Certified Agile Service Manager®
Exam Study Guide

DevOps Institute's SKIL Framework

DevOps Institute is dedicated to advancing the human elements of DevOps success through our human-centered SKIL framework of Skills, Knowledge, Ideas and Learning.

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DevOps Institute

DevOps Institute is dedicated to advancing the human elements of DevOps success. We fulfill our mission through our SKIL framework of Skills, Knowledge, Ideas and Learning.

Certification is one means of showcasing your skills. While we strongly support formal training as the best learning experience and method for certification preparation, DevOps Institute also recognizes that humans learn in different ways from different resources and experiences. As the defacto certification body for DevOps, DevOps Institute has now removed the barrier to certification by removing formal training prerequisites and opening our testing program to anyone who believes that they have the topical knowledge and experience to pass one or more of our certification exams.

This examination study guide will help test-takers prepare by defining the scope of the exam and includes the following:

● Course Description
● Examination Requirements
● DevOps Glossary of Terms
● Value Added Resources
● Sample Exam(s) with Answer Key

These assets provide a guideline for the topics, concepts, vocabulary and definitions that the exam candidate is expected to know and understand in order to pass the exam. The knowledge itself will need to be gained on its own or through training by one of our Global Education Partners.

Test-takers who successfully pass the exam will also receive a certificate and digital badge from DevOps Institute, acknowledging their achievement, that can be shared with their professional online networks.

If you have any questions, please contact our DevOps Institute Customer Service team at CustomerService@DevOpsInstitute.com.

Certified Agile Service Manager (CASM)®

DURATION - 16 Hours

Learn how to use Agile Service Management to increase the customer value your processes create and to compete in a fast-paced disruptive world. A Certified Agile Service Manager is the working equivalent of a development Scrum Master. Together, Scrum Masters and Agile Service Managers can instill Agile thinking into the entire IT organization as the basis of a DevOps culture.

OVERVIEW

This course provides an introduction to Agile Service Management, the application, and integration of agile thinking into service management processes. Agile thinking improves IT's effectiveness and efficiency and enables IT to continue to deliver value in the face of changing requirements.

IT Service Management (ITSM) focuses on ensuring IT services deliver value by understanding and optimizing their end-to-end value streams. This course cross-pollinates Agile and ITSM practices to support end-to-end Agile Service Management by scaling to "just enough" process leading to improved flow of work and time to value.

Agile Service Management helps IT to meet customer requirements faster, improve the collaboration between Dev and Ops, overcome constraints in process workflows by taking an iterative approach to process engineering that will improve the velocity of process improvement teams to get more done.

This course positions learners to successfully complete the CASM exam.

COURSE OBJECTIVES

The learning objectives for Certified Agile Service Manager (CASM) include an understanding of:

- What does it mean to "be agile?"
- The Agile Manifesto, its core values, and principles

- Adapting Agile thinking and values into service management
- Agile concepts and practices including DevOps, ITIL®, SRE, Lean and Scrum
- Scrum roles, artifacts, and events as it applies to processes
- The two aspects of Agile Service Management:
  - 1 - Agile Process Improvement–ensuring processes are lean and deliver "just enough" control
  - 2- Agile Process Engineering–applying Agile practices to process engineering projects

AUDIENCE

The target audience for the CASM course is:

- Practice owners and process designers
- Developers who are interested in helping make processes more agile
- Managers who are looking to bridge multiple practices into a DevOps environment
- Employees and managers responsible for engineering or improving process
- Consultants guiding their clients through process improvement and DevOps initiatives
- Anyone responsible for:
  - Managing process-related requirements
  - Ensuring the efficiency and effectiveness of processes
  - Maximizing the value of processes

LEARNER MATERIALS

- Sixteen (16) hours of instructor-led training and exercise facilitation
- The Agile Service Management Guide (pre-class resource)
- Learner Manual (excellent post-class reference)
- Participation in unique hands-on exercises designed to apply concepts
- Sample exam and exam requirements guidelines
- Access to additional sources of information and communities

Certified Agile Service Manager (CASM)®

PREREQUISITES

- Some Familiarity with ITSM processes and Scrum is recommended

CERTIFICATION EXAM

Successfully passing (65%) the 60-minute exam, consisting of 40 multiple-choice questions, leads to the candidate's designation as a *Certified Agile Service Manager*. The certification is governed and maintained by the DevOps Institute.

COURSE OUTLINE

Module 1: Why Agile Service Management?

Module 2: Agile Service Management

Module 3: Leveraging Related Guidance

Module 4: Agile Service Management Roles

Module 5: Agile Process Engineering

Module 6: Agile Service Management Artifacts

Module 7: Agile Service Management Events

Module 8: Agile Process Improvement

Certified Agile Service Manager (CASM)®

Examination Requirements

Certified Agile Service Manager (CASM)® Certification

Certified Agile Service Manager is a certification that is accredited by DevOps Institute. The purpose of this certification and its associated course is to impart, test and validate knowledge of Agile Service Management vocabulary, principles, practices, automation and value.

Eligibility for Examination

Although there are no formal prerequisites for the exam, DevOps Institute highly recommends the following to prepare candidates for the exam leading to the Certified Agile Service Manager certification:
- It is recommended that candidates complete at least 16 contact hours (instruction and labs) as part of a formal, approved training course delivered by an accredited Education Partner of DevOps Institute

Examination Administration

The Certified Agile Service Manager examination is accredited, managed and administered under the strict protocols and standards of DevOps Institute.

Level of Difficulty

The Certified Agile Service Manager certification uses the Bloom Taxonomy of Educational Objectives in the construction of both the learning content and the examination.
- The Certified Agile Service Manager exam contains Bloom 1 questions that test learners' **knowledge** of DevOps and Agile Service Management concepts and vocabulary terms
- The exam also contains Bloom 2 questions that test learners' **comprehension** of these concepts in context

Format of the Examination

Candidates must achieve a passing score to gain the Certified Agile Service Manager Certification.

Exam Type	40 multiple choice questions
Duration	60 minutes
Prerequisites	It is recommended that candidates complete the Certified Agile Service Manager course from an accredited DevOps Institute Education Partner

Supervised	No
Open Book	Yes
Passing Score	65%
Delivery	Web-based
Badge	Certified Agile Service Manager

Exam Topic Areas and Question Weighting

The Certified Agile Service Manager exam requires knowledge of the topic areas specified below:

Topic Area	Description	Max Questions
CASM – 1 Why Agile Service Management?	Need for Agile, and IT Service Management and the values and principles of the Agile Manifesto	4
CASM – 2 Agile Service Management	Goals, objectives, benefits and two aspects of Agile Service Management	4
CASM – 3 Leveraging Related Guidance	Other frameworks that support Agile Service Management	6
CASM – 4 Agile Service Management Roles	Agile Service Management Roles and Responsibilities	5
CASM – 5 Agile Process Engineering	Agile processes, microprocesses and agile process engineering's relationship to Scrum events and artifacts	5
CASM – 6 Agile Service Management Artifacts	Agile Service Management Artifacts	5
CASM – 7 Agile Service Management Events	Agile Service Management Events	6
CASM – 8 Agile Process Improvement	Agile Process Improvement goals, sustaining improvements and automation	5

Concept and Terminology List

The candidate is expected to understand and comprehend the following DevOps and Agile Service Management concepts and vocabulary at a Blooms Level 1 and 2.

- Agile
- Agile Manifesto
- Agile Practice Owner
- Agile Principles
- Agile Process
- Agile Process Engineering
- Agile Process Improvement
- Agile Service Management
- Agile Service Management Team
- Agile Service Manager
- Capacity
- Definition of Done
- DevOps
- DevOps Values
- DevOps Principles
- Increment
- IT Service Management
- ITIL®
- ITIL® Guiding Principles
- Kanban
- Lean
- Lean Principles
- Microprocess
- Microprocess Architecture
- Minimum Viable Process

- Practice
- Process
- Practice Backlog
- Practice/Microprocess Planning
- Process Improvement Review
- Process Standup
- Scrum
- Scrum Pillars
- Scrum Values
- Service
- Site Reliability Engineering
- The Sprint
- Sprint Backlog
- Sprint Goal
- Sprint Planning
- Sprint Retrospective
- Sprint Review
- Strategic Sprint
- Timebox
- User Story
- Value Stream Management
- Value Stream Map
- Velocity
- Waste
- Waterfall

Agile Service Management Taxonomy

Term	Definition
Agile	A project management method for complex projects that divides tasks into small "sprints" of work with frequent reassessment and adaptation of plans.
Agile Manifesto	A formal proclamation of four key values and 12 principles to guide an iterative and people-centric approach to software development.
Agile Process Engineering	The aspect of Agile Service Management (Agile SM) that applies the same Agile approach to process design as developers do to software development.
Agile Process Improvement	The aspect of Agile SM that aligns Agile values with ITSM processes through continuous improvement.
Agile Service Management (Agile SM)	*Agile Service Management (Agile SM) ensures that IT service management processes reflect agile values and are designed with "just enough" control and structure to enable the delivery of services that enable the ability to do something when and how they are needed or desired.*
Agile Service Management Team	A team of at least 3 people (including a customer or practitioner) that is accountable for a single microprocess or a complete service management practice.
Agile Service Manager	An Agile Service Management subject matter expert who is the coach and protector of the Agile Service Management Team.
Continuous Delivery	A software development practice where software is always in a releasable state.
Process Standups	A daily timeboxed event of 15 minutes or less for the Team to re-plan the next day of work during a Sprint.
Definition of Done	A shared understanding of what it means for work to be complete.
DevOps	A cultural and professional movement that stresses communication, collaboration and integration between software developers and IT operations professionals.

Agile Service Management Taxonomy

Increment	Potentially shippable completed work that is the outcome of a Sprint.
ITIL®	Set of best practice publications for IT service management. Published in five core books representing the five stages of the IT service lifecycle: Service Strategy, Service Design, Service Transition, Service Operation and Continual Service Improvement.
INVEST	A mnemonic was created by Bill Wake as a reminder of the characteristics of a quality user story.
Kanban	A method for visualizing and communicating workflow in order to reduce or eliminate work in progress.
Lean thinking	The goal of lean thinking is to create more value for customers with fewer resources and less waste. Waste is considered any activity that does not add value to the process.
Microprocess	A distinct activity that can be defined, designed, implemented and managed independently and is generally associated with a primary service management practice. A microprocess may be integrated with other service management practices
Microprocess Architecture	A collection of integrated microprocesses that collectively perform all of the activities necessary for an end-to-end service management practice to be successful.
Minimum Viable Product	The most minimal version of a product that can be released and still provide enough value that people are willing to use it.
Plan-Do-Check-Act	A four-stage cycle for process management and improvement attributed to W. Edwards Deming. Sometimes called the Deming Cycle or PDCA.
Process	Interrelated work activities that take specific inputs and produce specific outputs that are of value to a customer.
Practice Backlog	A prioritized list of everything that needs to be designed or improved for a process including current and future requirements.
Process Customer	A recipient of a process' output.

Agile Service Management Taxonomy

Practice Owner	Role accountable for the overall quality of a service management practice and owner of the Practice Backlog.
Practice/Microprocess Planning Meeting	A high-level event to define the goals, objectives, inputs, outcomes, activities, stakeholders, tools and other aspects of a process. This meeting is not timeboxed.
Product Backlog Refinement	An ongoing process of adding detail, estimates and order to backlog items. Sometimes referred to as Product Backlog grooming.
Product Owner	An individual who manages the Product Backlog and ensures the value of the work that the Team performs.
Release Planning Meeting	A non-timeboxed event that establishes the goals, risks, features, functionality, delivery date and cost of a release. It also includes prioritizing the Product Backlog.
Scrum	A simple framework for effective team collaboration on complex projects. Scrum provides a small set of rules that create "just enough" structure for teams to be able to focus their innovation on solving what might otherwise be an insurmountable challenge.
Scrum components	Scrum's roles, events, artifacts and the rules that bind them together.
Scrum Guide	The definition of Scrum concepts and practices, written by Ken Schwaber and Jeff Sutherland.
ScrumMaster	An individual who ensures that the Team adheres to Scrum practices, values and rules.
Scrum Team	A self-organizing team consisting of a Product Owner, Development Team and ScrumMaster.
Scrum values	A set of fundamental values and qualities underpinning the Scrum framework:; commitment, focus, openness, respect and courage.
Self-organizing	The management principle that teams autonomously organize their work. Self-organization happens within boundaries and against given goals. Teams choose how best to accomplish their work, rather than being directed by others outside the team.
Service Management Practice	A complete end to end capability for managing a specific aspect of service delivery (e.g., changes, incidents, service levels).

Agile Service Management Taxonomy

Sprint	A period of 2-4 weeks during which an increment of product work is completed.
Sprint Backlog	Defines the work that must be completed during the Sprint.
Sprint Goal	The purpose and objective of a Sprint, often expressed as a business problem that is going to be solved.
Sprint Planning Meeting	A 4-8 hour timeboxed event that defines the Sprint Goal, the increment of the Product Backlog that will be done during the Sprint and how it will be done.
Sprint Retrospective	A 1.5-3 hour timeboxed event during which the Team reviews the last Sprint and identifies and prioritizes improvements for the next Sprint.
Sprint Review	A timeboxed event of 4 hours or less where the Team and stakeholders inspect the work resulting from the Sprint and update the Product Backlog.
Strategic Sprint	A 2-4 week timeboxed Sprint during which strategic elements that were defined during the Process Planning Meeting are completed so that the Team can move on to designing the activities of the process.
Timebox	The maximum duration of an event.
User Story	A statement written from the user's business perspective that describes how the user will achieve a goal from a feature of the product. User stories are captured in the Product Backlog.
Velocity	How much Product Backlog effort a team can handle in a single Sprint.
Waste	Any activity which does not add value to a process.
Waterfall	A linear and sequential approach to software development.

Certified Agile Service Manager Course:
Value Added Resources

This document provides links to articles and videos related to the Certified Agile Service Manager course from DevOps Institute. This information is provided to enhance your understanding of Agile Service Management-related concepts and terms and is not examinable. Of course, there is a wealth of other videos, blogs and case studies on the web. We welcome suggestions for additions.

Videos Featured in the Course

Module	Title & Description	Link
1: Why Agile Service Management?	5 Values & Principles Agile Organizations have in Common	https://youtu.be/TIeHv-mlnXo
2: Agile Service Management	4 Tips to Deliver Agile IT Service Management	https://youtu.be/rM-3L7BIlh8
3: Leveraging Related Guidance	Intro to the Scrum Framework	https://youtu.be/ZiEcq9uvi4Y
4: Agile Service Management Roles	What is Servant Leadership	https://youtu.be/aKk0AaaFqtU
5: Agile Process Engineering	I Want to Run an Agile Project	https://youtu.be/4u5N00ApR_k
5: Agile Process Engineering	Microprocess Architecture with Jayne Groll	https://devopsinstitute.wistia.com/medias/9j0h4o6mp6
6: Agile Service Management Artifacts	Agile User Stories	https://youtu.be/apOvF9NVguA
7: Agile Service Management Events	Agile Service Management Sprint Types with Jayne Groll	https://devopsinstitute.wistia.com/medias/miyqy7mlrp
8: Agile Process Improvement	Formula 1 Pit Stops	https://youtu.be/RRy_73ivcms

Certified Agile Service Manager Course: Value Added Resources

DevOps Reports

Report & Link	Writers/Publishers
The State of DevOps Report 2020	Puppet Labs, CirceCI and Splunk
The Accelerate State of DevOps Report 2019	Dr. Nicole Forsgren, Gene Kim & Jez Humble in collaboration with Google Cloud Platform (GCP)
Upskilling: Enterprise DevOps Skills Report	DevOps Institute

DevOps Articles

Relevant Module	Article & Link
1: Why Agile Service Management?	Here's Why We Need Value Stream Management from DevOps Institute
1: Why Agile Service Management?	Value Stream Management: Connecting Software Delivery to Business Value from DevOps Institute
1: Why Agile Service Management?	Value Streams – What You Need to Know from ITSM Tools
3: Leveraging Related Guidance	Ben Treynor Sloss Interview on Site Reliability Engineering from Google
3: Leveraging Related Guidance	How ITIL 4 and SRE align with DevOps from TechBeacon
3: Leveraging Related Guidance	Kanban Explained for Beginners from Kanbanize
3: Leveraging Related Guidance	SRE Is the Most Innovative Approach to ITSM Since ITIL® from DevOps.com
3: Leveraging Related Guidance	Trust me: The DevOps Movement fits perfectly with ITSM from The ITSM Review
3: Leveraging Related Guidance	What Is Value Stream Mapping? (And Why Do DevOps Pros Need to Understand It?) from DevOps Institute

4: Agile Service Management Roles	[Agile Service Management – Roles and Responsibilities](#) from ITSM Professor
4: Agile Service Management Roles	[Agile Service Manager](#) from ITSM Professor
5: Agile Process Engineering	[Shifting Sands – Minimum Viable – What is it Really?](#) from ITSM Professor
6: Agile Service Management Artifacts	[Advantages of the "As a user, I want" user story template](#) from Mountain Goat Software
6: Agile Service Management Artifacts	[INVEST in Good Stories and SMART Tasks](#) from XP123
6: Agile Service Management Artifacts	[User Stories with Examples and Template](#) from Atlassian
7: Agile Service Management Events	[A fairly thorough guide to understanding Velocity vs Capacity](#) from Clubhouse
8: Agile Process Improvement	[Robotic Process Automation](#) from UiPath
8: Agile Process Improvement	[What is Plan-Do-Check-Act (PDCA) Cycle?](#) From Kanbanize

WebSites

Title	Link
Agile Alliance	www.agilealliance.org
Agile Manifesto	www.agilemanifesto.org
DevOps Institute	www.devopsinstitute.com
DevOps.com	www.devops.com
IT Revolution	itrevolution.com
ITIL®	www.axelos.com/best-practice-solutions/itil

Certified Agile Service Manager Course: Value Added Resources

Lean Enterprise Institute	www.lean.org/WhatsLean
Scrum Alliance	www.scrumalliance.org
Scrum.org	www.scrum.org
Site Reliability Engineering	sre.google
Value Stream Management Consortium	www.vsmconsortium.org

DevOps & IT Service Management Blogs

Blog	Link
DevOps Institute	https://www.devopsinstitute.com/blog/
ITSM Professor	https://www.itsmprofessor.net

Additional Videos of Interest

Relevant Module	Title	Link
2: Agile Service Management	All about Agile Service Management	https://www.youtube.com/watch?v=LRRWZDgtghA
2: Agile Service Management	Bringing Agility to your Service Management Team/Process	https://www.youtube.com/watch?v=5fgIUHgUOns
2: Agile Service Management	How to Make ITSM Your New Best Friend	https://www.youtube.com/watch?v=zYb5oMgQb1E
2: Agile Service Management	Learn Agile Service Management	https://www.youtube.com/watch?v=hawOz0_D0vM

2: Agile Service Management	What is Agile Service Management	https://www.devopsinstitute.com/skilup-minute-what-is-agile-service-management/
2: Agile Service Management	Where ITIL Meets Agile	https://www.youtube.com/watch?v=8jN7ZmZUj1U
3: Leveraging Related Guidance	Agile or ITIL?	https://www.youtube.com/watch?v=gqnwuEHdSxE
3: Leveraging Related Guidance	Couples Therapy for DevOps and ITIL	https://www.youtube.com/watch?v=hle2Ff0oWHQ
3: Leveraging Related Guidance	Learn Scrum in under 8 minutes	https://www.youtube.com/watch?v=_QfFu-YQfK4
4: Agile Service Management Roles	ITSM Roles in an Agile DevOps World	https://www.youtube.com/watch?v=PAyJAVERzoM

Books & Guides

Title	Author	Link
ITIL® Foundation	The Stationery Office	https://www.amazon.com/ITIL-foundation-Axelos/dp/0113316070/
Lean IT	Steven C Bell & Michael A Orzen	https://www.amazon.com/Lean-Enabling-Sustaining-Your-Transformation/dp/1439817561
Site Reliability Engineering	Betsy Beyer, Chris Jones, Jennifer Petoff & Niall Richard Murphy	https://www.amazon.com/Site-Reliability-Engineering-Production-Systems/dp/149192912X
Site Reliability Engineering – A DevOps Institute SKILbook	Eveline Oehrlich	https://www.devopsinstitute.com/skilbooks/site-reliability-engineering-skilbook/

Certified Agile Service Manager Course: Value Added Resources

SKILup Reflections 2020	DevOps Institute Ambassadors	https://info.devopsinstitute.com/reflections-ebook-2020
The Agile Service Management Guide	Jayne Groll	https://bit.ly/ASMGuide2021
The DevOps Handbook	Gene Kim, Jez Humble, Patrick Debois & John Willis	https://itrevolution.com/book/the-devops-handbook/
The DevOps Journey – A DevOps Institute SKILbook	Eveline Oehrlich	https://www.devopsinstitute.com/skilbooks/devops-journey/
The Phoenix Project	Gene Kim, Kevin Behr & George Spafford	https://itrevolution.com/the-phoenix-project/
The Scrum Guide™	Jeff Sutherland & Ken Schwaber	https://www.scrumguides.org/

Case Stories Featured in the Course

Company	Module	Link
Australia Post	1: Why Agile Service Management?	• https://auspostenterprise.com.au/insights/digitising-services/australia-posts-agile-approach-digital-transformation
British Army	2: Agile Service Management	• https://www.computerweekly.com/news/450421266/British-Army-draws-on-infrastructure-refresh-and-automation-to-power-DevOps-drive
Nike	3: Leveraging Related Guidance	• https://www.theserverside.com/feature/Trying-to-make-DevOps-work-Learn-how-Nike-just-did-it • https://www.youtube.com/watch?v=ZEN-1hsbKG8

Certified Agile Service Manager

Sample Exam with Answer Key

1. **Which event's outputs include the next Practice Backlog items to be completed, how those items will be completed and the Sprint Goal?**

    A. Sprint Review
    B. Practice Planning
    C. Sprint Planning
    D. Sprint Retrospective

2. **According to the Agile Manifesto, which of the following items should NOT be overvalued when developing software?**

    A. Working software
    B. Comprehensive documentation
    C. Responding to change
    D. Individuals and interactions

3. **Which of the following is NOT a benefit of Agile Service Management?**

    A. Optimizing the use of automation for services
    B. Increase the efficiency and effectiveness of processes
    C. Get more "done"
    D. Improve the collaboration between Dev, Ops and Business

4. **Which of the following is NOT a basic type of Sprint?**

    A. Practice
    B. Strategic
    C. Process Increment
    D. Continual Service Improvement

5. **Which of the following is performed by the Agile Practice Owner?**

    A. Clarifying the Definition of Done for each increment
    B. Identifying opportunities to optimize automation and reduce manual activities
    C. Prioritizing items in the Practice Backlog
    D. All of the above

6. **Which of the following is NOT provided to an Agile Service Management Team for each Sprint?**

    A. A completion date
    B. User stories
    C. Practice Backlog
    D. Definition of Done

7. **Which of the following roles is the counterpart to the Scrum Master?**

    A. Agile Practice Owner
    B. Agile Service Manager
    C. Service Management Scrum Master
    D. Project Manager

8. **When should a Process Improvement Review be conducted?**

    A. Quarterly for microprocesses, annually for practices
    B. When automation is being considered
    C. Immediately after a microprocess release
    D. Both A and B

9. What is ITIL®?

A. The IT Infrastructure Library for service delivery

B. A standard for IT service management

C. A production philosophy to improve overall customer value

D. A framework to deliver and maintain IT services to provide optimal value

10. Which of the following is the best definition of capacity?

A. The ability to do something

B. The amount of work a team can complete in a given amount of time

C. An estimate of the total amount of engineering time available for a given Sprint

D. The maximum amount something can contain

11. Which is NOT a Scrum artifact?

A. Increment

B. Product Backlog

C. Progress Chart

D. Sprint Backlog

12. Who facilitates a Sprint Review?

A. The Agile Service Manager

B. The Practice Owner

C. The Team members take turns

D. The Project Manager

13. **Which of the following is NOT an objective of Agile Service Management?**

   A. Balancing between a service management governance model and a self-regulating system

   B. Optimize processes across the organization's value streams

   C. Enabling a faster flow of software delivery

   D. Ensuring there is the least amount of process control for the greatest amount of speed, quality and compliance

14. **Which statement applies to Agile Process Engineering?**

   A. Has short feedback and feed-forward loops

   B. Has a linear, sequential approach

   C. All requirements are defined upfront

   D. Robust documentation is required

15. **Which statement about the Practice Backlog is TRUE?**

   A. It contains requirements for all processes

   B. Its content is limited to functional requirements

   C. It inventories and assesses current tools

   D. It is visible to all stakeholders

16. **Why are items in the Practice Backlog expressed as user stories?**

   A. User stories describe a requirement from a user's perspective

   B. User stories are not intended to include all the details

   C. User stories are used to facilitate communication

   D. All of the above

17. **Which of the following is NOT an agile process characteristic?**

A. Has an accountable owner

B. Prizes collaboration and outcomes more than its artifacts

C. Allows for self-regulation, with consequences

D. Benchmarks against Lean principles

18. **What is a Minimum Viable Process?**

A. The least number of steps for the process to succeed

B. The part of a process that is tested and ready to be released

C. The least amount needed for a process to meet its Definition of Done

D. The part of a process that meets the highest priority requirements

19. **Which BEST describes a Service Management Architecture?**

A. A set of service management processes that together ensure services meet customer expectations

B. A matrix of integrated practices that ensure services deliver the expected value

C. A matrix of integrated practices for successfully managing IT services

D. A set of service management processes for delivering services of value

20. **What is value?**

A. How much someone is willing to pay for something

B. The cost of an IT service

C. The price of an IT service

D. The importance, worth or usefulness of something

21. **Which of the following is NOT a reason Process Improvement is Important?**

   A. If left unchecked, processes can become complex and bureaucratic
   B. To ensure seamless performance of the end-to-end process
   C. The leap from "just enough" to "too much" can happen quickly
   D. There is a risk people will revert to old way of doing things

22. **Which statement about Site Reliability Engineering is INCORRECT?**

   A. The goal is to create scalable and reliable distributed software systems
   B. What happens when a hardware engineer is tasked with improving reliability
   C. Site Reliability Engineers spend 50% of their time on software development
   D. Google considers Site Reliability Engineering its approach to service management

23. **The purpose of Practice Backlog Refinement is to**

   A. Add or remove items to/from the Practice Backlog
   B. Add or remove items to/from the Sprint Backlog
   C. Add detail, estimates and prioritization to Practice Backlog items
   D. Subdivide the Practice Backlog so it can be worked on by multiple teams

24. **Which of the following are examples of Agile Service Management automation?**

   A. Monitoring, observability and event management
   B. Dashboards, metrics and analytics
   C. Robotic process automation
   D. All of the above

25. **Which of the following is NOT a Lean Principle?**

   A. Define value
   B. Map the value stream
   C. Create Flow
   D. Establish Push

26. **What is a process?**

   A. A structured set of activities designed to accomplish a specific objective
   B. A distinct activity that can be defined, designed, implemented and managed independently
   C. All the activities from a customer request to a delivered product or service
   D. A set of activities for delivering an IT service

27. **What is the timebox for Sprint Planning?**

   A. 1.5-3 hours
   B. 2-4 hours
   C. 4-8 hours
   D. It is not timeboxed

28. **Who is responsible for planning Process Improvement Reviews?**

    A. The Agile Service Manager

    B. The Team

    C. The Agile Practice Owner

    D. The Project Manager

29. **Which is NOT one of the underlying principles of the Agile Manifesto?**

    A. Changes are accepted late in development

    B. The highest priority is working software

    C. The best services emerge from self-organizing teams

    D. Promote sustainable activities and a consistent pace indefinitely

30. **Which of the following is NOT part of how the Agile Service Manager serves the Team?**

    A. Coaching them to be self-managing

    B. Assisting them adopt and adapt Scrum

    C. Helping those outside the Team understand how to interact with the Team

    D. Increasing their productivity

31. **Which of the following are included in a Sprint Backlog?**

    A. Subset of the Practice Backlog

    B. Sprint Goal

    C. Sprint Planning

    D. Both A and B

32. **Which statement about DevOps is INCORRECT?**

    A. DevOps is a documented set of best practices
    B. DevOps is a cultural movement
    C. DevOps has three principles
    D. DevOps applies systems thinking across the entire value stream

33. **To better meet customers' needs, an organization wants to become more Agile. What is one of the ways that they can accomplish this goal?**

    A. Focus primarily on tools and applications
    B. Be more adaptive
    C. Be more aggressive
    D. All of the above

34. **What is the difference between Agile Process Engineering and traditional process design?**

    A. Traditional process design takes longer to roll out an entire process
    B. Agile Process Engineering requires fewer stakeholders
    C. Agile Process Engineering designs and implements a process in smaller, frequent increments
    D. Traditional process design has more feedback loops

35. **Which Scrum artifact shows what items will be completed in this Sprint?**

    A. Increment
    B. Product Backlog
    C. Sprint Backlog
    D. Progress Chart

36. **What is the key responsibility of an Agile Practice Owner?**

   A. Manage the Practice Backlog

   B. Ensuring that Agile values are embedded in the practice

   C. Assessing the quality and value of the practice

   D. Communicating the practice's vision and goal

37. **Which of the following is the best definition of agility?**

   A. Being able to change direction quickly

   B. Centers around speed, collaboration and adaptability

   C. Accomplishing an objective for a customer in a timely manner

   D. Being efficient with the minimum number of steps

38. **What happens to any uncompleted Sprint Backlog items at the end of a Sprint?**

   A. Reprioritized with the new Sprint Backlog items

   B. Reprioritized with other Practice Backlog items

   C. Given higher priority for the next Sprint

   D. Given lower priority for the next Sprint

39. **Which is described as an inspection of progress toward the Sprint Goal?**

   A. Sprint Review

   B. Process Standup

   C. Sprint Retrospective

   D. Practice Backlog Refinement

40. **Which of the following is a benefit of using automation with Agile Service Management?**

    A. Fewer errors

    B. Faster recovery

    C. Business and customer satisfaction

    D. All of the above

ANSWER KEY

Question	Answer	Topic Area
1	C	7: Agile Service Management Events
2	B	1: Why Agile Service Management?
3	A	2: Agile Service Management
4	A	7: Agile Service Management Events
5	D	4: Agile Service Management Roles
6	C	5: Agile Process Engineering
7	B	4: Agile Service Management Roles
8	D	8: Agile Process Improvement
9	D	3: Leveraging Related Guidance
10	C	7: Agile Service Management Events
11	C	3: Leveraging Related Guidance
12	A	7: Agile Service Management Events
13	D	2: Agile Service Management
14	A	5: Agile Process Engineering
15	D	6: Agile Service Management Artifacts
16	D	6: Agile Service Management Artifacts
17	A	5: Agile Process Engineering
18	C	4: Agile Service Management Roles
19	B	5: Agile Process Engineering
20	D	1: Why Agile Service Management?

21	B	8: Agile Process Improvement
22	B	3: Leveraging Related Guidance
23	C	6: Agile Service Management Artifacts
24	D	8: Agile Process Improvement
25	D	3: Leveraging Related Guidance
26	A	2: Agile Service Management
27	C	7: Agile Service Management Events
28	C	8: Agile Process Improvement
29	B	1: Why Agile Service Management?
30	A	4: Agile Service Management Roles
31	D	6: Agile Service Management Artifacts
32	A	3: Leveraging Related Guidance
33	B	1: Why Agile Service Management?
34	C	2: Agile Service Management
35	C	3: Leveraging Related Guidance
36	A	4: Agile Service Management Roles
37	B	5: Agile Process Engineering
38	B	6: Agile Service Management Artifacts
39	B	7: Agile Service Management Events
40	D	8: Agile Process Improvement

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