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Obtaining the PMI-ACP certification can be a valuable asset for professionals seeking to advance their career in agile project management. PMI Agile Certified Practitioner certification demonstrates a candidate's expertise and knowledge of agile methodologies, which can be beneficial when applying for new positions or seeking promotions within their current organization. Additionally, the certification can help professionals stand out in a competitive job market and increase their earning potential. Overall, the PMI-ACP Exam is a rigorous and challenging certification that can provide significant benefits for individuals seeking to enhance their skills and expertise in agile project management.

### PMI Agile Certified Practitioner Sample Questions (Q403-Q408):

#### NEW QUESTION # 403

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?

- 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: A

Explanation:

The correct answer is A - Foster stronger communication by hosting cross-organizational meetings between the two teams. Integration issues often result from mismatched expectations, lack of alignment, or asynchronous collaboration. A practical solution is to improve communication via cross-functional and cross-team meetings, which support transparency, alignment, and shared understanding.

PMI Agile Practice Guide states:

"Strong communication is essential in hybrid environments. Agile practitioners must foster collaboration between diverse teams to ensure integration points are clear and timely." (PMI Agile Practice Guide, Section 4.3 - Communications and Collaboration) Mike Griffiths notes:

"When agile and non-agile teams must work together, agile leaders facilitate boundary-spanning conversations to ensure mutual understanding and coordinated delivery." (PMI-ACP Exam Prep, Chapter 4 - Team Performance) Other options:

- \* B oversimplifies the solution and may create unnecessary disruptions.
- \* C contradicts agile's principle of just-enough documentation.
- \* D is rarely practical in hybrid or large-scale environments.

#### NEW QUESTION # 404

Which of the following is an Agile Manifesto principle?

- A. Welcome changing priorities, even late in development.  
Agile processes handle changes for the customer's competitive advantage.
- B. Welcome changing priorities, early in development.  
Agile processes harness change for the customer's competitive advantage.
- C. Welcome changing requirements, early in development.  
Agile processes handle changes for the customer's competitive advantage.
- D. Welcome changing requirements, even late in development.  
Agile processes harness change for the customer's competitive advantage.

#### Answer: D

### NEW QUESTION # 405

During iteration planning, the team is discussing the design for a user story.

A team member states that a design document should be started since the system is complex in nature.

Another team member responds that in Agile there is no documentation.

How should the ScrumMaster respond?

- A. Ask the manager if the technical processes mandate that designs be documented.
- B. Agree that documentation should be avoided, since it slows the progress of the team.
- C. Ask the Product Owner if it is acceptable for the resources to spend time on documentation.
- D. **Explain that interactions are valued over documentation, but documentation is not forbidden.**

**Answer: D**

### NEW QUESTION # 406

After some iterations, the agile practitioner observes that the team is self-organizing in small knowledge silos.

Which action should be taken regarding the team's behavior?

- A. **Advise the team of the risks and invite them to change.**
- B. Raise the concern to upper management.
- C. Reorganize the team aiming to force the behaviors.
- D. Establish rules for the team to avoid this situation.

**Answer: A**

### NEW QUESTION # 407

A change made to the internal structure of software that makes it easier to understand and cheaper to modify but does not change its observable behavior is referred to as:

- A. Technical debt
- B. **Refactoring**
- C. A User Story
- D. A Spike

**Answer: B**

Explanation:

Explanation/Reference:

### NEW QUESTION # 408

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