

## PMI.DASM.v2025-02-15.q18

Exam Code:	DASM
Exam Name:	Disciplined Agile Scrum Master (DASM) Exam
Certification Provider:	PMI
Free Question Number:	18
Version:	v2025-02-15
# of views:	262
# of Questions views:	180
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### NEW QUESTION: 1

What are the three phases of DAD's delivery life cycle?

- A. Inception. Construction. Transition
- B. Initiation. Foundation. Conversion
- C. Introduction. Substance, Alteration
- D. Commencement. Creation. Evolution

Answer: A ([LEAVE A REPLY](#))

### NEW QUESTION: 2

Which artifact collects all the work flowing to the team?

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

Answer: B ([LEAVE A REPLY](#))

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.

### NEW QUESTION: 3

A scrum master needs to set up a team for a long-term project that has the potential for significant budgeting and tracking overhead.

What type of team should the scrum master set up?

- A. A long-standing team
- B. A protect team
- C. A cross-functional team
- D. A shared services team

**Answer: A (LEAVE A REPLY)**

Along-standing teams are best suited for a long-term project with the potential for significant budgeting and tracking overhead. In Disciplined Agile (DA), a long-standing team is a stable, cross-functional team that remains intact over time and works on various projects or continuous delivery of value. This type of team reduces overhead associated with forming and disbanding teams and allows for more consistent tracking, budgeting, and management of resources. Additionally, long-standing teams develop stronger team dynamics and improve performance over time due to their stability.

\* B. A project team is typically temporary and disbanded once the project ends.

\* C. A cross-functional team is a characteristic of many Agile teams but does not specifically address the need for long-term stability.

\* D. A shared services team supports other teams by providing specialized skills but is not focused on long-term projects with budgeting needs.

#### **NEW QUESTION: 4**

What are the attributes of a leader? (Choose three)

- A. Goes with the flow
- B. Assigns tasks
- C. Focuses on goals
- D. Inspires trust
- E. Takes risks

**Answer: C,D,E (LEAVE A REPLY)**

The key attributes of a leader in an agile context include the ability to focus on goals, inspire trust, and take risks. Agile leaders guide their teams by keeping a clear vision of the goals, building trust through transparency and integrity, and being willing to take calculated risks to achieve desired outcomes. They do not simply "go with the flow" or assign tasks in a top-down manner; instead, they empower their teams, foster a culture of trust, and support innovation by encouraging risk-taking within safe-to-fail boundaries.

#### **NEW QUESTION: 5**

Identify three principles of the Disciplined Agile mindset. (Choose three)

- A. Accelerate delivery
- B. Enterprise awareness.
- C. Delight customers.
- D. Be a servant leader.
- E. Be pragmatic.

**Answer: B,C,E (LEAVE A REPLY)**

The Disciplined Agile mindset includes principles that guide individuals and teams in making decisions and taking actions that align with Agile values and the specific context of their organization. Three principles of the Disciplined Agile mindset are:

- \* B. Enterprise awareness: Encourages teams to work with an understanding of their organization's goals, strategies, and needs, ensuring alignment and collaboration across teams and departments.
- \* C. Delight customers: Focuses on delivering high value and exceptional service to customers, ensuring that their needs are met or exceeded.
- \* E. Be pragmatic: Involves taking a practical and context-sensitive approach, applying tools and practices that best fit the situation rather than adhering strictly to a particular methodology.

Other options like A. Accelerate delivery and D. Be a servant leader are relevant to Agile practices but are not explicitly stated as Disciplined Agile mindset principles.

Thus, the correct answers are B. Enterprise awareness, C. Delight customers, and E. Be pragmatic.

**NEW QUESTION: 6**

A Minimum Viable Product (MVP) is a product with just enough features to satisfy early customers and?

- A. Provide feedback for future product development.
- B. Is used for demonstration only.
- C. Will be the last iteration of development.
- D. Is not yet ready to be sold.

**Answer: A (LEAVE A REPLY)**

A Minimum Viable Product (MVP) is a product with just enough features to satisfy early customers and provide feedback for future product development. The MVP approach allows organizations to test their product hypothesis with minimal effort and investment, gather valuable user feedback, and make informed decisions about further development. By delivering a basic version of the product quickly, teams can learn from real-world use, validate assumptions, and iterate on the product to better meet customer needs in subsequent versions.

**NEW QUESTION: 7**

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 (LEAVE A REPLY)**

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.

### **NEW QUESTION: 8**

Which role on the delivery team builds the product right?

- A. Architecture Owner
- B. Team Lead
- C. Team Member
- D. Product Owner

**Answer: C (LEAVE A REPLY)**

In Disciplined Agile (DA), the Team Member role is primarily responsible for building the product correctly.

Team Members are the individuals who directly create the product by writing code, testing, designing, and performing other tasks necessary to deliver a working solution. The Architecture Owner may guide architectural decisions, and the Team Lead may facilitate processes, but it is the Team Members who actively build the product and ensure it meets the required standards and specifications.

### **NEW QUESTION: 9**

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

**Answer: B (LEAVE A REPLY)**

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.

**NEW 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

**Answer: A (LEAVE A REPLY)**

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.

**NEW QUESTION: 11**

The Kaizen feedback loop can be summarized as:

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

**Answer: C (LEAVE A REPLY)**

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. Plan, 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.

### **NEW QUESTION: 12**

A company is introducing new features to a large, existing product. Which technique should the product team employ?

**A.** Minimum business increment (MBI)

**B.** Minimum viable product (MVP)

**C.** Pull system

**D.** Continuous integration

**Answer: A (LEAVE A REPLY)**

When introducing new features to a large, existing product, the product team should employ the Minimum Business Increment (MBI) technique. An MBI is the smallest piece of functionality that can be delivered that provides value to the business. It allows teams to deliver business value quickly while minimizing risk and ensuring that only essential, incremental changes are introduced. This approach is particularly useful for managing the complexity of large, established products and ensuring that new features are aligned with business goals.

### **NEW QUESTION: 13**

A team has completed the work in their iteration backlog earlier than expected. There is still three days left of the iteration, what should the team do now?

**A.** Work on non-critical tasks until the product owner can assign them more work.

**B.** Work with the product owner to pull more work from the product backlog into their iteration backlog.

**C.** Report the differences in completion time so the next iteration can be planned more efficiently.

**D.** Wait for the other groups to complete their work prior to doing anything else.

**Answer: B (LEAVE A REPLY)**

When a team completes their iteration backlog earlier than expected, the recommended approach in Disciplined Agile is to collaborate with the product owner to pull additional work from the product backlog into the iteration backlog. This approach maintains momentum and ensures that the team continues delivering value without waiting for the next iteration. It promotes agility and maximizes productivity by utilizing any remaining time effectively.

\* A. Working on non-critical tasks or D. waiting for other groups are not effective uses of the team's time and do not align with agile principles of continuous value delivery.

\* C. Reporting differences in completion time helps with future planning but does not address the immediate need to continue productive work.

Thus, the correct answer is B. Work with the product owner to pull more work from the product backlog into their iteration backlog.

#### **NEW QUESTION: 14**

Which characteristic describes a good user story according to the f.N.V.E.S.T. mnemonic?

- A. Incremental
- B. Satisfactory
- C. Tangible
- D. Valuable

**Answer: D (LEAVE A REPLY)**

According to the INVEST mnemonic, a good user story should be Valuable. This means that the user story must deliver value to the customer or stakeholder. Each user story should have a clear purpose, ensuring that the effort invested in its development contributes to the overall product value. Other criteria of the INVEST mnemonic include Independent, Negotiable, Estimable, Small, and Testable, but "Valuable" is key to justifying the user story's inclusion in the product backlog.

#### **NEW QUESTION: 15**

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.

**Answer: (SHOW ANSWER)**

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.

#### **NEW QUESTION: 16**

What is the role of management in Lean?

- A. Ensure documentation is completed.

- B. Provide minimum viable products to the team.
- C. Ensure decisions are not made regionally.
- D. Create awesome team environments.

**Answer: D (LEAVE A REPLY)**

In Lean and Agile methodologies, the role of management is to create awesome team environments that foster collaboration, creativity, and high performance. Lean principles emphasize empowering teams, removing obstacles, and creating a culture of continuous improvement and respect. This means management's role is to support the team, provide the necessary resources, and ensure a safe and conducive environment for delivering high-quality work.

\* A. Ensure documentation is completed is not the primary role of management in Lean.

\* B. Provide minimum viable products to the team is more related to the responsibilities of product owners or teams, not management.

\* C. Ensure decisions are not made regionally is not directly related to the core responsibilities of management in Lean.

Therefore, D. Create awesome team environments correctly reflects the Lean management role.

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#### **NEW QUESTION: 17**

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: (SHOW ANSWER)**

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.

### NEW QUESTION: 18

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.

**Answer: (SHOW ANSWER)**

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.

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