PC Practice EXAM

Practice exam questions

The Benefit Hypothesis justifies the feature implementation cost, and what else?

It provides business perspective when making scope decisions

It provides acceptance criteria

It provides a high-level estimate of complexity

It provides architectural guidance

Flow is one of the four pillars of the SAFe House of Lean. What are the three other pillars? (Choose three.)

Respect for People and Culture

Innovation

Relentless Improvement

Collaboration and Organization

Systems Thinking

Leadership

What are two benefits of 'big room training'? (Choose two.)You have reached the max number of allowed answers

Easier to plan

Quicker to schedule

Accelerated learning

Alignment to business objectives

Overall cost efficiency

What are the elements of the Agile Release Train Quick Start approach?

SAFe for Teams training, PI Planning, Workshops

Scrum Masters and Release Train Engineer facilitate the launch, the Product Owner creates the backlog, Team commits to the work

Identify the Product Owner, identify the Scrum Master, Create the PI backlog

SAFe Product Owner / Product Manager training, SAFe Scrum Master training, SAFe for Teams training

How can leaders help build organizational maturity to sustain a SAFe transformation?

Adopt Agile HR practices

Train teams in SAFe for Teams

Institute a System Demo

Customize SAFe with elements from Large Solution SAFe

A new Agile Release Train is formed and Lee is the new coach. All members of the train are new to Agile. After three iterations Lee is hearing that many of the teams are having problems running their team events. What can she do to assist the teams?

Participate in the Release Management meeting to understand possible problems

Attend the Iteration Retrospectives as this will give her the most opportunity to help the teams

Immediately run another SAFe for Teams training to realign the Teams around the SAFe events

Attend as many events as possible in the next PI and attend more in the following PIs

What are two benefits of funding Value Streams rather than projects? (Choose two.)

To eliminate the delays involved in forming project teams

To eliminate the delays of project approvals and funding

To eliminate the delay in identifying Key Performance Indicators to track progress

To reduce the effort in hiring new people

To reduce the level of analyses needed to prioritize business initiatives

An IP Iteration allows time for which two activities? (Choose two.)You have reached the max number of allowed answers

For continuing education

For fixing deferred defects

For creating strategic themes for the upcoming PI Planning event

For innovation

For Architectural Runway implementation
What is one principle from the Agile Manifesto?

Capture and refine systems specifications in a fixed/variable Solution Intent

Respect for people and culture

Working software is the primary measure of progress

DevOps supports the ability to Release on Demand

What must be done to Release on Demand?

Release on cadence

Create a dedicated DevOps team

Decouple deployment from release

Form an Agile Release Management team

Integration points control product development and accelerate what?

Learning

Profitability

Team velocity

Number of releases

Solution Intent is the single source of truth for what?

The intended behavior of the solution

The intended and actual behavior of the solution

The intention of the Solution Manager as to the benefits of the solution

The intention of the Solution Architect as to how to build the solution

What are three essential Program events that keep the Agile Release Train on the tracks? (Choose three.)You have reached the max number of allowed answers

Backlog Refinement

System Demo

PI Pre-planning

Release Management Meeting

PI Planning

Inspect and Adapt

What is one benefit of an invitation-based implementation approach to SAFe?

It centralizes the decision to launch Agile Release Train

It moves from a push to a pull mode of implementation

It drives Agile Release Trains to invite leaders to view their results

It allows teams to decide when to form into Agile Release Trains

What are three parts to the Inspect and Adapt Workshop? (Choose three.)

Responsibilities and Risks Assessment

Questions and Answers Session

Review of the Agile Transformation

Quantitative Measurement

Problem Solving Workshop

PI System Demo

What is one way to identify places to improve the flow of value through the Continuous Delivery Pipeline?

Perform Value Stream Mapping

Observe a PI Planning event

Use the Compliance Toolkit

Use the PI Toolkit

What is the benefit of timeboxing the preparation for the first PI Planning event?

To maximize the quality of the preparation

To minimize the expansion of work during preparation

To assure people that they will have sustainable pace of work

To have a known schedule
A compelling vision for change achieves which two objectives? (Choose two.)You have reached the max number of allowed answers

It establishes a budget for the change initiative

It clarifies the purpose and direction of the change

It motivates people to make the change

It defines detailed metrics for the change

It lays out an action plan for completing the change
When are the teams formed for the Agile Release Train?

Before the Agile Release Train is launched but can be changed or adjusted if needed during the launch

During the Lean Portfolio Management workshop while identifying portfolio flow

As soon as the team members are hired

During the Value Stream Identification Workshop

What are three benefits of organizing around Value Streams? (Choose three.)You have reached the max number of allowed answers

Built-in alignment between the business and development

Efficient utilization of shared services

Clearly defined roles and responsibilities

Improve resource utilization

Reduce hand-offs and faster delivery

Optimize the system as a whole
The design of an Agile Release Train should remove what?

Any hesitation employees might have about an Agile mindset

Budgetary restrictions

Silos that inhibit flow

Geographic boundaries
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During PI Planning, which statement is true about the activities of team breakouts?

At team breakout #2, teams establish a draft of their business objectives

At team breakout #1, teams refine their backlog

At team breakout #2, teams work to create their final plans

At team breakout #1, teams finalize program risks, impediments, and dependencies

How can an SPC use Essential SAFe?

To focus on the key elements of PI Planning

To validate the right Value Stream has been identified

To evaluate if essential practices are in place

To analyze the details of an Epic

A sufficiently powerful guiding coalition consists of which three elements? (Choose three.)You have reached the max number of allowed answers

Release Train Engineers

Trained, Lean-Agile Leaders

Change Agents trained as SPCs

Executives with high credibility

Product Management

Enterprise Architecture

What is one key reason an organization starts a SAFe transformation?

There are SAFe certified employees on staff

A 'burning platform'; there is an obvious need to change a product or service

To partner with the leaders in the Agile business category

Because SAFe is becoming a standard in the industry

Who is the content authority for an Agile Release Train?

Lean Portfolio Management

The Product Owner

Product Management

Solution Management

Which core competency of the Lean enterprise focuses on building quality in?

Lean Portfolio Management

Business Solutions and Lean Systems Engineering

Team and Technical Agility

DevOps and Release on Demand

The Implementation Roadmap starts with which Vision statement?

Train Leadership. Launch Trains.

Train Everyone. Launch Teams.

Train Leadership Change Agents.

Train Lean-Agile Change Agents.

Why is it important the SPC supports the Release Train Engineer in the first Problem Solving Workshop?

To give the Agile Release Train the tools it needs to improve its performance

To maximize the items for improvement for the first PI

To make sure Program Level items are addressed

To make sure senior management voices are prioritized

What are two reasons why small batch sizes are important and beneficial? (Choose two.)You have reached the max number of allowed answers

They go through the system faster

They ignore sunk costs

They have lower variability

They reduce the overall workload

They limit WIP

What is an example of traditional mindset for Lean Portfolio Management?

Demand management

Centralized annual planning

Rolling-wave planning

Lean budgeting

There are multiple Agile Release Trains (ART) identified from the Value Stream Workshop. The ideal ART to launch first is found at the intersection of which converging factors?

Leadership support, low hanging fruit, unclear products, and high quality deliverables

Bright spots, low dependencies, high performing teams, and trained individuals

Leadership support, collaborating teams, clear products or solution, and significant program challenge or opportunity

Cooperation with operations, trained individuals, strong leaders, and time criticality

According to John Kotter, what is the first step to successful change?

Creating a powerful guiding coalition

Establishing a sense of urgency

Generating short-term wins

Developing the vision and strategy for change

Why is it so important to quantify the Cost of Delay?

It ignores sunk cost and risk

It shows the interaction between multiple variables such as duration and risk

It empowers local decision making

It allows the sequencing of jobs for maximum economic benefit

Why is PI Planning itself considered a short-term win?

It improves the Inspect and Adapt process

It requires delivery of new functionally to users far more frequently than previous processes could

It emphasizes the importance of having an Architectural Runway

It creates a clear commitment to goals

When is the right time to create the role of the Solution Train Engineer?

When the first Agile Release Train is launched in a large Value Stream

When problems coordinating Agile Release Trains are identified in the Inspect and Adapt event

When a large Value Stream has enough Agile Release Trains to Launch a Solution Train

When the second Value Stream is launched in a Portfolio

Which statement is true about multiple Agile Release Train (ART) rollouts?

Only one ART should be rolled out at a time to limit WIP

ART rollouts can be done sequentially or in parallel

System teams should be limited to one ART for a Value Stream

ART rollouts should be incremental; one ART should start when another reaches a 'sustain and improve' status

What are three things an Agile Release Train needs for its launch readiness? (Choose three.)You have reached the max number of allowed answers

All managers names and titles

Supplies

A customer list

Program roster

The Portfolio canvas

Facilities

During PI Planning, what is the primary objective of the draft plan review?

To align the Business Owners' objectives to the release planning for the next PI

To highlight challenges that management must address in the review and problem solving meeting

To support a common mission set forth by the Solution Managers

To gain commitment by each team to incrementally deliver value

Why is the first PI the most crucial to facilitate?

Management needs to get used to releasing to production after every PI

Existing team, program, and organizational impediments become highly visible

There is no Center of Excellence at this stage

The Vision is not in place yet

What are two values of the Agile Manifesto? (Choose two.)You have reached the max number of allowed answers

Customer collaboration over processes and tools

Working software over processes and tools

Responding to change over following a plan

Working software over comprehensive documentation

Customer collaboration over following a plan

What is a key business benefit of SAFe?

To adapt quickly to changing technologies and economic conditions

To integrate waterfall and Agile teams

To integrate Agile Release Trains

To release products using the latest software versions

Why does a Lean-Agile Leader want to continuously improve the system?

To reduce overhead costs

To support the pillar of the SAFe House of Lean - Relentless Improvement

To encourage the team to Inspect and Adapt

To reduce the shortest sustainable lead time to value