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Scaled Agile SAFe-SPC

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QUESTION NO: 1

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

ANSWER: D

Explanation:

SAFe Principle #3 (Assume variability; preserve options) recommends keeping multiple options open—especially in design and solution approaches—until the last responsible moment, using set-based design, so decisions can be made with better information and less rework. Therefore, the best path is to preserve flexibility in both system functionality and design rather than fixing design too early or focusing on fixing dates/scope. References: -

https://scaledagileframework.com/principles/#_principle_3_assume_variability_preserve_options

QUESTION NO: 2

(Select 2) What factors foster team "Ba"?

- A. Decentralized decision-making.
- B. Built-in instability.
- C. Use of Feature Teams.
- D. Dunbar's number

ANSWER: A B

Explanation:

In SAFe, team "Ba" (a shared context/space for collaboration and knowledge creation) is fostered by conditions that increase local autonomy and enable teams to self-organize and learn quickly. Two key factors are:

Decentralized decision-making — empowers teams to make timely local decisions and collaborate effectively.

Built-in instability — provides a clear challenge/vision and enough constraint to promote self-organization, adaptation, and learning.

References: <https://scaledagileframework.com/organizational-agility/> and <https://scaledagileframework.com/lean-agile-leadership/>

QUESTION NO: 3

(Select 4) What are legitimate examples of management as an enabling function, rather than as topdown control?

- A. Assigning backlog items to team members.
- B. Communicating the Solution Vision with the teams.
- C. Working with other departments to establish better communication among teams.
- D. Creating work breakdown structures.
- E. Assigning team members to handle external dependencies.
- F. Developing skills and career paths for team members.
- G. Creating an environment of mutual influence.

ANSWER: B C F G

Explanation:

Management as an enabling function in SAFe focuses on creating the conditions for teams to succeed (alignment, clarity, collaboration, and growth) rather than directing task-level work. Legitimate enabling examples include: (1) communicating vision to provide alignment and context, (2) collaborating across departments to improve communication and remove organizational barriers, (3) developing people via skills and career paths, and (4) fostering an environment of mutual influence (decentralized decision-making and respect for autonomy). In contrast, assigning backlog items to individuals and assigning individuals to specific dependency work are forms of task-level direction that reduce team self-management, and creating detailed WBS is associated with predictive/command-and-control planning rather than Lean-Agile enablement. References: - <https://scaledagileframework.com/lean-agile-leadership/> - <https://scaledagileframework.com/lean-agile-mindset/> - <https://scaledagileframework.com/lean-agile-leaders/>

QUESTION NO: 4

(Select 2) What steps in the Portfolio Kanban are most appropriate for running research spikes?

- A. Analysis-spikes help clarify feasibility.
- B. Implementing-teams perform spikes as usual
- C. Funnel-understand whether the Epic makes sense.
- D. Portfolio Backlog-run a spike before pulling into development.

ANSWER: A C

Explanation:

Research spikes to explore an Epic's viability and clarify feasibility are best performed early in the Portfolio Kanban—before committing significant investment. The most appropriate steps are: - Funnel: lightweight exploration to understand whether the Epic makes sense and is worth further analysis. - Analyzing: deeper investigation (including spikes) to clarify feasibility, estimate, and reduce uncertainty prior to approval. References: - <https://scaledagileframework.com/portfolio-kanban/> - <https://scaledagileframework.com/epic-and-epic-owner/>

QUESTION NO: 5

What is true about Epic implementation?

- A. Once pulled into implementation, the Epic needs to be finished.
- B. A budget reserve is established that can be used to fund Epics.
- C. Agile Release Trains are empowered to decide whether or not they proceed with a Portfolio Epic.
- D. Re-prioritization happens at every PI boundary, and the rest of the Epic can be postponed or canceled if there are more important new initiatives.

ANSWER: D

Explanation:

In SAFe, Epics are implemented incrementally and are continuously re-evaluated at key cadences (notably PI boundaries). This allows the portfolio to pivot: remaining Epic work can be deprioritized, postponed, or even canceled if higher-value initiatives emerge. Epics are not “must finish once started,” and governance/funding decisions occur through Lean Portfolio Management rather than forcing completion regardless of changing priorities. References: - <https://scaledagileframework.com/epics/> - <https://scaledagileframework.com/lean-budgeting/>

QUESTION NO: 6

In SAFe, Dunbar's number provides guidance for:

- A. The number of members on a self-managing, self-organizing ART.
- B. The maximum number of tasks in a Program Increment for optimal predictability.
- C. The number of Stories created during PI Planning to enable commitment.
- D. The percent utilization that enables a sustainable pace.

ANSWER: A

Explanation:

Dunbar's number is used in SAFe as guidance for the size of stable, collaborative social groups—most commonly applied to Agile Release Train (ART) size (typically ~50–125 people). It helps determine an ART's optimal number of people so that communication and alignment remain effective. References: - <https://scaledagileframework.com/agile-release-train/> - <https://scaledagileframework.com/teams/>

QUESTION NO: 7

What does the SAFe budgeting model suggest?

- A. Each Strategic Theme receives a budget allocation when Strategic Themes span portfolios.
- B. Epics, Features, and Stories are funded based on their size in normalized Story points, while teams are allocated to high-priority work as needed.

- C. Each Value Stream receives budget allocation as a whole; individual work is not specifically budgeted.
- D. Each team gets budget allocation and Features are funded according to their size in normalized Story points.

ANSWER: C

Explanation:

SAFe's Lean Budgeting model funds long-lived development value streams (and/or ARTs) via capacity allocation and guardrails, rather than funding individual initiatives (epics/features/stories) or individual teams. In other words, budgets are allocated to the value stream as a whole; work is prioritized within that fixed funding using Lean Portfolio Management practices (e.g., participatory budgeting and portfolio guardrails). Reference: <https://scaledagileframework.com/lean-budgets/>

QUESTION NO: 8

(Select 3) Based on the work of Don Reinertsen, SAFe denotes five primary economic factors that can be used to consider the economic perspective of a particular investment. From the list below, choose three of those primary economic factors.

- A. Lead time
- B. Value stream budget
- C. Return on Investment (ROI)
- D. Risk
- E. Development expense

ANSWER: A D E

Explanation:

SAFe (based on Don Reinertsen's product development flow economics) highlights five primary economic factors to evaluate investment decisions. From the options given, the three that match those factors are: Lead time, Risk, and Development expense (cost). These align to SAFe's economic framework used in decision-making (e.g., understanding the cost of delay drivers, development cost, and uncertainty/risk). Reference: <https://scaledagileframework.com/lean-budgeting/> (see sections discussing flow economics and economic decision-making) and <https://scaledagileframework.com/prioritize-ws/jf/> (economic trade-offs related to cost of delay, time/lead time, and risk reduction/opportunity enablement).

QUESTION NO: 9

(Select 2) What applies to the Portfolio Backlog?

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

ANSWER: C D

Explanation:

The Portfolio Backlog is the holding area for approved portfolio Epics (both Business and Enabler) that have passed through the Portfolio Kanban and are candidates for implementation. Epics in the Portfolio Backlog are prioritized (commonly using WSJF) to inform sequencing and Lean Budgeting decisions, but ARTs/Programs still manage and prioritize their own backlogs rather than “exhausting” the Portfolio Backlog first. References: - <https://scaledagileframework.com/portfolio-backlog/> - <https://scaledagileframework.com/wsjf/>

QUESTION NO: 10

What do Value Streams deliver?

- A. Strategic Themes
- B. Solutions
- C. Agile Release Trains
- D. Cyber-physical systems

ANSWER: B**Explanation:**

Value Streams (specifically Operational Value Streams) deliver **Solutions** that provide value to customers. In SAFe, value streams describe the series of steps used to deliver value—ultimately resulting in a Solution delivered to the customer. References: - <https://scaledagileframework.com/value-streams/> - <https://scaledagileframework.com/solution-train/>