**SAfe 4.5 Scrum Master Certification**

**Question & Answers**

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SAFe 4.5 scrum master – practice test

# Questions & Answers

**Which type of enabler does a System Architect review during a System Demo?**

Enabler Features

Enabler Stories

Enabler Capabilities

Enabler Epics

**Which demo is performed in the IP Iteration?**

The Integrated Demo from the Agile Release Train's final Iteration

The demo from all the Agile Release Trains' Iterations

The demo from the team's final Iterations

The PI System Demo

**What are two critical areas that differentiate Agile from waterfall development? (Choose two.)**

Fast feedback

Architectural Runway

Incremental delivery of value

Staggered integration

Face-to-face interaction

**Becoming a coach requires a shift from old behaviors to new ones. What are three examples of old behaviors? (Choose three.)**

Focusing on business value delivery

Asking the team for the answers

Facilitating team problem solving

Fixing problems for the team

Driving toward specific outcomes

Focusing on deadlines

**The skills of a good SAFe Scrum Master include which three attributes?**

Communicate, coordinate, cooperate

Share, pair, communicate

Self-organize, self-manage, self-direct

Support, facilitate, show the way

**What is one example of a servant leader behavior pattern?**

Uses authority rather than persuasion when necessary

Thinks about the day-to-day activities

Focuses on individual task metrics

Understands and empathizes with others

**There are two primary aspects of a Lean-Agile mindset -- Lean Thinking and what else?**

Systems Engineering

Lean Systems

Embracing Agility

Feature Enablement

**What is the recommended duration of a SAFe Iteration?**

Six weeks

Two weeks

Four weeks

Three weeks

**What is the main reason why some teams never reach stage 4 (Performing) in the stages of high performing teams?**

Because there is too much conflict

Because leadership is spontaneous

Because no one guides them

Because the team is not structured correctly

**The program board highlights feature delivery dates, milestones, and what else for Agile Release Train teams?**

Objectives

Dependencies

Timeboxes

Requirements

**During PI Planning, who owns the planning of stories into Iterations?**

Agile Teams

System Architect

Product Management

Scrum Master

**Scrum Masters help remove impediments, foster an environment for high-performing team dynamics, and what else?**

Estimating stories

Relentless improvement

Forming and re-forming teams

Continuous delay

**What are two common PI Planning anti-patterns? (Choose two.)**

The team decides which changes need to happen and when

Stories are created for the PI Planning Iterations

Too much time is spent prioritizing features

Too much time is spent analyzing each story

Part-time Scrum Masters do not have time to plan as part of the team

**How are the 5 Whys used?**

To brainstorm ideas

To identify a root cause(s) of a problem

To define acceptance criteria for a story

To coach a team through powerful questions

**Who is responsible for prioritizing the Iteration Backlog?**

The Product Owner

The Scrum Master

The Product Management Team

The Development Team

**A servant leader knows that his or her own growth comes from what?**

Management support

Effective training

Implementing a CALMeR approach to SAFe

Facilitating the growth of others

**The business must depend on the team for what in order for the business to do any meaningful planning?**

Commitment to the plan

Measurements

A cross-functional skill set

Team capabilities

**Scrum Masters are effective by using Scrum methods, supporting SAFe principles and practices, and what else?**

Delivering through Agile practices

Managing Architectural Runway

Serving as a customer proxy

Writing stories and enablers

**What is the recommended frequency range for PI Planning in SAFe?**

Every 6 to 8 weeks

Every 12 to 16 weeks

Every 8 to 12 weeks

Every 4 to 6 weeks

**When does the Plan-Do-Check-Adjust cycle occur in Scrum?**

As part of the Iteration Retrospective

At the Iteration Review

At all formal Scrum events

In the daily Scrum

**What is an anti-pattern for the IP Iteration? (Choose two.)**

To plan work for the IP Iteration during PI Planning

To wait for the IP Iteration to fix defects

To allow for sufficient capacity in the program roadmap

To minimize lost capacity when people are on vacation or holidays

To ensure all stories and teams' PI plans are completed prior to the IP Iteration

**How often should Development Team members change?**

As more Agile Release Trains are launched

When they are needed

Not more than every three Iterations

Each Iteration

**What is one truth about teams?**

Products are more robust when individuals on teams have specific skill sets

Development Teams can manage daily interruptions

Changes in team composition do not impact productivity

Teams are more productive than the same number of individuals

**Who can change the backlog during an Iteration?**

The Agile Team

The Scrum Master

The Product Owner

Senior Management

**What is the name of the event where all team members determine how much of the team's backlog they can commit to delivering during an upcoming Iteration?**

Iteration Planning

Solution Demo

Backlog Refinement

Solution Planning

**Each PI Planning meeting evolves over time, and ending PI Planning with a Retrospective will help to do what?**

Fine tune the Economic Framework

Continuously improve

Lengthen the Architectural Runway

Meet compliance more rapidly

**Which meeting should the Scrum Master attend (not facilitate)?**

Iteration Review

Daily Stand-up

PO Sync

Scrum of Scrums

**What is one time where a Scrum Master can be a participant instead of a facilitator?**

If the entire team is present during the Daily Stand-up

When using ad-hoc teams for Inspect and Adapt

During team breakout sessions at PI Planning

When the Agile Release Train does not require any team coordination

**What are two good Scrum Master facilitation practices? (Choose two.)**

Ensure all voices are heard

Allow for unproductive conflict to encourage open communication

Create an environment of safety so that everyone feels comfortable contributing to the discussion

Allow for deep, meaningful conversations even if it is outside the scope of the agenda

Do not enforce accountability as it creates an environment of distrust

**An effective SAFe Scrum Master helps the team improve on their journey towards technical excellence through Continuous Integration, Continuous Deployment, and what else?**

DevOps team integration

Test Driven Development

State of the art build tools

Continuous Exploration

**What are the three pillars of Scrum?**

Adaptation, Transparency, Acceptance

Collaboration, Acceptance, Progress

Retrospection, Inspection, Adaptation

Transparency, Inspection, Adaptation

**What is this statement describing?   
'Agile Teams continuously adapt to new circumstances and enhance the methods of value delivery.'**

Continuous Deployment

Continuous Improvement

Continuous Delivery

Continuous Integration

**Features lend themselves to the Lean UX process model. They include a description, a benefit hypothesis, and what else?**

Acceptance criteria

Scope and context

Content readiness

IP outcomes

**Good coaches do not give people the answer, but instead they do what?**

They make the decisions

They guide people to the solution

They limit the number of questions

They hold them to their commitments

**In SAFe, who owns the decision for releasing changes into production?**

Release Management

Product Manager

Business Owner

Solution Owner

**An effective SAFe Scrum Master is a team-based servant leader who helps the team do what?**

Understand and operate within Lean Budgets

Embrace relentless improvement through Iteration Retrospectives

Manage the team's own backlog

Develop better and more specialized skill sets

**Which statement is true about Scrum?**

It is based on empirical process control theory

It is an ideal method for static design requirements

It is a software delivery framework

It is a process and a technique for building products

**Which three attributes summarize DevOps? (Choose three.)**

A high performing DevOps Team

Solid infrastructure and automation

A shared culture

Strong organizational structure

A set of technical practices

A mindset

**According to the Five Dysfunctions of a Team, what is a team's ultimate competitive advantage?**

Teamwork

Trust

Commitment

Accountability

**Cadence and what other action are the key constructs to delivering continuous value?**

Refactoring

Synchronization

Flexibility

Execution

**During PI Planning, which two tasks are part of the Scrum Master's role in the first team breakout? (Choose two.)**

Identify as many risks and dependencies as possible for the Management Review

Provide clarifications necessary to assist the team with their story estimating and sequencing

Review and reprioritize the Team Backlog as part of the preparatory work for the second team breakout

Be involved in the Program Backlog refinement and preparation

Facilitate the coordination with other teams for dependencies

**Participating in PI Planning enables teams to gain alignment and commitment around a clear set of what?**

Team dependencies

Prioritized objectives

Features and benefits

User stories

**Why do teams have an Iteration Retrospective?**

To iterate on stories

To identify acceptance criteria

To evaluate metrics

To adjust and identify ways to improve

**Who commits to the plan at the end of Iteration Planning?**

The Product Owner

The Team

The Scrum Master

The Solution Owner

**What is the purpose of the Plan-Do-Check-Adjust cycle?**

To give the Agile Release Train team members a process tool to keep the train on the tracks

To provide a regular, predictable development cadence to produce an increment of value

To allow the team to perform some final backlog refinement for upcoming Iteration Planning

To create a continuous flow of work to support the delivery pipeline

SAFe 4.5 scrum master – validation exam

# Questions & Answers

**How often should a System Demo occur?**

Every PI

Every Iteration

Every week

Every release

**PI Objectives summarize data into meaningful information that enhances alignment and provides what outcome?**

A process for defining team goals

Visibility for all

Clear products or solutions

A guiding coalition

**When looking at a program board, what does it mean when a feature is placed in a team’s swim lane with no strings?**

That the team has little confidence it will happen

That all the risks have been ROAMed

That the feature should be completed before any other feature

That the feature can be completed independent from other teams

**What is the goal of the Scrum of Scrums event?**

To review the Agile Release Train's progress toward its PI Objectives

To demo features to Product Management

To review each team's progress on its stories

To focus on Agile Release Train process improvement

**Which two actions are part of the Scrum Master's role in PI Planning? (Choose two.)**

Prioritize features to support the Program Vision

Manage the program board

Ensure the team builds a plan they can commit to

Align the Value Stream and Agile Release Trains to a common vision

Serve as the customer proxy and work with Product Management

**The goal of Lean is to deliver the maximum customer value in the shortest sustainable lead time while providing what else?**

The highest possible quality

Increased production capability

Significant team contributions

The greatest output

**How does SAFe handle the 'fear of conflict' team dysfunction?**

Use Scrum to create a safe environment for conflict

Review results to drive accountability

Empirically review results at the end of every Iteration and release

Have teams engage in Retrospectives

**Why is it important for the Scrum Master to help the team focus on daily and Iteration goals?**

To help the team maintain their velocity

To facilitate the team's progress towards goals of current PI Objectives

To eliminate impediments

To keep the Team Backlog to a manageable size

**What is one of the five dysfunctions that many teams face?**

Not enough after work activities

Lack of visibility

Avoidance of accountability

Disregard for timeliness

**What is a common reason why a team is unable to estimate a story?**

Developers do not understand the task related to the story

The team has no experience in estimating

The story does not include a role

The story lacks acceptance criteria

**Which activity is a Scrum Master's responsibility?**

Owning the Daily Stand-up

Coaching the Release Train Engineer(s)

Prioritizing the Team Backlog

Coaching the Agile Team

**How can a Scrum Master support a Problem-Solving Workshop?**

By estimating the work effort required to implement recommended improvements

By coaching the Release Train Engineer on managing the event

By providing facilitation to breakout groups focused on specific problems

By acting as a process coach to the teams and providing the right answers

**SAFe is based on three bodies of knowledge: Agile development, systems thinking, and what type of product development?**

Adaptive product development

Lean product development

Six Sigma product development

Total Quality Management product development

**What does SAFe's CALMeR approach apply to?**

PI Planning

Economic Framework

Continuous Deployment

DevOps

**What is an example of SAFe Scrum Master servant leader behavior?**

Strives to create a conflict-free environment

Focuses on the day-to-day team activities

Uses persuasion instead of authority

Facilitates the major events and processes

**What is the purpose of Iterations and Program Increments?**

To demonstrate the increment to stakeholders

To provide status updates to the business

To provide an architectural basis for future development

To provide fast feedback learning cycles and frequent integration

**The Scrum Master role includes traditional Scrum team leadership and responsibilities to which other group?**

To the teams that make up the Lean Portfolio

To the Business Owners

To the Value Stream Engineers

To the Agile teams at the Program Level

**What does transparency mean in a Scrum environment?**

The process is visible to all stakeholders

Development and Operations teams work together

All team members are colocated

Users can perform code reviews at any time

**When working with a Scrum XP team, what is expected from Product Management?**

To define the software technical specifications

To understand the scope of feature work

To provide Iteration vision to the team

To coach the team on Agile practices

**An effective SAFe Scrum Master elevates people problems with strict confidence to the appropriate levels when necessary, but only after what has happened?**

Coaching and internal processes have failed to achieve the objective

A team member consistently disagrees with the Scrum Master

The team consistently fails to meet consecutive PI goals

Team members complain

**What is a characteristic of an effective Scrum Master?**

Is a technical expert

Supports the autonomy of the team

Understands customer needs

Articulates architectural solutions

**When is a feature hypothesis fully evaluated?**

When the feature is signed off by the Product Manager

When the last story is signed off by the Product Owner

When the Solution Demo is complete

When the customer uses the feature in production

**What are two outputs of Iteration Planning? (Choose two.)**

Iteration Backlog

PI Objectives

Team Backlog

Iteration Goals

Program Backlog

**What is one responsibility of a SAFe Scrum Master?**

Facilitating an effective team breakout session

Maintaining the depth of the Architectural Runway

Prioritizing the work of the Systems Team

Coordinating with the Solution Architect and Solution Management

**Which two practices are recommended in SAFe for root cause analysis? (Choose two.)**

White Elephant Estimation

Estimation Poker

5 Whys

Fishbone Diagram

Weighted Shortest Job First

**What should a Scrum Master do during the IP Iteration?**

Remove scope that exceeds capacity

Zero all capacity plans

Update capacity

Calculate capacity plans based on previous PI forecasts

**What is an IP Iteration anti-pattern?**

Allow for cadence-based planning

Identify opportunities for innovation spikes or hackathons

Plan work for the IP Iteration during PI Planning

Identify infrastructure improvements

**What is the foundation for the Five Dysfunctions of a Team?**

Avoidance of accountability

Absence of trust

Fear of conflict

Lack of commitment

**At the end of the first Iteration, the team finishes user stories A, B, and 50% of C. The story sizes are set at these points:   
Story A = 8 points   
Story B = 1 point   
Story C = 5 points   
Story D = 3 points   
  
What is the team's velocity?**

14

7

11.5

9

**What falls outside the Scrum Master's responsibility?**

Facilitating the Innovation and Planning event

Estimating stories for the team

Attending the Scrum of Scrums

Facilitating team events

**Which Agile Manifesto principle describes the importance of PI Planning in SAFe?**

Simplicity, “the art of maximizing the amount of work not done” is essential

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation

Working software is the primary measure of progress

The best architectures, requirements, and designs emerge from self-organizing teams

**Why is a confidence vote held at the end of PI Planning?**

To hold the teams accountable if the Agile Release Train does not deliver on its commitment

To remove the risks for the PI

To build shared commitment to the Program Plan

To ensure the Business Owners accept the plan

**Which two behaviors should a SAFe Scrum Master represent as a coach? (Choose two.)**

Be a facilitator

Provide subject matter expertise

Help the team find their own way

Focus on deadlines and technical options

Drive toward specific outcomes

**Cadence and synchronization help reduce uncertainty and manage what?**

Product management

The variability in research and development

Other commitments

Capacity allocation

**An effective SAFe Scrum Master helps the team improve in areas including quality, predictability, flow, and where else?**

Relentless improvement

Continuous delivery

Velocity improvement

Risk mitigation

**The Scrum Master is what above all else?**

A servant leader

A SAFe Agilist

An empathetic leader

A team coach

**What are two common anti-patterns during PI Planning? (Choose two.)**

The Team Backlog is applied to a very targeted part of the organization

Pressure is put on teams to overcommit

A detailed plan becomes the goal, rather than alignment

Change is evaluated empirically by means of iterative inspection

The team determines where change should be targeted

**When is Iteration Planning completed?**

When the Product Owner commits

When the timebox is complete

When the Scrum Master commits

When the team commits

**Why is it important for a Scrum Master to be a servant leader?**

To coach the team in effective engineering practices

To provide team structure

To help the team become high-performing

To assist the team in managing scope

**What is the key Scrum Master responsibility when estimating stories?**

Limit discussion to minimize timeboxes

Provide information about customer needs

Ensure the team gives estimates that do not increase the velocity

Ensure everyone on the team participates

**Becoming a coach requires a shift from old behaviors to new ones. What are three examples of new coaching behaviors? (Choose three.)**

Fix problems for the team

Focus on deadlines

Drive toward specific outcomes

Focus on business value delivery

Facilitate team problem-solving

Ask the team for the answer

**How does the Scrum Master provide the most value to the team?**

By ensuring time boxes are kept during team meetings and working sessions

By facilitating discussions between the Product Owner and the development team

By scheduling Scrum-supported events to ensure team alignment

By ensuring impediments are removed for the development team

**What is accomplished in the first part of the PI Planning meeting?**

All tasks are defined

Items are selected from the Program Backlog

The Product Owner defines the Iteration goal

The Scrum Master decides how much work can be accomplished

**What are two SAFe primary opportunities for driving relentless improvement? (Choose two.)**

Iteration Retrospective

Daily Stand-up

PI Planning

Inspect and Adapt Workshop

Program Backlog Refinement

**During PI Planning, who owns feature priorities?**

Business Owner

Product Management

Release Train Engineer

Solution Architect/Engineer