

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 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 SAE - Scaled Agile Framework
- Managing Dependencies - Scaled Agile Framework

NEW QUESTION 4

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 5

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 6

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)¹. During PI Planning, each team creates their own team PI objectives, which are then presented and reviewed by the ART and the stakeholders². The aggregated team PI objectives form the ART PI objectives, which provide a common vision and alignment for the ART³.

References:

- PI Objectives - Scaled Agile Framework
- PI Planning - Scaled Agile Framework

NEW QUESTION 7

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 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

What is one benefit of capacity allocation?

- A. It enables effective time-tracking
- B. It prevents different types of backlog items from being compared against each another
- C. It allocates developers and testers to an initiative
- D. It ensures all Value Streams in the Portfolio are appropriately funded

Answer: B

Explanation:

Capacity allocation is an allocation of work by work item type for an upcoming planning period¹. It helps the Agile Teams to balance their investments across different types of backlog items, such as new features, enablers, defects, and technical debt². One benefit of capacity allocation is that it prevents different types of backlog items from being compared against each other based on their relative value or priority, which can be misleading or subjective³. Instead, capacity allocation allows the teams to focus on delivering value and quality in each work item type, without compromising the other².

References:

- Capacity Allocation - Scaled Agile Framework
- Team Backlog - Scaled Agile Framework
- How Does SAFe Handle Capacity Planning and Resource Management? - Value Glide

NEW QUESTION 12

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 17

What is a PI Planning input that demonstrates how Product Management plans to accomplish the Vision?

- A. The business context
- B. The ART planning board
- C. The top ten Features
- D. The Team Backlog

Answer: C

Explanation:

The top ten Features are a PI planning input that demonstrates how Product Management plans to accomplish the Vision. The vision is a description of the future state of the solution under development, reflecting customer and stakeholder needs, as well as the features and capabilities proposed to meet those needs¹. The top ten Features are the highest priority features of the ART backlog, which are derived from the vision and roadmap, and provide the most value to the customers and stakeholders². By presenting the top ten Features to the Agile Release Train (ART) during PI planning, Product Management communicates the main objectives and scope of the upcoming Program Increment (PI), and guides the teams to plan their work accordingly². The top ten Features also help align the teams and stakeholders to a shared mission and vision, and foster cross-team and cross-ART collaboration².

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

NEW QUESTION 21

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 24

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 28

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 29

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 34

What system delivers a product or service to a Customer?

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

Answer: B

Explanation:

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

Some additional information that might be helpful for you are:

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

NEW QUESTION 35

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 delivery¹²³

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 38

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 39

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 44

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