



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 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 4

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 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

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 7

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 8

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 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 that guides 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

What is one question that helps Product Management create a Vision?

- A. How many Features have been released to the Customer?
- B. What Features must be de-scoped?
- C. What problem(s) will the Solution solve?
- D. Which themes are on the Roadmap?

Answer: C

Explanation:

One of the questions that helps Product Management create a Vision is what problem(s) will the Solution solve for the customers and stakeholders. The Vision is a description of the future state of the Solution under development, and it reflects the needs and expectations of the customers and stakeholders¹. The Vision also provides the context and purpose for the features and capabilities of the Solution². Therefore, Product Management needs to understand the problem(s) that the Solution aims to address, and how it will deliver value and benefits to the customers and stakeholders³.

References:

- Vision - Scaled Agile Framework
- Solution Vision - Scaled Agile Framework
- What is a Product Vision Statement? | Definition and Overview

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 13

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 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 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 27

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 32

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 36

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 41

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 45

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 48

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