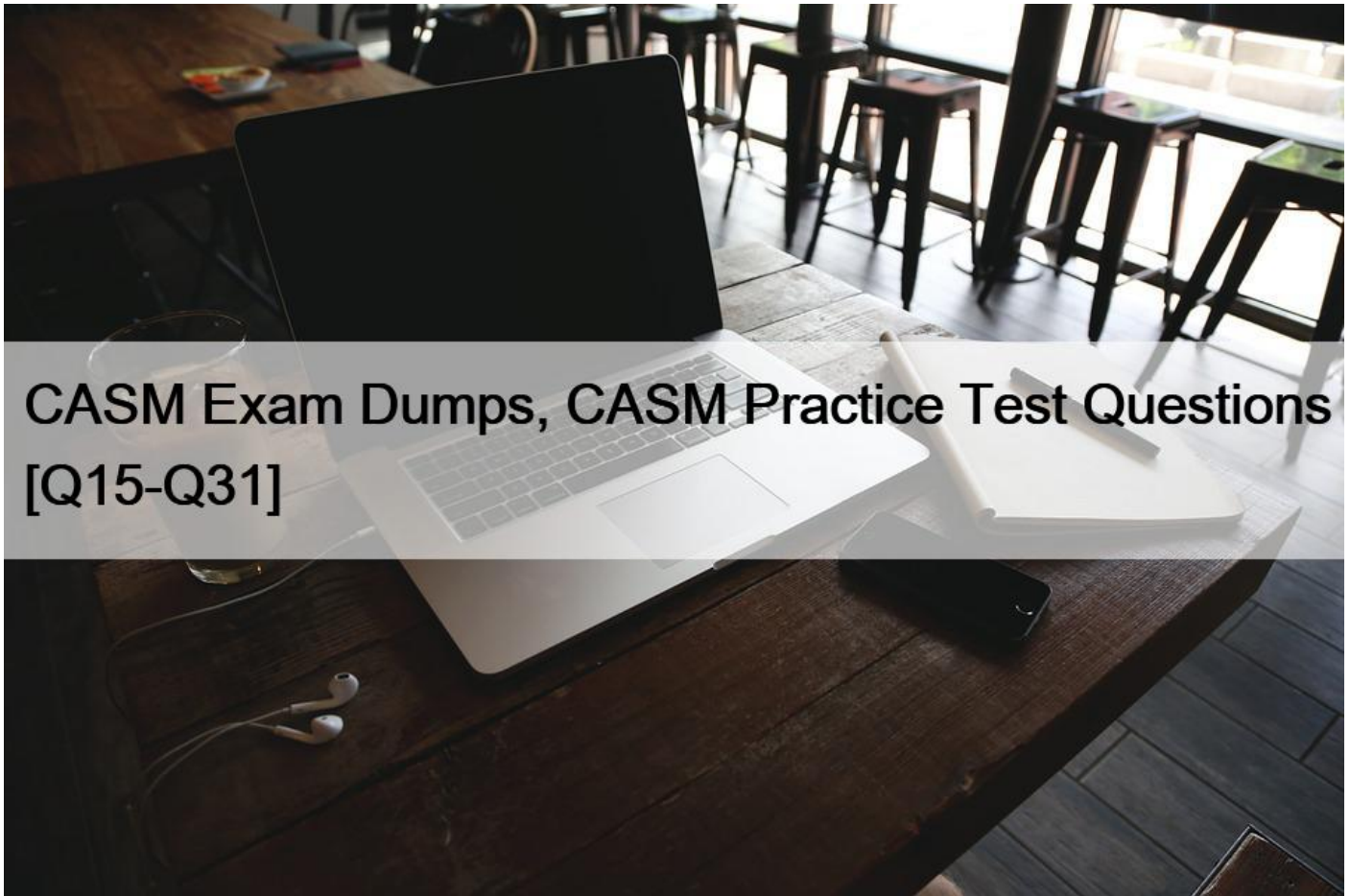# CASM Exam Dumps, CASM Practice Test Questions [Q15-Q31



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**NEW QUESTION 15**

Which is the BEST description of toil?
* Work that is complex and difficult to do manually
* Work that takes a long time to complete
* Work that is manual, repetitive, and devoid of enduring value
* Work that is exhausting
In Agile and DevOps, toil refers to manual, repetitive work that adds no lasting value to the product or service, consuming time and effort that could be better spent on high-value activities.

A . Incorrect. Toil is not necessarily complex; it is often simple but repetitive.

B . Incorrect. Toil may or may not take a long time; its defining trait is the lack of enduring value.

C . Correct. This definition captures toil&#8217;s repetitive, manual nature and its inability to create value.

D . Incorrect. While toil can be exhausting, this description doesn&#8217;t encompass its lack of value.

Reference:

Site Reliability Engineering (SRE) by Google: Toil definition and its impact.

Agile principles: Focus on value-added activities.

**NEW QUESTION 16**

What BEST describes the Practice Backlog?
*  The artifact that documents what will be needed in the next Sprint
*  The single source of requirements for a practice
*  The project plan that will guide the practice&#8217;s implementation roadmap
*  All of the above
The Practice Backlog serves as the single source of truth for requirements within a service management practice, similar to how a Product Backlog functions in Scrum.

A . Incorrect. This describes a Sprint Backlog, not the Practice Backlog.

B . Correct. The Practice Backlog acts as the comprehensive repository for requirements specific to a practice.

C . Incorrect. While the Practice Backlog informs the roadmap, it is not a detailed project plan.

D . Incorrect. Only B accurately reflects the nature of a Practice Backlog.

Reference:

ITIL 4 and Agile Service Management: Practice Backlog as a requirements repository.

**NEW QUESTION 17**

Who makes the decision to release an Increment?
*  The Team
*  The Agile Practice Owner
*  The Agile Service Manager
*  Both A and B
In Scrum and Agile practices, the decision to release an increment typically lies with the Product Owner (or Agile Practice Owner in service contexts) because they are responsible for maximizing the value of the product and ensuring alignment with business needs.

A . Incorrect. While the team delivers the increment, the release decision is outside their authority.

B . Correct. The Agile Practice Owner is accountable for ensuring that a release aligns with business goals and customer needs.

C . Incorrect. The Agile Service Manager focuses on process facilitation, not increment releases.

D . Incorrect. The team supports increment development, but the release decision remains with the Agile Practice Owner.

Reference:

Scrum Guide 2020: Role of the Product Owner in release decisions.

**NEW QUESTION 18**

An organization is currently managing some very complex projects and is struggling to keep team members properly focused so they deliver results on time. Which of the following could BEST help the teams focus on immediate needs and get more done?

* Lean
* DevOps
* ITIL
* Scrum

Scrum provides a framework for managing complex work by breaking it into manageable Sprints, fostering team collaboration, and delivering incremental results.

A . Incorrect. While Lean optimizes processes and removes waste, Scrum provides a structured framework to manage focus in complex projects.

B . Incorrect. DevOps improves collaboration between development and operations but does not provide specific mechanisms for managing focus in complex projects.

C . Incorrect. ITIL focuses on service management rather than iterative project delivery.

D . Correct. Scrum&#8217;s iterative and incremental approach helps teams focus on immediate priorities and deliver value regularly.

Reference:

Scrum Guide 2020

Agile Practices for Complex Project Management

**NEW QUESTION 19**

A team is working on a Sprint. A stakeholder requests that additional work be added to the Sprint Backlog. Who can approve or reject that request?

* The Team
* The Agile Service Manager
* The Agile Practice Owner
* The Product Owner

In Scrum, the Product Owner has the authority to manage the Product Backlog, including accepting or rejecting changes to the Sprint Backlog.

A . Incorrect. The team is responsible for delivering the work but does not control changes to the Sprint Backlog.

B . Incorrect. The Agile Service Manager is not a role in Scrum and does not make decisions about the Sprint Backlog.

C . Incorrect. The Agile Practice Owner is not a Scrum role.

D . Correct. The Product Owner ensures the Sprint Backlog aligns with the Sprint Goal and business priorities.

Reference:

Scrum Guide 2020: The role of the Product Owner

**NEW QUESTION 20**

At which event does the Team typically discuss their velocity and capacity?
* Sprint Review
* Sprint Retrospective
* Practice Planning
* Process Startup

The Practice Planning (or Sprint Planning in Scrum) event involves evaluating the team&#8217;s velocity (historical delivery rate) and capacity (available resources) to determine what work can be committed to during the upcoming iteration.

A . Incorrect. The Sprint Review focuses on inspecting the increment and updating the backlog, not discussing velocity or capacity.

B . Incorrect. The Sprint Retrospective evaluates team performance but does not plan future work.

C . Correct. Velocity and capacity discussions occur during Practice/Sprint Planning to ensure realistic commitments.

D . Incorrect. The Process Startup (Daily Scrum equivalent) is a short status meeting and does not focus on capacity or velocity.

Reference:

Scrum Guide 2020: Sprint Planning.

**NEW QUESTION 21**

How does the Agile Service Manager serve the organization?
* By helping to improve the overall agility of the organization
* By focusing on outcomes over artifacts
* By ensuring the Team is customer-focused
* It does not serve the organization; it serves the Team

The Agile Service Manager serves the organization by fostering agility and improving the ability to respond to change effectively.

A . Correct. The Agile Service Manager&#8217;s role includes driving organizational agility by aligning processes and practices with Agile principles.

B . Incorrect. While Agile values outcomes over artifacts, this is a broader principle, not the primary focus of the Agile Service Manager&#8217;s service to the organization.

C . Incorrect. Ensuring customer focus is more specific to the team and Product Owner roles.

D . Incorrect. The Agile Service Manager serves both the team and the broader organization by aligning efforts with strategic goals.

Reference:

ITIL 4: Agile Service Management as part of organizational agility.

SAFe Framework: Role of leaders in promoting enterprise agility.

**NEW QUESTION 22**

Which of the following roles should be included in an Agile Service Management Team?

* Leader
* Developer
* Designer
* Customer

An Agile Service Management Team typically requires a Leader who guides the team in applying Agile practices, ensuring collaboration, and delivering value. Let&#8217;s evaluate the roles:

A . Correct. A leader is necessary to inspire, guide, and ensure the team adheres to Agile principles. This role may overlap with an Agile Service Manager or Scrum Master.

B . Incorrect. While developers may be part of service delivery teams, they are not mandatory for every Agile Service Management team, which focuses more on service processes.

C . Incorrect. Designers may contribute to specific tasks, but they are not core members of Agile Service Management teams.

D . Incorrect. While the customer provides input, they are not part of the team but rather a stakeholder.

Reference:

ITIL 4 Service Value Chain: Roles and responsibilities in Agile Service Management.

**NEW QUESTION 23**

Which BEST describes a Microprocess Architecture?

* A set of interrelated microprocesses for an effective and efficient service management process
* A collection of integrated microprocesses for a successful service management practice
* An organized structure for developing microprocesses that provide value
* An interrelated collection of microprocesses that support Scrum

A Microprocess Architecture is a structured framework of interrelated microprocesses designed to improve the efficiency and effectiveness of service management processes.

A . Correct. This definition captures the purpose and functionality of a microprocess architecture in service management.

B . Incorrect. While integration is part of a microprocess architecture, the emphasis is on interrelation and service management effectiveness.

C . Incorrect. Although it mentions structure and value, it does not emphasize the interconnected nature of the microprocesses.

D . Incorrect. Microprocess architectures are not exclusive to Scrum but are broader in scope.

Reference:

ITIL 4: Microprocess modularity and architecture principles.

**NEW QUESTION 24**

Which of the following would NOT help sustain improvements?
* Provide ongoing training to existing employees
* Increase the velocity of Teams
* Communicate successes, failures, and lessons learned
* Solicit feedback when changes are made

Sustaining improvements in Agile Service Management requires fostering a culture of learning, feedback, and collaboration. Simply increasing the velocity of teams does not inherently sustain improvements and can sometimes lead to burnout if not managed properly.

A . Incorrect. Ongoing training equips employees with the skills needed to adapt to changes, which sustains improvements.

B . Correct. While increasing velocity is desirable, it does not directly sustain improvements and may have negative impacts without adequate support.

C . Incorrect. Sharing successes and lessons learned builds a culture of continuous improvement.

D . Incorrect. Soliciting feedback ensures that changes remain relevant and effective, a key factor in sustaining improvements.

Reference:

ITIL 4: Continuous Improvement principles.

Scrum and Agile: Importance of sustainable delivery practices.

**NEW QUESTION 25**

What is a microprocess?
* Interrelated activities that take specific inputs and produce specific outputs
* A distinct activity that can be defined, designed, implemented, and managed independently
* All the activities from a customer request to a delivered product or service
* A set of activities for delivering an IT service

A microprocess is a smaller, distinct activity within a larger process that can be managed independently. It contributes to the overall process&#8217;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.

Reference:

Agile and ITIL materials on service processes and their subdivisions.

**NEW QUESTION 26**

What is the term for a process that has enough value that people are willing to use it initially?

* Minimum Value Process
* Minimum Viable Process
* Beta Release
* Proof of Concept

A Minimum Viable Process (MVP) is the smallest functional version of a process that delivers enough value for initial use while allowing for iterative refinement.

A . Incorrect. &#8220;Minimum Value Process&#8221; is not a recognized term in Agile.

B . Correct. The MVP concept aligns with Agile principles, focusing on delivering value early while enabling incremental improvements.

C . Incorrect. A Beta Release applies to software products rather than processes.

D . Incorrect. A Proof of Concept demonstrates feasibility but does not necessarily deliver usable value.

Reference:

Lean Startup by Eric Ries: MVP concept.

Agile principles: Iterative delivery and customer feedback.

**NEW QUESTION 27**

Which statement about Practice Backlog Refinement is TRUE?
* It adds more detail to user stories
* It removes user stories that are not needed
* It determines the user stories for the next Sprint
* All of the above

Practice Backlog Refinement involves continuous improvement of the backlog to ensure it is actionable and aligns with team goals.

A . Correct. Refinement involves adding detail to user stories to make them ready for implementation.

B . Correct. During refinement, outdated or irrelevant user stories are removed to maintain backlog clarity.

C . Correct. Refinement helps prioritize and prepare user stories for inclusion in the next Sprint.

D . Correct. All of these actions are part of the refinement process.

Reference:

Scrum Guide 2020: Backlog Refinement process.

**NEW QUESTION 28**

What is an Epic?
* A user story with multiple requirements
* A collection of related user stories
* A set of requirements for a Sprint
* Both B and C

An Epic is a larger work item that is broken down into smaller, related user stories. It is not directly tied to Sprint requirements.

A . Incorrect. An Epic is not a single user story; it encompasses multiple related user stories.

B . Correct. Epics represent a grouping of related user stories that contribute to a larger feature or objective.

C . Incorrect. Epics are not necessarily scoped to a single Sprint; they may span multiple Sprints.

D . Incorrect. While related stories are correct, the reference to Sprint requirements is inaccurate.

Reference:

Agile Glossary: Definition of Epics.

**NEW QUESTION 29**

Which of the following is NOT a goal of Agile Process Improvement?
* Conduct regular reviews of practices and processes
* Identify and eliminate waste
* Ensure alignment with other practices and processes
* Confirm ongoing relevancy and value creation
Agile Process Improvement focuses on delivering value through iterative enhancements, aligning practices with Agile principles, and eliminating waste. While reviews are part of improvement, the act of conducting regular reviews is not an overarching goal.

A . Correct. Regular reviews are a practice, not a primary goal of Agile Process Improvement.

B . Incorrect. Eliminating waste is central to Agile Process Improvement, aligning with Lean principles.

C . Incorrect. Ensuring alignment across practices is vital for cohesive delivery.

D . Incorrect. Maintaining relevancy and value creation is a key Agile goal.

Reference:

ITIL 4: Process improvement goals in Agile Service Management.

**NEW QUESTION 30**

Which is NOT a characteristic of Agile Process Improvement?
* Identify and mitigate any constraints affecting the flow of work
* Conducting regular reviews
* Ensures documentation is updated and comprehensive
* Aligning Agile values with processes
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 &#8220;just enough&#8221; 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.

Reference:

Agile Manifesto principle: &#8220;Working software over comprehensive documentation.&#8221; Lean and Agile Process Improvement strategies in ITIL 4 and SAFe.

**NEW QUESTION 31**

Which statement about Agile is INCORRECT?

Agile is:
* Applicable beyond software development
* A methodology
* A set of guiding values and principles
* Brought to life via frameworks, standards, and processes

Agile is often misunderstood, and one common misconception is treating it as a methodology. Let&#8217;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.

Reference:

Agile Manifesto: agilemanifesto.org

&#8220;Scrum Guide 2020&#8221; and &#8220;Kanban Method&#8221; for frameworks operationalizing Agile.

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