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SAFe Agile Product Manager (APM 6.0)

Scrum SAFe-APM

Version Demo

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QUESTION NO: 1

The business wants to avoid losing Customers. A new Feature to address that could be placed in which category?

- A. New business
- B. Up-sell
- C. Operational efficiency
- D. Retainment

ANSWER: D

Explanation:

Retainment is the appropriate category because the business objective is to reduce customer loss, commonly measured as customer churn. In SAFe Lean Budget Guardrails, feature categories provide a way to classify investments by the business outcomes they are intended to achieve. A retainment feature is specifically intended to preserve or improve the relationship with existing customers, helping them continue to receive value and remain customers. For example, a team might create features that improve a critical usability issue, address a recurring service concern, offer relevant loyalty benefits, or make renewal and support experiences more effective. These investments can protect recurring revenue, improve customer lifetime value, and support sustainable product growth by maintaining the existing customer base. The category should reflect the primary desired outcome of the feature rather than merely its implementation approach or a secondary benefit. Since avoiding the loss of current customers is directly an effort to retain them, Retainment accurately expresses the feature's intended business outcome. SAFe identifies retainment as one of the categories organizations can use when allocating capacity across investments and making portfolio-level trade-offs. See the SAFe guidance on [Lean Budgets](#) and its description of [Guardrails](#).

QUESTION NO: 2

Feature estimates are aggregated back into the Epic estimate as part of which artifact?

- A. Portfolio Roadmap
- B. Lean business case
- C. Customer journey map
- D. Capabilities

ANSWER: B

Explanation:

Lean business case is correct because it provides the lightweight economic and decision-making information used to evaluate, approve, and manage a SAFe Epic. A Lean business case captures the Epic's rationale and expected outcomes, including its benefit hypothesis and the financial considerations needed to support investment decisions. As an Epic is decomposed into Features, the estimates developed for those Features provide increasingly informed evidence about the scope and anticipated implementation effort. Aggregating Feature estimates into the Epic estimate allows the Lean business case to be refined with information learned during analysis and implementation planning, rather than relying only on an early, high-level assumption.

This supports Lean Portfolio Management by giving decision-makers an appropriately sized view of the Epic's expected investment, helping them assess whether the anticipated benefits justify the cost and whether to continue, adjust, or stop funding. SAFe describes the Lean business case as the mechanism that provides the information necessary to make an Epic go/no-go decision and to track its progress. See the [SAFe Epic guidance](#) and the [SAFe Lean Business Case guidance](#).

QUESTION NO: 3

What is one key component of Cost of Delay (CoD)?

- A. Time criticality
- B. Sequencing
- C. Job size
- D. Duration

ANSWER: A

Explanation:

Time criticality is a key component of Cost of Delay (CoD) in SAFe. Cost of Delay represents the economic impact of postponing a job, feature, or other work item. Time criticality captures how urgently the work is needed and how the value of delivering it changes as time passes. For example, an item associated with a regulatory deadline, a seasonal market window, a contractual commitment, or a rapidly emerging competitive threat has high time criticality because delaying it can quickly reduce or eliminate its value. SAFe uses time criticality alongside user or business value and risk reduction and/or opportunity enablement to estimate Cost of Delay. Those inputs are then used in Weighted Shortest Job First (WSJF), where Cost of Delay is considered relative to job size to help teams and ARTs sequence work for the best economic outcome. Identifying time-critical work helps product management and other decision-makers prioritize items whose benefits depend strongly on being delivered at the right time, rather than merely eventually being delivered. See the [SAFe WSJF guidance](#) and the [SAFe Cost of Delay overview](#).

QUESTION NO: 4

The Product Owners (POs) on an ART held a brainstorming session to gather more detail on an upcoming Feature. They created many Stories but are still deciding which ones to do first because they seem necessary. Which technique would help organize the Stories and understand which are

critical to implementing the Feature?

- A. Must have/Should have/Could have/Will not have (MoSCoW)
- B. Kano analysis
- C. Story mapping
- D. Weighted Shortest Job First (WSJF)

ANSWER: C

Explanation:

Story mapping is the appropriate technique because it enables Product Owners and teams to organize a large set of Stories around the user's workflow or journey and then identify the smallest coherent set needed to deliver the Feature. A story map lays out user activities and tasks across the horizontal dimension, creating a shared view of how users experience the capability. Stories are then arranged vertically by importance, allowing the team to distinguish essential behavior from enhancements and later increments.

For an ART preparing a Feature, this visualization is especially useful after brainstorming has generated many apparently necessary Stories. The POs can examine the end-to-end flow, reveal gaps and dependencies, and define a first releasable slice that supports the core user outcome. This helps establish the Feature's minimum viable scope while retaining less-critical Stories for subsequent iterations or releases. Story mapping therefore provides both organization and a practical basis for deciding which Stories are critical to implementing the Feature, rather than merely ranking isolated work items.

SAFe describes story mapping as a way to sequence Stories based on user workflow and prioritize them for implementation. See [Scaled Agile Framework: Story Mapping](#) and [Agile Alliance: User Story Mapping](#).

QUESTION NO: 5

A Product Manager is preparing a product Vision for an ART that serves several Customer segments. Stakeholders have supplied a lengthy list of requested Features and implementation ideas. What is the most appropriate way to use this information when creating the Vision?

- A. Translate every requested Feature into a PI Objective
- B. Synthesize the requests into a Customer and value-oriented product direction
- C. Commit to the requests with the highest implementation estimates
- D. Use the requests to define the team-level Story backlogs

ANSWER: B

Explanation:

The Product Manager should synthesize the requests into a concise description of the target Customers, the problem or opportunity, and the differentiated value the product intends to provide. A product Vision communicates the future direction and purpose of the product; it is not a detailed commitment to every requested Feature or implementation approach.

Feature requests can provide useful evidence about Customer needs and possible solution options, but Product Management should validate and prioritize them against the intended market, value proposition, and strategy. A detailed Feature list belongs in the evolving backlog and roadmap, where it can be refined as learning occurs. Treating all requests as part of the Vision would make the Vision solution-specific and difficult to adapt.

QUESTION NO: 6

Which research game is primarily used to better understand Customer needs?

- A. Buy a Feature
- B. Prune the Product Tree
- C. Spider Web
- D. Show and Tell

ANSWER: A

Explanation:

Buy a Feature is correct because it is a collaborative research game designed to reveal what customers value most and the trade-offs they are willing to make. Participants receive a constrained, simulated budget and choose among potential product features, often needing to combine their budgets or discuss choices with others to obtain higher-cost items. Those decisions make customer needs visible in a concrete, prioritizable form: the product team can observe the capabilities customers consider essential, the outcomes they seek, and the relative value they assign to competing ideas.

For an Agile Product Manager, this is especially useful when there are more possible features than can reasonably be pursued. Rather than asking customers only what they want in the abstract, Buy a Feature creates a realistic prioritization constraint. The resulting discussion supplies qualitative context, while the purchasing choices provide evidence to inform product discovery, backlog refinement, and value decisions. SAFe describes Buy a Feature as a research-game technique for learning customer preferences and priorities in an engaging, collaborative setting. See [SAFe: Buy a Feature](#) and [Innovation Games: Buy a Feature](#).

QUESTION NO: 7

During preparation for PI Planning, Product Owners ask Product Management for detailed Stories for every Feature proposed for the next PI. Several Features are still being analyzed, and Customer research may change their scope. What should Product Management provide to support effective planning?

- A. A prioritized set of analyzed Features with clear value and acceptance context

- B. Detailed Stories for every Feature on the ART Roadmap
- C. Only a list of technical tasks estimated by the Agile Teams
- D. A fixed scope commitment that prevents change during the PI

ANSWER: A

Explanation:

Product Management should provide a prioritized set of sufficiently analyzed Features, including their benefit hypotheses, acceptance criteria, relevant context, and the intended product direction. This gives teams and Product Owners enough information to explore, estimate, identify dependencies, and create PI Objectives without creating premature detailed designs for all work.

Features should be refined to an appropriate level as they flow through the ART Kanban. Product Owners and Agile Teams then collaborate to decompose selected Features into Stories as understanding increases. Requiring detailed Stories for every possible Feature before PI Planning would slow flow, create waste, and reduce the ability to respond to customer learning.