PMI Agile Certified Practitioner (ACP) Practice Exam (Sample)

Study Guide

Everything you need from our exam experts!

Questions

1. What does swarming aim to achieve in Agile project management?

A. To distribute tasks among different teams

B. To have the team focus collectively on one challenging user story

C. To minimize the number of meetings in a project

D. To allow for parallel processing of multiple stories

2. Relative sizing in project estimation involves what?

A. Assigning exact numeric values to tasks

B. Estimating sizes based on comparisons with other tasks

C. Using historical data for estimation

D. Calculating the total cost of a project

3. What is the purpose of prototyping in project management?

A. To finalize the budget of the project

B. To model and refine project requirements

C. To create a final product for market release

D. To conduct risk assessments

4. Quality in project management refers to what?

A. Adhering to budget constraints

B. Conformance to specifications and requirements

C. Maximizing team productivity

D. Minimizing project duration

5. What does the concept of Servant Leadership emphasize in Agile practices?

A. Leaders issuing commands to the team

B. Leaders collaborating and supporting their team

C. Team members working in isolation

D. Leaders evaluating team performance alone

6. What does value-based prioritization allow the Product Owner or Customer to determine?

- **A. Team dynamics**
- **B. Project costs**
- **C. Functionality implementation order**
- **D. Team role assignments**

7. Who are considered "Stakeholders" in a project?

- **A. Individuals solely responsible for technical delivery**
- **B. Anyone with an interest in the project outcome**
- **C. Only the project managers**
- **D. Team members who are not involved in planning**

8. The process of ensuring customer satisfaction with the final product is known as?

- **A. Validation**
- **B. Testing**
- **C. Review**
- **D. Assessment**

9. In Agile, who typically plays the role of a Coach?

- **A. Team member responsible for testing**
- **B. Individual guiding the team towards Agile practices**
- **C. Member of the customer advisory board**
- **D. Developer focused on coding**

10. What does grooming refer to in Agile methodology?

- **A. Implementing new features in the product**
- **B. Cleaning up the product backlog by removing or estimating items**
- **C. Assigning tasks to team members**
- **D. Setting deadlines for deliverables**

Answers

1. B
2. B
3. B
4. B
5. B
6. C
7. B
8. A
9. B
10. B

Explanations

1. What does swarming aim to achieve in Agile project management?

A. To distribute tasks among different teams

B. To have the team focus collectively on one challenging user story

C. To minimize the number of meetings in a project

D. To allow for parallel processing of multiple stories

Swarming in Agile project management is focused on having the entire team collectively concentrate their efforts on a single challenging user story or task. This approach allows team members to leverage their diverse skills and perspectives, fostering collaboration and creativity to resolve complex issues quickly. When the team converges on one task, they can address blockers, expedite problem-solving, and enhance the quality of the output due to the collaboration of multiple team members with varying expertise. This collective focus encourages communication and faster iteration, ultimately leading to improved efficiency and effectiveness in delivering value. The aim of swarming is to overcome obstacles swiftly by pooling resources and knowledge to achieve a common goal, rather than spreading efforts thinly across multiple tasks or user stories.

2. Relative sizing in project estimation involves what?

A. Assigning exact numeric values to tasks

B. Estimating sizes based on comparisons with other tasks

C. Using historical data for estimation

D. Calculating the total cost of a project

Relative sizing in project estimation focuses on estimating the size of a task based on comparisons with other tasks. This approach allows teams to determine the effort or complexity of tasks in relation to one another instead of assigning specific numeric values. The primary benefit of relative sizing is that it fosters a more manageable and intuitive understanding of how various tasks compare, which can aid in prioritization and resource allocation. Using comparison helps teams avoid the pitfalls of anchoring biases that can occur when trying to estimate tasks with exact numbers. By discussing and agreeing on the size of one task in relation to another, teams can reach a consensus that reflects the collective knowledge and experience of the group. In contrast, assigning exact numeric values focuses on absolute measures rather than relative relationships, which can lead to inaccuracies. While historical data can provide context and insights for estimations, it is not the primary mechanism of relative sizing. Similarly, calculating the total cost of a project is typically a separate process from estimating individual task sizes and does not relate to the comparative nature of relative sizing.

3. What is the purpose of prototyping in project management?

A. To finalize the budget of the project

B. To model and refine project requirements

C. To create a final product for market release

D. To conduct risk assessments

Prototyping serves a crucial role in project management, primarily focused on modeling and refining project requirements. This iterative process allows stakeholders to visualize how a system or product will function before its full-scale implementation. By developing prototypes, teams can gather feedback from users and other stakeholders, which in turn helps to identify potential issues or misalignments with user expectations early in the development process. This feedback loop is essential for defining and refining requirements, ensuring the final product accurately meets stakeholder needs. By testing concepts through prototypes, teams can make informed decisions and adjustments, which can lead to more successful project outcomes. Finalizing the budget is not typically a direct purpose of prototyping; instead, budgeting generally occurs after requirements are gathered. Prototypes are not created as a final product for market release but as tools for discussion and feedback. While some aspects of risk may be assessed during prototyping, the primary objective is to clarify and enhance requirements rather than conduct formal risk assessments.

4. Quality in project management refers to what?

A. Adhering to budget constraints

B. Conformance to specifications and requirements

C. Maximizing team productivity

D. Minimizing project duration

In project management, quality is primarily defined as the degree to which a project fulfills its specified requirements and meets customer expectations. When we consider quality, it involves ensuring that the deliverables produced by the project adhere to the predefined specifications and requirements set out during the planning phase. This encompasses various aspects such as performance, reliability, and customer satisfaction. By focusing on conformance to specifications and requirements, project teams can ensure that the end product is fit for purpose, which is foundational to Agile methodologies emphasizing continuous delivery of valuable results. In Agile, quality is also tied directly to iterative improvements and customer collaboration, ensuring that any produced increments align with stakeholder needs and project goals. Other aspects such as adhering to budget constraints, maximizing team productivity, or minimizing project duration are important but do not directly define quality in the context of project management. They relate to project performance and efficiency rather than the intrinsic quality of the deliverables. Thus, the emphasis on conformance to specifications and requirements reflects the core understanding of quality within project management.

5. What does the concept of Servant Leadership emphasize in Agile practices?

A. Leaders issuing commands to the team

B. Leaders collaborating and supporting their team

C. Team members working in isolation

D. Leaders evaluating team performance alone

The concept of Servant Leadership in Agile practices emphasizes the importance of leaders who prioritize the needs of their team members and actively work to support them. This leadership style shifts the focus from traditional authoritative roles to one where leaders facilitate collaboration, empowerment, and growth among their team members. In an Agile environment, Servant Leaders encourage open communication, foster an atmosphere of trust, and remove obstacles that may hinder the team's progress. They understand that their role is to serve the team rather than to direct it, thereby promoting shared accountability and collective decision-making. This approach aligns with Agile principles, which value individuals and interactions over processes and tools. By embodying the characteristics of Servant Leadership, leaders enhance team dynamics, increase motivation, and enable team members to take ownership of their work, leading to greater innovation and responsiveness to change.

6. What does value-based prioritization allow the Product Owner or Customer to determine?

A. Team dynamics

B. Project costs

C. Functionality implementation order

D. Team role assignments

Value-based prioritization enables the Product Owner or Customer to determine the order in which functionalities should be implemented based on the value they deliver to the stakeholders and the business. This approach emphasizes the importance of delivering the most valuable features first, thereby ensuring that the team focuses on what contributes the most to overall project success and customer satisfaction. By prioritizing functionalities based on their value, the Product Owner can maximize the return on investment and effectively respond to changing stakeholder needs. This becomes particularly important in Agile environments, where customer feedback and adaptability are vital for delivering successful outcomes. While team dynamics, project costs, and team role assignments are relevant considerations in project management, they do not directly relate to how functionalities are prioritized based on their value to the customer or organization. Value-based prioritization specifically addresses the sequence of feature implementation, reflecting its critical role in Agile methodologies.

7. Who are considered "Stakeholders" in a project?

A. Individuals solely responsible for technical delivery

B. Anyone with an interest in the project outcome

C. Only the project managers

D. Team members who are not involved in planning

Stakeholders in a project are defined as anyone who has an interest in the project's outcome. This broad definition encompasses a wide range of individuals and groups, including team members, project sponsors, customers, end-users, suppliers, and other parties who may be affected by the project or can influence its execution. Recognizing all stakeholders is crucial for effective communication and collaboration throughout the project lifecycle, as their input and feedback can significantly impact decisions and the overall success of the project. Understanding that the concept of stakeholders goes beyond just the immediate project team is essential in Agile practices. This inclusivity ensures that varying perspectives and needs are considered, leading to more informed decision-making and increased chances for stakeholder satisfaction with the final product. In contrast, the other options are too narrow, focusing solely on specific roles rather than the broader community involved in or affected by the project.

8. The process of ensuring customer satisfaction with the final product is known as?

A. Validation

B. Testing

C. Review

D. Assessment

The process of ensuring customer satisfaction with the final product is known as validation. Validation involves confirming that the product meets the intended use and fulfills the needs and expectations of the customer. It is a crucial phase in product development, especially in agile methodologies, where customer feedback is integral to the process. This is where the development team works closely with stakeholders to ensure that the delivered product aligns with their requirements and delivers value. In the context of agile, validation often occurs through iterative testing and feedback cycles, allowing teams to make necessary adjustments based on customer input. This continuous feedback loop is key to ensuring that the final product is not only functional but also resonates with the end user's needs and desires. While testing is an important part of quality assurance that focuses on identifying defects and ensuring the product works as intended, it does not explicitly confirm customer satisfaction. Reviews typically involve evaluating the progress or functionality of the product, but they may not focus exclusively on customer satisfaction. Assessment generally refers to a broader evaluation process that may include measuring performance, but it does not specifically denote the final confirmation of customer satisfaction with the completed product. Thus, validation is the most precise term related to ensuring satisfaction with the final outcome.

9. In Agile, who typically plays the role of a Coach?

A. Team member responsible for testing

B. Individual guiding the team towards Agile practices

C. Member of the customer advisory board

D. Developer focused on coding

In Agile methodologies, the role of a Coach is crucial for guiding teams in adopting and practicing Agile principles effectively. The Coach typically helps the team understand Agile practices, frameworks, and values. This role involves not just teaching but also mentoring and facilitating discussions that help the team improve their processes and collaboration. A Coach brings in best practices, encourages continuous improvement, and can often mediate conflicts within the team, fostering an environment of trust and transparency. This guidance is essential for teams that may be new to Agile, as it helps them navigate challenges and transitions from traditional project management approaches. In contrast, the other roles mentioned, such as testing team members, customer advisory board members, and developers focused on coding, have specific responsibilities that do not encompass the holistic viewpoint or mentorship needed to effectively guide a team through the Agile journey. These roles contribute their expertise in their fields, but the Coach's primary focus is on overall team dynamics and ensuring adherence to Agile principles.

10. What does grooming refer to in Agile methodology?

A. Implementing new features in the product

B. Cleaning up the product backlog by removing or estimating items

C. Assigning tasks to team members

D. Setting deadlines for deliverables

In Agile methodology, grooming, often referred to as backlog refinement, is the process of reviewing and updating the product backlog to ensure it remains relevant and actionable. This involves various activities such as removing outdated or irrelevant items, adding new items that reflect changes in project requirements, and estimating items to clarify the effort required for their implementation. The importance of grooming lies in maintaining a prioritized and clear backlog that the development team can work from in future sprints. By ensuring that the backlog is well-organized and that stories or tasks are properly estimated, the team can plan more effectively and mitigate risks that come from uncertainty. The other options do not align with the concept of grooming. While implementing new features is a part of Agile, it is not what grooming refers to. Similarly, assigning tasks to team members is part of the daily standups or sprint planning sessions, and setting deadlines for deliverables may occur in planning but is not a function of grooming the backlog. Therefore, option B accurately captures the essence of what grooming means in Agile methodology.