

PMI-ACP Certification Test Bank

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Bank 1

1. A product owner says, "This story is finished," but a stakeholder rejects it because expected behavior is unclear and not met. What concept most directly defines the conditions that must be true for the work to be acceptable?
 - A. Definition of Ready (DoR)
 - B. Acceptance Criteria
 - C. Story Points
 - D. Burn Chart
2. A team is building a new feature in a complex environment where requirements change as users react to early releases. Which concept best describes managing by making decisions from evidence using transparency, inspection, and adaptation?
 - A. MoSCoW Prioritization
 - B. Agile Chartering
 - C. Timeboxing
 - D. Empirical Process Control
3. A team lead tries to improve delivery by assigning tasks and issuing detailed instructions, but collaboration and ownership drop. Which leadership approach best aligns with enabling the team by removing impediments and supporting growth?
 - A. Servant Leadership
 - B. Stakeholder escalation
 - C. Command-and-control management
 - D. Burn Chart tracking
4. A team keeps starting new work items, but finishes very little, and delays are growing. Which concept is the most direct control to reduce multitasking and improve flow by limiting how many items are active at once?
 - A. Cycle Time
 - B. Pair Programming
 - C. Work in Progress (WIP) Limit
 - D. Risk Burndown
5. Stakeholders disagree about what users value, and the team is tempted to build a large set of features before getting feedback. Which concept best supports delivering the smallest complete version that validates a key assumption early?
 - A. Agile Release Planning
 - B. Minimum Viable Product (MVP)

- C. Definition of Done (DoD)
 - D. Cumulative Flow Diagram (CFD)
6. A backlog item is too large and vague, and the team keeps pulling it into delivery work, then getting stuck and reworking it. Which concept best fits the ongoing work of clarifying, splitting, and adding detail so items are ready?
 - A. Timeboxing
 - B. Definition of Ready (DoR)
 - C. Agile Metrics
 - D. Backlog Refinement
 7. Defects keep appearing late because code is merged infrequently and problems pile up before anyone notices. Which practice best matches frequently merging changes and automatically building and testing to detect issues early?
 - A. Continuous Integration (CI)
 - B. Refactoring
 - C. Test-Driven Development (TDD)
 - D. Pair Programming
 8. The team faces uncertainty about a technical approach, and discussion is spinning without a decision. Which term best describes a timeboxed exploration used to reduce uncertainty and produce a decision output?
 - A. Retrospective
 - B. Refactoring
 - C. Spike
 - D. Forecasting
 9. A team argues every sprint about what “complete” means, and quality varies from item to item. Which concept best establishes shared completion criteria that apply across work and protect consistency?
 - A. Acceptance Criteria
 - B. Definition of Done (DoD)
 - C. Definition of Ready (DoR)
 - D. Burn Chart
 10. A manager notices repeated waiting on approvals, frequent handoffs, and lots of rework that does not increase customer value. Which concept best describes these non-value activities that consume effort without adding value?
 - A. Flow
 - B. Cadence

- C. Lean
 - D. Lean Waste
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1. Correct Answer: B. Acceptance Criteria

Explanation: Acceptance criteria define the clear conditions that must be true for a backlog item to be considered complete and acceptable. This concept shows up when deciding whether work is truly acceptable versus merely “finished.”

2. Correct Answer: D. Empirical Process Control

Explanation: Empirical process control manages complex work by using transparency, inspection, and adaptation based on observed evidence. This matters on the exam when the best choice is “learn fast and adjust” rather than locking a plan in uncertainty.

3. Correct Answer: A. Servant Leadership

Explanation: Servant leadership focuses on enabling the team by removing impediments, supporting growth, and fostering collaboration. Exam scenarios often favor “enable the team” choices over directive task assignment.

4. Correct Answer: C. Work in Progress (WIP) Limit

Explanation: A WIP limit constrains how many items can be actively worked on at once to improve flow and reduce queues. It matters on the exam because starting less and finishing more is a direct response to piling unfinished work.

5. Correct Answer: B. Minimum Viable Product (MVP)

Explanation: An MVP is the smallest complete version that validates a key assumption and delivers real learning or value. On the exam, MVP thinking supports early validation over building a large feature set before feedback.

6. Correct Answer: D. Backlog Refinement

Explanation: Backlog refinement is the ongoing work of clarifying, splitting, and adding detail so items become ready for selection and delivery. It matters on the exam when vague or oversized items cause thrash and rework.

7. Correct Answer: A. Continuous Integration (CI)

Explanation: Continuous integration means frequently merging changes and automatically building and testing to detect issues early. On the exam, it represents built-in quality and fast feedback instead of late discovery.

8. Correct Answer: C. Spike

Explanation: A spike is a timeboxed exploration used to reduce uncertainty with a clear decision output. A common exam trap is letting investigation become open-ended research without a decision.

9. Correct Answer: B. Definition of Done (DoD)

Explanation: Definition of done is shared completion criteria tied to quality and acceptance that applies across work. It matters on the exam when teams debate what “done” means or deliver inconsistent quality.

10. Correct Answer: D. Lean Waste

Explanation: Lean waste is work that consumes effort without adding customer value, such as waiting, handoffs, and rework. On the exam, recognizing waste supports choosing actions that remove delays and root causes rather than adding extra process.

Bank 2

1. A team wants to plan a release date using evidence instead of optimistic guessing, and they want to base it on trends from how long work actually takes. Which concept best fits predicting likely outcomes using measures like cycle time and throughput?
 - A. Forecasting
 - B. Cadence
 - C. Agile Chartering
 - D. MoSCoW Prioritization
2. A team's board shows a growing queue in "Testing," and stakeholders want to understand where the bottleneck is forming across workflow states. Which artifact best visualizes work in different states over time to reveal bottlenecks and queues?
 - A. Burn Chart
 - B. Cumulative Flow Diagram (CFD)
 - C. Risk Burndown
 - D. Impediment log
3. Two developers work together on one task, with one writing code and the other reviewing in real time, improving quality and shared understanding. Which practice is this?
 - A. Pair Programming
 - B. Refactoring
 - C. Backlog Refinement
 - D. Agile Coaching
4. A team repeatedly ships features that technically work but are difficult to change because the internal structure is messy, leading to slow future delivery. Which practice best matches improving internal code structure without changing external behavior?
 - A. Continuous Integration (CI)
 - B. Refactoring
 - C. Test-Driven Development (TDD)
 - D. Andon
5. A team struggles because roles, decision boundaries, and ways of working are unclear, creating repeated conflict and churn. Which concept best fits aligning on purpose, boundaries, and working agreements to reduce confusion early?
 - A. Agile Chartering

- B. Sustainable Pace
- C. Definition of Done (DoD)
- D. Lean Waste

6. A team uses story points, but a manager demands each person convert story points into hours to compare individual performance. Based on the glossary definitions, what is the best correction?
 - A. Story points are intended to measure individual productivity in hours.
 - B. Story points are relative and team-specific, not a direct measure of hours or individual performance.
 - C. Story points are only for Kanban teams, not iterative teams.
 - D. Story points are fixed to the product owner's estimate and should not change.
7. A team's delivery has become unpredictable because meetings happen irregularly and feedback events are skipped when work piles up. Which concept best describes the value of a regular rhythm for events and delivery?
 - A. Flow
 - B. Cadence
 - C. Timeboxing
 - D. Cycle Time
8. A team has a habit of pulling unclear work into delivery, then discovering missing details midstream, causing rework and delays. Which concept best indicates an item is sufficiently understood to start work, while noting it can become a harmful gate if misused?
 - A. Definition of Ready (DoR)
 - B. Definition of Done (DoD)
 - C. Acceptance Criteria
 - D. Backlog
9. A team finishes work faster after limiting multitasking, but stakeholders still complain about slow delivery because work waits in queues between steps. Which concept best describes focusing on smooth movement of work with minimal waiting and handoffs?
 - A. Lean Waste
 - B. Flow
 - C. MoSCoW Prioritization
 - D. Agile Metrics

10. A product owner needs to force explicit tradeoffs under a tight deadline and wants a simple way to group items into Must have, Should have, Could have, and Won't have (for now). Which technique is this?
- A. MoSCoW Prioritization
 - B. Minimum Viable Product (MVP)
 - C. Agile Release Planning
 - D. Backlog Refinement
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1. Correct Answer: A. Forecasting
Explanation: Forecasting predicts likely outcomes using evidence such as cycle time, throughput, and trends. This shows up on the exam when choosing an evidence-based prediction over wishful planning or fixed promises that ignore uncertainty.
2. Correct Answer: B. Cumulative Flow Diagram (CFD)
Explanation: A CFD shows how work items move through states over time and reveals bottlenecks and growing queues. It supports exam decisions about limiting WIP and improving flow rather than simply pushing more work into the system.
3. Correct Answer: A. Pair Programming
Explanation: Pair programming is two people working together on the same task, typically one driving and one reviewing, to improve quality and shared understanding. On the exam, it appears as a quality and knowledge-sharing choice when defects or skill gaps threaten delivery.
4. Correct Answer: B. Refactoring
Explanation: Refactoring improves internal code structure without changing external behavior, reducing complexity and supporting future change. On the exam, it is framed as a quality investment that enables sustainable delivery rather than optional cleanup.
5. Correct Answer: A. Agile Chartering
Explanation: Agile chartering aligns the team and stakeholders on purpose, boundaries, working agreements, and decision-making to reduce early confusion. On the exam, it is commonly the best first move when goals, roles, or ways of working are unclear.
6. Correct Answer: B. Story points are relative and team-specific, not a direct measure of hours or individual performance.

Explanation: Story points are defined as a relative estimation unit used to support planning and forecasting. The glossary notes a common confusion is treating them as hours or an individual performance metric, which is not their intended use.

7. Correct Answer: B. Cadence

Explanation: Cadence is a regular rhythm for events and delivery that supports predictability. On the exam, it signals healthy feedback loops and stability, and skipping feedback events without strong reason is often the wrong choice.

8. Correct Answer: A. Definition of Ready (DoR)

Explanation: Definition of ready indicates a backlog item is sufficiently understood to be pulled into delivery work. The glossary also notes it can be a trap if it becomes a rigid gate that blocks learning rather than supporting clarity.

9. Correct Answer: B. Flow

Explanation: Flow is the smooth movement of work through a process with minimal waiting, rework, and handoffs. Exam scenarios use flow to reward choices like removing bottlenecks and limiting WIP instead of speeding up isolated steps.

10. Correct Answer: A. MoSCoW Prioritization

Explanation: MoSCoW prioritization groups items into Must have, Should have, Could have, and Won't have (for now) to clarify tradeoffs. On the exam, it appears as a technique for scope decisions under pressure, while still requiring value-based ordering.

Bank 3

1. A team estimates well but still misses commitments because members are only available part-time and multiple initiatives compete for attention. Which concept best captures the realistic amount of work the team can take on in a timebox based on availability and constraints?
 - A. Capacity
 - B. Cycle Time
 - C. Cadence
 - D. Backlog
2. A team is asked to “just work harder” to deliver faster, but the real issue is waiting on approvals, repeated handoffs, and rework. Which concept best describes improving delivery by reducing non-value activity and improving flow?
 - A. Lean
 - B. Agile Coaching
 - C. Risk Burndown
 - D. Burn Chart
3. The product owner wants to ensure the backlog stays focused on value and learning rather than becoming a static requirements document. Which term best matches the backlog that represents product work ordered to maximize value over time?
 - A. Product Backlog
 - B. Burn Chart
 - C. Team Charter
 - D. Impediment log
4. A team is optimizing their system and wants to understand how long work takes from start to finish so they can improve predictability and spot delays. Which measure best fits the elapsed time from when work starts to when it is finished?
 - A. Flow
 - B. Cycle Time
 - C. Velocity
 - D. Cadence
5. A leader notices a problem during delivery and wants a fast signal so the team can stop, swarm, and restore quality instead of pushing defects downstream. Which concept best fits this immediate problem-signaling approach?
 - A. Andon
 - B. Retrospective

- C. Spike
 - D. Definition of Ready (DoR)
6. A team is struggling with recurring friction, unclear norms, and inconsistent collaboration. Which concept best fits a shared agreement that defines purpose, boundaries, roles, and working norms?
- A. Team Charter
 - B. Agile Metrics
 - C. Burn Chart
 - D. Risk Burndown
7. The team keeps missing defects until late, so they adopt a practice of writing tests first and writing code to pass those tests. Which practice is this?
- A. Behavior-Driven Development (BDD)
 - B. Continuous Integration (CI)
 - C. Test-Driven Development (TDD)
 - D. Refactoring
8. Stakeholders want to see progress and remaining work over time to support transparency and forecasting, but they keep treating the chart as a performance weapon. Which artifact best fits this description?
- A. Burn Chart
 - B. Cumulative Flow Diagram (CFD)
 - C. Impediment log
 - D. Risk register
9. A team wants to reduce uncertainty early by recording risks and tracking whether mitigation actions actually lower overall exposure over time. Which artifact best matches this need?
- A. Risk Burndown
 - B. Definition of Done (DoD)
 - C. Agile Release Planning
 - D. Pair Programming
10. A team is working in a complex environment and needs to manage uncertainty by identifying risks early and reducing them through small experiments and frequent inspection. Which concept best fits this approach?
- A. Agile Risk Management
 - B. MoSCoW Prioritization

C. Backlog Refinement
D. Definition of Ready (DoR)

1. Correct Answer: A. Capacity

Explanation: Capacity is the realistic amount of work a team can take on during a timebox considering availability, skills, and constraints. It shows up on the exam when choosing commitments that avoid overload instead of assuming full-time availability.

2. Correct Answer: A. Lean

Explanation: Lean focuses on maximizing value by reducing waste, improving flow, and continuously learning. On the exam, Lean-aligned answers remove delays and rework rather than adding pressure or extra process.

3. Correct Answer: A. Product Backlog

Explanation: The product backlog represents product work and is ordered to maximize value and learning over time. The exam often tests whether the backlog stays adaptable and value-focused rather than becoming a fixed requirements document.

4. Correct Answer: B. Cycle Time

Explanation: Cycle time is the elapsed time from when work starts to when it is finished. It matters on the exam because it supports flow improvement and evidence-based forecasting.

5. Correct Answer: A. Andon

Explanation: Andon is a Lean concept for signaling a problem immediately so the team can stop, swarm, and restore flow and quality. On the exam, it reflects surfacing issues early instead of pushing defects downstream.

6. Correct Answer: A. Team Charter

Explanation: A team charter is a shared agreement that defines purpose, boundaries, roles, working norms, and how the team operates. On the exam, it appears as a remedy when alignment and collaboration expectations are unclear.

7. Correct Answer: C. Test-Driven Development (TDD)

Explanation: Test-driven development involves writing tests first and then writing code to make the tests pass, supporting correctness and design clarity. The exam frames it as a built-in quality practice that reduces defects and supports safe change.

8. Correct Answer: A. Burn Chart

Explanation: A burn chart shows remaining work or progress over time and supports transparency and forecasting. The glossary notes a trap is treating it as a performance weapon rather than a planning signal.

9. Correct Answer: A. Risk Burndown

Explanation: Risk burndown shows how overall risk exposure changes over time as risks are addressed. On the exam, it supports decisions about reducing uncertainty early and verifying that mitigation actions actually lower risk.

10. Correct Answer: A. Agile Risk Management

Explanation: Agile risk management focuses on identifying uncertainty early and reducing it through small experiments, frequent inspection, and adaptive decisions. Exam scenarios reward making risk visible and reducing it with learning rather than deferring it.

Bank 4

1. A product owner complains that stakeholders only see progress at the end, and disagreements appear too late to fix cheaply. Which concept best fits the idea of planning and sequencing releases around value, risk, and learning while staying flexible?
 - A. Agile Release Planning
 - B. MoSCoW Prioritization
 - C. Sustainable Pace
 - D. Backlog
2. A team has stable delivery events and predictable review cycles, but work still moves slowly because items wait in queues between steps. Which concept best focuses on the smooth movement of work with minimal waiting, handoffs, and rework?
 - A. Cadence
 - B. Flow
 - C. Estimation
 - D. Agile Coaching
3. A team is asked to provide “better estimates,” but the real need is to create an informed forecast used for planning and sequencing tradeoffs rather than forcing commitments. Which term best matches an informed forecast of effort or complexity used to support planning?
 - A. Estimation
 - B. Forecasting
 - C. Cycle Time
 - D. Lean Waste
4. A team is missing deadlines, and the first proposed fix is to start more work in parallel. Which choice best aligns with the glossary’s direction for improving delivery in this situation?
 - A. Increase work in progress to keep everyone busy
 - B. Skip refinement so work starts sooner
 - C. Introduce a WIP limit to reduce multitasking and queues
 - D. Convert story points into hours for accountability
5. A team has frequent conflict during planning meetings, and discussions drift without decisions. Which concept best describes guiding group conversation so it stays focused, inclusive, and productive?

- A. Facilitation
 - B. Stakeholder
 - C. Risk Burndown
 - D. Continuous Integration (CI)
6. A team wants to understand whether improvements are actually happening over time and wants measures that support decisions rather than blame. Which concept best fits trend-focused measures used to guide decisions?
- A. Agile Metrics
 - B. Burn Chart
 - C. Product Backlog
 - D. Acceptance Criteria
7. The team is struggling because work must be approved by multiple external groups, and delivery slows due to reliance on other teams. Which concept best fits identifying and reducing reliance on external people or approvals that slow delivery?
- A. Dependency Management
 - B. Empirical Process Control
 - C. Agile Mindset
 - D. Timeboxing
8. A team wants to deliver predictably, but quality collapses when they rely on long overtime bursts. Which concept best captures working at a pace that can be maintained without burnout and quality decline?
- A. Sustainable Pace
 - B. Cadence
 - C. Pair Programming
 - D. Definition of Ready (DoR)
9. A team has unclear user expectations, so they turn expected system behavior into plain-language examples to build shared understanding and testable outcomes. Which practice best matches this approach?
- A. Test-Driven Development (TDD)
 - B. Behavior-Driven Development (BDD)
 - C. Refactoring
 - D. Continuous Integration (CI)
10. Stakeholders demand a fixed scope, but the team is working in a complex environment where learning changes priorities. Which concept best describes planning that is intentionally revisited as new information appears?

- A. Adaptive Planning
 - B. MoSCoW Prioritization
 - C. Team Charter
 - D. Burn Chart
-

1. Correct Answer: A. Agile Release Planning

Explanation: Agile release planning focuses on what can ship, when, and what risks may shift the plan, using value, risk, dependencies, and learning. It aligns with improving stakeholder visibility through incremental releases and validation rather than big-bang delivery.

2. Correct Answer: B. Flow

Explanation: Flow is the smooth movement of work through a process with minimal waiting, rework, and handoffs. It matters in exam scenarios where queue time and bottlenecks, not meeting rhythm, are the main cause of slow delivery.

3. Correct Answer: A. Estimation

Explanation: Estimation is an informed forecast of effort or complexity used to support planning, sequencing, and tradeoffs. The glossary notes it is not the goal by itself and should not be used to force commitments.

4. Correct Answer: C. Introduce a WIP limit to reduce multitasking and queues

Explanation: A WIP limit constrains how many items can be actively worked on at once, improving flow by reducing multitasking and hidden queues. The glossary ties WIP limits to the “start less, finish more” idea that improves delivery speed and quality.

5. Correct Answer: A. Facilitation

Explanation: Facilitation guides group conversation so it stays focused, inclusive, and productive, especially during planning and other key events. Exam scenarios reward facilitation because it helps teams reach clarity and decisions without command-and-control behavior.

6. Correct Answer: A. Agile Metrics

Explanation: Agile metrics are measures used to understand progress and improve decision-making, ideally focused on trends and outcomes. The glossary notes a common confusion is using metrics for punishment, which the exam typically treats as a poor choice.

7. Correct Answer: A. Dependency Management

Explanation: Dependency management involves identifying and reducing reliance on external teams, systems, or approvals that slow delivery. The glossary ties this to improving flow through reduced handoffs and better cross-functional collaboration.

8. Correct Answer: A. Sustainable Pace

Explanation: Sustainable pace describes working in a way that can be maintained over time without burnout and quality collapse. The exam uses it as a decision point between short-term heroics and changes that preserve long-term predictability and quality.

9. Correct Answer: B. Behavior-Driven Development (BDD)

Explanation: BDD expresses expected behavior in plain-language examples to create shared understanding and testable outcomes. The glossary frames it as a way to reduce ambiguity by turning expectations into concrete examples.

10. Correct Answer: A. Adaptive Planning

Explanation: Adaptive planning is intentionally revisited as new information appears rather than treated as fixed. Exam scenarios use it to reward feedback-driven re-planning over rigid adherence to an outdated plan.

Bank 5

1. A team says they “finished” a feature, but users are unhappy because what was delivered does not match what they actually needed. Which concept best reflects prioritizing outcomes and learning over simply producing more output?
 - A. Agile Metrics
 - B. Agile Mindset
 - C. MoSCoW Prioritization
 - D. Burn Chart
2. A team wants to improve delivery speed, but members are pushing work to “Done” without consistent quality checks, causing defects and rework. Which concept best defines shared completion criteria tied to quality and acceptance across work items?
 - A. Definition of Ready (DoR)
 - B. Acceptance Criteria
 - C. Definition of Done (DoD)
 - D. Story Points
3. A team has inconsistent collaboration and friction because unwritten norms differ by person, and conflicts repeat each sprint. Which artifact best fits an explicit set of team norms that reduces friction and rework?
 - A. Working Agreements
 - B. Product Backlog
 - C. Burn Chart
 - D. Risk Burndown
4. A team’s throughput looks strong, but stakeholders keep seeing surprises late because risks stay hidden until the end. Which concept best matches making risk visible and reducing uncertainty early through small experiments and frequent inspection?
 - A. Agile Coaching
 - B. Adaptive Planning
 - C. Agile Risk Management
 - D. Cadence
5. A team wants to measure progress, but leaders are using metrics to blame individuals, lowering trust and collaboration. Based on the glossary, which principle best corrects that misuse?
 - A. Metrics should be used as a planning and decision signal, not punishment.

- B. Metrics should be converted into individual performance scores.
 - C. Metrics are only useful for reporting after delivery.
 - D. Metrics should be avoided because they always reduce trust.
6. A backlog item keeps failing during delivery because required details are missing, and the team discovers gaps too late. Which concept best indicates the item is sufficiently understood to start, while noting it can become an unhealthy gate if misused?
- A. Definition of Done (DoD)
 - B. Definition of Ready (DoR)
 - C. Acceptance Criteria
 - D. Team Charter
7. A team is blocked by external approvals, and delivery slows because work depends on another team's schedule. Which concept best matches identifying and reducing reliance on external people, teams, or approvals that slow delivery?
- A. Facilitation
 - B. Dependency Management
 - C. Pair Programming
 - D. Refactoring
8. A product owner wants to order backlog items based on value, risk, and learning, but stakeholders keep pushing to lock scope for months. Which concept best supports delivering the smallest complete slice that validates value early?
- A. Minimum Viable Product (MVP)
 - B. Agile Release Planning
 - C. Backlog Refinement
 - D. Cumulative Flow Diagram (CFD)
9. A team keeps having the same problems sprint after sprint, but they never choose concrete improvements or follow up on actions. Which event best fits reflecting on how work went and deciding improvements for the next cycle?
- A. Backlog Refinement
 - B. Retrospective
 - C. Spike
 - D. Burn Chart review
10. A team wants to restore predictability and reduce late defects by merging work frequently and using automated builds and tests to detect issues early. Which practice best matches that description?

- A. Refactoring
 - B. Test-Driven Development (TDD)
 - C. Continuous Integration (CI)
 - D. Pair Programming
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1. Correct Answer: B. Agile Mindset

Explanation: Agile mindset is defined as attitudes and behaviors that favor transparency, experimentation, continuous learning, and adaptation. The glossary ties mindset to choosing actions that prioritize validated learning and outcomes over output.

2. Correct Answer: C. Definition of Done (DoD)

Explanation: Definition of done is shared completion criteria tied to quality and acceptance that applies across work items. It appears on the exam when teams debate what “complete” means or when inconsistent quality causes rework.

3. Correct Answer: A. Working Agreements

Explanation: Working agreements are explicit team norms that reduce friction and rework. They appear as the best choice when collaboration problems persist because expectations are implicit and inconsistent.

4. Correct Answer: C. Agile Risk Management

Explanation: Agile risk management focuses on identifying uncertainty early and reducing it through small experiments, frequent inspection, and adaptive decisions. Exam scenarios reward making risk visible and reducing it with learning instead of deferring it.

5. Correct Answer: A. Metrics should be used as a planning and decision signal, not punishment.

Explanation: The glossary describes agile metrics as trend-focused measures that support decisions, not blame. It also highlights the common confusion of using metrics as a performance weapon, which the exam typically treats as a poor choice.

6. Correct Answer: B. Definition of Ready (DoR)

Explanation: Definition of ready indicates a backlog item is sufficiently understood to start delivery work. The glossary notes it can become harmful if treated as a rigid gate that blocks learning rather than a clarity aid.

7. Correct Answer: B. Dependency Management

Explanation: Dependency management identifies and reduces reliance on external

teams, systems, or approvals that slow delivery. It shows up on the exam when the best action reduces handoffs and improves flow rather than escalating every blocker.

8. Correct Answer: A. Minimum Viable Product (MVP)

Explanation: An MVP is the smallest complete version that validates a key assumption and delivers learning or value. The glossary connects MVP thinking to early validation over building a large feature set before feedback.

9. Correct Answer: B. Retrospective

Explanation: A retrospective is a regular meeting to reflect on how work went and decide improvements for the next cycle. The glossary frames it as the primary mechanism for continuous improvement, and skipping it is commonly a trap.

10. Correct Answer: C. Continuous Integration (CI)

Explanation: Continuous integration means frequently merging changes and automatically building and testing to detect issues early. On the exam, it represents built-in quality and fast feedback instead of late discovery.