Agile Certified Practitioner (ACP) Exam Prep
Course 01 – Application Process and Test

Workbook
ACP Exam Prep
Contact Hrs./ PDUs: 21
Agenda

- The Process & Test
- The Agile Framework
- Value Driven Delivery
- Stakeholder Engagement
- Boosting Team Performance
- Adaptive Planning
- Problem Detection & Resolution
- Continuous Improvement
Application Process

Application Submission
You have 90 days to complete your application once you start it.

Application Completeness Review
10 days when submitted online

Audit Process
If your application is selected for audit you have 90 days to collect the requested materials. PMI will process the audit in 5–7 days.

Applicant Payment Process
You cannot schedule the exam until you pay the certification fees.

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The Exam
You have one year from the date of application acceptance to pass the exam. You can take the exam 3 times in that period.

Renewal
3 year renewal period requiring 30 PDUs.

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You have one year from the date of application acceptance to pass the exam. You can take the exam 3 times in that period.
## ACP Qualifications

<table>
<thead>
<tr>
<th>Education</th>
<th>General Project Experience</th>
<th>Agile Project Experience</th>
<th>Training in Agile Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School Diploma, Associates Degree or equivalent</td>
<td>2,000 hours (12 months) working on projects in the last 5 years. Hours must be non-overlapping.</td>
<td>1,500 hours (8 months) working on project teams using agile methodologies in the last 3 years in addition and separate from the 2,000 hours of general PM experience.</td>
<td>21 contact hours in agile practices.</td>
</tr>
</tbody>
</table>

PMPs and PgMPs will not have to prove their general project management experience.

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Scheduling Your Exam

- Online: [http://www.prometric.com/pmi](http://www.prometric.com/pmi)
  - Select schedule an appointment
  - Choose your state
  - Create your account & log in.
  - Select PMI–Project Management Institute in the client field & PMI–Project Management Institute (PR0, PR1) in the program field.
  - Select CA0–002 PMI–Agile Certified Practitioner (PMI–ACP) in the exam field.
  - Select an exam site & schedule appointment
  - Enter your PMI eligibility ID & confirm your e-mail address.
- Call +1 800–268–2802
Rescheduling/Cancelling

- Within 30 days $70 charge.
- Within 2 days forfeit entire fee.
- “Extenuating Circumstances”
  - Medical emergency
  - Military deployment
  - Death in immediate family
  - Illness in immediate family
  - Natural disaster
- Work related circumstances will not be accepted.
Exam Results

- An overall pass/fail score.
- Each topic area is assigned one of three levels of proficiency.
  - Proficient
  - Moderately Proficient
  - Below Proficient
Fees

- **1st Take Fees**
  - PMI Members: $435
  - Non-PMI Members: $495

- **Retakes**
  - PMI Members: $335
  - Non-PMI Members: $395

- **Refunds:** $200 if test not schedule or taken within exam period. No refunds if never take test.
The Test

- Total Questions: 120
- Scored Questions: 100
- 3 Hours to take the exam.
- No scheduled breaks, but you are allowed one bio break.
- Exam preceded by an optional tutorial.
- Exam followed by optional survey.
# Test Breakdown

<table>
<thead>
<tr>
<th>Percentage of Questions</th>
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<tbody>
<tr>
<td>Agile Tools &amp; Techniques</td>
<td>50%</td>
</tr>
<tr>
<td>Agile Knowledge &amp; Skills</td>
<td>50%</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
## The Exam

### Tools and Techniques 50% of Exam

<table>
<thead>
<tr>
<th>Category</th>
<th>Examples</th>
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</thead>
<tbody>
<tr>
<td>Communications</td>
<td>Including but not limited to: information radiator, team space, agile tooling, osmotic communications for colocated and/or distributed teams, daily stand-ups</td>
</tr>
<tr>
<td>Planning, monitoring &amp; adapting</td>
<td>Including but not limited to: retrospectives, task/Kanban boards, timeboxing, iteration and release planning, WIP limits, burn down/up charts, cumulative flow diagrams, process tailoring.</td>
</tr>
<tr>
<td>Agile estimation</td>
<td>Including but not limited to: relative sizing/story points, wide band Delphi/planning poker, affinity estimating, ideal time.</td>
</tr>
<tr>
<td>Agile analysis and design</td>
<td>Including but not limited to: product roadmap, user stories/backlog, story maps, progressive elaboration, wireframes, chartering, personas, agile modeling</td>
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<tr>
<td>Product quality</td>
<td>Including but not limited to: frequent verification and validation, test-driven development/test first development, acceptance test-driven development, definition of done, continuous integration.</td>
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<tr>
<td>Soft skills negotiation</td>
<td>Including but not limited to: emotional intelligence, collaboration, adaptive leadership, negotiation, conflict resolution, servant leadership.</td>
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### The Exam

#### Tools and Techniques 50% of Exam

<p>| | |</p>
<table>
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<tbody>
<tr>
<td><strong>Value-based Prioritization</strong></td>
<td>Including but not limited to: return on investment (ROI), net present value (NPV), internal rate of return (IRR), compliance, customer-valued prioritization, minimally marketable feature (MMF), relative prioritization/ranking</td>
</tr>
<tr>
<td><strong>Risk management</strong></td>
<td>Including but not limited to: risk-adjusted backlog, risk burn down graphs, risk-based spike</td>
</tr>
<tr>
<td><strong>Metrics</strong></td>
<td>Including but not limited to: velocity, cycle time, earned value management (EVM) for agile projects, escaped defects</td>
</tr>
<tr>
<td><strong>Value stream analysis</strong></td>
<td>Including but not limited to: value stream mapping</td>
</tr>
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</table>
## Test Breakdown

<table>
<thead>
<tr>
<th>Level</th>
<th>% of Knowledge &amp; Skill Content / % of Exam</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1 (18 knowledge/skills)</td>
<td>65% / 33%</td>
</tr>
<tr>
<td>Level 2 (12 knowledge/skills)</td>
<td>25% / 12%</td>
</tr>
<tr>
<td>Level 3 (13 knowledge/skills)</td>
<td>10% / 5%</td>
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</tbody>
</table>
Level 1 (33% of Total Examination Questions)

- Active listening
- Agile Manifesto values & principles
- Assessing & incorporating community & stakeholder values
- Brainstorming techniques
- Building empowered teams
- Coaching & mentoring within teams
- Communications management
- Feedback techniques for product (e.g. prototyping, simulation, demonstrations, evaluations)
- Incremental delivery
- Knowledge sharing
- Leadership tools & techniques
- Prioritization
- Problem-solving strategies, tools, & techniques
- Project & quality standards for Agile projects
- Stakeholder management
- Team motivation
- Time, budget, & cost estimation
- Value-based decomposition & prioritization
Level 2 (12% of Total Examination Questions)

- Agile frameworks & terminology
- Building high-performance teams
- Business case development
- Colocation (geographic proximity) / distributed teams
- Continuous improvement processes
- Elements of a project charter for an Agile project
- Facilitation methods
- Participatory decision models (e.g. input-based, shared collaboration, command)
- PMI’s code of Ethics & Professional Conduct
- Process analysis techniques
- Self assessment
- Value-based analysis
Level 3 (5% of Total Examination Questions)

- Agile contracting methods
- Agile project accounting principles
- Applying new Agile practices
- Compliance (organization)
- Control limits for Agile projects
- Globalization, culture, & team diversity
- Agile games
- Principles of systems thinking (e.g. complex adaptive, chaos)

- Regulatory compliance
- Variance & trend analysis
- Variations in Agile methods & approaches
- Vendor management
Key Readings

- Agile Retrospectives: Making Good Teams Great, Esther Derby, Diana Larsen, Ken Schwaber.
- The Software Project Manager’s Bridge to Agility, Michele Sliger & Stacia Broderick.
- Coaching Agile Teams, Lyssa Adkins.
- Agile Estimating and Planning, Mike Cohn.
- The Art of Agile Development, James Shore.
- User Stories Applied: For Agile Software Development, Mike Cohn.
- Agile Project Management with Scrum, Ken Schwaber.
Key Domain Areas

» Domain I: Value-Driven Delivery
» Domain II: Stakeholder Engagement
» Domain III: Boosting Team Performance Practices
» Domain IV: Adaptive Planning
» Domain V: Problem Detection & Resolution
» Domain VI: Continuous Improvement (Product, Process, People)
Questions and Answers
ACP Pretest:

1. As an Agile manager, if your team fails to complete a task by the end of the iteration, it is best to:
   A. Extend the current iteration to complete the task
   B. Make the uncompleted task the first priority for the next iteration by committing extra staff to complete the task
   C. Temporarily abandon the feature associated with the task and come back to it if there is time
   D. Speak with the product owner and prioritize the importance of the task and determine if or when it should be completed

2. In Scrum, the team activity is monitored and coordinated on the following basis:
   A. Hourly
   B. Daily
   C. Weekly
   D. Monthly

3. During periods of negotiation, why is it important for managers to understand the dynamics of emotional intelligence?
   A. Understanding the dynamics of emotional intelligence helps individuals become cognitively intimate with those whom they interact
   B. Understanding the dynamics of emotional intelligence helps individuals to understand and predict specific actions and reactions
   C. Understanding the dynamics of emotional intelligence helps individuals to better understand human motivation and expression on a new level, and fosters fair working relationships with those involved in an interaction
   D. Understanding the dynamics of emotional intelligence helps individuals to better mask true intentions in gaining the upper hand

4. The Product Owner of your project is absent due to a planned vacation. Who should assume the Product Owner’s responsibilities at a sprint planning meeting?
   A. The Scrum Master
   B. The Team
   C. A person selected by the Team
   D. The CEO
5. Which of the following design principles advocates keeping related concepts closer together?
   A. Cohesion
   B. DRY
   C. KISS
   D. Decoupling

6. Once you have identified a valuable business project, what is the best method to deliver it?
   A. Deliver fully
   B. Deliver frequently
   C. Deliver slowly
   D. Deliver bug free

7. What does the acronym DRY mean?
   A. Don’t Repeat Yourself
   B. Do Run Yourself
   C. Don’t Regress Yourself
   D. Don’t Rework Yourself

8. Why must Agile Managers incorporate methods of participatory decision making, where every team member participates in the processing and execution of a decision, as opposed to consensus decision making, where everyone votes in favor of a decision?
   A. Participatory decision making is too slow and isn’t appropriate in many project situations where the divergence of ideas and opinions would limit the effectiveness of the decision-making process
   B. Consensus decision making is almost never directly applicable in a team setting where project development is the focus
   C. Participatory decision making is almost always directly applicable to team settings where project development is the focus
   D. Consensus decision making is too slow and impedes progress when opinions conflict the rationale of a decision

9. Which of the following does not require on-going maintenance?
   A. Development code
   B. Design documents
   C. Spike solutions
   D. Production code
10. Which item below is not one of the five causes of planning failure?
   A. Planning by activity rather than feature
   B. Activities are not finished early
   C. The team members are using Monte Carlo Analysis incorrectly
   D. Lateness is passed down the schedule

11. Who will be the best suited and the most appropriate person to monitor all risks in an Agile Project?
   A. Project Manager
   B. Tester
   C. Customer
   D. Developer

12. As part of your iteration planning meeting, you come across a story whose development does not fit into an iteration. What is the best thing to do next?
   A. Park the story into the backlog
   B. Increase the length of the iteration to accommodate the story
   C. Split the story into smaller stories
   D. Re-estimate the story

13. Which of the following is a true statement about iteration planning meetings?
   A. Tentative dates are set for iteration meetings
   B. The iteration planning meeting serves as the team’s initial introduction to the project
   C. Activities and tasks are defined and estimated
   D. The iteration planning meeting involves more brainstorming than actual planning
14. In the middle of the project execution of a customer-facing web application, your Agile team finds out that they won’t be able to satisfy performance requirements which are essential to the customer. What is the best course of action?
   A. Say nothing to the Product Owner; this requirement cannot be implemented anyway, so this won’t change anything
   B. Describe the issue in detail to the Product Owner, provide a thorough analysis of the priorities and provide all relevant information, then have the Product Owner decide on the appropriate course of action, based upon the Team’s input
   C. Inform the Product Owner that this requirement cannot be satisfied, so either the Team has to start implementation from scratch using a different technology, or the Product Owner can cancel the requirement
   D. Send an e-mail to the business sponsor, Product Owner, and CTO to inform them of the issue so they can define the appropriate course of action

15. In Agile project management, when do we change a plan?
   A. When we’ve learned something new
   B. At the end of every iteration
   C. After the end of the daily stand-up
   D. After each failure meeting

16. What approach is best for organizations to take first when applying Agile practices to preexisting processes that may not be Agile?
   A. Accounting for mistakes that will likely take place and develop contingencies for them
   B. Evolving existing processes to be more accepting of new Agile procedures
   C. Integrating corporate needs into existing Agile procedures and streamlining requirements and activities
   D. Developing new hybrid Agile and non-Agile procedures that work and coincide well together

17. How do Agile and Lean view WIP?
   A. Lean strives to minimize WIP, while Agile performs work iteratively in small increments
   B. Both Lean and Agile strive to minimize WIP
   C. Lean does not measure WIP
   D. Agile maximizes the value of WIP by delivering working software in short increments
18. The term “pigs” is used to refer to which of the following roles in a Scrum project?
   A. The Team
   B. The CEO
   C. Market competitors
   D. Competing projects that take resources

19. You are new on an internal Agile project for a company with well-developed processes. You need to find the list of prioritized project requirements. Where will you most likely find this list?
   A. Sprint Backlog
   B. Product Backlog
   C. Iteration Backlog
   D. The Release Plan

20. Participatory Decision Making is best described as:
   A. A decision making technique that seeks to involve the customer
   B. A decision making technique based on voting principles
   C. A decision making technique based on veto principles
   D. A decision making technique that involves all affected parties

21. In a Scrum Project, the typical length of an iteration is:
   A. Between 2-6 weeks
   B. 30 days
   C. 45 days
   D. 90 days

22. In the context of Scrum, what is meant by “Staging” requirements?
   A. Showing “done” requirements to stakeholders
   B. Non-functional requirements for scaling
   C. Organizing requirements into different stages
   D. Preparing functional requirements for demonstration

23. How is scope creep best managed in an Agile project?
   A. By fixing the scope in the form of a Product Backlog at the start of the project
   B. Any changes in scope must wait until the next release planning meeting
   C. By accommodating changes to the product backlog per customer requirements but keeping the iteration plan steady
   D. By aborting and restarting the iteration if the scope changes
24. After an iteration has begun, what is the best way to handle a customer’s request that would affect the overall project budget?
   A. Consult with the Team and renegotiate the budget
   B. Refuse any changes that might affect the budget or iteration and release timeline
   C. Consent to any changes requested by the customer, alter the iteration and release timelines accordingly
   D. Consent to any changes requested by the customer and complete them within the established iteration and release timelines

25. Which coaching style would be best for team members who are having trouble with compliance?
   A. Coaching
   B. Teaching
   C. Advising
   D. Reaching
Answer Key:

1. D
2. B
3. C
4. A
5. A
6. B
7. A
8. D
9. C
10. C
11. A
12. C
13. C
14. B
15. A
16. C
17. B
18. A
19. B
20. D
21. B
22. B
23. C
24. A
25. B