

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

There is information on this test that was not covered in the book. This is your chance to add additional learning to your “toolkit” before sitting for the PMI-ACP® Exam.

As in all certification preparation, you will need to put aside your personal experiences and ideas that may differ from those shown, and learn the logic and answers that will get you the best test scores. Once you are on the job, you are free to adjust the theories to those that are the most helpful and appropriate in your situation.

1. An example of the most effective form of communication for agile teams is:
 - a. A recorded webinar available asynchronously for the team.
 - b. A conference call on a single phone in a conference room.
 - c. A low-tech, face-to-face conversation.
 - d. A virtual meeting with phone and video connectivity.
2. The best description of a Project Roadmap to help your team and other project stakeholders understand the project is:
 - a. A map of where the team will hold their Iteration Demonstration meetings so that Product Owners can attend.
 - b. A list of all of the User Stories that will be completed within this Iteration.
 - c. A high level overview of the Releases and Iterations of this project.
 - d. The list of prioritized User Stories to be completed within this project.
3. Which of the following team practices are not usually associated with agile?
 - a. Burnup Charts.
 - b. Weekly Status Meetings.
 - c. Weekly Sprints.
 - d. Customer Demos.
4. Which of these statements does not fit into the Agile Manifesto philosophy?
 - a. We favor responding to change over following a plan.
 - b. We favor agile practices over working software and products.
 - c. We favor individuals and interactions over processes and tools.
 - d. We favor customer collaboration over contract negotiations.

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

5. Planning Poker is an estimating technique for agile teams. Which answer best describes it?
 - a. A way to estimate how much the project will cost in human and material resources.
 - b. A way for the team to include all members in sizing User Stories relative to each other.
 - c. A way for the Product Owner to work with the team to decide how many days each User Story will take to complete.
 - d. A way for the Project Manager and the team to fairly decide which User Stories should be done in the upcoming Iteration.

6. Which of the following correctly identifies how the work of the project is decomposed in an agile environment?
 - a. Epic, Program, Project, Activity, Task.
 - b. Backlog, User Story, Iteration, Retrospective, Release.
 - c. Epic, Release, Iteration, User Story, Task.
 - d. Mission, Vision, Iteration, Customer Demo, Release.

7. Which of the following answers is the best reason to add risks to the Backlog?
 - a. To make sure that the team works on them early in the first Iterations.
 - b. To ensure that the team does not completely forget the project risks.
 - c. Because it takes too much time in a low-document environment to maintain an additional list for risks.
 - d. So that the Project Owner is aware that this project has very serious risks.

8. On an agile team, who decides when a User Story or a Feature task is “Done”?
 - a. The Product Owner or External Customer.
 - b. The Project Manager or ScrumMaster.
 - c. The end-user or external customer.
 - d. The agile team or Scrum team.

9. If a Release has four Iterations, each two weeks in length, how long should the Project Owner expect the Release to be?
 - a. Forty days.
 - b. Eight weeks.
 - c. Two months.
 - d. It depends on the length of each Iteration.

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

10. Which of the following statements best defines an iterative phase-to-phase relationship?
- Only one phase is planned at a time, and the planning for the next is carried out as the work progresses.
 - One phase begins, and when it is completed the next phase can begin.
 - A phase starts prior to the completion of the previous one.
 - Two phases are completed simultaneously, with one overlapping the other.
11. Which is not an appropriate statement by team members during a Daily Stand-up Meeting or a Daily Scrum?
- These are the constraints or impediments standing in my way.
 - This is what I did yesterday.
 - This is what I intend to complete today.
 - These are the tasks I have chosen to complete in this Iteration.
12. Which statement about the amount of planning time dedicated for an agile project is most correct?
- Time on an agile project is dedicated to doing the work to create the product, service, or software, not to planning.
 - The amount of time used in planning on an agile project is roughly the same as on a traditional project, but distributed throughout the project rather than used mostly at the beginning of the project.
 - The amount of time used in planning on an agile project is less than the amount used on a Waterfall project, because no Work Breakdown Structure or weekly reports are created.
 - The amount of time used to plan an agile project is greater than on a traditional project, because involving all of the team members takes more time.
13. The agile practice which allows teams to build releasable products, services, and software in a shorter time is called:
- Iterative and incremental development.
 - Refactoring and release planning.
 - Transparency and Test Driven Development.
 - Sequential planning and social-loafing.

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

14. A Burndown chart is:
- A transparency radiator showing the number of man hours completed each day down to the day the team will burn out.
 - A chart of the amount of work on a project and the team's progress towards completion, plotted as the work done toward the end goal as an ascending line to zero.
 - A chart of the total number of features requested by the Project Owner, plus the risk and architecture requirements added by the agile team.
 - A visual representation of the amount of work on a project and the team's progress towards completion, plotted as a line from the starting amount down to the zero point.
15. Agile teams find it is an advantage to limit the WIP (Work In Progress). Which of the following is the not an important advantage of limiting WIP?
- It focuses throughput on the items prioritized by the Product Owner/Customer.
 - It allows focus on isolating bottlenecks, or constraints, and removing them when they might be lost in the confusing of too much work being done at the same time.
 - It allows each resource to be fully utilized on a daily basis, so no work hours are left unscheduled.
 - It targets finished, workable, releasable products, services, or software in small pieces as the goal.
16. Which of the following statements correctly states the way Extreme Programming suggests software code be written?
- Developers should write automated tests, then write software that, hopefully, will pass the tests.
 - Developers should write software, then write automated tests to check the software functionality.
 - Code must pass the most recent automated test in order to be placed into the final software release.
 - Code must be written, tested by hand, refactored, and then checked by a pair programmer.
17. PMI circulates a PMI Code of Ethics and Professional Conduct with all of its Certification Handbooks. These guidelines apply to:
- All full-time Project Management Institute employees and their families.
 - All those who hold a PMI certification or are PMI members.
 - All those who volunteer for PMI, hold certifications, or are PMI members.
 - All those who hold a position with the title, "Project Manager".

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

18. The best description of affinity estimates is:
- A method of assigning Story Points to User Stories by arranging them in relative size, rather than estimating how long it will take to do them.
 - A method of assigning User Stories to Iterations based on how much time the agile team has to complete them.
 - A way to reward team members by collecting their tee-shirt sizes and handing out shirts at the Retrospective.
 - A method of assigning Story Points to User Stories by estimating how many Story Points the team can complete in this Iteration based on their velocity.
19. Which of the following statements best describes the concept of creating the minimum marketable feature (MMF)?
- The organizational assets of the project are best protected by preparing and testing the product, service, or software to the minimum quality standards allowable in the marketplace.
 - Only the minimum number of features that will allow this product, service, or software to pass governmental or outside regulatory inspection and allows the company to receive the most profit should be created.
 - The business value of the project is best served in an agile project by creating the smallest possible set of functionality that, by itself, has value in the marketplace or the organization.
 - Create only the minimum number of features that will sell, and drive the business value for your organization by low price and higher volume.
20. If reducing errors is the goal, which of the following practices is a good team behavior?
- Prioritized Products.
 - Planning Poker.
 - Perfect Personna.
 - Pair Programming.
21. Which statement best shows the relationship of the ideas, actions, and practices of agile?
- Agile philosophies, values or belief structures, can be expressed in a list of principles which, when turned into behaviors, result in daily practices for teams.
 - Agile philosophies can be expressed in lists of daily practices for teams, which must be followed to be agile.
 - Agile principles are a list of agile philosophies which suggest that teams should each create their own rules.
 - Agile values are distilled from the practices of agile teams who match their actions to the needs of their industry.

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

22. The term velocity is often used in planning a Sprint or Iteration. What does it measure?
- How fast the team can complete a Release.
 - How many days it will take the team to complete the Story Points or User Stories of the Backlog.
 - How many Story Points or User Stories a team can complete in this Sprint or Iteration.
 - The amount of motivation or social loafing found in a team.
23. How frequently should the Product Owner or the Customer work with the agile team?
- Twice a week.
 - He or she, or a representative with decision-making authority, should be available to the agile team daily.
 - At the Customer Demonstration at the end of each Iteration.
 - At the intersection of the Project Roadmap and the Project Milestones.
24. Which is the most accurate statement regarding the Project Charter?
- The Project Charter is not used by an agile team, as they prefer lower levels of documentation.
 - The Project Charter is still created by the organization, but the agile team only pretends to use it as it has no value to them.
 - The Project Charter must be reconfigured to show that the agile team will work in an iterative and incremental way before it should be used.
 - The Project Charter must still be created to authorize the use of company funds and resources, guide the team goals, and provide project deadlines.
25. When using animal metaphors for team roles, which role is typified as which animal by the agile community?
- The Project Team are the chickens and the Product Owner/Customer is the pig.
 - The Product Owner/Customer is the chicken and the core agile team are the pigs.
 - The Product Owner/Customer is the fox and the core agile team are the chickens.
 - The Stakeholders are the sheep and the agile developers are the wolves.

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

26. The statement which best fits with the term “refactoring” in software development is:
- Refactoring does not change the functionality of code, but makes it more readable, less complex, and improves its maintainability.
 - Refactoring code adds more features in a shorter period of time that were available originally through factored code.
 - Code that has been refactored has been tested and had 100% of the errors removed, so that no further updates are necessary.
 - Code that is refactored has been changed from its original programming language into an updated version of that language.
27. If the team chooses a two week Iteration, the overhead (non-work time) will take approximately how much of the time?
- Roughly fifty-percent, divided between project management meetings, milestone meetings, Scrum retrospectives, and refactoring meetings.
 - Roughly twenty-percent, spread over Roadmap, Release, Iteration Planning, Customer Demos, and Retrospectives.
 - About thirty-five percent, considering Daily Stand-up or Sprint meetings, Customer prioritization of the Backlog, and End-Use Releases.
 - About sixteen percent, bookending both ends of the agile process with traditional practices.
28. One advantage of agile practices is that it allows teams to work at a constant pace. For what period of time can you expect your agile team to maintain this steady flow of work?
- For one Iteration.
 - For one Release.
 - Indefinitely.
 - Until the customer adds additional User Stories to the Backlog.
29. The prioritization of the User Stories in the Product Backlog should be set by:
- The Product Owner/Customer.
 - The agile team.
 - The Project Manager/ScrumMaster.
 - The end-users.

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

30. The role of the Project Manager/ScrumMaster is different under an agile philosophy. Which of the following statement best describes this new role?
- a. A Constraint-administrator who provides the documentation to the rest of the company, freeing the team to do the work of the project.
 - b. A Scrum-Owner who prioritizes the work of the Iteration Backlog with the concerns of the team in mind.
 - c. A Directive-Tell Assertive who leads the project with the help of the agile processes, rather than traditional methods.
 - d. A Servant-leader who supports a self-directed team by removing constraints and being a liaison between the team and other parts of the organization.
31. The best overview of the entire agile project is developed through:
- a. Rolling Wave Planning.
 - b. Roadmap Planning.
 - c. Release Planning.
 - d. Responsiveness Planning.
32. One of the positive results of teams located in a common space is that information flows in the background hearing of the team so that relevant ideas are gradually absorbed. This is called:
- a. Osmotic Communication.
 - b. Pair Collaboration.
 - c. Homeostasis.
 - d. Overlapping Communication.
33. A Lean manufacturing system process in which workers signal when they are going to need more parts relies on:
- a. A 3-D management list.
 - b. A Scrum artifact.
 - c. A Kanban card.
 - d. A Cumulative Flow Diagram.

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

34. Agile suggests delaying project decisions until the “Last Responsible Moment”. Which of the following answers best describes the value to doing this?
- Delaying project decisions as late as possible can save money, as the high priced consultants will have moved to another client by then.
 - Delaying project decisions can allow the team to take advantage of additional information, internal or external decisions that can alter the project, or results from prototypes.
 - Delaying project decisions until the last moment will allow the company to invest its money and earn interest on it until it is actually necessary to the project.
 - Delaying project decisions until the last moment will allow the team to create as many features as possible to add to the value stream before releasing the product to the end-users.
35. One technique for helping prioritize the Backlog in a meaningful way relies on the MoSCoW Technique. MoSCoW stands for:
- Maybe Helps, Should Help, Can’t Help, and Won’t Help.
 - Might Have, Should Not Have, Can’t Have, and Will Not Have This Time.
 - Must Hold, Shall Hold, Can’t Hold, and Wouldn’t Hold.
 - Must Have, Should Have, Could Have, Won’t Have This Time.
36. Alistair Cockburn coined a term which means a display posted in a place where people can see it as they work, or walk by. The term is:
- Information backlog.
 - To-Do List.
 - Cumulative Flow Diagram.
 - Information radiator.
37. Wideband Delphi is a variation of the Delphi technique used for estimating story sizing. It differs from the traditional Delphi technique in that:
- It expands the number of User Stories that can be discussed by widening the group beyond the core agile team.
 - It is the form of estimating used in Planning Poker and it widens the number of card numbers that can be used.
 - It involves greater participation by using more interaction and communication between the participants than traditional Delphi.
 - It is an electronic form of communication and can involve distributed teams as long as they have broadband access.

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

38. Acceptance test-driven development means that:
- You set the acceptance standards before you write tests or code.
 - You write the code before you create the features or tests.
 - You accept failing code before you write tests to allow them to pass.
 - You write tests, then code, then get them accepted by compliance auditors.
39. Agile contracts are most successful when you do which of the following statements?
- Plan for a fixed budget, insist on a detailed feature list up front, test as you go, and release once a quarter.
 - Plan for a fixed length of time, insist on Product Owner/Customer involvement, demo the results on a fixed schedule, and allow for scope adjustment.
 - Plan for a time and materials contract, adjust it at the end of each Iteration, use a third-party team, and leave flexibility if either party wants to stop the project.
 - Plan for a fixed cost plus bonus for early completion project, involve the Product Owner/Customer in doing a portion of the project work, allow free changes at the end of each Release, and create a Scope Plan as you go.
40. Extreme Programming introduces the idea of an ideal programming week. This term describes:
- The velocity you can reach when features are similar to the ones you created for your last project.
 - The user stories “Done” when the conflict on your team is at a minimum and the Daily Stand-up Meetings are placed on hold.
 - The story points you can finish in a week where the customer makes no scope changes.
 - The amount of work you can complete in a week where there are no interruptions.
41. The ability to identify, assess, and control the emotions of oneself, of others, and of groups is an important skill for those working in or leading teams. This skill is called:
- Employment Maximization (EM).
 - Emotional Intelligence (EI).
 - Empirical Process Control (EPC).
 - Explicit Knowledge (EK).

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

42. Since it is difficult to make the best decisions to bring value to the product stream without having enough information, one good way to help you make better choices is:
- Parkinson's Law.
 - Planned Value.
 - Productized Processes.
 - Prototyping.
43. Using the 0-100% Start-Finish Rule, an agile task has 0 value until:
- It is done, meets acceptance criteria, is approved by the Product Owner/Customer, and is approved by any other necessary outside compliance inspections.
 - It is finished, tested, packaged, released, and has been proven to provide value to the company revenue stream.
 - It is completed, demoed to the customer, passes the Quality Compliance team tests, and is posted for sale to the company website.
 - It is "Done, Done, Done", approved by the Project Manager/ScrumMaster, and an increment has been released internally, or externally, for further feedback.
44. The signers of the Agile Manifesto found that they had some new values that they prized more than earlier values connected to more traditional project management approaches. Which of the following is NOT a value from the manifesto?
- Responding to change over following a plan.
 - Working software over comprehensive documentation.
 - Customer collaboration over contract negotiation.
 - Individuals and teams over stakeholders and management.
45. Stakeholder management is an important part of any project. In an agile environment this means:
- Including the project stakeholders on a daily basis, especially at the Daily Stand-up Meeting.
 - Thinking of what the project stakeholders might want and need, and designing the project results to include those items.
 - Involving the project stakeholders throughout the process, rather than just at the end after the project is complete.
 - Managing the expectations of the stakeholders through daily reports and including them in the team Retrospectives.

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

46. As project managers adjust to a new agile role, what is the one responsibility where they may be hesitant to step in, but which is most damaging to the team?
- They may avoid pair collaboration, as it makes the team appear that it is not fully utilized.
 - They may avoid interactions with customers, as the teams are now self-directed.
 - They may avoid conflict resolution, as they think team conflicts will smooth over with time.
 - They may avoid standing team assignments, as it may not fit in with the functional organization hierarchy.
47. An important agile artifact is a Risk-adjusted Backlog. Which of the following statements best described this term and its importance to an agile project?
- When the Backlog is prioritized, risk is one of the considerations for how high a User Story is placed. It is best to place high risk items at the beginning.
 - When the Backlog is prioritized, risk is not a factor. Risk lists should be maintained in a separate location.
 - When the Backlog is prioritized, risk is one of the considerations for how high a User Story is placed. It is best to place high risk items near the end of the project, as they may not happen.
 - When the Backlog is prioritized, risk is one of the considerations. Items with risk are not a good corporate investment and should be removed.
48. Who can speak at a Daily Stand-up Meeting?
- Both the Project Manager and the agile team members.
 - Only the ScrumMaster and the Scrum team lead.
 - Only the members of the agile team.
 - Both the External Customer and the Product Owner.
49. In order to personalize and visualize the needs of various end-users who might interact with a product, service, or software, teams often create imaginary, specific, detailed description of that person. This sample user is called a:
- Archetype.
 - Avatar.
 - Personification.
 - Persona.

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

50. Assembling pieces as you go, or building things in small parts and making sure each new thing works with the others before moving on is:

- a. Cumulative Flow Approach.
- b. Continuous Integration.
- c. Continuous Improvement.
- d. Incremental Processing.

51. Agile teams often use method tailoring or process tailoring. The best definition for this term is:

- a. A process to determine the best system development approach on a project by project basis.
- b. A process where the Product Owner uses a Waterfall approach, but allows the team to use Scrum.
- c. An Extreme Programming process for internal projects in order to provide the best quality output.
- d. A Tee-shirt process, which is based on the relative tailored sizes of the User Stories.

52. The four key roles in XP are:

- a. Product Owner, Customer, Project Manager, Team Member.
- b. Product Owner, Development Team, Stakeholders, and Managers.
- c. Coach, Customer, Programmers, and Tracker.
- d. Coach, Referee, Functional Manager, and Business Analyst.

53. When using a Scrum methodology, when do Retrospectives occur?

- a. At the end of a Sprint review.
- b. At the end of a Daily scrum.
- c. At the end of a Sprint.
- d. At the end of Sprint Planning.

54. There are three core artifacts in Scrum. They are:

- a. Metaphors, Refactoring, and Coding Standards.
- b. Burnup chart, Project backlog, To Do Chart.
- c. Continuous Flow Diagram, WBS, and Epic Stories.
- d. Burndown chart, Sprint backlog, and Product backlog.

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

55. Which of the following statements best describes a good agile contract?
- a. They can easily accommodate change if the customer is willing to pay a late fee.
 - b. They are worded to encourage change as needed and usually require customer participation with the team.
 - c. They are only appropriate for clearly defined items to be created in specific numbers.
 - d. They are worded to favor the agile team, and to provide a bonus to the organization if the team completed the work ahead of schedule.
56. Many of the “little agile” methodologies are productized. Which of the following is a vendor-independent methodology?
- a. ASTD.
 - b. XP.
 - c. RUP.
 - d. DSDM.
57. Which of the following statements about a Burnup Chart is incorrect?
- a. It shows the progress of the team toward completing the work of the project.
 - b. It shows the work done toward the goal of the project as a whole.
 - c. It shows the part of the work that is to be completed in this Iteration.
 - d. It shows the work done toward the project goal on an ascending line.
58. Dealing with escaped defects is an important part of software development. Which of the following statements best describe escaped defects and how you should deal with them?
- a. Escaped defects are features that have escaped elimination from the Product Backlog and now are causing defects in product performance.
 - b. Escaped defects are reported by the Customer since they have escaped detection by all of the software quality processes. They should be treated as ranked backlog items
 - c. Defects that can be released to the Customer are said to have “escaped” the Iteration Backlog and can now bring business value to the organization.
 - d. Defects are items on which a Quantitative Risk Analysis has already occurred, which allows them to escape further scrutiny.

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

59. The difference between a value stream map and a story map is:
- The value stream map is a lean technique to analyze and design material and information flow, while a story map explains the reason the lean technique is being used to the Product Owner.
 - The value stream map is a horizontal representation of the Software or Product Backlog to show the length of time it will take to produce it, while the story map uses end-user personas to show how they will benefit.
 - The value stream map shows the flow of business value, while the story map illustrates how various prototypes might be used by customers.
 - The value stream map is a lean technique to analyze and design materials and information flow, while a story map arranges the story cards in a horizontal way to show the sequence in which the stories are needed by the business.
60. The amount of work you can complete in a week where there are no interruptions, meeting, and other non-project interference is:
- An XP idea called ideal time, or an ideal programming week.
 - An agile idea called Iteration velocity.
 - A Scrum idea called Product Backlog.
 - A DSDM idea called an agile man hour.
61. Which definition correctly expresses the meaning for a website wireframe?
- It is a prototype of a website made of wire to represent the relationship between the browser, computer, and server positions.
 - It is the first page created to show the design work of a website before other elements are created.
 - It is a basic visual guide that shows the architectural structure of a website and the relationship between its pages.
 - It is an automated webpage creator that allows an end-user to create his or her own web page.
62. Planning Poker, a technique to involve the agile team in greater communication and interaction is based on:
- The Fist of Five and FSP.
 - Fibonacci numbers and Wideband Delphi.
 - Team estimation and Parkinson's Law.
 - Kaizen and Kanban.

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

63. A test-driven development process involves:
- Creating automated tests first, then using them to test actual code.
 - Writing code first, then creating automated tests to test it.
 - Creating a minimum marketable feature (MMF) and then testing it before it is released.
 - Creating a Google car and test driving it before it is allowed on the highway.
64. Only people from one project role are allowed to speak at a Daily Stand-up Meeting. That role is:
- The Project Manager or ScrumMaster.
 - The Product Owner or External Customer.
 - The Tracker or Coach.
 - The agile team or Scrum team member.
65. Which answer best describes the relationship between collocated teams and distributed teams?
- Collocated teams share the same project methodology, while distributed teams have multiple methodologies in the same team.
 - Collocated teams are physically in the same workspace, while distributed teams can work in other US or global locations.
 - Collocated teams share identical skill sets, while distributed teams may have a variety of skill sets represented on the team.
 - Collocated teams are in the United States, while distributed teams are in an emerging economy elsewhere in the world.
66. A mutual discussion and arrangement of the terms of a project transaction or agreement is called:
- Validation.
 - Chartering.
 - Negotiation.
 - Agile Modeling.
67. Adaptive leadership is a new form of leadership. The two kinds of problems it recognizes are:
- Technical problems and adaptive problems.
 - Software problems and product problems.
 - Services problems and team problems.
 - Organization problems and adaptive customer problems.

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

68. In software development a risk spike is often used. Which of the following answers best describe it and how why it is important?
- A risk-based spike is a sharp rise in the metric tracking the workflow of the project software, which appears in a form that resembles a railroad spike.
 - A risk-based spike is when the cost to create the product, service, or software exceeds the business value to be gained when the product is released.
 - A risk-based spike is where the negative possibilities for project work are moved to the front of the prioritized backload where the cost is less.
 - A risk-based spike is an XP term used to characterize a timeboxed period in which the team performs a small experiment to give them more insight on a risk.
69. Which of the following is a possible formula to use in Agile EVM?
- $MMF - ROI = PDCA$.
 - $FSP - CSP = ASV$.
 - $EVM - PVM = ASV$.
 - $BCWP - ACWP = ACV$.
70. The lean technique of “pull” employs the use of which of the following agile artifacts?
- Kanban cards or task boards.
 - Kaizan or information radiators.
 - Just-in-time inventory control.
 - Vertical slices.
71. When you have Emotional Intelligence as a leader, which of these behaviors best describe you?
- You can control your emotions so that no one sees you cry, get upset, or come into conflict with team members or other project managers.
 - You can articulate the formal information you know and write it down and share it in corporate documents.
 - You are self-aware and able to identify, assess, and influence your own emotions, those of others, and those of groups.
 - You are self-absorbed and able to lead groups to follow you successfully, no matter the project.

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

72. Which of the statements below best characterize a chartering session in an agile team?
- A chartering session precedes the formation of the agile team and allows them corporate permission to use the resources of the organization to complete the work of the project.
 - A chartering session allows an agile team to develop and display team rules in the team space so that all can read them at will.
 - A chartering space is the location within the organization where the agile team can meet to share ideas and come up with innovative ideas with other teams.
 - A chartering session precedes release planning and allows all parties to understand the why, how, and who of the project. It verbally conveys information similar to that found in a Project Charter.
73. An agile team that wishes to use progressive elaboration to plan the work of their project would do which of these practices?
- Plan the entire project in detail, and then negotiate changes just before doing the work of the project to avoid the risk to the project and shorten the timeline.
 - Plan the entire project in broad strokes, then add more detail just before doing the work to lower the risk to the project and lower the cost of change.
 - Plan only the work to be done in the next two weeks, and then develop MMFs as the customer adds them to the Product Backlog to eliminate the cost of change.
 - Document and elaborate on only the WBS that has been developed by the ScrumMaster in order to transfer the risk to the project and shorten the timeline.
74. Which answer best describes the difference between lead time and cycle time in an IT department?
- Lead time is a modification of a logical start-to-finish relationship that allows an acceleration of the successor activity, while cycle time is the elapsed time of an activity when it can run unmanned around the clock.
 - Lead time is the head start a team gets when they set team rules and work as a standing team before the project is assigned. Cycle time refers to the loss of work product brought about by the need to go through an agile cycle each iteration.
 - The lead time “clock” starts when a request is made and ends when the solution is delivered to the customer; while the cycle time starts when the actual work on the solution begins, and ends when the solution is delivered to the customer.
 - The lead time is the time when the programmers are led by a tradition project manager and the cycle time is when they are led in a more cyclical, agile manner.

PMI-ACP® Practice Exam

Agile Practices for Waterfall Projects by Barbee Davis, J. Ross Publishing, 2012.

75. The best statement to explain the agile methodology is:

- a. Agile is a methodology that first recognized the knowledge worker, the concept of outsourcing, and had respect for the worker as an asset and not a liability.
- b. Agile is a management technique that brings high quality products by evaluating the manager, the team, and the final product. If the team produces a good product, the manager did a good job.
- c. Agile is a technique that is time-based and rests on the team's assessment of the amount of effort required to complete the work, and the complexity and amount of concentration it will take to produce it.
- d. Agile is a technique to bring high quality products, services, or software, to market more quickly, and get business value or revenue from them faster, while protecting and motivating the people on the team.