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**Shared by *Delaney* on *08-12-2023***

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# Question 1

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**Question Type:** MultipleChoice

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Team A wants to use the IP Iteration to continue their "usual work." What is one benefit the Scrum Master/Team Coach could share with the team about using the IP Iteration as intended?

## Options:

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- A- The team can consider additional retrospective action items
- B- The team can perform needed system maintenance
- C- The team can participate in hackathons
- D- The team can find time to participate in ad hoc groups

## Answer:

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C

## Explanation:

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Hackathons are one of the activities that can be done during the IP Iteration to foster innovation and learning. They allow the team members to work on whatever they want, with whomever they want, as long as the work reflects the mission of the company. The teams

then demo their work to others at the end of the hackathon. Hackathons can help the team explore new ideas, technologies, and solutions that can benefit the business and the customers. They can also increase the team's engagement, creativity, and collaboration. Reference: Innovation and Planning Iteration - Scaled Agile Framework, Exam Study Guide: SSM (6.0) - SAFe Scrum Master

## Question 2

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**Question Type:** MultipleChoice

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What is one example of Scrum Masters/Team Coaches helping without diminishing the commitment of others?

**Options:**

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- A- Facilitating necessary meetings for the team
- B- Demoining the team's completed work
- C- Encouraging handoffs so each team member contributes to the work
- D- Coaching the team to refrain from relying on external resources

**Answer:**

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A

### **Explanation:**

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One example of Scrum Masters/Team Coaches helping without diminishing the commitment of others is facilitating necessary meetings for the team. Facilitating means providing guidance and support to the team in conducting effective and productive meetings, such as Iteration Planning, Daily Stand-up, Iteration Review, and Iteration Retrospective<sup>1</sup> Facilitating does not mean taking over the meeting or making decisions for the team. Rather, it means creating a safe and respectful environment, ensuring clear and shared objectives, encouraging participation and collaboration, managing time and agenda, resolving conflicts and issues, and summarizing outcomes and action items<sup>23</sup> By facilitating necessary meetings for the team, Scrum Masters/Team Coaches help the team to achieve their goals, improve their processes, and deliver value to the customers and the organization<sup>14</sup> At the same time, they respect and empower the team's autonomy, self-organization, and self-management, and do not interfere with their commitment or accountability<sup>14</sup> (Must be taken from SAFe 6 Scrum Master resources)

[Scrum Master/Team Coach - Scaled Agile Framework](#)

[Facilitation - Scaled Agile Framework](#)

[How to Facilitate Effective Meetings as a Scrum Master | Agile Velocity](#)

[The Scrum Master Balancing Act | Scrum.org](#)

## **Question 3**

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**Question Type: MultipleChoice**

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What is one Agile development value?

**Options:**

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- A- Healthy interactions over detailed plans
- B- Customer collaboration over contract negotiation
- C- Risk-taking over process development
- D- Working teams over busy individuals

**Answer:**

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B

**Explanation:**

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One Agile development value is customer collaboration over contract negotiation. This value is one of the four core values of the Agile Manifesto, which states: "We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value: Individuals and interactions over processes and tools Working software over comprehensive documentation Customer collaboration over contract negotiation Responding to change over following a plan That is, while there is value in the items on the right, we value the items on the left more."1This value emphasizes the importance of building a trusting and collaborative relationship

with the customers, rather than relying on rigid and formal contracts that may limit the ability to respond to changing needs and expectations  
2Customer collaboration means involving the customers throughout the development process, seeking their feedback, input, and validation, and delivering solutions that meet their requirements and expectations  
3Customer collaboration also means respecting the customers' opinions and perspectives, and resolving any conflicts or issues in a constructive and respectful manner  
4Customer collaboration helps the Agile teams to deliver value faster and more effectively, as well as to increase customer satisfaction and loyalty  
34(Must be taken from SAFe 6 Scrum Master resources)

Manifesto for Agile Software Development

Customer Collaboration Over Contract Negotiation - Mountain Goat Software

Customer Collaboration Over Contract Negotiation - Agile Alliance

Customer Collaboration Over Contract Negotiation - Scrum Inc

## Question 4

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**Question Type: MultipleChoice**

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What is the intended value of the Backlog Refinement event?

## Options:

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- A- The team is able to prepare requirements for Iteration Planning
- B- The team aligns on the progress of Iteration Goals
- C- The team is able to commit to a set of goals to be delivered in the Iteration
- D- The team reviews and improves processes before the next Iteration

## Answer:

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A

## Explanation:

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The intended value of the Backlog Refinement event is that the team is able to prepare requirements for Iteration Planning. Backlog Refinement is an ongoing process where the team collaborates with the Product Owner and other stakeholders to review, split, prioritize, and estimate the stories in the Team Backlog<sup>1</sup> One of the main objectives of Backlog Refinement is to ensure that the stories are ready for Iteration Planning, which means they are clear, feasible, testable, and small enough to be completed in a single Iteration<sup>2</sup> By doing so, the team can improve the quality, efficiency, and effectiveness of their work, as well as deliver value to the customers and the organization<sup>123</sup>

[Team Backlog - Scaled Agile Framework](#)

[Backlog Refinement - Scaled Agile Framework](#)

## Question 5

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**Question Type:** MultipleChoice

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Team A works collaboratively on new functionality for a customer application. The acceptance criteria have each been minimally met.

Team A decides to release the functionality with a method for collecting direct customer feedback. Which of the following high-performing team characteristics is Team A demonstrating?

### Options:

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- A- Balancing abilities on the team with the challenge of the work
- B- Taking appropriate risks without fear of failure
- C- Focusing on success over trying to avoid failures
- D- Using regular feedback loops built into the learning cycle

### Answer:

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D



## Explanation:

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One of the high-performing team characteristics that Team A is demonstrating is using regular feedback loops built into the learning cycle. A high-performing Agile Team is a cross-functional group of people that have everything, and everyone, necessary to produce a working, tested increment of product. They are empowered, collaborative, aligned, and committed to delivering value to the customers and the organization. One of the factors that enable a high-performing Agile Team is using regular feedback loops to learn and improve. Feedback loops are mechanisms that provide the team with information about the outcomes and impacts of their actions, as well as the needs and expectations of their customers and stakeholders. Feedback loops help the team to validate their assumptions, measure their progress, and adjust their plans accordingly. Feedback loops also help the team to foster a culture of experimentation, innovation, and continuous improvement, as well as to increase customer satisfaction and loyalty. Team A is using regular feedback loops by releasing the functionality with a method for collecting direct customer feedback. This allows them to learn from the actual users of their product, and to incorporate their feedback into the next iteration of development. This way, they can deliver value faster and more effectively, as well as to enhance the quality and usability of their product. (Must be taken from SAFe 6 Scrum Master resources)

[Feedback - Scaled Agile Framework](#)

[Agile Teams - Scaled Agile Framework](#)

[Feedback Loops: The Key to Building Better Products Faster | UserTesting Blog](#)

[The Importance of Customer Feedback in Product Development | SurveyMonkey](#)

## Question 6

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**Question Type: MultipleChoice**

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What is one anti-pattern that emerges when teams do not spend enough time refining the backlog?

**Options:**

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- A-** Teams arrive to Team Sync without progress to share
- B-** Teams enter retrospectives without improvement ideas
- C-** Teams enter new Iterations without enough Stories prepared
- D-** Teams arrive to Iteration Planning without specified goals

**Answer:**

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C

**Explanation:**

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One anti-pattern that emerges when teams do not spend enough time refining the backlog is that they enter new Iterations without enough Stories prepared. This can result in several negative consequences, such as:123

The team may struggle to plan and commit to the Iteration Goals, as they lack clarity, feasibility, and testability of the Stories.

The team may face delays, rework, and waste, as they encounter unanticipated dependencies, risks, or technical issues during the Iteration.

The team may deliver low-quality or incomplete Stories, as they rush to meet the Iteration deadlines or compromise on the Definition of Done.

The team may lose focus, alignment, and motivation, as they work on ambiguous or unrealistic Stories that do not deliver value to the customers or the organization.

To avoid this anti-pattern, the team should dedicate sufficient time and effort to refine the backlog on a regular basis, preferably every Iteration<sup>123</sup>Backlog Refinement is an ongoing process where the team collaborates with the Product Owner and other stakeholders to review, split, prioritize, and estimate the Stories in the Team Backlog<sup>4</sup>One of the main objectives of Backlog Refinement is to ensure that the Stories are ready for Iteration Planning, which means they are clear, feasible, testable, and small enough to be completed in a single Iteration<sup>2</sup>By doing so, the team can improve the quality, efficiency, and effectiveness of their work, as well as deliver value to the customers and the organization

## Question 7

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**Question Type:** MultipleChoice

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During which of the following Agile Team events do team members estimate relative story sizes?

## Options:

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- A- Backlog Refinement
- B- Iteration Review
- C- Iteration Planning
- D- Iteration Retrospective

## Answer:

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A

## Explanation:

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Backlog Refinement is the Agile Team event where team members estimate relative story sizes. Backlog Refinement is an ongoing process where the team collaborates with the Product Owner and other stakeholders to review, split, prioritize, and estimate the stories in the Team Backlog. One of the main objectives of Backlog Refinement is to ensure that the stories are ready for Iteration Planning, which means they are clear, feasible, testable, and small enough to be completed in a single iteration. To achieve this, the team uses relative story sizing, which is a technique to compare the effort, complexity, and uncertainty of different stories based on a common reference point. Relative story sizing helps the team to create a consistent and shared understanding of the scope and value of the work, as well as to optimize the flow and predictability of the delivery process. The team can use various methods to estimate relative story sizes, such as story points, T-shirt sizes, or Fibonacci numbers. (Must be taken from SAFe 6 Scrum Master resources)

Team Backlog - Scaled Agile Framework

[Backlog Refinement - Scaled Agile Framework](#)

[Story - Scaled Agile Framework](#)

[How to Estimate Agile Stories: Introducing Relative Sizing - LeanDog](#)

[Why Your Agile Team Should Use Relative Story Point Estimation](#)

## Question 8

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**Question Type:** MultipleChoice

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During which of the following stages of team development do team members stop focusing on their own goals and begin focusing on developing better ways of working together?

**Options:**

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A- Forming

B- Norming

C- Storming

D- Transforming

**Answer:**

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B

**Explanation:**

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Norming is the stage of team development where team members stop focusing on their own goals and begin focusing on developing better ways of working together. Norming occurs after the team has gone through the Forming and Storming stages, where they have established their roles and responsibilities, and have resolved their initial conflicts and disagreements. In the Norming stage, the team starts to build trust, respect, and cohesion among themselves. They also align on a common vision, mission, and goals, and agree on the norms and expectations for their collaboration and communication. The team becomes more productive, efficient, and effective, as they leverage their collective strengths and skills, and support each other in overcoming challenges and delivering value. The team also develops a sense of identity and pride, and celebrates their achievements and learnings. (Must be taken from SAFe 6 Scrum Master resources)

[Agile Teams - Scaled Agile Framework](#)

[5 Stages of Team Development | Agile Scrum Guide | Book | Blog](#)

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