

# SAFe Product Owner/Product Manager (POPM) Certification Practice Test (Sample)

## Study Guide



**Everything you need from our exam experts!**

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# Table of Contents

<b>Copyright</b> .....	<b>1</b>
<b>Table of Contents</b> .....	<b>2</b>
<b>Introduction</b> .....	<b>3</b>
<b>How to Use This Guide</b> .....	<b>4</b>
<b>Questions</b> .....	<b>5</b>
<b>Answers</b> .....	<b>8</b>
<b>Explanations</b> .....	<b>10</b>
<b>Next Steps</b> .....	<b>16</b>

SAMPLE

# Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

**Remember:** successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

# How to Use This Guide

**This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:**

## **1. Start with a Diagnostic Review**

**Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.**

## **2. Study in Short, Focused Sessions**

**Break your study time into manageable blocks (e.g. 30 - 45 minutes). Review a handful of questions, reflect on the explanations.**

## **3. Learn from the Explanations**

**After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.**

## **4. Track Your Progress**

**Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.**

## **5. Simulate the Real Exam**

**Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.**

## **6. Repeat and Review**

**Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.**

**There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!**

## Questions

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- 1. What is the role of the Product Owner during backlog refinement?**
  - A. To prioritize features for upcoming iterations**
  - B. To review and prepare backlog items for upcoming iterations**
  - C. To facilitate discussions on team workload**
  - D. To validate completed user stories**
  
- 2. Which technique is used to discover key customers and their needs in the SAFe Product Owner/Product Manager role?**
  - A. Business Model Canvas**
  - B. Impact Mapping**
  - C. Customer Journey Mapping**
  - D. Product Features**
  
- 3. What is the first step of the problem-solving workshop?**
  - A. Identify the biggest root cause**
  - B. Perform a root cause analysis**
  - C. Agree on the problem to solve**
  - D. Restate the new problem for the biggest root cause**
  
- 4. During PI Planning, what is the primary purpose of the business context and content session?**
  - A. Estimate user stories**
  - B. Review and prioritize features**
  - C. Present a perspective on how effectively existing solutions are addressing current customer needs**
  - D. Identify dependencies**
  
- 5. With whom does Product Management collaborate to prioritize enablers?**
  - A. Product Owner**
  - B. Development Manager**
  - C. System Architect**
  - D. Solution Management**

- 6. Which of the following is an Agile Manifesto principle?**
- A. Comprehensive documentation is crucial**
  - B. Customer collaboration over contract negotiation**
  - C. Working software is the primary measure of progress**
  - D. Following a plan is more important than responding to change**
- 7. How can Product Management leverage market rhythms?**
- A. Adjust the delivery of features to meet market needs**
  - B. Improve feature prioritization**
  - C. Improve PI Planning scheduling**
  - D. Adjust the timing of marketing campaigns**
- 8. What is one goal of the Innovation and Planning (IP) iteration?**
- A. Refine the team's backlog**
  - B. Conduct a retro**
  - C. Innovate new product features**
  - D. Use the built-in estimation buffer as needed**
- 9. What is one strategy in SAFe 6 for managing complex critical path challenges?**
- A. Adjust work between teams or split features and stories**
  - B. Increase team size**
  - C. Limit work in progress**
  - D. Focus on one team at a time**
- 10. What is a critical step in determining the initial team capacity during PI Planning?**
- A. Compare final team capacity across all teams**
  - B. Add together all points from completed features**
  - C. Ensure PO/PM approval for capacity adjustments**
  - D. Subtract points for member time-offs**

## Answers

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1. B
2. C
3. C
4. C
5. A
6. C
7. A
8. D
9. A
10. D

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## **Explanations**

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**1. What is the role of the Product Owner during backlog refinement?**

- A. To prioritize features for upcoming iterations**
- B. To review and prepare backlog items for upcoming iterations**
- C. To facilitate discussions on team workload**
- D. To validate completed user stories**

The role of the Product Owner during backlog refinement primarily focuses on reviewing and preparing backlog items for upcoming iterations. During this activity, the Product Owner works closely with the development team to ensure that the backlog is organized, and items are clearly defined, estimated, and prioritized according to business value. This process allows for a better understanding of the work to be done and creates clarity for the team, enabling them to deliver effectively in the next iteration. The Product Owner engages in discussions to help refine the user stories, add acceptance criteria, and reorganize tasks based on current priorities and stakeholder feedback. This foundational work ensures that the development team is well-prepared for upcoming sprints and aligns with the overall product vision. By prioritizing preparation and clarification of backlog items, the Product Owner plays a crucial role in enhancing the team's efficiency and effectiveness.

**2. Which technique is used to discover key customers and their needs in the SAFe Product Owner/Product Manager role?**

- A. Business Model Canvas**
- B. Impact Mapping**
- C. Customer Journey Mapping**
- D. Product Features**

Customer Journey Mapping is a technique that provides a visual or graphical interpretation of the overall story from the customer's perspective. It captures the interactions a customer has with a product or service throughout their lifecycle and helps identify customer needs, pain points, and emotions. This understanding is crucial for Product Owners and Product Managers within the SAFe framework, as it enables them to align their product development efforts more closely with the actual experiences and expectations of the customers. By using Customer Journey Mapping, Product Owners can prioritize features and design improvements that directly address customer needs, leading to a more customer-centric product. It involves gathering insights from various sources, including customers themselves, which aids in delivering value that resonates with users and enhances their overall experience. The other techniques may have their own merits in strategic planning and prioritization, but they do not specifically focus on visualizing and understanding the holistic customer experience in the same way that Customer Journey Mapping does.

### 3. What is the first step of the problem-solving workshop?

- A. Identify the biggest root cause
- B. Perform a root cause analysis
- C. Agree on the problem to solve**
- D. Restate the new problem for the biggest root cause

The initial step of a problem-solving workshop is to agree on the problem to solve. This is crucial because clearly defining the problem ensures that all participants have a shared understanding and a focused discussion. Without agreement on what the problem is, subsequent steps can lead to confusion, misalignment, and ineffective solutions. Establishing a common problem statement helps to frame the context of the workshop and sets the stage for the next steps in the problem-solving process. It allows the team to align their priorities and efforts toward addressing the same issue, which can lead to more productive discussions and better outcomes. After agreeing on the problem, the team can then move forward to conduct a root cause analysis, identify the biggest underlying issues, and develop solutions based on a shared understanding of the problem at hand. This foundational step is integral to ensuring the workshop's success and effectiveness.

### 4. During PI Planning, what is the primary purpose of the business context and content session?

- A. Estimate user stories
- B. Review and prioritize features
- C. Present a perspective on how effectively existing solutions are addressing current customer needs**
- D. Identify dependencies

The primary purpose of the business context and content session during PI Planning is to present a perspective on how effectively existing solutions are addressing current customer needs. This session is crucial because it aligns the entire team on the strategic vision and business goals that guide the program increments. By providing this context, stakeholders can understand the marketplace dynamics, customer feedback, and other relevant external factors that influence priorities and decision-making. Establishing this understanding helps teams to prioritize their efforts effectively, ensuring that the work they are committing to meets the real needs of customers and stakeholders. It sets the tone for the planning activities that follow, enabling teams to make informed decisions about the features and capabilities to develop in the upcoming iteration. In contrast, estimating user stories, reviewing and prioritizing features, and identifying dependencies are important activities that take place later in the planning process, informed by the context gathered from this foundational session.

**5. With whom does Product Management collaborate to prioritize enablers?**

- A. Product Owner**
- B. Development Manager**
- C. System Architect**
- D. Solution Management**

The correct answer is that Product Management collaborates with the Product Owner to prioritize enablers. In the SAFe framework, enablers are elements that support the delivery of value through the development of business features and capabilities. They may include architectural work, infrastructure changes, or research tasks that are necessary to ensure that the system can evolve effectively. The collaboration between Product Management and the Product Owner is crucial because these roles work together to define the vision, strategy, and goals for the product. Product Management focuses on the broader picture, including the market needs and customer expectations, while the Product Owner is more involved with the day-to-day execution, managing the product backlog and ensuring that the team delivers the highest priority features. By working together, they ensure that enablers that facilitate future development are appropriately prioritized alongside actual customer-facing features, aligning technical work with business strategy. Understanding this collaboration emphasizes the importance of aligning technical initiatives with business objectives in a SAFe environment. It ensures that as features are developed, the necessary technical groundwork is also laid, supporting sustainable development and the overall product strategy.

**6. Which of the following is an Agile Manifesto principle?**

- A. Comprehensive documentation is crucial**
- B. Customer collaboration over contract negotiation**
- C. Working software is the primary measure of progress**
- D. Following a plan is more important than responding to change**

The principle from the Agile Manifesto that aligns with the correct answer emphasizes that "working software is the primary measure of progress." This principle highlights the importance of delivering functional software as a key indicator of success within Agile methodologies. In Agile practices, tangible results and working increments of software are more valuable than extensive planning documents or theoretical discussions. Focusing on working software fosters a culture of collaboration, regular feedback, and the continuous delivery of value to customers. Teams prioritize working solutions to ensure that they are meeting users' needs and can quickly adapt based on feedback, rather than solely measuring progress through documentation or adherence to initial plans. The other options present ideas that do not align with the Agile philosophy. While they may contain elements that are present in traditional project management practices, they do not resonate with the core Agile principles outlined in the Agile Manifesto. For instance, comprehensive documentation is often downplayed in favor of direct communication and interactions, and contract negotiation is not prioritized over customer collaboration, which is a fundamental tenet of Agile. Similarly, while planning remains important, it is not viewed as more critical than the ability to respond adaptively to change.

## 7. How can Product Management leverage market rhythms?

**A. Adjust the delivery of features to meet market needs**

**B. Improve feature prioritization**

**C. Improve PI Planning scheduling**

**D. Adjust the timing of marketing campaigns**

Product Management can leverage market rhythms by adjusting the delivery of features to align with the evolving needs and trends observed in the market. Market rhythms refer to the patterns and cycles in customer demand, competitor activity, and overall industry dynamics. By understanding these rhythms, Product Management can make informed decisions about when to release specific features to maximize their impact and relevance. For instance, if a market trend shows increasing demand for specific features during a certain period, aligning feature delivery to coincide with that trend can lead to greater customer satisfaction and engagement. This approach ensures that the product remains competitive and continues to meet user expectations effectively, keeping in pace with what is currently resonating in the market. While other options such as improving feature prioritization, PI Planning scheduling, or adjusting marketing campaigns may have their own benefits, they do not directly address the primary advantage of aligning delivery schedules to market rhythms, which is crucial for ensuring that the product offerings are timely and impactful in response to customer needs.

## 8. What is one goal of the Innovation and Planning (IP) iteration?

**A. Refine the team's backlog**

**B. Conduct a retro**

**C. Innovate new product features**

**D. Use the built-in estimation buffer as needed**

The goal of the Innovation and Planning (IP) iteration is to provide a period dedicated to activities that enhance the team's capabilities and prepare for the upcoming work. Utilizing the built-in estimation buffer effectively addresses this purpose. In the context of the IP iteration, the estimation buffer allows teams to handle uncertainties and unexpected changes in scope, enabling them to focus on innovation, planning, and necessary adjustments without the pressure of normal iteration deadlines. This approach gives teams the opportunity to assess their velocity, improve their product incrementally through innovative efforts, refine their backlog, and conduct retrospectives without the typical constraints of regular iterations. Thus, the estimation buffer is a critical resource during the IP iteration as it supports planning and innovation, ensuring that teams can adapt and respond to complexities in project execution.

**9. What is one strategy in SAFe 6 for managing complex critical path challenges?**

- A. Adjust work between teams or split features and stories**
- B. Increase team size**
- C. Limit work in progress**
- D. Focus on one team at a time**

In SAFe 6, one effective strategy for managing complex critical path challenges is to adjust work between teams or split features and stories. This approach addresses the need for flexibility in planning and execution, allowing teams to better manage interdependencies and constraints that may arise during the course of development. When dealing with complex projects, features can often be too large or intricate for a single team to handle efficiently. By splitting them into smaller, more manageable stories, teams can focus on delivering increments of value more quickly. Moreover, reassigning work between teams enables a more balanced workload, ensuring that certain teams are not overwhelmed while others may have capacity to take on additional tasks. This promotes better collaboration, enhances alignment across the Agile Release Train (ART), and helps maintain progress on critical paths. This strategy is particularly beneficial in environments where priorities and requirements can shift, as it allows teams to adapt and pivot as necessary. Keeping the flow of work smooth and responsive to changes in a complex setting is crucial for meeting deadlines and objectives.

**10. What is a critical step in determining the initial team capacity during PI Planning?**

- A. Compare final team capacity across all teams**
- B. Add together all points from completed features**
- C. Ensure PO/PM approval for capacity adjustments**
- D. Subtract points for member time-offs**

Determining the initial team capacity during PI Planning is crucial for establishing a realistic and achievable plan. Subtracting points for member time-offs is a fundamental step in this process because it directly affects how much work the team can realistically commit to in the upcoming Program Increment (PI). Each team member's availability impacts the overall capacity. If team members are on leave or unavailable, the total number of story points the team can effectively work on must be adjusted downward to reflect this reality. This ensures that the planning reflects the actual scenario, thereby improving the likelihood of delivering on commitments made during planning. By accounting for time-offs, the team can generate a more accurate picture of its capacity, which ultimately supports successful planning and delivery. Other considerations, while relevant in the context of overall capacity discussions, do not directly address the immediate adjustments needed for individual availability, making this approach critical in the early stages of the planning process.

## Next Steps

**Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.**

**As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.**

**If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at [hello@examzify.com](mailto:hello@examzify.com).**

**Or visit your dedicated course page for more study tools and resources:**

**<https://safeproductownerproductmanager.examzify.com>**

**We wish you the very best on your exam journey. You've got this!**

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