

## Scrum.SSM.v2023-05-01.q70

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### NEW QUESTION: 1

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

- A. Transparency
- B. Teamwork
- C. Accountability

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

### NEW QUESTION: 2

An effective SAFe scrum master helps the team improve on their journey towards excellence through continuous integration, continuous development and what else?

- A. continuous release
- B. state of the art build tools
- C. wip limits
- D. Continuous exploration

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

### NEW QUESTION: 3

What is one time when a scrum master participates but does not necessarily facilitate?

- A. During team breakout sessions at PI planning
- B. when using ad-hoc teams for inspect and adapt
- C. when the agile release train does not require any team coordination
- D. If the entire team is present during the daily stand-up

**Answer: (SHOW ANSWER)**

### NEW QUESTION: 4

Within the Agile community, a person who has a deep specialization in one domain, but rarely contributes outside of that domain is a/an:

- A. E shaped person
- B. T Shaped person
- C. None of the above
- D. I shaped person

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

#### **NEW QUESTION: 5**

Who commits to the plan at the end of iteration planning?

- A. solution owner
- B. team
- C. product owner
- D. scrum master

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

#### **NEW QUESTION: 6**

What applies to the Portfolio Backlog? (Select 2)

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

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

#### **NEW QUESTION: 7**

What benefit does cadence development provide?

- A. Synchronization
- B. Limits variability
- C. Causes multiple events to occur at the same time
- D. Limits WIP

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

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

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

- A. release train engineer
- B. system architect
- C. solution owner
- D. product management

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

**NEW QUESTION: 9**

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

- A. To manage dependencies and resolve impediments
- B. To create a backlog of features the team can adopt
- C. To understand how the other team is working
- D. To foster an environment of capacity and velocity

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

**NEW QUESTION: 10**

What is the recommended timeframe for cadence-based PI Planning?

- A. 12-16 weeks
- B. 8-12 weeks
- C. 4-6 weeks
- D. 6-8 weeks

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

**NEW QUESTION: 11**

Why is Architectural Runway important? (Select 2)

- A. It allows for nontechnical changes
- B. It supports a stable velocity.
- C. It iteratively evolves the architecture to meet changing needs.
- D. It provides the documentation on which Features and Capabilities are built.

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

**NEW QUESTION: 12**

You organization decided to thoroughly implement the SAFe Principle "Assume variability; preserve options." What is the optimum path for success?

- A. Assume variability of scope, but have fixed Solution Context.
- B. Assume variability of scope and preserve options for the release date.
- C. Preserve flexibility in both system functionality and design.
- D. Preserve flexibility in system functionality and design, but have fixed Solution intent.

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

**NEW QUESTION: 13**

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

- A. Facilitating growth of others
- B. Effective training
- C. Implementing a CALMR approach to SAFe
- D. Management support

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

#### NEW QUESTION: 14

\_\_\_\_\_ is made up of Strategy & Investment Funding, Lean Governance, and Agile Portfolio Operations.

- A. Please note down your answer
- B. Lean Portfolio Management

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

#### NEW QUESTION: 15

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

- A. To provide routine, periodic presentations of the short- and longer-term Vision to the teams
- B. To provide a series of incremental steps forward through a shared and common framework and for implementing SAFe
- C. To facilitate the adoption of new methods and techniques
- D. To drive craftsmanship
- E. To provide a place to acquire knowledge - WHY NOT THIS ONE
- F. To improve the confidence of stakeholders through a shared and common purpose

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

#### NEW QUESTION: 16

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

- A. By estimating team velocity and comparing it across Iterations for continuous improvement
- B. 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
- C. By creating Classes of Services and Policies to execute the work in a way that is aligned with Program and Large Solution Levels
- D. By using Cumulative Flow Diagrams which objectively measure bottlenecks and variation in the flow which could be due to systemic factors

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

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**NEW QUESTION: 17**

Collective test ownership is important because it:

- A. facilitates shared understanding of system behavior
- B. ensures that the system has been fully tested
- C. facilitates the acceptance test criteria
- D. ensures all team members have tested the system

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

**NEW QUESTION: 18**

At the end of a two-day planning meeting, a team does not have a committed plan. Do they:

- A. Stay until they get a committed plan
- B. Leave and meet in a day or two
- C. Have the RTE assign the a plan
- D. Have an executive assign them a plan

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

**NEW QUESTION: 19**

What activity occurs during the program Inspect and Adapt workshop?

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

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

**NEW QUESTION: 20**

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

- A. E-shaped
- B. I-shaped
- C. M-shaped
- D. T-shaped

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

**NEW QUESTION: 21**

Cumulative Flow shows:

- A. Rate of acceptance
- B. Opportunities to improve

C. Average cycle times

D. All of the above

**Answer: (SHOW ANSWER)**

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

Which two statements describe the design of the team Kanban board? (Choose two.)

A. It is designed by the Development Team with coaching from the Scrum Master, and it is based on the team's workflow

B. It has the same design across all Agile teams to ensure consistent execution

C. It is designed by the Scrum Master so that team members follow her suggestions on how the work needs to be done

D. It is primarily a task board used to visualize the Iteration Backlog and related tasks

E. It has a WIP limit for every stage that is adjusted empirically

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

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

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

A. When identifying the selection of common platforms

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

C. When allocating functions to subsystems

D. When defining subsystems and interfaces

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

#### **NEW QUESTION: 24**

Which two options are considered Agile practices? (Choose two.)

A. Timeboxing

B. Making sure requirements are complete prior to development

C. Building GANTT charts

D. Batching work for testing efficiency

E. Test-Driven Development

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

#### **NEW QUESTION: 25**

Solution Trains deliver Business Solutions and Lean Systems by managing frequent integration, continuously addressing compliance concerns, coordinating multiple ARTs & suppliers and:

A. Architecting for scale, modularity, releasability, and serviceability.

B. Ensuring the Solutions stay within budgets

C. Providing training for single ARTs

D. Architecting for scale and immediate release on demand.

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

**NEW QUESTION: 26**

A balance between emergent design and intentional architecture is required for:

- A. an empirical architecture
- B. speed of development and control
- C. speed of development and maintainability
- D. a successful implementation

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

**NEW QUESTION: 27**

The 5-Whys is used to avoid:

- A. assumptions and logic traps
- B. blaming others
- C. black holes
- D. logic traps and anomalies

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

**NEW QUESTION: 28**

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

- A. It shows the overall system is inefficient\*
- B. It makes it hard to collect metrics
- C. It hides bottlenecks in the workflow\*
- D. It does not allow the Development Team time to improve their processes
- E. It requires too much work effort

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

**NEW QUESTION: 29**

At what time during the Program Increment Planning do the Business Owners circulate and assign business value to team objectives?

- A. Day 1 - During Draft Plan Review
- B. Day 2 - During Final Plan Review
- C. Day 2 - During 2nd Team Break out
- D. Day 1 - During Initial Team Breakout

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

**NEW QUESTION: 30**

There are two primary aspects of a lean-agile mindset lean thinking and what?

- A. embracing agility
- B. feature enablement
- C. systems engineering

D. lean systems

Answer: ([SHOW ANSWER](#))

**NEW QUESTION: 31**

Kanban does everything EXCEPT:

- A. It helps control financial budget targets
- B. It allows better visibility into the progress of work based on the team-specific work flow.
- C. It helps improve iteration outcomes
- D. It connects capacity based planning in Scrum with a throughput based approach

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

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**NEW QUESTION: 32**

Agile Release Trains are organized around the ability to release value on demand through the \_\_\_\_\_.

- A. Continuous Delivery Pipeline
- B. Please note down your answer

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

**NEW QUESTION: 33**

What would imply a change to the ART Budget?

- A. Switching to a different PI cadence.
- B. Reducing the scope of a Program Epic.
- C. Extending the duration of a PI.
- D. Changing total ART resources
- E. Prioritizing Features based on Cost of Delay.

Answer: ([SHOW ANSWER](#))

**NEW QUESTION: 34**

What is Cost of Delay?

- A. Penalty for nonperformance.
- B. Cost of not addressing risk early on.
- C. Opportunity cost and deferred revenue.

D. Cost incurred when system integration appears too late in the PI.

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

**NEW QUESTION: 35**

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

- A. Validate design with stakeholders and build the functionality later
- B. Implement the story UI first and build the business logic later
- C. Implement the 'happy path' first and the rest of the scenarios afterward
- D. Start with the data structure and extend into the business logic and UI

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

**NEW QUESTION: 36**

The PI Predictability Measure shows whether achievements fall into an acceptable

- 
- A. control document
  - B. process control band
  - C. testing plan
  - D. None of the above

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

**NEW QUESTION: 37**

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

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

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

**NEW QUESTION: 38**

What is the basis for most team conflicts?

- A. Unexamined assumptions
- B. Ideological differences
- C. Lack of leadership
- D. Lack of common goals

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

**NEW QUESTION: 39**

What are two examples of an organizational structure anti-pattern? (Choose two.)

- A. The Development Team's manager is also the Product Owner
- B. The Scrum Master runs backlog refinement

- C. Development Team members rotate the role of the Scrum Master
- D. There are two Product Owners for the team
- E. There is one Scrum Master supporting the team

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

#### **NEW QUESTION: 40**

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

- A. Call for a team self-assessment so that the team agrees on improvement actions
- B. Ask the team to redesign the board
- C. Encourage and coach the people in the under-utilized stage to help with the work of the of overloaded stage
- D. Request more people on the team to help with the overloaded stage in order to generate work faster for the waiting stage

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

#### **NEW QUESTION: 41**

What type of anti-pattern is below: "The Agile Team has more than one Product Owner."

- A. A Structural Anti-Pattern
- B. Please note down your answer

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

#### **NEW QUESTION: 42**

Which of the following have acceptance criteria? (Select 3)

- A. Strategic Themes
- B. Spikes
- C. Business Capabilities
- D. Enabler Features
- E. Program Epics
- F. Portfolio Enabler Epics

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

#### **NEW QUESTION: 43**

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

- A. By facilitating a team meeting
- B. By facilitating the team retrospective
- C. By focusing on the Iteration goals
- D. By eliminating impediments

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

#### **NEW QUESTION: 44**

What does innovation accounting mean?

- A. Being sure to account for the investment in new product initiatives on a P&L.
- B. Defining, empirically measuring, and communicating the true progress of innovation.
- C. Capitalizing the cost of software development using Story points.
- D. Demoing Stories that come out of the IP Iteration.

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

#### NEW QUESTION: 45

The Scrum Master facilitates which three events in SAFe? (Choose three.)

- A. Scrum of Scrums
- B. Retrospective
- C. System Demo
- D. LPM Backlog Refinement
- E. Iteration Planning
- F. Daily stand-up

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

#### NEW QUESTION: 46

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

- A. Create more unit tests
- B. Run performance testing as well as the testing of other non-functional requirements every IP Iteration
- C. Perform as many types of testing within the Iteration boundaries as possible
- D. Test each release more thoroughly

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

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#### NEW QUESTION: 47

What is a typical measurement in Kanban?

- A. Code quality
- B. Queue length
- C. Velocity
- D. Average WIP

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

**NEW QUESTION: 48**

The three pillars of Scrum are transparency, inspection, and what else?

- A. Respect
- B. Self organization
- C. Collaboration
- D. Adaptation

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

**NEW QUESTION: 49**

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

- A. Key Performance Indicators
- B. The Program Predictability Measure
- C. System Quality Measurements
- D. Program Kanban

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

**NEW QUESTION: 50**

what is the statement describing Agile team continuously adapt to new circumstances and enhance the methods of value delivery

- A. improvement
- B. deployment
- C. continuous integration
- D. delivery

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

**NEW QUESTION: 51**

Features lend themselves to the Lean UX process model. They include a description, benefit hypothesis

- A. IP outcomes
- B. Content readiness
- C. Acceptance criteria
- D. Scope and context

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

**NEW QUESTION: 52**

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

- A. Comparing velocities across the teams

- B. Keeping the planning milestones on track
- C. Exposing risks, impediments, and dependencies
- D. Looking for ways to increase team velocity
- E. Rolling up the PI Business Value objectives

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

**NEW QUESTION: 53**

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

- A. Create a summary report for leadership and management
- B. Record all brainstorming ideas
- C. Identify the root causes of possible problems
- D. Agree on the problem to solve

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

**NEW QUESTION: 54**

An effective Safe scrum master is a team-based servant leader who helps the team do what?

- A. understand and operate within lean budgets
- B. embrace relentless improvement through iteration retrospectives
- C. develop better and more specialized skill sets
- D. manage the team's own backlog

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

**NEW QUESTION: 55**

In SAFe, who owns the Vision for a PI?

- A. Scrum Master
- B. COE
- C. Business Owners
- D. Product Owner
- E. Product Management

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

**NEW QUESTION: 56**

Collective ownership is one XP principle adopted in SAFe.

What is another XP principle?

- A. Pair Programming
- B. Plan-Do-Check-Adjust
- C. Weighted Shortest Job First
- D. Deliver Value

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

**NEW QUESTION: 57**

An effective SAFe Agile team ensures process visibility to who?

- A. The Agile Release Train
- B. The Release Train Engineer
- C. Stakeholders
- D. Business Owners

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

**NEW QUESTION: 58**

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

- A. Get them to work only on their specialty
- B. Discuss their weaknesses
- C. Ask them to work alone on something new
- D. Pair-work with other team members

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

**NEW QUESTION: 59**

What description best represents Capabilities as defined in SAFe?

- A. Capabilities are simply a different kind of Epic, exhibiting largely the same characteristics and practices.
- B. Capabilities are simply a level of abstraction above Features, exhibiting largely the same characteristics and practices.
- C. Capability is a different name for Features, one that is preferred by some organizations.
- D. Capabilities are simply a level of abstraction above Epics, exhibiting largely the same characteristics and practices.

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

**NEW QUESTION: 60**

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

- A. Relentlessly improve
- B. Form and re-form teams
- C. Estimate stories
- D. Continuously deliver

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

**NEW QUESTION: 61**

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

- A. Mastery
- B. Responsibility

- C. Autonomy
- D. Recognition
- E. Reward
- F. Purpose

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

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**NEW QUESTION: 62**

A Scrum Master facilitates the adoption of technical practices because it helps the team mature in their Definition of Done and Encourages pairing and peer review.

- A. False
- B. True

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

**NEW QUESTION: 63**

what is an anti-pattern for the IP iteration?

- A. to allow for sufficient capacity in the program roadmap
- B. to wait for the IP iteration to fix defects
- C. to minimize lost capacity when people are on vacation or holidays
- D. to plan work for the IP iteration during PI planning
- E. to ensure all stories and teams' PI plans are completed prior to the IP iteration

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

**NEW QUESTION: 64**

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

- A. Agile Release Train
- B. Solution Train
- C. Value Stream
- D. Portfolio

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

**NEW QUESTION: 65**

During PI planning, which two tasks are part of the scrum master's role in the first team breakout?

- A. Be involved in the program backlog refinement and preparation
- B. Provide clarifications necessary to assist the team with their story estimating and sequencing
- C. facilitate the coordination with other teams for dependencies
- D. review and prioritize the team backlog as part of the preparatory work for the second team breakout
- E. identify as many risks and dependencies as possible for the management review

**Answer: (SHOW ANSWER)**

#### **NEW QUESTION: 66**

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

- A. By facilitating a team's progress towards goals
- B. By actively addressing impediments
- C. By promoting a continuous release
- D. By building high performing trains

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

#### **NEW QUESTION: 67**

What three attributes summarize DevOps?

- A. Strong organizational structure
- B. A set of technical practices
- C. A shared culture
- D. A high performing devOps team
- E. A mindset
- F. Combined deployment and release

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

#### **NEW QUESTION: 68**

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?

- A. Coordinate with the System Team to coach this team on Continuous Integration and test automation
- B. Retrain team members on Agile practices
- C. Decide improvement actions for the team to implement
- D. Hold the team self-assessment at any time and do not wait for the Iteration Retrospective

**Answer: (SHOW ANSWER)**

**NEW QUESTION: 69**

Capabilities are similar to Features and can be managed in the Program Backlog

- A. False
- B. True

Answer: ([SHOW ANSWER](#))

**NEW QUESTION: 70**

Who acts as the 'Chief Scrum Master' for the Agile Release Train?

- A. Scrum Master
- B. Release Train Engineer
- C. Product Manager
- D. Business Owner

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

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