



Scrum

Exam Questions SAFe-POPM

SAFe Product Owner-Product Manager (POPM)

NEW QUESTION 1

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 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 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 4

What is one method for designing the end-to-end Customer experience?

- A. Journey mapping
- B. Whole-product thinking
- C. Feature storming
- D. Persona development

Answer: A

Explanation:

Journey mapping is one method for designing the end-to-end customer experience. It is a visual representation of the steps, emotions, and pain points that a customer goes through when interacting with a product or service. It helps to identify the customer needs, expectations, and goals, as well as the gaps and opportunities for improvement in the current experience. Journey mapping also helps to align the stakeholders on the customer perspective and prioritize the features and solutions that will deliver the most value and satisfaction¹²³.

References:

- The expanding role of design in creating an end-to-end customer experience
- End to End Customer Experience: Know and Control its 3 Elements - HEFLO BPM
- How Design thinking Can Shape end to end Customer Experience

NEW QUESTION 5

Which Agile Team event supports relentless improvement?

- A. Inspect and Adapt
- B. System Demo
- C. Iteration Retrospective
- D. Team Sync

Answer: C

Explanation:

The iteration retrospective is an Agile Team event that supports relentless improvement by allowing the team to reflect on the iteration just completed and to derive new ideas to improve the team's process¹². This reflection helps instill the concept of relentless improvement—one of the pillars of the SAFe House of Lean³—in the individuals and the team.

References:

- Iteration Retrospective - Scaled Agile Framework
- SAFe POPM 5 Flashcards | Quizlet
- SAFe Lean-Agile Principles - Scaled Agile Framework

NEW QUESTION 6

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 7

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 8

Why is it important to establish a definition of done?

- A. To create alignment on when Stories are complete
- B. To create standardized work between all Agile Teams
- C. To enable Scrum Masters/Team Coaches to enforce quality
- D. To ensure Features provide the expected business benefits

Answer: A

Explanation:

The definition of done specifies the requirements for completeness of a work product or increment of value¹. It is important to establish a clear and consistent definition of done across all Agile Teams to ensure that the work products meet the appropriate quality standards and are ready for integration and delivery²³. Without a common definition of done, there may be confusion, rework, delays, and technical debt³.

References:

- What is the Definition of Done (DOD) in SAFe®? - Agilemania

- Built-In Quality - Scaled Agile Framework
- Definition of Done - Scaled Agile Framework

NEW QUESTION 9

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 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 12

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 14

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 18

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 23

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 26

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 system delivers a product or service to a Customer?

- A. Kanban System
- B. Operational Value Stream
- C. Development Value Stream
- D. Dual Operating System

Answer: B

Explanation:

An Operational Value Stream (OVS) is the sequence of activities needed to deliver a product or service to a customer¹. Examples include manufacturing a product, fulfilling an order, admitting and treating a medical patient, providing a loan, or delivering a professional service¹. An OVS is the system that delivers value to the customer and generates revenue for the enterprise². In SAFe®, OVSs are the primary focus of the Customer Centricity competency, which aims to understand and meet the needs and expectations of the customer³.

Some additional information that might be helpful for you are:

- The other options (A, C, and D) are not systems that deliver a product or service to a customer, but rather systems or concepts that support or enable the delivery of value.
- A Kanban System is a method of visualizing and managing the flow of work in a value stream⁴. A Kanban System can be applied to any type of value stream, whether operational or developmental, to improve efficiency, quality, and predictability⁴.
- A Development Value Stream (DVS) is the sequence of activities needed to convert a business hypothesis into a digitally-enabled solution that delivers customer value. A DVS is the system that develops and supports the solutions used by the OVSs. In SAFe®, DVSs are the primary focus of the Agile Product Delivery competency, which aims to continuously explore, integrate, deploy, and release value.
- A Dual Operating System is a concept proposed by John Kotter that describes the need for organizations to balance the traditional hierarchical structure with a more agile and networked structure. A Dual Operating System enables organizations to exploit their existing capabilities while exploring new opportunities for innovation and growth. In SAFe®, a Dual Operating System is achieved by applying the Lean-Agile Leadership competency, which fosters a culture of learning and empowerment.

NEW QUESTION 33

Why do Agile Teams use Iteration Goals?

- A. To summarize the business outcomes an Agile Team intends to achieve during the PI
- B. To ensure the team accomplishes the committed Stories for each Iteration
- C. To align the team members and the Product Owner to a common purpose
- D. To hold the team accountable to their PI Objectives

Answer: C

Explanation:

Iteration Goals are a high-level summary of the business and technical goals that an Agile Team agrees to accomplish in an Iteration. They are vital to coordinating an Agile Release Train (ART) as a self-organizing, self-managing team of teams¹. Iteration Goals help the team and the Product Owner to reach agreement on the business value they intend to deliver, align their work to their team PI objectives, and ground everyone on their shared purpose².

References:

- Iteration Goals - Scaled Agile Framework
- What Is The Purpose Of Iteration Goals? - GoRetro

NEW QUESTION 35

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 36

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 37

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 42

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 46

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