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**PMI-ACP**

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

## Exam A

### QUESTION 1

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 2

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?



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- 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

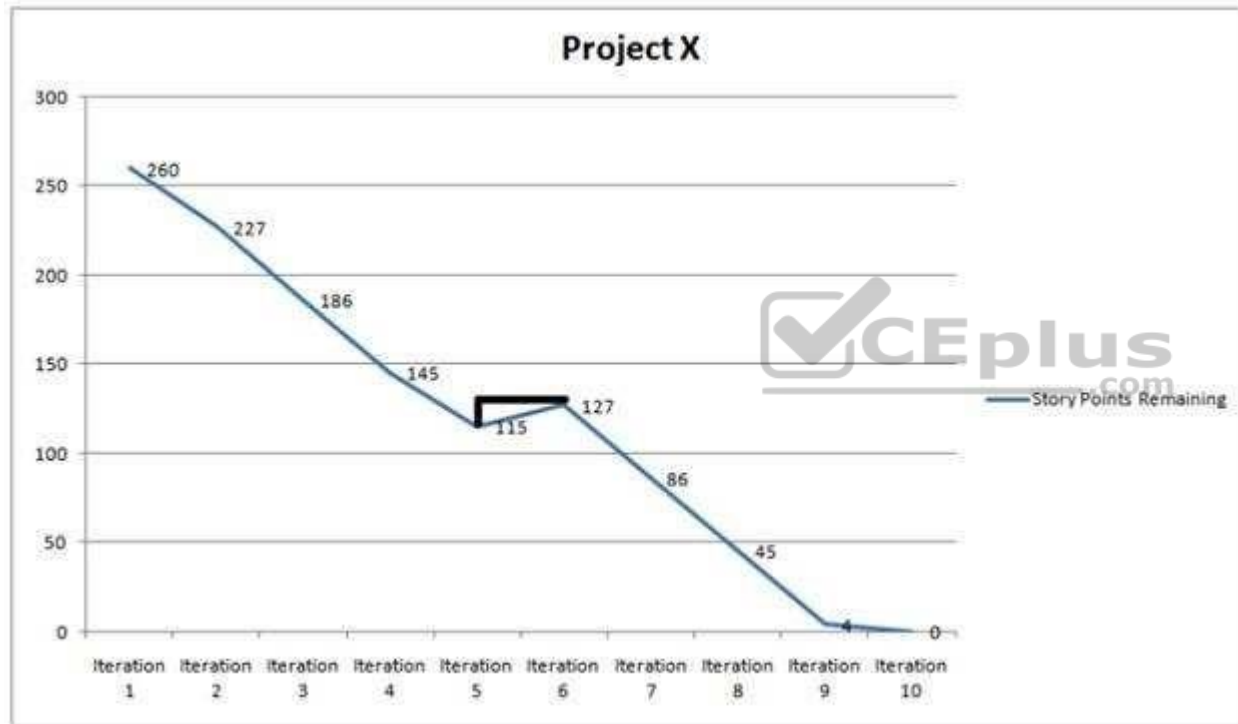
Section: (none)  
 Explanation

**Explanation/Reference:**

Explanation:

**QUESTION 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.

**Correct Answer:** B  
**Section:** (none)  
**Explanation**

**Explanation/Reference:**  
Explanation:

#### QUESTION 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)

**Correct Answer:** B  
**Section:** (none)  
**Explanation**

**Explanation/Reference:**  
Explanation:



#### QUESTION 5

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 6

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

### QUESTION 7

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 8

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 9**

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 10**

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



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- 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 11**

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 12**

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 13**

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 14**

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 15**

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 16**

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 17**

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 18**

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 19**

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 20**

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 21**

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 22**

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 23**

Acceptance tests of user stories are specified by the:



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- 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 24**

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 25**

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 26**

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 27**

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 28**

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.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



#### **QUESTION 29**

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 30**

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 31**

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 32**

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 33**

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 34**

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 35**

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 36**

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 37**

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 38**

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 39**

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 40**

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 41**

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 42**

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 43**

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 44**

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 45**

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 46**

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 47**

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 48**

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 49**

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 50**

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 51**

Velocity is the:

- A. total number of Product Backlog hours completed in an iteration divided by the number of developers.
- B. measured rate at which teams turn Product Backlog items into running, tested features.
- C. measured rate at which the project manager turns the Product Backlog into tested features.
- D. total number of Product Backlog hours completed when developers work in pairs.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 52**

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.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 53**

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 next iteration
- D. giving up control and rotating management through the team

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 54**

How is the participatory design process characterized?

- A. A well-planned and well-documented process is documented for each of the iterations in the project.
- B. Users including project team members participate in the planning process for the project plan.
- C. End users participate and assist in the design process from the beginning of the project.
- D. A high level brainstorming process is conducted for the project team and the project sponsor.



**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 55**

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



**QUESTION 56**

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.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 57**

Which answer best describes Wide Band Delphi (e. g. Planning Poker) estimating?

- A. Team members provide story estimates individually and discuss their reasoning until a consensus on the estimate is reached.
- B. Team performance on prior projects is analyzed, and actual hours and durations are used to determine estimates for similar user stories.
- C. Team members apply relative sizing to each task, and story points are triangulated based on the other stories in the Sprint Backlog.
- D. Team members assign a realistic and a pessimistic estimate to each story, and points are assigned based on the calculated average.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 58**

Which of the following best represents both a principle of the Agile manifesto and a Lean method of simplicity?

- A. Maximizing the amount of work not done
- B. Delivering early and continuously
- C. Welcoming changing requirements
- D. Deciding at the last responsible moment



**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 59**

Who is responsible for the “definition of done”?

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 60**

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.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 61**

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 62**

A ScrumMaster consistently holds Daily Scrums and keeps them to 15 minutes or less. The ScrumMaster brings a list of assigned tasks and checks the status of each task with the relevant team members. The ScrumMaster then assigns new tasks for the day and ends the meeting. Is this an appropriate approach to running Daily Scrums?

- A. Yes, the ScrumMaster should get status updates and distribute new tasks to the team.
- B. Yes, the ScrumMaster should hold Scrums daily and keep the time to 15 minutes or less.
- C. No, the ScrumMaster should act in the role of facilitator to foster team self-organization.
- D. No, the ScrumMaster should allow the Scrum to run as long as is required by the team.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 63**

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



**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 64**

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 technicalQUESTION NO:needs to be answered, stopping work on the spike as soon as it answers that question.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 65**

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.

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 66**

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.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 67**

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.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 68**

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 69**

When using Agile Earned Value Management (EVM), progress should be measured at which level?



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- A. Task
- B. Iteration
- C. Product
- D. Release

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 70**

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



**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 71**

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.

**Correct Answer:** D

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 72**

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.

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:



**QUESTION 73**

Which of the following is most appropriate to always participate in Planning Poker?

- A. Product Owner
- B. Stakeholders
- C. Team members
- D. Project manager

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 74**

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?

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 75**

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



**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 76**

Retrospectives provide an opportunity for the team to:

- A. Reflect at the end of every iteration and identify improvements that will increase the quality of the product.
- B. Participate in a mandatory meeting to share status updates across the team and to ensure that everyone is on track.
- C. Understand from the management if the project is achieving the Scope, Quality, Cost, and Schedule goals.
- D. Set goals at the beginning of the iteration and identify requirements that can be delivered in that iteration.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 77**

Scrum practices are facilitated by the:

- A. ScrumMaster.
- B. Product Owner.
- C. Project Sponsor.
- D. Scrum team.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 78**

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 79**

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 80**

An Agile team best ensures product quality through:

- A. The development team's use of pair programming.
- B. Quality assurance's daily collaboration with the development team.
- C. More frequent inspection after each iteration.
- D. Feedback gathered during iteration retrospectives.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

#### **QUESTION 81**

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



**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 82**

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



**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 83**

Which type of estimate refers to estimating a story based on its relationship to one or more other stories?

- A. Algorithmic
- B. Computational
- C. Triangulating
- D. Rules of Thumb

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:

**QUESTION 84**

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

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

Explanation:



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