

## Scrum

*POPM*

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# Latest Version: 6.0

## Question: 1

Some of the anti-patterns in System demo include (Select two)

- A. Right participants are present
- B. System Demo is not done because team demo is enough
- C. Lot of time spent in preparing for the demo
- D. Identify broadly what to demo in Iteration Planning

**Answer: B,C**

Explanation:

Lot of time spent in preparing for the demo is a common anti-pattern for teams. In the hope of making it gold plated for the stakeholders the teams spend way too much time preparing for the demo. Sometimes the teams fall into the trap of skipping System demo and believe that team demo at the iteration end is enough. This assumption is incorrect as the System demo is an opportunity for external stakeholders of the ART to review the solution end to end

## Question: 2

Which all activities are the PO and PM involved in during the second day of PI Planning (Select three)

- A. Participate in management review
- B. Provide feedback on program risks
- C. Participate in confidence vote
- D. Attend SOS with RTE
- E. Participate in final review

**Answer: B,C,E**

Explanation:

Second day of PI planning is all about - Supporting the teams breakouts, accepting team PI objectives, establish business value with business owners, participate in discussing program risks, participate in accepting final plans and confidence vote.



Figure 2. Standard two-day PI planning agenda

### Question: 3

Which of the following is characteristic of the Backlog Refinement event?

- A. Provides time to identify dependencies and issues that could impact the next Iteration
- B. Helps the team reconsider new Stories prior to Iteration planning
- C. All of the above
- D. Ensures that the PO has a ready backlog for Iteration Planning

**Answer: C**

Explanation:

All of the listed statements are characteristics of the Backlog Refinement event

### Question: 4

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In which stage of the program Kanban are benefit hypothesis evaluated for features?

- A. Release
- B. Deploy to Production
- C. Validate on Staging
- D. Done

**Answer: A**

Explanation:

Benefit hypothesis can be tested and measured once the feature has been released and the customers have started to use it

### Question: 5

Business Owners have the following two primary responsibilities

- A. To set the business context
- B. To create Lean business cases
- C. To establish the PI budget
- D. To ensure that team members plan all of their priorities
- E. To assign business value

**Answer: A,E**

Explanation:

Business Owners set the business context and assign business value to PI objectives

### Question: 6

What are two parts of the Continuous Delivery Pipeline? (Choose two.)

- A. Continuous Exploration
- B. Continuous Integration
- C. Continuous security monitoring
- D. Continuous Experimentation
- E. Continuous Delivery

**Answer: A,B**

Explanation:

<https://www.scaledagileframework.com/continuous-delivery-pipeline/>

The pipeline consists of four aspects: Continuous Exploration (CE), Continuous Integration (CI), Continuous Deployment (CD), and Release on Demand.

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## Question: 7

What are two benefits of Program Increment (PI) Objectives? (Choose two.)

- A. To promote the achievement of business outcomes over the completion of Features
- B. To define when the Solution will be released
- C. To promote Business Agility by giving teams options on how they might deliver Features
- D. To promote the creation of fixed plans that will deliver predictable revenue
- E. To provide the proper allocation of capacity

<b>Answer: A,C</b>
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Explanation:

PI Objectives and business value help teams stay focused on the delivery of value instead of the delivery of specific Features or Stories.

Business Agility is the ability to respond quickly to a business opportunity

<https://www.scaledagileframework.com/business-agility/>

different steps are involved in this new value stream:

- \* Sensing an opportunity involves market research, customer feedback, and direct observation of the customers in the marketplace. Even more importantly, it demands that senior executives have a thorough involvement with the customer and the market, the go see mentality that provides a rich source of ideas and possibilities to create value.

- \* Quickly leveraging an identified opportunity requires a flexible, lean approach to funding the people and material resources needed to produce the Minimum Viable Product (MVP) – an initial solution sufficient to both test the business hypothesis and deliver a first solid increment of value.

- \* The quick development of the MVP hinges on the ability to bring together professionals from different skills areas and form cross-functional teams and trains, that are organized or reorganized around customer value.

- \* These teams-of-teams connect to the customer by applying design thinking to intimately exploring the nature of the customer problem and define solution capabilities that help customers achieve their objectives.

- \* Through rapid, synchronized iteration and PI cycles, the teams quickly deliver the MVP which provides a strong empirical foundation for further product management, development, and funding decisions.

- \* Depending on the learnings from the MVP, the organization will choose to pivot or persevere, either abandoning the initiative, pivoting to a new opportunity, or continuing to invest in the solution as the facts and economics dictate.

- \* If the decision is made to persevere, the continuous delivery pipeline substantially minimizes the cost of delay and provides the ability to deliver value continuously.

- \* The ability to measure and adapt is integral to the process and provides routine opportunities to measure, learn and adjust direction as necessary.

## Question: 8

An ART contains how many Agile teams?

- A. 5 to 15
- B. 4 to 8
- C. 5 to 12
- D. 4 to 10

**Answer: C**

Explanation:

SAFe recommends 5-12 agile teams in an ART

### Question: 9

Which all activities are the PO and PM involved in during the first day of PI Planning (Select three)

- A. Schedule backlog refinement session
- B. Support team breakouts
- C. Negotiate scope
- D. Review draft PI plans and share feedback
- E. Give Business value

**Answer: B,C,D**

Explanation:

First day of PI planning is all about - Communicating vision and top features, supporting the teams in breakouts and discuss scope with each team and help teams draft out PI objectives , review draft plans and help in management review of draft plans

### Question: 10

Which 3 below are features creation design thinking tools that are used by Product Managers and Product Owners?

- A. Lean Business Case
- B. Whole Product Thinking
- C. Personas
- D. Customer Journey Maps
- E. Story Maps

**Answer: C,D,E**

Explanation:

Design Thinking

Design Thinking is a customer-centric development process that creates desirable products that are profitable and sustainable over their lifecycle.

Design thinking tools

- \* Using Personas to Focus Design
- \* Establish Empathy Through Empathy Maps
- \* Designing the Customer Experience through Journey Maps
- \* Delivering Benefits Through Features

While a journey map captures the high-level experience of the customer through the operational value stream,

product Features manage the specific deliverables that fulfill a stakeholder need

- \* Designing User Workflows through Story Maps
- \* Increasing Design Feedback Through Prototypes

<https://www.scaledagileframework.com/design-thinking/>

### Question: 11

What is the purpose of the Solution Context?

- A. To identify critical aspects of a Solution's operational environment
- B. To enable marketing to create better marketing campaigns
- C. To guide Product Management in prioritizing Features
- D. To assist sales and service organizations in configuring complex solutions

**Answer: A**

Explanation:

Solution Context identifies critical aspects of the operational environment for a Solution. It provides an essential understanding of requirements, usage, installation, operation, and support of the solution itself. Solution context heavily influences opportunities and constraints for releasing on demand.

### Question: 12

Program PI Objectives (Select three)

- A. Are shared by business owners and refined by the team
- B. Summary of business and technical goals for the ART
- C. Reflect what is important to business and other stakeholders
- D. Are built bottom up from Team PI Objectives
- E. Are shared by Product Management at the start of the PI Planning and refined by the team

**Answer: B,C,D**

Explanation:

PI objectives are a summary of business and technical goals that are built bottom up from team PI objectives and should reflect what is important to business owners and other Stakeholders

### Question: 13

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The recommended typical cadence of PI Planning is

- A. 10 weeks
- B. 8 weeks
- C. 14 weeks
- D. 12 weeks

**Answer: A**

Explanation:

Cadence-based PI Planning meetings are the heartbeat of the Agile Enterprise. They are two days long and happen every 8 - 12 weeks

### Question: 14

DevOps is a key enabler of continuous delivery. What does continuous mean in this context?

- A. To deploy to production multiple times per year and release on a cadence once or twice a year
- B. To deploy to production as often as possible and release when the business needs it
- C. To deploy to production and release on cadence every Iteration
- D. To deploy to production and release at least once every Program increment

**Answer: B**

Explanation:

<https://www.scaledagileframework.com/release-on-demand/>

Release on Demand

Release on Demand is the process that deploys new functionality into production and releases it immediately or incrementally to customers based on demand.

Release Value to Customers

When the Solution is in production and has been verified as operable, the time has come to make it available to customers. This is a crucial business decision, as releasing value too early or too late can have negative economic repercussions.

### Question: 15

Potential strategies for managing dependencies during PI planning include (Select two)

- A. Adjust work within teams or split features and stories
- B. Adjust work sequencing to eliminate same iteration dependencies
- C. Adjust work based on how business owners want
- D. Adjust work based on personas

**Answer: A,B**



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Explanation:

Potential strategies to remove dependencies include adjusting sequencing , adjusting work between team and also sometimes splitting stories or features

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