

SAFe-POPM Dumps

SAFe Product Owner-Product Manager (POPM)

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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)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 2

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 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 strategy for managing complex critical path challenges?

- A. Adjust work between teams or split Features and Stories
- B. Distribute work to other teams
- C. Sequence work to eliminate same Iteration dependencies
- D. Allocate work between teams based on forecasted capacity

Answer: A

Explanation:

One strategy for managing complex critical path challenges is to adjust work between teams or split Features and Stories. Complex critical path challenges are situations where the delivery of value depends on the completion of multiple interdependent tasks by different teams¹. These challenges can cause delays, bottlenecks, and inefficiencies in the value stream. To overcome these challenges, one option is to adjust work between teams or split Features and Stories, so that the dependencies are minimized or eliminated². This can help improve the flow of work, reduce the risk of integration issues, and increase the flexibility and responsiveness of the teams³.

References:

- Accelerating Flow with SAFe - Scaled Agile Framework
- Managing Dependencies - 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 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 6

What is one influence on Solution and PI Roadmaps?

- A. Value Streams
- B. Customer-centric Features
- C. Market dynamics
- D. ART capacity

Answer: C

Explanation:

Market dynamics are one of the influences on Solution and PI Roadmaps, which are visual tools that forecast and communicate the planned deliverables, milestones, and investments over a time horizon¹². Market dynamics are the external factors that affect the demand and supply of a product or service in the market, such as customer needs, competitor actions, regulatory changes, technological trends, and economic conditions³. Market dynamics influence Solution and PI Roadmaps in the following ways:

- They help identify the market problems or opportunities that the solution aims to address or capture¹².
- They help prioritize the features and capabilities that deliver the most value to the customers and stakeholders¹².
- They help align the solution delivery with the market rhythms and events, which are the periodic or one-time occurrences that have a significant impact on the solution adoption or performance¹².
- They help validate the assumptions and hypotheses about the customer and the solution through feedback and learning¹².

Some additional information that might be helpful for you are:

- The other options (A, B, and D) are not influences on Solution and PI Roadmaps, but rather elements or outcomes of the roadmaps.
- Value Streams are the primary constructs for understanding, organizing, and delivering value to the customer. Value Streams are the basis for defining the solution vision, strategy, and roadmap⁴.
- Customer-centric Features are the work items that represent the benefits or outcomes that the solution provides to the customer or user. Customer-centric Features are the main content of the Solution and PI Roadmaps⁵.
- ART capacity is the amount of work that an Agile Release Train (ART) can handle in a Program Increment (PI). ART capacity is a factor that determines the feasibility and scope of the Solution and PI Roadmaps.

NEW QUESTION 7

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 8

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 9

What increases the effectiveness of System Demos?

- A. Spend a lot of time preparing for the demo
- B. Limit team attendance to minimize disruptions to the team
- C. Focus on team-level Metrics
- D. Consider how and what to demo during Iteration Planning

Answer: D

Explanation:

Considering how and what to demo during Iteration Planning increases the effectiveness of System Demos, which are events that provide an integrated view of new features delivered by the Agile Release Train (ART) in each Iteration¹². By thinking ahead of how and what to demo, the teams can:

- Align on the product vision and roadmap and ensure that the work items are aligned with the customer value and the PI objectives¹².
- Define clear and testable acceptance criteria for each work item and plan how to verify them in the demo¹².
- Identify and resolve any dependencies, risks, or impediments that may affect the demo¹².
- Prepare the demo environment and the necessary tools and data to support the demo¹².
- Practice the demo and rehearse the script and the roles of the presenters¹². Some additional information that might be helpful for you are:
- The other options (A, B, and C) are not actions that increase the effectiveness of System Demos, but rather actions that may reduce it.
- Spending a lot of time preparing for the demo may not be effective, as it may take away time and focus from the actual development and testing of the work items. Instead, the teams should aim for continuous integration and built-in quality practices that enable them to demo the work items as soon as they are done¹².
- Limiting team attendance to minimize disruptions to the team may not be effective, as it may reduce the feedback and collaboration opportunities that the demo provides. Instead, the teams should invite and engage all the relevant stakeholders, such as Business Owners, executive sponsors, other Agile Teams, development management, and customers, to the demo¹².
- Focusing on team-level metrics may not be effective, as it may not reflect the true value and progress of the integrated work across the ART. Instead, the teams should focus on system-level metrics, such as PI objectives, solution quality, and customer satisfaction, to evaluate the outcome and impact of the demo¹².

NEW QUESTION 10

What is enabled by the Continuous Delivery Pipeline?

- A. End-to-end testing
- B. A predictable release cadence
- C. New functionality delivered more frequently
- D. Transparent measurements

Answer: C

Explanation:

The Continuous Delivery Pipeline enables the delivery of new functionality to customers more frequently by streamlining and automating the workflows, activities, and feedback loops from ideation to release¹. The Continuous Delivery Pipeline consists of four aspects: Continuous Exploration, Continuous Integration, Continuous Deployment, and Release on Demand². These aspects work together to support the delivery of small batches of new functionality, which can be released to the market based on the customer demand and business needs³.

References:

- Continuous Delivery Pipeline - Scaled Agile Framework
- Continuous Delivery Pipeline - Scaled Agile Framework
- SAFe Continuous Delivery Pipeline: A Comprehensive Guide to the ??

NEW QUESTION 10

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 14

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 15

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 needs¹. 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 drivers¹. 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 solution². 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 funding². 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 learning².

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

NEW QUESTION 17

In the first step of SAE'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 SAE'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 SAE'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 SAE'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 SAE'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 18

What is one responsibility of the Product Owner during Team Sync?

- A. To add new work into the Iteration
- B. To clarify Story intent
- C. To facilitate the event
- D. To relay Customer feedback

Answer: B

Explanation:

One responsibility of the Product Owner during Team Sync is to clarify the intent behind each user story or backlog item. This includes providing additional context, details, and answering any queries raised by the development team¹. The Team Sync is a daily event where the members of the Agile team synchronize their work and plan for the next 24 hours². The Product Owner participates in the Team Sync to ensure that the team is working on the right things and that the stories are aligned with the customer and stakeholder needs³.

References:

- What is one responsibility of the Product Owner during Team sync ??

- Team Sync - Scaled Agile Framework
- What??s a Product Owner to Do – PO role within SAFe

NEW QUESTION 21

What is one step when determining initial team capacity during PI Planning?

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

Answer: D

Explanation:

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

References:

- PI Planning - Scaled Agile Framework
- How to Improve Your Agile Team??s Capacity Planning - Method

NEW QUESTION 22

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 25

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 27

What does a Kanban board demonstrate?

- A. The cost of delay of each item on the board
- B. Where a team has too much work-in-process (WIP)
- C. The accumulated value of a team's work
- D. A burndown chart of work completed in the Iteration

Answer: B

Explanation:

A Kanban board is a visual tool that helps teams manage the flow of work from start to finish. It shows the steps of the team's workflow, the work items in each step, and the work-in-process (WIP) limits for each step¹. A Kanban board demonstrates where a team has too much work-in-process (WIP), which is the number of work items that are being worked on at any given time. Having too much WIP can cause delays, bottlenecks, and waste in the value stream². By using a Kanban board, teams can identify and resolve the sources of excessive WIP, and optimize their flow and throughput³.

References:

- SAFe Team Kanban - Scaled Agile Framework
- Applying Kanban in SAFe - Scaled Agile Framework
- What is a Kanban Board, and How Do You Use It? - How-To Geek

NEW QUESTION 31

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