

PMI-ACP.87q

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PMI Agile Certified Practitioner (PMI-ACP)®

Exam A

QUESTION 1

What key benefits might stakeholders realize from an Agile approach?

- A. The ability to bypass the change-management process, inserting new requirements and changes directly into the team as they meet daily

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- B. The early and continuous delivery of valuable software, providing increased visibility and the opportunity for more frequent adjustments
- C. Increased access to the project and less reliance on formal reports and status meetings to better understand the current work and the risks the team is accepting
- D. The team's flexibility to make changes mid-iteration as business needs or priorities change, increasing the ability of the team to meet project commitments

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 2

What is the first thing that a team should do to estimate user stories for a project?



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- 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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 3

A story point is the:

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- 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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 4

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 5

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 6

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 7

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

- A. Demonstrate what was accomplished during the sprint.
- B. Discuss what went well, what didn't, and ways to improve.
- C. Prioritize and estimate stories planned for the next sprint.
- D. Individually provide status updates on user stories in progress.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 8

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 9

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.



Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 10

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 11

After three iterations, the problems impeding an Agile team appear to be similar in nature to problems faced in earlier iterations. Inspection of the retrospectives for past iterations reveals information organized into columns entitled "What worked for us" and "What did not work for us." Based on this information, one can infer that the team did not capture:

- A. user stories
- B. milestones
- C. action items
- D. requirements

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 12

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 13

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 14

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.

Correct Answer: D

Section: (none)

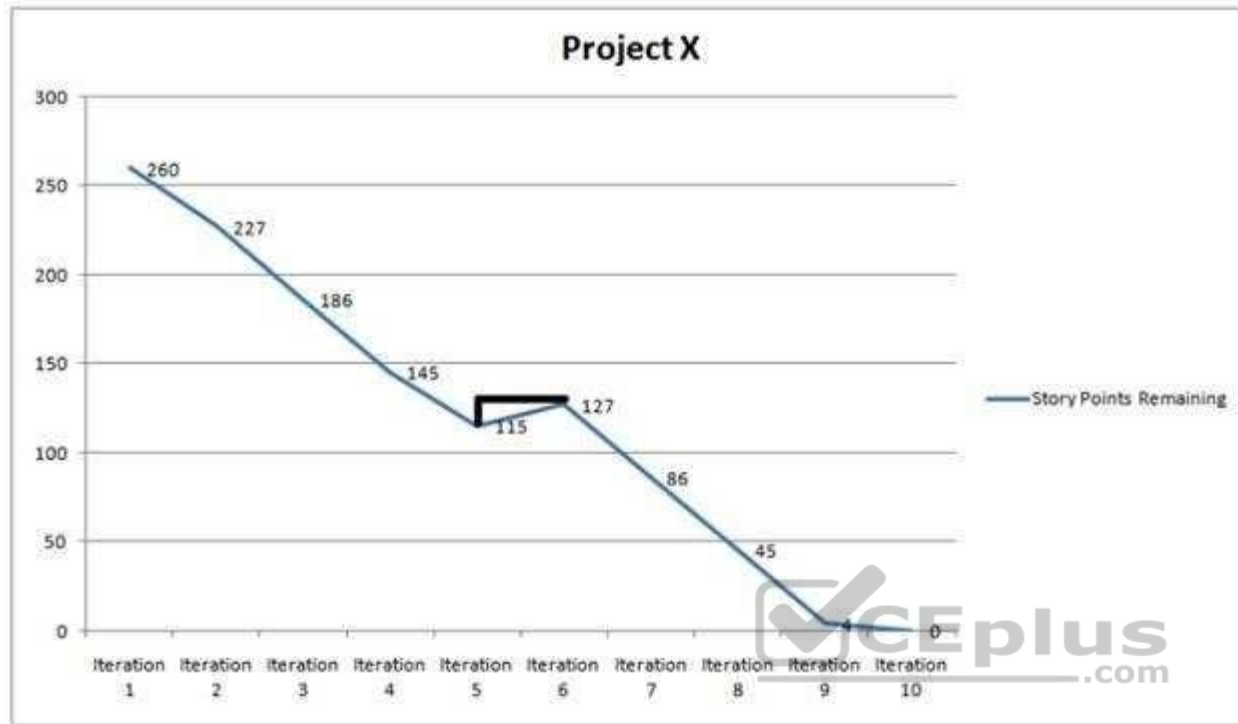
Explanation

Explanation/Reference:

Explanation:

QUESTION 15

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 16

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 17

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)

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 18

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.

Correct Answer: D

Section: (none)

Explanation



Explanation/Reference:

Explanation:

QUESTION 19

Which are some of the most important benefits of an Agile team sitting together in a co-located, open environment?

- A. Osmotic communication is reduced; space is used more efficiently; groups work together more effectively, and team dynamics are improved.
- B. Costs are reduced as the need for conference rooms decreases, and the team can keep track of where members are more accurately.
- C. Team members can be held more accountable for their time and effort, and pair programming is easier as people have less distance to move to sit with their partner.
- D. Communication is improved; wait-time and rework are reduced; barriers between groups break down, and groups gain respect for each other professionally.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 20

Which of the following is a list of capabilities, features, and stories that the Product Owner has identified?



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- A. Burndown chart
- B. Story card
- C. Vision document
- D. Backlog

Correct Answer: D

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Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 21

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

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 22

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 23

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 24

Which management style does Agile advocate?

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



Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 25

Collaboration can be defined as working together to jointly produce a deliverable or make a decision, whereas coordination is:

- A. Agreeing on a due date.
- B. Sharing information.
- C. Agreeing on the design.
- D. Pair programming.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 26

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 27

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 28

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 29

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 30

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

Correct Answer: B

Section: (none)

Explanation



Explanation/Reference:

Explanation:

QUESTION 31

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.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 32

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 33

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 34

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

Correct Answer: D

Section: (none)

Explanation



Explanation/Reference:

Explanation:

QUESTION 35

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.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 36

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 37

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 38

Who is responsible for prioritizing the stories that will be included in the iteration?

- A. ScrumMaster
- B. Developer

- C. Product Owner
- D. Team

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 39

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.

Correct Answer: B

Section: (none)

Explanation



Explanation/Reference:

Explanation:

QUESTION 40

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 41

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).

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 42

Which of the following is an example of a visual aid used in Lean-Agile software development?

- A. Business value delivered chart
- B. Product technical specifications
- C. Automated code coverage report
- D. Scrum-of-Scrum report

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 43

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 44

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.

Correct Answer: C

Section: (none)

Explanation



Explanation/Reference:

Explanation:

QUESTION 45

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 46

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.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 47

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 48

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.

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D. Insufficient management oversight of projects and operations.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 49

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 50

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 51

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 52

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.



Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 53

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 54

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 55

In Agile projects, the technique in which planning is done at three distinct horizons is known as:

- A. Monte Carlo Analysis.
- B. Portfolio Management.
- C. Delphi Technique.



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D. Progressive Elaboration.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 56

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 57

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 58

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 59

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 60

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 61

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 62

In Agile risk management, a risk burndown chart is best used to:

- A. Qualitatively analyze the probability of a risk occurring.
- B. Track progress on risk reduction of technical risks.
- C. Document the external risks that could impact the project.

D. Illustrate the project risk profile and new and changing risks.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 63

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 64

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 65

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 66

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 67

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 68

A business analyst has identified a new risk in an Agile project. What is the best first step the business analyst should take regarding this risk?

- A. Call a meeting with the project manager and senior management to determine how the risk will be managed.
- B. Email the project manager and add it to the risk register so that it is discussed during the next daily standup.
- C. Add the risk in a clearly visible location and ensure it is discussed after the next daily stand up.
- D. Call an immediate meeting with all team members to discuss the newly identified risk.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 69

What are the primary outputs of a release planning session?

- A. Release vision, assumptions, action items, and iteration goals
- B. Prioritized Product Backlog, risks, action items, and release goals
- C. Estimated iteration velocities, risks, action items, and Release Backlog
- D. Risks, action items, dependencies, and Release Backlog

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 70

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.

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 71

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

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 72

A development team has finished identifying the tasks they will be accountable for during the next sprint. Which of the following tools best provides transparency into the progress throughout the sprint?

- A. Burndown chart
- B. Gantt chart
- C. Hours expended chart
- D. Management baseline chart

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 73

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 74

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.

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 75

The cost estimation techniques used on Agile projects are:

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 76

Estimating costs for an Agile project starts with which of the following types of meetings?

- A. Project Retrospective
- B. Steering Committee
- C. Release Planning
- D. Sprint Planning



Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 77

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

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 78

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

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

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:



QUESTION 79

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 80

Risk exposure is the:

- A. Funds set aside to contain the risk.
- B. Probability a risk will occur.
- C. Amount of money the risk will cost if it occurs.
- D. Amount of damage to the project if the risk occurs.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 81

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



Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 82

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.

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 83

What are three processes used to begin an Agile project?

- A. Iterations, Product Road map Planning, and Number of Sprint Iterations
- B. Visioning, Product Roadmap Planning, and Product Backlog Definition
- C. Visioning, Product Backlog Definition, and Project Charter Creation
- D. Burndown chart, Product Roadmap, and sprints'length

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 84

eXtreme Programming (XP) teams strive to avoid:

- A. Incremental design and architecture.
- B. Pair programming.
- C. Manual regression testing.
- D. Test-Driven Development (TDD).

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 85

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.

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 86

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

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

Explanation:

QUESTION 87

A common estimation unit for Agile projects is:

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

Correct Answer: C

Section: (none)

Explanation



Explanation/Reference:

Explanation:



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