Exam Code: CASM

Exam Name: Certified Agile Service Manager V2.1

QUESTION 1
Intelligent automation requires which initial element?

A. Intelligent process
B. Intelligent tools
C. Resilient technology
D. Resilient process

Correct Answer: A
Section:
Explanation:
Intelligent automation begins with intelligent processes that are designed to adapt and respond to dynamic needs, supported by automation tools and resilient technology.
A . Correct. The foundation of intelligent automation is a process designed with adaptability and efficiency in mind.
B . Incorrect. Tools are important but secondary to having a well-designed process.
C . Incorrect. Resilient technology supports automation but does not serve as the starting point.
D . Incorrect. Resilient processes are an outcome of intelligent process design.
ITIL 4: Role of intelligent automation in service management.
Agile and DevOps: Process-first approach to automation.

QUESTION 2
Which statement about the Process Startup is TRUE?

A. Attendance is limited to Team members
B. It is an inspection of progress toward the Sprint Goal
C. It is a status meeting
D. All of the above

Correct Answer: C
Section:
Explanation:
The Process Startup (or Daily Scrum equivalent in service management) is a quick status meeting to align the team's efforts and inspect progress.
A . Incorrect. Attendance may involve stakeholders or others, depending on the context.
B . Incorrect. The inspection of progress toward the Sprint Goal is a characteristic of the Sprint Review, not the Process Startup.
C . Correct. The Process Startup functions as a status meeting to synchronize team activities.
D . Incorrect. Not all options are correct.
Scrum Guide 2020: Daily Scrum principles.

QUESTION 3
Which of the following are NOT included in a Sprint Review?

A. Discuss what went well
B. Discuss challenges faced
C. Discuss what we will do differently next time

D. Review the current state of the Practice Backlog

Correct Answer: C
Section:
Explanation:
The Sprint Review focuses on inspecting the increment and adapting the backlog, not on identifying improvement actions for the team.
A . Correct. Discussions on successes are part of the Sprint Review.
B . Correct. Challenges faced during the Sprint are addressed in the Sprint Review.
C . Incorrect. Reflection on what to do differently is a key focus of the Sprint Retrospective, not the Sprint Review.
D . Correct. Reviewing the state of the backlog is a central activity in the Sprint Review.
Scrum Guide 2020: Sprint Review and Retrospective distinctions.

QUESTION 4
What is a value stream?

A. Enables the ability to do something when and how it is needed or desired

B. A set of activities that flow from the start of development to software deployment

C. All the activities from a customer request to a delivered product or service

D. The importance, worth, or usefulness of an IT service

Correct Answer: C
Section:
Explanation:
A value stream is a series of steps or activities that an organization undertakes to deliver value to a customer, starting from the initial request to the final delivery of a product or service. It represents the end-to-end flow of value and includes all tasks necessary for the creation and delivery of the product or service, regardless of whether they are performed by development teams, operations, or other departments.
Option Analysis:
A . Incorrect. While agility involves doing something as and when needed, this doesn't define a value stream.
B . Partially correct but too narrow. A value stream encompasses more than just development and deployment; it includes all activities related to delivering customer value.
C . Correct. This encapsulates the end-to-end activities from customer request to delivery, which aligns with the value stream concept in Lean and Agile practices.
D . Incorrect. This defines 'value' in IT services, not the concept of a value stream.
Lean Thinking by James P. Womack and Daniel T. Jones
SAFe Framework: Understanding Value Streams
ITIL 4: Managing Professional - High-Velocity IT, which includes value streams as part of ITSM evolution.

QUESTION 5
Which statement about Agile is INCORRECT?
Agile is:

A. Applicable beyond software development

B. A methodology

C. A set of guiding values and principles

D. Brought to life via frameworks, standards, and processes

Correct Answer: B
Section:
Explanation:
Agile is often misunderstood, and one common misconception is treating it as a methodology. Let's analyze the options:
A . Correct. Agile is applicable beyond software development. It originated in software but has since been applied to areas like marketing, operations, and even HR.
B . Incorrect. Agile is not a methodology. It is a mindset or philosophy characterized by values and principles outlined in the Agile Manifesto. Frameworks like Scrum, Kanban, or SAFe operationalize Agile, but Agile itself is not

prescriptive.

C . Correct. Agile is defined by its guiding values and principles, which include customer collaboration, responding to change, and delivering value frequently.

D . Correct. Frameworks like Scrum and SAFe, as well as processes, help bring Agile principles into practice.

Agile Manifesto: agilemanifesto.org

''Scrum Guide 2020'' and ''Kanban Method'' for frameworks operationalizing Agile.

QUESTION 6
Which is NOT one of the underlying principles of the Agile Manifesto?

A. Working software is the primary measure of progress

B. Deliver working software daily

C. The highest priority is to satisfy the customer

D. Simplicity---the art of maximizing the amount of work not done---is essential

Correct Answer: B
Section:
Explanation:
The Agile Manifesto outlines 12 principles, and while delivering value frequently is one of them, 'delivering working software daily' is not explicitly stated. Let's evaluate the options:

A . Correct. The Agile Manifesto states that 'working software is the primary measure of progress.'

B . Incorrect. The principle states, 'Deliver working software frequently, from a couple of weeks to a couple of months,' but it does not specify daily delivery. This makes 'daily' incorrect.

C . Correct. Satisfying the customer through early and continuous delivery is the highest priority in Agile.

D . Correct. Simplicity, or minimizing unnecessary work, is one of the core principles in Agile.

Agile Manifesto: agilemanifesto.org

Principle 3: 'Deliver working software frequently...'

Principle 10: 'Simplicity---the art of maximizing the amount of work not done---is essential.'

QUESTION 7
An organization's CIO believes they will better serve customers if they become more Agile. How can an organization become more Agile?

A. Shift IT's main focus to software development

B. Put strict control on changes and only allow them early in development

C. Be more collaborative

D. Both A and C
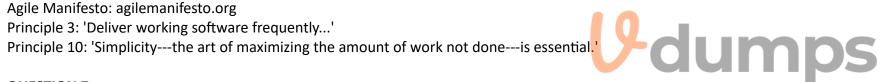
Correct Answer: C
Section:
Explanation:
Becoming more Agile requires fostering collaboration, flexibility, and customer focus. Let's evaluate the options:

A . Incorrect. While IT plays a crucial role in Agile transformation, solely focusing on software development doesn't address Agile principles like collaboration, iterative value delivery, and responsiveness to change.

B . Incorrect. Strict control over changes contradicts Agile principles, which encourage adaptability and welcoming change throughout development.

C . Correct. Collaboration is a core value in Agile, emphasizing interactions among teams, customers, and stakeholders to deliver value effectively.

D . Incorrect. While collaboration is correct, pairing it with a narrow IT focus (option A) doesn't reflect a holistic Agile transformation.

Agile Manifesto (Individual and interactions over processes and tools).

Principles of Agile Transformation: Collaboration and adaptability are key.

QUESTION 8
What is Agile Service Management?

A. A cultural movement that aims to increase software delivery velocity and improve service reliability

B. A production philosophy that focuses on reducing waste and improving the flow of processes to improve overall customer value

C. A discipline that incorporates aspects of software engineering and applies them to infrastructure and operations problems

D. A framework that ensures that service management processes reflect Agile values and are designed with 'just enough' control and structure

Correct Answer: D
Section:
Explanation:
Agile Service Management integrates Agile principles into service management processes to ensure they are efficient, customer-centric, and adaptive. Let's analyze the options:
A . Incorrect. While Agile Service Management does improve service delivery and reliability, calling it solely a cultural movement is too narrow.
B . Incorrect. This describes Lean principles rather than Agile Service Management.
C . Incorrect. This describes DevOps rather than Agile Service Management.
D . Correct. Agile Service Management focuses on adapting service processes to align with Agile values, balancing flexibility with adequate control to ensure efficiency.
ITIL 4 Service Value System.
Agile Service Management Guide (Agile and ITIL integration).

QUESTION 9
Which of the following is a benefit of Agile Service Management?

A. Overcome constraints in process workflows

B. Meet customer requirements faster and more accurately

C. Improve the velocity of process improvement teams

D. All of the above

Correct Answer: D
Section:
Explanation:
Agile Service Management delivers numerous benefits by combining Agile principles with service management.
A . Correct. Agile Service Management overcomes workflow constraints by improving flexibility and adaptability.
B . Correct. Agile ensures faster delivery of services that meet customer needs.
C . Correct. Agile fosters incremental improvements, increasing the velocity of process improvement teams.
D . Correct. All of the above are true benefits of Agile Service Management.
Benefits of Agile Service Management in ITSM frameworks like ITIL.

QUESTION 10
What is a microprocess?

A. Interrelated activities that take specific inputs and produce specific outputs

B. A distinct activity that can be defined, designed, implemented, and managed independently

C. All the activities from a customer request to a delivered product or service

D. A set of activities for delivering an IT service

Correct Answer: B
Section:
Explanation:
A microprocess is a smaller, distinct activity within a larger process that can be managed independently. It contributes to the overall process's goals but operates autonomously.
A . Incorrect. This describes a broader process, not a microprocess.
B . Correct. A microprocess is an independently manageable activity that can be defined, designed, and implemented without requiring extensive integration.

C . Incorrect. This describes a value stream, not a microprocess.
D . Incorrect. This describes an IT service process, not a microprocess.
Agile and ITIL materials on service processes and their subdivisions.

QUESTION 11
Which is NOT a characteristic of Agile Process Improvement?

A. Identify and mitigate any constraints affecting the flow of work

B. Conducting regular reviews

C. Ensures documentation is updated and comprehensive

D. Aligning Agile values with processes

Correct Answer: C
Section:
Explanation:
Agile Process Improvement emphasizes iterative, value-driven enhancements to processes, but it avoids unnecessary bureaucracy, such as overly comprehensive documentation.
A . Correct. Agile focuses on identifying and mitigating bottlenecks or constraints to optimize workflow.
B . Correct. Regular reviews, such as retrospectives, are essential to continuous improvement.
C . Incorrect. While documentation is important, Agile prefers documentation that is 'just enough' to support collaboration and delivery, avoiding overly comprehensive updates.
D . Correct. Aligning processes with Agile values ensures that improvements drive responsiveness, flexibility, and customer satisfaction.
Agile Manifesto principle: 'Working software over comprehensive documentation.'
Lean and Agile Process Improvement strategies in ITIL 4 and SAFe.

QUESTION 12
Which is NOT an ITIL Guiding Principle?

A. Start where you are

B. Understand and increase the flow of work

C. Progress iteratively with feedback

D. Collaborate and promote visibility

Correct Answer: B
Section:
Explanation:
ITIL 4 defines specific guiding principles that help organizations adopt and adapt practices in a service management context. Let's analyze the options:
A . Correct. ''Start where you are'' encourages building upon existing capabilities instead of starting from scratch.
B . Incorrect. While understanding flow is crucial in Lean practices, this specific phrasing is not an ITIL guiding principle. ITIL focuses more on holistic principles such as collaboration and iteration.
C . Correct. ''Progress iteratively with feedback'' reflects Agile and Lean practices in ITIL, ensuring incremental improvements with customer input.
D . Correct. Collaboration and visibility are key to ITIL 4 principles, promoting shared understanding and transparency.
ITIL 4 Guiding Principles: Axelos ITIL 4 Foundation materials.

QUESTION 13
Which BEST describes the goal of Lean?

A. To improve the flow of processes while reducing cost

B. To remove waste and have fewer defects

C. To eliminate unnecessary code or functionality

D. To improve overall customer value

Correct Answer: D
Section:
Explanation:
The ultimate goal of Lean is to enhance customer value by improving processes and removing waste. Let's analyze the options:

A . Incorrect. While improving process flow and reducing cost are Lean benefits, they are not the primary goal.

B . Incorrect. Removing waste and defects is part of Lean practices but serves the larger goal of delivering value.

C . Incorrect. Eliminating unnecessary functionality is one aspect of Lean software development, not the broader goal of Lean principles.

D . Correct. Improving customer value aligns with Lean's central objective of delivering what the customer truly needs and values while minimizing waste.

Lean Thinking by Womack and Jones: Core principles emphasize customer value.

SAFe Framework: Lean Principles in scaled environments.