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연습 문제

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1년간 무료 업데이트 제공

Exam : CASM

**Title : Certified Agile Service
Manager V2.1**

Version : DEMO

1.What is a value stream?

- A. Enables the ability to do something when and how it is needed or desired
- B. A set of activities that flow from the start of development to software deployment
- C. All the activities from a customer request to a delivered product or service
- D. The importance, worth, or usefulness of an IT service

Answer: C

Explanation:

A value stream is a series of steps or activities that an organization undertakes to deliver value to a customer, starting from the initial request to the final delivery of a product or service. It represents the end-to-end flow of value and includes all tasks necessary for the creation and delivery of the product or service, regardless of whether they are performed by development teams, operations, or other departments.

Option Analysis:

- A. Incorrect. While agility involves doing something as and when needed, this doesn't define a value stream.
- B. Partially correct but too narrow. A value stream encompasses more than just development and deployment; it includes all activities related to delivering customer value.
- C. Correct. This encapsulates the end-to-end activities from customer request to delivery, which aligns with the value stream concept in Lean and Agile practices.
- D. Incorrect. This defines "value" in IT services, not the concept of a value stream.

Reference: Lean Thinking by James P. Womack and Daniel T. Jones

SAFe Framework: Understanding Value Streams

ITIL 4: Managing Professional - High-Velocity IT, which includes value streams as part of ITSM evolution.

2.Which statement about Agile is INCORRECT?

Agile is:

- A. Applicable beyond software development
- B. A methodology
- C. A set of guiding values and principles
- D. Brought to life via frameworks, standards, and processes

Answer: B

Explanation:

Agile is often misunderstood, and one common misconception is treating it as a methodology. Let'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

“Scrum Guide 2020” and “Kanban Method” for frameworks operationalizing Agile.

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

- A. Working software is the primary measure of progress
- B. Deliver working software daily
- C. The highest priority is to satisfy the customer
- D. Simplicity—the art of maximizing the amount of work not done—is essential

Answer: B

Explanation:

The Agile Manifesto outlines 12 principles, and while delivering value frequently is one of them, "delivering working software daily" is not explicitly stated.

Let's evaluate the options:

- A. Correct. The Agile Manifesto states that "working software is the primary measure of progress."
- B. Incorrect. The principle states, "Deliver working software frequently, from a couple of weeks to a couple of months," but it does not specify daily delivery. This makes "daily" incorrect.
- C. Correct. Satisfying the customer through early and continuous delivery is the highest priority in Agile.
- D. Correct. Simplicity, or minimizing unnecessary work, is one of the core principles in Agile.

Reference: Agile Manifesto: agilemanifesto.org

Principle 3: "Deliver working software frequently..."

Principle 10: "Simplicity—the art of maximizing the amount of work not done—is essential."

4.An organization's CIO believes they will better serve customers if they become more Agile.

How can an organization become more Agile?

- A. Shift IT's main focus to software development
- B. Put strict control on changes and only allow them early in development
- C. Be more collaborative
- D. Both A and C

Answer: C

Explanation:

Becoming more Agile requires fostering collaboration, flexibility, and customer focus. Let's evaluate the options:

- A. Incorrect. While IT plays a crucial role in Agile transformation, solely focusing on software development doesn't address Agile principles like collaboration, iterative value delivery, and responsiveness to change.
- B. Incorrect. Strict control over changes contradicts Agile principles, which encourage adaptability and welcoming change throughout development.
- C. Correct. Collaboration is a core value in Agile, emphasizing interactions among teams, customers, and stakeholders to deliver value effectively.
- D. Incorrect. While collaboration is correct, pairing it with a narrow IT focus (option A) doesn't reflect a holistic Agile transformation.

Reference: Agile Manifesto (Individual and interactions over processes and tools).

Principles of Agile Transformation: Collaboration and adaptability are key.

5.What is Agile Service Management?

- A. A cultural movement that aims to increase software delivery velocity and improve service reliability
- B. A production philosophy that focuses on reducing waste and improving the flow of processes to improve overall customer value
- C. A discipline that incorporates aspects of software engineering and applies them to infrastructure and operations problems
- D. A framework that ensures that service management processes reflect Agile values and are designed with 'just enough' control and structure

Answer: D

Explanation:

Agile Service Management integrates Agile principles into service management processes to ensure they are efficient, customer-centric, and adaptive.

Let's analyze the options:

- A. Incorrect. While Agile Service Management does improve service delivery and reliability, calling it solely a cultural movement is too narrow.
- B. Incorrect. This describes Lean principles rather than Agile Service Management.
- C. Incorrect. This describes DevOps rather than Agile Service Management.
- D. Correct. Agile Service Management focuses on adapting service processes to align with Agile values, balancing flexibility with adequate control to ensure efficiency.

Reference: ITIL 4 Service Value System.

Agile Service Management Guide (Agile and ITIL integration).