceptance tests of user stories are specified by the:

- A. Customer at the start of the iteration.
- B. Customer as late as possible during the iteration.
- C. Tester after the team has finished the coding.
- D. Development team at the start of the iteration.

**Answer: A**

**NEW QUESTION 64**

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 66**

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 71**

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 74**

Agile Earned Value Management (EVM) would be a valuable technique for managing a project because the:

- A. project is in a CM MI-certified organization.
- B. customer wants to maximize delivered value,
- C. cost performance must be reported.
- D. team is newly formed or new to Agile.

**Answer:** C

**NEW QUESTION 76**

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 79**

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 81**

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 86**

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 89**

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 90**

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 91**

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 93**

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 97**

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 99**

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 102**

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 104**

A project team is distributed across multiple countries, and they are having issues agreeing on what is being delivered and how it should be developed. Which of the following should the project manager do to alleviate some of the tension between team members, break down cultural barriers, and improve communication?

- A. Ask the team to communicate only through email to clearly document issues.
- B. Discuss this issue with senior management and recommend that the team be co-located.
- C. Monitor performance and discuss the issues in detail at the next retrospective.
- D. Hold daily standup meetings with the two teams at a time that works best for everyone.

**Answer:** D

**NEW QUESTION 107**

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 110**

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 114**

On a particular project, product quality is being measured at regular intervals and is consistently below the acceptable level. In a Lean environment, how should this problem be addressed?

- A. The team should implement more rigorous testing at the end of each development cycle.
- B. Management should direct the team on specific actions that they should take to improve quality.
- C. Management should guide the team as it seeks to improve itself and reduce errors in the system.
- D. The Project Champion should review the acceptable quality threshold to ensure that it is realistic.

**Answer:** C

**NEW QUESTION 119**

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 123**

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 128**

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 129**

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 130**

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 132**

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 136**

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 139**

The term "last responsible moment" refers to the moment at which:

- A. the iteration testing deadline arrives and code testing must stop.
- B. failing to make a decision eliminates an important alternative.
- C. release planning is complete and the first iteration planning starts.
- D. the implementation date is set and sponsor approval has been received.

**Answer: B**

**NEW QUESTION 142**

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 145**

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 146**

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 147**

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 150**

Who is responsible for the "definition of done"?

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

**Answer:** A

**NEW QUESTION 155**

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 157**

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 162**

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 164**

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 169**

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 171**

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 172**

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 174**

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

- A. Using the most highly visible method possible
- B. On a need-to-know basis depending on role
- C. According to the project communications plan
- D. Through a series of stakeholder meetings

**Answer: A**

**NEW QUESTION 175**

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 177**

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 181**

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 185**

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 188**

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 192**

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 195**

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