

## Exam Questions 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

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 3

The smallest amount of functionality that delivers customer value is best described as a:

- A. Function point analysis.
- B. Right sized story.
- C. Minimum marketable feature.
- D. Userstory map.

**Answer:** C

#### 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

What is the responsibility of an extreme Programming (XP) customer role?

- A. Testing the daily increments of the software developed
- B. Writing the stories and acceptance tests for each story
- C. Planning and task allocation for the developer and tester
- D. Interacting closely with users and representing the XP team

**Answer:** B

#### NEW QUESTION 6

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 7

A project team estimates that they should complete 30 story points in the current iteration. Partway through the iteration they realize that they will complete 50 story points at their current rate. The team should:

- A. Shorten the iteration to meet the estimated velocity.
- B. Continue to work with the estimated velocity.
- C. Increase their estimated velocity.
- D. Release members to meet the estimated velocity.

**Answer:** D

#### NEW QUESTION 8

What is a high-level representation of the features or themes that are to be delivered in each release?

- A. Release plan
- B. Product roadmap
- C. Iteration plan
- D. Product Backlog

**Answer: B**

#### NEW QUESTION 9

What is the role in an eXtreme Programming (XP) project that ensures the right project processes are applied?

- A. Domain Expert
- B. Product Owner
- C. ScrumMaster
- D. Coach

**Answer: D**

#### NEW QUESTION 10

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 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 11

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 13

Which layer of the product planning structure defines details at the capability or feature level?

- A. Iteration
- B. Roadmap
- C. Release
- D. Wave

**Answer: C**

#### NEW QUESTION 17

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 18

Applying the Pareto rule when prioritizing the Product Backlog means that:

- A. features that are lower priority are more likely to slip to the next iteration.
- B. the value of a feature is not realized until the feature is complete.

- C. more recent requests are usually more important to the business.
- D. a small percentage of the work will provide a large percentage of the value.

**Answer:** D

#### NEW QUESTION 19

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 24

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 27

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 29

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 30

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 35

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 39

A common estimation unit for Agile projects is:

- A. Lines of code.
- B. Function points
- C. Story points.
- D. Use-case points.

Answer: C

**NEW QUESTION 42**

Following chart lists stories for a release of an Agile project;

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 43**

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 46**

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 51**

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 56

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 60

The primary purpose of a Sprint retrospective is for the team to:

- A. Review stories planned for the next sprint and provide estimates,
- B. Demonstrate completed user stories to the Product Owner.
- C. Discuss what went well, what didn't, and ways to improve.
- D. Individually provide status updates on user stories in progress.

**Answer: C**

#### NEW QUESTION 65

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 70

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 73

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 77

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 79

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**

#### NEW QUESTION 80

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 82

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 84

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 88

Which three criteria should be looked at when setting iteration length?

- A. Time needed to complete a user story, time needed to build and test the stories, and product team acceptance of the stories
- B. Timeframe in which the stories must be released, the cost to deliver the features to market, and product team acceptance of the stories
- C. Delivering chunks of user-valued functionality, time needed to build and test the stories, and product team acceptance of the stories
- D. Features that categorize the product, the time needed to complete the features, and the cost to deliver the features to market

**Answer:** B

#### NEW QUESTION 92

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 95

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 98

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 99

Which management style does Agile advocate?

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

**Answer:** B

**NEW QUESTION 100**

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 105**

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 109**

In a Lean project environment, visual controls:

- A. Can be used by management for communicating specific corrective direction.
- B. Are easy to use, reflect the team's progress, and show the team what to do next.
- C. Are helpful while the team is forming but are less important for more experienced teams.
- D. Should be kept to a minimum to avoid distracting the team from high-value activities.

**Answer:** A

**NEW QUESTION 114**

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 118**

The ScrumMaster and the Product Owner disagree on the value of a Product Backlog item. In order to resolve the disagreement, the first step the ScrumMaster should take is to ask:

- A. The Product Owner to clarify the requirement.
- B. The business owner to resolve the problem.
- C. The business analyst to research the product value.
- D. Another project manager how to resolve the problem.

**Answer:** A

**NEW QUESTION 119**

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

**NEW QUESTION 124**

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 125**

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 127**

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 131**

What is one of the benefits of incremental delivery?

- A. Value is delivered more quickly, as software can be released after every iteration.
- B. More customers can be handled simultaneously, as each regularly receives a delivery.
- C. Fewer bugs are introduced, as code is delivered to users more frequently.
- D. Costs are reduced, as less verification is required to regression test each iteration.

**Answer: A**

**NEW QUESTION 135**

When facilitated and managed well, the primary benefits of a project retrospective should be to:

- A. Increase empowerment and enjoyment for the team.
- B. Identify the most important issues for the sponsors.
- C. Provide an open forum for team member complaints.
- D. Allow the team to get ahead on release planning.

**Answer: D**

**NEW QUESTION 138**

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 142**

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