Scrum

Exam Questions SAFe-POPM

SAFe Product Owner-Product Manager (POPM)

NEW QUESTION 1
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 2
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 3
What is the primary purpose of PO Sync?

A. To assess progress of the PI and adjust scope and priority as needed
B. To build PI Objectives and improve alignment
C. To align with Coach Sync participants on the status of the PI
D. To conduct backlog refinement

Answer: A

Explanation:
The primary purpose of PO Sync is to assess progress of the Program Increment (PI) and adjust scope and priority as needed12. PO Sync is a regular event that involves the Product Owners from all the Agile teams in an Agile Release Train (ART)12. In PO Sync, they share the status of their work, identify dependencies, risks, and impediments, and align on the product vision and roadmap12. PO Sync helps to ensure that the ART delivers value to the customers and meets the PI objectives12.
Some additional information that might be helpful for you are:
•The other options (B, C, and D) are not the primary purpose of PO Sync, but rather purposes of other events or activities.
•Building PI Objectives and improving alignment is the purpose of PI Planning, which is a two-day event that occurs at the beginning of each PI3. In PI Planning, all the members of the ART collaborate to define, prioritize, and plan the work for the next PI3.
•Aligning with Coach Sync participants on the status of the PI is the purpose of Scrum of Scrums (SoS), which is a regular event that involves the Scrum Masters from all the Agile teams in an ART4. In SoS, they coordinate and synchronize the work of the teams, resolve cross-team impediments, and report the progress and risks to the RTE4.
•Conducting backlog refinement is an activity that occurs throughout the PI, where the Product Owner and the Development team review and update the Team Backlog to prepare for the upcoming Iterations. Backlog refinement helps to ensure that the work items are clear, feasible, and valuable

NEW QUESTION 4
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 5
Which role ensures that the ART has the Vision and Backlog needed to engage in PI Planning successfully?

A. Lean-Agile Center of Excellence
B. Release Train Engineer
C. Product Owner
D. Product Management

Answer: D

Explanation:
Product Management is the role that ensures that the Agile Release Train (ART) has the Vision and Backlog needed to engage in PI Planning successfully. Product Management is responsible for defining and communicating the Vision, which describes the future state of the solution and its features1. Product Management also develops and maintains the Program Backlog, which contains the features and enablers that the ART will implement in the upcoming Program Increments (PIs)2. Product Management collaborates with stakeholders, customers, architects, and other roles to discover, prioritize, and refine the backlog items and present them to the ART during PI Planning3.
References:
•Vision - Scaled Agile Framework
•Product Management - Scaled Agile Framework
•PI Planning - Scaled Agile Framework

NEW QUESTION 6
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 7
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 8
Which of the following Agile Manifesto principles aligns with conducting a System Demo?

A. Welcome changing requirements, even late in development
B. The team reflects on how to become more effective at regular intervals
C. The best way to convey information is a face-to-face conversation
D. Working software is the primary measure of progress

Answer: D

Explanation:
The System Demo is an event where the Agile Release Train (ART) demonstrates the integrated and working software to the stakeholders and customers1. The System Demo aligns with the Agile Manifesto principle that states: "Working software is the primary measure of progress"2. This principle emphasizes the value of delivering functional and usable software over comprehensive documentation or adherence to a plan3. The System Demo provides feedback on the quality, usability, and value of the software, as well as the effectiveness of the ART1.
References:
•System Demo - Scaled Agile Framework
•12 Principles Behind the Agile Manifesto | Agile Alliance
•Manifesto for Agile Software Development

NEW QUESTION 9
Communicating and refining the Vision to the Agile Release Train during PI Planning supports which SAFe Core Value?

A. Relentless Improvement
B. Alignment
C. Respect for People
D. Transparency

Answer: B

Explanation:
Communicating and refining the Vision to the Agile Release Train (ART) during PI Planning supports the SAFe Core Value of Alignment. Alignment is one of the four core values of SAFe thatguides the behaviors and actions of the people who work under the framework1. Alignment means that everyone understands the strategic direction, the value streams, and the solution intent, and how their role and work contribute to them2. PI Planning is a crucial event in SAFe where all the teams within the ART come together to plan their work for the upcoming Program Increment (PI)3. During PI Planning, the Product Management presents the Vision, which describes the future state of the solution and its features4. The Vision helps align the teams and stakeholders to a shared mission and goal, and provides the context and purpose for the PI objectives.
References:
•SAFe Core Values - Scaled Agile Framework
•Alignment - Scaled Agile Framework
•PI Planning - Scaled Agile Framework
•Vision - Scaled Agile Framework

NEW QUESTION 10
In the first step of SAFe's Continuous Delivery Pipeline, Product Owners and Product Managers do what activity?

A. Ensure the Architecture team has sufficient capacity
B. Negotiate Supplier contracts
C. Prioritize the Team Backlog
D. Hypothesize what would create value for Customers

Answer: D

Explanation:
Hypothesizing what would create value for customers is the main activity of Product Owners and Product Managers in the first step of SAFe??s Continuous Delivery Pipeline, which is Continuous Exploration (CE)12. In CE, they use design thinking to understand the market problem or customer need and the solution required to meet that need12. They start with a hypothesis of something that will provide value to customers, such as a new feature, capability, or enhancement12. They then validate or invalidate their hypothesis through experimentation, feedback, and learning12.
Some additional information that might be helpful for you are:
•The other options (A, B, and C) are not the main activity of Product Owners and Product Managers in the first step of SAFe??s Continuous Delivery Pipeline, but rather activities that may occur in other steps or roles.
•Ensuring the Architecture team has sufficient capacity is an activity that may occur in the second step of SAFe??s Continuous Delivery Pipeline, which is Continuous Integration (CI)12. In CI, the Architecture team
works with the Development teams to ensure the technical quality and integrity of the solution12.
•Negotiating Supplier contracts is an activity that may occur in the fourth step of SAFe??s Continuous Delivery Pipeline, which is Release on Demand12. In Release on Demand, the Solution Management team works with the Suppliers to coordinate the release of the solution components that are provided by them12.
•Prioritizing the Team Backlog is an activity that occurs in the Program Increment (PI) Planning event, which is part of the Agile Product Delivery competency3. In PI Planning, the Product Owner works with the Development team and other stakeholders to define, prioritize, and estimate the work items for the upcoming PI3.

NEW QUESTION 10
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 11
What can increase the effectiveness of Backlog Refinement?

A. Include a few team members
B. Refine Stories during Iteration Planning
C. Schedule the event on a regular cadence
D. Have separate meetings with subject matter experts

Answer: C

Explanation:
One of the factors that can increase the effectiveness of Backlog Refinement is to schedule the event on a regular cadence. Backlog Refinement is the process of reviewing, updating, and prioritizing the backlog items to prepare them for future iterations or sprints1. By scheduling the event on a regular cadence, such as once or twice per week, the team can ensure that the backlog is always accurate, relevant, and ready for planning2. A regular cadence also helps the team to avoid cramming too much work into a single session, which can lead to lower quality and reduced collaboration3.
References:
•Team Backlog - Scaled Agile Framework
•Backlog refinement - How I learned to love agile business analysis ??
•Essential Checklist for Effective Backlog Refinement (and What To Avoid ??

NEW QUESTION 16
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 21
What is one step when determining initial team capacity during PI Planning?

A. Add together all of the points from recently completed Features
B. Compare final team capacity across all teams
C. Ensure Product Owner/Product Manager approval for all time-based capacity adjustments
D. Subtract one point for every team member's vacation day, public holiday, or training day

Answer: D

Explanation:
One step when determining initial team capacity during PI Planning is to subtract one point for every team member??s vacation day, public holiday, or training day. This step helps the team to adjust their capacity based on the actual availability of each team member for the upcoming Program Increment (PI)1. By accounting for the time-based capacity adjustments, the team can plan their work more realistically and avoid overcommitting or underdelivering2.
References:
•PI Planning - Scaled Agile Framework
•How to Improve Your Agile Team??s Capacity Planning - Method

NEW QUESTION 26
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 29
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 33
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 34
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