



BCS EXIN Practitioner Certificate in Agile Scrum Product Owner

Sample Paper

Record your surname / last / family name and initials on the answer sheet.

Sample paper only 40 multiple-choice questions – 1 mark awarded to each question. Mark only one answer to each question. There are no trick questions.

A number of possible answers are given for each question, indicated by either **A. B. C. or D.** Your answers should be clearly indicated on the answer sheet.

The time allowed for this exam is 90 minutes.

Pass mark is 26/40

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- 1** A Scrum Team has been assigned to a new project and decides to add the following statement to the Definition of Done: "Only features for which a functional design is drafted and accepted are put on the Sprint Backlog."

The Scrum Master reviews this and states: "Documentation is needed. For each feature, the design should be created or updated."

Why does the Scrum Master say this?

- A** Because the customer is valued over documentation in Agile development.
- B** Because the documentation can be created and adjusted per feature.
- C** Because the Scrum Master knows if the team has time to implement this.
- D** Because the Sprint Backlog gives enough information to do this quickly.

- 2** Mia is a Product Owner in an engineering software company. An initiative to introduce Scrum across the organisation has been launched successfully. She is fully aware that there can be no end state in a process that calls for Continuous Improvement.

What should happen to the current Enterprise Transition Community (ETC) once the organisation has realised its transition to Scrum and has entered a phase of Continuous Improvement?

- A** The ETC should disband once the transition to Scrum is completed.
- B** The ETC should guide groups that are implementing changes.
- C** The ETC should implement the improvements in the organisation.
- D** The ETC should attract the most senior people to their community.

- 3** Please read the following statement:

Business requirements can change at any time, so by doing only the necessary work for the required step to be considered complete, the project team saves efforts and time.

Which Agile methodology is best represented by this statement?

- A** DSDM.
- B** Kanban.
- C** LeSS.
- D** SAFe.

- 4 When selecting a Product Owner, there are a few common pitfalls:
- The Product Owner wants to lower the quality of some requirements to finish on time.
 - The Product Owner is part of a remote team and has no direct contact with the Developers.
 - The Product Owner pushes the team too hard, possibly leading to burn-outs.
 - The Product Owner delegates decision making (and then overrules the decision maker).

One of these pitfalls has the potential to deliver work successfully, as long as the Product Owner remains engaged in the project and establishes a good relationship with the team.

Which scenario **COULD** lead to success?

- A Delegating decisions.
- B Lowering quality.
- C Pushing too hard.
- D Remote team.

- 5 In a Scrum Team, which responsibility belongs solely to the Product Owner?

- A Attending Scrum meetings.
- B Collaborating with the Team.
- C Grooming the Product Backlog.
- D Making sure the necessary work is carried out.

- 6 An overworked Product Owner can quickly become a bottleneck and limit the project's progress.

What **SHOULD** be done to avoid an overworked Product Owner?

- A Co-locate the Product Owner with the Team.
- B Create a Product Owner committee.
- C Free the Product Owner from all other responsibilities.
- D Introduce a proxy Product Owner.

- 7 The CEO of a small company takes on the Product Owner role for a business-critical product. Even though she is ideally suited for the job, she struggles to spend enough time with the team. Somebody else on the team stands in as a proxy Product Owner. The proxy Product Owner does most of the Product Owner work, without being empowered. That results in a decrease of productivity.

What is the best solution for that situation?

- A Finding a new Product Owner.
- B Freeing up the Product Owner from other obligations.
- C Superficially treating a systemic issue.

- 8 Within Scrum, the Sprint Review is a key event to inspect and adapt the product. In order to keep the Sprint Review valuable and free from waste in the process, each person in the Scrum Team should fulfil their defined role.

What is not a task of the Product Owner during the Sprint Review?

- A Demonstrate which Product Backlog items have been "Done".
- B Discuss the Product Backlog as it stands.
- C Explain which Product Backlog Items have **not** been "Done".

- 9 You are working as a senior manager for company SCR, an airplane guiding software systems supplier. You need to appoint a Product Owner for an upcoming project. Since the project requires domain specific knowledge, you decide to choose one of the company's current employees for this role.

You need to choose between the following candidates:

- John - an experienced Product Owner, who is currently managing two other critical projects in your company.
- Peter - an experienced Project Manager, who knows much about development but has no experience in the business domain.
- Rosa - the Business Line Owner, who has no previous expertise in development and no experience as Product Owner.

Based on this information, who would be the **BEST** candidate for the Product Owner position?

- A John, because he already is an experienced Product Owner and this role does not allow on-the-job learning.
- B Peter, because the Product Owner needs coding and development experience in order to properly manage the team.
- C Rosa, because she has the business knowledge and, with proper coaching, she could become a great Product Owner.

- 10** The Product Owner assigns tasks to developers in the Daily Scrum, and the meeting always takes more than 15 minutes.

What is the best response for the Scrum Master?

- A** Assign the tasks to the Development Team, so they can start working and the meeting stays within the 15-minute time-box.
- B** Convince the Product Owner to stop assigning tasks to the Development Team and not to participate in the Daily Scrums.
- C** Do not interfere in the arguments and let the self-organised team members solve this problem themselves.
- D** Explain to the Product Owner that tasks are assigned after the Daily Scrum, so that the meeting stays within the 15-minute time-box.

- 11** Cindy is a Product Owner in a mobile software company. The Scrum Team is supposed to deliver potentially shippable software at the end of each Sprint.

Who can tell the Development Team how they must turn the Product Backlog into increments of potentially releasable functionality?

- A** The Product Owner.
- B** The Project Manager.
- C** The Scrum Master.
- D** No one.

- 12** Sydney is a Product Owner in a security software company. Since one cannot predict the future, the best chance of success is to envision a product that meets the selected customer needs.

What is this product called?

- A** Higher-quality product.
- B** Minimal marketable product.
- C** Sole product.
- D** Winning product.

- 13** Esther, a Product Owner for an Embedded Systems Development company, is given a choice between functionally equivalent designs. She selects the simplest design to be developed.

What principle is Esther following?

- A** Just Enough.
- B** Just-in-Time.
- C** Last responsible moment.
- D** Ockham's razor.

- 14** Jeff is the Product Owner for a cloud computing company. The management wants him to create a Product Road Map once a new product has been successfully introduced into the marketplace. Jeff wants to make sure that the Product Road Map covers a realistic planning horizon.

Which time frame should he put his focus on?

- A** The next 6 to 12 months.
- B** The next 2 to 3 years.
- C** The next 3 to 4 years.
- D** The next 5 years.

- 15** Susan is a Product Owner for a Customer Relationship Software company. Three of her customers request individual features that are incorporated into the product with no consideration of the connection between them. The result is a product known as feature soup.

What common mistake in the creation of a Product vision is described here?

- A** Analysis Paralysis.
- B** Big Is Beautiful.
- C** No Vision.
- D** Prophecy Vision.

- 16** A Team is starting a new project, and discusses and agrees on a Definition of Done (DoD). This DoD defines what 'potentially shippable product' means in the context of that specific project.

Why is it important to define this for every new project?

- A** To create the most value for the customer in each Sprint.
- B** To get stakeholders to agree on the value of the product.
- C** To get the Team excited about the new project.
- D** To support the Scrum Master in understanding the product vision.

- 17** Read the following User Story: *As a data entry clerk, I want a good user interface for the administration of customer invoices, so that I can work fast.*

Is this User Story complete enough to put in the Sprint Backlog?

- A** No, because the identity of the type of user is not specific enough.
- B** No, because the terms 'good' and 'fast' are not specific enough.
- C** Yes, because additional information can be added during the Sprint.
- D** Yes, because it mentions the complete syntax of a User Story.

- 18** An agency for digital communication is developing a travel platform for one of its clients. The user of the travel platform should be able to book flights, hotel rooms and also rental cars on the same platform. User Stories are discovered, decomposed, and refined throughout the entire project.

Which Story can be identified as an Epic Story?

- A** As a business traveller, I only want to see available business hotels, to be able to choose a hotel in a fast and efficient way.
- B** As a leisure traveller, I want to organise my entire trip on one platform.
- C** As a leisure traveller, I want to choose a fixed date for my flight, to be able to start travelling as soon as I am on vacation.

- 19** A Scrum Team is creating an application for a new generation of fridges. The user should be able to activate features using a smartphone app. The system needs to respond in less than two seconds.

What should this requirement be placed or incorporated in?

- A** The Definition of Done, since this is a global non-functional requirement.
- B** The Definition of Done, since this is a local non-functional requirement.
- C** The Product Backlog, since this is a global non-functional requirement.
- D** The Product Backlog, since this is a local non-functional requirement.

20 Local non-functional requirements apply only to a specific functional requirement, for instance a specific performance requirement for retrieving information.

What should be done if the non-functional requirement is expressed as a constraint?

- A** Attach the constraint to the Definition of Done.
- B** Attach the constraint to the Product Backlog.
- C** Attach the constraint to the Story.
- D** Capture the constraint as a sketch.

21 When creating a Product Backlog, what key criteria need to be applied when grooming the Product Backlog before reviewing it in a Sprint planning session?

- A** Clearly identifying item work efforts and detailing high priority items prior to the Sprint planning session.
- B** Clearly identifying item work efforts and detailing all items prior to the Sprint planning session.
- C** Prioritising the items and detailing all items prior to the Sprint planning session.
- D** Prioritising the items and detailing high priority items prior to the Sprint planning session.

22 There are common pitfalls that can impact overall product development efforts.

Two of these pitfalls are:

- Reporting up the Sprint Burn-Down
- A passive Product Owner

Which are the other two most common pitfalls that a Product Owner may face when running a product development program?

- A**
 - Aggressive pace
 - A Sprint review meeting where the results presented are not corresponding to the Definition of Done.
- B**
 - Aggressive pace
 - Re-prioritisation of the Product Backlog
- C**
 - Unsustainable pace
 - A Sprint review meeting where the results presented are not corresponding to the Definition of Done
- D**
 - Unsustainable pace
 - Re-prioritisation of the Product Backlog

- 23** Information Radiators can show the Release and Sprint Burn-Down, high priority Backlog Items and the Sprint Backlog. These are all examples of artefacts.

Which other artefact can help promote transparency and allow the team to focus on their priorities?

- A** Infrastructure architecture
- B** Stakeholder map
- C** Status report
- D** Vision statement

- 24** The Scrum Team has underestimated the remaining work in an iteration.

What may show up on the Burn-Down chart?

- A** Burn Up.
- B** Ideal Days.
- C** Ideal Hours.
- D** Story points.

- 25** X-AppGo is managing a complex product development project that entails 5 teams building critical functionality to support a drone distribution and tracking application. Each team has its own set of Sprints and requirements that support specific capabilities and features of the drone distribution and tracking application.

X-AppGo is looking for ways to improve how they collaborate and work across the 5 teams specifically to achieve the below two key outcomes:

1. The 5 teams want to be able to have an effective Sprint Review meeting amongst all the teams, the customers, and other stakeholders.
2. The 5 teams want to be able to identify common improvement measures and share their mutual insights, using the teams' collective wisdom and allow team members to interact, thereby strengthening inter-team relationships.

Which **two** approaches address both of these outcomes?

- A** Joint Sprint Planning and Joint Sprint Retrospective.
- B** Joint Sprint Planning and Scrum-of-Scrums.
- C** Joint Sprint Review and Joint Sprint Retrospective.
- D** Joint Sprint Review and Scrum-of-Scrums.

- 26** X-AppGo is working according to the Agile principles and is interested in radically changing the way they develop software applications in order to meet intense customer and competitive market demands. They started adopting DevOps as the approach to follow for application development. Continuous Delivery is an area of great interest to them; however, they are having some challenges in getting the team to follow established rules and standardised processes. There are no established "gating" mechanisms, there is no change control and there is a lack of auditability.

What is the **first** step that X-AppGo needs to take in order to address these identified pain points?

- A** Create a highly automated and reliable pipeline that allows for rapid feedback all the way through to operation of features in production.
- B** Extend the DevOps pipeline to include value harvesting and wider stakeholder involvement.
- C** Look more deeply at the requirements and constraints that may create waste, such as bureaucracy, compliance and accounting.
- D** Use Scenario Planning to model possible future states.

- 27** X-AppGo is managing a complex product development project that entails 5 teams building critical functionality to support a drone distribution and tracking application. Each team has its own set of Sprints and requirements that support specific capabilities and features of the drone distribution and tracking application.

X-AppGo is looking for ways on improving how they collaborate and work across the 5 teams specifically to achieve the below two key outcomes:

1. Providing the opportunity to bring teams or at least the team representatives together at the start of the Sprint Planning meeting to discuss and understand the overarching Sprint goal to which all teams contribute.
2. Allowing multiple teams to coordinate on a daily basis throughout the Sprint. Team representatives meet following their teams' Daily Scrums to discuss the status quo, the work planned, and any dependencies between the teams.

Which **two** approaches address both of these outcomes?

- A** Joint Sprint Planning and joint Sprint Retrospective.
- B** Joint Sprint Planning and Scrum-of-Scrums.
- C** Joint Sprint Review and joint Sprint Retrospective.
- D** Joint Sprint Review and Scrum-of-Scrums.

28 You are working in a scaled Agile environment. It is important that Staging takes place **before** the first Sprint starts.

Why is this important?

- A** To define subsets of the Product Backlog so that all Development Teams can be assigned an equal number of features to program.
- B** To define subsets of the Product Backlog so that all Development Teams have minimal dependencies during the development.
- C** To define the functional requirements and put them on the shared Product Backlog to forecast the planning of all Development Teams.
- D** To define the non-functional requirements for the infrastructure used by all Development Teams and put them on the Product Backlog.

29 In larger and complex projects, the Scrum-of-Scrums meeting helps to scale to larger teams.

How **SHOULD** this meeting be done?

- A** Held after the Daily Scrum and attended by a team member.
- B** Held after the Daily Scrum and attended by the Product Owner.
- C** Held before the Daily Scrum and attended by a team member.
- D** Held before the Daily Scrum and attended by the Product Owner.

30 Large Scrum projects often require scaling of the Product Owner function, in order to be able to handle the extended complexity and size.

Besides the product's newness, which factors are key in determining the number of teams a single Product Owner can properly support?

- A** Duration of the Sprint and organisational chart.
- B** Duration of the Sprint and team size.
- C** Product's complexity and domain knowledge of the Scrum Master.
- D** Product's complexity and domain knowledge of the teams.

31 Not all projects are suitable to apply the Agile Scrum approach.

In which case is Scrum the **MOST** desirable?

- A The competence of the developers is relatively low.
- B The organisation does not want to do user acceptance tests.
- C The product requirements may change in the process.
- D The requirements are known upfront for a fast implementation.

32 Depending on the size of a project, your team needs more or fewer resources. One of these resources is the number of team members.

What is TRUE about team size?

- A Larger teams complete projects with less total effort, which is cheaper.
- B Larger teams create more defects than smaller teams and do not work that much faster.
- C Smaller teams need more time, which costs more effort and money.
- D Team members in larger teams are more productive than in smaller teams.

33 In large and complex projects one should be able to scale the Product Backlog appropriately. There are several ways to accomplish this within Scrum.

If you, as Product Owner, want to apply the "Extend the Grooming Horizon" technique, what actions will allow you to do so?

- A Decompose and refine the backlog after the next Sprint planning.
- B Decompose and refine the backlog focusing on the next two to three Sprints.
- C Decompose and refine the backlog just in time for the current Sprint planning.
- D Decompose and refine the backlog just in time for the subsequent Sprint.

34 There are situations in which the Product Backlog should be scaled. In large projects, multiple Scrum Teams can collaborate on the product. A Product Owner has to ensure that all work that needs to be done is clear for all Scrum Teams.

What is the **BEST** way to do this?

- A Create a single Backlog that is not team-specific or component-specific.
- B Create a separate Backlog for each Scrum Team, based on components.
- C Create a separate Backlog for each Scrum Team, based on features.
- D There is no best way to do this, as long as the solution works for the Teams.

- 35** You are the Product Owner of company SHIELD's technology area, working in a new in-house Enterprise Resource Planning (ERP) system that will replace the outdated one currently in use. This system will provide functionality to all the company's areas and will be used in more than 30 countries where SHIELD is doing business. This is a critical project for the company as it will allow field employees (like sales and distribution) as well as suppliers and partners to collaborate and work online from their cell phones and laptops, giving SHIELD a unique advantage compared to their competitors.

As the ERP system is composed of 5 subsystems, you decide to use a component team approach and appoint 5 Product Owners. You let each of them manage one of the teams that will be working in parallel on each subsystem. When planning the project, the Product Owners and the teams propose to create one Backlog for each component as it will be easier to maintain and use.

The Scrum Master objects the proposition, stating that there should be only one Product Backlog.

Given this scenario, what **SHOULD** be decided about the Product Backlog?

- A** There should be more than one Product Backlog, because each Product Owner will be responsible for their own.
- B** There should be only one master Product Backlog, but there could be many component Product Backlogs.
- C** There should be only one Product Backlog, because more than one will create significant overhead and waste.
- D** There should be only one Product Backlog, because the Chief Scrum Master is responsible for the entire project.

- 36** When is business value delivered?

- A)** This depends on the organisation.
- B)** When all Product Backlog Items are released to production.
- C)** When the Product Owner is satisfied.

- 37** What is a best practice to add business value to an Agile project?

- A** Effective Product Backlog management by the Product Owner.
- B** The Scrum Master helping the Product Owner in finding techniques for arranging Product Backlog Items.
- C** The Scrum values being embodied and lived by the whole Scrum Team.

- 38 "Our Development Team works hard but does not know if the work done results in valuable features."

In order to help the team, the Scrum Master decides to do the following:

1. Helping the Scrum Team understand the need for clear and concise Product Backlog items
2. Finding techniques for effective Product Backlog management
3. Ensuring the Product Owner knows how to arrange the Product Backlog to maximize value
4. Ensuring the Product Owner explains clearly the delivered value at the Sprint Review
5. Leading and coaching the organisation in its Scrum adoption

Which combination of these actions results in optimising business value?

- A 1, 2 and 3
- B 1, 2 and 4
- C 2, 4 and 5
- D All of the actions

- 39 What is the **BEST** way to develop an intimate understanding of customer and user needs?

- A Collecting feedback from customers and users when the product is released.
- B Inviting stakeholders to attend the Daily Scrum meetings.
- C Involving customers and users early and continuously in the development process.

- 40 Why is it important that a Scrum Team develops a good understanding of customer and user needs?

- A Both customers and users have the same needs, therefore the Scrum Team must know how these needs are met.
- B By receiving continuous feedback from the customers and users the Scrum Team learns and can create a winning product.
- C Customers and users determine if a product is Done, therefore daily collaboration with the Scrum Team is essential.
- D The Development Team must know which features they must build, so they must interact with customers and users directly.

End of Paper