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Question: 1

A bank runs a payments platform so large that six ARTs contribute to one integrated system of applications and networks. An architect argues that Enterprise Solution Delivery is irrelevant to the bank because it builds no hardware.
Which statement best describes the scope of Enterprise Solution Delivery?

A. It covers cyber-physical systems that combine hardware and firmware, not software-only solutions
B. It applies to very large solutions, including large software applications, networks and cyber-physical systems
C. It applies whenever an organization funds several value streams through Lean Portfolio Management and its budgets
D. It describes how suppliers deliver subsystems to an ART under fixed-scope contracts negotiated by central procurement

Answer: B

Question: 2

A government agency is modernizing its tax-processing platform with a Solution Train of four ARTs. The contracting office wants a complete requirements document signed off before any train starts work, and expects every later change to go through formal approval. Solution Management is concerned this will lock in assumptions that have not yet been tested.
Which approach should Solution Management propose for specifying the solution?

A. Write a complete requirements baseline in the first PI and then place it under formal change control for every ART
B. Have each Product Manager write a full specification for their own ART before Solution Train PI Planning begins
C. Hand the specification to the Enterprise Architect
D. Elaborate the solution over time through Capabilities, Features and enablers in Solution Intent

Answer: D

Question: 3

A rail Solution Train has an Agile contract with the supplier of its passenger information system, with commitment renewed incrementally. As each PI ends, the buyer and supplier must decide whether to continue, adjust or reduce the supplier's next increment of work.

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What should mainly inform that decision?

A. Objective evidence from the integrated solution, such as Solution Demo results
B. The share of the original specification documents completed and signed off by the procurement team
C. The supplier's original bid price
D. Hours the supplier logged

Answer: A

Question: 4

A space agency contracts a supplier to build the guidance computer for a launch vehicle developed by three ARTs. The supplier has received only an interface specification and is making internal design choices that conflict with the vehicle's reusability goals, which nobody had shared with it.
What should Solution Management do?

A. Add detail to the supplier's interface specification and keep the contract unchanged
B. Ask the Solution Architect to approve each supplier design decision before work proceeds
C. Share the Solution Vision with the supplier and bring it into the Solution Train's events and planning
D. Move the guidance computer into an ART that already understands the goals

Answer: C

Question: 5

An aircraft cabin-systems Solution Train has long-lead hardware milestones well beyond the current PI, as well as PI-level commitments and iteration plans. One leader wants to plan only the current PI, since Agile teams avoid long-range plans. Another wants a detailed multi-year plan that every train tracks against.
Which Lean System and Solution Engineering practice resolves this disagreement?

A. Plan the current PI in detail and leave later milestones unforecast
B. Fix one detailed multi-year plan up front and track each train against it
C. Delegate long-range milestones to each supplier's own internal project schedule
D. Apply multiple planning horizons

Answer: D

Question: 6

During the organizing workshop for a telecom access-network solution, the draft design puts every team that touches fiber provisioning into a single ART. The result is far larger than one team of Agile Teams

can plan and deliver together. The work divides naturally into residential and enterprise capabilities, which share one provisioning platform and release together.
Which design decision best addresses this?

A. Split the work into two capability-aligned ARTs and coordinate them with a Solution Train
B. Keep the single ART and appoint a second RTE to share facilitation of its PI Planning and syncs
C. Keep one ART and lengthen its PI Planning event
D. Split the ART by discipline into design, build and test trains

Answer: A

Question: 7

Solution Management for a satellite constellation program wants one place to visualize Capabilities as they move from new ideas through analysis to implementation across the program's four ARTs, and to limit how many Capabilities are in progress at once.
Which SAFe construct should it use?

A. The Portfolio Kanban system, which manages Epics through Lean business case approval
B. Each ART's Kanban system, one per train
C. The Solution Kanban system feeding the Solution Train Backlog
D. A shared team Kanban board

Answer: C

Question: 8

The procurement team of an aircraft-interiors Solution Train drafts a fixed-scope, fixed-price contract with a complete specification for a supplier that will build the cabin management system. Much of that system's behavior is still variable in Solution Intent, and Solution Management expects to learn a great deal from early integration.
Which contracting approach fits this situation better?

A. A fixed-scope, fixed-price contract with a frozen specification and a change-control board
B. Incremental commitment with regular joint reviews
C. Time-and-materials with no scope, cadence or review agreed between the parties
D. Fixed price per Feature, with all Features defined before the first PI begins

Answer: B

Question: 9

Three ARTs (airframe structures, avionics and ground support systems) build one new regional aircraft as a Solution Train. Ahead of the next PI, the Product Managers of the avionics ART and the ground support ART each argue that a different cross-train Capability must come first, and both Capabilities need work from all three trains.
Who should decide the order of these Capabilities?

A. The Solution Train Engineer, who facilitates the Solution Train's events and helps manage cross-train dependencies and risks
B. The Release Train Engineers of the three ARTs, acting jointly
C. The Solution Architect, as owner of cross-train direction
D. Solution Management, which owns the Solution Train Backlog and prioritizes Capabilities with input from the ARTs' Product Management

Answer: D

Question: 10

Three ARTs and an external supplier are building a flight-control computer on one Solution Train. Two thermal designs for the processor module both remain viable, and test results on each will arrive over the coming PIs. A senior engineer proposes choosing one design now so that every train can plan against a complete specification.
Which response best reflects how SAFe recommends specifying a large solution in this situation?

A. Select one design now and record it as fixed Solution Intent so every train plans to it
B. Carry both thermal designs forward as variable Solution Intent and eliminate one as test results come in
C. Escalate the design choice to the Enterprise Architect as a portfolio decision
D. Let each ART pick its own design and reconcile them at the Solution Demo

Answer: B

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