



PMI-ACP Mock Exam

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Question 1

Question Type: MultipleChoice

A senior executive contacted an agile lead about starting an agile project to solve a problem for the human resources (HR) department of a company. The project idea is not clear and no backlog has been developed.

How should the agile lead start the project?

Options:

- A- More work is needed to refine the idea and there is no backlog to start working on, so there is no way to help the manager.
- B- Identify the persona that needs help and conduct a workshop applying the empathy map technique about that persona.
- C- Review how similar problems have been resolved in other companies and see if a solution is available on the market.
- D- Start working on a list of user stories to create a backlog and suggest a product owner be assigned to the project.

Answer:

B

Question 2

Question Type: MultipleChoice

An agile team and a traditional development team are working together on a project. Each team exceeds expectations regarding deliverables; however, issues arise when the deliverables are integrated. What should the agile practitioner do?

Options:

- A- Foster stronger communication by hosting cross-organizational meetings between the two teams.
- B- Suggest merging the teams to avoid misunderstandings.
- C- Create stories from full technical specifications to avoid ambiguity.
- D- Co-locate the teams to encourage osmotic communication.

Answer:

D

Question 3

Question Type: MultipleChoice

How should an agile project leader interact with the product owner?

Options:

- A- Conduct regular one-on-one meetings to review development features and trace them back to the product roadmap.
- B- Ensure that they attend regular sprint meetings to provide product-feature feedback
- C- Share any new versions of the project plan with them including updated statuses for tasks and project milestones
- D- Schedule meetings where they can provide team direction regarding new-feature priorities and upcoming sprints

Answer:

B

Question 4

Question Type: MultipleChoice

Senior management is frustrated at the lack of a detailed implementation plan that shows exactly when the project will end and when all requirements will be met. The team has been using a rolling wave planning approach so far on the project.

How should the agile practitioner explain to senior management the benefits of this approach?

Options:

- A- It ensures a consistent level of detail is available in the project schedule
- B- It prevents a wasteful buildup of requirements inventory that may never be processed
- C- It provides a concrete definition of project scope, cost and duration
- D- It allows the team to lock down the stories to be included in a release

Answer:

A

Question 5

Question Type: MultipleChoice

During the implementation of a story, a scrum team notifies the scrum master of a technical challenge that is causing a delay. What should the scrum master advise the team to do?

Options:

- A- Implement the story since the team is running behind schedule.
- B- Create a spike to finalize the story's technical approach.
- C- Transfer the story to a scrum team experienced in solving similar problems.
- D- Ask the product owner to reduce the story's priority and wait until more technical details are available.

Answer:

B

Question 6

Question Type: MultipleChoice

During a project meeting, a team is faced with a difficult decision. After discussion and deliberation, the project leader makes the final decision and ends the discussion. This causes a team member to withdraw from future collaboration.

How could the project leader have avoided this?

Options:

- A- Led by example by encouraging the team to engage in consensus-driven decision making
- B- Iterated the need for agile teams to make quick decisions, then followed up with that team member
- C- Empowered a team member to facilitate decision making then made a final decision on behalf of the team
- D- Refrained from participating in the team's decision-making process, except to document and

communicate results

Answer:

A

Question 7

Question Type: MultipleChoice

A member of a cross-functional project team is not able to attend regular status meetings and provide progress updates, which is impacting the productivity of the entire team. What should the product owner do to improve productivity?

Options:

- A- Discuss the issue to reduce the backlog based on decreased productivity of the team.
- B- Collect updates from each team member before the meeting and share them with all members.
- C- Ask the team member to update daily progress on the information radiators.
- D- Change the team velocity to show positive progress in shared information radiators.

Answer:

C

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