



Scrum

Exam Questions SAFe-POPM

SAFe Product Owner-Product Manager (POPM)

NEW QUESTION 1

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 2

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 3

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 4

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 5

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 6

Which role does Product Management work with to prioritize Enablers?

- A. System Architect
- B. Development Manager
- C. Product Owner
- D. Solution Management

Answer: A

Explanation:

Product Management works with System Architect to prioritize Enablers, which are backlog items that extend the architectural runway of the solution under development or improve the performance of the development value stream¹. System Architect provides technical guidance and enablement to the Agile Release Trains (ARTs) and helps identify and define the enablers needed to support the features and capabilities². In collaboration with System Architect, Product Management negotiates capacity allocations that balance the concentration of business and enabler features in the ART backlog³.

Some additional information that might be helpful for you are:

- The other options (B, C, and D) are not the role that Product Management works with to prioritize Enablers, but rather roles that have different responsibilities or collaborations with Product Management.
- Development Manager is a role that supports the Development teams in building quality solutions and fosters a culture of technical excellence and innovation⁴. Development Manager may work with Product Management to provide feedback on the feasibility and effort of the features and enablers, but not to prioritize them.
- Product Owner is a role that represents the customer and stakeholders to the Development team and defines and accepts the work items in the Team Backlog. Product Owner may work with Product Management to align on the product vision and roadmap and to decompose the features and enablers into stories, but not to prioritize them.
- Solution Management is a role that is responsible for defining and delivering complex solutions that require multiple ARTs and Solution Trains. Solution Management may work with Product Management to coordinate the dependencies and interfaces between the solutions and the products, but not to prioritize the enablers.

NEW QUESTION 7

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 8

What is included in the Inspect and Adapt agenda?

- A. ART Backlog refinement
- B. System Demo
- C. Quantitative and qualitative measurement
- D. Management review and confidence vote

Answer: C

Explanation:

The Inspect and Adapt (I&A) agenda in the Scaled Agile Framework (SAFe) is a significant event at the end of each Program Increment (PI), focusing on continuous improvement and adjustment in Agile processes. It comprises three main parts:

* 1. PI System Demo: This is the first part of the I&A event, intended to showcase all the features developed by the Agile Release Train (ART) over the course of the PI. It typically includes a broader audience and is more formal than regular system demos. Business Owners collaborate with each Agile team to score the actual business value achieved for their Team PI Objectives.

* 2. Quantitative and Qualitative Measurement: This part involves the collective review of quantitative and qualitative metrics agreed upon by the teams. This review is aimed at discussing data and trends to measure the team's performance. Important metrics like the program predictability measure are also analyzed, with each team's planned vs. actual business value contributing to this measure.

* 3. Retrospective and Problem-Solving Workshop: This structured session allows teams to reflect on their performance, identify areas of improvement, and create action plans. It includes identifying improvements, conducting root cause analysis using tools like the "5 Whys" or fishbone diagrams, brainstorming solutions, prioritizing actions, and creating detailed action plans for implementation.

The I&A event promotes continuous improvement, enhanced agility, increased transparency, higher quality outcomes, better decision-making, improved employee engagement, and alignment with organizational goals.

It's essential for both Agile Release Trains and Solution Trains to effectively inspect and adapt their processes for optimal performance and continuous improvement.

References:

- Scaled Agile Framework: Inspect and Adapt.
- Dee Project Manager: SAFe Inspect and Adapt: Supercharge Agile Excellence.

NEW QUESTION 9

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 10

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 10

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 14

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 16

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