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# Disciplined Agile Senior Scrum Master (DASSM) Exam

## PMI DASSM

## Version Demo

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QUESTION NO: 1

For an Agile or Lean project team, which best describes the aim of the Transition phase?

**A.** The team tests the solution and trains end users in the new features of their consumable solution

**B.** The team communicates the coming release to their stakeholders

**C.** The team applies continuous deployment (practices and tools to automate deployment)

**D.** The team ensures that a solution is ready to be released to their stakeholders and then releases it appropriately

**ANSWER: D**

**Explanation:**

The team ensures that a solution is ready to be released to their stakeholders and then releases it appropriately. In Disciplined Agile, Transition is the lifecycle phase focused on moving a consumable solution into operational use. Its objective is broader than simply completing development work: the team confirms release readiness and carries out the activities needed for a successful, context-appropriate release. Depending on the organization and solution, this can include final validation, deployment coordination, operational preparation, stakeholder communications, training, support readiness, and addressing governance or compliance needs. The key outcome is that stakeholders can safely and effectively receive and use the solution.

Disciplined Agile treats the way a team performs these activities as context sensitive. Teams select a fit-for-purpose approach based on factors such as release cadence, operational risk, technical environment, and stakeholder needs. For example, automated deployment may be an important technique, but it is a possible way to support release rather than the complete purpose of Transition. PMI describes Disciplined Agile as a toolkit for choosing ways of working that fit the situation, including lifecycle and delivery considerations. See PMI Disciplined Agile and PMI Disciplined Agile Flex.

**QUESTION NO: 2**

Which of the following process goals require most of the effort when tailoring your agile strategy? (Choose two)

**A.** Improve Quality

**B.** Align with Enterprise Direction

**C.** Explore Scope

**D.** Address Changing Stakeholder Needs

**ANSWER: A D**

**Explanation:**

**Improve Quality** and **Address Changing Stakeholder Needs** generally require the greatest tailoring effort because they affect the team's day-to-day way of working and must be adapted to the specific product, organizational context, risks, and stakeholder environment. Improving quality requires a deliberate, context-sensitive combination of practices such as automated testing, continuous integration, code reviews, acceptance testing, technical debt management, and appropriate quality standards. The effective combination depends heavily on factors such as solution complexity, regulatory obligations, team skills, architecture, and deployment cadence.

Addressing changing stakeholder needs also demands substantial tailoring because teams need a practical approach for eliciting feedback, prioritizing work, validating assumptions, managing stakeholder access, and incorporating learning as conditions evolve. The appropriate strategy differs significantly depending on whether stakeholders are readily available, geographically distributed, numerous, regulated, or represented through product owners and other intermediaries. Disciplined Agile emphasizes choosing a fit-for-purpose way of working rather than applying one prescriptive agile method in every context. PMI's overview of Disciplined Agile is available at PMI Disciplined Agile, and the underlying need to welcome changing requirements is reflected in the Agile Manifesto principles.

## QUESTION NO: 3

The architecture of a product is usually proven in which phase of a project?

**A.** Elaboration

**B.** Construction

**C.** Inception

**D.** Transition

## ANSWER: A

**Explanation:**

**Elaboration** is correct because its central purpose in the Rational Unified Process lifecycle is to establish and validate an executable architectural baseline. During this phase, the team addresses the highest-risk requirements, refines the most architecturally significant use cases, and builds enough of the system to demonstrate that the chosen technical approach can support the intended solution. This evidence is more meaningful than a conceptual design alone: integrating key components, addressing quality attributes such as performance, security, and scalability, and resolving major technical uncertainties proves that the architecture is viable.

By the end of Elaboration, stakeholders should have sufficient confidence in the architecture, major risks, estimates, and plan to make a sound commitment to the larger-scale product build. The remaining lifecycle work can then proceed with an architecture that has been tested against the system's most important demands rather than merely assumed to work. This risk-driven validation reflects Disciplined Agile's pragmatic focus on proving critical technical decisions early enough to adapt before investment and rework become expensive. The Rational Unified Process describes Elaboration as the phase in which the architecture is baselined; see IBM's Rational Unified Process reference and the lifecycle overview from OMG's Software & Systems Process Engineering Meta-Model specification.

## QUESTION NO: 4

A team frequently starts new work while several older items remain blocked in testing. Which Lean practice would best help the team expose and address this problem?

**A.** Limit work in progress (WIP)

**B.** Increase the iteration length

**C.** Assign additional work to testers

**D.** Create a separate backlog for blocked items

## ANSWER: A

**Explanation:**

**Limit work in progress (WIP)** is correct because WIP limits constrain the amount of work allowed in one or more workflow states at the same time. When the limit is reached, the team is encouraged to stop starting additional work and collaborate to complete, unblock, test, or otherwise move existing items forward. This makes bottlenecks and overloaded stages visible rather than allowing unfinished work to accumulate.

In a flow-based way of working, excessive WIP increases queue sizes, delays feedback, and lengthens the time required for work to reach customers. A WIP limit supports a pull system by ensuring that work is started when capacity exists, not simply because a new request is available. The team can then use the evidence from its workflow to improve the underlying constraint. See the Kanban Guide and PMI Disciplined Agile.

## QUESTION NO: 5

When choosing your team's way of working, you need to primarily focus on these goal diagrams.

**A.** The Transition related goal diagrams

**B.** The Inception related goal diagrams

**C.** The Construction related goal diagrams

**D.** The Ongoing related goal diagrams

**E.** All of the goal diagrams

**ANSWER: B**

**Explanation:**

**The Inception related goal diagrams** is correct because Disciplined Agile treats choosing a team's initial way of working (WoW) as a key inception activity. During inception, the team establishes how it will organize and govern its work in a context-sensitive manner, selecting and tailoring practices rather than adopting a framework mechanically. The relevant process goal is commonly described as "Choose Your WoW," and its goal diagram helps the team make informed choices across areas such as team structure, planning, coordination, requirements, architecture, quality, and delivery. This supports an approach that is fit for the team's situation, including its organizational environment, risk profile, product type, and stakeholder needs. The resulting WoW is an initial, practical starting point that enables the team to begin delivery with clear working agreements and an appropriate workflow. Disciplined Agile also promotes continuous improvement, so the team can later inspect and evolve its WoW as learning and circumstances change; however, the primary selection of the initial WoW belongs to inception. PMI describes Disciplined Agile as a tool kit that helps teams choose their way of working based on the situation rather than prescribing one process. See PMI Disciplined Agile and PMI Disciplined Agile process introductions.

## QUESTION NO: 6

Which two actions support the Disciplined Agile principle of enterprise awareness? (Choose two)

**A.** Consider the impact of decisions on the broader organization

**B.** Reuse existing enterprise assets when appropriate

**C.** Optimize the team regardless of downstream consequences

**D.** Avoid engaging enterprise specialists

**E.** Require centralized approval for all technical decisions

**ANSWER: A B**

**Explanation:**

**Consider the impact of decisions on the broader organization** and **reuse existing enterprise assets when appropriate** are correct. Enterprise awareness recognizes that a delivery team operates as part of a larger organization. Team decisions can affect other teams, customers, operations, governance, security, architecture, and long-term organizational outcomes.

Teams should therefore look beyond local optimization. For example, they can consider enterprise standards and constraints, coordinate with affected groups, and reuse proven services, platforms, patterns, or data assets when doing so provides value. Enterprise awareness does not mean waiting for centralized approval for every decision or blindly conforming to standards that do not fit the situation. The team remains responsible for making pragmatic, context-sensitive choices. See PMI Disciplined Agile.

## QUESTION NO: 7

What are the two benefits to having a long-live (stable) team?

**A.** Projectized

**B.** Specifically resourced

**C.** Highly collaborative

**D.** Trustworthy

**E.** Ability to multi-task

**ANSWER: C D**

**Explanation:**

Highly collaborative and Trustworthy are the two benefits of a long-lived, stable team. When people remain together over time, they gain a shared understanding of the product, domain, working agreements, tools, and one another's strengths. This reduces the coordination effort needed to begin work and enables more direct, frequent collaboration while the team solves problems, plans work, and delivers value. Stability also gives team members repeated opportunities to demonstrate reliability, communicate openly, and resolve disagreements constructively. These experiences build interpersonal and team-level trust, which is essential for transparency, healthy experimentation, rapid feedback, and effective self-organization. In Disciplined Agile, stable, cross-functional teams are preferred because they can improve their ways of working continuously rather than repeatedly reforming around temporary assignments. The Agile Manifesto likewise emphasizes individuals and interactions, while the Scrum Guide identifies trust as an important condition for effective empiricism and teamwork. See the Agile Manifesto and the Scrum Guide.

## QUESTION NO: 8

Which of the following is not one of the responsibilities of the architecture owner?

**A.** Work with the product owner to define the technical roadmap

**B.** Mentoring and coaching the team on technical practices

**C.** Work to improve the supportability of the product

**D.** Evaluate the team member's performance and administer rewards

**E.** Evolving the design and architecture for the product

**ANSWER: D**

**Explanation:**

**Evaluate the team member's performance and administer rewards** is not a responsibility of the architecture owner. In Disciplined Agile, the architecture owner is a hands-on technical leadership role that helps the team make sound architectural decisions while continuously evolving the product's design. This role collaborates closely with the product owner and other stakeholders to ensure that architectural work supports the product vision, delivery priorities, quality attributes, and longer-term technical direction. The architecture owner also helps team members develop technical capability through guidance, mentoring, and coaching, while encouraging practices that improve qualities such as maintainability, operability, security, and supportability.

Formal individual performance evaluation and the administration of compensation or rewards are people-management and organizational responsibilities. They require authority over employment decisions, performance-management processes, and compensation policies; these are outside the technical stewardship focus of an architecture owner. Disciplined Agile instead emphasizes collaborative, empowered teams in which technical leadership enables informed decisions and continuous improvement rather than functioning as a line-management position. PMI's description of Disciplined Agile roles and its guidance on applying agile ways of working provide relevant context for this separation between technical leadership and personnel management. See PMI Disciplined Agile: Architecture Owner and PMI Agile Practice Guide resources.

## QUESTION NO: 9

Which three responsibilities are typically held by the product owner on a Disciplined Agile delivery team? (Choose three)

**A.** Represent stakeholder needs.

**B.** Prioritize the team backlog.

**C.** Guide product direction.

**D.** Assign work to individual team members.

**E.** Approve all technical design decisions.

**ANSWER: A B C**

**Explanation:**

**Represent stakeholder needs**, **Prioritize the team backlog**, and **Guide product direction** are correct. The product owner helps ensure that the team builds the right product by understanding desired outcomes, engaging stakeholders, clarifying value, and making informed prioritization decisions. This role provides direction about what should be delivered and why it matters, while collaborating closely with the team as new information emerges.

The product owner does not direct the team's daily tasks or make all technical decisions. The team determines how to perform the work, while architectural leadership is a key responsibility of the architecture owner. This separation supports empowered, cross-functional teams while maintaining clear accountability for product value. The Scrum Guide describes product ownership as accountability for maximizing product value and effective backlog management. Additional context is available from PMI Disciplined Agile.

## QUESTION NO: 10

Which of the following may not help in improving predictability?

**A.** Estimate in hours instead of points

**B.** Reduce technical debt

**C.** Reduce feedback cycles

**D.** Respect WIP limits

**E.** Adopt a test-first approach

**ANSWER: A**

**Explanation:**

**Estimate in hours instead of points** may not improve predictability because hour-based estimates imply a degree of precision that is rarely available for complex knowledge-work tasks. Individual capacity, unfamiliarity, dependencies, interruptions, and uncertainty can all cause the actual effort to vary substantially from an initial hourly forecast. Disciplined Agile teams commonly use relative estimates such as story points to compare the size, complexity, and uncertainty of work items. After several iterations, the team can use its observed throughput or velocity to forecast how much work it can likely complete, grounding predictions in empirical delivery data rather than an assumption that estimated time will equal elapsed effort.

Relative sizing also encourages a shared conversation among the people doing the work, which helps expose uncertainty before a commitment is made. Predictability is therefore strengthened through stable, evidence-based forecasting and continuous learning, not by treating early estimates as precise time commitments. PMI describes agile approaches as using frequent inspection and adaptation to manage uncertainty; its overview is available at PMI Disciplined Agile. Guidance on using relative estimation and velocity for forecasting is also available in the Atlassian Agile Estimation guide.

## QUESTION NO: 11

Which three characteristics indicate that a team is using a pull-based workflow? (Choose three)

**A.** Work is started when capacity is available

**B.** Workflow states have explicit WIP limits

**C.** Team members collaborate to finish existing work before starting more

**D.** Managers assign work according to a detailed schedule

**E.** Each specialist maintains an unlimited personal queue

**ANSWER: A B C**

**Explanation:**

**Work is started when capacity is available**, **workflow states have explicit WIP limits**, and **team members collaborate to finish existing work before starting more** are characteristics of a pull-based workflow. Pull means that a person or team takes the next appropriate item when it has capacity, rather than receiving work that has been assigned or pushed into its queue.

Explicit WIP limits make capacity constraints visible and help prevent the system from becoming overloaded. When a downstream stage is full, team members are encouraged to swarm on blocked or aging work, assist another workflow stage, or improve the constraint. This promotes smoother flow and shorter feedback loops. In contrast, assigning work according to a detailed schedule regardless of current capacity is a push behavior. See the Kanban Guide and PMI Agile Practice Guide resources.

## QUESTION NO: 12

Which three measures can help a flow-based team understand and improve the movement of work through its system? (Choose three)

**A.** Work in progress

**B.** Cycle time

**C.** Throughput

**D.** Individual utilization

**E.** Number of meetings held

**ANSWER: A B C**

**Explanation:**

**Work in progress**, **cycle time**, and **throughput** are useful flow measures. Work in progress shows how many items have been started but not completed. Cycle time measures how long an item takes to move from the point at which work begins until it is completed. Throughput indicates how many items the team completes during a given period.

Used together, these measures help the team inspect its system rather than relying on isolated opinions about performance. For example, rising WIP and longer cycle times can indicate that work is accumulating at a constraint. The team can then experiment with changes such as reducing WIP, improving automation, changing workflow policies, or addressing a dependency. Individual utilization and the number of meetings do not directly reveal how effectively value is flowing through the system. See the Kanban Guide and PMI Disciplined Agile.

## QUESTION NO: 13

What are two of the ways that Disciplined Agile provides a solid foundation for business agility?

**A.** Creates awesome teams that foster joy.

**B.** Defines a framework for agility at scale.

**C.** Enforces adherence to organizational standards.

**D.** Describes the trade-offs associated with a range of options.

**ANSWER: B D**

**Explanation:**

Disciplined Agile provides a foundation for business agility by defining an approach to agility at scale and by making the decisions involved in choosing a way of working explicit. Its enterprise focus extends beyond a single delivery team, addressing how teams, value streams, governance, and organizational functions can work together in an adaptable manner. This enables organizations to apply agile ways of working consistently while still tailoring them to their specific context.

A central feature of Disciplined Agile is its goal of helping people make informed, context-sensitive choices rather than prescribing one universal method. The toolkit presents a range of practices and techniques, identifies the decisions teams and organizations need to make, and explains the trade-offs associated with available options. Understanding those trade-offs supports better choices as conditions, risks, constraints, and organizational needs evolve. This combination of scalable guidance and pragmatic decision support is what makes Disciplined Agile useful as a basis for business agility. PMI describes Disciplined Agile as a toolkit for choosing an appropriate way of working, while its DA FLEX guidance addresses enterprise-wide agility: PMI Disciplined Agile and PMI DA FLEX.

## QUESTION NO: 14

Select two tactical scaling factors that must be considered when analyzing the team's context.

**A.** Demographics.

**B.** Best Practices.

**C.** Budget.

**D.** Team Size.

**E.** Dynamics.

**ANSWER: A D**

**Explanation:**

**Demographics** and **Team Size** are tactical scaling factors because they directly affect how an agile team organizes and performs its day-to-day work. Team demographics encompass characteristics that influence collaboration, such as members' locations, cultures, language differences, experience levels, and working arrangements. These conditions shape communication practices, facilitation needs, working agreements, and the degree of coordination needed to sustain effective delivery. Team size is equally important because coordination paths, planning overhead, decision-making speed, and the need for subteams or additional roles increase as more people are involved. A senior scrum master uses these contextual factors to tailor ways of working rather than assuming that one set of team practices will fit every situation. This is consistent with Disciplined Agile's context-sensitive approach: teams choose and evolve their practices based on the situation they face, including the people involved and the scale of the team. PMI's overview of Disciplined Agile describes this pragmatic, context-driven tailoring approach in its Disciplined Agile resources. The importance of adapting team practices to team context and collaboration needs is also reflected in PMI's Agile Practice Guide resources.

## QUESTION NO: 15

What are the three categories of process blades according to Disciplined Agile (DA)? (Choose three)

**A.** Disciplined DevOps

**B.** Disciplined Agile IT

**C.** Disciplined Agile Delivery (DAD)

**D.** Disciplined Kanban

**E.** Disciplined Project Management Office (PMO)

**ANSWER: A B C**

**Explanation:**

Disciplined Agile Delivery (DAD), Disciplined DevOps, and Disciplined Agile IT are the three process-blade categories in the DA model reflected by this question. DAD addresses the end-to-end delivery lifecycle, helping teams choose and tailor ways of working for initiating, constructing, and releasing solutions. Disciplined DevOps extends the delivery perspective across development and operations, emphasizing the collaboration and technical practices needed to make releases and operational feedback flow effectively. Disciplined Agile IT addresses the broader IT capabilities that enable delivery teams, including areas such as enterprise architecture, data management, security, governance, and operations.

The point of these categories is to show that agility is not limited to a single delivery team or a single framework. DA provides a context-sensitive toolkit spanning solution delivery, the delivery-to-operations flow, and enterprise IT enablement. This supports the DASSM expectation that leaders select fit-for-purpose practices across the whole delivery ecosystem rather than treating agile as only a team-level concern. PMI describes Disciplined Agile as a toolkit for choosing an appropriate way of working in context; see PMI's Disciplined Agile overview and PMI's introduction to Disciplined Agile.

## QUESTION NO: 16

Which of the following is a primary role on a Disciplined Agile Delivery team?

**A.** Architecture Owner

**B.** Domain Expert

**C.** Specialist

**D.** Integrator

**ANSWER: A**

**Explanation:**

**Architecture Owner** is a primary role on a Disciplined Agile Delivery team. This role provides ongoing, pragmatic architectural leadership rather than producing a complete architecture only at the beginning of an initiative. The Architecture Owner collaborates closely with the team to guide technical decisions, ensure that the solution is fit for purpose, address cross-cutting concerns such as security and scalability, and evolve the architecture as learning occurs. The role also helps balance immediate delivery needs with longer-term technical viability, including alignment with enterprise architecture and reuse of existing organizational assets where appropriate.

Disciplined Agile recognizes that architecture is a continuous activity in agile delivery. Accordingly, assigning clear architectural ownership supports intentional architecture while preserving the team's ability to adapt its approach and design based on feedback. The person in this role is a collaborative team member and technical leader, not a separate approval gate or a command-and-control authority. PMI's overview of Disciplined Agile describes its focus on context-sensitive ways of working and enterprise agility: PMI Disciplined Agile. Additional role and process guidance is available through the Disciplined Agile process guidance.

## QUESTION NO: 17

True or False: Because organizations are complex adaptive systems, each team needs to be governed top-down.

**A.** True

**B.** False

**ANSWER: B**

**Explanation:**

**False** is correct. Disciplined Agile recognizes organizations as complex adaptive systems: networks of people and teams whose interactions produce outcomes that cannot be fully predicted or effectively controlled through detailed, centralized direction. In such environments, effective governance establishes appropriate organizational guardrails—such as strategic objectives, financial constraints, risk policies, regulatory obligations, and decision boundaries—while enabling teams to make local decisions based on the information closest to their work. This balance supports autonomy, rapid learning, adaptation, and accountability rather than attempting to manage every team through top-down commands.

A senior scrum master helps teams and leaders evolve toward this fit-for-purpose balance. Teams should align their choices with enterprise goals and governance needs, but they also require empowerment to tailor their ways of working, address impediments, and respond to changing stakeholder needs. PMI's guidance on agile ways of working emphasizes servant leadership, empowered teams, and adaptive planning, all of which are consistent with decentralized decision-making inside clear boundaries. The Disciplined Agile mindset similarly values pragmatism and context-sensitive choices rather than a one-size-fits-all command-and-control model. See PMI's Disciplined Agile overview and the Agile Practice Guide.

## QUESTION NO: 18

The primary function of the "Business Operations" process blade is:

**A.** To provide services to customers and support your products

**B.** To monitor the competitive landscape and come up with appropriate promotional strategies

**C.** To monitor and guide teams to remove any barriers that they may experience

**D.** To ensure cash flow in the organization ensuring that the money is spent well

**ANSWER: A**

**Explanation:**

The correct answer is **"To provide services to customers and support your products"**. In Disciplined Agile, Business Operations is an enterprise-level process blade concerned with the operational work required after a product or service is made available. Its purpose is to ensure that customers can effectively obtain, use, and receive ongoing value from the organization's offerings. This commonly includes customer support, service delivery, operational fulfillment, and activities that sustain products in production.

Disciplined Agile distinguishes this customer-facing operational responsibility from the work of building or enhancing a solution. Delivery teams create and evolve value, while Business Operations enables the organization to run and support that value reliably in the marketplace. The blade therefore has a direct focus on serving customers and maintaining the services around the organization's products, helping the enterprise realize value throughout the product lifecycle rather than ending its responsibility at release.

This interpretation aligns with PMI's description of Disciplined Agile as a toolkit that addresses enterprise-wide ways of working, not solely team-level delivery practices. See PMI Disciplined Agile and PMI DASSM certification.

## QUESTION NO: 19

Which three practices support effective lean governance? (Choose three)

**A.** Make decisions based on evidence.

**B.** Focus oversight on significant risks.

**C.** Provide transparent information to stakeholders.

**D.** Require identical documentation from every team.

**E.** Delay decisions until all uncertainty is eliminated.

**ANSWER: A B C**

**Explanation:**

**Make decisions based on evidence**, **Focus oversight on significant risks**, and **Provide transparent information to stakeholders** are correct. Lean governance seeks to enable responsible, timely decisions while avoiding unnecessary delay and documentation. Evidence such as working increments, outcome measures, risk assessments, and delivery metrics gives decision makers useful information about whether continued investment or a change in direction is warranted.

Risk-based oversight directs governance attention to areas where the organization has meaningful exposure, rather than applying the same level of control to all work. Transparency allows stakeholders and governance bodies to understand progress, impediments, decisions, and emerging concerns without relying on excessive status reporting. Disciplined Agile milestones are risk based, supporting informed decisions throughout the lifecycle. See PMI Disciplined Agile and the PMI Agile standards resources.

## QUESTION NO: 20

We can identify our challenges

**A.** By visualizing our workflow to identify what blocks it

**B.** By holding retrospectives

**C.** By finding where we are frustrated

**D.** By trying good practices and seeing where they don't work

**ANSWER: C**

**Explanation:**

**By finding where we are frustrated** is correct because Disciplined Agile encourages teams to identify improvement opportunities by paying attention to pain points in how they work. Frustration is useful information: it can reveal delays, handoffs, unclear responsibilities, quality problems, unnecessary governance, tool limitations, or practices that no longer fit the team's context. Rather than assuming a prescribed process is the answer, a senior Scrum Master helps the team make these challenges visible and then select context-sensitive improvements. This reflects Disciplined Agile's pragmatic, people-focused approach to continuous improvement: improve the way of working based on real impediments experienced by the people doing the work and the stakeholders they serve. Once a source of frustration has been recognized, the team can explore its underlying cause, choose a small and safe-to-try change, observe the outcome, and adapt. This creates an evidence-based improvement cycle while keeping improvement grounded in actual team needs. PMI describes Disciplined Agile as a toolkit that helps organizations choose their way of working in context; see PMI Disciplined Agile. The broader agile expectation of regularly reflecting on how to become more effective is also stated in the Agile Manifesto principles.

## QUESTION NO: 21

Who is responsible for making sure the daily coordination meeting happens?

**A.** Team manager

**B.** Team members

**C.** Project Manager

**D.** Team Lead

**ANSWER: B**

**Explanation:**

**Team members** are responsible for ensuring that the daily coordination meeting occurs. In Disciplined Agile, a daily coordination meeting is a lightweight, team-owned coordination practice used to synchronize work, surface impediments, and adjust plans for the next day. Accountability sits with the whole team because the meeting exists to help its members manage their flow of work and meet their shared commitment. This reinforces the agile principle of self-management: people doing the work actively coordinate dependencies, make progress visible, and decide how to respond when plans need adjustment.

A team lead may facilitate the discussion when useful, especially while a team is developing effective collaboration habits, but facilitation is not the same as ownership of ensuring the event happens. The team should make the meeting valuable and adapt its format, timing, and participation to its context rather than treating it as a status-reporting ceremony. This shared responsibility supports transparency, rapid feedback, and continuous improvement—the intended outcomes of daily coordination. PMI's Disciplined Agile guidance emphasizes context-sensitive, team-centered ways of working, while the Scrum Guide similarly describes daily planning and inspection as work performed by the people accountable for delivering the increment. See PMI Disciplined Agile and The Scrum Guide.

## QUESTION NO: 22

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

**A.** Delight customers.

**B.** Be a servant leader.

**C.** Enterprise awareness.

**D.** Accelerate delivery.

**E.** Be pragmatic.

## ANSWER: A C E

**Explanation:**

The Disciplined Agile mindset explicitly includes **"Delight customers."**, **"Enterprise awareness."**, and **"Be pragmatic."** as guiding principles. Delighting customers means that teams focus on providing real value to their customers and stakeholders, rather than merely completing planned activities or delivering outputs. Enterprise awareness recognizes that a team is part of a larger organization and should consider enterprise priorities, governance, shared services, dependencies, and long-term organizational outcomes when making decisions. Being pragmatic directs people to apply techniques in a context-sensitive way: teams should select and tailor ways of working that are fit for their situation and that achieve the desired outcomes, rather than following a method mechanically.

These principles support Disciplined Agile's goal of helping teams make informed, context-appropriate decisions while aligning their work with customer needs and enterprise strategy. They are part of the broader DA mindset, which promotes choosing a fit-for-purpose way of working rather than prescribing one universal framework. PMI's overview of Disciplined Agile is available at PMI Disciplined Agile, and PMI further describes its agile guidance and resources at PMI Agile.