

## ScaledAgile.SAFe-SPC.v2024-01-18.q54

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### NEW QUESTION: 1

(Select 3) According to Lean thinking, how is fast and sustainable flow achieved?

- A. By constant reduction of delays.
- B. By applying subjective governance.
- C. By reducing batch sizes.
- D. By understanding the full Value Stream.

**Answer: A,C,D (LEAVE A REPLY)**

### NEW QUESTION: 2

You are 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 demonstrate at the System Demo. Program stakeholders are really concerned. What would you do?

- A. Re-architect the system so that there are no dependencies between the teams and integration is not needed.
- B. Have every team demonstrate their team increment to the stakeholders separately in the team branch.
- C. Re-plan the current PI: De-scope to leave enough time to integrate what you've built during the IP iteration.
- D. Find a vendor that specializes in integrating system increments from multiple teams.
- E. Stop working on any new functionality and fully integrate and test the system; adjust scope based on learnings.

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 3**

(Select 3) What are the primary reasons to limit WIP?

- A. Increase throughput
- B. Reduce multiplexing
- C. Decrease wait times
- D. Make it easier to visualize the important work
- E. Expand context switching

**Answer: A,B,C ([LEAVE A REPLY](#))**

**NEW QUESTION: 4**

(Select 2) What is true about budgets in SAFe?

- A. Budgets are allocated to teams.
- B. Budgets are allocated to strategic themes.
- C. Budgets are allocated to portfolios.
- D. Budgets are allocated to projects.
- E. Budgets are allocated to value streams.

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 5**

(Select 2) What are the responsibilities of a Business Owner?

- A. Determine the product Roadmap
- B. Ensure that the Solution Demo occurs.
- C. Assign business value to Epics and Features.
- D. Assign business value to Team Objectives during PI Planning.
- E. Participate in Post-PI Planning and assist trains in adjusting ART PI plans as needed.

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 6**

What are appropriate aspects of the System Architect's role in SAFe?

- A. Approve all the design work of teams before they can implement their user stories.
- B. Collaborate with Scrum Masters to establish the emergent design.
- C. Collaborate with PMs, POs, and Agile Teams to establish the Architectural Runway.
- D. Approve teams' increments into the mainline branch.
- E. Provide the designs behind each user story.

**Answer: C ([LEAVE A REPLY](#))**

**NEW QUESTION: 7**

When is the Solution Demo conducted?

- A. At the end of each PI.
- B. Mid-PI.

- C. At the end of each Sprint.
- D. On demand.

**Answer: A ([LEAVE A REPLY](#))**

#### **NEW QUESTION: 8**

What role would a traditional program manager most likely take on in SAFe?

- A. Business Owner
- B. Product Manager
- C. Release Train Engineer or Value Stream Engineer.
- D. Scrum master

**Answer: C ([LEAVE A REPLY](#))**

#### **NEW QUESTION: 9**

Developing a framework for decision-making is tool for taking an economic view.

- A. False
- B. True

**Answer: ([SHOW ANSWER](#))**

#### **NEW QUESTION: 10**

What is true about Epic implementation?

- A. Agile Release Trains are empowered to decide whether or not they proceed with a Portfolio Epic.
- B. Once pulled into implementation, the Epic needs to be finished.
- C. A budget reserve is established that can be used to fund Epics.
- D. Re-prioritization happens at every PI boundary, and the rest of the Epic can be postponed or canceled if there are more important new initiatives.

**Answer: D ([LEAVE A REPLY](#))**

#### **NEW QUESTION: 11**

(Select 3) You are invited to help a program where, even though not mandated by the external environment, management requires teams to make big, up-front, and detailed scope commitments for every release.

What would you do to best coach the decision-makers?

- A. Emphasize the value of "Responding to change" from the Agile Manifesto.
- B. Explain that too much up-front detail demotivates Product Owners as they have almost nothing to do thereafter.
- C. Explain the "understand and exploit variability" principle or product development flow.
- D. Explain why development doesn't need to commit to anything in Agile.
- E. Illustrate the power of feedback in content decision-making.

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 12**

(Select 2) SAFe teams using Kanban are required to participate in which events?

- A. System Demo
- B. PI Planning
- C. Iteration Planning
- D. Iteration Retrospective

**Answer: A,B (LEAVE A REPLY)**

**NEW QUESTION: 13**

What activity calls for using ROAM technique?

- A. Categorizing program risks during PI Planning.
- B. Managing the ART sync.
- C. Managing teams by the Release Train Engineer.
- D. Refining the Program Backlog.

**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 14**

What is Cost of Delay?

- A. Cost of not addressing risk early on.
- B. Penalty for nonperformance.
- C. Cost incurred when system integration appears too late in the PI.
- D. Opportunity cost and deferred revenue.

**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 15**

(Select 2) What applies to the Portfolio Backlog?

- A. It provides a low-cost holding area for approved Business and Enabler Epics.
- B. Programs plan PIs so that they exhaust the Portfolio Backlog and only then work on their local priorities.
- C. WSJF is used to prioritize Epics in the Portfolio Backlog.
- D. The Portfolio Kanban holds Capabilities that are ready for implementation.

**Answer: A,C (LEAVE A REPLY)**

**NEW QUESTION: 16**

(Select 4) What are the 4 primary reasons why long queues are bad.

- A. Slower delivery
- B. Lower quality
- C. Decreased motivation

- D. More multitasking
- E. Less cross-training
- F. Higher variability

**Answer: ([SHOW ANSWER](#))**

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**NEW QUESTION: 17**

Why is capacity allocation important in SAFe?

- A. So that teams continuously invest in the Architectural Runway.
- B. So that the work can be better estimated.
- C. So that team members collaborate better.
- D. So that the team is able to meet its Iteration Goals.
- E. It helps resolve conflicts between Feature teams and component teams.

**Answer: E ([LEAVE A REPLY](#))**

**NEW QUESTION: 18**

(Select 3) Based on the work of Don Reinertsen, SAFe denotes five primary economic factors that can be used to consider the economic perspective of a particular investment. From the list below, choose three of those primary economic factors.

- A. Risk
- B. Value stream budget
- C. Return on Investment (ROI)
- D. Development expense
- E. Lead time

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 19**

Select 2) You are prioritizing Epics and the group cannot reach a consensus on WSJF parameters. What would be the best course of action to reduce inconsistencies?

- A. Use strategic themes to help the group understand how an Epic contributes to the realization of the enterprise business strategy.
- B. Collect additional input from other stakeholders.
- C. Take time to provide more detailed specifications for each Epic.
- D. Change the scale for WSJF parameters.
- E. Split Epics into Capabilities, prioritize them, and combine those priorities back to the Epic level.

**Answer: A,C (LEAVE A REPLY)**

#### **NEW QUESTION: 20**

If all Agile Release Trains in a Value Stream are organized around Capabilities, they don't require cross-train coordination.

- A. False
- B. True

**Answer: A (LEAVE A REPLY)**

#### **NEW QUESTION: 21**

What is the purpose of Solution Intent?

- A. Create a comprehensive design document for approval before development begins.
- B. Record and communicate the necessary requirements and design decisions.
- C. Provide an up-front and static definition of the system's design.

**Answer: B (LEAVE A REPLY)**

#### **NEW QUESTION: 22**

What is NOT the responsibility of the Enterprise Architect?

- A. Define the Solution design for Agile Release Trains.
- B. Drive the strategy for maintaining the Enterprise's architecture.
- C. Synchronize the technology stack and infrastructure across Value Streams.
- D. Facilitate reuse of ideas and proven design patterns.

**Answer: A (LEAVE A REPLY)**

#### **NEW QUESTION: 23**

An Agile Release Train prepares for PI Planning. They have both Features and Program Epics among the desirable items for this PI. However, Product Management is stuck because some Epics are too big and won't fit in this PI.

- A. Instead of planning just the upcoming PI, plan for a longer period to cover the full duration of the Program Epics.

- B. Split Epics into Features and prioritize the Features to determine what should go into the PI.
- C. Pick only those Epics that have clearly defined success criteria and might fit into the PI.
- D. Split Epics into Features and use capacity allocation to determine what should go into the PI.

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 24**

(Select 3) Enablers can be used for any activities that are necessary to support upcoming business features, but generally they fall in one of 3 categories:

- A. Team tasks
- B. Architecture
- C. Exploration
- D. Infrastructure
- E. Vertical slice of a feature

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 25**

Typically, SAFe prioritizes Capabilities based on which of the following?

- A. WSJF (Weighted Shortest Job First)
- B. CoD (Cost of Delay)
- C. Capacity allocation according to budget
- D. Business value

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 26**

The Spanning Palette can apply to the Team Level.

- A. True
- B. False

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 27**

(select 3) What does relentless improvement, as defined in SAFe, include?

- A. Apply Lean problem-solving tools and techniques.
- B. Reflect at key Milestones.
- C. Hold people accountable.
- D. Optimize the whole.
- E. Hold employee reviews to provide fast feedback.

**Answer: A,B,D ([LEAVE A REPLY](#))**

**NEW QUESTION: 28**

What activity occurs during the program Inspect and Adapt workshop?

- A. Roadmap update
- B. Team Iteration Demo
- C. Iteration Metrics update
- D. Biweekly System Demo
- E. PI Predictability Measure update.

**Answer: E ([LEAVE A REPLY](#))**

**NEW QUESTION: 29**

Multiple ARTs in a Value Stream typically require coordination at the Value Stream Level.

- A. True
- B. False

**Answer: A ([LEAVE A REPLY](#))**

**NEW QUESTION: 30**

A Scrum Master asked you to help her use systems thinking to identify the backlog items that would improve

the system as a whole. Select one item that uses systems thinking most effectively.

- A. Increase unit test coverage.
- B. Involve representatives of department teams in Iteration Planning and Demos.
- C. Make daily stand-ups more engaging and strictly timeboxed.
- D. Review the burn-down chart at each retrospective to improve team estimating.

**Answer: C ([LEAVE A REPLY](#))**

**NEW QUESTION: 31**

Who typically facilitates the ART Sync meeting?

- A. Agile coach
- B. Release Train Engineer
- C. Development manager or QA manager
- D. Senior Scrum Master
- E. Value Stream Engineer

**Answer: E ([LEAVE A REPLY](#))**

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**NEW QUESTION: 32**

Select 3) Which behaviors are typically associated with Lean-Agile Leaders?

- A. Protect subordinates from interference by outside stakeholders.
- B. Establish clear objectives for managing.
- C. Support decentralized decision-making.
- D. Emphasize lifelong learning.
- E. Develop Solutions.

**Answer: A,C,D ([LEAVE A REPLY](#))**

**NEW QUESTION: 33**

What does Little's Law tells us?

- A. The average wait time is dependent on the varying arrival rate of items coming into the queue.
- B. Long queues help increase process efficiency.
- C. Single-piece flow is always best.
- D. The easiest way achieve flow is to reduce queue lengths.
- E. The easiest way to reduce waits is to increase the processing rate.

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 34**

What are stretch objectives?

- A. Objectives that the business has promised to their Customers.
- B. Objectives that are beyond the capacity of the team and so are uncommitted for the PI.
- C. Objectives that are part of the team's capacity but not necessarily achievable during the PI.
- D. Objectives that are identified during the PI.

**Answer: C ([LEAVE A REPLY](#))**

**NEW QUESTION: 35**

An Iteration is a specific type of Plan-Do-Check-Adjust learning cycle.

- A. True
- B. False

**Answer: A ([LEAVE A REPLY](#))**

**NEW QUESTION: 36**

(Select 2) What are the ways to evolve the Solution Intent from variable to fixed scope?

- A. Adapting WIP limits
- B. Modeling

- C. Creating work breakdown structures.
- D. Building prototypes

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 37**

What are the SAFe Core Values that typically resonate with executives when talking about SAFe?

- A. Built-in Quality, program execution, alignment, transparency.
- B. Empowerment, self-managing teams, decentralization of control, value.
- C. Built-in Quality, cadence, synchronization, trust.
- D. Lean Leadership, Built-in Quality, Agile Architecture, product flow.

**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 38**

In SAFe, Dunbar's number provides guidance for:

- A. The number of members on a self-managing, self-organizing ART.
- B. The maximum number of tasks in a Program Increment for optimal predictability.
- C. The number of Stories created during PI Planning to enable commitment.
- D. The percent utilization that enables a sustainable pace.

**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 39**

A Feature inherits its WSJF rank from its parent.

- A. False
- B. True

**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 40**

What do Value Streams deliver?

- A. Solutions
- B. Strategic Themes
- C. Cyber-physical systems
- D. Agile Release Trains

**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 41**

Leader as expert and leader as conductor can be appropriate leadership models.

- A. False
- B. True

**Answer: A (LEAVE A REPLY)**

**NEW QUESTION: 42**

(Select 3) Who is typically involved in the ART Sync?

- A. Release Train Engineer
- B. Business Owners
- C. Scrum Masters
- D. Release Management
- E. Solution Management
- F. Product Owners

**Answer: A,C,F (LEAVE A REPLY)**

**NEW QUESTION: 43**

The User Experience (UX) team does not believe in Agile development. They say, "We have to understand the full behavior of the eventual system in order to be able to define an effective user experience. We don't work in timeboxes.

How would you respond?

- A. Just like system architecture, the entire user experience should be fully designed before an implementation.
- B. User experience is indeed a different concept and the team should be exempt from working in Iterations.
- C. It's important to have an overall user experience vision before implementation, but the vision can be implemented iteratively for early feedback.
- D. Since the team is working in timeboxes, this has been proven to be the most effective way to implement the user experience.

**Answer: C (LEAVE A REPLY)**

**NEW QUESTION: 44**

(Select 2) When might Feature size not be a good substitute for the duration of WSJF?

- A. The Feature did not originate from a Program Epic.
- B. The Feature involves a team or team members who represent a bottleneck.
- C. The Feature has not yet been broken down into user stories by the Product Owner.
- D. The Feature involves a remote third-party vendor that has a formal scope-approval process.
- E. The Feature did not originate from a Value Stream Capability.

**Answer: B,E (LEAVE A REPLY)**

**NEW QUESTION: 45**

(Select 3) What primary roles are most responsible for ensuring successful execution at the Value Stream Level?

- A. Release Management
- B. Solution Architect/Engineer
- C. Customer
- D. Value Stream Engineer
- E. Solution Management

**Answer: B,D,E (LEAVE A REPLY)**

#### **NEW QUESTION: 46**

What are the primary responsibilities of Program Portfolio Management (PPM)?

- A. Program management, stakeholder management, PI Planning.
- B. Governance, strategy and investment funding, program management.
- C. Lightweight business case, Epic specification workshop, Budget allocation.
- D. Governance, investment funding, product strategy.

**Answer: (SHOW ANSWER)**

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#### **NEW QUESTION: 47**

(select 3) What are the 3 primary outputs of PI Planning?

- A. Program board
- B. Vote of confidence/commitment
- C. Iteration Goals
- D. Top 10 Features
- E. Team PI Objectives
- F. Portfolio Vision

**Answer: (SHOW ANSWER)**

#### **NEW QUESTION: 48**

Backlog items in an Expedite class of service can break WIP limits.

- A. False
- B. True

**Answer: B ([LEAVE A REPLY](#))**

**NEW QUESTION: 49**

Phase-gate Milestones are not a good predictor of project performance.

- A. True
- B. False

**Answer: A ([LEAVE A REPLY](#))**

**NEW QUESTION: 50**

Understanding the full Value Stream allows you to focus on the delays.

- A. True
- B. False

**Answer: A ([LEAVE A REPLY](#))**

**NEW QUESTION: 51**

AFe assumes that programs commit to the key priorities within the current PI and provide a forecast for a few subsequent PIs.

- A. False
- B. True

**Answer: ([SHOW ANSWER](#))**

**NEW QUESTION: 52**

(Select 3) What are three ways to coordinate across Value Streams?

- A. Move teams across Value Streams to respond to changing business demands.
- B. Establish Enterprise architecture.
- C. Fund the Portfolio, not the Value Streams.
- D. Apply cadence and synchronization.
- E. Create a Portfolio Vision and Roadmap.
- F. Empower the Value Stream Engineer to coordinate all teams in the Value Stream.

**Answer: B,D,E ([LEAVE A REPLY](#))**

**NEW QUESTION: 53**

SAFe uses Kanban to manage flow at the Portfolio Level for the following reasons EXCEPT \_\_\_\_\_.

- A. To ensure that there is visibility and transparency.
- B. To ensure that portfolio items are delivered to the Program or Solution Backlogs every 2 weeks.
- C. To capture all ideas in the funnel.
- D. To limit the number of initiatives under consideration.

E. To ensure that the analysis and discovery work needed for the items are not time bound.

**Answer: B ([LEAVE A REPLY](#))**

**NEW QUESTION: 54**

What is NOT a SAFe-recommended Metric?

- A. Number of test cases produced.
- B. Number of defects outstanding.
- C. Percent of unit test coverage.
- D. Number of new test cases automated.
- E. Number of lines of code produced.
- F. Percent of user stories accepted by the Product Owner.

**Answer: ([SHOW ANSWER](#))**

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