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Question: 20

Within the SAFE principles (10), what is related to this principle: #3, "Assume variability; preserve options,"?

- A. Stronger Definition of Done
- B. Specification traceability
- C. Better economic results
- D. Up front design of systems

Answer: C

Explanation:

Solution development is an inherently uncertain process. Technical variability and market variability are present throughout the development process. Innovative new systems have, by definition, never been developed before, so there is no guaranteed path to success. If there were, it wouldn't be innovation. That's why we love this business. To assure forward progress, system developers are inclined to reduce variability as quickly as possible. The more deterministic things are, the better we feel. That's just human nature. It seems that the more we think we know and have already decided, the further along we think we are. And that's true up to a point, but even then variability is a constant presence. Variability is inherently neither bad or good—it just is what it is. But it's the economics associated with the timing and type of variability that determines outcomes. The goal is to manage variability, and to preserve options, providing the controls and flexibility teams need to build great solutions.

Question: 21

The product backlog contains 60 story points. The team velocity is around 20 story points per iteration.

How many Iterations would it take to finish the backlog?

- A. 1 Iteration
- B. 2 Iterations
- C. 4 Iterations
- D. 3 Iterations

Answer: D

Explanation:

$$60/20 = 3$$

Question: 22

When is Continuous Exploration happening?

- A. On demand, based on market rhythms and events
- B. Every Iteration
- C. During the IP Iteration in preparation for PI Planning
- D. In the first PI Iteration to prepare for work in Iteration 2 and deployment in Iteration 3

Answer: B

Explanation:

Continuous Exploration (CE) is the process that drives innovation and fosters alignment on what should be built by continually exploring market and customer needs, and defining a Vision, Roadmap, and set of Features for a Solution that addresses those needs.

Question: 23

Who is facilitating the Scrum of Scrums?

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

Answer: D

Explanation:

The Release Train Engineer (RTE) typically facilitates a weekly (or more frequently, as needed) Scrum of Scrums (SoS) event. The SoS helps coordinate the dependencies of the ARTs and provides visibility into progress and impediments. The RTE, representatives from each team (often the Scrum Master), and others (where appropriate) meet to review their progress toward milestones and PI objectives, and dependencies among the teams. The event is timeboxed for 30-60 minutes and is followed by a "meet after" where individuals who want to do a deeper dive into specific problems can remain behind.

Question: 24

What are the three inputs to start PI Planning?

- A. A set of PI Objectives
- B. Product/Solution Vision
- C. Business context
- D. Solution Roadmap
- E. Top-10 Features
- F. Ready user stories

Answer: A,B,C,E

Explanation:

Program Increment (PI) Planning is a cadence-based, face-to-face event that serves as the heartbeat of the Agile Release Train (ART), aligning all the teams on the ART to a shared mission and Vision. PI planning is essential to SAFe: If you are not doing it, you are not doing SAFe. Inputs to PI planning include: Business context (see content readiness below) Roadmap and vision Top 10 Features of the Program Backlog A successful PI planning event delivers two primary outputs: Committed PI objectives C A set of SMART objectives that are created by each team with the business value assigned by the Business Owners. Program board C Highlighting the new feature delivery dates, feature dependencies among teams and relevant Milestones.

Question: 25

How feedback is connected with optimum batch size?

- A. Feedback and batch size are generally not connected
- B. Small batch sizes enable faster feedback with lower transaction costs
- C. Large batches reduce transaction cost and provide a higher return on investment
- D. Lack of feedback contributes to higher holding cost

Answer: B

Explanation:

The economically optimal batch size depends on both the holding cost (the cost for delayed feedback, inventory decay, and delayed value delivery) and the transaction cost (the cost of preparing and implementing the batch). To improve the economics of handling smaller batches—and thus increase throughput—teams must focus on reducing the transaction costs of any batch. This typically involves increasing the attention to and investment in infrastructure and automation, including things such as continuous integration, automating the build environment, automated regression testing and more. (This is a primary purpose of implementing DevOps.)

Question: 26

What is defining the best the Program Vision?

- A. It provides an outline of the Features for the next three Program Increments
- B. It summarizes the team PI Objectives for the current Program Increment
- C. It drives the allocation of budget for the Agile Release Train
- D. It expresses the strategic intent of the Program

Answer: D

Explanation:

When using Full SAFe or Large Solution SAFe, each ART will likely have its own vision, detailing the direction of the specific capabilities or subsystems that it produces. This vision should be tightly coupled to the solution vision it supports.

Question: 27

What kind of items is describing behaviors in the Large Solution view?

- A. Capabilities
- B. User Stories
- C. Features
- D. Benefits

Answer: A

Explanation:

Large Solution SAFe describes additional roles, practices, and guidance to build and evolve the world's largest applications, networks, and cyber-physical systems. Large Solution SAFe (Figure 1) configuration includes the following constructs: The Essential SAFe configuration An additional competency, Enterprise Solution Delivery that describes how to apply Lean-Agile principles and practices to the specification, development, deployment, operation, and evolution of the world's largest and most sophisticated software applications, networks, and cyber-physical systems. The large solution level roles, artifacts, and events. The full spanning palette A connection to the Enterprise or Government entity the solution supports The following Large Solution SAFe artifacts help coordinate multiple ARTs and suppliers: Capabilities C Capabilities are a higher-level solution behavior that typically spans multiple ARTs. They are sized and split into multiple features so that they can be implemented in a single PI. Enabler Capabilities C Enabler capabilities support the activities needed to extend the Architectural Runway to provide future business functionality and include exploration, architecture, infrastructure, and compliance. Solution Epics C Solution Epics are epics implemented by a single Solution Train. Nonfunctional Requirements (NFRs) C NFRs define system attributes such as security, reliability, performance, maintainability, scalability, and usability. These are incorporated in solution intent. Solution Backlog C Solution Backlog is the holding area for upcoming capabilities and enablers, each of which can span multiple ARTs and are intended to advance the solution and build its architectural runway.

Question: 28

What are the three pillars of Scrum: transparency, inspection ...?

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

Answer: A

Explanation:

Scrum pillars are Transparency, Inspection and Adaptation.

Question: 29

What is SAFE?

- A. SAFE is a framework to implement Devops
- B. SAFE is based of proven, integrated Lean practices and principles, Agile and Devops
- C. SAFE is a tool for budget management

Answer: B

Explanation:

Scaled Agile Framework® (SAFe®) empowers complex organizations to achieve the benefits of Lean-Agile software and systems development at scale. SAFe is the world's leading framework for scaling Agile across the enterprise. Used by hundreds of the world's largest organizations, SAFe sustains and drives faster time-to-market, dramatic increases in productivity and quality, and improvement in employee engagement. SAFe is designed to help businesses continuously and more efficiently deliver value on a regular and predictable schedule. It provides a knowledge base of proven, integrated principles and practices to support enterprise agility.

Question: 30

What is the foundation of the customer-centric?

- A. Market and user research
- B. Product lifecycle
- C. Customer value
- D. Whole product solution

Answer: A

Explanation:

The foundation of the customer-centric enterprise is market and user research that creates actionable insights into the problems customers face, the solution requirements, and the solution context. Market research tends to drive strategy; user research tends to drive design. Research activities occur continuously and are directly supported through Continuous Exploration in the Continuous Delivery Pipeline, product telemetry data, and the feedback loops that exist between the solution and the Solution Context.

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