

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

## Study Guide



**Everything you need from our exam experts!**

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# Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

**Remember:** successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

# How to Use This Guide

**This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:**

## **1. Start with a Diagnostic Review**

**Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.**

## **2. Study in Short, Focused Sessions**

**Break your study time into manageable blocks (e.g. 30 - 45 minutes). Review a handful of questions, reflect on the explanations.**

## **3. Learn from the Explanations**

**After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.**

## **4. Track Your Progress**

**Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.**

## **5. Simulate the Real Exam**

**Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.**

## **6. Repeat and Review**

**Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.**

**There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!**

## Questions

- 1. Which principle emphasizes the importance of customer collaboration?**
  - A. Over extensive documentation**
  - B. Over contract negotiation**
  - C. Over team meetings**
  - D. Over delivery timelines**
- 2. What do WIP limits aim to achieve?**
  - A. Encourage multitasking among team members**
  - B. Maintain focus on completing work and delivering value**
  - C. Increase the amount of work taken on at once**
  - D. Control the overall project budget**
- 3. What does Disaggregation refer to in an Agile project?**
  - A. Creating a new project timeline**
  - B. Breaking down epics or large stories into smaller stories**
  - C. Removing unnecessary documentation**
  - D. Establishing team roles and responsibilities**
- 4. In the context of user stories, what does 'Negotiable' imply?**
  - A. User stories are fixed and unchangeable**
  - B. User stories must be approved by all stakeholders**
  - C. User stories can be altered and refined over time**
  - D. User stories need to be agreed upon before implementation**
- 5. Which principle is a foundational concept in Lean and Agile approaches to continuous improvement?**
  - A. Elimination of waste**
  - B. Maximizing output regardless of input**
  - C. Increasing documentation for transparency**
  - D. Focusing solely on delivering features**

- 6. What does PMBOK stand for?**
- A. Professional Management Book of Knowledge**
  - B. Project Management Body of Knowledge**
  - C. Performance Measurement Base of Knowledge**
  - D. Project Management Basics of Knowledge**
- 7. What characteristic of a project differentiates it from routine operations?**
- A. It is ongoing and repetitive**
  - B. It has a specific start and end date**
  - C. It requires certification and formal training**
  - D. It usually involves larger teams**
- 8. What certification does ACP stand for in the Agile community?**
- A. Agile Certified Practitioner**
  - B. Agile Change Practitioner**
  - C. Advanced Certified Professional**
  - D. Agile Collaborative Partner**
- 9. What role does "empowering the team" play in Lean principles?**
- A. Reducing team interaction for productivity**
  - B. Encouraging autonomy and decision-making within teams**
  - C. Establishing strict hierarchies**
  - D. Focusing on individual performance over teamwork**
- 10. What is incremental delivery in Agile methodology?**
- A. Delivering the entire project at once**
  - B. Functionality should be delivered in small stages**
  - C. Delivering updates only after user feedback**
  - D. Delivering features based on priority**

## **Answers**

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

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## **Explanations**

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## 1. Which principle emphasizes the importance of customer collaboration?

- A. Over extensive documentation
- B. Over contract negotiation**
- C. Over team meetings
- D. Over delivery timelines

The emphasis on customer collaboration is highlighted in the Agile Manifesto, which states that "Customer collaboration over contract negotiation" is one of its core values. This principle recognizes that while contracts are important for defining the terms and conditions of a project, the dynamic and often changing nature of customer needs means that effective collaboration with the customer is crucial for project success. In Agile methodologies, frequent communication with the customer allows teams to better understand their requirements, receive feedback, and make necessary adjustments to the product throughout its development. This ongoing interaction ensures that the final product is not only aligned with the customer's expectations but can also evolve based on their input, leading to increased satisfaction and value. The other options, such as extensive documentation, team meetings, and delivery timelines, do play roles in the Agile environment but do not stress the importance of customer collaboration in the same way. While documentation is necessary for record-keeping, it should not overshadow the need for conversations with customers. Similarly, meetings should facilitate collaboration rather than simply serve as checkpoints. Lastly, while delivery timelines are important, they should not take precedence over understanding and addressing customer needs, which is the primary focus of Agile.

## 2. What do WIP limits aim to achieve?

- A. Encourage multitasking among team members
- B. Maintain focus on completing work and delivering value**
- C. Increase the amount of work taken on at once
- D. Control the overall project budget

WIP (Work In Progress) limits are an essential component of agile methodologies, specifically in Kanban practices, aimed at enhancing flow and efficiency within teams. By setting a maximum limit on the amount of work that can be in progress at any given time, WIP limits help teams focus on completing their current tasks before taking on new ones. This focused approach not only allows team members to dedicate their attention to finishing tasks, but also helps to identify bottlenecks in the workflow. When team members prioritize completing existing tasks rather than starting new ones, they can enhance overall productivity and ensure that value is delivered consistently. By promoting the completion of work rather than the initiation of new tasks, WIP limits ultimately encourage a smoother workflow, reduce cycle times, and increase the likelihood of delivering high-quality work. This practice fosters an environment where the team is collaboratively working towards clear objectives, enhancing their ability to deliver value continually. The other options do not align with the fundamental purpose of WIP limits. Encouraging multitasking can lead to inefficiencies and distractions, while increasing the amount of work taken on at once contradicts the purpose of limiting WIP. Controlling the overall project budget is outside the scope of WIP limits, which are more about managing the workflow.

### 3. What does Disaggregation refer to in an Agile project?

- A. Creating a new project timeline
- B. Breaking down epics or large stories into smaller stories**
- C. Removing unnecessary documentation
- D. Establishing team roles and responsibilities

Disaggregation in an Agile project refers to the process of breaking down large, complex elements, such as epics or large user stories, into smaller, more manageable stories. This practice is crucial in Agile methodologies as it helps teams to better understand, estimate, and implement the various components of the project. Smaller stories allow for more frequent delivery, easier prioritization, and enhanced flexibility in adapting to changes or feedback. By disaggregating large stories, teams can ensure that work is incrementally delivered, which aligns with Agile principles emphasizing iterative progress and continuous improvement. This process also facilitates clearer understanding among team members regarding what needs to be done, thereby reducing ambiguity and increasing engagement. The other choices do not align with the core concept of disaggregation. Creating a new project timeline revolves around scheduling rather than decomposing tasks. Removing unnecessary documentation is focused on streamlining processes, which does not involve breaking down stories. Establishing team roles and responsibilities pertains to team dynamics and structure, rather than the disaggregation of work items.

### 4. In the context of user stories, what does 'Negotiable' imply?

- A. User stories are fixed and unchangeable
- B. User stories must be approved by all stakeholders
- C. User stories can be altered and refined over time**
- D. User stories need to be agreed upon before implementation

In the context of user stories, 'Negotiable' implies that these stories are not set in stone and can evolve as the project progresses. This characteristic is crucial for enabling flexibility within Agile methodologies. It acknowledges that user stories are a means to capture requirements but are not definitive contracts. As understanding of the project deepens through discussions and collaboration among team members and stakeholders, user stories can be adjusted, refined, or even rewritten based on feedback or changes in project context. The ability to alter user stories aligns with the Agile principle of responding to change over following a fixed plan, fostering an environment where continuous improvement and adaptation are prioritized. Thus, user stories are meant to facilitate a dialogue, allowing stakeholders to revisit and negotiate aspects of functionality, priority, and scope based on evolving needs and insights gained during the project lifecycle.

**5. Which principle is a foundational concept in Lean and Agile approaches to continuous improvement?**

- A. Elimination of waste**
- B. Maximizing output regardless of input**
- C. Increasing documentation for transparency**
- D. Focusing solely on delivering features**

The elimination of waste is a foundational concept in Lean and Agile methodologies, as it directly supports the principles of continuous improvement. In these approaches, waste refers to any activity or resource that does not add value to the product or service being delivered. By identifying and minimizing waste, teams can streamline their processes, reduce costs, and improve efficiency, ultimately leading to a more effective workflow and enhanced value delivery. Continuous improvement, also known as "Kaizen" in Lean philosophy, emphasizes the importance of ongoing enhancements in processes, products, and services. This principle encourages teams to continuously evaluate and refine their operations, fostering a culture of learning and adaptation. Focusing on waste reduction aligns with this goal, as it not only improves current practices but also creates a foundation for future innovations and improvements. The other options do not align with the core principles of Lean and Agile. Maximizing output regardless of input could lead to overproduction and inefficiencies, which contradicts the objective of waste elimination. Increasing documentation for transparency, while important in certain contexts, is not a core principle in Lean or Agile, where the focus tends to be on delivering value rather than excessive documentation. Lastly, focusing solely on delivering features does not encompass the broader scope of continuous improvement, which includes enhancing processes.

**6. What does PMBOK stand for?**

- A. Professional Management Book of Knowledge**
- B. Project Management Body of Knowledge**
- C. Performance Measurement Base of Knowledge**
- D. Project Management Basics of Knowledge**

PMBOK stands for Project Management Body of Knowledge. This acronym represents a comprehensive set of guidelines, best practices, and standards for project management. It is developed by the Project Management Institute (PMI) and serves as a foundational resource for project managers, outlining the essential elements involved in managing projects effectively. The PMBOK Guide extensively covers various domains in project management, including scope, time, cost, quality, human resources, communication, risk, procurement, and stakeholder management. By providing a structured approach to project management, the PMBOK helps professionals understand the various processes, inputs, tools, techniques, and outputs that are involved in executing successful projects. The other options, while they incorporate similar terminology, do not accurately represent the established definition of PMBOK. The incorrect choices include variations that either misname the components of project management (such as using "Professional Management" or "Performance Measurement") or overly simplify the breadth of knowledge encompassed within the PMBOK. Understanding PMBOK as the Project Management Body of Knowledge is essential for effective project management practices and preparing for certifications, as it offers a solid framework for both theoretical understanding and practical application in real-world projects.

**7. What characteristic of a project differentiates it from routine operations?**

- A. It is ongoing and repetitive**
- B. It has a specific start and end date**
- C. It requires certification and formal training**
- D. It usually involves larger teams**

A key characteristic that differentiates a project from routine operations is that it has a specific start and end date. Projects are temporary endeavors undertaken to create a unique product, service, or result, which signifies that they are not ongoing or repetitive. This time-bound nature is crucial in defining a project, as it establishes clear objectives, milestones, and deliverables that need to be achieved within that timeframe. Routine operations, on the other hand, are continuous and repetitive, focusing on maintaining the day-to-day business functions. While a project may involve various team sizes and levels of certification, the defining element is its temporary nature—commencing with initiation and concluding with delivery, thereby marking a clear transition from project work to ongoing operational tasks.

**8. What certification does ACP stand for in the Agile community?**

- A. Agile Certified Practitioner**
- B. Agile Change Practitioner**
- C. Advanced Certified Professional**
- D. Agile Collaborative Partner**

In the Agile community, ACP stands for Agile Certified Practitioner. This certification is awarded by the Project Management Institute (PMI) and is designed to recognize an individual's ability to understand and apply agile principles and practices. The Agile Certified Practitioner certification provides practitioners with a comprehensive understanding of various agile methodologies, including Scrum, Kanban, Lean, and extreme programming (XP). It equips them with the skills necessary to effectively lead and manage agile projects and teams. This certification is highly respected within the industry and indicates that a practitioner is knowledgeable in agile project management, has practical experience in agile principles, and is committed to continuous learning in this rapidly evolving field. The other options do not accurately reflect what ACP stands for in this context. There is no recognized certification known as Agile Change Practitioner, Advanced Certified Professional, or Agile Collaborative Partner within the PMI or broader Agile community. Therefore, the correct identification of ACP as Agile Certified Practitioner establishes its relevance and importance to those pursuing a career in agile methodologies.

**9. What role does "empowering the team" play in Lean principles?**

- A. Reducing team interaction for productivity**
- B. Encouraging autonomy and decision-making within teams**
- C. Establishing strict hierarchies**
- D. Focusing on individual performance over teamwork**

Empowering the team is a fundamental aspect of Lean principles, as it encourages autonomy and decision-making within teams. Lean emphasizes the importance of collaboration, respect for people, and continuous improvement, all of which are supported by empowering team members. When a team is empowered, individuals take ownership of their work, contribute to problem-solving, and feel motivated to improve processes and outcomes. This autonomy allows teams to respond quickly to changes and challenges without waiting for approval from higher management, which aligns well with Lean's focus on reducing waste and maximizing value delivery. By fostering an environment where team members feel valued and capable of making decisions, a Lean organization can significantly enhance its efficiency, creativity, and overall effectiveness in meeting customer needs. This approach ultimately leads to higher team performance and satisfaction.

**10. What is incremental delivery in Agile methodology?**

- A. Delivering the entire project at once**
- B. Functionality should be delivered in small stages**
- C. Delivering updates only after user feedback**
- D. Delivering features based on priority**

Incremental delivery in Agile methodology involves providing functionality in small, manageable stages rather than waiting until the entire project is complete. This approach allows teams to develop and deploy parts of the product incrementally, enabling users to see and use the product as it evolves. By delivering features in stages, teams can gather feedback on specific increments, adapt to changes more swiftly, and prioritize the development of the most critical components based on actual user feedback. This method aligns well with Agile principles as it encourages continuous improvement and adjustment throughout the development process. Users can interact with earlier versions of the product, allowing teams to validate assumptions and make necessary adjustments before proceeding to later stages, which fosters collaboration and enhances the overall quality of the final product. The other options do not accurately depict the concept of incremental delivery. Delivering the entire project at once contradicts the core tenets of Agile, which emphasize adaptability and responsiveness. Updates based solely on user feedback focus more on the iterative process rather than the incremental stages of delivery. Lastly, delivering features based on priority relates more to backlog management than to the concept of incrementally delivering functionality.

## Next Steps

**Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.**

**As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.**

**If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at [hello@examzify.com](mailto:hello@examzify.com).**

**Or visit your dedicated course page for more study tools and resources:**

**<https://pmiacp.examzify.com>**

**We wish you the very best on your exam journey. You've got this!**