Exam Questions

These practice exam questions will help you review the material in this chapter. You should still try answering them even if you're not using this book to prepare for the PMI-ACP certification. It's a great way to figure out what you do and don't know, which helps get the material into your brain more quickly.

1. You're a project manager on a team building network firmware for embedded systems. You've called a meeting to give a demo of the latest version of code the team has been working on for a control panel interface to a very technical group of business users and customers. This is the fifth time that you've called a meeting to do a demo like this. And for the fifth time, the users and customers asked for specific changes. The team will now go back and work on a sixth version, and you'll repeat the process again.

Which of the following BEST describes this situation?

- A. The team does not understand the requirements
- B. The users and customers don't know what they want
- C. The project needs better change control and requirements management practices
- D. The team is delivering value early and continuously

2. Which of the following is NOT a Scrum role?

- A. Scrum Master
- B. Team Member
- C. Project Manager
- D. Product Owner

3. Joaquin is a developer, and his software team is in the process of adopting agile. One of the project's users wrote a brief specification that describes exactly what she wants for a new feature, and Joaquin's manager assigned him to work on that feature. What should Joaquin do next?

- A. Demand a meeting with the user, because agile teams recognize that face-to-face conversation is the most efficient and effective method of conveying information
- B. Read the specification
- C. Ignore the specification, because agile teams value customer collaboration over comprehensive documentation
- D. Start writing code immediately, because the team's highest priority is to satisfy the customer through early delivery of valuable software

4. Which of the following is TRUE about working software?

- A. It does what the users need it to do
- B. It meets the requirements in its specification
- C. Both A and B
- D. Neither A nor B

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5. Which of the following statements BEST describes the Agile Manifesto?

    A.   It outlines the most effective way to build software

    B.   It contains practices that many agile teams use

    C.   It contains values that establish an agile mindset

    D.   It defines rules for building software

6. Scrum projects are divided into:

    A.   Phases

    B.   Sprints

    C.   Milestones

    D.   Rolling wave planning

7. You are a developer at a social media company working on a project to build a new feature to create a private site for a corporate client. You need to work with your company's network engineers to determine a hosting strategy, and come up with a set of services and tools that the engineers will use to manage the site. The network engineers want to host all of the services internally on your network, but you and your teammates disagree and feel that the services should be hosted on the client's network. Work on the project has come to a halt while everyone tries to come to an agreement. Which agile value BEST applies to this situation?

    A.   Individuals and interactions over processes and tools

    B.   Working software over comprehensive documentation

    C.   Customer collaboration over contract negotiation

    D.   Responding to change over following a plan

8. Donald is a project manager on a team that follows separate phases for each project, starting with a requirements phase followed by a design phase. Some work can begin on the code before the requirements and design are finished, but the team typically doesn't consider any work to be complete until those phases are finished. Which term BEST describes Donald's projects?

    A.   Iterative

    B.   Rolling wave planning

    C.   Waterfall

    D.   Scrum

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9. Keith is the manager of a software team. He's made it clear that mistakes are not to be tolerated. A developer spent several hours building "proof of concept" code to test a possible approach to a complex problem. When he eventually discovered from the experiment that the approach wouldn't work, Keith yelled at him in front of the whole team and threatened to fire him if he did it again.

Which agile principle BEST applies to this situation?

    A.   The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

    B.   Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

    C.   Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

    D.   Continuous attention to technical excellence and good design enhances agility.

10. What's the highest priority of an agile team?

    A.   Maximizing the work not done

    B.   Satisfying the customer by delivering valuable software early and often

    C.   Welcoming changing requirements, even late in development

    D.   Using iteration to effectively plan the project

11. Which of the following statements is NOT true about the daily standup?

    A.   The length is kept short by having everyone stand for the duration of the meeting

    B.   It's the same thing as a status meeting

    C.   It is most effective when everyone listens to each other.

    D.   It's an opportunity for every team member to get involved in planning the project.

12. Which of the following BEST describes the agile mindset with respect to simplicity?

    A.   Maximizing the work not done

    B.   Satisfying the customer by delivering valuable software early and often

    C.   Welcoming changing requirements, even late in development

    D.   Using iteration to effectively plan the project

13. A'ja is a project manager on a team that is just starting their agile adoption. The first change they made to the way they work was to start holding daily standup meetings. Several team members have approached her to say that they don't like attending. And despite the fact that she's getting some valuable information from the team at each standup, A'ja is concerned that the extra lines of communication might not be worth damaging the team cohesion.

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What is the BEST thing for A'ja to do?

A. Stop holding the daily standup and find another way to adopt agile.

B. Make and enforce a rule that every attendee must put away his or her phone and pay attention.

C. Follow up with people individually after the meeting to get more detailed status.

D. Work with the team on changing their mindset.

14. You're a developer on a software team. A user has approached your team about building a new feature, and has provided requirements for it in the form of a specification. She is very certain of exactly how the feature will work, and promises there will be no changes. Which agile value BEST applies to this situation?

A. Individuals and interactions over processes and tools

B. Working software over comprehensive documentation

C. Customer collaboration over contract negotiation

D. Responding to change over following a plan

15. Which of the following is NOT a benefit of welcoming changing requirements?

A. It gives the team a way to explain a missed deadline

B. The team builds more valuable software when customers aren't pressured not to change their minds

C. There's more time and less pressure so the team can make better decisions

D. Less code is written before changes happen, which minimizes unnecessary rework

16. Which of the following is NOT part of an agile team's mindset toward working software?

A. It contains the final version of all features

B. It is the primary measure of progress

C. It is delivered frequently

D. It is an effective way to get feedback

17. Which of the following is NOT true about iteration?

A. The team must finish all planned work by the end of an iteration

B. Iterations have a fixed deadline

C. The scope of work performed during an iteration may change by the time it ends

D. Projects typically have multiple sequential iterations