

Exam Questions SSM

SSM (6.0) - SAFe® Scrum Master

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NEW QUESTION 1

According to SAFe, which of the following metrics are reported at the Inspect and Adapt event?

- A. ART predictability measure
- B. ART cycle velocity
- C. Cumulative value rate
- D. Cumulative value measure

Answer: A

Explanation:

According to the SAFe 6 Scrum Master documentation, one of the metrics that are reported at the Inspect and Adapt event is the ART predictability measure. This metric shows how well the ART delivers on its PI objectives, which are the SMART commitments made by the teams during PI planning. The ART predictability measure is calculated by dividing the total actual business value achieved by the total planned business value, as shown in the PI system demo. The ART predictability measure helps the ART to assess its performance, identify gaps, and improve its forecasting accuracy and reliability. (Must be taken from SAFe 6 Scrum Master resources)

References:

? Inspect and Adapt

? Program Increment

? Exam Study Guide: SSM (6.0) - SAFe® Scrum Master

NEW QUESTION 2

What is one way to ensure a team is holding successful Iteration Reviews and demos?

- A. The team demos working functionality
- B. The team swarms to prepare for demos
- C. The team shares improving metrics
- D. The team ensures they complete every Story

Answer: A

Explanation:

One way to ensure a team is holding successful iteration reviews and demos is to have the team demo working, tested system components that meet the definition of done (DoD). This shows the team's progress and value delivery, and allows them to receive feedback from the product owner and other stakeholders. The team should minimize the use of slides and the preparation time for the demos, and focus on the solution instead of the presentation. The team should also discuss the impact of the current solution on the nonfunctional requirements (NFRs) and identify any risks or impediments.

References:

? Iteration Review - Scaled Agile Framework

? Exam Study Guide: SSM (6.0) - SAFe® Scrum Master

NEW QUESTION 3

A. They ensure the team has additional development options

- A. They generate additional ways to measure team progress
- B. They create an opportunity for teams to take on harder work
- C. They maintain the predictability of achieving the objectives

Answer: D

Explanation:

One way uncommitted objectives help Agile Teams make a plan for the PI is that they maintain the predictability of achieving the objectives. Uncommitted objectives are PI objectives that are not included in the team's commitment or counted against teams in the ART predictability measure. They are used to identify work that can be variable within the scope of a PI, such as stretch goals, spikes, innovation, or exploration¹ Uncommitted objectives help improve the predictability of delivering business value since they allow the team to adjust their scope based on the actual progress and feedback during the PI. They also provide the team with some flexibility and capacity to respond to changing needs and expectations, as well as to pursue learning and improvement opportunities¹² (Must be taken from SAFe 6 Scrum Master resources)

References:

? PI Objectives - Scaled Agile Framework

? PI Planning - Scaled Agile Framework

NEW QUESTION 4

Which of the following events aligns teams on a train?

- A. Architect Sync
- B. Iteration Planning
- C. PI Planning
- D. Coach Sync

Answer: C

Explanation:

PI Planning is one of the events that aligns teams on a train. PI Planning is a cadence-based event for the entire Agile Release Train (ART) that aligns teams and stakeholders to a shared mission and vision. PI Planning provides an opportunity for the ART to review the business context and priorities, identify and resolve dependencies and risks, and commit to a realistic and achievable plan for the next Program Increment (PI). PI Planning is essential to SAFe: If you are not doing it, you are not doing SAFe¹ (Must be taken from SAFe 6 Scrum Master resources)

References:

? PI Planning - Scaled Agile Framework

? Planning Interval (PI) - Scaled Agile Framework

? Preparing for PI Planning | Checklist for Scrum Masters and Product ??
? Scrum Master - Scaled Agile Framework
? SAFe® 6.0 Scrum Master Certification (SSM) Course - Vinsys

NEW QUESTION 5

Team A wants to use the IP Iteration to continue their "usual work." What is one benefit the Scrum Master/Team Coach could share with the team about using the IP Iteration as intended?

- A. The team can consider additional retrospective action items
- B. The team can perform needed system maintenance
- C. The team can participate in hackathons
- D. The team can find time to participate in ad hoc groups

Answer: C

Explanation:

Hackathons are one of the activities that can be done during the IP Iteration to foster innovation and learning. They allow the team members to work on whatever they want, with whomever they want, as long as the work reflects the mission of the company. The teams then demo their work to others at the end of the hackathon. Hackathons can help the team explore new ideas, technologies, and solutions that can benefit the business and the customers. They can also increase the team's engagement, creativity, and collaboration. References: Innovation and Planning Iteration - Scaled Agile Framework, Exam Study Guide: SSM (6.0) - SAFe® Scrum Master

NEW QUESTION 6

What is one way a Scrum Master/Team Coach can support Iteration Execution?

- A. Build value stream maps
- B. Assign story points for each User Story
- C. Facilitate team events
- D. Prioritize the team backlog

Answer: C

Explanation:

One of the main responsibilities of a Scrum Master/Team Coach is to facilitate team events, such as Iteration Planning, Daily Stand-up, Iteration Review, and Iteration Retrospective. These events help the team to plan, execute, inspect, and adapt their work throughout the Iteration. By facilitating these events, the Scrum Master/Team Coach ensures that the team follows the Agile principles and practices, collaborates effectively, and delivers value to the customers and stakeholders. (Must be taken from SAFe 6 Scrum Master resources)

References:

- ? SAFe Scrum Master Course Outline
- ? Iteration Execution
- ? Iterations

NEW QUESTION 7

What is one practice Scrum Masters/Team Coaches can use to run successful meetings?

- A. Leave meetings with clear action items
- B. Maintain vague agendas to allow for any urgent issues
- C. Allow individuals to override timeboxes to ensure full discussions
- D. Schedule meetings around the Product Owner to ensure they are able to make final decisions

Answer: A

Explanation:

One of the best practices Scrum Masters/Team Coaches can use to run successful meetings is to leave meetings with clear action items. Action items are specific tasks that need to be done by a certain person or group by a certain deadline. They help the team to follow up on the outcomes of the meeting, track progress, and ensure accountability. Action items should be SMART: Specific, Measurable, Achievable, Relevant, and Time-bound. Scrum Masters/Team Coaches should document and communicate the action items to the team and stakeholders, and review them in the next meeting. (Must be taken from SAFe 6 Scrum Master resources)

References:

- ? Scrum Master/Team Coach
- ? How To Run Effective Scrum Meetings - Xebia
- ? Four agile ceremonies, demystified | Atlassian

NEW QUESTION 8

What is one element of the CALMR approach to DevOps?

- A. Maximize work in process
- B. Relentlessly reduce risk
- C. Lean flow accelerates delivery
- D. Activate the knowledge worker

Answer: C

Explanation:

Lean flow is one of the elements of the CALMR approach to DevOps in SAFe. It means applying lean principles and practices to optimize the flow of value from idea to production. Lean flow accelerates delivery by eliminating waste, reducing batch sizes, implementing pull systems, limiting work in process, managing queues, reducing handoffs, and applying cadence and synchronization. Lean flow enables faster feedback, shorter lead times, higher quality, and lower costs. (Must be taken from SAFe 6 Scrum Master resources) References:

- ? CALMR - Scaled Agile Framework

? The CALMR Approach to DevOps [Complete Guide] - KnowledgeHut
? SAFe Scrum Master Course Outline

NEW QUESTION 9

According to SAFe, which of the following types of work should fit into one Iteration for one team?

- A. Features
- B. Epics
- C. Tasks
- D. Stories

Answer: D

Explanation:

According to the SAFe 6 Scrum Master documentation, the type of work that should fit into one Iteration for one team is a Story. A Story is a short description of a small piece of functionality that provides value to the customer or stakeholder. Stories are derived from Features, which are larger units of value that typically span multiple Iterations. Stories are also decomposed into Tasks, which are the specific activities that the team members perform to implement the Story. Stories are the primary backlog items that the team plans, estimates, and delivers in an Iteration. They are also the basis for defining and committing to the Iteration goals. Stories should be small enough to be completed within one Iteration, and they should meet the definition of ready and the definition of done. (Must be taken from SAFe 6 Scrum Master resources)

References:

- ? Stories
- ? Features
- ? Tasks
- ? Iteration Planning

NEW QUESTION 10

What is one benefit of PI Planning?

- A. It maximizes team capacity
- B. It aligns the ART to established DevOps practices
- C. It fosters cross-team dependencies
- D. Allows for faster decision-making

Answer: D

Explanation:

One benefit of PI Planning is that it allows for faster decision-making by bringing together all the members of the Agile Release Train (ART) and the relevant stakeholders in a face- to-face (or virtual) event. PI Planning provides an opportunity for the ART to align on a common vision and mission, review the business context and priorities, identify and resolve dependencies and risks, and commit to a realistic and achievable plan for the next Program Increment (PI). By having everyone involved in the planning process, the ART can leverage the collective knowledge and expertise of the participants, reduce ambiguity and uncertainty, and make informed and timely decisions that support the delivery of value to the customers. (Must be taken from SAFe 6 Scrum Master resources)

References:

- ? PI Planning - Scaled Agile Framework
- ? Planning Interval (PI) - Scaled Agile Framework
- ? Preparing for PI Planning | Checklist for Scrum Masters and Product ??
- ? Scrum Master - Scaled Agile Framework
- ? Scrum Master role in PI Planning - ValueGlide

NEW QUESTION 10

What is one way a Scrum Master/Team Coach can help improve ART performance?

- A. Prioritize the ART backlog for PI Planning
- B. Run an Agile Team charter workshop
- C. Communicate the PI Planning agenda
- D. Facilitate cross-team collaboration

Answer: D

Explanation:

According to the SAFe 6 Scrum Master documentation, one of the ways a Scrum Master/Team Coach can help improve ART performance is to facilitate cross-team collaboration. Cross-team collaboration is the ability of Agile teams to work together effectively and efficiently to deliver value to the customers and stakeholders. It involves sharing information, resolving dependencies, aligning on goals, and providing feedback. Cross-team collaboration is essential for achieving the ART vision and objectives, as well as for delivering integrated and high-quality solutions.

The Scrum Master/Team Coach plays a key role in facilitating cross-team collaboration by 1:

- ? Participating in the Scrum of Scrums (SoS) and ART Sync meetings, where they communicate the team??s progress, impediments, and dependencies, and coordinate with other teams and the Release Train Engineer (RTE)
- ? Helping the team prepare for and participate in the PI Planning event, where they collaborate with other teams to define and commit to the PI objectives and identify risks and dependencies
- ? Supporting the team in the System Demo, where they demonstrate the team??s work to other teams and stakeholders, and receive feedback and validation
- ? Assisting the team in the Inspect and Adapt (I&A) event, where they review the ART performance, identify improvement opportunities, and create action plans
- ? Encouraging the team to adopt Communities of Practice (CoPs), where they share knowledge, best practices, and learnings with other teams and experts
- ? Promoting a culture of trust, respect, and cooperation among the team and other teams

(Must be taken from SAFe 6 Scrum Master resources)

References:

- ? Scrum Master/Team Coach
- ? Team Sync
- ? PI Planning
- ? System Demo

? Inspect and Adapt
? [Communities of Practice]

NEW QUESTION 12

What is one benefit of having an IP Iteration every PI?

- A. It creates an estimating buffer for meeting PI objectives
- B. It creates a timeboxed opportunity for team growth
- C. It creates a chance for teams to manage quality
- D. It creates a guardrail for teams working too hard

Answer: A

Explanation:

One benefit of having an IP Iteration every PI is that it creates an estimating buffer for meeting PI objectives. PI objectives are a set of SMART goals that align the teams and stakeholders to a common vision and mission for the upcoming Program Increment (PI). They are derived from the business context, priorities, and dependencies, and are agreed upon and committed by the teams during PI Planning¹ However, since PI objectives are based on estimates and assumptions, there is always a degree of uncertainty and variability in the delivery process. To account for this, SAFe recommends that teams reserve 10% of their capacity for each PI as an estimating buffer. This buffer is used during the IP Iteration, which is a unique, dedicated iteration that occurs every PI and provides dedicated time for innovation, continuing education, PI Planning, and Inspect and Adapt events² By having an IP Iteration as an estimating buffer, the teams can improve the predictability and flow of value delivery, as well as reduce the stress and pressure of meeting the PI objectives³ (Must be taken from SAFe 6 Scrum Master resources)

References:

- ? PI Objectives - Scaled Agile Framework
- ? Innovation and Planning Iteration - Scaled Agile Framework
- ? SAFe Scrum Master Course Outline

NEW QUESTION 16

What is a team's primary goal in an Iteration?

- A. Sharing progress with the organization during the Iteration
- B. Maintaining steady team syncs across the Iteration
- C. Delivering working functionality at the end of the Iteration
- D. Managing scope at the start of the Iteration

Answer: C

Explanation:

The primary goal of a team in an Iteration is to deliver working functionality that meets the acceptance criteria and the definition of done. This functionality is demonstrated to the stakeholders and customers in the Iteration Review and Demo event, where the team receives feedback and validation. By delivering working functionality at the end of the Iteration, the team contributes to the Incremental value delivery, one of the SAFe Lean- Agile Principles. (Must be taken from SAFe 6 Scrum Master resources)

References:

- ? Iteration Goals
- ? Iteration Planning
- ? Iteration Review and Demo

NEW QUESTION 18

What is one potential root cause of Team Sync anti-patterns?

- A. Overcommunication between team members
- B. Lack of collective ownership
- C. Occasional conflict within the team
- D. Frequent verification and integration during the Iteration

Answer: B

Explanation:

According to the SAFe 6 Scrum Master documentation, one of the potential root causes of Team Sync anti-patterns is the lack of collective ownership. Collective ownership means that the team members share responsibility for the quality and delivery of the team's work. They collaborate, communicate, and coordinate their efforts to achieve the team goals. They also support each other, provide feedback, and resolve issues together. When there is a lack of collective ownership, team members may exhibit some of the following Team Sync anti-patterns ¹:

? Reporting to managers (status meetings): Team members use the Team Sync as

a way to report their progress to the SM/TC or other managers, rather than to synchronize with their peers. This can create a hierarchical and command-and-control culture, where team members are not empowered to self-organize and self-manage.

? Monologues: Team members give long and detailed updates that are not relevant

or useful to other team members. This can make the Team Sync boring, inefficient, and ineffective, as team members lose interest and attention.

? Cross-functional team standups (updates are not related to other people's work):

Team members work on different features or components that are not aligned with

the team goals or the Iteration goals. This can result in silos, dependencies, and integration issues, as well as reduced collaboration and coordination.

? ??Nothing to report?? can be a good thing: Team members say they have nothing to

report, either because they have not done any work, or because they do not want to share their work with the team. This can indicate a lack of transparency, trust, and accountability, as well as a missed opportunity to get feedback and support from the team.

To overcome these anti-patterns, the SM/TC should coach the team on the purpose and value of the Team Sync, and help them adopt the best practices for effective Team Syncs, such as ²:

? Having a clear agenda and timebox

? Focusing on the team goals and the Iteration goals

? Asking the three key questions: What did I do yesterday? What will I do today? Do I have any impediments?

? Using visual aids, such as task boards or Kanban boards, to track progress and identify issues

- ? Encouraging active participation, collaboration, and feedback
- ? Ending with clear action items and follow-ups (Must be taken from SAFe 6 Scrum Master resources) References:
- ? Scrum Master/Team Coach
- ? Team Sync
- ? Top 7 Anti Patterns of Scrum Master - Simpliaxis
- ? Scrum Anti-Patterns Taxonomy | Scrum.org
- ? [11 Daily Scrum Anti-Patterns We Commonly Hear from Users In ?? - Geekbot

NEW QUESTION 22

Team A works collaboratively on new functionality for a customer application. The acceptance criteria have each been minimally met. Team A decides to release the functionality with a method for collecting direct customer feedback. Which of the following high-performing team characteristics is Team A demonstrating?

- A. Balancing abilities on the team with the challenge of the work
- B. Taking appropriate risks without fear of failure
- C. Focusing on success over trying to avoid failures
- D. Using regular feedback loops built into the learning cycle

Answer: D

Explanation:

One of the high-performing team characteristics that Team A is demonstrating is using regular feedback loops built into the learning cycle. A high-performing Agile Team is a

cross-functional group of people that have everything, and everyone, necessary to produce a working, tested increment of product¹ They are empowered, collaborative, aligned, and committed to delivering value to the customers and the organization¹ One of the factors that enable a high-performing Agile Team is using regular feedback loops to learn and improve. Feedback loops are mechanisms that provide the team with information about the outcomes and impacts of their actions, as well as the needs and expectations of their customers and stakeholders²³ Feedback loops help the team to validate their assumptions, measure their progress, and adjust their plans accordingly²³ Feedback loops also help the team to foster a culture of experimentation, innovation, and continuous improvement, as well as to increase customer satisfaction and loyalty²³ Team A is using regular feedback loops by releasing the functionality with a method for collecting direct customer feedback. This allows them to learn from the actual users of their product, and to incorporate their feedback into the next iteration of development. This way, they can deliver value faster and more effectively, as well as to enhance the quality and usability of their product⁴ (Must be taken from SAFe 6 Scrum Master resources)

References:

- ? Feedback - Scaled Agile Framework
- ? Agile Teams - Scaled Agile Framework
- ? Feedback Loops: The Key to Building Better Products Faster | UserTesting Blog
- ? The Importance of Customer Feedback in Product Development | SurveyMonkey

NEW QUESTION 24

What is one element on the Scrum Master/Team Coach responsibility wheel?

- A. Facilitate Coach Sync
- B. Facilitate PI Planning
- C. Facilitate a Community of Practice
- D. Facilitate an Agile Team charter workshop

Answer: B

Explanation:

According to the SAFe 6 Scrum Master documentation, one of the elements on the Scrum Master/Team Coach responsibility wheel is to facilitate PI Planning. PI Planning is a two- day event where all the teams and stakeholders of an Agile Release Train (ART) collaborate to align on a common vision, define and commit to the PI objectives, and

identify and manage risks and dependencies. The Scrum Master/Team Coach facilitates PI Planning by 1:

- ? Helping the team prepare for the event, such as reviewing the business context, vision, and backlog, and creating draft plans
- ? Supporting the team during the event, such as facilitating breakout sessions, resolving issues, and ensuring alignment and collaboration with other teams
- ? Assisting the team after the event, such as finalizing the plans, updating the PI board, and conducting a retrospective

Facilitating PI Planning is one of the ways the Scrum Master/Team Coach helps the team and the ART achieve their goals and deliver value. (Must be taken from SAFe 6 Scrum Master resources)

References:

- ? PI Planning
- ? Scrum Master/Team Coach
- ? Say Hello to SAFe 6.0! - Scaled Agile Framework

NEW QUESTION 27

What is one trait of a servant leader?

- A. Persuades rather than using authority
- B. Deflects information that could change the team's work
- C. Determines the day-to-day activities for the team
- D. Solves problems on behalf of the team

Answer: A

Explanation:

According to the SAFe 6 Scrum Master documentation, one of the traits of a servant leader is to persuade rather than use authority. This means that the servant leader influences others by appealing to their values, beliefs, and interests, rather than by imposing their own will or position. By persuading rather than using authority, the servant leader fosters a culture of collaboration, empowerment, and trust, where team members are more likely to accept and welcome coaching, feedback, and change. Persuasion also helps the servant leader to align the team with the organization's vision, mission, and goals, and to create a shared understanding of the purpose and value of the work. (Must be taken from SAFe 6 Scrum Master resources)

References:

- ? Scrum Master/Team Coach
- ? Servant Leadership: A Key Driver of High-Performing Agile Teams
- ? The Scrum Master as a Servant-Leader

NEW QUESTION 32

What is one Scrum value that can help Agile Teams create transparency?

- A. Persistence
- B. Respect
- C. Communication
- D. Empathy

Answer: B

Explanation:

Respect is one of the five Scrum values that can help Agile Teams create transparency. Respect means that team members value each other's opinions, skills, and contributions, and treat each other with dignity and professionalism. Respect also means that team members are honest and open with each other, and share information and feedback without hiding or withholding anything. By respecting each other, Agile Teams can foster a culture of trust and collaboration, where everyone feels comfortable to express their ideas, concerns, and issues, and work together to solve them. Transparency is essential for Agile Teams to inspect and adapt their work, and to align their actions with the vision and goals of the organization.

References:

- ? Scrum Values Poster | Scrum.org
- ? Core Values - Scaled Agile Framework
- ? Exam Study Guide: SSM (6.0) - SAFe® Scrum Master

NEW QUESTION 33

Team A has decided to use the IP Iteration to continue the finalizing Feature delivery work they have been working on for the past two Iterations. What is one effect Team A might experience by continuing to stay heads-down rather than using the IP Iteration as intended?

- A. Individual team members could lose an opportunity to learn from one another
- B. Individual team members could lose an opportunity to keep their technical skills current
- C. Individual team members could lose an opportunity to consider their team work more holistically
- D. Individual team members could lose an opportunity to refresh their motivation

Answer: C

Explanation:

By continuing to stay heads-down on the finalizing Feature delivery work, Team A might miss the chance to reflect on their team work more holistically and identify areas for improvement. The IP Iteration is intended to provide time for the team to participate in the Inspect and Adapt event, where they can review their PI performance, analyze the root causes of any issues, and create an improvement backlog. The IP Iteration also allows the team to engage in innovation and learning activities, such as hackathons, that can foster creativity, collaboration, and experimentation. These activities can help the team generate new ideas, solutions, and feedback that can benefit their future work. By skipping the IP Iteration, Team A might lose the opportunity to learn from their past experiences, improve

their processes, and innovate their products. References: Innovation and Planning Iteration

- Scaled Agile Framework, Exam Study Guide: SSM (6.0) - SAFe® Scrum Master

NEW QUESTION 36

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