**SAfe 4.5 Advance scrum master Certification**

**Question & Answers**

Sriram balasubramanian

SAFe 4.5 Advanced scrum master – practice test

# Practice exam Questions & Answers

**During PI Planning, the Scrum of Scrums meetings helps accomplish which two actions? (Choose two.)**

Keeping the planning milestones on track

Comparing velocities across the teams

Exposing risks, impediments, and dependencies

Looking for ways to increase team velocity

Rolling up the PI Business Value objectives

**What action should be taken on Relentless Improvement Backlog items from the Problem Solving Workshop?**

Assign points or prioritization levels

Assign to the team best suited to solve

Use as direct input into the PI Planning session that follows

Calculate for cost before continuing

**Achieving the goals of Release on Demand requires an understanding of how to decouple what?**

The Iterations Demos

The System Demos

The release from deployment

The Project Increment

**The Development Team may need to learn or acquire new skills. Where is this list of skills found?**

As part of the outcome of the PI Planning pre-meeting

In the Improvement Roadmap

As part of the outcome of the Team Retrospective

In the HR Training and Development Plan

**What are three Team Retrospective anti-patterns? (Choose three.)**

When the team’s people manager comes in to observe

When the team commits to working on 1-2 improvement items and adds them to the next Iteration Backlog

When only part of the team attends

When the team reviews their interactions during the last Iteration and identifies 1-2 improvement items to work on as a team

When the team reviews their interactions during the last Iteration and identifies 1-2 improvement items for the Product Owner to work on

When the Scrum Master decides what the Retrospective topic(s) will be and directs the team on specific improvement items to work on

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| **A team's Product Owner (PO) takes an unexpected leave of absence for the last week of the Iteration. Three of the team’s stories have been completed and are waiting to be accepted. The Scrum Master asks the Product Manager (PM) to attend the Iteration Review and accept the stories. The PM responds that he is not familiar enough with the intent to feel comfortable accepting these responsibilities. He suggests keeping the Iteration open for an additional week and waiting for the PO to come back. What should the team’s Scrum Master do?** |

The Scrum Master should accept the stories after the team demonstrates the stories

Ask another PO in the Agile Release Train to accept the stories

Work with the Release Train Engineer to find a solution

Strongly urge the PM to attend the Demo and accept the stories

**An effective decision-making framework provides which two ultimate outcomes? (Choose two.)**

Unlocks the intrinsic motivation of knowledge workers

Reduces delays as a result of centralized decision-making

Decreases time to market

Creates a common way of working

Decentralizes decision-making

**What is one characteristic of an effective Agile team?**

To provide steady, high quality, incremental value

To collaborate and discuss components

To concentrate and deliver the product scope

To make the process visible to the Business Owners

**What is the first step in the Problem-Solving Workshop?**

Agree on the problem to solve

Identify the root causes of possible problems

Record all brainstorming ideas

Create a summary report for leadership and management

**What is the SAFe recommended optimal duration of a PI?**

It can be any duration

8 - 12 weeks

2 - 4 weeks

4 - 8 weeks

**Which SAFe configuration requires having a Solution Vision?**

Portfolio SAFe

Full SAFe

All SAFe configurations

Large Solution SAFe

**How should decentralized decision-making be used with respect to system design?**

When development teams are empowered, self-organized, and allow the design to emerge

When identifying the selection of common platforms

When defining subsystems and interfaces

When allocating functions to subsystems

**What is an anti-pattern to motivation?**

Maximizing purpose

Team goals

Market disruption

Individualized compensation

**During Iteration Review, the team decides to carry forward three stories to the next Iteration. This is the second time during this PI that some of the team’s stories are carried over.**

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| What are two actions the Scrum Master should take? (Choose two.) |

Perform the 5 Whys to find the root cause of all delays

Discuss the issue at the next Iteration Retrospective

Coach the team to honor their commitments

See if the Product Owner is agreeable to moving the stories into the next Iteration

Take a 'wait and see' approach because the team assures they are still on track for the PI

**How does work flow from one state to the next in a Team Kanban board?**

During the Daily Stand-up, team members make decisions and discuss how to move the work

People working in the first state move the work to the next work state

The Scrum Master moves the work from one state to the next to ensure ongoing progress within the team

Team members of a state pull work from the previous state when they can do so without impacting their current state WIP constraint

**The Scrum Master interacts with which level(s) of SAFe?**

Team Level

Portfolio Level

All Levels

Program Level

**What are two times when the Inspect and Adapt workshop is held? (Choose two.)**

During the IP Iteration

Right before PI Planning for the next PI

On the last day of the PI

At the end of every Iteration

Right before Pre-PI Planning

**Which SAFe organizational construct allows businesses to build large and complex systems in a Lean-Agile manner?**

Value Stream

Solution Train

Agile Release Train

Portfolio

**What is the most effective way to establish built-in quality?**

Create more unit tests

Run performance testing as well as the testing of other non-functional requirements every IP Iteration

Perform as many types of testing within the Iteration boundaries as possible

Test each release more thoroughly

**How does the Scrum Master help teams address the challenges from modern enterprises?**

By promoting continuous delivery and other technical practices

By actively addressing impediments

By building high performing teams

By facilitating a team's progress towards goals

**How can learning milestones be used?**

To mark events such as trade shows and product announcements

To meet contractually binding dates for delivery of value

To test the concept of a new feature or capability

To meet release dates set by external business partners

**Which statement describes how Kanban Teams handle velocity in SAFe during PI Planning?**

They participate in scoring Business Value; however, they have a different measure than velocity

They use cycle time because it is more objective and based on actual timestamps

They need to estimate their velocity in story points in order to participate in the larger economic framework

They use throughput as an indication of their velocity

**Which two SAFe events explicitly implement SAFe's mindset of relentless improvement? (Choose two.)**

PI Planning

Inspect and Adapt

Solution Demo

Iteration Retrospective

Iteration Demo

**What anti-pattern can emerge during the Scrum of Scrums?**

Scrum Masters report on the teams' task status each day

Scrum Masters have a daily 15 minute meet-after with the Release Train Engineer

Scrum Masters bring in risks and impediments for escalation

Scrum Masters work with the Release Train Engineer to resolve risks and impediments

**What are the responsibilities of a Scrum Master on a train that go beyond basic team facilitation? (Choose three.)**

Facilitate team preparation for PI Planning

Prioritize Program Backlog

Manage Daily Stand-up meetings

Participate in Scrum of Scrums

Facilitate preparation for the System Demo

Write and estimate features

**Where does a team document new practices they want to incorporate into the their collective skill set?**

PI Planning meeting post-meeting notes

Inspect and Adapt workshop notes

Team Iteration Backlog

Improvement Roadmap

**What is the value of periodic resynchronization?**

WIP is maximized

Products that are delivered earlier provide more value

It causes multiple events to happen serially

It limits variance to a single time interval

**How do Agile Teams ensure their own Retrospective Improvement actions are implemented?**

Discuss improvement actions during the Inspect and Adapt event and get confirmation from other Agile Teams on implementation

Have the Scrum Master implement the team improvement actions so the team can focus on development

Add improvement stories to the Team Backlog to implement in the next Iteration

Use the Release Train Engineer to hold the Agile Team accountable for their improvement actions

**What are two reasons why too much WIP is a problem? (Choose two.)**

It requires too much work effort

It shows the overall system is inefficient

It hides bottlenecks in the workflow

It makes it hard to collect metrics

It does not allow the Development Team time to improve their processes

**One of the Scrum Master's main responsibilities is to communicate with management and outside stakeholders to help the team in what way?**

Split bigger work items where necessary

Protect them from uncontrolled addition of work

Accept stories

Manage the Iteration Planning Backlog

**What improves collaboration between Scrum Masters and System Architects, System Teams, and Operations?**

Roadmaps

Key Performance Indicators

System Quality Measurements

Program Kanban

**How do Kanban Teams implement the SAFe Lean-Agile mindset of relentless improvement?**

By establishing a Kanban board to visualize the flow of work within Kanban team and aligning with the Program and the rest of the teams

By creating Classes of Services and Policies to execute the work in a way that is aligned with Program and Large Solution Levels

By using Cumulative Flow Diagrams which objectively measure bottlenecks and variation in the flow which could be due to systemic factors

By estimating team velocity and comparing it across Iterations for continuous improvement

**Who participates in the Inspect and Adapt event?**

Agile teams, Release Train Engineers, System and Solution Architect/Engineering

Only stakeholders and Agile team members

Product Managers and Product Owners

Everyone involved in building the system

**An effective SAFe Agile team ensures process visibility to who?**

The Release Train Engineer

The Agile Release Train

Stakeholders

Business Owners

**Who is responsible for assisting to establish Continuous Integration in SAFe?**

The System Architect/Engineer

Agile Teams

The System Team

Shared Services

**In complex systems development, what do local integration points ensure?**

That each capability of the system is meeting its responsibilities in contributing to the overall solution intent

That all team members have access to the current product status

That a common understanding of the system design is distributed to the entire team

That an application passes all QA tests before being released to production

**Which statement is true about the phase-gate milestone model and risk reduction?**

It creates large batches of requirements

It does not mitigate risk as intended

It reduces product increment values

It helps to visualize and limit WIP

**What are two typical anti-patterns with Product Owners (POs)? (Choose two.)**

POs facilitate story grooming sessions with the team during the Iteration

POs ask the team for help in writing user stories

POs and Product Managers are not aligned with business intent

POs design the solution before bringing the intent to the team

POs bring the business problem to the team and ask the team to design the solution

**When developing an Agile Team's skill set, what skill type is most typical?**

M-shaped

I-shaped

E-shaped

T-shaped

**What are two key areas a team should be organized around? (Choose two.)**

Enablers

Middleware

Features

Platform

Business logic

**During Iteration Planning, the Product Owner (PO) introduces a new story to the team. They cannot come to a consensus on the size of the new story and ask the PO for more details.**

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| **After a lot of discussion, multiple dependencies with other teams emerge, so the team decides to leave the story in the Team Backlog and not commit. Is the team’s response an anti-pattern?** |

No; the Development Team left the story in the Team Backlog for further refinement with the PO

Yes; the Development Team identified multiple dependencies with other teams

Yes; the PO and the Development Team reached the planning session without preparation and the dependencies were not identified

No; the PO provided details on the story

**Who reviews the top capabilities for the upcoming PI?**

Solution Management

Solution Architect/Engineer

Project Manager

Project Owner

**Which two actions enhance an Agile Release Train's performance? (Choose two.)**

Team alignment

Reduction of total costs

Collaboration

Reporting

Customer success

**In the SAFe House of Lean, which element should be emphasized with managers?**

Lean-Agile Leadership

Flow

Respect for Culture and People

Innovation

**What are three benefits a Community of Practice offers? (Choose three.)**

To drive craftsmanship

To facilitate the adoption of new methods and techniques

To provide routine, periodic presentations of the short- and longer-term Vision to the teams

To provide a place to acquire knowledge

To provide a series of incremental steps forward through a shared and common framework

To improve the confidence of stakeholders through a shared and common purpose

**What is the connection between feedback and optimum batch size?**

Large batch sizes reduce transaction cost and provide a higher return on investment

Feedback and batch size are generally not connected

Lack of feedback contributes to higher holding cost and therefore larger batch sizes

Small batch sizes enable faster feedback with lower transaction costs

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| **At the System Demo, each team demonstrates their own work but the system is not integrated. They say they underestimated the integration effort. They cannot integrate every Iteration and meet the planned scope. What should the Scrum Master suggest?** |

Integrate the existing branches and produce the System Demo

Stop the Train until integration can occur

Integrate the system during the IP Iteration

Produce an integrated System Demo at the end of the next Iteration

**How does a Scrum Master lead a team's efforts in relentless improvement?**

By focusing on the Iteration goals

By eliminating impediments

By facilitating the team retrospective

By facilitating a team meeting

**One state on the Kanban board has people waiting while the previous stage is overloaded. What should the Scrum Master consider doing?**

Request more people on the team to help with the overloaded stage in order to generate work faster for the waiting stage

Call for a team self-assessment so that the team agrees on improvement actions

Ask the team to redesign the board

Encourage and coach the people in the under-utilized stage to help with the work of the of overloaded stage

**What is one way to improve the skills of a team member?**

Get them to work only on their specialty

Pair-work with other team members

Ask them to work alone on something new

Discuss their weaknesses

**According to Daniel Pink, which three factors drive motivation and lead to better performance and personal satisfaction? (Choose three.)**

Autonomy

Responsibility

Reward

Purpose

Recognition

Mastery

**Why should team members continuously and actively engage with other teams during PI Planning?**

To create a backlog of features the team can adopt

To foster an environment of capacity and velocity

To manage dependencies and resolve impediments

To understand how the other team is working

**Collective ownership is one XP principle adopted in SAFe. What is another XP principle?**

Deliver Value

Plan-Do-Check-Adjust

Weighted Shortest Job First

Pair Programming

**A team achieved less than 80% during the quantitative measurement of the Inspect and Adapt workshop. What would be an unacceptable action for this team's Scrum Master to take?**

Coordinate with the System Team to coach this team on Continuous Integration and test automation

Retrain team members on Agile practices

Decide improvement actions for the team to implement

Hold the team self-assessment at any time and do not wait for the Iteration Retrospective

**When does the Inspect and Adapt event happen?**

At the end of every two weeks

At the end of the System Demo

At the end of the second day of PI Planning

At the end of each PI

**What provides objective evidence that the system is iterating?**

Scrum of Scrums

Daily Stand-ups

PO Sync

System Demo

**What is a recommended story-splitting technique for Agile teams?**

Validate design with stakeholders and build the functionality later

Implement the 'happy path' first and the rest of the scenarios afterwards

Implement the story UI first and build the business logic later

Start with the data structure and extend into the business logic and UI

**Who should vote on root causes?**

The Product Owner

The Product Owner and Scrum Master

The Agile Release Train team

The CIO, CTO, and any 'C-suite' member that is concerned

**What are two Release Train Engineer responsibilities? (Choose two.)**

Facilitate PI Planning readiness and the event itself

Understand Customer needs; validate solutions

Drive relentless improvement through Inspect and Adapt

Manage and prioritize the flow of work to the program

Build an effective Product Owner / Product Manager team

**What are two examples of team tasking anti-patterns? (Choose two.)**

The team focuses on task completion over story completion and acceptance criteria

The team provides updates only on tasks during the Daily Stand-up

The team focuses on story completion and acceptance criteria over task completion

The team waits to close the story until after the related tasks are complete

Team members work separately on individual tasks for the same story

SAFe 4.5 ADVANCED scrum master – validation exam

# Validation exam Questions & Answers

**How is team performance calculated in SAFe?**

The ratio of tasks planned to tasks completed

The ratio of business value achieved to business value planned for the PI

Team member utilization as a percentage of total capacity

The ratio of story points completed to story points planned in the PI

**Which two time-stamps are required at minimum to measure cycle time by using a Team Kanban board? (Choose two.)**

When the story is released to users and validated

When the story is deployed

When the team's integrated increment is demonstrated to the Product Owner and other business users

When the story is accepted by the Product Owner after meeting the team's Definition of Done

When the Development Team pulls a story onto the board

**Why does it help to understand the impact of a well-defined problem?**

To create a sense of urgency

To brief the outcomes of a Problem-Solving Workshop

To build teamwork across several teams

To report to leadership and management

**What is the purpose of the Scrum of Scrums meeting during PI Planning?**

To track planning progress across the Program

To reduce WIP

To create the Program Board

To report status to the Release Train Engineer

**When is collaboration with System Architects, the Systems Team, and DevOps likely to have the greatest impact on product development?**

During PI Planning

At the System Demo

During the Daily Stand-up

At the Inspect and Adapt workshop

**A SAFe feature should satisfy which two criteria? (Choose two.)**

It has one capability as a parent

It is fully completed by a single Agile Release Train within one PI

It involves multiple Agile Release Trains

It is developed within a single Agile Team

It is prioritized using WSJF

**What is the purpose of a team's Retrospective held during an Inspect and Adapt event?**

To identify the issues to address during the Problem-Solving Workshop

To improve the team's Definition of Done

To identify Team Level improvement stories

To retrospect on the IP Iteration

**If a team insists that big stories cannot be split into smaller ones, how would the Scrum Master coach them to do otherwise?**

Invite a Development Manager to a team meeting to emphasize the importance of splitting stories

Establish incentives to encourage story splitting

Emphasize that the rules of Agile methods require splitting

Demonstrate story-splitting techniques using a specific example

**What might be included in the Improvement Roadmap?**

Training needed by the Development Team for future Iterations

The Product Manager wish list presented at the Inspect and Adapt workshop

Items in the Product Features Backlog

A running list of current software defects

**What are three opportunities for creating collaboration on a team? (Choose three.)**

Refine the backlog

Collaborate on weekends with team members

Encourage specialization on the team

Pair work

Iteration Planning

Report status

**According to Daniel Pink, what are the key motivators to creative, knowledge-intensive work? (Choose three.)**

Engagement

Autonomy

Purpose

Enthusiasm

Mastery

Value

**What does a Scrum Master support in order to help the team improve and take responsibility for their actions?**

A team's efforts in relentless improvement

Building a high performing team

SAFe quality practices

Continuous delivery and other technical practices

**What is the downside of organizing teams around features?**

It makes it harder to specialize

Feature Teams make integration harder because they tend to branch the code base

Architectural integrity of a system can suffer as multiple teams make changes to the same layers and components

Testing features is not practical because it requires access to integrated system environments

**Which two statements are true about batch size, cycle time, and utilization? (Choose two.)**

As batch size increases, cycle time increases

Batch size is influenced by the Product Owner, utilization is influenced by the Development Team

There is no direct relationship between cycle time and utilization

Higher team member utilization leads to longer cycle times

Large batches move through the system faster

**What is one way a Scrum Master can gain the confidence of a stakeholder?**

Send status reports through email

Make the process visible to all

Only send reports when there is an incident

Collaborate through ad hoc meetings

**Systems builders and customers have a high level of responsibility and should take great care to ensure that any investment in new solutions will deliver what benefit?**

The necessary sustainable benefit

The necessary economic benefit

The best opportunity and benefit for long-term employment

The best ecological benefit for society

**What are two actions the Scrum Master can take to help the team achieve the SAFe Core Value of Transparency? (Choose two.)**

Coach the team on how to make reliable commitments every Iteration with visible goals

Hold team members accountable to complete their tasks by monitoring task progress deviation

Ensure the team's velocity and WIP are a true representation of what is actually happening within the team

Ensure Agile event timeboxes are followed

Be aligned with the Product Manager when reviewing the team's backlog

**Lee is a developer on the team. At every Daily Stand-up Lee reports, "Yesterday, I worked on indexing, today I will work on indexing, I have no impediments."**

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| What approach would the Scrum Master suggest to Lee to improve the team's visibility into his work? |

Have Lee work on different stories that offer more specificity

Clarify how his work has advanced the Iteration Goals so that the conversation is anchored in specific outcomes

Re-estimate his stories

Request Lee reports his status last in the Daily Stand-up so that the team members can talk about dependencies first

**What is key to maintaining team momentum?**

The manager helping the team with development

The Scrum Master following a detailed agenda for each meeting

The Product Owner being engaged

The Agile Team having more time for research

**Why are big stories considered an anti-pattern?**

They require Product Manager approval because they have multiple acceptance criteria

The Fibonacci estimation scale is harder to apply

It leads to oversimplified designs

It makes it difficult to apply iterative, incremental development

**What is one outcome of an integration point?**

It bring several Kanban processes to conclusion

It extends the length of time in an Iteration

It supports SAFe budgeting milestones

It provides information to a system builder to potentially pivot the course of action

**What is one characteristic of an effective SAFe Agile Team?**

To pivot as necessary

To have specialized skill sets

To increase velocity

To reliably work on features

**Three teams in the Agile Release Train are working on the same feature. Team A is a Component Team, and teams B and C are Feature Teams.**

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| During PI Planning Teams B and C committed to delivering their part of the feature by the end of Iteration five and plan to integrate with each other along with Team A’s piece in the first week of Iteration six. Why is this an anti-pattern? |

Because the teams are not collaborating together and validating alignment as part of a larger Program

Because the teams managed their dependencies and planned their integration timing during PI Planning

Because the Product Management Team accepted each team’s final plan at the end of PI Planning Day 2

Because each Feature Team needs to integrate with the Component Team

**What is the output of an Inspect and Adapt event?**

A Solution Planning Board which highlights the objectives, anticipated delivery dates, and any other relevant milestones for the solution

A set of improvement items that can be added to the backlog for the upcoming PI Planning event

A set of aggregated SMART PI Objectives for the solution

A set of Strategic Themes that provide an ongoing strategy snapshot and communicates evolving intent and a budget to the Portfolio

**What are the benefits of organizing teams around features?**

It makes it easier for team leads to track progress

Teams are able to move faster with fewer dependencies

Teams can avoid decomposing features into stories

Stories do not have to be tested because testing is at the feature level

**What is a typical Product Owner (PO) anti-pattern in Iteration Planning?**

The PO asks the team for recommendations on story slicing

The PO brings in changes to the planned features based on stakeholder feedback from the Product Demo

The PO changes priorities of the already refined intent

The PO introduces the business intent to the team for the first time

**What is the purpose of the Large Solution Level in SAFe?**

To identify and eliminate waste in the process

To coordinate the work of multiple Agile teams

To coordinate multiple Agile Release Trains that develop the same solution

To effectively operate in a highly-regulated environment

**When should centralized decision-making be used when making high-level decisions?**

When there are significant economies of scale

When influencing the fewest number of people

When decisions are short-term in duration

When making frequent decisions

**Which statement is true about refactoring code?**

It should not happen if code is well written

It is a natural part of software development

It is always the result of very poor quality development

It should be planned for all parts of the code

**What is one primary measurement during Inspect and Adapt?**

Team Predictability Measure

Value Stream Predictability Measure

Program Predictability Measure

Portfolio Predictability Measure

**A Scrum Master is frustrated that her team finds no value during Retrospectives, and the team has asked that she cancel all future ones. Which two specific anti-patterns are most likely present within the team’s Retrospectives? (Choose two.)**

The team does not feel valued by the Program Team

The team identifies improvements but is not allowed to address them

The team does not identify and commit to improvement items for how they do their work

The team does not inspect the Program Increment and revise the Product Backlog

The team often over-commits during the Iterations and does not have available time to retrospect

**What is the primary goal of decentralized decision-making?**

To resolve dependencies

To reduce delay

To increase employee satisfaction

To minimize WIP

**Why are phase-gate milestones problematic?**

They use documentation and sign-offs as a proxy for solution progress

They allow solutions to fail early

They enable decision-making at the appropriate governance level

They encourage WIP reduction

**A team consistently receives defect reports from production even though each story is thoroughly tested. What is the first step to solve this problem?**

Ensure that development and testing environments are equivalent to production

Invest in better architecture

Improve code documentation

Improve auditability and logging in the system

**When developing a team's skill set, what skill set does an E-shaped person have?**

Deep experience in one skill and general experience in other skills

Experience across several areas and can execute using a combination of skills

A generalist across many skills and expertise in few

Deep expertise in one single skill set within one domain area

**What are two benefits of applying cadence? (Choose two.)**

To realign stakeholders to a common technical and business vision

To facilitate better planning and allow for more efficient use of resources

To increase the transaction costs of key events

To transform unpredictable events into predictable events

To cause multiple perspectives to be understood, resolved, and integrated at the same time

**What goes into the Portfolio Backlog?**

Epics

Capabilities

Strategic Themes

Projects

**A team integrates and tests the stories on the last day of the Iteration. This has become a pattern for the last three Iterations. Why is this considered an anti-pattern?**

Because the team consistently meets their commitments and the Product Owner accepts

Because it is difficult to manage dependencies with other delivery teams

Because the team demonstrates the full stories to the Product Owner during the Iteration Review

Because the team is waterfalling the Iteration

**What are relationships within a highly collaborative team based on?**

Communication

Values

Trust

Competency

**What is one output from the Problem-Solving Workshop?**

ROAMed risks

All the potential solutions the team could identify

An assessment report

Top improvement items for the next PI

**Inspect and Adapt workshops can occur at which two SAFe levels? (Choose two.)**

Portfolio Level

Large Solution Level

Program Level

Team Level

Value Stream Level

**How can a Scrum Master help the team remain focused on achieving the Iteration's objectives?**

By supporting the rules of the team process

By eliminating impediments

By leading a team's efforts in relentless improvements

By exhibiting Lean-Agile leadership

**What are two purposes of the Scrum of Scrums meeting? (Choose two.)**

Identify impediments

Facilitate cross-team collaboration

Gather feedback from the stakeholders

Revise planning

Secure funding

**The work within one state of a team's Kanban board is being completed at a much faster rate than the next state. What could resolve this issue?**

Create a buffer state between the two state to regulate variability

Add more people to the second state to catch up with the gap in velocity

Have the Scrum Master change the WIP limit of the faster state to allow swarming on the accumulated work

Have the Scrum Master or Product Owner redesign the board to ensure a smooth flow of work

**Which statement is true about Work-in-Process (WIP)?**

The amount of WIP is unrelated to utilization

WIP should be unlimited

More WIP increases visibility of bottlenecks

More WIP increases visibility of bottlenecks

More WIP leads to slower throughput

More WIP leads to slower throughput

Lower WIP limits foster collaboration

The amount of WIP is unrelated to utilization

WIP should be unlimited

**A Scrum Master is invited to help an Agile Release Train that has struggled through multiple PIs. They just finished the second Iteration in the current PI and have nothing to show at the System Demo. Program stakeholders are really concerned.**

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| What should be done? |

Find a vendor that specializes in integrating system increments from multiple teams

Re-architect the system so that there are no dependencies between the teams and integration is not required at this time

Have every team demonstrate their team increment to the stakeholders separately in the team branch

Stop working on any new functionality and fully integrate and test the system; adjust scope based on what is learned

**What is the SAFe recommended ideal size of an Agile Release Train?**

10 - 30 people

25 - 50 people

It can be any size

50 - 125 people

**If the distance between the arrival and departure curves on a team's Cumulative Flow Diagram are growing apart, what is likely happening?**

WIP is reducing, cycle time is reducing

WIP is expanding, cycle time is increasing

WIP is reducing, cycle time is increasing

WIP is expanding, cycle time is reducing

**Why is the Program Predictability Measure the primary metric during Quantitative Measurement of the Inspect and Adapt Workshop?**

To understand the schedule of delivering to production

To help in quantifying quality measurements for the whole Agile Release Train and enable the SAFe Program Execution core value

To predict the scope of the remaining requirements in the Program Backlog

To enable the Agile Release Train to achieve the business value as a percentage from what is planned

**What is one requirement for automating deployment processes in DevOps?**

Maintain a development environment that emulates production

Couple deployment cadence and release

Couple development cadence and deployment

Have everything under version control

**What is one issue with phase-gate milestones?**

They account for variability inherent in the process

They force design decisions too late in the process

They require the Product Owner to act as gate-keeper or guardian for the process

They assume a point solution exists and can be built right the first time

**The purpose of Continuous Integration is to deliver what?**

Software packages ready for assembly

A test automation framework

New builds on the test environment

Potentially deployable code

**What are two characteristics of teams that fear conflict? (Choose two.)**

They ignore controversial topics that are critical to team success

They fail to tap into all the opinions and perspectives of team members

They can solve real problems quickly

They tend to have a higher velocity than teams that embrace conflict

They are able to minimize politics

**What is one way a Scrum Master leads the team's efforts for relentless improvement?**

By fostering a culture of technical discipline

By facilitating team meetings

By building a high performing team

By helping teams become better problem solvers

**The SAFe Agile Team includes the Scrum Master and which two other key roles? (Choose two.)**

Release Train Engineer

Business Owner

Dev Team

Product Owner

Solution Management

**How is average cycle time measured in a Kanban System?**

Measure the vertical distance between arrival and departure lines on a Continuous Flow Diagram

Measure the horizontal distance between arrival and departure lines on a Continuous Flow Diagram

Measure the cycle time for at least three items and calculate the statistical mean of the items

Plot the cycle times of at least six items on a control chart

**What is the purpose of the fishbone diagram?**

To break a feature into stories

To brainstorm solutions to problems

To identify potential root causes to problems

To schedule and track work items

**Who does the Scrum Master support in their efforts to guide the team and manage the Team Backlog?**

The Business Owner

The Product Owner

The Release Train Engineer

The DevOps Team

**During Iteration Planning, the Product Owner (PO) introduces multiple new stories to the team. After a lot of discussion, the team decides to insert spikes into the Iteration for research. Why is this situation an anti-pattern?**

The team is committing to stories with many unknowns

The team will engage the dependent teams to work on the stories

The PO and team created spikes

The PO and the team arrived at the planning session without preparation

**The Development Team decides they want to use pair programming in future Iterations. Where should this be documented?**

In the Team Retrospective notes

In the Inspect and Adapt meeting notes

In the team's Improvement Roadmap

In the Product Backlog