**SAfe 4.5 POPM Certification**

**Question & Answers**

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SAFe 4.5 POPM – practice test

# Practice test Questions & Answers

**Which two types of items are maintained in the Team Backlog? (Choose two.)**

User Stories

Enabler Stories

Business Epics

Epic Enablers

PI Objectives

**What does the Lean UX process begin with?**

A minimum marketable feature

A collaborative design

An outcome hypothesis

An evaluation

**The Lean Portfolio Management function is primarily responsible for three areas: strategy and investment funding, Agile program guidance, and what else?**

Knowledge execution

High-level decision making

Lean governance

Effective fulfillment

**An organization is conducting their first PI Planning session, and the teams are asked to provide their capacity. Which three actions are part of the capacity planning process? (Choose three.)**

Ensure Product Owner/Product Manager approval for all capacity adjustments based on time

Compare final team capacity across all teams and make individual team adjustments

Subtract one point for every team member's vacation day, public holiday, or training day

Use eight points per person (adjust for part-time employees)

Find a small story that takes about a day to develop and call it a one

Add the points for all the recently completed Features and use that as a baseline for future capacity

**What is the goal of Lean thinking?**

Respect for people and culture

Relentless improvement

Leadership support

Best quality and value for people and society

**What are three ways a user story can align with business value? (Choose three.)**

By demonstrating working systems

By describing responsibilities

By aligning to Program Objectives

By delivering value incrementally

By removing barriers

By breaking work down into tasks

**The Product Manager has content authority for the Program Backlog including: the Vision, the Roadmap, driving the PI Objectives, and what else?**

Accepting stories and team increments

Working with business stakeholders and Solution and System Architects to implement holistic technology across Value Streams

Establishing Features and acceptance criteria

Managing risk, helping to ensure value delivery, and driving continuous improvement

**Kanban’s are the primary mechanism to achieve SAFe Principle #6, which includes visualizing and limiting Work-in-Process, reducing batch sizes, and what else?**

Managing queue length

Managing PI Objectives

Managing runway cadence

Managing non-functional requirements in the backlog

**Epics require an Epic Owner and what else?**

A Solution Intent

A Lean Business Case

An Economic Framework

A Definition of Done

**A Product Manager is meeting with a customer to review a set of wireframes created to verify the requirements captured during their last meeting. What type of research activity is being conducted?**

Planning

Elicitation

System Demo

Define and Design

**The Portfolio Kanban Funnel is used to capture all new big ideas from any source. What are two typical drivers of Epic creation? (Choose two.)**

Identifying problems with existing solutions that hinder business or technical performance

Building a Lean business case, with a Go or No Go recommendation

Improving the efficiency or cost for a solution or its operation

Establishing Cost of Delay for business benefits

Creating an elaborated Epic Hypothesis Statement

**What is the importance of the Definition of Done?**

It creates standardized work between all Agile teams

It creates a clear understanding of when items are complete

It provides a way for Scrum Masters to enforce quality

It prioritizes the work of testers on the team

**The first three elements of the Continuous Delivery Pipeline work together to support delivery of small batches of new functionality. These continuous elements include Exploration, Integration, and what else?**

Execution

Automation

Deployment

Compliance

**The team is struggling to agree on the story point sizing of a new user story. The Product Owner was previously a related domain expert and feels the team is wasting time. What should she do?**

Instruct the Scrum Master to resize the story

Suggest the team stop the sizing of the user story and add it to the next Iteration as is

Continue to support the team's decision on sizing

Make the team aware of her expertise and decide the size for them

**What does assigning business value to a team's PI Objectives influence?**

How to achieve objectives

How teams plan the implementation

How the Program prioritizes

How to express intended outcome

**What is one benefit of constant customer feedback?**

Fast learning cycles

It reduces the amount of changes to the Features

Teams can better align working days with a customer's schedule

It reduces the need for face-to-face collaboration

**What should a team do if they cannot meet their commitments?**

Review the objectives and reset them to fit what can be done

Escalate immediately

Move what cannot be accomplished into stretch objectives

Deliver what the team can complete with open issues

**The customer is asking for a forecast for when a specific Feature will be available for release at the beginning of the next fiscal year. Where could the Product Manager find this information?**

Program Backlog

Development Manager

System Architecture Designs

Roadmap

**What is one non-Lean behavior that organizations demonstrate when prioritizing?**

Accepting that a high return on investment (ROI) is always more important than a Feature with a low ROI

Cost of Delay is directly related to the size of the queue

Cost of Delay is the same as Work-in-Process

Reducing the duration will decrease the Cost of Delay

**Epic Owners collaborate with which two other roles in a typical Portfolio Kanban system? (Choose two.)**

Product Owners

Business Owners

Solution System Architect/Engineer

Agile Teams

Release Train Engineer

**The goal is a fast delivery process, ideally requiring little manual effort. What is one capability used to achieve this?**

Soft launches

Feature toggles

Non-functional requirements

Quiet releases

**What are two examples of a team's events? (Choose two.)**

Daily Stand-up

Scrum of Scrums

System Demo

Backlog Refinement

PI Planning

**Which two concepts drive the mindset for SAFe implementation? (Choose two.)**

Enterprise Agility

Agile Manifesto

House of Lean

Scrum Manifesto

Lean Enterprise Systems

**What is the relationship between a Product Owner (PO) and a Product Manager (PM)?**

The PO drives PI Objectives; the PM drives Iteration Goals

The PO is team-oriented; the PM is market-oriented

The PO contributes to the Program Backlog; the PM establishes Story acceptance criteria

The PO identifies market needs; the PM is solution, technology, and team facing

**There are three primary sources of Team Backlog items including Program Backlog, Team context, and what else?**

Other stakeholders

Improvement stories

Maintenance

Feature(s)

**How do Business Owners quantify the value of PI Objectives?**

By totaling the Epic budget

By estimating return on investment

By assigning business value

By assigning story points

**The Work-in-Process limit at the Analyzing step of the Program Kanban is based on the overall availability of Product Management, other subject matter experts, and the capacity of which two other roles? (Choose two.)**

Release Train Engineers

Business Owners

Epic Owners

Solution Management

System Architects

**A Lean business case can identify the impact on sales and which other two areas? (Choose two.)**

Distribution

Dependencies

Decomposition

Deployment

Demand

**Which role is responsible for working with customers and creating the Vision?**

Release Train Engineer

System Architect

Product Owner

Product Manager

**What are three outputs of Synthesis? (Choose three.)**

Portfolio Kanban

Program Backlog

Strategic Themes

Vision

Program Roadmap

Iteration Goals

**Product Managers are expected to collaborate in planning the scope of upcoming enabler work. This is accomplished by establishing what?**

Accurate user story sizing

Team Backlog prioritization

Completed Epic acceptance criteria

Capacity allocation

**Which role has the responsibility for accepting stories and team increments?**

Scrum Master

Product Owner

Release Train Engineer

Product Manager

**Predictable incremental delivery occurs based on which two practices? (Choose two.)**

Solution Context

Architecture Governance

Synchronization

Cadence

Solution Intent

**What is the purpose of an Epic Hypothesis Statement?**

It helps an organization plan, do, check, and adjust around an Epic

It helps define the pipeline with the assets and technologies needed to deliver solution value

It provides enough detail to run the business and keep long-term commitments from interfering with changing business priorities

It serves as a replacement for large business cases

**Which statement is true about fast feedback?**

It supports SAFe Lean-Agile Principle #3

Smaller batch sizes enable faster feedback loops

It accelerates planning and implementation

The shorter the feedback cycle, the higher the utilization

**How frequently should the Program Backlog be reviewed?**

Continuously

When the Epic owners are defining the Epic Value Statement

Before every PI

Every week

**Which cycle is embraced by the Lean startup movement?**

Explore-Integrate-Deploy-Release

Hypothesize-Build-Measure-Learn

Plan-Do-Check-Review

Plan-Execute-Review-Retro

**Features in Program Backlogs can result from what?**

Aggregating stories into Features

Splitting Epics or Capabilities

Decomposing Enabler Stories

Refining the Team Backlog

**Which two job roles are good candidates for becoming a Product Owner? (Choose two.)**

Subject Matter Experts

UX Experts

Line Managers

Scrum Masters

Business Analysts

**Which statement describes the Scaled Agile Framework?**

It synchronizes alignment, collaboration, and delivery for large numbers of teams

It provides strict guidelines for all daily activities

It provides guidelines for Project Managers

It scales Scrum to multiple Agile Teams

**Iteration goals serve what purpose?**

To set preliminary PI Objectives

To align team members to a common purpose

To identify non-functional requirements

To define the what, the how, and the how much

**SAFe guidance provides six practices to help implement Continuous Deployment. Automate deployment is one. What are three others? (Choose three.)**

Manually testing Features and non-functional requirements

Decoupling deployment from release

A staging environment that emulates production

Deploying to staging every 4 to 8 weeks

A staging environment that emulates testing

Deploying to staging every Iteration

**Three roles make up Agile program guidance collaboration: Lean Program Management, Agile Program Management Office, and what else?**

Business Owners

Release Train Engineer/Solution Train Engineer

Scrum Master

System Architect

**What are two inputs to the Solution Vision? (Choose two.)**

Portfolio Backlog

Feature context

Portfolio Enablers

Customer feedback

Strategic Themes

**What is one way to establish a team's velocity?**

Add the story points for all Features completed in the Iteration

Calculate the percentage planned versus actual story complete for an Iteration

Add the story points for all the stories planned for the Iteration

Look at the average story points completed from the last Iterations

SAFe 4.5 POPM – validation exam

# Validation Exam Questions & Answers

**Business Owners assign business value to the Team PI Objectives to accomplish which two tasks? (Choose two.)**

To sequence dependencies

To estimate cost

To clarify goals

To provide leading indicators

To decentralize control

**What are two roles of the Product Manager in Large Solution SAFe? (Choose two.)**

Participate in pre- and post-PI Planning

Be responsible for Solution Intent

Decompose Epics into Capabilities

Participate in the Iteration Review

Collaborate with Solution Management

**What is one of the questions the Product Management team must answer in order to create a Vision?**

Which unit tests are being conducted

What are the team's skills

How many Features have already been released to the customer

Which problem will the Solution solve

**Which statement is true about estimating and forecasting the Portfolio Backlog?**

WSJF is used to allocate Epics to Value Streams

Refinement is necessary when estimating the effort needed to implement an Epic

Feature estimates are rolled up into Epic estimates

Epic forecasting is based on the cost estimate

**In some cases a user story may be hard to estimate. What is one SAFe recommended technique used to facilitate estimation?**

Spikes

Feature decomposition

Pareto chart

Fishbone analysis

**Acceptance criteria provides the details of the story from a testing point of view, and it is created by who?**

The team and the Product Owner

The Release Train Engineer and Product Management

The team and the Business Owners

The Product Owner and Product Management

**Product Management works with which other role to define and maintain non-functional requirements?**

System and Solution Architect/Engineering

Epic Owners

Scrum Masters

Release Management Owners

**Just before PI Planning the Product Manager is informed by the teams that a Feature from the top 10 list cannot be implemented because they lack the technical knowledge on how to implement it. What should the Product Manager do?**

Recommend to the teams to use the most widely used technology

Remove the Feature from the top 10 list

Create an Enabler to look into possible solutions and provide a recommendation

Suggest that they make the Feature compatible with all technologies

**What is Big Up-Front Design and Big Up-Front Financial commitment represent?**

A good way to move forward until WSJF reprioritizes the workload

A good way to support Hypothesize-Build-Measure-Learn

A poor way to create local Features and other Epic inputs

A poor way to foster innovation

**The first three elements of the Continuous Delivery Pipeline work together to support delivery of small batches of new functionality which are released in accordance with what?**

Market needs

Configuration Management prioritization

Technological infrastructure

Release Management meetings

**How is value delivered at the Team Level?**

Features

Capabilities

User stories

Acceptance test criteria

**What should milestones be based on?**

Working systems

Queue lengths

Complete design

Batch sizes

**During the PI Planning meetings the Product Owner coordinates with other Product Owners, shared resources, and who else?**

Product Management

The System Architect/Engineer

The Customer

The Solution Train Engineer

**What are two primary responsibilities of Business Owners in PI Planning? (Choose two.)**

To set the business context

To create Lean business cases

To assign business value

To ensure that team members plan all of their priorities

To establish the PI budget

**When prioritizing the backlog, what does taking an economic view mean?**

Do not consider sunken costs

Use Net Present Value as the leading variable in WSJF

Compare earned value against forecasted value for existing Features

Business value trumps time criticality

**What is an example of a Solution Vision statement?**

How can the team apply their strengths to achieve the Vision

What performance or benefit will this deliver

How will our future solution solve customer problems

This is something really worth doing

**What are three considerations when creating a Lean Business Case? (Choose three.)**

Gain support by voting

Identify all Features that will impact the business case

Define the outcomes hypothesis

Use Strategic Themes only as an input to the business case

Avoid over-specificity

Understand implementation impact

**How is value at the Program Level defined?**

By Solution Epics

By User Stories and Benefits

By Capabilities

By Features

**Product Management is involved in the assessment of metrics including the evaluation of business value achieved versus plan. They are also active participants in what else?**

Lean budget establishment

Team Retrospectives

The Inspect and Adapt event

Daily Stand-ups

**Business Epics directly deliver business value; Enabler Epics are used to advance what in order to support upcoming Business Epics?**

Compliance

Value Stream(s)

The Architectural Runway

The Program Backlog

**Which two responsibilities belong to the Product Owner? (Choose two.)**

Accepting Features

Driving PI Objectives

Defining Iteration Goals

Estimating Stories

Prioritizing the Team Backlog

**Lean Governance participants include the Lean Portfolio Management, the Agile Program Management Office, enterprise executives, and who else?**

Solution Management

Enterprise Architect

Epic Owners

Business Owners

**The Product Manager is responsible for which three activities? (Choose three.)**

Assigning Agile Release Trains to a common technological and architectural vision

Prioritizing Capabilities and Enablers

Developing user story acceptance criteria

Establishing Features and acceptance criteria

Defining Program Backlog content

Prioritizing Features for optimum economic value

**The Funnel Program Kanban step welcomes all new Features. It may include new functionality, the enhancement of the existing system functions, and/or what else?**

The PI boundary

Enabler Features

Validating-on-staging

Further exploration

**Which two statements are true about the SAFe backlog model? (Choose two.)**

Stories are in the Iteration Backlog

Stories are in the Team Backlog

Features are in the Portfolio Backlog

Epics are in the Program Backlog

Features are in the Program Backlog

**Kanban systems provide visibility and what else?**

Program dates

Feature selection

Work-in-Process limits

Velocity

**Which statement is true about capacity allocation?**

It ensures different types of backlog items are not compared against one another

It is used to allocate developers and testers to an initiative

It is a way of assigning work to teams

It is a way of assigning architects to backlog items

**Which two statements are true about non-functional requirements? (Choose two.)**

They are split into Features and acceptance criteria is established

They stay in the Portfolio Backlog until implementation capacity is available

They provide visibility to large business initiatives

They are associated with backlogs at all four levels of SAFe

They are part of an Epic Hypothesis Statement

**Which three actions would a Product Manager take to assess customer needs? (Choose three.)**

Go through a Gemba walk

Ask for feedback after Release

Ask for input from the product governance committee

Conduct PI Planning sessions

Initiate elicitation discussions

Conduct customer visits

**The Product Manager for an organization's website is conducting an A/B testing analysis on certain web pages. Which stage of the Continuous Exploration process does this represent?**

Synthesis

Implementation

Collaboration

Research

**Which two statements are true about estimating user stories in story points? (Choose two.)**

WSJF is the best way to estimate stories

More than one team may be involved in the estimation

User stories can be estimated from the top-down

Story point estimation is done on cadence during backlog refinement

Story points are arbitrary and it can be difficult to compute a team cost per story point

**A Program Increment is to the Agile Release Train or Solution Train as an Iteration is to what?**

Solution Management

Lean Portfolio Management

The System Architect/Engineer

The Agile Team

**When an Epic meets the Go criteria in a Go/No Go decision, where does the Epic move to?**

The Continuous Delivery Pipeline

The Value Stream

The Portfolio Backlog

The Epic Owner Backlog

**The Product Manager makes weekly visits to a customer's site. Which two Agile Manifesto Values support this behavior? (Choose two.)**

Following a plan over responding to change

Individual interactions over processes and tools

Business people and developers must work together daily throughout the project

Working software over comprehensive collaboration

Customer collaboration over contract negotiation

**What are two types of Enabler stories? (Choose two.)**

User Stories

Research Spikes

Business Epics

Epic Enablers

Refactors

**Which two options are part of the SAFe Core Values? (Choose two.)**

Transparency

Program Execution

Foster Innovation

Objective Milestones

Accountability

**What is enabled by the key components of the Continuous Delivery Pipeline?**

To determine release cadence

To identify which end users should receive the release

To decide which system should be released

To release on demand

**The Iteration Retrospective is used to reflect on the Iteration that was just completed and to come up with new ideas to improve the process. Where are these improvement items entered?**

Into the Solution Backlog

Into the PI Objectives

Into the Team Backlog

Into the Solution Intent

**Which SAFe Lean-Agile Principle supports applying a Set-Based design approach?**

#3 - Assume variability; preserve options

#4 - Build incrementally with fast, integrated learning cycles

#2 - Apply systems thinking

#1 - Take an economic view

**What should be understood in order to achieve the goals of Release on Demand?**

How to refactor the Solution to deliver all the value at once

How to release Solution elements in a monolithic release

How to decouple the release from the development cadence

How to communicate the release cadence to customers

**The Product Owner has content authority for the Team Backlog including accepting stories and team increments, establishing story acceptance criteria, and what else?**

Helping to drive PI Objectives at the Team Level

Establishing the annual calendars for Iterations and Program Increments

Having the authority and knowledge to work with Lean Portfolio Management

Working with the Solution Team to prioritize Enablers

**Which two statements are true about decentralizing decision-making? (Choose two.)**

Product Owners make Team Level content decisions

Teams should make backlog decisions based on Product Owner and/or Product Manager feedback

Product Managers facilitate helping the team build the right things at the right time

Product Managers are empowered to make Program Level decisions regarding PI content

Product Owners are responsible for making decisions that provide significant economies of scale

**Which role defines and prioritizes the Program Backlog?**

Product Management

System Team

Portfolio Manager

Release Train Engineer

**What is the most important activity for Product Management in the Releasing step of the Program Kanban?**

Monitor feature toggle management

Train customers on the usage of newly released features

Validate the hypothesis of Features

Prioritize the establishment of rollback procedures

**When moving to a Lean Portfolio Management function, centralized control becomes decentralized decision-making, and project-based funding and control becomes what?**

Lean budgeting and self-managing Agile Release Trains

Demand management, continuous value flow

Lightweight, Epic-only business cases

Objective, fact-based measures and milestones