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1. Adam is evaluating which stock would yield the best return over a 5-year period. He has gathered the estimated future values of the stocks as shown below. Which stock should he invest in to achieve the greatest return? Stock Present Value (PV) (\$) Future Value (FV) in 5 years (\$) Alpha 5000 8000 Beta 4000 9000 Gamma 6000 10500

- A. Adam should convert these values to present value to decide.
- B. Adam should invest in the stock with the highest PV.
- C. Adam should divide the FV by PV to choose the stock with lowest ratio.
- D. Adam should invest in Gamma, as it provides the highest future value compared to its present value.

2. Which of the following is not a recognized Agile feedback session?

- A. Team retrospective
- B. Pair programming
- C. Sprint retrospective
- D. Feedback review

3. An agile team is preparing for the upcoming sprint and needs to integrate potential risk responses alongside user stories and ongoing tasks in their planning. This integrated list helps prioritize tasks to deliver maximum customer value. What is this list called?

- A. risk-adjusted backlog
- B. product backlog
- C. sprint backlog
- D. release backlog

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4. In the context of prioritizing product features using the Kano Model, which of the following categories describes features that are expected and could lead to dissatisfaction if missing?

- A. Performance Needs
- B. Excitement Needs
- C. Latent Needs
- D. Basic Needs

5. A software development team was creating a new mobile application. They decided to release the complete app after developing all its features in one go. However, on launch day, the app crashed due to unforeseen integration issues, leading to user dissatisfaction and negative reviews. Identify what most likely went wrong in their approach.

- A. A complete module waiting strategy should have been used to ensure all features were ready together.
- B. The app should have gone through extensive beta testing with a select user base only.
- C. The team did not implement incremental delivery, leading to integration issues.
- D. Testing should have been performed only on the final version in the real user environment.

6. In an agile project, which communication issue is most likely to create a mismatch between what a development team delivers and what the customer expects?

- A. Misinterpreting customer requirements leading to incorrect deliverables
- B. Failing to hold daily stand-up meetings
- C. Lack of team collaboration during sprint retrospectives
- D. Inefficient use of burndown charts

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7. During a strategic planning meeting, executives are deciding which company to acquire to maximize market share. Four companies are being evaluated based on their Net Present Values (NPVs). Which company should be selected for acquisition to ensure the highest value addition? Company Net Present Value (NPV) Company X \$5\text{ million} Company Y \$3\text{ million} Company Z \$2\text{ million} Company W \$-1\text{ million}

- A. Company W
- B. Company X
- C. Company Y
- D. Company Z



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8. A stakeholder enters the Agile team's workspace to check on the current sprint's status. How should the team member address the stakeholder's inquiry?

- A. Direct the stakeholder to the Scrum board where sprint progress is visually displayed
- B. Schedule a one-on-one meeting to discuss the sprint details
- C. Refer the stakeholder to the Product Owner for a detailed progress update
- D. Offer to prepare a detailed report for the stakeholder by the end of the week

9. Which of the following is an activity typically used for generating insights during a team retrospective?

- A. Fishbone analysis
- B. Brainstorming
- C. 5 Whys
- D. Check-in

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10. During a kickoff meeting for a new mobile application project, the Product Owner presented their goals and expectations for the application. What should be the next step for the Product Owner in an Agile project?

- A. Continuously check in to ensure the team is following her exact vision
- B. Set up a daily meeting to report team progress directly
- C. Allow the team to self-organize and begin work on the project goals
- D. Define detailed task assignments for each team member

11. In the middle of a sprint, the Scrum Master plans to demonstrate the team's progress efficiency to the team itself. What tool could be used to effectively illustrate this?

- A. Product vision board
- B. Burndown chart
- C. Gantt chart
- D. Mind map



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12. During a virtual team meeting with international participants, various factors might disrupt communication. Which of the following is considered noise in this communication model? Scenario Disruption Type Details Software updates during presentation Technical Accents and jargon during discussion Semantic Power outage during meeting Environmental Missing documents in shared drive Organizational

- A. Software updates during presentation
- B. Power outage during meeting
- C. Missing documents in shared drive
- D. Accents and jargon during discussion

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13. During a retrospective meeting, the team reviews recent project deadlines that were missed. Ken, a team member, has consistently missed his deadlines, but no one has addressed this issue directly with him. The Scrum Master suspects there might be a team dysfunction at play. What major team dysfunction does this scenario illustrate?

- A. Inattention to results
- B. Fear of conflict
- C. Absence of trust
- D. Avoidance of accountability

14. During a project retrospective, which of the following comments from team members illustrates Level 2: Disagreement, according to Speed B. Leas' conflict escalation levels? Team Member Comment Timeliness of Sprint Result Alice I feel like my suggestion wasn't taken seriously but it could improve the process. On track Improvement still needed Bob He continuously disregards ideas from the rest of the team. Delayed Underestimated scope led to delays Charlie It's evident that the scope increases are impacting our delivery. Delayed Some tasks incomplete Diana I see your perspective, but I think a different approach could work. On track Considered all input carefully

- A. Charlie: It's evident that the scope increases are impacting our delivery.
- B. Diana: I see your perspective, but I think a different approach could work.
- C. Alice: I feel like my suggestion wasn't taken seriously but it could improve the process.
- D. Bob: He continuously disregards ideas from the rest of the team.



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15. Your company has recently adopted a hybrid work model, where some team members work remotely while others are on-site. To ensure seamless collaboration, the company provides multiple digital tools for communication and project management. What is a characteristic of this Agile team?

- A. Osmotic communication
- B. Virtual co-location
- C. Co-location
- D. Adaptive leadership

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16. Which of the following is least likely to enhance communication during Agile sprint planning sessions?

- A. Product vision statement
- B. Daily stand-ups
- C. Story mapping
- D. Retrospectives

17. Which of the following items is least likely to enhance team collaboration during agile ceremonies?

- A. Open discussion areas
- B. Shared screens for demos
- C. Engagement tools such as digital boards
- D. Private meeting rooms

18. Team members gather during their retrospective to plan the activities needed to achieve their personal skill development goals. What is the name of this exercise during the 'plan how to improve' step?

- A. SMART goals
- B. Reflection circle
- C. Skill development planning game
- D. Short subjects

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19. During a retrospective meeting, the facilitator discusses competencies that contribute to an agile practitioner's effectiveness. Which of the following is not a recognized competency of emotional intelligence that impacts an agile environment?

- A. Social awareness
- B. Personal skills
- C. Self-awareness
- D. Self-management

20. During the weekly agile review meeting, the scrum master notices that one of the developers is unusually quiet and seems tense. Which of the following actions demonstrates global listening in this scenario?

- A. Observing the developer's body language and emotional state to understand potential concerns
- B. Concentrating on the words of the developer only
- C. Reflecting internally on how the developer's comments impact personal opinions
- D. Attempting to resolve the developer's issues without further input

21. During a mock customer meeting, a Product Owner (PO) is challenged to reprioritize features in the backlog to align closely with dynamic customer needs. The PO successfully adapts by reprioritizing based on strategic insights gathered from previous sprints instead of following a pre-established plan. Which stage of the Dreyfus model of adult skill acquisition is the PO demonstrating?

- A. Novice
- B. Competent
- C. Expert
- D. Proficient

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22. An Agile team is facilitating a project priorities meeting. The team leader uses a diagram with quadrants titled Urgent & Important, Urgent & Not Important, Not Urgent & Important, and Not Urgent & Not Important to classify project backlog items. What is the name of this activity?

- A. Retrospective planning game
- B. Circle of questions
- C. Short subjects
- D. SMART goals



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23. A newly formed Agile marketing team has completed its first campaign sprint. The team members, including the Agile Coach and Campaign Manager, have no prior Agile experience. They are uncertain about conducting their first sprint review and decide to skip it to focus on creating additional content for their promotional calendar. What is this an example of?

- A. Continuous improvement
- B. Process tailoring
- C. Kaizen
- D. Kanban

24. An Agile coach is planning an workshop to align the team with new Agile methodologies and approaches. How should they facilitate the workshop to ensure effective learning and adaptation?

- A. The Agile coach should engage the team in interactive sessions, encouraging practical application and feedback.
- B. The Agile coach should lecture the team on theoretical concepts with minimal interactive sessions.
- C. The Agile coach should provide reading materials for self-study, emphasizing individual learning.
- D. The Agile coach should focus on testing knowledge through quizzes rather than collaborating on practical exercises.

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25. An Agile team has just finished a retrospective meeting to discuss the recent sprint's successes and challenges. During the meeting, the Product Owner begins discussing details of ongoing user stories for the next sprint. What observation can be made about this scenario?

- A. The retrospective is the right time to plan upcoming sprints in detail.
- B. Retrospective meetings should focus on sprint reflection and improvements, not on discussing user stories for the next sprint.
- C. The Product Owner should lead the discussion in any Agile meeting.
- D. It's beneficial to combine meeting agendas to save time.

26. Which of the following activities occurs during a sprint review meeting?

- A. Prioritize backlog
- B. Estimate tasks for next sprint
- C. Demonstrate completed work
- D. Write acceptance tests for tasks



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27. During the retrospective meeting of a completed project, various stakeholder groups evaluate the deliverables based on pre-defined success criteria. Referring to the 3Cs of user stories, which aspect is depicted when stakeholders confirm the deliverables met the criteria? Stakeholder Group Agreed-Upon Criteria Validation Outcome Development Team Code Quality Pass Quality Assurance Performance Testing Fail Product Owners User Acceptance Testing Pass End Users User Experience Pass

- A. Confirmation
- B. Conversation
- C. Card
- D. Consistency

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28. During a Sprint Planning Meeting, a team has the following tasks and corresponding story points. If the team can only work on tasks totaling 10 story points, which combination of tasks should they prioritize to maximize their sprint capacity? Task Story Points Task A 3 Task B 5 Task C 2 Task D 8

- A. Task C, Task B
- B. Task A, Task C, Task B
- C. Task B, Task D
- D. Task C, Task D

29. During a Scrum sprint review meeting, which of the following visual tools would most effectively improve the presentation of team progress and facilitate stakeholder engagement?

- A. Present a project Gantt chart
- B. Display team photos on a slideshow
- C. Show a bar chart of team lunch hours
- D. Show a sprint task board

30. Which is not a characteristic of the Scrum framework?

- A. Daily Stand-ups
- B. Roles of Scrum Master and Product Owner
- C. Iterative Tailoring
- D. Time-boxed Sprints



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Answer Key & Explanations

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1. D — Adam should invest in Gamma, as it provides the highest future value compared to its present value.

To determine which stock provides the best return, Adam should examine the future values of the stocks, not just their present values. Among the options, Stock Gamma has both a considerable future value in 5 years (\$10500) and demonstrates the biggest increase from its present value (\$6000). The calculation: $\text{Return}_{\text{Gamma}} = 10500 - 6000 = 4500$. This is the highest absolute return among the given stocks.

2. B — Pair programming

Answer: Pair programming Feedback sessions in Agile include activities like sprint retrospectives, feedback reviews, and team retrospectives that focus on gathering insights for continuous improvement and team communication. Pair programming is an Agile development practice but not a feedback session. Agile feedback sessions aim to enhance team performance by assessing completed work and processes.

3. A — risk-adjusted backlog

A risk-adjusted backlog includes not only the regular product backlog items like user stories and tasks but also risk responses. This ensures that the team is constantly aware of and dealing with risks along with regular items, providing a holistic prioritization based on value.

4. D — Basic Needs

Answer: Basic Needs. In the Kano Model, Basic Needs are the fundamental requirements that customers expect. If these needs are not met, it leads to dissatisfaction.

5. C — The team did not implement incremental delivery, leading to integration issues.

Answer: The team did not implement incremental delivery, leading to integration issues. Incremental delivery allows teams to deliver smaller segments of functionality early and often, enabling ongoing feedback and reducing the risk of large-scale integration issues. The team should have used iterative releases to detect and fix integration issues progressively.

6. A — Misinterpreting customer requirements leading to incorrect deliverables

Misinterpreting customer requirements can create a gap between what the customer expects and what the team delivers, leading to the need for rework. This is similar to the concept of the 'Gulf of Evaluation' in agile projects, where improper understanding of requirements results in deliverables that do not meet customer expectations. Daily stand-up meetings, team collaboration during retrospectives, and effective use of burndown charts are vital for efficient team operations and progress tracking but are secondary to ensuring accurate interpretation of customer needs.

7. B — Company X

The Net Present Value (NPV) is a calculation that assesses the profitability of an investment. Higher NPV values indicate better profitability. Therefore, Company X, with an NPV of \$5 million, provides the highest value addition.



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8. A — Direct the stakeholder to the Scrum board where sprint progress is visually displayed

Agile methodologies emphasize transparency and the use of visual tools such as Scrum boards or Kanban boards. These information radiators enable stakeholders to get an immediate understanding of the project's current status. Directing the stakeholder to the Scrum board maintains transparency and allows for real-time progress checking, fostering trust and efficient communication without the need for detailed meetings or reports.

9. C — 5 Whys

The activity '5 Whys' is typically used during the 'Generate insights' stage of an Agile retrospective. It helps teams dig deeper into root causes of issues faced during the iteration. 'Check-in' is usually done at the start to set the stage; 'Fishbone analysis' and 'Brainstorming' are also insight-generating tools used in this phase.

10. C — Allow the team to self-organize and begin work on the project goals

Answer: Allow the team to self-organize and begin work on the project goals In Agile, the role of a Product Owner involves setting a clear vision and goals for the product. After articulating these, the Product Owner should trust the team to self-organize and determine the best way to achieve those goals. Micromanaging or imposing rigid structures can hinder the team's performance and autonomy.

11. B — Burndown chart

The correct answer is the Burndown chart. A Burndown chart is most effective to demonstrate work remaining against time, thereby facilitating team progress assessment during a sprint. A Gantt chart is more traditional and not typically used in Agile frameworks. Mind maps are for brainstorming ideas rather than displaying progress. A Product vision board focuses on the high-level view and goals of the product, rather than sprint efficiency.

12. D — Accents and jargon during discussion

Accents and jargon are considered semantic noise because they affect understanding by introducing misinterpretations. They are not related to technical, environmental, or organizational factors, which involve more tangible disruptions or processes.

13. D — Avoidance of accountability

Answer: Avoidance of accountability Patrick Lencioni, author of The Five Dysfunctions of a Team, lists the following as major dysfunctions that diminish team performance: - Absence of trust: Unwillingness to be open and transparent to the group - Fear of conflict: Team prefers to fake harmony over argument and debate - Lack of commitment: Team members have not bought into the team's decisions - Avoidance of accountability: Team members do not call out inappropriate behavior or low standards from other teammates - Inattention to results: Personal needs take precedence over the team's success In this scenario, the team's reluctance to address Ken's ongoing issue illustrates avoidance of accountability within the team.

14. C — Alice: I feel like my suggestion wasn't taken seriously but it could improve the process.

The comment from Alice demonstrates Level 2: Disagreement as it reflects a sense of self-protection or guardedness about her idea's merit. This aligns with the characteristics of Level 2, where the conflict hasn't escalated to interpersonal or contest levels, and there's still a constructive disagreement present.

15. B — Virtual co-location

This team exemplifies virtual co-location, using digital tools to enable a mixed on-site and remote team to work together as if they were all in a single location. Virtual co-location bridges the gap between remote and physical office environments through technology.



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16. A — Product vision statement

Answer: Product vision statement. While a product vision statement helps clarify the overall goals of the project, it does not directly facilitate communication during sprint planning. Daily stand-ups, story mapping, and retrospectives are more directly involved in enhancing team communication during such sessions.

17. D — Private meeting rooms

Answer: Private meeting rooms Private meeting rooms, much like cubicle walls, tend to create barriers and reduce direct team interactions during agile ceremonies, which are meant to be collaborative and inclusive. Open discussion areas, shared screens, and engagement tools facilitate communication and collaboration.

18. C — Skill development planning game

During retrospectives focused on personal improvement, the team can use the 'skill development planning game' to structure activities around achieving individual goals in the upcoming period. This exercise mirrors the 'retrospective planning game' but is tailored for personal development.

19. B — Personal skills

Answer: Personal skills Emotional intelligence competencies relevant to an agile environment include self-awareness, self-management, social skills, and social awareness. "Personal skills" is not part of these emotional intelligence quadrants.

20. A — Observing the developer's body language and emotional state to understand potential concerns

Answer: Observing the developer's body language and emotional state to understand potential concerns In the context of a scrum master's role in agile review meetings, global listening involves recognizing and interpreting non-verbal cues, such as body language and emotional states. This helps the scrum master address underlying issues that might not be explicitly stated.

21. D — Proficient

Answer: Proficient The Dreyfus model of adult skill acquisition describes five stages to show how adults progress through learning to acquire a new skill: 1. Novice: Follows existing rules. 2. Advanced beginner: Begins to understand the context of rules. 3. Competent: Starts judging optimal rules for each situation. 4. Proficient: Builds strategy beyond rules, emotionally involved in tasks. 5. Expert: Intuitive and flexible approach with on-the-spot alternatives. In this scenario, the Product Owner is at the Proficient stage since they are strategically adapting based on customer feedback beyond immediate guidelines.

22. C — Short subjects

The team is using a prioritization technique similar to 'Short subjects,' which helps categorize backlog items based on urgency and importance for better workflow management. This method allows team members to visualize and organize tasks efficiently, thus facilitating a productive meeting.

23. B — Process tailoring

Answer: Process tailoring Process tailoring involves adapting or changing Agile practices to suit the team's immediate needs or preferences. In this situation, the Agile marketing team skips the sprint review, a key ceremony, under the mistaken belief that other tasks are more pressing. It is advisable for new Agile teams to initially adhere closely to standard practices until they are well-versed enough to make informed adaptations. Kaizen is a methodology that focuses on continuous, incremental improvement. Kanban is a framework for visualizing the flow of work and identifying bottlenecks. Continuous improvement refers to routinely evaluating processes to enhance productivity and efficiency.



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24. A — The Agile coach should engage the team in interactive sessions, encouraging practical application and feedback.

To ensure effective learning and adaptation, the Agile coach should engage the team in practical, interactive sessions that encourage discussion, collaboration, and feedback. This approach aligns with Agile values of collaboration and iterative improvement, ensuring that the team can effectively integrate new methodologies into their processes.

25. B — Retrospective meetings should focus on sprint reflection and improvements, not on discussing user stories for the next sprint.

Answer: Retrospective meetings should focus on sprint reflection and improvements. A retrospective is specifically for the team to reflect on the past sprint, focusing on what went well and what could be improved. User stories for the next sprint should be discussed during sprint planning meetings, not retrospectives. Thus, sticking to the agenda of each specific meeting is crucial for efficiency and clarity.

26. C — Demonstrate completed work

Answer: Demonstrate completed work During a sprint review meeting, the Agile team demonstrates the work completed during the sprint to stakeholders and discusses what can be improved. Writing acceptance tests, prioritizing backlogs, and estimating tasks are typically done during sprint planning or backlog refinement sessions.

27. A — Confirmation

Answer: Confirmation. In this scenario, various stakeholder groups review the project deliverables against agreed-upon criteria, which resembles the confirmation stage in user stories. The confirmation element involves validating that deliverables meet the criteria for success or 'definition of done' in user stories.

28. D — Task C, Task D

The tasks should be selected based on their story points to fit within the team's capacity. Task C and Task D together total 10, which is the maximum number for prioritizing tasks without exceeding the team's capacity of 10 story points.

29. D — Show a sprint task board

Answer: Show a sprint task board. In Scrum, a sprint task board helps visualize completed and pending tasks, thereby improving collaboration and engagement during meetings, much like a Kanban board does for workflow.

30. C — Iterative Tailoring

Answer: Iterative Tailoring Iterative Tailoring is not a characteristic of the Scrum framework. Scrum prioritizes fixed-length, time-boxed sprints along with defined roles such as Scrum Master and Product Owner. Daily Stand-ups are standard practice in Scrum to maintain team communication.



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