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Disciplined Agile Scrum Master (DASM) Exam

PMI DASM

Version Demo

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QUESTION NO: 1

What goal diagrams should a team select first?

A. The goals in which the team has the least experience

B. The goals that are most relevant to the team's context and life cycle.

C. The goals that are the easiest to complete.

D. The goals that are selected by the customer and stakeholders.

ANSWER: B

Explanation:

The goals that are most relevant to the team's context and life cycle should be selected first. Disciplined Agile uses goal diagrams to help teams make informed, situation-specific choices about ways of working rather than prescribing one universal process. A team begins by considering its delivery situation, including factors such as the nature of its product, organizational constraints, governance needs, risk profile, team capabilities, and the life-cycle approach it is using. It then prioritizes the goal diagrams that will provide the most immediate guidance for those circumstances.

This context-driven selection supports the Disciplined Agile principle of choosing a fit-for-purpose way of working. For example, a team operating in a regulated environment may need to address governance and risk-related goals early, while a team initiating a new product may first need guidance related to inception, planning, and stakeholder collaboration. As the team evolves, it can return to other goal diagrams and tailor its practices based on learning and changing needs. PMI describes Disciplined Agile as a toolkit for selecting a context-appropriate way of working; see PMI's Disciplined Agile overview and PMI's DASM certification page.

QUESTION NO: 2

A team creates a value stream map and discovers that completed work spends most of its elapsed time waiting for reviews and handoffs between groups. The team wants to improve flow without reducing quality controls.

Which two actions should the team take? (Choose two)

A. Collaborate with the review groups to reduce avoidable queues and handoffs.

B. Start additional work items so that every specialist remains fully utilized.

C. Make review activities available earlier and in smaller batches where practical.

D. Measure each functional group only by its individual utilization rate.

E. Remove all review activities from the workflow.

ANSWER: A C

Explanation:

The team should use the map to work with the relevant groups to reduce unnecessary waiting and handoffs, and it should seek to make reviews available earlier and more frequently. These actions address the end-to-end flow of value while retaining appropriate quality activities.

Increasing the amount of work started usually increases queues and waiting. Optimizing each group separately can worsen the overall value stream. Eliminating reviews without understanding the risks sacrifices quality rather than improving the workflow.

QUESTION NO: 3

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

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:

The team members based on their understanding of the team's current capacity. In Disciplined Agile, the people doing the work collaboratively determine how much work they can realistically complete in an iteration. This decision is made during iteration planning by considering actual availability, relevant skills, recent delivery performance, work complexity, dependencies, quality activities, and the team's definition of done. The resulting plan is a team commitment rather than an assignment imposed by an individual role.

This approach supports the agile principle of self-organizing, empowered teams: those closest to the work have the best information to assess delivery capability and to make sustainable commitments. The Product Owner or similar stakeholder contributes by clarifying priorities and desired outcomes, while the team decides the feasible amount of selected work. Establishing the iteration scope this way encourages reliable delivery, transparency, and a pace that can be maintained over time. PMI's agile guidance emphasizes team collaboration, adaptive planning, and engaging empowered team members in planning and execution. See PMI's Disciplined Agile resources and the PMI Agile Practice Guide resources.

QUESTION NO: 4

At an iteration demo, stakeholders request a change to a completed increment and identify a related need that was not previously understood.

What are two appropriate actions for the team and product owner? (Choose two)

A. Capture the requests as backlog items and order them appropriately.

B. Reopen the completed increment immediately without discussion.

C. Refine the requests with stakeholders and assess their impact.

D. Ask the team lead to reject the requests until the next release.

E. Add all requested changes to the current iteration automatically.

ANSWER: A C

Explanation:

The product owner should capture the new requests as backlog items and order them based on current value and priorities. The team should collaborate with stakeholders to refine the requests, clarify the intended outcome, and understand any technical or operational impact. This uses stakeholder feedback to adapt future work while preserving transparency.

A completed increment should not be reopened automatically merely because feedback was received. The team lead should not reject stakeholder input, and the team should not change the current iteration scope without considering capacity, the iteration goal, and product-owner priorities.

QUESTION NO: 5

Identity 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

Explanation:

“Enterprise awareness,” “Delight customers,” and “Be pragmatic” are Disciplined Agile mindset principles. Enterprise awareness means that a team does not operate in isolation: it considers the broader organization, including its strategy, governance, architecture, operations, stakeholders, and the effects that local decisions can have on other teams and the enterprise as a whole. Delight customers keeps the focus on delivering outcomes and value that genuinely satisfy customers and users, rather than merely completing planned work or producing outputs. This supports frequent feedback, learning, and adaptation so that the team can improve the value it provides. Be pragmatic recognizes that teams should apply practices in a context-sensitive way. Disciplined Agile does not prescribe one mandatory method; instead, it encourages people to select and tailor ways of working based on the situation, while considering trade-offs and pursuing effective outcomes. Together, these principles support sound decisions at both the team and enterprise levels. PMI describes Disciplined Agile as a toolkit for choosing a way of working that fits the context, rather than imposing a single framework. See PMI’s Disciplined Agile overview and the PMI DASM certification page.

QUESTION NO: 6

The team lead notices that a team member is falling behind on their work. What would a goodDisciplined Agile team lead do?

A. Have a conversation with the team member to better understand what is getting in their way and look for solutions together.

B. Redistribute the team member's work across the team to avoid embarrassing the team member.

C. Have a one-to-one meeting with the team member about their recent failures.

D. Provide time management training to the team member.

ANSWER: A

Explanation:

Have a conversation with the team member to better understand what is getting in their way and look for solutions together. This reflects the Disciplined Agile expectation that a team lead serves the team by enabling people, fostering psychological safety, and helping remove impediments rather than directing work through command-and-control behavior. Falling behind can result from many system or work-related conditions: unclear priorities, an unaddressed dependency, insufficient access to information or tools, work that is larger than anticipated, or a need for support from another teammate. A respectful conversation creates the information needed to identify the actual constraint and select an appropriate response collaboratively.

Disciplined Agile emphasizes choosing ways of working that fit the context, with leaders helping teams improve their effectiveness. Working with the person and, where appropriate, the broader team supports transparency, learning, shared ownership, and sustainable delivery. The goal is not simply to make an individual complete tasks faster; it is to understand and improve the conditions affecting delivery while treating the team member with respect. This servant-leadership approach is consistent with PMI’s agile guidance on supporting empowered teams and removing barriers. See PMI’s Disciplined Agile overview and the PMI Agile Practice Guide resources.