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SAFe Scrum Master - SSM (6.0)

Scaled Agile SSM

Version Demo

Total Demo Questions: 11

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Topic Break Down

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QUESTION NO: 1

Which of the following types of information is shared between the teams on an ART?

- A. A commitment to business agility
- B. A set of regulations
- C. A set of metrics
- D. A common mission using a single backlog

ANSWER: D

Explanation:

A common mission using a single backlog is correct because an Agile Release Train (ART) is a long-lived team of Agile teams and other stakeholders aligned to deliver a shared solution outcome. The ART's common mission gives every team the same strategic context: they understand the vision, intended customer and business outcomes, and the value the ART is responsible for delivering. A single, shared ART backlog provides a transparent, prioritized view of the features and enablers needed to achieve that mission. This common backlog enables teams to coordinate their work, identify and manage cross-team dependencies, plan together during PI Planning, and synchronize delivery on a shared cadence. Teams retain ownership of their team backlogs and detailed implementation work, but their work is aligned through the ART-level backlog and mission. This alignment is essential to SAFe's operating model because it connects decentralized Agile team execution to a unified value-delivery objective. Scaled Agile describes an ART as a team of Agile teams that plans, commits, and executes together, and identifies the ART backlog as the source of future work for the train. See [SAFe Agile Release Train](#) and [SAFe ART Backlog](#).

QUESTION NO: 2

What is one intended outcome of the problem-solving workshop?

- A. Generating innovative approaches to common issues facing teams and ARTs
- B. Forming working groups to better understand issues from the PI
- C. Creating improvement backlog items as planned work
- D. Developing solutions to recognized problems that blocked or slowed work

ANSWER: C

Explanation:

Creating improvement backlog items as planned work is an intended outcome of the Problem-Solving Workshop in SAFe's Inspect and Adapt event. After the Agile Release Train reviews PI performance and identifies significant systemic issues, participants use structured problem-solving practices to understand the problem and its causes. The workshop then converts the resulting improvement opportunities into actionable backlog items rather than leaving them as general observations or discussion points.

These improvement backlog items make the ART's improvement work visible, actionable, and appropriately prioritized. They can be scheduled as planned work in a future PI, allowing teams and ART stakeholders to apply capacity to the improvements that will most effectively enhance flow, quality, delivery, or business outcomes. This supports SAFe's continuous-improvement mindset by connecting learning from the completed PI to concrete follow-through in subsequent planning and execution.

SAFe describes Inspect and Adapt as an event that includes a problem-solving workshop to identify systemic problems and define improvement actions. Those actions are captured in the improvement backlog so they can be managed and implemented with the same discipline as other planned work. See [SAFe Inspect and Adapt](#) and [SAFe Continuous Improvement](#).

QUESTION NO: 3

Team A has decided to use the IP Iteration to continue the finalizing Feature delivery work they have been working on for the past two Iterations. What is one effect Team A might experience by continuing to stay heads-down rather than using the IP Iteration as intended?

- A. Individual team members could lose an opportunity to learn from one another
- B. Individual team members could lose an opportunity to keep their technical skills current
- C. Individual team members could lose an opportunity to consider their team work more holistically
- D. Individual team members could lose an opportunity to refresh their motivation

ANSWER: C

Explanation:

Individual team members could lose an opportunity to consider their team work more holistically. The Innovation and Planning (IP) Iteration is deliberately reserved at the end of each Program Increment to provide time away from normal feature delivery pressure. It enables teams and the Agile Release Train to participate in the Inspect and Adapt event, assess outcomes from the PI, identify systemic problems, and agree on meaningful improvement actions. This broader perspective is important because teams can examine not only whether a Feature was completed, but also how effectively they planned, collaborated, managed flow, addressed dependencies, built quality, and delivered value. The IP Iteration also provides capacity for innovation, learning, and planning activities that help prepare the next PI. If Team A remains focused exclusively on finishing delivery work, its members may miss the structured opportunity to step back, evaluate their ways of working in the context of the whole PI and ART, and turn learning into improvement backlog items. Using the iteration as intended supports continuous improvement rather than treating it as simply another delivery iteration. Scaled Agile describes these purposes in its [Innovation and Planning Iteration](#) guidance and connects reflection and improvement actions to the [Inspect and Adapt](#) event.

QUESTION NO: 4

What is one way a Scrum Master/Team Coach can help teams improve flow?

- A. Coach team members to combine work into bigger Stories
- B. Work with team members to establish a team Kanban board
- C. Direct team members to work in their domain of expertise
- D. Encourage hand-offs so each team member can write a Story to capture their piece of the work

ANSWER: B

Explanation:

Work with team members to establish a team Kanban board is correct because improving flow starts with making the team's actual workflow visible. A Team Kanban system visualizes each work item as it moves from discovery or refinement through implementation, validation, and completion. This shared view enables the team to see blocked work, accumulating queues, bottlenecks, and excessive work in process early enough to take action. The Scrum Master/Team Coach facilitates the team's use of this information, helping it define workflow states, explicit policies, and appropriate work-in-process limits, then use metrics such as flow time, flow load, flow efficiency, and throughput to inspect and adapt its way of working.

In SAFe, teams apply the flow principles by visualizing and limiting WIP, reducing batch sizes, and managing queue lengths. A Kanban board gives those practices a concrete, day-to-day mechanism: the team can pull work when capacity is available rather than simply starting more work, collaborate to finish aging items, and continuously improve the system based on observed flow. This supports faster feedback, improved predictability, and more reliable delivery of value. See SAFe's [Team Kanban](#) guidance and its [Principle 6: Visualize and limit WIP, reduce batch sizes, and manage queue lengths](#).

QUESTION NO: 5

What is one practice Scrum Masters/Team Coaches can use to run successful meetings?

- A. Leave meetings with clear action items
- B. Maintain vague agendas to allow for any urgent issues
- C. Allow individuals to override timeboxes to ensure full discussions
- D. Schedule meetings around the Product Owner to ensure they are able to make final decisions

ANSWER: A

Explanation:

Leave meetings with clear action items is a practical facilitation habit that turns discussion into measurable follow-through. A successful meeting should produce a shared understanding of any decisions made, the work that must happen next, who owns that work, and when progress or completion will be reviewed. Capturing these details as clear action items helps prevent unresolved topics from disappearing after the meeting and gives team members an explicit basis for accountability and coordination.

For Scrum Masters and Team Coaches, this practice supports the broader servant-leadership responsibility of facilitating effective team events and improving the team's ways of working. Action items are especially useful when a meeting identifies an impediment, improvement opportunity, dependency, or decision requiring follow-up outside the session. The facilitator can summarize the actions before closing, confirm ownership with the relevant people, make them visible in the team's agreed workflow, and revisit their status at an appropriate future event. This preserves momentum while allowing meetings to remain purposeful and timeboxed. SAFe describes the Scrum Master as a servant leader who facilitates team events and supports relentless improvement; see [SAFe Scrum Master](#). For Scrum event guidance and the importance of clear outcomes, see [The Scrum Guide](#).

QUESTION NO: 6

At an Iteration Review, stakeholders suggest a new capability after seeing a completed Story demonstrated. The Story meets its acceptance criteria and the team's Definition of Done. What should the Product Owner and Agile Team do with the stakeholder feedback?

- A. Capture the feedback as potential backlog work for prioritization
- B. Reopen the completed Story until the new capability is included
- C. Ask the team to implement the capability immediately
- D. Exclude the feedback because the Story has been accepted

ANSWER: A

Explanation:

The feedback should be captured and considered for prioritization in the Team Backlog. An Iteration Review is intended to obtain feedback on the working increment and adapt future work. A new capability does not invalidate a completed Story that already satisfies its agreed acceptance criteria and Definition of Done.

Reopening the completed Story automatically would blur the agreement used to validate it. Asking the team to implement the new request immediately can disrupt the Iteration Goal and bypass backlog prioritization. Ignoring stakeholder feedback loses a valuable opportunity to adapt.

QUESTION NO: 7

What is one recommended practice for Scrum Masters/Team Coaches when facilitating Iteration Review?

- A. Limit participants to just the team members
- B. Encourage team members to spend 3+ hours preparing
- C. Encourage the team member with the best presentation skills to demo each Iteration
- D. Begin to consider how and what to demo in Iteration Planning

ANSWER: D

Explanation:

Begin to consider how and what to demo in Iteration Planning is a recommended practice because an effective Iteration Review is prepared throughout the Iteration, not treated as a presentation assembled at the last minute. During Iteration Planning, the Scrum Master or Team Coach can help the Agile Team make the Iteration Goals, planned stories, acceptance criteria, and likely demonstrable outcomes visible. This early consideration helps the team organize work so that completed functionality can be shown in a realistic, integrated context. It also encourages ongoing collaboration with Product Management, Product Owners, customers, and other stakeholders who will benefit from seeing the increment and providing feedback.

SAFe describes the Iteration Review as a regular cadence-based event in which the team demonstrates the Stories completed during the Iteration and obtains feedback. Thinking ahead about the demonstration supports that purpose: the review can focus on working solution behavior and learning from stakeholders rather than on hurried preparation. The Scrum Master or Team Coach facilitates the event and helps create the conditions for broad participation, constructive feedback, and transparency about progress toward the team's objectives. See the [SAFe Iteration Review](#) guidance and the [SAFe Iteration Planning](#) article.

QUESTION NO: 8

How does the " C " in the CALMR approach to DevOps help teams manage tensions caused by differing needs?

- A. By establishing communication between different teams
- B. By creating a culture of shared responsibility
- C. By committing to a balance of speed and quality
- D. By identifying a collaborative approach to deployment

ANSWER: B

Explanation:

By creating a culture of shared responsibility, teams establish the behavioral foundation needed to handle the inherent tensions in DevOps work. In SAFe's CALMR approach, culture is not merely about communication or a set of stated values; it is the shared mindset in which everyone involved in delivering value accepts accountability for outcomes. This shared ownership brings development, operations, security, quality, and other contributors together around the same customer and business objectives.

Different needs naturally create tradeoffs, such as delivering features quickly while preserving reliability, security, quality, and operational stability. A culture of shared responsibility helps teams address those tradeoffs collaboratively rather than treating them as handoffs or conflicts between separate functional groups. It encourages transparency, trust, learning, and joint problem-solving throughout the value stream. Teams can therefore make informed decisions that optimize overall flow and value delivery instead of optimizing only one local concern. SAFe identifies culture as a core CALMR competency and emphasizes the collaborative, shared-responsibility behaviors that enable effective DevOps practices. See [SAFe CALMR](#) and [SAFe DevOps](#).

QUESTION NO: 9

What is one way a Scrum Master/Team Coach can build a high-performing team?

- A. Encourage team members to acquire T-shaped skills
- B. Suppress team conflicts to encourage more productivity
- C. Assign Stories so the team does not have to pull from the Kanban
- D. Encourage handoffs to allow each team member to contribute

ANSWER: A

Explanation:

Encourage team members to acquire T-shaped skills is correct because high-performing Agile Teams need sufficient cross-functionality to deliver value with minimal dependencies and delays. T-shaped skills combine depth in a person's primary specialty with a breadth of understanding and capability across adjacent disciplines. This breadth enables team members to collaborate more effectively, help complete work when bottlenecks arise, and share responsibility for achieving the team's objectives.

For a Scrum Master/Team Coach, encouraging this development supports the team's growth toward greater self-management. It can involve creating opportunities for pairing, peer learning, mentoring, mobbing, and rotating work within appropriate skill and quality constraints. The goal is not to eliminate expertise; deep specialization remains valuable. Rather, the team develops enough shared capability that progress does not depend unnecessarily on a single individual or create avoidable queues between specialists.

SAFe describes Agile Teams as cross-functional groups of individuals who define, build, test, and, where applicable, deploy increments of value. Building broader skills directly reinforces that cross-functional delivery capability and the collaborative behaviors needed for sustainable high performance. See the official SAFe guidance on [Agile Teams](#) and [Scrum Master/Team Coach](#).

QUESTION NO: 10

What is one element on the Scrum Master/Team Coach responsibility wheel?

- A. Facilitate Coach Sync
- B. Facilitate PI Planning
- C. Facilitate a Community of Practice
- D. Facilitate an Agile Team charter workshop

ANSWER: B

Explanation:

Facilitate PI Planning is an element of the Scrum Master/Team Coach responsibility wheel. In SAFe, the Scrum Master/Team Coach serves both the Agile Team and the broader Agile Release Train by enabling effective collaboration, facilitation, and continuous improvement. PI Planning is a critical cadence-based planning event in which teams and key stakeholders align on business context, vision, priorities, objectives, risks, and dependencies for the upcoming Planning Interval.

The Scrum Master/Team Coach helps the team prepare for PI Planning by ensuring that relevant backlog items, capacity considerations, and planning inputs are understood. During the event, this role supports productive team breakout sessions, helps surface and resolve impediments, promotes cross-team coordination, and ensures that objectives and dependencies are visible. Following the event, the Scrum Master/Team Coach helps the team complete appropriate follow-up activities, such as maintaining planning information and using outcomes to support execution. These facilitation responsibilities help create alignment across the Agile Release Train and enable teams to deliver value predictably. See SAFe's [Scrum Master](#) guidance and its overview of [PI Planning](#).

QUESTION NO: 11

A team completes a Story during the Iteration, but the functionality has not been integrated with the other teams' work. The Product Owner can see evidence that the Story meets its acceptance criteria. What is the most appropriate action at the Iteration Review?

- A. Make the Story's completion status transparent and demonstrate only the integrated value that is done
- B. Present the Story as complete because its acceptance criteria were met
- C. Exclude the Story from discussion until the next System Demo
- D. Ask the Product Owner to accept the Story after the review

ANSWER: A

Explanation:

Make the Story's completion status transparent and demonstrate only the integrated value that is done is correct. An Iteration Review is intended to provide an honest view of the working increment and obtain feedback. Work that is not integrated may create risk and should not be represented as fully delivered system value.

Acceptance criteria are important for validating the Story, but they do not replace the need for built-in quality and integration. Deferring discussion until the System Demo or asking the Product Owner to accept the Story without transparency reduces the value of inspection.