

PMI-ACP Exam Prep

- Ques: 1 Which one of the following is NOT correct of Product backlog in scrum?
- A Product backlog existence depends on life of the Product.
 - B Product backlog contains the complete list of requirements.
 - C Product owner continuously grooms it to make sure it is latest, appropriate, competitive and useful.
 - D Product backlog is used as input to all planning such as Release planning and Sprint planning.
- Ques: 2 What is that replaces Information radiator in Lean-Agile?
- A There is nothing like Information radiator.
 - B In lean also, it is called information radiator.
 - C Visual controls.
 - D Communication radiator.
- Ques: 3 When can the team make changes to their working agreement in Agile Project?
- A Once in an Iteration.
 - B Never.
 - C Every day.
 - D Once in a release.
- Ques: 4 Why is working software valued more than the comprehensive documentation?
- A Comprehensive documentation is a waste as it rarely adds any value to the end user.
 - B Documentation such as the user guide adds value to the user and mostly depends upon the project.
 - C Working software is real and ultimate measurement and not the % work completed.
 - D All of the above.
- Ques: 5 Which one of the following is NOT correct about Sprint backlog in scrum?
- A User stories picked up from product backlog are disaggregated into tasks and estimated.
 - B It is highly visible and contains real time picture of the progress.
 - C It is created during Sprint planning meeting.
 - D It contains the estimate in story point or ideal days.
- Ques: 6 Which one of the following is NOT a factor to consider during prioritization of production development?
- A New knowledge created.
 - B Financial value of the features.
 - C Cost of developing the features.
 - D Readiness assessment of Agile Team
- Ques: 7 In which way, does the Agile team focus on business priorities?
- A Increased team focus on completing and delivering user stories rather completing isolated task.
 - B Breaking features into smaller minimal dependent user stories.
 - C None of the above.
 - D A and B.
- Ques: 8 What are the different techniques used to measure "Value of time in terms of Money"
- A IRR (Internal rate of return).
 - B Pay back period and discounted pay back period.
 - C NPV(Net Present Value).
 - D All of the above.
- Ques: 9 When will you decide to create a business case in Agile?
- A Budget approval from project approval board.
 - B To justify the intent of the project objectives.
 - C For all the team members to be on the same page with respect to ROI.
 - D None of the above.
- Ques: 10 Which one of the followings is a source of returns for a Product?
- A Adding a feature that will help improve operational efficiencies of the product.
 - B Develop new features or new products to attract existing customers or new customers.
 - C Adding a new feature to the product that helps system users to work collaboratively.

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D All of the above.

Ques: 11 Which of the following best describes the approach for determining the iteration (timebox) length?

- A Iterations (timeboxes) should always be 30 days
- B The team determines iteration (timebox) length by dividing the total number of story points by the average velocity of the team
- C Iterations (timeboxes) should always be two weeks
- D The team should agree on the length of the iteration (timebox) taking the size and complexity of the project into consideration

Ques: 12 Which of the following is a characteristic of an Agile leader?

- A Task focused
- B Process oriented
- C Supportive
- D Disinterested

Ques: 13 Who is responsible for prioritizing the product backlog?

- A Product Owner
- B Project Manager
- C Lead Developer
- D Tester

Ques: 14 What are the advantages of maintaining consistent iteration (timebox) lengths throughout the project?

- A They help to establish a consistent pattern of delivery
- B They help the team to objectively measure progress
- C They provide a consistent means of measuring team velocity
- D All of the above

Ques: 15 Tracking project issues in an Agile project is the primary responsibility of the...

- A Tester
- B Project Leader
- C Functional Manager
- D Developer

Ques: 16 Why is it important to trust the team?

- A High trust teams do not have to be accountable to each other
- B High trust teams do not require a user representative
- C The Project Manager does not have to keep a project schedule
- D The presence of trust is positively correlated with the team performance

Ques: 17 What is the best approach for running an effective workshop?

- A Presentation
- B Oratory
- C Facilitation
- D Lecture

Ques: 18 Which of the following best represents the Agile approach to planning?

- A Planning is a waste of time and should not be done
- B Planning should be done in detail at the outset and then not revisited
- C Planning is an iterative job and involves the whole team
- D Planning should all be done by the Project Manager

Ques: 19 Who should be the main judge of the business value?

- A The customer representative
- B The project leader
- C The facilitator
- D All of the above

Ques: 20 If a timebox (iteration) plan needs to be reprioritised in a hurry, who should re-prioritise?

- A The developers alone (they know what the customer wants by now)
- B The customer alone (the developers would only choose the easy things as top priority)

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- C The Project Leader (they can give an independent, pragmatic view)
- D The whole team including customer and developers (together they can consider both business value and practicality)

- Ques: 21 Feasibility of the project is at Risk due to the uncertainty and tight deadlines. Which approach is the best among following in this situation?
- A Help stakeholder understand the problem and request to change the schedule.
 - B Help stakeholder understand the problem and assure that the project will be delivered on time based on underlying assumptions.
 - C Demonstrate the project problem in a language the stakeholder can understand; provide possible options along with financial data and additional cost for each option. Let the stakeholder decide the optimal option.
 - D You assure the stakeholder that the project will be completed on time as the team will work to remove the risk.
- Ques: 22 What does fully burdened labor cost mean?
- A It is the cost of salary for resource (labor), and additional hidden expenses which are approximately 50% of the resource's salary.
 - B It is billing cost applied to the client.
 - C It is hourly cost that the vendor will charge a client for services.
 - D All of the above.
- Ques: 23 Which one of the followings is most desirable when prioritizing the features, based on the risk-value relationship?
- A Low Risk, Low Value.
 - B Low Risk, High Value.
 - C High Risk, Low Value.
 - D High Risk, High Value.
- Ques: 24 Which one of the following is recommended to use while prioritizing the project?
- A Discounted pay back period.
 - B NPV(Net Present Value).
 - C IRR(Internal Rate of Return).
 - D Combination of NPV, IRR and discounted payback period.
- Ques: 25 What is the difference between Burn down chart and Burn down bar chart?
- A Burn down bar charts divides team's progress and the scope change.
 - B Burn down chart is expressive and easy to explain.
 - C Burn down bar charts are simple and burn down charts are complex.
 - D No difference.
- Ques: 26 Which one of the following management is more appropriate?
- A Management of effort.
 - B Management of budget.
 - C Management of schedule.
 - D Management of inventory, and delivery of value added features to the client.
- Ques: 27 What is Parking lot chart?
- A For each theme, it contains the amount of work in terms of story points or ideal days, and the percentage of work completed.
 - B It helps to showcase high level view of team's progress.
 - C How much each theme is completed.
 - D All of the above.
- Ques: 28 In Agile, how can we determine that quality control is not effectively managed?
- A Technical debt increases.
 - B Velocity increases dramatically.
 - C More number of features are delivered every iteration.
 - D All of above
- Ques: 29 What is Iteration Summary?

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- A Iteration summary captures the glimpse of complete iteration and takes approximately 30 minutes to document an iteration of 2 weeks.
B It documents resources, burn down charts, metrics, velocity, review, and retrospective feedback.
C It is stored in a repository, as a historical document, for future use.
D All of the above.
- Ques: 30 What are the different ways to control the cost of the project?
A The team can co-locate to improve the productivity of the team.
B Based on cost alternative, the team can propose to outsource or contract a phase in the development.
C Based on cost alternative, the team can propose a decision to buy instead of make.
D All of the above.
- Ques: 31 What is the effect of having large visible project plan on a wall?
A It is a fire risk and a health hazard
B It communicates progress to the team and other stakeholders
C It is dangerous, as management will misinterpret what the team is doing
D It is useless, as it does not allow the team to innovate
- Ques: 32 How should work be allocated to the team in an Agile project?
A The Project Leader should give tasks to individuals to create challenges for them
B Tasks should be randomly allocated using Planning Poker
C Team members should self-select tasks
D The biggest tasks should be done by the Project Leader themselves
- Ques: 33 What should the team do if the customer representative is too busy to be available?
A Carry on with the work without customer input. It will probably be faster without customer interference anyway
B Send the customer an email warning that the end product will be completed on time, but will not meet their needs
C Allow a developer to take on the role of customer representative
D Draw the problem to the attention of the Project Leader and ultimately the Project Sponsor
- Ques: 34 Which one of the following is a key feature that you would expect to find in an Agile project?
A A large number of written progress reports
B No project documentation, as all communication is tacit information
C Good face-to-face communication, supplemented by lean but sufficient documentation
D All documentation done in previous projects would be replicated for the Agile project.
- Ques: 35 When handling team dynamics, the Agile Leader should ...
A Work to build trust between the team members
B Encourage an environment of competition and personal advantage
C Stand for no nonsense and show who is the boss
D Expect team members to sort out all of their own problems, and not come to the Project Leader for help with anything
- Ques: 36 Which one of the following statements is correct regarding acceptance of any deliverables on an Agile Project?
A The team should allow only senior managers to sign off deliverables
B The team should get acceptance of project deliverables from the appropriate stakeholders at least at the end of every timebox / iteration
C The team should get acceptance of project deliverables from the users during a UAT phase at the end of the project
D Acceptance of any particular deliverable on the project is gained from all stakeholders at the same time.
- Ques: 37 Which one of the following statement is correct regarding quality of deliverables from an Agile Project?
A The products produced by an Agile project should be cheaper than those produced by any other approach, but quality will suffer
B The products will be more expensive than by any other approach but will be top quality
C The products will be fit for purpose, but may not do what the customer wanted

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- D The products will be of appropriate quality, as guided by the customer representative involved throughout the development process
- Ques: 38 What is the Agile approach to doing design early in a project?
- A A big design up front is always a good idea
 - B Just enough design up front gives a good foundation to start from and helps to mitigate risk, without unnecessarily wasting time
 - C No design up front is the best approach as most of the fun of a project is discovery of the unexpected
 - D Design has no place in an Agile project
- Ques: 39 An Agile approach advocates which of the following approaches?
- A Get something quick and dirty thrown together to save time
 - B Get something simple up and working as quickly as possible
 - C Get something business-valuable delivered as quickly as possible, consistent with the right level of quality
 - D Get something delivered once it has been fully documented and the documentation signed off as complete and unchangeable
- Ques: 40 Which of these best describes the Agile approach to team-working?
- A The team can work all night, every night if enough pizza is provided
 - B The team should be expected to work overtime towards the end of the project
 - C The team should strive for a sustainable pace and a normal working week
 - D The team will "burn out" if they have to work overtime for more than two timeboxes (iterations) in a row
- Ques: 41 How can Iteration burn down chart be helpful in monitoring?
- A It avoids tracking individual velocity. This helps enhance team spirit and cohesiveness.
 - B It helps the team to see how much work is left.
 - C It helps to see the trend of progress.
 - D All of the above.
- Ques: 42 What is the primary measure of progress in Iteration?
- A Iteration burn down chart.
 - B Daily stand up meetings.
 - C Iteration backlog.
 - D All of the above.
- Ques: 43 Which one of the following Quality Control Tools is used in Agile?
- A Automated testing tools.
 - B Burn down chart.
 - C Root-cause analysis.
 - D All of the above.
- Ques: 44 Which one of the followings is true of management role in Agile?
- A Maintain the flow of features (working code) that adds value to the client by removing impediments.
 - B Control the project by following a plan.
 - C Create Gantt chart to predict the end date of the project.
 - D Create a list of task, estimate, and distribute among the team members.
- Ques: 45 Which one of the following is true of Incremental build?
- A Cost of making is more.
 - B Easy to build complex app.
 - C The code which worked, yesterday, may fail today.
 - D All of the above.
- Ques: 46 Which are the tools used for monitoring Iteration plan?
- A Release burn down chart.
 - B Parking lot chart.
 - C Task board and Iteration burn down chart.
 - D All of the above.

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- Ques: 47 What is a primary measure of progress in Agile?
- A Maximize the amount of work, not done.
 - B Velocity.
 - C Working code.
 - D All of the above.
- Ques: 48 What is transmitted between the technical team and the customer?
- A Design.
 - B Information.
 - C Software requirement.
 - D An Agile requirement.
- Ques: 49 Which one of the followings is true of requirements with respect to “waste and cost”?
- A Requirement documentation should be avoided to reduce the cost.
 - B Upfront requirements analysis and detailing reduce the cost of the project.
 - C Requirement is most perishable inventory, and it should be Lean as much as possible.
 - D All of the above.
- Ques: 50 How does the non-functional requirement priority changes from one Scrum team project to multiple Scrum team project?
- A Non-functional requirements become a baseline for all the teams to coordinate together towards a single project goal.
 - B Non-functional requirements are managed later in the phase, in a single Scrum team project.
 - C Non-functional requirements are managed as first priority in multi team Scrum project.
 - D All of the above.
- Ques: 51 Which one of the following statements is true for Agile projects?
- A All project stakeholders should attend every requirements workshop
 - B Retrospectives are only run at the end of a project
 - C It is best if project manager facilitates the project's workshops
 - D A facilitator will manage the structure of a facilitated workshop
- Ques: 52 Which one of the following is an important feature of the stand-up / wash up meeting?
- A Everyone must stand for the whole time
 - B The meeting must be short and well structured
 - C The Project Manager must ensure it is clear to all which team members are not performing
 - D No-one is allowed to leave the stand-up meeting until all problems raised have been solved
- Ques: 53 Who should attend the stand-up meetings?
- A Sponsor and Executive Management only
 - B Project Manager and Technical Leads only
 - C Project Leader and Customer Representatives only
 - D The entire team
- Ques: 54 One of the stages you would expect to see a team go through is:
- A Storming
 - B Warming
 - C Calming
 - D Yawning
- Ques: 55 When estimating is done for the project, the solution developers should be:
- A Involved in the process
 - B In total control of the process
 - C Told what the estimates should be
 - D Not making estimates at all
- Ques: 56 During an Iteration (Sprint) the developers should be:
- A Able to contact the customer to clarify aspects of the work
 - B Completely uninterrupted by the customer
 - C In twice-daily contact with the customer
 - D Able to work without needing to disturb the customer

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- Ques: 57 The end result of an Agile development is:
- A A product of a professional quality which fits the business need
 - B A product of almost as good a quality to a Waterfall development
 - C Rather poor quality but at least it is quick
 - D A technically perfect re-factored solution
- Ques: 58 An Agile customer ...
- A Must have a good understanding of Agile techniques
 - B Will always receive worse systems than their non-Agile counterparts
 - C Will typically get business value delivered early
 - D Will need to work out at the gym regularly
- Ques: 59 An Agile team ...
- A Is self-organizing, so needs no specific skills
 - B Collaborates and supports team members
 - C Ensures that weak members of the team are thrown out of the team
 - D Ensures blame is allocated fairly
- Ques: 60 The Agile process ...
- A Encourages the team to meet regularly
 - B Has no meetings
 - C Has lengthy reporting requirements
 - D Has no reporting requirements
- Ques: 61 Which one of the following is true of writing user stories?
- A Only during the user story workshop.
 - B Whenever, product owner or client desires.
 - C Only product owner/client writes user stories.
 - D Anytime, during the course of a project.
- Ques: 62 Which one of the following is a leading/primary reason for good software requirements?
- A Project processes.
 - B Communication.
 - C Domain knowledge.
 - D Technical knowledge.
- Ques: 63 As per Kano model of customer satisfaction, which one of the following is the unknown need of the customer?
- A Threshold feature.
 - B Linear features.
 - C Exciter features.
 - D Linear features and Exciter features.
- Ques: 64 What will happen if the user stories not formatted correctly?
- A Developer will not understand the significance of the requirement.
 - B Developer may lose focus.
 - C Negotiated Quality.
 - D The team will waste time in formatting
- Ques: 65 Why would you like to split any complex user story?
- A It helps in prioritizing user stories.
 - B It helps identifying High risk, High value user stories.
 - C It helps in identifying Threshold user stories.
 - D All options are correct
- Ques: 66 User story ----
- A Is a tool that helps in planning.
 - B Should have business value
 - C Can also be written by any team member
 - D All options are correct
- Ques: 67 How is intrinsic specification risk mitigated in Agile?

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- A Issue of stakeholder consensus is replaced by one product owner.
B When there is a disagreement between the product owner and the delivery team, it is the product owner who wins.
C The product owner who represents the client/stakeholder is an intrinsic part of the team.
D All of the above.
- Ques: 68 What is the right size of user story?
A Epic as a user story.
B A user story that can be completed, in a single iteration or a single seating.
C Depends on the team.
D All of the above.
- Ques: 69 Shu Ha Ri maps to what (right sequence)?
A Teaching, Coaching, and Advising.
B Advising, Coaching, and Teaching.
C Coaching, Advising, and Teaching.
D None of the above.
- Ques: 70 Which one of the statements is NOT true about cooperation and collaboration?
A Both are independent.
B Collaboration needs cooperation.
C Cooperation is supporting work/task to achieve the real goal.
D Collaboration is working together to achieve the real goal.
- Ques: 71 The Agile leader ...
A Should hand out tasks to the team each day
B Should expect the team to be involved in work-allocation
C Should give detailed work-plans to the team each day
D Should micro-manage the work of the team, if they are inexperienced
- Ques: 72 What is a Kan Ban?
A A list of activities that can be banned by the team
B The set of Won't Haves for a project
C A visible chart of work for the team
D A ban on fizzy drinks within the team
- Ques: 73 What is meant by "Yesterday's Weather" in an Agile project?
A Teams work less well when it rains
B Keeping metrics of earlier work to help with future estimates
C Retrospectives should include less important topics such as the weather
D Estimating is as futile as predicting the weather
- Ques: 74 In Agile projects, we plan to "learn as we go" because...
A It is more fun for the developers
B Many projects are evolutionary, and a better solution emerges this way
C It is boring to try to analyse everything at the beginning of a project
D It gives a good reason for late delivery
- Ques: 75 The recommended approach to design in an Agile project is:
A No design up front
B Big design up front
C Just enough design up front
D Use a previous design – it will be good enough
- Ques: 76 What is the risk that an Agile leader takes in empowering the team?
A The Agile leader might lose their job as the team is doing all the work
B If the team fails, the Agile leader will not get a performance bonus
C The Agile leader has less direct control over the team's work, but still has the responsibility
D The Agile leader cannot share the glory of team success
- Ques: 77 The Agile approach to documentation is:
A Do no documentation – it is a waste of time

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- B Do plenty of documentation, to prove you have done a good job
C Do the necessary documentation to support the use of the product
D Do more documentation than usual, because Agile is risky
- Ques: 78 The Agile way is:
A To produce working product early and incrementally
B To produce working product after documentation has been signed off
C To produce simple prototypes early, but no finished product until the end of the project
D To produce products without any technical integrity
- Ques: 79 The customer in an Agile project
A Has no control over the prioritization of delivered features
B Has total control over the prioritization of features
C Collaborates with the developers over prioritization of features, but the developers have the final decision
D Collaborates with the developers over prioritization of features, but the business has the final decision
- Ques: 80 In the popular prioritization technique called "MoSCoW", the "M" stands for:
A May have
B Major
C Must Have
D Mandatory
- Ques: 81 Which one is best recommended conflict response mode?
A Competing.
B Collaborative.
C Compromising.
D Accommodating.
- Ques: 82 How will you induce and motivate the team to achieve high performance?
A Introduce a metaphor.
B Set the expectation.
C Aligning individual goals to the organization goal.
D All of the above.
- Ques: 83 Which one of the followings is NOT the coach's responsibility in terms of conflict resolution?
A Resolve a conflict.
B Help the team see through it and select the best option.
C Pay close attention and know when it is a good time to intervene.
D Help the team with five levels of conflict resolution so that the team can decide how to use it.
- Ques: 84 Which one of the following is true of conflict resolution?
A It is the coach's responsibility to resolve them.
B It is the sponsor's responsibility to resolve them.
C It is the product owner's responsibility to resolve them.
D It is the team's responsibility to resolve them.
- Ques: 85 Which mode or level of listening is a high EQ visible?
A Level 1 - Internal Listening.
B Level 2 - Focused Listening.
C Level 3 - Global Listening.
D All of the above.
- Ques: 86 What's is a success mode for Agile coach?
A Trust and Attention.
B Speak the truth.
C Align individual goal to project goal.
D All of the above.
- Ques: 87 How is Agile different from the controlling team through project plan in water fall model?
A No difference.

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- B Release the team into the safety of Agile; Agile values and principles manage the team, and coaches coach the team to use agile, well.
- C Team manages the values and principles of Agile, and Agile coach helps them manage those values.
- D B and C.
- Ques: 88 How are people motivated?
- A By the stick.
- B By the carrot.
- C By a sense, of worth and purpose.
- D All of the above.
- Ques: 89 What is Emotional Intelligence Quotient?
- A It's another name of IQ.
- B It's useful in the review meeting.
- C It's a collaborative tool.
- D It brings awareness about one's emotions as it arise (one notices what the emotions are and understands how could they be best used).
- Ques: 90 The working culture of an Agile team is ...
- A Collective
- B Collaborative
- C Connective
- D Contemplative
- Ques: 91 The leadership style of an Agile Leader is ...
- A Fascinating
- B Fabulous
- C Facilitative
- D Fantastic
- Ques: 92 An Agile approach values ...
- A Process over people
- B People over process
- C Plans over process
- D Plans over people
- Ques: 93 Which of the following are attributes of an Agile team?
- A Trust and courage
- B Infinite patience
- C Cynicism
- D Hope and charity
- Ques: 94 A sustainable pace means ...
- A If the team work long hours regularly they will get used to it, and be able to sustain it
- B A 40 hour week is for the weak
- C The team should establish a velocity which can be sustained with normal working hours
- D Working long hours is the only way to deliver early
- Ques: 95 A burn-down chart shows ...
- A The declining energy level of the team
- B The progress of the work and features completed
- C The number of hours worked after dark
- D The rate of reduction of budget for a project
- Ques: 96 The reason for holding regular retrospectives is:
- A It allows the team to take a welcome break from work
- B It gives management information to use in team members' performance reviews
- C It allows learning which can be used to improve team performance during the project
- D It prevents deviation from the process which the team has been following
- Ques: 97 Once a project is underway, the approach to planning is:

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- A Plans should never be changed
 - B It is normal to need to plan and re-plan as the project progresses
 - C Plans should only be changed with full approval of all stakeholders
 - D Plans are not required
- Ques: 98 An Agile project ...
- A Should have no control over its progress
 - B Should be able to demonstrate control of its progress
 - C Is always out of control
 - D Is controlled by the velocity of the most junior team member
- Ques: 99 An Agile project should have:
- A Occasional early deliveries, if the business is prepared to accept lower quality
 - B A regular pattern of delivery of developer-focused products
 - C A regular pattern of delivery of business-valued increments
 - D An irregular and unpredictable delivery of products
- Ques: 100 What is a high performance tree?
- A A way to look at a problem or deficiency; it is used to resolve an issue in retrospective meetings.
 - B Roots of the tree is the values such as commitment, focus, openness, Respect, and courage in Scrum.
 - C Roots are values, leaves are high performance, and the fruits are business value.
 - D All of the above.
- Ques: 101 Which one of the followings is NOT required to be coached?
- A Sponsor.
 - B Product Owner.
 - C Agile Managers.
 - D None of the above.
- Ques: 102 What is Agile coaching?
- A Agile coaching is more about understanding one's true identify and behavior.
 - B Agile coaching is about teaching different techniques to the team.
 - C It is a diplomatic way of running the show.
 - D All of the above.
- Ques: 103 Which one of the following belongs to the Red Zone?
- A Thinks both short term and long term.
 - B Focuses on short term advantages and gains.
 - C Seeks excellence rather than victory.
 - D Can be firm, but not rigid, about one's interest.
- Ques: 104 Which one of the following is a reason for Agile coach to fail?
- A Coach spends less time with the team and provides opinion by getting attached to the issues.
 - B Takes ownership of the work.
 - C Provides an expert opinion and gets involved in the team's detail tasks.
 - D All of the above.
- Ques: 105 How can we change a plan without changing the dates?
- A Drop a feature.
 - B Add new resources to the agile team in-between Iterations.
 - C Extend dates of Iteration/release.
 - D A and B
- Ques: 106 By acquiring resources.
- A End uncertainty is reduced by gathering knowledge of the product and Mean uncertainty is reduced by acquiring knowledge of project implementation.
 - B Working as a collaborative team.
 - C Involve client from start to end.
 - D By involving client from start to end.
- Ques: 107 When will you decide to create a business case in Agile?

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- A For all the team members to be on the same page with respect to ROI.
B Budget approval from project approval board.
C To justify the intent of the project objectives.
D None of the above.
- Ques: 108 What are the different techniques used to measure "Value of time in terms of Money"
A NPV(Net Present Value).
B Internal rate of return.
C Pay back period and discounted pay back period.
D All of the above.
- Ques: 109 During a tea break discussion, one of the on-site customers quickly came up with a new feature which seems to be extremely influential from end user perspective. You are one of the delivery team members, what will you do?
A Ask an on-site customer to send an email about this new feature.
B Go back to the team room and start working on this new feature which was not in a plan to win the trust of the customer.
C Go to the team room, help the customer write a user story and put it into the stack of index card. Bring this to the product owner's attention during the Iteration planning meeting.
D Call for an urgent meeting to discuss it so that customer builds confidence in the team.
- Ques: 100 When a team is successful ...
A It should be encouraged to celebrate success only when the project is over
B It should be encouraged to celebrate immediately
C It should never celebrate as this wastes company money
D It should never celebrate as this makes less successful teams feel bad
- Ques: 101 In order to communicate well, the Agile project should:
A Keep team-size large, to avoid anyone being left out
B Break the project into small teams
C Only operate with one team of less than 10 people
D Always back up face to face communication with a written report
- Ques: 102 If a new requirement emerges once an Agile project is running, it should be:
A Automatically included in the work of the project
B Automatically excluded and left until a later project
C Assessed for importance and, if important to the business, included in the project, displacing less important requirements
D Put onto a list for consideration by the wider group of stakeholders after the project has been completed
- Ques: 103 You are a sponsor of an agile project and your team completed planning activity, which revealed, that it is too risky to do the Project. As the sponsor what will you do?
A Continue with the project and try to eliminate the risk.
B Choose not to do the project.
C A and B.
D None of the above.
- Ques: 104 Which one of following is NOT a true measure of "time value of money"?
A NPV(Net Present Value).
B Internal rate of return.
C A Payback period.
D Discounted pay back period.
- Ques: 105 In which way, does the Agile team focus on business priorities?
A Minimize technical dependencies between user stories.
B Increases team focus on completing and delivering user stories.
C None of the above.
D A and B.
- Ques: 106 Which contract should be opted with clients for project bidding (given a chance)?
A Fixed priced.

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- B T&M (Time and material).
C It does not matter (any kind of contract).
D Incentive based.
- Ques: 107 Which one of the following is recommended to use while prioritizing the project?
A NPV(Net Present Value).
B IRR(Internal Rate of Return).
C Discounted pay back period.
D Combination of NPV, IRR and discounted payback period.
- Ques: 108 In Agile, how can a fixed price project risk be reduced/mitigated?
A Don't do a project with a fixed price.
B Accept the risk and proceed to get the contract.
C Negotiate with the client for time and material for first two iterations and then move to a fixed price contract.
D None of the above.
- Ques: 109 Which one of the following is true about Payback period?
A Risk is high for a project with longer payback period.
B Calculation and interpretation are straightforward.
C It is not a true measure of time value of money.
D All of the above.
- Ques: 110 How does Rolling Look ahead Plan helps when working with multiple teams?
A Adding details to the user stories in all Iterations, when multiple teams works together.
B Adding details to first two to three Iterations ahead helps the team coordinate work by sharing information about what each team will be working on and what are the dependencies.
C Rolling Look Ahead Plan does not help the teams; however, it circles back to the issues that one used to have in the waterfall model.
D It helps reduce dependencies by breaking big user stories into smaller ones.
- Ques: 111 What is it meant by "Planners Horizon"?
A Team should plan at least beyond the team's horizon.
B Agile team should limit to 3 levels of planning: Daily planning, Iteration Planning, and Release Planning.
C Agile team should plan at Product, Portfolio and Strategy Level.
D Both B & C.
- Ques: 112 How is the feeling of urgency maintained during planning the length of Iteration?
A Iteration should not be so far in the future as to make the team feel leisurely at work.
B Iteration should not be so short that the team feels a delivery pressure every day.
C Iteration should be of a length that distributes the stress and delivery pressure evenly across the complete Iteration.
D All of the above.
- Ques: 113 Why are all the tasks for each feature identified and estimated in the planning phase of the XP?
A Only user stories are identified and estimated.
B Tasks are identified and estimated when features are picked up for an iteration.
C Tasks are defined to reduce the estimation complexity.
D None of the above.
- Ques: 114 Which one of the followings is NOT true in case of Agile Planning?
A Team focuses on a Plan.
B Team is open to incorporate changes.
C Team recommends creating a plan which could be easily changed.
D Planning is spread through the project.
- Ques: 115 What is contained in Release plan and Iteration plan?
A Release plan contains user stories and Iteration plan contain tasks related to user stories.
B User stories in a Release plan are at a high level; In Iteration plan, the same user stories are at a detailed level.
C They contain the same items, as an Iteration plan is subset of a Release plan.

D All of the above.

Ques: 116 In Lean-Agile, which of the following factors would you consider while release planning?

- A Value to customer and minimum marketable feature.
- B Value to customer and Risk in the project.
- C Risk in the project and Exciters to the customer.
- D Value to the customer and cost of development.

Ques: 117 In Agile, a sound planning process helps to:

- A Reduce Risk and Uncertainty.
- B Establish trust and convey information.
- C Enhance decision making capabilities.
- D All of the above.

Ques: 118 What are the factors that affect the length of Iteration?

- A Length of release.
- B Uncertainty with customer needs, technical aspects, and velocity of the team.
- C How long a product owner can wait for new priorities to be pushed into an Iteration.
- D All of the above.

Ques: 119 Which one of the followings is NOT true of Batch size?

- A Bigger the batch size, higher the inventory cost (holding cost).
- B Bigger the batch size, higher the transaction cost.
- C Bigger the batch size, lower the transaction cost.
- D Smaller the batch size, lower the inventory cost (holding cost).

Ques: 120 During the release plan, the team will prioritize which features first?

- A Features that deliver, high value to the customer.
- B Features that remove, high risk early.
- C Features that cost less.
- D All of the above.

Ques: 121 What is a spike?

- A A spike is the task in an Iteration to understand or gain knowledge, which helps in deciding a right approach.
- B A spike is the task whose duration spans from 2 hours to 1 day.
- C None of the above.
- D A and B

Ques: 122 How does planning horizon differ in Release planning from Iteration planning?

- A Release planning horizon is from 3 to 6 months whereas Iteration planning horizon is 1 to 4 weeks.
- B Planning horizon is the same as Iteration planning is a subset of Release planning.
- C Release planning horizon is from 6 to 18 months whereas Iteration planning horizon is 1 to 6 weeks.
- D There is no planning horizon for either of them.

Ques: 123 When does the Release plan gets updated?

- A Beginning of the Release.
- B Mid-iteration, when the team identifies new stories.
- C After the Release plan is created, it gets updated at the end of each Iteration.
- D All of the above.

Ques: 124 In Agile, what is the percentage of time spent on planning?

- A Less than 5% of time.
- B Greater than 20% time.
- C Around 15% of the time.
- D None of the above.

Ques: 125 Which one of the following is true of wave planning?

- A It is also called milestone plan, and it spans several months (3 months).
- B It is useful only if the projects are longer than 9 months.

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- C It is used as key synchronization and integration point.
D All of the above.
- Ques: 126 Which one of the followings is NOT true of resource utilization in Product development?
A Organizations are more efficient and profitable when utilization is exceptionally high.
B High utilization increases the delay.
C Queuing theory states "delay increases significantly with the increase in inventory/batch size".
D There is no increase in delay with the increase in utilization for repetitive tasks like manufacturing.
- Ques: 127 How is the effect of multi-tasking on productivity defined?
A It is recommended that individuals should not work on more than one task as multi-tasking adversely affects productivity.
B It is recommended that individuals should not work on more than two tasks as multi-tasking adversely affects productivity.
C It is recommended that individuals should not work on more than five tasks as multi-tasking adversely affects productivity.
D All of the above.
- Ques: 128 How is intrinsic schedule risk mitigated in Agile?
A By reevaluation of release plan after each iteration.
B It brings schedule issues quickly to the team's notice.
C The team makes a release by dropping features of low priority.
D All of the above.
- Ques: 129 What is a feeding buffer?
A It is an amount of time that prevents late delivery of a team, causing late start of a dependent team.
B It is a risk mitigating strategy for, a complex, interdependent teams.
C It is recommended to have 50% default buffer.
D All of the above.
- Ques: 130 In an Iteration of 4 weeks, at the end of the first week, the product owner identifies a new user story, which is required to be implemented as high priority. When is that user story scheduled?
A 7 weeks from the date when the new user story was identified.
B 3 weeks from the date when the new user story was identified.
C Cancel the current Iteration.
D Scrum Master decides to remove a user story of equal story point, and prioritize the new user story in the current Iteration.
- Ques: 131 Which technique does the Product owner use to determine target velocity of the team?
A Average velocity of all the completed Iteration.
B No way to determine the velocity of the iteration.
C The team tells the product owner about their velocity.
D Velocity of most recent iteration will be target velocity.
- Ques: 132 Which one of the following reasons is NOT true of Product features?
A Approximately 7% of the features are ALWAYS used.
B Approximately 45% of the features are NEVER used.
C More features in the product would delight the customer.
D Approximately 20% of features are RARELY used.
- Ques: 133 What is true of Release and Project Retrospective?
A It focuses on Iteration team and Iteration team issues.
B It focuses on people across departments and organizations such as Beta testing, shipping, deployment, user guide, support, and marketing.
C Its duration is similar to the Iteration duration.
D All of the above.
- Ques: 134 What is a Satisfaction Histogram?
A An opportunity for the team to discuss different perceptions about how well they work together.
B It measures the satisfaction level of teamwork.

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- C We can measure two types of team satisfaction with this method, namely: Product Satisfaction and Process satisfaction.
D All of the above.
- Ques: 135 Which one of the following is a vital indicator that the project is in trouble?
A If there is no progress each week.
B One of the team members resigned.
C There is silence within a colocated team members in a war room.
D All of the above.
- Ques: 136 Which one of the following practice needs to be implemented successfully, for any Agile team to succeed?
A Daily stand-up meeting.
B Review meeting.
C Retrospective meeting.
D Iteration meeting.
- Ques: 137 Which one of the following purposes is NOT resolved by a series of steps in Retrospective life cycle?
A Team unanimously decides the star performer for the Iteration.
B Understand everyone's point of view and follow a natural flow of thinking.
C Avoid predetermining the decision.
D Generate concrete action items.
- Ques: 138 Which one of the following techniques is NOT used to generate an action plan?
A SMART goals.
B Learning metrics.
C Short subject.
D Circle of questions.
- Ques: 139 What is most important for a facilitator while managing Retrospective meeting?
A Watchful about the team's interpersonal dynamics.
B Watchful on the environment, whether it is safe for the team to discuss or not?
C Manage oneself.
D Keep Manager away from the team.
- Ques: 140 Which one of the following is NOT a reason behind "Inspect and Adapt"?
A For all the reasons, in the world, plan will go wrong.
B With time, plan becomes out of date.
C Customer will change their mind and competitor may force the customer to respond.
D None of the above.
- Ques: 141 What steps are involved in Retrospective life cycle?
A It is a series of steps such as Set the stage, Gather Data, Generate Insights, Decide what to do, and Close Retrospective.
B Steps to collect what worked well, what didn't work well, and action items.
C It is a series of steps such as Gather Data, Resolve issues, Create Action items, and Close meeting.
D It is a series of steps such as Review/Demo of stories, resolve requirement conflict and close meeting.
- Ques: 142 It is evident that Retrospective will improve
A Team work and work satisfaction.
B Methods and results.
C A and B.
D None of the above.
- Ques: 143 Which one of the following is NOT an activity that is used in Agile Retrospective?
A Brainstorming and Fishbone.
B Check-ins and Pair interview.
C Check-ins and pair programming.
D Voting with Dots and Patterns and Shifts

- Ques: 144 Which one of the followings is NOT true of Agile Retrospective?
- A One needs to invest substantial time for preparation of Retrospective.
 - B Team can end retrospective early before the planned time.
 - C There are 3 types of retrospective that happens: Iteration Retrospective, Release Retrospective, and Project Retrospective.
 - D No time is required for preparation as the team discusses: what worked well, what didn't work well, and action items.
- Ques: 145 Who leads the Retrospective meetings?
- A Product Owner.
 - B Stakeholder.
 - C Team Lead.
 - D Anyone from the team; round robin for each iteration.
- Ques: 146 At the end of Iteration Retrospective meeting, the team short listed 15 action items after the root cause analysis. What is the next step?
- A The team will implement all 15 findings in the next Iteration Planning.
 - B The team will implement two to three of all findings in the next Iteration Planning.
 - C The team will implement all 15 findings in the next Release Planning.
 - D The team will implement two thirds of the findings in the Iteration Planning.
- Ques: 147 It's your turn to facilitate Retrospective meeting for this Iteration. You have a strong opinion about an issue that's been discussed by the team. What will you do?
- A As Retrospective leader, your responsibility is to guide the team with processes and help the team reach the goal; so you will remain neutral even though you see the team moving in a wrong direction.
 - B As you are part of the Agile team, you will contribute your opinion during the discussion.
 - C With the team's permission, you start to participate in the discussion.
 - D B and C.
- Ques: 148 What is the recommended duration of Retrospective for an Iteration?
- A It's 2 hours long.
 - B It depends on the team as the team is self organizing and empowered to make a decision.
 - C It depends on the length of the Iterations, complexity, size, and level of conflicts.
 - D All of the above.
- Ques: 149 How is schedule controlled, at the strategic level, to bring back the project on track?
- A By adding a new team.
 - B By adding an additional Iteration.
 - C By dropping a feature. In worse case, terminate the project.
 - D All of the above.
- Ques: 150 Which one of the following is the best technique to generate as many insights/ideas as possible during Retrospective meetings?
- A Brainstorming.
 - B Force field analysis.
 - C Patterns and Shifts.
 - D Identify themes.
- Ques: 151 Who are the main stakeholders for Retrospective?
- A Agile Team.
 - B Product Owner.
 - C Scrum Master.
 - D Development team.
- Ques: 152 Which one of the following a Retrospective facilitator is NOT supposed to do as part of managing group dynamic?
- A As this team is self-organizing, leave the team to themselves
 - B Make sure everyone gets a chance to put their opinion to the team.
 - C Create a safe environment for the team to discuss.
 - D When the team get stuck, facilitate by asking questions like, "what will happen, if we do this?"

- Ques: 153 What is ROTI(Return on Time Invested)?
- A Generate feedback on the value derived by the team member by participating in Retrospective process.
 - B Generate feedback about techniques used during Retrospective.
 - C It generates ideas on how the team can invest time productively.
 - D All of the above.
- Ques: 154 What is NOT true of activity "Helped, Hindered, Hypothesis" in Retrospective?
- A To provide feedback to the Scrum Master to improve skills and processes.
 - B To provide feedback to the Retrospective leader to improve skills and processes.
 - C To provide feedback to the team members to improve skills and processes.
 - D To provide feedback to the Product owner to improve skills and processes.
- Ques: 155 What is the main output of Retrospective?
- A What went well.
 - B What didn't go well.
 - C Action Items.
 - D All of the above.
- Ques: 156 When is it recommended, to use Force Field Analysis?
- A As a planning exercise, to decide what to do.
 - B It's a tool to ensure that the changes identified in Retrospective meeting are materialized.
 - C The team defines the state where they want to reach/achieve.
 - D All of the above.
- Ques: 157 Who is not supposed to add new ideas or changes during the Iteration review meetings?
- A Product Owner.
 - B Scrum Master.
 - C Stakeholder other than Agile team.
 - D Product Manager.
- Ques: 158 Which one of the following is NOT a right statement about Patterns and Shifts?
- A It brings insight into patterns of events, behaviors and feelings.
 - B It's a tool that is used during "decide what to do next?"
 - C It draws a link and connection between facts and feelings.
 - D It is used to evaluate shift in a pattern or rhythm.
- Ques: 159 What is the main purpose of Retrospective?
- A To judge the performance of team members.
 - B To judge the performance of Scrum Master.
 - C To judge the performance of Product Owner.
 - D Complete effort is to move towards the Ideal world.
- Ques: 160 You are the sponsor of Agile Project under execution. You observed that there is no improvement over last few Iterations. What could be the main cause?
- A Not necessary that trend will improve in a few Iterations.
 - B Team slipped to factor in action items from retrospective meetings into the following Iteration Planning.
 - C Limited availability/access of tools to the team because of which the team could not monitor and adapt.
 - D None of the above.
- Ques: 161 What are different types of Retrospective practiced in Agile?
- A Iteration Retrospective.
 - B Release Retrospective.
 - C Project Retrospective.
 - D All of the above.
- Ques: 162 Which one of following is NOT a true statement of Team Radar?
- A Helps team gauge performance on a variety of items such as engineering practices, team values, and processes like working agreement, methods.

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- B Team Radar is a subjective measure to generate discussion among the team to understand common definition.
- C Team Radar is repeated again after a few iterations to measure the improvement.
- D It is an objective measure to conclude performance.
- Ques: 163 During Agile migration, which one of the following people, need NOT, be a part of the core team?
- A People who are open-minded to change
- B Brilliant and non cooperative
- C Difficult to work with
- D People who avoid changes at any cost
- Ques: 164 What is the differentiator, in agile for agile manager versus traditional waterfall model?
- A Agile manager is not required to do micro management for the team's day to day tasks
- B Manager works on contract negotiation and procurement
- C Manager works on removing all impediments for the team
- D All of the above
- Ques: 165 What is the difference between, lesson learned meeting in the traditional method and lesson learned meeting, in agile?
- A In agile, it happens at the end of the project
- B In agile, it happens at the end of every iteration
- C In agile, it happens at the end of every release
- D All of the above
- Ques: 166 Which one of the following is NOT a cost of migration?
- A Hire an agile coach or consulting company to train and mentor your team
- B Daily the team will spend some time learning about agile
- C Hire new employees only with Agile background
- D Initial productivity will be low as the team is settling down in the new environment
- Ques: 167 When migrating we need a personnel or role that will enable the migration?
- A It is a coach or a trainer who can enable the team to understand different roles, values and principles of agile; a coach can enable the transformation.
- B Static requirements. Urgency to deliver.
- C Customer availability through the project.
- D A co-operative team.
- Ques: 168 Which one of the following reason for Agile migration/implementation to fail?
- A Transition plans
- B Investment
- C Resources and budget
- D Trainings
- Ques: 169 In Agile, work break down of the traditional model is replaced during which meeting?
- A Iteration planning
- B Visioning
- C Review
- D Daily standup meeting
- Ques: 170 Which one of the following is true of migration to the agile, for an organization?
- A One should go through Readiness Assessment, to understand the migration potential
- B Get company buy-in
- C Understand current process
- D All of the above
- Ques: 171 Which of this following maps to the Agile processes: visioning and road map planning?
- A Project charter and preliminary scope statement
- B Project charter and scope statement
- C SOW and scope management
- D SOW and Project charter
- Ques: 172 Which one of the followings is true of "the first success towards Agile implementation"?

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- A Agreement on schedule negotiation
 - B Agreement on scope negotiation
 - C Agreement on budget negotiation
 - D None of the above
- Ques: 173 What is the difference between risk in agile and traditional model?
- A Risk in agile is based on qualitative analysis
 - B Risk in agile is based on quantitative analysis
 - C A and B
 - D None of the above
- Ques: 174 What paradigm shift happened from waterfall to agile model?
- A In a waterfall model, feature is a fixed component whereas in agile model, it is a variable component
 - B No changes in paradigm as all the three components such as features, resources and schedule in waterfall exist in agile, as well
 - C Resources and schedule are fixed in waterfall
 - D None of the above
- Ques: 175 How is the traditional project manager's role transitioned in Agile?
- A Scoping, visioning, and managing budget is moved to the Product owner who represents the client
 - B Now the delivery team is responsible for self management and is empowered to make decisions for achieving deliverables
 - C The agile manager is a servant leader to guard agile values, and principles, through coaching and advising
 - D All of the above
- Ques: 176 Which one of the following is NOT a cause of a widening gap between Developers and Stakeholders?
- A Improved practice of software engineering
 - B Documentation over the face to face communication
 - C Waterfall sequential development methodology
 - D Sashimi technique
- Ques: 177 In adopting Scrum, which are the basic mistakes that occur while transitioning from Project manager to Scrum master?
- A New Scrum master continues to control instead of facilitating
 - B New Scrum master continues to boss instead of coaching and be a servant leader
 - C New Scrum master continues to allocate tasks instead of empowering the team
 - D All of above
- Ques: 178 How is cost management different in Agile from the traditional model?
- A The product owner is accountable for cost management
 - B The team is accountable for cost management
 - C The Agile manager is accountable for cost management
 - D None of the above
- Ques: 179 In Agile, what replaces Integrated change control of the waterfall model?
- A Continuous backlog management
 - B Continuous working agreement management
 - C Burn down chart management
 - D All of the above
- Ques: 180 In a traditional model, project plan is created and owned by the project manager. How is it different in agile?
- A Agile development team owns it
 - B Agile manager/scrum master facilitates the meetings
 - C Product owner is accountable for prioritizing the features
 - D All of the above
- Ques: 181 During Agile migration, for which of the following reasons you would ignore to document your existing process?

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- A It is a new organization
 - B Your existing process has failed miserably, and you plan a fresh start
 - C Based on results, from Readiness Assessment
 - D All of the above
- Ques: 182 What is mapped in agile to Project schedule in waterfall?
- A Release planning is one or two days event where the whole team is involved in evolving a large picture of the project
 - B Release plan contains a set of goals, assumptions, risks, dependencies, release backlogs and decisions that guide the team in execution of the Release, which in turn is made of Iterations
 - C Release retrospective learnings/action items, Team velocity, Product backlog, which contain prioritized and estimated items, are inputs to the Release plan
 - D All of the above
- Ques: 183 Which one of the following role is crucial when migrating to Agile?
- A Scrum master
 - B Product owner
 - C Coach
 - D All of the above
- Ques: 184 How is evaluation and selection of seller process different in agile from the traditional model?
- A Both are the same
 - B In agile, it is much more detailed compared to the traditional model
 - C Project team takes an active role along with the agile manager
 - D In agile, it is on an extremely high level compared to the traditional model
- Ques: 185 Which one of the following is true of scope control, in Agile?
- A Product owner manages the product backlog
 - B Agile manager protects the current iteration with any scope creep
 - C Product owner can abort and restart a new Iteration; Product owner can introduce a new feature mid-iteration and remove equivalent feature from the Iteration
 - D All of the above
- Ques: 186 Why is it important to involve the executive during Agile migration?
- A They will stop migration as soon as there are any issues that pop up
 - B Executive runs the show
 - C They are responsible and accountable to answer to top management
 - D All of above
- Ques: 187 What is the purpose of agile readiness assessment?
- A Reduce the risk of failure to adopt Agile
 - B Identify, the issues with organization readiness
 - C Factor in the preparation up front
 - D All of the above
- Ques: 188 How is base measurement different in Agile from that in the traditional model?
- A In the traditional method, work packages are estimated in duration, and effort whereas in agile it is estimated in story points or ideal days
 - B In the traditional method, work packages are estimated in duration, and effort, whereas in agile, it is estimated in hours for each task in Iteration planning
 - C In the traditional method, total duration of the project is estimated upfront whereas in agile, iteration length is fixed and total duration is calculated by multiplying iteration duration with the number of Iterations for a project based on velocity and total story points in product backlog
 - D All of the above
- Ques: 189 If an existing waterfall team is migrated to the Agile, why existing project manager should not be suggested to take over as scrum master for the same team?
- A Project manager in waterfall is ideally suitable to transition to the product owner's role
 - B Project manager in waterfall accustomed to command and control
 - C Project manager in waterfall is ideally not suitable to transition to scrum master role
 - D Project manager can carry on influence on the same team

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- Ques: 190 In Agile, visioning is mapped to which process in the traditional model?
- A Statement of work
 - B Project charter
 - C Preliminary scope statement
 - D Scope statement
- Ques: 191 How is scrum different from traditional project reporting and management?
- A Scrum measures requirement
 - B Scrum expects changes
 - C Scrum responds to exceptions
 - D All of the above
- Ques: 192 How is communication planning different in agile from the traditional method?
- A Determine all the stakeholder's communication requirement
 - B No documentation exist around communication
 - C Communication is an integral part of agile framework, which focus on Individual interaction, and customer collaboration, through agile values
 - D All of the above
- Ques: 193 During Agile migration, for which one of the following reasons, the core team is NOT powerful and influential?
- A They are from management background and have experience with change management
 - B The core team has the resources which contribute to core engineering work like design, build, develop, and test
 - C The core team is from your company, which has insight about the working culture of the company
 - D The core team is from all fields across the company
- Ques: 194 Which project is a right candidate for evaluation of agile processes for migration?
- A Mission critical project
 - B Project with low priority, which spans limited area and processes
 - C Project of medium priority which spans all possible areas and processes
 - D Small and easy project
- Ques: 195 How is quality control different in agile from the traditional model?
- A Quality control focuses on finding defects that have slipped from developers in the traditional model whereas in agile quality is checked daily, and QA is a part of the agile team
 - B Bug checking is done within the iteration through daily builds, smoke test, automated regression test, unit test, functional test, exploratory test and acceptance test
 - C The goal is to do whatever required to catch defects and fix it so that it passes the demo and review meeting by the stakeholder in an Iteration
 - D All of the above
- Ques: 196 What is mapped in agile framework to lesson learned meeting in the traditional model?
- A Iteration planning
 - B Iteration Review meeting
 - C Iteration Retrospective meeting
 - D All of the above
- Ques: 197 What is mapped in agile framework to UAT (User Acceptance Testing) in the traditional model?
- A Iteration planning
 - B Iteration Review meeting
 - C Iteration Retrospective meeting
 - D All of the above
- Ques: 198 Which one of the following project, needs to be selected when organization is new to Agile?
- A Pilot Projects
 - B Real customer projects
 - C Simple projects
 - D Any of the above
- Ques: 199 Which one of the following is NOT a characteristic of an organization that restricts adoption of agile?

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- A Urgency to deliver
 - B Large project teams
 - C Distributed development
 - D Fixed-Bid contract
- Ques: 200 What is the difference between estimating model used in the traditional approach and agile?
- A Traditional approach uses bottom-up and Agile approach uses top-down estimation approach
 - B Agile approach uses bottom-up and traditional approach uses top-down estimation approach
 - C Both use the same approach
 - D Both use top-down approach
- Ques: 201 Which one of the following is NOT a role of a sponsor, in agile migration?
- A Attend agile training with the team
 - B Acquire fund for migration and remove roadblocks at execution and migration
 - C Ensure agile migration is inline with organization goals and strategic objectives
 - D Work with executives to create a reward structure to encourage agile behavior
- Ques: 202 Roles and responsibilitiesWhich one of the followings may be a part of the customer team?
- A Designer and testers
 - B Product owner/product managers
 - C Real users and customers
 - D All of the above
- Ques: 203 In a 2 weeks sprint, the team decided to make a build on the 8th day; as a scrum master what will you do?
- A As this team is self-organizing, they manage by themselves
 - B Help the team understand the rules that guide daily build as a part of continuous integration as per scrum practice and enforce this rule
 - C Let the team bring this up in Retrospective and control it by itself
 - D All of the above
- Ques: 204 How is the skillset of resources different in Agile?
- A They are specialists
 - B They are generalized specialists
 - C They are freshers
 - D All of the above
- Ques: 205 Apart from project manager and team members, which of the following are part of the XP team?
- A Product owner
 - B Product owner and on-site customer
 - C On-site customer
 - D Client
- Ques: 206 Which one of the following is NOT a responsibility of the Scrum master in scrum?
- A Implementing scrum process and helping the team learn the scrum process
 - B Ensuring everyone follows Scrum rules
 - C Resolve conflicts between the Product owner and the team
 - D Facilitating all the meetings like Daily scrum, Reviewing and Retrospective meeting
- Ques: 207 You are an agile manager of a project. You observed that one of the team members is not performing to an expected level. What will you do?
- A One-on-one informal real time coaching
 - B Conduct a formal performance appraisal, and provide a judgment
 - C Let the team do a performance appraisal of each other
 - D Setup an emergency team meeting to help the team member with his/her performance issue
- Ques: 208 In XP, testers are accountable for what?
- A Exploratory testing
 - B Version control
 - C Estimation
 - D A and C

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- Ques: 209 Who owns the Impediment in Agile?
- A Everyone owns impediments as it is a collaborative team effort
 - B Agile Manager facilitates all the meetings and removes impediments faced by the development team
 - C Development Team owns all the impediments
 - D Agile manager owns the impediments that are outside the team scope and the Development team owns the impediments that are within their scope
- Ques: 210 In Scrum, how many management roles are involved?
- A Scrum Master
 - B Product owner
 - C Scrum development team
 - D All of above
- Ques: 211 In XP, why testers do not execute any manual regression test scripts?
- A Tester does execute manual regression test
 - B All tests are automated
 - C There are no regression test cases available
 - D None of the above
- Ques: 212 Which one of the following is true to the agile manager's accountability?
- A Macro level activities and do everything that is needed to move the team to the next iteration
 - B Contract procurement and contract administration
 - C Working with the product owner to groom the roadmap and product backlog
 - D All of the above
- Ques: 213 Is a Product owner a generalist or a specialist?
- A Product owner is generalist
 - B Product owner is specialist
 - C Product owner is generalist and specialist
 - D Product owner is neither a generalist nor specialist
- Ques: 214 How does lean define management role?
- A The team is insulated from the management
 - B The team is isolated from the management
 - C The management and team work together
 - D None of the above
- Ques: 215 Is a Scrum master a generalist or a specialist?
- A Scrum master is generalist
 - B Scrum master is specialist
 - C Scrum master is generalist and specialist
 - D Scrum master is neither a generalist nor specialist
- Ques: 216 One of the IT projects failed or underperformed. What could be the potential reason for it?
- A The product manager was from IT department
 - B The product manager was from outside the IT department
 - C The product manager was appointed through an internal reference
 - D All of the above
- Ques: 217 Which one of the following is NOT true of the agile manager as a servant leader?
- A Deep dive with the team to resolve impediments
 - B Protect the team from distraction
 - C Coach and advise the team over the agile framework (values and principles)
 - D Help the team with conflict resolution, through coaching and advising
- Ques: 218 What is best recommended in scrum, when internal customer and the technology development team are in conflict?
- A Let these two meet and resolve the conflict
 - B As a facilitator, arrange for these two teams to meet face-to-face and find a common ground where they can agree/disagree and fix the conflict
 - C Don't do anything, as time is a solution for all

D None of the above

Ques: 219 Which one of the Role is the most crucial for Agile project to succeed?

- A Product owner
- B Scrum master
- C Agile development team
- D Executives

Ques: 220 Which one of them is recommended over the scrum of scrums in lean?

- A Product coordination team
- B Waterfall is preferred when the team is large
- C Project managers
- D Executive coordination team

Ques: 221 Which one of the followings is NOT true of Scrum practice?

- A Quality is derived through working code, which is deployable at the end of every sprint
- B Requires a specialist
- C Three main roles: the scrum master, the product owner, and the delivery team
- D It is time boxed

Ques: 222 How is project work controlled in Agile?

- A Agile manager controls it
- B Product owner controls it
- C Agile delivery team controls it
- D Everyone in the Agile team controls it

Ques: 223 In XP, whose job is it to maintain and promote product vision?

- A On-site customer
- B Product owner
- C Project manager
- D All of the above

Ques: 224 Who is responsible for grooming the product backlog and optimizing ROI in scrum?

- A Product Owner
- B Product Manager
- C Scrum Master
- D Scrum Development team

Ques: 225 What is the difference between the PCT(Product coordination team) and the Product champion?

- A They are the same people
- B The PCT prioritizes the work between the teams and the product champion prioritizes work within a team
- C The product champion prioritizes the work between the teams and the PCT prioritizes work within a team
- D None of the above

Ques: 226 Why is there no conflict about roles and responsibilities between the product owner and the delivery team?

- A The product owner is accountable for what product is produced and changes to it
- B The delivery team is responsible how the product is produced
- C The Product owner decides the priority of the feature with the help of the delivery team; the Delivery team is responsible for all project process changes
- D All of the above

Ques: 227 Why does an on-site customer sit with XP delivery team?

- A To direct the team
- B To manage the team
- C To figure out the requirements and clarify any questions on features that are developed
- D All of the above

Ques: 228 In XP, who is accountable for ten-minute build and continuous integration?

- A All team members

- B Programmers
- C Testers
- D Delivery team

- Ques: 229 How can an organization increase the effectiveness of agile manager?
- A Swapping roles
 - B Agile manager wears the hat based on roles executed by him
 - C Instead of just facilitating the meetings, agile manager can participate and improve the effectiveness by their presence
 - D All of the above
- Ques: 230 Which one of the followings is NOT true, of a role of Business analyst in XP?
- A Business analyst replaces on-site customer
 - B Refines and clarifies business needs in collaboration with on-site customer
 - C Business analyst looks into nitty-gritty of the requirement
 - D Business analyst helps programmer express technical trade off in business terms
- Ques: 231 Which one of the following is NOT a role of scrum master or agile manager?
- A Writes a code
 - B Helps the team with developing agile mindset
 - C Shield the team from Corporate Bureaucracy
 - D Remove impediments, that prevents the team from delivery
- Ques: 232 In Scrum, how can Scrum Master protect the team from stakeholders outside the team who are trying to induce uncommitted requirement in Sprint?
- A Scrum master can coach the stakeholders about the rules and practices that provide an opportunity to induce new requirement in mid-sprint
 - B Scrum Master can facilitate a meeting between the stakeholder and Product owner to decide the urgency and reprioritize the product backlog
 - C Based on the importance of the new opportunity which is visible between mid-sprint, Product owner can cancel the sprint and start a new sprint OR remove equal sizes feature from sprint
 - D All of the above
- Ques: 233 How can the agile manager help the team during the norming phase?
- A During this phase, the team has learned the art of governing and self management.
 - B The agile manager is in cruise mode. The agile manager is required for conflict management.
 - C The agile manager can help enforce agile values and principles.
 - D All of the above.
- Ques: 234 How are everyone managed in agile?
- A Leaders manage Managers
 - B Manager manages the Team
 - C Leaders manage the principles
 - D All of the above
- Ques: 235 What is a programmer's role?
- A Minimize product cost
 - B Develop and Deploy code
 - C Help product owner in prioritizing user stories
 - D All of the above
- Ques: 236 Which one of the following is the primary reason for a customer to write user stories?
- A Customer team is primarily a product imaginary
 - B Technical team can understand user stories written in a technical style
 - C Customer writes user stories so to manage technical team
 - D All of the above
- Ques: 237 What is the role of Agile leaders?
- A They manage teams
 - B They articulate project goals, objective, and constraints
 - C They empower and encourage the team to deliver the results
 - D All of the above

- Ques: 238 How does lean define product owner's role differently?
- A Product owner's role is the same in Lean or Scrum
 - B In Scrum, the product owner owns the product and product priority whereas in Lean, the product owner is defined as a product champion whose role changes from accountability to leadership
 - C Product owner's role in Scrum and Lean is that of a leader, who is accountable for product success
 - D None of the above
- Ques: 239 What does it mean by, shared collective code ownership in XP?
- A Though each resource in a team has its expert area of work to contribute, everyone is expected to work on any part of the system that needs attention
 - B Everyone in a team works on each and every area during the iteration
 - C Team is accountable for all the work
 - D All of the above
- Ques: 240 Who is on-site customer in XP?
- A Responsible for making business decision
 - B Help navigate the project in right direction by clarifying project vision, and creating stories
 - C Create release plan and manage risk
 - D All of above
- Ques: 241 What are different types of dependencies in Agile Project?
- A Project dependencies and Task dependencies are owned by the delivery team
 - B Resource dependencies are owned by the agile manager
 - C Project dependencies are owned by the agile manager, and task dependencies are owned by the delivery team
 - D Project dependencies and task dependencies are owned by the product owner as he/she is accountable for features to be delivered
- Ques: 242 Who manages the risk in agile?
- A Product owner
 - B The Agile manager
 - C Delivery Team
 - D All of the above
- Ques: 243 What does servant leader mean, in Agile?
- A Provide direction to the team
 - B Manage the team
 - C Facilitate collaborative meetings and foster reflection
 - D Control the team
- Ques: 244 Which one of the followings is a correct statement?
- A Agile manager's presence is a must in daily standup meetings
 - B Agile manager's presence is a must in Review meetings
 - C Agile manager's presence is a must in Retrospective and Planning meetings
 - D Agile manager prepares executive summary of the Iteration at the end of the Retrospective meeting
- Ques: 245 New requirement has evolved during the current sprint; it is expected that this new feature will be released in the current sprint. What is the best option for the Product owner?
- A Discuss with end user to understand the priority of the new feature
 - B Host an emergency meeting with all to discuss this new feature
 - C Product owner will approach a sponsor to make a call
 - D Reach to scrum master for advice on using the Agile values and principle for a fix
- Ques: 246 Which one of the following skill is required by the agile manager?
- A Deep listening and intense focus
 - B Conflict resolution
 - C Observe verbal, and non-verbal cues
 - D All of the above

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- Ques: 247 Who ensures that, the team is focusing and pursuing a common vision of the project?
- A Scrum Master
 - B Product Owner
 - C Development team
 - D Agile team
- Ques: 248 Which one of the following is true of Agile development team?
- A Agile development team is a specialist as they do a core engineering tasks
 - B Agile development team is a generalist as everyone does everything
 - C Agile development team is a specialist as they do a pure non-core engineering tasks
 - D Agile development team is a specialist as each person does distinct tasks align to unique roles
- Ques: 249 Why does the agile manager need a plethora of tools?
- A The agile manager should know how to facilitate discussion and negotiation
 - B Help team resolve conflicts of different levels
 - C Should engage the team in right team building activity during the right time
 - D All of the above
- Ques: 250 What is the main contribution a Scrum master can extend when the team is faced with a complex situation?
- A Facilitate a session for a discussion
 - B Escalate to external stakeholders
 - C Remind the team of Scrum values and practices which have some way out through the complex situation
 - D All of above
- Ques: 251 In XP, who is accountable for TDD?
- A Programmer and tester
 - B Programmers
 - C Testers
 - D Delivery team
- Ques: 252 How does a Product owner increase ROI (Return on Investment) in scrum?
- A By using burn down charts
 - B By using Product backlog, and Sprint planning
 - C Product backlog
 - D Sprint Planning
- Ques: 253 Which one of the followings is NOT true of exploiting software developers who are a constraint in a team?
- A Protecting the software developers from Interruption
 - B Providing tools to a software developer that can boost up efficiency
 - C Automate non-valued tasks of software developers
 - D Forcing software developers to work more than 8 hours
- Ques: 254 What is Complex Adaptive system?
- A A system that is predictable
 - B A system that is linear
 - C A system that is non-emergence
 - D None of the above
- Ques: 255 When working with non-agile team, which common terms should be used instead of agile, velocity and iteration?
- A A Cooperative endeavor
 - B Speed to market
 - C Increased customer satisfaction and revenue
 - D All of the above
- Ques: 256 Which one of the followings is NOT true of delays?
- A High inventory/batch size increases the delays
 - B Turnaround time is directly proportional to the size of inventory/batch in work-in-progress
 - C Queues delays feedback

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- D Transaction cost increases, when batch size is large
- Ques: 257 Which one of the following is extrinsic?
- A Quality
 - B Value
 - C Constraints
 - D All of the above
- Ques: 258 Why is a software development a Complex Adaptive System (CAS)?
- A It is predictable
 - B In last 50 years, we have matured enough to deliver predictable softwares
 - C The number of elements/components and feedback loops are large in nature
 - D All of the above
- Ques: 259 What is the difference between a user story, features, and capability?
- A All are the same; however, it is the size of each which varies
 - B Capabilities can be broken down into features and features into user stories
 - C User stories are the smallest unit of work among all three
 - D All of the above
- Ques: 260 Why should the team try to develop high valued features first?
- A High valued features generate high value to the end users
 - B About 20% of the features are often or always used
 - C About 45% of features are never used
 - D All of the above
- Ques: 261 How is Agility increased in Agile projects?
- A Implementing Agile practices effectively
 - B Identification of the bottlenecks
 - C Delivery of working code
 - D Address changes, even late, in the project
- Ques: 262 Which one of the followings is correct of "Rolling wave planning"?
- A It is the same as multilevel planning
 - B It refers to multilevel planning at each stage
 - C Emphasis is on just-in-time design and participator decision making
 - D All of the above
- Ques: 263 Which one of the following is intrinsic?
- A Quality
 - B Value
 - C Constraints
 - D All of the above
- Ques: 264 What is a tracer bullet?
- A It's a way of communication with the client to understand and remove the gap between the delivery team and the client
 - B It is a bare minimum delivery of development work to the customer, to loop in feedback quickly
 - C POC and Spike solution are examples of tracer bullet
 - D All of the above
- Ques: 265 What is a persona?
- A It is a user role.
 - B It is imaginary representation of a user role
 - C It is a user story
 - D All of the above
- Ques: 266 What is the Last Responsible Moment decision point?
- A It is a moment in release when the team needs to make a decision on issues to prevent the team from using default decision
 - B It is a moment in demo review when the stakeholder makes a decision about the working code
 - C It is the deadline for agile manager to resolve impediments for the team to proceed ahead

D All of the above

Ques: 267 Which one of the project types is suited, in XP?

- A It is suited for all product development
- B It is suited for IT project
- C It is suited to all kinds of projects
- D It is suited to a complex projects

Ques: 268 How is Plan-Do-Check-Act different/same from inspect and adapt cycle?

- A In PDCA, and inspect and adapt, there is a specific plan to be followed
- B In PDCA, there is a specific plan to be followed whereas in inspect and adapt the team finds it out based on intuition and guidance
- C In PDCA, and inspect and adapt, the team finds it out based on intuition and guidance
- D None of the above

Ques: 269 Which one of the following is NOT a principle of Lean?

- A Working software
- B Eliminate a waste
- C Create knowledge
- D Deliver fast

Ques: 270 Why is it not recommended to create Agile methods from scratch?

- A No need of reinventing the wheel from scratch
- B Every project is unique and is not recommended to create Agile method separately for each project
- C Customize the existing pool of proven method to your need and iteratively refine them
- D All of the above

Ques: 271 Which method has the following values: communication, feedback, simplicity, courage and respect?

- A Kanban
- B Lean
- C Scrum
- D XP

Ques: 272 How will you calculate the velocity of the Iteration?

- A Use the estimated time for the completed stories
- B Use the actual time for the completed stories
- C Use both estimated and actual time for calculating velocity
- D None of the above

Ques: 273 Which one of the following frameworks has Silver card convention?

- A Lean
- B Kanban
- C Scrum
- D XP

Ques: 274 Which method has the following values: commitment, openness, focus, courage and respect?

- A Kanban
- B Lean
- C Scrum
- D XP

Ques: 275 Which of the following is true of Quality, Constraints, and Values, as corners of a triangle?

- A It is called the Traditional Iron triangle
- B It is called the Agile iron triangle
- C It is called the Agile triangle
- D All of the above

Ques: 276 Which one of the following emphasizes on technical excellence?

- A Scrum
- B XP

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- C Crystal
- D FDD(Feature Driven Development)

Ques: 277 Which one of the following is an incorrect phase, in XP?

- A Adaption phase
- B Exploration phase
- C Productionizing phase
- D Iteration to release phase

Ques: 278 Which one of the following is true of Elevation?

- A Releases that are not real
- B Another name for internal release for people to play around
- C Sometime this release goes to the customer, as well
- D All of the above

Ques: 279 In Lean, it is recommended to eliminate waste. Which one of the following is an example of waste?

- A Complex system or complex code
- B Defects
- C Anything that is non-value which requires effort
- D All of the above

Ques: 280 The Concept of information radiator is derived from which one of the agile practice?

- A Kanban
- B XP
- C Scrum
- D All of above

Ques: 281 What does it mean to say "maximize the work not done"?

- A Eliminate the waste
- B Do less work
- C Eliminate the risk
- D All of the above

Ques: 282 What is true of the relation between values, principles and practice?

- A Values are abstract. Principles are application of those values for an industry.
- B Practices are principles used in the projects e.g. Colocation and Iteration planning are practices used in XP for a software industry.
- C Values are the abstract classes;Principles are the classes; Practices are objects in the software terminology.
- D Values and Principles are the core of Agile framework.

Ques: 283 Which of the following are compulsory, and mandatory methods, for agile success?

- A Visioning, product backlog, and release planning
- B Road map, release planning, and iteration planning
- C Iteration planning, daily stand up, review and retrospective
- D None of the above

Ques: 284 Which one of the following mapping is correct?

- A Customer -> Value; Programmer -> Cost
- B Customer -> Cost; Programmer -> Value
- C Customer -> Value and Cost; Programmer -> Value and Cost
- D None of the above

Ques: 285 What similarity exists between lean Product development and Agile?

- A Both eliminate waste
- B Both are time boxed
- C Both have Change control board and are applied to similar projects
- D All of the above

Ques: 286 Which one of the following is the key ingredient in forming the agile team?

- A Resource should be a specialist

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- B They should be highly motivated to be a part of the project
- C Cross functional resources form the agile team
- D All of above

Ques: 287 Which one of the following is a pure Pull system?

- A XP
- B Kanban
- C Scrum
- D All of the above

Ques: 288 Which one of the following is true of the statement "Values are explicit in agile whereas they are implicit in the traditional approach"?

- A Features that provide the highest value to the customer are done in the form of working software
- B Behavior driven values like courage, respect and communication are core through which Agile is implemented
- C None of the above
- D A and B

Ques: 289 In which practice, are the following seven principles focused: eliminate waste, amplifying learning, deciding as late as possible, delivering as fast as possible, empowering team, build integrity in and seeing the whole?

- A Crystal
- B Scrum
- C Lean software development
- D All of the above

Ques: 290 In Agile, there is a defined set of practices that the organization needs to follow to be successful. Is this true?

- A Yes, it is true
- B It is anti agile to say that there is a defined set of practices that the organization needs to follow
- C For an organization to be successful in agile, they have to pick up one of the practices: scrum, XP, kanban, crystal
- D None of the above

Ques: 291 From the communication perspective, what is the difference/similarity between Agile and Lean?

- A They both emphasize on communication
- B Agile emphasizes on local communication whereas Lean emphasizes on end-to-end communication
- C They both emphasize on end-to-end communication
- D None of the above

Ques: 292 How is Scrum framework different from XP framework?

- A Scrum is a project management framework, and XP is a technical development framework
- B Both frameworks are the same
- C Scrum and XP principles are the same
- D A and C

Ques: 293 Agile team in practice works as one team, Inspect and Adapt; Which of the following are additional ways in which Agile team works?

- A Works in short Iteration
- B Delivers some feature each Iteration
- C Focuses on Business priorities
- D All of the above

Ques: 294 Which one of the followings is NOT true of achieving organization success, in agile?

- A Organization success is achieved by project completion on time, on budget, and with all agreed scope
- B Organization success is achieved by focusing on delivering value early and frequently
- C Organization success is achieved by focusing on releasing feature with the highest value first
- D Organization success is achieved by focusing on continuous build integration and automating all Manual Test Cases

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- Ques: 295 In an Agile project, there is a constraint on developer's availability in an organization, what should be the combination of U.I and tester for such a team?
- A Recommended size of each team is 7 plus/minus 2
 - B There is no impact of any resource constraints as any resource can do any task
 - C UI and testing resource should be adjusted to match the available developer
 - D None of the above
- Ques: 296 How are returns on project investment maximized?
- A Learning from the previous iteration is incorporated into the iteration planning which helps them to adapt and change plan
 - B By changing plans in mid-iteration that helps customer bring in significant features that will expedite time to market
 - C None of the above
 - D A & B
- Ques: 297 Which one of the followings is NOT true of achieving technical success, in agile?
- A Under schedule pressure, sometimes quality is compromised
 - B Test driven development is used to achieve technical excellence
 - C Pair programming helps achieve outstanding technical work
 - D The Team focuses on finishing each task thoroughly which helps prevent unwanted delays in release and allows the team to change direction based on needs
- Ques: 298 How many teams can a product owner be a part-of?
- A 4 teams
 - B 1 team
 - C 2 teams
 - D 3 teams
- Ques: 299 What will agile help you achieve?
- A Personal success
 - B Technical success
 - C Organization success
 - D All of the above
- Ques: 300 How does the team achieve creativity and work satisfaction?
- A Through incremental delivery and working code, in each Sprint
 - B Through empowerment and self-organization
 - C Through time boxed sprint
 - D All of the above
- Ques: 301 All your customers have moved to the latest version of Operating System. You plan to migrate the existing product, so that it supports the new client's O.S. The revenue generated from launching this new version is termed as?
- A New Revenue
 - B Incremental Revenue
 - C Retained Revenue
 - D Operational Efficiency
- Ques: 302 For which one of the reasons you will prevent stakeholders from attending Retrospective meetings?
- A Safety
 - B Collaboration
 - C Cooperation
 - D Accountability
- Ques: 303 During Agile migration, which one of the following people, need NOT, be a part of the core team?
- A People who are open-minded to change
 - B Brilliant and non cooperative
 - C Difficult to work with
 - D People who avoid changes at any cost
- Ques: 304 What is the differentiator, in agile for agile manager versus traditional waterfall model?

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- A Agile manager is not required to do micro management for the team's day to day tasks
 - B Manager works on contract negotiation and procurement
 - C Manager works on removing all impediments for the team
 - D All of the above
- Ques: 305 What is the difference between, lesson learned meeting in the traditional method and lesson learned meeting, in agile?
- A In agile, it happens at the end of the project
 - B In agile, it happens at the end of every iteration
 - C In agile, it happens at the end of every release
 - D All of the above
- Ques: 306 Which one of the following is NOT a cost of migration?
- A Hire an agile coach or consulting company to train and mentor your team
 - B Daily the team will spend some time learning about agile
 - C Hire new employees only with Agile background
 - D Initial productivity will be low as the team is settling down in the new environment
- Ques: 307 When migrating we need a personnel or role that will enable the migration?
- A It is a coach or a trainer who can enable the team to understand different roles, values and principles of agile; a coach can enable the transformation.
 - B Static requirements.Urgency to deliver.
 - C Customer availability through the project.
 - D A co-operative team.
- Ques: 308 Which one of the following reason for Agile migration/implementation to fail?
- A Transition plans
 - B Investment
 - C Resources and budget
 - D Trainings
- Ques: 309 In Agile, work break down of the traditional model is replaced during which meeting?
- A Iteration planning
 - B Visioning
 - C Review
 - D Daily standup meeting
- Ques: 310 Which one of the following is true of migration to the agile, for an organization?
- A One should go through Readiness Assessment, to understand the migration potential
 - B Get company buy-in
 - C Understand current process
 - D All of the above
- Ques: 311 Which of this following maps to the Agile processes: visioning and road map planning?
- A Project charter and preliminary scope statement
 - B Project charter and scope statement
 - C SOW and scope management
 - D SOW and Project charter
- Ques: 312 Which one of the followings is true of “the first success towards Agile implementation”?
- A Agreement on schedule negotiation
 - B Agreement on scope negotiation
 - C Agreement on budget negotiation
 - D None of the above
- Ques: 313 What is the difference between risk in agile and traditional model?
- A Risk in agile is based on qualitative analysis
 - B Risk in agile is based on quantitative analysis
 - C A and B
 - D None of the above
- Ques: 314 What paradigm shift happened from waterfall to agile model?

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- A In a waterfall model, feature is a fixed component whereas in agile model, it is a variable component
- B No changes in paradigm as all the three components such as features, resources and schedule in waterfall exist in agile, as well
- C Resources and schedule are fixed in waterfall
- D None of the above
- Ques: 315 How is the traditional project manager's role transitioned in Agile?
- A Scoping, visioning, and managing budget is moved to the Product owner who represents the client
- B Now the delivery team is responsible for self management and is empowered to make decisions for achieving deliverables
- C The agile manager is a servant leader to guard agile values, and principles, through coaching and advising
- D All of the above
- Ques: 316 Which one of the following is NOT a cause of a widening gap between Developers and Stakeholders?
- A Improved practice of software engineering
- B Documentation over the face to face communication
- C Waterfall sequential development methodology
- D Sashimi technique
- Ques: 317 In adopting Scrum, which are the basic mistakes that occur while transitioning from Project manager to Scrum master?
- A New Scrum master continues to control instead of facilitating
- B New Scrum master continues to boss instead of coaching and be a servant leader
- C New Scrum master continues to allocate tasks instead of empowering the team
- D All of above
- Ques: 318 How is cost management different in Agile from the traditional model?
- A The product owner is accountable for cost management
- B The team is accountable for cost management
- C The Agile manager is accountable for cost management
- D None of the above
- Ques: 319 In Agile, what replaces Integrated change control of the waterfall model?
- A Continuous backlog management
- B Continuous working agreement management
- C Burn down chart management
- D All of the above
- Ques: 320 In a traditional model, project plan is created and owned by the project manager. How is it different in agile?
- A Agile development team owns it
- B Agile manager/scrum master facilitates the meetings
- C Product owner is accountable for prioritizing the features
- D All of the above
- Ques: 321 During Agile migration, for which of the following reasons you would ignore to document your existing process?
- A It is a new organization
- B Your existing process has failed miserably, and you plan a fresh start
- C Based on results, from Readiness Assessment
- D All of the above
- Ques: 322 What is mapped in agile to Project schedule in waterfall?
- A Release planning is one or two days event where the whole team is involved in evolving a large picture of the project
- B Release plan contains a set of goals, assumptions, risks, dependencies, release backlogs and decisions that guide the team in execution of the Release, which in turn is made of Iterations
- C Release retrospective learnings/action items, Team velocity, Product backlog, which contain prioritized and estimated items, are inputs to the Release plan

- D All of the above
- Ques: 323 Which one of the following role is crucial when migrating to Agile?
- A Scrum master
 - B Product owner
 - C Coach
 - D All of the above
- Ques: 324 How is evaluation and selection of seller process different in agile from the traditional model?
- A Both are the same
 - B In agile, it is much more detailed compared to the traditional model
 - C Project team takes an active role along with the agile manager
 - D In agile, it is on an extremely high level compared to the traditional model
- Ques: 325 Which one of the following is true of scope control, in Agile?
- A Product owner manages the product backlog
 - B Agile manager protects the current iteration with any scope creep
 - C Product owner can abort and restart a new Iteration; Product owner can introduce a new feature mid-iteration and remove equivalent feature from the Iteration
 - D All of the above
- Ques: 326 Why is it important to involve the executive during Agile migration?
- A They will stop migration as soon as there are any issues that pop up
 - B Executive runs the show
 - C They are responsible and accountable to answer to top management
 - D All of above
- Ques: 327 What is the purpose of agile readiness assessment?
- A Reduce the risk of failure to adopt Agile
 - B Identify, the issues with organization readiness
 - C Factor in the preparation up front
 - D All of the above
- Ques: 328 How is base measurement different in Agile from that in the traditional model?
- A In the traditional method, work packages are estimated in duration, and effort whereas in agile it is estimated in story points or ideal days
 - B In the traditional method, work packages are estimated in duration, and effort, whereas in agile, it is estimated in hours for each task in Iteration planning
 - C In the traditional method, total duration of the project is estimated upfront whereas in agile, iteration length is fixed and total duration is calculated by multiplying iteration duration with the number of Iterations for a project based on velocity and total story points in product backlog
 - D All of the above
- Ques: 329 If an existing waterfall team is migrated to the Agile, why existing project manager should not be suggested to take over as scrum master for the same team?
- A Project manager in waterfall is ideally suitable to transition to the product owner's role
 - B Project manager in waterfall accustomed to command and control
 - C Project manager in waterfall is ideally not suitable to transition to scrum master role
 - D Project manager can carry on influence on the same team
- Ques: 330 In Agile, visioning is mapped to which process in the traditional model?
- A Statement of work
 - B Project charter
 - C Preliminary scope statement
 - D Scope statement
- Ques: 331 How is scrum different from traditional project reporting and management?
- A Scrum measures requirement
 - B Scrum expects changes
 - C Scrum responds to exceptions
 - D All of the above

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- Ques: 332 How is communication planning different in agile from the traditional method?
- A Determine all the stakeholder's communication requirement
 - B No documentation exist around communication
 - C Communication is an integral part of agile framework, which focus on Individual interaction, and customer collaboration, through agile values
 - D All of the above
- Ques: 333 During Agile migration, for which one of the following reasons, the core team is NOT powerful and influential?
- A They are from management background and have experience with change management
 - B The core team has the resources which contribute to core engineering work like design, build, develop, and test
 - C The core team is from your company, which has insight about the working culture of the company
 - D The core team is from all fields across the company
- Ques: 334 Which project is a right candidate for evaluation of agile processes for migration?
- A Mission critical project
 - B Project with low priority, which spans limited area and processes
 - C Project of medium priority which spans all possible areas and processes
 - D Small and easy project
- Ques: 335 How is quality control different in agile from the traditional model?
- A Quality control focuses on finding defects that have slipped from developers in the traditional model whereas in agile quality is checked daily, and QA is a part of the agile team
 - B Bug checking is done within the iteration through daily builds, smoke test, automated regression test, unit test, functional test, exploratory test and acceptance test
 - C The goal is to do whatever required to catch defects and fix it so that it passes the demo and review meeting by the stakeholder in an Iteration
 - D All of the above
- Ques: 336 What is mapped in agile framework to lesson learned meeting in the traditional model?
- A Iteration planning
 - B Iteration Review meeting
 - C Iteration Retrospective meeting
 - D All of the above
- Ques: 337 What is mapped in agile framework to UAT (User Acceptance Testing) in the traditional model?
- A Iteration planning
 - B Iteration Review meeting
 - C Iteration Retrospective meeting
 - D All of the above
- Ques: 338 Which one of the following project, needs to be selected when organization is new to Agile?
- A Pilot Projects
 - B Real customer projects
 - C Simple projects
 - D Any of the above
- Ques: 339 Which one of the following is NOT a characteristic of an organization that restricts adoption of agile?
- A Urgency to deliver
 - B Large project teams
 - C Distributed development
 - D Fixed-Bid contract
- Ques: 340 What is the difference between estimating model used in the traditional approach and agile?
- A Traditional approach uses bottom-up and Agile approach uses top-down estimation approach
 - B Agile approach uses bottom-up and traditional approach uses top-down estimation approach
 - C Both use the same approach
 - D Both use top-down approach
- Ques: 341 Which one of the following is NOT a role of a sponsor, in agile migration?

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- A Attend agile training with the team
 - B Acquire fund for migration and remove roadblocks at execution and migration
 - C Ensure agile migration is inline with organization goals and strategic objectives
 - D Work with executives to create a reward structure to encourage agile behavior
- Ques: 342 What is multistage Integration build?
- A A build which has unit test integrated
 - B A build which has performance test integrated
 - C A build which has end to end test and load test integrated
 - D None of the above
- Ques: 343 Which one of the following is NOT correct of creating a plan in scrum?
- A It provides precise information when all requirements will be delivered
 - B It provides enough detail for management to fund the project
 - C It provides enough information that helps to see that the benefit outweighs the cost and risk
 - D It provides information about the business value that will be delivered by the team in the form of a working code
- Ques: 344 In Lean, how is thrashing prevented?
- A By Identifying minimum marketable features
 - B By limiting work in progress items
 - C Providing more control in portfolio level
 - D All of the above
- Ques: 345 Which one of the followings is NOT true of mute mapping?
- A It's variant of affinity mapping
 - B When people disagree they can talk to each other to resolve the conflict
 - C When people disagree they have to compromise or resolve without talking
 - D No one speaks during the exercise
- Ques: 346 Which one of the following is a one way communication?
- A Daily stand up meeting
 - B Review meeting
 - C Information radiator
 - D Retrospective meeting
- Ques: 347 Which one of the followings drives the incremental design and architecture, in XP?
- A Product owner
 - B TDD(Test Driven Development)
 - C On-site customer
 - D Project manager
- Ques: 348 You are a Scrum master and daily at 11.00am you have a stand up meeting with the team. Tomorrow, a sponsor has setup a crucial meeting at 11.00am. What will you do?
- A You will attend the meeting and miss the daily stand up meeting
 - B You will decline the meeting and propose a new time slot for the meeting
 - C You will request the Product owner to fill in for you
 - D You will request the team to fill in for you
- Ques: 349 Which one of the following style of code ownership is recommended, in XP?
- A Individual
 - B Shared
 - C Paired
 - D None of the above
- Ques: 350 In every iteration, the team consistently used the slack, what does that indicate?
- A Team overcommitted
 - B Team under committed
 - C Delivered what was committed
 - D None of the above
- Ques: 351 In XP, ubiquitous language is used during which phase?

- A Planning
- B Analysis
- C Designing
- D Coding

Ques: 352 Which one of the following meetings, stakeholders are mandatory?

- A Retrospective meetings
- B Daily Scrum stand up, release and roadmap meetings
- C All planning and review meetings
- D All of the above

Ques: 353 How does lean define Product direction?

- A The product owner is accountable and responsible for prioritizing the features
- B The team is accountable and responsible for prioritizing the features
- C The product champion along with the team is responsible for the product; however the product champion sets priority and direction for the team
- D None of the above

Ques: 354 In Agile, which of the following belongs to Speculate phase?

- A Visioning
- B Release planning
- C Iteration planning
- D Retrospective meeting

Ques: 355 Which one of the followings is NOT true of pair programming in XP?

- A Pair with the same person
- B Switch partner when one needs a fresh perspective
- C Produce code through conversation
- D Switch the role of the driver and the navigator when appropriate

Ques: 356 In XP, when is it not feasible to have an on-site-customer?

- A The product belongs to vertical market sector
- B The product is a pilot
- C The product belongs to only one single client
- D All of the above

Ques: 357 How is personnel loss mitigated in Agile?

- A Empowering the team, result in increase team morale and commitment
- B Daily standup meetings and colocation help free flow of information and knowledge, which mitigates any knowledge transfer risk due to personnel loss
- C The Agile team is a form of generalized specialists
- D All of the above

Ques: 358 In which one of the following ways the communication happens among all stakeholders?

- A During daily stand up meeting
- B During review and demo meetings
- C During visioning and release planning meeting
- D All of the above

Ques: 359 Which one of the followings is NOT a technique to increase team cohesiveness?

- A Sit together
- B Eat together
- C Retrospective
- D Code review

Ques: 360 How is configuration management performed, in agile?

- A Configuration management documentation is maintained similar to the waterfall model
- B There is no document in Agile about configuration management
- C Self organized and self managed team itself ensures that everyone understands what needs to be done
- D Working agreement informally documents about the configuration management