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Exam : DASM

Title : Disciplined Agile Scrum Master

Version : DEMO

1.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
Answer: A
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.

2.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
Answer: D
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.
Reference: 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.

3.A team is about to begin work on a project that will lace 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
Answer: C
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.

4.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 identity progress and to note encountered impediments.
Answer: B
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.

5.What are the three phases common across project life cycles? (Choose three)
A. Inspiration
B. Modulation
C. Construction
D. Inception
E. Transition
Answer: C, D, E
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.
Reference: 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.