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Question 1

Question Type: MultipleChoice

During Which iterative ceremony should someone obtain feedback?

Options:

- A- Iteration demo.
- B- Retrospective.
- C- Iteration planning.
- D- Daily stand-up/coordination meeting.

Answer:

A

Explanation:

During an iteration demo (also known as an iteration review), the team presents the work completed during the iteration to stakeholders and obtains feedback. This feedback is crucial for ensuring that the team is delivering the desired value and making adjustments as needed for future iterations. The demo provides an opportunity for the product owner and other stakeholders to inspect the product increment and provide input that can be used to refine the backlog and guide the team's efforts.

B . Retrospective is focused on team improvement rather than obtaining product feedback.

C . Iteration planning is for planning the work to be done, not gathering feedback.

D . Daily stand-up/coordination meeting is used for team synchronization and does not involve external feedback.

Question 2

Question Type: MultipleChoice

Who defines the amount of work to be completed during an iteration?

Options:

- A- The product owner based on their estimation of what should be done.
- B- The quality tester based on their estimation of how much completed work can be tested.
- C- The team lead who is responsive for ensuring that the work gets done.
- D- The team members based on their understanding of the team's current capacity.

Answer:

D

Explanation:

In Disciplined Agile, the team members are responsible for defining the amount of work to be completed during an iteration based on their understanding of the team's current capacity. This is aligned with Agile principles that promote self-organizing teams and emphasize the importance of team members making commitments based on their realistic assessment of what they can achieve. This collaborative decision-making process helps to ensure that the team is neither over-committing nor under-utilizing its capacity, leading to sustainable delivery and higher quality outcomes.

PMI Agile Practice Guide, which supports the principle of team autonomy in deciding how much work they can complete in an iteration.

PMI Disciplined Agile (DA) Toolkit, which promotes self-organization and team-based decision-making regarding workload capacity.

Question 3

Question Type: MultipleChoice

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

Options:

- 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

Explanation:

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.

PMI Disciplined Agile (DA) Toolkit, which discusses the concept of an MVP as a tool for early market entry, user feedback, and iterative development.

PMI, 'Choose Your WoW! A Disciplined Agile Delivery Handbook for Optimizing Your Way of Working (WoW),' which outlines the role of an MVP in enabling rapid feedback loops and continuous improvement.

Question 4

Question Type: MultipleChoice

Which of the following statements accurately describes a complex adaptive system?

Options:

- A- A system algorithm used to predict how people are going to work together or what the results of that work will be
- B- The process used in agile teams to evolve their ways of working and motivate change in those they interact with outside of the team
- C- The process by which a collection of interacting teams and groups adapt their way of working to the organizational context and project requirements
- D- A system in which a perfect understanding of the individual parts does not automatically convey a perfect understanding of the whole system's behavior

Answer:

D

Explanation:

A complex adaptive system is characterized by the idea that understanding the individual components does not necessarily provide a clear understanding of the system's overall behavior. These systems are composed of interacting agents that adapt and learn from their experiences, leading to emergent behavior that cannot be easily predicted from the properties of the individual components. This

concept is critical in Agile and Disciplined Agile practices, where teams and organizations are viewed as complex adaptive systems that evolve and adapt over time in response to their environment.

PMI Disciplined Agile (DA) Toolkit, which discusses the concept of complex adaptive systems in the context of agile teams and organizational dynamics.

PMI Agile Practice Guide, which explains how Agile frameworks view teams and organizations as complex adaptive systems to embrace change and continuous improvement.

Question 5

Question Type: MultipleChoice

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?

Options:

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

Answer:

A

Explanation:

A long-standing team is 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.

Question 6

Question Type: MultipleChoice

Why is the retrospective an important agile ceremony?

Options:

- 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.

Answer:

A

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 7

Question Type: MultipleChoice

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?

Options:

- 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.

Question 8

Question Type: MultipleChoice

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

Options:

- 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

Explanation:

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.

Question 9

Question Type: MultipleChoice

Which is not a feature of a user story?

Options:

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

Answer:

A

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.

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