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Number: DASM
Passing Score: 800
Time Limit: 120
File Version: 3.0

Exam Code: DASM

Exam Name: Disciplined Agile Scrum Master



Exam A

QUESTION 1

Which phase of the project life cycle develops a consumable solution in a collaborative and incremental manner?

- A. Execution
- B. Construction
- C. Inception
- D. Transition

Correct Answer: B

Section:

Explanation:

In Disciplined Agile, the Construction phase of the project life cycle is responsible for developing a consumable solution in a collaborative and incremental manner. During this phase, the team iteratively builds the solution, working closely with stakeholders to ensure that the product or service being developed meets their needs and expectations. The Construction phase emphasizes agility, collaboration, and incremental development, where the solution evolves through repeated iterations, incorporating feedback and improvements at each step. This approach helps to minimize risks, adapt to changes, and deliver value more frequently.

PMI, 'Choose Your WoW! A Disciplined Agile Delivery Handbook for Optimizing Your Way of Working (WoW),' which describes the Construction phase as the iterative process where the solution is developed incrementally and collaboratively.

PMI Disciplined Agile (DA) Toolkit, which outlines the phases of the DA life cycle, including the collaborative nature of the Construction phase.

QUESTION 2

Which approach is described as an agnostic hybrid technique that draws upon many different ideas?

- A. Agile
- B. Lean
- C. Disciplined Agile
- D. Iterative

Correct Answer: C

Section:

Explanation:

Disciplined Agile is described as an agnostic hybrid technique that draws upon many different ideas from multiple agile and lean frameworks. Unlike other agile methodologies that prescribe a specific set of practices, Disciplined Agile provides a toolkit that allows teams to choose and tailor their way of working based on their unique context, goals, and constraints. It integrates strategies from Scrum, Kanban, Lean, XP (Extreme Programming), SAFe (Scaled Agile Framework), and other approaches, providing a more flexible and adaptive approach to project management.

PMI, 'Choose Your WoW! A Disciplined Agile Delivery Handbook for Optimizing Your Way of Working (WoW),' which describes Disciplined Agile as a hybrid approach that is framework-agnostic and adaptable to different situations.

PMI Disciplined Agile (DA) Toolkit, which discusses the agnostic and hybrid nature of DA and its ability to draw upon multiple methodologies.

QUESTION 3

Which of these tools or techniques should be used to sequence work to deliver value quickly?

- A. Minimum business Increment (MBI)
- B. Minimum viable product (MVP)
- C. Panning Poker
- D. Work in process (WIP) limits

Correct Answer: A

Section:

Explanation:

In Disciplined Agile (DA), Minimum Business Increment (MBI) (A) is a key tool used to sequence work in order to deliver value quickly. An MBI is the smallest piece of functionality that can deliver recognizable value to the business and its stakeholders. By focusing on delivering MBIs, teams can prioritize and sequence their work to release incremental value to customers in a timely manner, reducing time-to-market and allowing for early feedback.

Here's a breakdown of why MBI is the correct answer:

MBI (A) is specifically designed to deliver real business value with the minimum amount of effort, ensuring that development work is focused on the most impactful features first. It's not just about delivering a working product, but rather delivering the smallest set of functionalities that provide business value, which can be immediately utilized by the organization or customers.

The other options have important roles in Agile but are not directly related to sequencing work to deliver value quickly:

Minimum Viable Product (MVP) (B): While MVP is crucial for early market testing, it is a broader concept compared to MBI. MVP aims to test the product's viability, but MBI is more focused on delivering incremental business value.

Planning Poker (C): A tool for estimating work efforts in Agile but not used for sequencing work.

Work in Process (WIP) Limits (D): This technique is related to managing workflow, typically in Kanban, by limiting the number of tasks in progress to avoid overloading the team. While it improves flow, it does not directly prioritize or sequence work based on business value.

Therefore, MBI (A) is the most effective technique for sequencing work to deliver value quickly in the DA framework.

QUESTION 4

What is the main role of the team lead?

- A. Ensure that the team builds the product right.
- B. Build the product.
- C. Ensure that the team builds the right product.
- D. Coordinate the building of the product.

Correct Answer: A

Section:

Explanation:

In Disciplined Agile (DA), the Team Lead (often equivalent to the Scrum Master role in Scrum) is primarily responsible for ensuring that the team adheres to the agreed-upon practices and builds the product correctly. This involves facilitating the team's processes, coaching team members on agile practices, and helping them remove impediments. The Team Lead is responsible for guiding the team in following the chosen way of working (WoW) and ensuring that the team's processes are efficient, effective, and continuously improving. Therefore, the primary focus is on ensuring that the product is built correctly according to the standards and requirements agreed upon by the team.

PMI Disciplined Agile (DA) Toolkit, which defines the role of the Team Lead as the person who ensures that the team follows effective practices and builds the product correctly.

PMI, 'Choose Your WoW! A Disciplined Agile Delivery Handbook for Optimizing Your Way of Working (WoW),' which provides insights into the responsibilities of the Team Lead role in DA.

QUESTION 5

Which is not a feature of a user story?

- A. Achievable
- B. Negotiable
- C. Estimable
- D. Testable

Correct Answer: A

Section:

Explanation:

In agile practices, particularly in the context of user stories, the features are typically defined by the INVEST criteria: Independent, Negotiable, Valuable, Estimable, Small, and Testable. 'Achievable' is not a standard feature of a user story. Instead, user stories should be Negotiable (they are not fixed, and details can be discussed), Estimable (it should be possible to estimate the effort required), and Testable (it should be possible to verify whether the story has been implemented correctly). Therefore, 'Achievable' is not one of the features of a user story.



PMI Disciplined Agile (DA) Toolkit, which discusses the criteria for writing effective user stories using the INVEST model.
PMI Agile Practice Guide, which outlines the characteristics of user stories and the INVEST criteria.

QUESTION 6

Which artifact collects all the work flowing to the team?

- A. Business backlog
- B. Product backlog
- C. Release roadmap
- D. Iteration backlog

Correct Answer: B

Section:

Explanation:

The Product Backlog is the artifact that collects all the work flowing to the team. It is a prioritized list of everything that might be needed in the product, managed and maintained by the Product Owner. The backlog is continuously refined and reprioritized as needed to reflect the changing needs of stakeholders, market conditions, and business priorities.

- A . Business backlog is not a standard Agile artifact.
- C . Release roadmap outlines future releases but does not collect all work items.
- D . Iteration backlog contains a subset of the product backlog items selected for a specific iteration.

QUESTION 7

The Kaizen feedback loop can be summarized as:

- A. Plan, Do, Monitor, Study
- B. Plat, Implement Demo, Study
- C. Plan, Do, Study, Act
- D. Study, Act, React, Demo

Correct Answer: C

Section:

Explanation:

The Kaizen feedback loop is commonly summarized as Plan, Do, Study, Act (PDSA). This cycle is used for continuous improvement and problem-solving, where:

Plan: Identify a goal or process and plan a change.

Do: Implement the change on a small scale.

Study: Observe and analyze the results of the change.

Act: Decide on necessary adjustments and standardize the successful changes.

Other options do not correctly capture the Kaizen loop:

- A . Plan, Do, Monitor, Study incorrectly places 'Monitor'.
 - B . Plat, Implement Demo, Study mixes unrelated steps.
 - D . Study, Act, React, Demo does not follow the correct logical order of the Kaizen feedback loop.
- Thus, the correct answer is C. Plan, Do, Study, Act.

QUESTION 8

What is the definition of Disciplined Agile (DA)?

- A. It is an agile set of practices that promotes autonomy within a project management office.
- B. It is a process-decision tool kit that provides straightforward guidance to help people, teams, and organizations to streamline their processes in a context-sensitive matter.
- C. It is an approach that frequently assesses the change within an organization to ensure all associated projects, programs, and portfolios are aligned.



D. It is a methodology that explores the various approaches to conducting agile and waterfall-based practices to project management.

Correct Answer: B

Section:

Explanation:

Disciplined Agile (DA) is defined as a process-decision toolkit that offers a broad range of guidance to help individuals, teams, and organizations streamline their processes in a way that makes sense given their unique context. DA is not a specific methodology; instead, it provides a toolkit that integrates various agile, lean, and traditional strategies, allowing teams to choose the best approach for their situation.

A . An agile set of practices promoting autonomy within a PMO is not accurate, as DA is broader than just a PMO.

C . An approach that frequently assesses change is not the specific purpose of DA.

D . A methodology exploring various agile and waterfall practices does not accurately represent DA's comprehensive and context-sensitive nature.

Therefore, the correct answer is B. It is a process-decision toolkit that provides straightforward guidance to help people, teams, and organizations to streamline their processes in a context-sensitive manner.

QUESTION 9

What are the three phases common across project life cycles? (Choose three)

A. Inspiration

B. Modulation

C. Construction

D. Inception

E. Transition

Correct Answer: C, D, E

Section:

Explanation:

In Disciplined Agile (DA), the three common phases across project life cycles are Inception, Construction, and Transition. These phases reflect the iterative and incremental approach of agile methodologies tailored to suit varying contexts.

Inception: This phase is about getting things started properly. It includes initial planning activities such as defining the vision, developing a preliminary project plan, identifying stakeholders, securing funding, and setting up the initial environment.

Construction: This phase focuses on developing a consumable solution in a series of iterations. The team builds, enhances, and evolves the solution to ensure that it meets stakeholders' needs while remaining aligned with the overarching vision and goals.

Transition: The transition phase ensures that the solution is ready for delivery to the end-users or stakeholders. This includes final validation and verification activities, user training, deployment, and addressing any remaining issues.

These phases are common in the DA life cycles, reflecting the disciplined approach to managing complexity in various types of projects, from straightforward to highly complex, while supporting adaptability and continuous improvement.

PMI, 'Choose Your WoW! A Disciplined Agile Delivery Handbook for Optimizing Your Way of Working (WoW),' which outlines the DA life cycles, including Inception, Construction, and Transition phases.

PMI's Disciplined Agile Toolkit, which describes these phases in detail and their relevance across different types of project life cycles.

QUESTION 10

What is the architecture owner responsible for?

A. Mitigating key technical risks

B. Working cross-functionally to deliver the solution

C. Removing impediments

D. Determining the priorities for the solution

Correct Answer: A

Section:

Explanation:

In Disciplined Agile, the Architecture Owner is responsible for mitigating key technical risks. This role focuses on overseeing the architectural integrity of the solution being developed, ensuring that the team makes sound technical decisions that align with the desired architecture and quality attributes of the project. The Architecture Owner helps in identifying and addressing potential technical risks early in the project life cycle, collaborating with the team to adapt the architecture as necessary to mitigate these risks.

This individual works closely with the team to guide architectural considerations, ensures compliance with the chosen architectural strategies, and maintains the overall technical direction of the project. Although they are involved in other cross-functional activities, their primary responsibility is to foresee and address technical challenges that could jeopardize the success of the project.

PMI, 'Choose Your WoW! A Disciplined Agile Delivery Handbook for Optimizing Your Way of Working (WoW),' which details the responsibilities of the Architecture Owner, including mitigating technical risks.

PMI Disciplined Agile (DA) Toolkit, which provides an overview of the roles and responsibilities within DA, particularly the Architecture Owner's role in managing technical risks.

QUESTION 11

Why is the coordination meeting important for a project team?

- A. It provides a demo of the product to keep everyone up to date.
- B. It provides an opportunity for the team to help itself stay in sync.
- C. It allows the stakeholders to see how well the team is working together.
- D. It allows the team to reassess the backlog to meet their needs.

Correct Answer: B

Section:

Explanation:

The coordination meeting (often referred to as the daily stand-up or daily coordination meeting in Agile practices) is crucial for a project team because it provides an opportunity for the team to help itself stay in sync. This meeting is typically held daily and allows team members to communicate their progress, discuss any challenges or impediments, and align their activities with the project's goals.

In Disciplined Agile, such meetings are vital for fostering collaboration and ensuring that everyone on the team is aware of what others are doing, which helps avoid misunderstandings, duplicate work, and potential blockers. The purpose is not to report to a manager but for the team to coordinate, plan, and adjust their work dynamically to ensure continuous alignment and effective progress towards the team's objectives.

PMI Disciplined Agile Toolkit, which emphasizes the importance of coordination meetings (or daily stand-ups) in maintaining team alignment and promoting self-organization.

PMI, 'Choose Your WoW! A Disciplined Agile Delivery Handbook for Optimizing Your Way of Working (WoW),' which describes the value of regular team coordination to ensure synchronicity and continuous alignment within agile teams.

QUESTION 12

What are the three categories of process blades, according to Disciplined Agile (DA)? (Choose three)

- A. Disciplined DevOps
- B. Disciplined Project Management Office (PMO)
- C. Disciplined Agile IT
- D. Disciplined Kanban
- E. Disciplined Agile Delivery (DAD)

Correct Answer: A, B, E

Section:

Explanation:

In PMI's Disciplined Agile (DA) framework, process blades refer to modular, process decision-making tools that help organizations optimize their way of working (WoW). They are categorized into three primary areas:

Disciplined DevOps (A) - This blade focuses on streamlining and integrating development and operations activities, with a focus on continuous delivery and automation practices. It encompasses activities such as IT operations, quality assurance, data management, and release management to improve flow and operational efficiency.

Disciplined Project Management Office (PMO) (B) - The Disciplined Agile PMO is designed to oversee and provide governance to an organization's project and product delivery processes. It facilitates strategic alignment and value delivery across teams, ensuring that agile principles are applied at a broader organizational level, and that governance and funding models are adaptable.

Disciplined Agile Delivery (DAD) (E) - Disciplined Agile Delivery is a hybrid agile approach focused on the delivery of software-based solutions. It combines strategies from Agile, Lean, Scrum, and other methodologies to create a flexible and scalable approach to delivery. DAD provides guidance across all stages of solution delivery, from concept to deployment.

These three categories help organizations leverage Disciplined Agile principles by enabling flexible, scalable solutions that can be customized based on their specific context and needs.

QUESTION 13

What are Disciplined Agile milestones based on?

- A. Continuous integration
- B. Documentation
- C. Lean governance
- D. Lifecycle

Correct Answer: C

Section:

Explanation:

Disciplined Agile (DA) milestones are based on the concept of Lean governance, which is focused on ensuring that agile practices are aligned with the organization's overall objectives while minimizing bureaucracy. In the DA framework, milestones provide lightweight checkpoints throughout the lifecycle to ensure that the team is on track to meet its objectives and deliver value. These milestones are not about documentation or merely following a predefined lifecycle but are instead focused on achieving business value in a lean and efficient manner.

A . Continuous integration is a practice rather than a basis for milestones.

B . Documentation is not a central focus of DA milestones.

D . Lifecycle refers to the various phases in the DA process, but milestones are specific checkpoints within these phases guided by lean governance principles.

Thus, C. Lean governance is the correct answer, as it embodies the principles upon which Disciplined Agile milestones are established.

QUESTION 14

Why is the retrospective an important agile ceremony?

- A. It allows the team time to focus on how they can better work together moving forward.
- B. It allows the team to organize the product backlog into categories which are meaningful to them.
- C. It prohibits stakeholders who attended the demo from giving additional requests to the team.
- D. It provides the product owner with the opportunity to see how well the team works together.

Correct Answer: A

Section:

Explanation:

In Agile, and specifically within the Disciplined Agile framework, the retrospective is a crucial ceremony where the team reflects on their past iteration to identify areas of improvement. The main purpose is to foster continuous improvement by focusing on how the team can better work together moving forward. It encourages open communication, self-reflection, and team accountability, aligning with the agile principles of continuous learning and adaptation.

The other options are incorrect because:

B . Organizing the product backlog is typically done during backlog refinement sessions, not retrospectives.

C . Prohibiting stakeholders from making requests is not the purpose of a retrospective; stakeholder feedback is valuable and is usually gathered during review sessions.

D . Providing the product owner with insights into team dynamics may occur, but it is not the primary goal of the retrospective.

Therefore, the correct answer is A. It allows the team time to focus on how they can better work together moving forward, as it aligns with the continuous improvement objective central to Agile and Disciplined Agile practices.

QUESTION 15

How does a value stream map help the team learn to minimize waste?

- A. By helping the team to identify problem areas in the path for realizing value
- B. By helping the team to focus on the construction phase
- C. By helping the team to reduce delays in the workflow process
- D. By helping the team to apply the five Whys root cause method to all parts of the stream

Correct Answer: A

Section:

Explanation:

A value stream map is a Lean tool that helps teams visualize the flow of work and identify waste throughout the process of delivering a product or service. The primary purpose of a value stream map is to help the team identify problem areas or bottlenecks in the path to realizing value. By understanding where delays, excess inventory, or unnecessary steps occur, teams can target these areas for improvement, thereby minimizing waste and optimizing the flow of value to customers.

B . Focusing on the construction phase is not specific to minimizing waste across the entire value stream.

C . Reducing delays in the workflow process is an outcome of identifying problem areas but not the direct function of value stream mapping.

D . Applying the five Whys root cause method is a separate Lean technique that can complement value stream mapping but is not its main purpose.

QUESTION 16

What is the role of the product owner?

A. Coordinate the product.

B. Inspect the product.

C. Build the right product.

D. Organize the product team.

Correct Answer: C

Section:

Explanation:

The role of the Product Owner in Agile and Disciplined Agile frameworks is to ensure the team is building the right product that aligns with stakeholder needs and provides maximum value to the customer. The Product Owner achieves this by managing and prioritizing the product backlog, defining user stories, clarifying requirements, and making decisions on behalf of the stakeholders.

A . Coordinate the product is not a primary function of the Product Owner.

B . Inspect the product may be a part of their responsibilities, but the focus is on guiding the product's development.

D . Organize the product team is more aligned with the Scrum Master's role.

QUESTION 17

In Team Estimation

A. You first estimate the relative sizes of all stories, then assign numbers to them.

B. Each team is ranked in order of importance for completing a task.

C. Members of a group define what criteria will be used for determining the 'Definition of Done. *

D. You estimate what roles will be necessary in order to complete user stories.

Correct Answer: A

Section:

Explanation:

In Team Estimation, also known as relative estimation or silent grouping, the team first estimates the relative sizes of all user stories by comparing them against each other. The stories are arranged in order of size (smallest to largest) without initially assigning specific numbers. After ordering, numerical values (such as story points) are then assigned to each story based on their relative size. This method leverages group consensus and comparative analysis to provide more accurate estimates.

B . Ranking teams in order of importance is not part of the Team Estimation process.

C . Defining 'Definition of Done' criteria is a separate exercise, not related to estimating story size.

D . Estimating necessary roles is not a part of Team Estimation.

QUESTION 18

Which of the following roles would fall under that of a 'specialist' on a Disciplined Agile Delivery Team?

- A. Business Analyst
- B. Product Owner
- C. Project Manager
- D. Stakeholder

Correct Answer: A

Section:

Explanation:

In the context of the Disciplined Agile (DA) framework, a 'specialist' on a Disciplined Agile Delivery Team is someone with a specific, specialized skill set or domain expertise that contributes to the overall development and delivery process. While the DA framework promotes cross-functional team members, it acknowledges that certain roles require specialized knowledge.

A Business Analyst (BA) is considered a specialist role because they bring specific expertise in requirements gathering, process analysis, stakeholder communication, and translating business needs into actionable tasks for the development team. According to PMI's Disciplined Agile guidelines, BAs provide value by ensuring that the requirements are well-understood and clearly defined, which is crucial in aligning the team's efforts with stakeholder needs.

On the other hand, the roles of Product Owner (B) and Project Manager (C) are more related to leadership, decision-making, and coordination, rather than specialized technical or analytical expertise. Stakeholders (D) are external to the delivery team and are not considered specialists within the team itself.

QUESTION 19

What is the Disciplined Agile principle of being pragmatic characterized by?

- A. Adapting lean methodologies when necessary
- B. Tailoring the organizational structure to the context
- C. Identifying when to be agile
- D. Being as effective as you can and continuously improving

Correct Answer: D

Section:

Explanation:

The Disciplined Agile (DA) principle of being pragmatic is characterized by the focus on 'being as effective as you can and continuously improving.' According to PMI's Disciplined Agile Toolkit, being pragmatic means applying an agile mindset that is not constrained by a rigid set of rules or practices. Instead, it emphasizes being practical and outcome-focused, aiming for the best results in each unique context while continually seeking opportunities for improvement.

Disciplined Agile promotes pragmatic decision-making by suggesting that teams should balance their approach by being both goal-driven and situation-aware. This means that instead of strictly adhering to a single agile framework or methodology, teams should assess their situation, leverage their experience, and apply the most suitable tools and techniques available. Furthermore, continuous improvement (Kaizen) is a fundamental aspect, meaning teams should regularly reflect on their practices and make iterative enhancements to achieve effectiveness.

This principle also aligns with DA's guidance to 'Optimize Flow' and 'Be Awesome,' as it encourages teams to deliver value while recognizing that every situation might require different tools, techniques, and practices. Thus, 'D. Being as effective as you can and continuously improving' best captures the essence of DA's pragmatic approach.

PMI, 'Choose Your WoW! A Disciplined Agile Delivery Handbook for Optimizing Your Way of Working (WoW),' which details the core principles of Disciplined Agile, including being pragmatic by focusing on effectiveness and continuous improvement.

PMI Disciplined Agile (DA) Toolkit, which explains how being pragmatic involves choosing the best approach for your specific context rather than adhering to a strict methodology.

QUESTION 20

A team is about to begin work on a project that will face rapidly changing requirements with releases only every six months or so. The team does not have an agile mindset and does not want to release often.

Which lifecycle should the scrum master select?

- A. Program
- B. Lean
- C. Traditional
- D. Agile



Correct Answer: C

Section:

Explanation:

In the context of the Disciplined Agile framework, when a team is dealing with rapidly changing requirements but is resistant to frequent releases and does not have an Agile mindset, the Traditional lifecycle is appropriate. This lifecycle aligns with teams that prefer a more plan-driven, less iterative approach, which typically includes longer release cycles and detailed upfront planning. The Traditional lifecycle in Disciplined Agile follows a waterfall-like approach, which is suitable when the team is not yet prepared to adopt Agile principles such as frequent delivery and adaptive planning.

The other options do not match this scenario:

A . Program lifecycle is used for coordinating multiple teams on larger programs, which is not relevant to a single team with the specified conditions.

B . Lean focuses on optimizing flow and delivering value quickly, which contrasts with the team's preference for infrequent releases.

D . Agile lifecycle involves iterative development and frequent releases, which the team is resistant to.

Therefore, C. Traditional is the correct answer as it fits the team's preference for less frequent releases and their lack of an Agile mindset.

QUESTION 21

What is the purpose of an iteration retrospective?

A. To showcase what the team accomplished in an iteration.

B. To transfer knowledge and improvements to the next iteration.

C. To prioritize stories and concrete tasks for the next iteration.

D. To identify progress and to note encountered impediments.

Correct Answer: B

Section:

Explanation:

The purpose of an iteration retrospective in the Disciplined Agile framework is to reflect on the team's process and performance during the previous iteration to identify what went well and what can be improved. The primary goal is to continuously improve by transferring the lessons learned, knowledge, and potential improvements to the next iteration. This aligns with Disciplined Agile's emphasis on continuous improvement and learning, which is critical to the team's effectiveness and efficiency.

The other options are not the primary focus of an iteration retrospective:

A . To showcase what the team accomplished in an iteration is the purpose of an iteration review or demo, not a retrospective.

C . To prioritize stories and concrete tasks for the next iteration is typically part of iteration planning.

D . To identify progress and to note encountered impediments is also part of other ceremonies like daily standups but not the main focus of a retrospective.

Thus, the correct answer is B. To transfer knowledge and improvements to the next iteration, aligning with the Disciplined Agile framework's purpose for iteration retrospectives.