

PMIExam 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

PMI PMI-ACP : Practice Test



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



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
Α	4
В	5
С	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



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



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?