



## 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)<sup>1</sup>. 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 provide<sup>2</sup>. 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 ART<sup>3</sup>.

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 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 features<sup>1</sup>. 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)<sup>2</sup>. 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 Planning<sup>3</sup>.

References:

- Vision - Scaled Agile Framework
- Product Management - Scaled Agile Framework
- PI Planning - Scaled Agile Framework

### NEW QUESTION 4

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 process<sup>12</sup>. This reflection helps instill the concept of relentless improvement—one of the pillars of the SAFe House of Lean<sup>3</sup>—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 5

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 needed<sup>12</sup>. PO Sync is a regular event that involves the Product Owners from all the Agile teams in an Agile Release Train (ART)<sup>12</sup>. In PO Sync, they share the status of their work, identify dependencies, risks, and impediments, and align on the product vision and roadmap<sup>12</sup>. PO Sync helps to ensure that the ART delivers value to the customers and meets the PI objectives<sup>12</sup>.

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 PI<sup>3</sup>. In PI Planning, all the members of the ART collaborate to define, prioritize, and plan the work for the next PI<sup>3</sup>.
- 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 ART<sup>4</sup>. In SoS, they coordinate and synchronize the work of the teams, resolve cross-team impediments, and report the progress and risks to the RTE<sup>4</sup>.
- 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 6**

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 7**

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 features<sup>1</sup>. 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)<sup>2</sup>. 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 Planning<sup>3</sup>.

References:

- Vision - Scaled Agile Framework
- Product Management - Scaled Agile Framework
- PI Planning - Scaled Agile Framework

**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)<sup>1</sup>. During PI Planning, each team creates their own team PI objectives, which are then presented and reviewed by the ART and the stakeholders<sup>2</sup>. The aggregated team PI objectives form the ART PI objectives, which provide a common vision and alignment for the ART<sup>3</sup>.

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 release<sup>1</sup>. The Continuous Delivery Pipeline consists of four aspects: Continuous Exploration, Continuous Integration, Continuous Deployment, and Release on Demand<sup>2</sup>. 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 needs<sup>3</sup>.

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 sprints<sup>1</sup>. This way, the team can track and implement the improvement actions and measure their impact on the team's performance and quality<sup>2</sup>.

References:

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

**NEW QUESTION 10**

What is essential when communicating the Vision?

- A. The importance of empathy interviews
- B. The importance of Feature prioritization
- C. The importance of Lean budget Guardrails
- D. The importance of non-functional requirements

**Answer:** C

**Explanation:**

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 needs<sup>1</sup>. Communicating the vision effectively is essential for creating a shared understanding of the program's goals and objectives, especially as they evolve due to changing market needs and business drivers<sup>1</sup>. One of the key aspects of communicating the vision is to establish the importance of Lean budget Guardrails, which are policies and practices that ensure the financial integrity and economic viability of the solution<sup>2</sup>. Lean budget Guardrails provide the boundaries and context for the solution development, enabling decentralized decision-making and empowering teams to operate autonomously within the agreed-upon funding<sup>2</sup>. By communicating the importance of Lean budget Guardrails, the vision helps align the teams with the strategic themes and portfolio priorities, as well as foster a culture of innovation and learning<sup>2</sup>.

References: 1 Vision - Scaled Agile Framework, 2 Lean Budgets - Scaled Agile Framework

**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 needs<sup>1</sup>. 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 stakeholders<sup>2</sup>. 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 accordingly<sup>2</sup>. The top ten Features also help align the teams and stakeholders to a shared mission and vision, and foster cross-team and cross-ART collaboration<sup>2</sup>.

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

**NEW QUESTION 17**

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 sprints<sup>1</sup>. 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 planning<sup>2</sup>. 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 collaboration<sup>3</sup>.

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 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 chain<sup>1</sup>. 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 solution<sup>1</sup>.

References:

- Solution - Scaled Agile Framework

**NEW QUESTION 27**

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 customer<sup>1</sup>. Examples include manufacturing a product, fulfilling an order, admitting and treating a medical patient, providing a loan, or delivering a professional service<sup>1</sup>. An OVS is the system that delivers value to the customer and generates revenue for the enterprise<sup>2</sup>. In SAFe®, OVSs are the primary focus of the Customer Centricity competency, which aims to understand and meet the needs and expectations of the customer<sup>3</sup>.

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 stream<sup>4</sup>. A Kanban System can be applied to any type of value stream, whether operational or developmental, to improve efficiency, quality, and predictability<sup>4</sup>.
- 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 30**

What is one way Kanban boards are used in SAFe?

- A. To manage WIP limits
- B. To manage individual performance
- C. To manage non-functional requirements (NFRs) in the backlog
- D. To manage PI Objectives

**Answer:** A

**Explanation:**

One way Kanban boards are used in SAFe is to manage Work-In-Progress (WIP) limits. WIP limits are the maximum number of work items that can be in a given state or column of the Kanban board at any time. They help to prevent bottlenecks, reduce waste, improve flow, and increase quality and predictability. WIP limits are applied at every level of the SAFe framework, from the portfolio to the team, to optimize the value delivery<sup>123</sup>

References:

- SAFe Team Kanban - Scaled Agile Framework
- Applying Kanban in SAFe - Scaled Agile Framework
- What is one way Kanban boards are used in SAFe? a. To manage runway ??

### NEW QUESTION 35

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 proposition<sup>1</sup>. Customer feedback helps to validate the assumptions, test the hypotheses, and measure the satisfaction of the solution<sup>2</sup>. Customer feedback also helps to identify the needs, preferences, and expectations of the customers and stakeholders, which are essential for defining and communicating the Vision<sup>3</sup>. 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 deliver<sup>4</sup>.

References:

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

### NEW QUESTION 36

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 valuable<sup>12</sup>.

References:

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

### NEW QUESTION 37

Which of the following roles has content authority for the ART Backlog?

- A. System Architect
- B. Business Owner
- C. Product Owner
- D. Product Management

**Answer:** D

#### **Explanation:**

Product Management is the role that has content authority for the ART Backlog. The ART Backlog is a Kanban system that captures and manages the features and enablers that the Agile Release Train (ART) will implement in the upcoming Program Increments (PIs)<sup>1</sup>. Product Management is responsible for defining and communicating the vision, value proposition, and features of the solution, as well as prioritizing and refining the backlog items<sup>2</sup>. Product Management collaborates with stakeholders, customers, architects, and other roles to ensure that the ART Backlog reflects the needs and expectations of the customers and aligns with the strategic direction of the portfolio<sup>3</sup>.

References:

- ART and Solution Train Backlogs - Scaled Agile Framework
- Product Management - Scaled Agile Framework

### NEW QUESTION 41

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