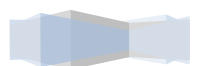


## **Guía de estudio para Examen de Pre-Certificación Bancomer** [SAFe for Teams 4.5]



Versión: [2.1]

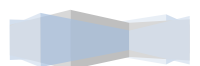
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## Sumario del Documento

### Propósito

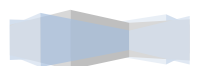
El propósito de este documento es proporcionar a los colaboradores una herramienta de apoyo con temas claves que faciliten su certificación en SAFe for Teams 4.5.

Este documento está dirigido a colaboradores que se certificaran en SAFe for Teams 4.5.

### Tabla de Revisiones

La siguiente tabla lista las revisiones hechas a este documento. Se usa para describir los cambios y adiciones cada vez que este documento es actualizado. La descripción deberá incluir tanto detalle como sea posible, así como los revisores que solicitaron los cambios.

Fecha	Autor	Descripción de Cambios
8-Mayo-2018	Gloria Esmeralda Carrasco Rodriguez Andres Hernandez Mejia	Inicial



# Guía de estudio para Examen Pre-Certificación Bancomer

SAFe for Teams 4.5

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## Sección 1.    Documentación Certificación SAFe for Teams

Softtek:

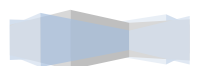
El material de estudio para SAFe for Teams 4.5 se encuentra en la siguiente liga:

<https://onesofttek.sharepoint.com/sites/SKPbancomer/bbva/BBVA%202011/Forms/AllItems.aspx?RootFolder=%2Fsites%2FSKPbancomer%2Fbbva%2FBBVA%202011%2FOperaciones%2FCertificaciones%2F2016%2FGrupo%20SAFe%204%2C5%20For%20Teams&FolderCTID=0x0120002490D8BFEF4C5D4AB227F45BF2F1B60B&View=%7B8A7B804E%2DCFF8%2D44B9%2DA51D%2DD7EF639EBE84%7D>

Scaledagile:

El material oficial, que contiene presentaciones, practice test y examen final lo encuentras en la siguiente liga:

<https://community.scaledagile.com/>



## Sección 2. Simulación Examen Certificación SAFe for Teams 4.5

**Escribe la respuesta en tu cuaderno o block de notas o cualquier herramienta automatizada. Si es necesario, repasa el tema de la pregunta en el portal (asegura esté correcta).**

**Tiempo estimado resolver los 40 ejercicios: 70 minutos.**

**Comenzamos!**

- 1. The daily stand-up timebox should not exceed how many minutes?**
  - ☐ 30 minutes
  - ☐ 45 minutes
  - ☐ 15 minutes
  - ☐ 5 minutes
  
- 2. ¿Which statement describes the event that occurs at the end of each iteration to identify the team's opportunities for continuous improvement?**
  - ☐ The iteration Review
  - ☐ The Task Breakdown meeting
  - ☐ The Iteration Retrospective
  - ☐ The Inspect and Adapt workshop
  
- 3. Continuous Deployment (CD) has six elements that, when we followed, keep each team member, team, and the Agile Release Train on track.**  
**¿Which two statements best describe elements of CD? (Choose two)**
  - ☐ Automate Testing features and Non-functional Requirements
  - ☐ Development and Test environments should be separate from production
  - ☐ Deploy to staging environment that emulates production
  - ☐ Maintain manual deployment
  
- 4. ¿What best supports innovation in the SAFe House of Lean?**
  - ☐ Built-in quality
  - ☐ Optimizing the whole
  - ☐ Visualizing work
  - ☐ Fast learning cycles
  
- 5. ¿What information does a Cumulative Flow Diagram provide?**
  - ☐ The data for the team to identify current bottlenecks
  - ☐ The done curve data allowing the team to implement more rapidly
  - ☐ The derived predictability data for the team
  - ☐ The cycle time system information which starts the implementation



6. The Scrum Masters wants to establish a team's initial velocity using normalization. A team has two testers, three developers, one full-time Scrum Master and a product owner split between two teams. ¿What is their normalized velocity before calculating for time off?
- ☐ 52
  - ☐ 40
  - ☐ 8
  - ☐ 32
7. ¿What is the own responsibility of the Scrum Master?
- ☐ To work with product management to plan releases
  - ☐ To remove impediments in order to help protect the team
  - ☐ To lead and coach those who support and facilitate the work of all Agile Release Trains and suppliers
  - ☐ To develop and commit to Team PI Objectives and iteration plans
8. ¿Which statement is true about the purpose of a Work-in-process constraint?
- ☐ It helps analyze, approve, and track Portfolio Epics and Enablers
  - ☐ It encourages collaboration and enables flow
  - ☐ It identify possible constraint for Solution completion
  - ☐ It captures where all new "big" ideas come from
9. ¿A user story includes which three things? (Choose three)
- ☐ Who
  - ☐ Why
  - ☐ How
  - ☐ What
  - ☐ When
  - ☐ Where
10. ¿What does a program Board help teams identify?
- ☐ Bottlenecks to the flow of value
  - ☐ Predictability between teams
  - ☐ Dependencies between teams
  - ☐ Velocity in achieving value
11. ¿Which statement describes a collocated team?
- ☐ Teams break into pair to complete all backlog tasks and then sync progress bi-monthly
  - ☐ Team member manage their own dependencies without using regular feedback loops, and they meet together by-weekly to sync up their progress
  - ☐ Each team member is dedicated only to their own tasks and goals, and they sync up progress quarterly
  - ☐ A team working in a shared, open work area that enhances communication, constant collaboration, and effective decision-making
12. ¿What type of visibility should product owners provide during the Agile Release Train Sync?
- ☐ Visibility into analysis, approval, and feature readiness for implementation
  - ☐ Visibility into scope and priority adjustments
  - ☐ Visibility into backlog items
  - ☐ Visibility into program Epics and Features



**13. ¿What is a major benefit of reducing batch size?**

- ☐ Decreases stress on the system
- ☐ Increases throughput
- ☐ Increases Visibility
- ☐ Increases work-in-process

**14. ¿What are three practices of Extreme Programming (XP)? Choose three**

- ☐ Solution context
- ☐ Pair programming
- ☐ Test-driven Development
- ☐ Establish roles
- ☐ Continuous integration
- ☐ Defect correction

**15. ¿Which statement describes the information within a Story?**

- ☐ A Story is writing in full detailed specifications so that the work is ready to be implemented immediately
- ☐ No further conversations is required after the Story is identified because it contains all necessary details
- ☐ A Story provides just enough information for the intent to be understood by both business and technical people
- ☐ Story acceptance criteria must be finalized before beginning iteration planning

**16. ¿What is the recommended length of an iteration?**

- ☐ One week
- ☐ Two weeks
- ☐ Four weeks
- ☐ Three weeks

**17. ¿Which statement defines the purpose of Iteration Planning?**

- ☐ It is to Analyze, approve and ready Features for Implementation
- ☐ It is to defer decisions to local teams and make them at the least possible moment
- ☐ It is to explore and implement program Epics and split them into Features to be further explored
- ☐ It is to organize the work and define a realistic scope for the Iteration

**18. ¿Which activity happens in the Inspect and Adapt workshop?**

- ☐ Refining the Program Backlog
- ☐ A retrospective of the iteration
- ☐ Planning the next PI
- ☐ A demo of the integrated system

**19. ¿An Agile teams has which two characteristics? Choose two**

- ☐ A small group of typically 5-9 dedicated individuals who have the skills necessary to define, build, and test increments of value
- ☐ A group of dedicated individuals who are empowered, self-organizing, self-managing and deliver features
- ☐ A group of dedicated individuals that work in-phase-gate steps to complete their PI objectives
- ☐ A stand-alone unit of individuals who do not require input from other teams to complete their tasks
- ☐ A large group of individuals who all work together to create value for the client



**20. ¿The CALMR approach to DevOps includes Automation , Lean flow, Measurement, and Recovery. What does “C” represent?**

- ☐ Cross-value-stream
- ☐ Culture
- ☐ Cadence
- ☐ Cycle-time

**21. ¿What should be taken into account when estimating Story point size?**

- ☐ Priority
- ☐ Implementation
- ☐ Backlog refinement
- ☐ Complexity

**22. ¿Which two statements describe an Agile Release Train? Choose two**

- ☐ It shows the deliverables for the currently committed PI and offers visibility into the next two PIs
- ☐ It is the primary value delivery construct in the Scaled Agile Framework
- ☐ It identifies when too much work is in the system which results in multitasking and frequent context switching
- ☐ It is a long-lived, self-organizing, virtual organization of 5-12 Agile teams that plan, commit, and execute together.
- ☐ It is used to describe large system behaviors that fulfill customer needs

**23. ¿Which statement is true about Features and Stories?**

- ☐ Stories can be broken into Features
- ☐ Each Feature should have at least five stories
- ☐ Features should be small enough to fit into a Iteration
- ☐ Features can be larger than an iteration but Stories should be small enough to fit into an iteration

**24. ¿How does a team demonstrate progress?**

- ☐ With PI objectives
- ☐ With team cadence
- ☐ With an iteration review
- ☐ With Burn-up charts

**25. ¿Which statement is true about pair work in the Scaled Agile Framework?**

- ☐ It is a solution coordination activity
- ☐ It is a best practice that team members should spend 50% to 100% of the time in pair work
- ☐ It plans for the last cut of logic
- ☐ It comes from pair programming in Extreme Programming (XP)

**26. ¿Which statement is true about Iteration Goals?**

- ☐ They are used to measure business value achieved for each iteration
- ☐ They are used to track scope changes over time
- ☐ They align the team to a common vision of work in the iteration
- ☐ They verify the teams are working at their full capacity





**27. ¿During the Inspect and Adapt event, how are reflection, data collection, problem solving, and identification of improvement action used?**

- ☐ To evaluate better implementation steps
- ☐ To increase the quality and reliability of the next PI
- ☐ To help the team bond and work efficiently together
- ☐ To enhance and improve the innovation and planning practices

**28. ¿What are the two behaviors of an effective Scrum Master? Choose two**

- ☐ To prepare to present the business case to Lean Portfolio Management for a “go/no go” decision
- ☐ To work with stakeholders and subject matter experts to define the Epic and its potential benefits
- ☐ To focus on their own objectives and limit interaction with Product owner
- ☐ To facilitate the team’s progress toward and iteration goals
- ☐ To act as a servant leader and exhibit Lean-Agile leadership

**29. ¿Product management is responsible for “what gets built” as defined by the Vision, Roadmap, and what else?**

- ☐ Key stakeholders
- ☐ Program backlog
- ☐ Customers
- ☐ PI Planning

**30. ¿What is Scrum?**

- ☐ A lightweight process for cross-functional, self-organized teams
- ☐ A routine method of deploying deliverables to operations
- ☐ A methodology used to deliver usable and reliable solutions to the end user
- ☐ A process for continuously maintaining deployment readiness

**31. ¿What is one of the six steps in the Problem Solving Workshop?**

- ☐ Apply root solution analysis
- ☐ Choose a problem to solve – agreement not required
- ☐ Identify the biggest root cause using the Pareto Analysis
- ☐ Brainstorm possible failures

**32. ¿A decrease in variability leads to an increase in what?**

- ☐ Queue length
- ☐ Predictability
- ☐ Cost
- ☐ Risk

**33. ¿Which statement describes the balance between emergent design and intentional architecture when talking about building in quality?**

- ☐ It is required for speed of development and maintainability
- ☐ It is required for implementation speed and maturity
- ☐ It is required for backlog speed and designed refinement
- ☐ It is required for speed of value delivery and solution intent



**34. ¿What is one key benefit of a Backlog Refinement session?**

- ☐ It is the main way in SAFe for achieving relentless improvement
- ☐ It provide times to identify dependencies and issues that could impact the next iteration
- ☐ It serves a variety of purposes, including a dedicated time for planning, retrospecting, exploring, and innovating
- ☐ It allows the team to state the problem and think about what, where, when and the impact

**35. ¿What is one recommended way of splitting Features into Stories during a PI Planning Event?**

- ☐ Implement the simplest variant of the functionality first and then implement the rest as an enhancement
- ☐ Implement the database structure first and then implement the business logic and user interface
- ☐ Develop the user interface (UI) with simple business logic and database access and then add the actual functionality behind the UI
- ☐ Develop the functionality first and then test it on a second phase

**36. On the seventh day of the iteration, the team realizes that they will not complete 5 of the 13 Stories. The Product Owner (PO) says she cannot negotiate the scope of the remaining Stories any further. ¿What is the PO's best course of action?**

- ☐ Communicate the status of the iteration to all stakeholders
- ☐ Defer acceptance testing to the next iteration
- ☐ Have an emergency iteration Planning meeting
- ☐ Stop the current iteration and plan a new iteration with the new knowledge

**37. ¿The Release Train Engineer is a servant leader who displays which two actions of behaviors? Choose two**

- ☐ Create an environment of mutual influence
- ☐ Listen and supports teams in problem identification and decision-making
- ☐ Identifies market needs
- ☐ Establishes vision and roadmap, program backlog, and ROI

**38. ¿Which situation should use the Large Solution SAFe configuration?**

- ☐ Organization that operate in an environment which requires compliance for high-assurance systems
- ☐ Every large enterprise that uses SAFe
- ☐ Enterprise that build cyber-physical systems
- ☐ Organization building solutions that require more than one Agile Release Train

**39. A team finishes developing all of their Stories in the first six days of iteration, tests them in the following two days, and fixes bugs in the days remaining. ¿How is the team behaving?**

- ☐ They are abusing the practice of hardening
- ☐ They are ignoring Non-functional Requirements within the iteration
- ☐ They are water falling the iteration
- ☐ They are applying the Agile development practice of "separation of concerns"

**40. ¿What do Burn-up charts show in the Iteration progress?**

- ☐ Planned VS Actual
- ☐ Delayed VS Deferred
- ☐ Estimated VS Planned
- ☐ Estimated VS Technical debt



*Notas sobre el examen oficial:*

- *El tiempo total es de 90 minutos*
- *El número de preguntas 45*
- *El idioma es ingles*
- *Para obtener la certificación debes tener 35 preguntas correctas (78% passing core).*

