

Scrum

Exam Questions SAFe-POPM

SAFe Product Owner-Product Manager (POPM)



NEW QUESTION 1

What is one characteristic of writing effective PI Objectives?

- A. Listing out committed Features
- B. Describing the value
- C. Identifying significant risks
- D. Including critical Stories

Answer: B

Explanation:

One characteristic of writing effective PI Objectives is describing the value that the objectives will deliver to the customers and stakeholders. PI Objectives are a summary of the business and technical goals that the Agile Release Train (ART) intends to achieve in the upcoming Program Increment (PI)¹. They are not just a list of features or stories, but rather a statement of the outcomes and benefits that the features or stories will provide². By describing the value, the PI Objectives help align the teams and stakeholders to a shared vision and mission, and provide a basis for measuring the progress and performance of the ART³.

References:

- PI Objectives - Scaled Agile Framework
- Your Guide to Writing Great Iteration and PI Objectives - Scaled Agile
- How to Write PI Objectives - ValueGlide

NEW QUESTION 2

In a 12-week PI, how often does the Innovation and Planning (IP) Iteration occur?

- A. Every quarter
- B. Once per year
- C. Every two PIs
- D. Every two Iterations

Answer: A

Explanation:

The Innovation and Planning (IP) Iteration is a unique, dedicated iteration that occurs every Program Increment (PI). A PI is a timebox of 8 to 12 weeks, during which an Agile Release Train (ART) delivers incremental value in the form of working, tested software and systems. Therefore, in a 12-week PI, the IP Iteration occurs every quarter

NEW QUESTION 3

Which of the following statements is one of the five Lean Thinking principles?

- A. Decentralize decision-making
- B. Customer collaboration over contract negotiation
- C. Identify the Value Stream for each product
- D. Deliver working software frequently

Answer: C

Explanation:

Identifying the Value Stream for each product is one of the five Lean Thinking principles proposed by Womack and Jones in 1996. A value stream is the sequence of activities that deliver value to the customer, from the initial request to the final delivery¹. Identifying the value stream for each product helps to eliminate waste, optimize flow, and increase customer satisfaction².

References:

- The Five Principles of Lean - Project Management Institute
- Value Streams - Scaled Agile Framework

NEW QUESTION 4

What is one tool that visualizes Features representing a workflow?

- A. Team Kanban
- B. Story Maps
- C. User Experience Design
- D. Continuous Delivery Pipeline

Answer: B

Explanation:

A story map is a tool that visualizes features representing a workflow. A story map is a two-dimensional arrangement of user stories that shows the relationship between the user activities and the features that support them¹. A story map helps the team to understand the user journey, prioritize the features based on value and dependencies, and plan the releases and iterations².

References:

- Story Mapping - Scaled Agile Framework
- What is User Story Mapping? | Definition and Overview

NEW QUESTION 5

What is one strategy for managing complex critical path challenges?

- A. Adjust work between teams or split Features and Stories
- B. Distribute work to other teams
- C. Sequence work to eliminate same Iteration dependencies

D. Allocate work between teams based on forecasted capacity

Answer: A

Explanation:

One strategy for managing complex critical path challenges is to adjust work between teams or split Features and Stories. Complex critical path challenges are situations where the delivery of value depends on the completion of multiple interdependent tasks by different teams¹. These challenges can cause delays, bottlenecks, and inefficiencies in the value stream. To overcome these challenges, one option is to adjust work between teams or split Features and Stories, so that the dependencies are minimized or eliminated². This can help improve the flow of work, reduce the risk of integration issues, and increase the flexibility and responsiveness of the teams³.

References:

- Accelerating Flow with SAFe - Scaled Agile Framework
- Managing Dependencies - Scaled Agile Framework

NEW QUESTION 6

What is one influence on Solution and PI Roadmaps?

- A. Value Streams
- B. Customer-centric Features
- C. Market dynamics
- D. ART capacity

Answer: C

Explanation:

Market dynamics are one of the influences on Solution and PI Roadmaps, which are visual tools that forecast and communicate the planned deliverables, milestones, and investments over a time horizon¹². Market dynamics are the external factors that affect the demand and supply of a product or service in the market, such as customer needs, competitor actions, regulatory changes, technological trends, and economic conditions³. Market dynamics influence Solution and PI Roadmaps in the following ways:

- They help identify the market problems or opportunities that the solution aims to address or capture¹².
- They help prioritize the features and capabilities that deliver the most value to the customers and stakeholders¹².
- They help align the solution delivery with the market rhythms and events, which are the periodic or one-time occurrences that have a significant impact on the solution adoption or performance¹².
- They help validate the assumptions and hypotheses about the customer and the solution through feedback and learning¹².

Some additional information that might be helpful for you are:

- The other options (A, B, and D) are not influences on Solution and PI Roadmaps, but rather elements or outcomes of the roadmaps.
- Value Streams are the primary constructs for understanding, organizing, and delivering value to the customer. Value Streams are the basis for defining the solution vision, strategy, and roadmap⁴.
- Customer-centric Features are the work items that represent the benefits or outcomes that the solution provides to the customer or user. Customer-centric Features are the main content of the Solution and PI Roadmaps⁵.
- ART capacity is the amount of work that an Agile Release Train (ART) can handle in a Program Increment (PI). ART capacity is a factor that determines the feasibility and scope of the Solution and PI Roadmaps.

NEW QUESTION 7

What increases the effectiveness of System Demos?

- A. Spend a lot of time preparing for the demo
- B. Limit team attendance to minimize disruptions to the team
- C. Focus on team-level Metrics
- D. Consider how and what to demo during Iteration Planning

Answer: D

Explanation:

Considering how and what to demo during Iteration Planning increases the effectiveness of System Demos, which are events that provide an integrated view of new features delivered by the Agile Release Train (ART) in each Iteration¹². By thinking ahead of how and what to demo, the teams can:

- Align on the product vision and roadmap and ensure that the work items are aligned with the customer value and the PI objectives¹².
- Define clear and testable acceptance criteria for each work item and plan how to verify them in the demo¹².
- Identify and resolve any dependencies, risks, or impediments that may affect the demo¹².
- Prepare the demo environment and the necessary tools and data to support the demo¹².
- Practice the demo and rehearse the script and the roles of the presenters¹². Some additional information that might be helpful for you are:
- The other options (A, B, and C) are not actions that increase the effectiveness of System Demos, but rather actions that may reduce it.
- Spending a lot of time preparing for the demo may not be effective, as it may take away time and focus from the actual development and testing of the work items. Instead, the teams should aim for continuous integration and built-in quality practices that enable them to demo the work items as soon as they are done¹².
- Limiting team attendance to minimize disruptions to the team may not be effective, as it may reduce the feedback and collaboration opportunities that the demo provides. Instead, the teams should invite and engage all the relevant stakeholders, such as Business Owners, executive sponsors, other Agile Teams, development management, and customers, to the demo¹².
- Focusing on team-level metrics may not be effective, as it may not reflect the true value and progress of the integrated work across the ART. Instead, the teams should focus on system-level metrics, such as PI objectives, solution quality, and customer satisfaction, to evaluate the outcome and impact of the demo¹².

NEW QUESTION 8

Which is developed by teams and rolled up to the ART level during PI Planning?

- A. Dependencies
- B. Milestones
- C. Objectives
- D. Risks

Answer: C

Explanation:

Objectives are developed by teams and rolled up to the ART level during PI Planning. Objectives are a summary of the business and technical goals that the teams and the ART intend to achieve in the upcoming Program Increment (PI)¹. During PI Planning, each team creates their own team PI objectives, which are then presented and reviewed by the ART and the stakeholders². The aggregated team PI objectives form the ART PI objectives, which provide a common vision and alignment for the ART³.

References:

- PI Objectives - Scaled Agile Framework
- PI Planning - Scaled Agile Framework

NEW QUESTION 9

What is enabled by the Continuous Delivery Pipeline?

- A. End-to-end testing
- B. A predictable release cadence
- C. New functionality delivered more frequently
- D. Transparent measurements

Answer: C

Explanation:

The Continuous Delivery Pipeline enables the delivery of new functionality to customers more frequently by streamlining and automating the workflows, activities, and feedback loops from ideation to release¹. The Continuous Delivery Pipeline consists of four aspects: Continuous Exploration, Continuous Integration, Continuous Deployment, and Release on Demand². These aspects work together to support the delivery of small batches of new functionality, which can be released to the market based on the customer demand and business needs³.

References:

- Continuous Delivery Pipeline - Scaled Agile Framework
- Continuous Delivery Pipeline - Scaled Agile Framework
- SAFe Continuous Delivery Pipeline: A Comprehensive Guide to the ??

NEW QUESTION 10

What is the next action for improvement items identified during the Iteration Retrospective?

- A. They are entered as Stories in the Team Backlog
- B. They are ROAMed with the rest of the risks
- C. They are given to the Scrum Master/Team Coach who resolves them
- D. They are escalated to the Business Owners

Answer: A

Explanation:

The next action for improvement items identified during the Iteration Retrospective is to enter them as Stories in the Team Backlog. By adding these improvement items as Stories, they become part of the team's ongoing work and are prioritized alongside other tasks and user stories for future iterations or sprints¹. This way, the team can track and implement the improvement actions and measure their impact on the team's performance and quality².

References:

- Iteration Retrospective - Scaled Agile Framework
- What happens to improvement items identified during the Iteration Retrospective? - Service Centre List

NEW QUESTION 10

What is one benefit of capacity allocation?

- A. It enables effective time-tracking
- B. It prevents different types of backlog items from being compared against each another
- C. It allocates developers and testers to an initiative
- D. It ensures all Value Streams in the Portfolio are appropriately funded

Answer: B

Explanation:

Capacity allocation is an allocation of work by work item type for an upcoming planning period¹. It helps the Agile Teams to balance their investments across different types of backlog items, such as new features, enablers, defects, and technical debt². One benefit of capacity allocation is that it prevents different types of backlog items from being compared against each other based on their relative value or priority, which can be misleading or subjective³. Instead, capacity allocation allows the teams to focus on delivering value and quality in each work item type, without compromising the other².

References:

- Capacity Allocation - Scaled Agile Framework
- Team Backlog - Scaled Agile Framework
- How Does SAFe Handle Capacity Planning and Resource Management? - Value Glide

NEW QUESTION 14

What is a PI Planning input that demonstrates how Product Management plans to accomplish the Vision?

- A. The business context
- B. The ART planning board
- C. The top ten Features
- D. The Team Backlog

Answer: C

Explanation:

The top ten Features are a PI planning input that demonstrates how Product Management plans to accomplish the Vision. The vision is a description of the future

state of the solution under development, reflecting customer and stakeholder needs, as well as the features and capabilities proposed to meet those needs¹. The top ten Features are the highest priority features of the ART backlog, which are derived from the vision and roadmap, and provide the most value to the customers and stakeholders². By presenting the top ten Features to the Agile Release Train (ART) during PI planning, Product Management communicates the main objectives and scope of the upcoming Program Increment (PI), and guides the teams to plan their work accordingly². The top ten Features also help align the teams and stakeholders to a shared mission and vision, and foster cross-team and cross-ART collaboration².

References: 1 Vision - Scaled Agile Framework, 2 PI Planning - Scaled Agile Framework

NEW QUESTION 18

What are the minimum requirements for a Feature?

- A. Acceptance criteria, data models, and priority
- B. Name, benefit hypothesis, and acceptance criteria
- C. Benefit hypothesis, acceptance criteria, and priority
- D. Non-functional requirements, data models, and architecture

Answer: B

Explanation:

The minimum requirements for a feature are a name, a benefit hypothesis, and acceptance criteria¹². A name is a brief and descriptive phrase that summarizes the feature. A benefit hypothesis is a statement that describes the expected outcome and value of the feature for the customer or user. Acceptance criteria are a set of conditions that the feature must satisfy to be accepted by the customer or stakeholder¹². Some additional information that might be helpful for you are:

- The other options (A, C, and D) are not the minimum requirements for a feature, but rather additional or optional elements that may be included in the feature definition.
- Data models are representations of the data structures and relationships that the feature requires or affects. Data models are not mandatory for a feature, but they may be useful for complex or data-intensive features³.
- Priority is the relative importance or urgency of a feature compared to other features. Priority is not a requirement for a feature, but it is a factor that influences the feature selection and sequencing⁴.
- Non-functional requirements (NFRs) are system qualities that guide the design of the solution and often serve as constraints across the relevant backlogs. NFRs are not specific to a feature, but they may affect the feature implementation or testing⁵.
- Architecture is the design and structure of the system that supports the solution. Architecture is not a requirement for a feature, but it is an enabler that facilitates the feature delivery.

NEW QUESTION 22

What is defined as a product, service, or system delivered to the Customer?

- A. Capability
- B. Value
- C. Solution
- D. Epic

Answer: C

Explanation:

A solution is defined as a product, service, or system delivered to the customer in SAFe. A solution can be a small mobile application built by a single Agile Release Train (ART) or a large automotive system of systems built by a network of Development Value Streams (DVSs) in a supply chain¹. A solution may also be an insurance or banking product offered by a financial institution. Solutions can be the products a company sells or the internal products they use to run the business. They may provide direct value to an end-user or may be a component of a larger solution¹.

References:

- Solution - Scaled Agile Framework

NEW QUESTION 23

What helps visualize work during PI Planning?

- A. ART PI Kanban Board
- B. ART Planning Board
- C. ART PI Risks
- D. ART PI Objectives

Answer: B

Explanation:

The ART Planning Board is a physical or virtual board that helps visualize the work of the Agile Release Train (ART) during PI Planning. It shows the features and dependencies for each team and iteration in the Program Increment (PI)¹. The ART Planning Board helps the teams and stakeholders to see the big picture, identify and resolve issues, and collaborate on the delivery plan².

References:

- ART Planning Board - Scaled Agile Framework
- PI Planning - Scaled Agile Framework

NEW QUESTION 28

What does a Kanban board demonstrate?

- A. The cost of delay of each item on the board
- B. Where a team has too much work-in-process (WIP)
- C. The accumulated value of a team's work
- D. A burndown chart of work completed in the Iteration

Answer: B

Explanation:

A Kanban board is a visual tool that helps teams manage the flow of work from start to finish. It shows the steps of the team's workflow, the work items in each step, and the work-in-process (WIP) limits for each step¹. A Kanban board demonstrates where a team has too much work-in-process (WIP), which is the number of work items that are being worked on at any given time. Having too much WIP can cause delays, bottlenecks, and waste in the value stream². By using a Kanban board, teams can identify and resolve the sources of excessive WIP, and optimize their flow and throughput³.

References:

- SAFe Team Kanban - Scaled Agile Framework
- Applying Kanban in SAFe - Scaled Agile Framework
- What is a Kanban Board, and How Do You Use It? - How-To Geek

NEW QUESTION 30

What is one input to the Vision?

- A. Customer feedback
- B. Team topologies
- C. Feature context
- D. Portfolio Backlog

Answer: A

Explanation:

One input to the Vision is customer feedback. Customer feedback is the information and opinions that customers and stakeholders provide about the solution, its features, and its value proposition¹. Customer feedback helps to validate the assumptions, test the hypotheses, and measure the satisfaction of the solution². Customer feedback also helps to identify the needs, preferences, and expectations of the customers and stakeholders, which are essential for defining and communicating the Vision³. The Vision is a description of the future state of the solution under development, and it reflects the problem(s) that the solution will solve and the benefits that it will deliver⁴.

References:

- Customer Feedback - Scaled Agile Framework
- Continuous Exploration - Scaled Agile Framework
- Solution Vision - Scaled Agile Framework
- Vision - Scaled Agile Framework

NEW QUESTION 31

What is a pattern for splitting Features into Stories?

- A. Tasks to complete
- B. Variations in data
- C. Team skills
- D. Layers of the technology stack

Answer: B

Explanation:

A pattern for splitting Features into Stories is to use variations in data, which means identifying different types of data that the feature can handle and creating a story for each type. For example, a feature that allows users to upload files can be split into stories for different file formats, sizes, or sources. This way, the stories are independent, testable, and valuable¹².

References:

- Story – Scaled Agile Framework
- User stories splitting by data variations and interfaces

NEW QUESTION 33

Why is the problem-solving workshop more effective than traditional lessons learned documents?

- A. Collaboration over documentation is a key recommendation of the Agile Manifesto
- B. It makes improvements actionable through backlog items for the next PI
- C. It involves a small group of leaders
- D. Workshops are more engaging than document writing

Answer: B

Explanation:

The problem-solving workshop is more effective than traditional lessons learned documents because it makes improvements actionable through backlog items for the next Program Increment (PI). A problem-solving workshop is a structured approach to identify and solve problems that affect the performance and quality of the Agile Release Train (ART) or Solution Train¹. Unlike traditional lessons learned documents, which are often passive and rarely implemented, a problem-solving workshop results in a set of improvement backlog items that are prioritized and planned for the next PI². This way, the teams can implement the improvements and measure their impact on the value delivery³.

References:

- Inspect and Adapt - Scaled Agile Framework
- Why is the problem-solving workshop more effective than traditional ??
- Problem-solving workshop: Step-by-Step - Agilephoria

NEW QUESTION 34

Which Product Owner responsibility supports the team with value delivery?

- A. Understanding market forces
- B. Supporting the Architectural Runway
- C. Testing benefit hypotheses
- D. Fostering Built-in Quality

Answer: D

Explanation:

Fostering Built-in Quality is a Product Owner responsibility that supports the team with value delivery. Built-in Quality is one of the four core values of SAFe® and it means that every aspect of the solution is continuously verified for quality¹. The Product Owner fosters Built-in Quality in the following ways:

- Collaborating with the Development team and other stakeholders to define clear and testable acceptance criteria for each work item².
- Participating in team events such as Iteration Planning, Backlog Refinement, and Iteration

Review to provide feedback and guidance on the quality of the work².

- Reviewing and approving the work items that meet the Definition of Done and the acceptance criteria².
- Encouraging the team to apply Agile testing practices such as Test-First, Test-Driven Development, and Behavior-Driven Development³.
- Supporting the team's continuous integration and continuous delivery practices to ensure fast and frequent feedback on the quality of the solution³.

Some additional information that might be helpful for you are:

- The other options (A, B, and C) are not Product Owner responsibilities that support the team with value delivery, but rather responsibilities that belong to other roles or activities.
- Understanding market forces is a responsibility of Product Management, who is accountable for the market and business aspects of the solution⁴.
- Supporting the Architectural Runway is a responsibility of System Architects/Engineers, who provide technical guidance and enablement to the teams.
- Testing benefit hypotheses is an activity that occurs in the Continuous Exploration step of the Continuous Delivery Pipeline, where Product Owners and Product Managers collaborate to validate their assumptions about the customer and the solution.

NEW QUESTION 37

Which of the following events shows how well the ART is progressing toward meeting the PI Objectives?

- A. PO Sync
- B. Inspect and Adapt
- C. Backlog Refinement
- D. PI Planning

Answer: B

Explanation:

The event that shows how well the Agile Release Train (ART) is progressing toward meeting the Program Increment (PI) objectives is the Inspect and Adapt (I&A) event. The Inspect and Adapt event occurs at the end of each PI and provides an opportunity for the entire ART to reflect on the progress made during the PI, identify and address the root causes of any impediments, and plan for improvement actions in the next PI¹.

- Inspect and Adapt - Scaled Agile Framework

NEW QUESTION 39

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