

BCS EXIN Practitioner Certificate in Agile Scrum Product Owner Answer Key and Rationale

Question	Answer	Explanation / Rationale
1	B	<p>A) Incorrect. Yes, the customer is valued highly, but not over documentation. Furthermore, this is not the relevant issue here.</p> <p>B) Correct. The Agile way of working means that each feature has to follow the steps of design, build and test. So the documentation is created and adjusted per feature. (Literature: B, Chapter 13)</p> <p>C) Incorrect. The team decides in the Sprint planning whether they have time or not. This is not the Scrum Master's job.</p> <p>D) Incorrect. The Sprint Backlog contains information about which features are implemented, but how fast documentation can be written is not indicated in the Backlog.</p>
2	A	<p>A) Correct. The ETC should disband once the organisation has realised its transition to Scrum and has entered a phase of Continuous Improvement. The ETC exists only during the transition period, which may be multiple years for a large transition. (Literature: B. Part 1, Chapter 4)</p> <p>B) Incorrect. The ETC exists to create a culture and environment where change can be realised by those who are passionate about the success of the organisation. The ETC does this by guiding groups who are implementing changes. This happens only during the transition period, not during the Continuous Improvement phase.</p> <p>C) Incorrect. The ETC exists to create a culture and environment where change can be realised by those who are passionate about the success of the organisation. The ETC does not do this by implementing changes in the organisation but by guiding groups who are implementing the changes. This happens only during the transition period, not during the Continuous Improvement phase.</p> <p>D) Incorrect. If a company is adopting Scrum organisation-wide, the ETC should indeed include senior people from engineering or development plus vice presidents of groups such as product management, marketing, sales, operations, human resources, and so on. This happens, however, only during the transition period, not during the Continuous Improvement phase.</p>
3	A	<p>A) Correct. The DSDM approach dictates that only the minimum work will be done in every step, in order to move forward for the next item, with a mindset that continuous change is a natural part of projects. (Literature: F)</p> <p>B) Incorrect. Kanban is about visualisation of work and limiting Work-in-Progress (WiP).</p> <p>C) Incorrect. LeSS stands for Large-Scaled Scrum and is a methodology that can be applied when multiple teams are working together on one product or service that is being developed.</p> <p>D) Incorrect. SAFe is about Scaling Agile beyond a Team, visualising and limiting WiP and decentralising decision-making.</p>

Question	Answer	Explanation / Rationale
4	D	<p>A) Incorrect. Before delegating decisions, the Product Owner should be sure to do so without later second-guessing.</p> <p>B) Incorrect. Ken Schwaber has called Quality a "corporate asset". No one except the CEO has the authority to sacrifice quality.</p> <p>C) Incorrect. A problem will arise if the team is kept under constant pressure. The Scrum Master should first push back and then work with the Product Owner to set reasonable long-term goals with the team.</p> <p>D) Correct. Remote Product Owners can work very successfully as long as they do remain engaged in the project and establish a rapport with the team. (Literature: A, Chapter 1)</p>
5	D	<p>A) Incorrect. All Scrum Team members have to attend certain Scrum meetings.</p> <p>B) Incorrect. All Scrum Team members have to collaborate.</p> <p>C) Incorrect. The Scrum Master and the team support the Product Owner by jointly grooming the Product Backlog.</p> <p>D) Correct. While the Scrum Master and the team support the Product Owner by jointly grooming the Product Backlog, the Product Owner is responsible for making sure, that the necessary work is carried out. (Literature: A, Chapter 1 and C)</p>
6	C	<p>A) Incorrect. This is a solution for a distant Product Owner, not an overworked Product Owner. A distant Product Owner works separately from the team. That can lead to mistrust, miscommunication, misalignment and slow progress.</p> <p>B) Incorrect. A Product Owner committee is a group of product owners without anyone in charge of the overall product. This can result in endless meetings with conflicting interests and politics.</p> <p>C) Correct. In order to avoid an overworked Product Owner, you should first free the individual from all other responsibilities. Being a Product Owner is a full-time job. One Product Owner can look after only one product and one team. (Literature: A, Chapter 1)</p> <p>D) Incorrect. A proxy Product Owner is somebody acting as a placeholder for the actual Product Owner. It can result in increase in conflicts, miscommunication, a slowdown in decision making and a decrease in productivity and morale.</p>
7	A	<p>A) Correct. In this case it would be a good idea to get somebody suitable to take over the role. (Literature: A, Chapter 1)</p> <p>B) Incorrect. It would be a solution of the problem in this scenario, however, in this case it is quite not realistic, as this is the CEO of the company and the CEO will always have other obligations.</p> <p>C) Incorrect. Using a proxy Product Owner is an attempt to superficially treat a systemic issue. So this is more a reason than a solution.</p>
8	A	<p>A) Correct. It's the task of the Development Team to demonstrate what work has been done and not the Product Owner's. (Literature: C)</p> <p>B) Incorrect. Discuss the Product Backlog as it stands is a task of the Product Owner during the Sprint Review.</p> <p>C) Incorrect. Explain what Product Backlog items have not been "Done" is a task of the Product Owner during the Sprint Review.</p>

Question	Answer	Explanation / Rationale
9	C	<p>A) Incorrect. Even though John could be a great Product Owner, it is not clear from the scenario whether he has a lot of business knowledge for this domain. Furthermore, he is already busy with two other critical projects and the Product Owner role is considered a full-time job.</p> <p>B) Incorrect. The Product Owner does not need to know about coding in order to perform the role and that skill on its own is not enough to select Peter. The role of Project Manager is often confused with the Product Owner role, but the roles do not require the same skills.</p> <p>C) Correct. Business and domain knowledge is one of the most important requisites for a Product Owner, as it will allow proper value-driven decision making. Even though Rosa could make some mistakes out of inexperience, she could be coached into the role and become a good Product Owner. (Literature: A, Chapter 6)</p>
10	B	<p>A) Incorrect. No tasks are assigned by the Scrum Master or the Product Owner.</p> <p>B) Correct. The developers themselves assign the tasks, rather than the Product Owner and the Scrum Master. The Daily Scrum is only for answering the three standard questions and nothing else. It's also for the Development Team and no one else can participate (while they can attend for observing). (Literature: A, Chapter 5, C)</p> <p>C) Incorrect. The Scrum Master is there to take away impediments for the team. A Product Owner assigning tasks is an impediment.</p> <p>D) Incorrect. No tasks are assigned by the Scrum Master or the Product Owner.</p>
11	D	<p>A) Incorrect. Development Teams are self-organising. The Product Owner cannot tell the Development Team how to turn Product Backlog into increments of potentially releasable functionality.</p> <p>B) Incorrect. Development Teams are self-organising. There is no Project Manager involved in this. He cannot tell the Development Team how to turn Product Backlog into increments of potentially releasable functionality.</p> <p>C) Incorrect. Development Teams are self-organising. No one, not even the Scrum Master, tells the Development Team how to turn Product Backlog into increments of potentially releasable functionality.</p> <p>D) Correct. Development Teams are self-organising. No one tells the Development Team how to turn Product Backlog into increments of potentially releasable functionality. (Literature: C)</p>

Question	Answer	Explanation / Rationale
12	B	<p>A) Incorrect. David Rico’s research bears out the claim that Agile teams produce higher-quality products, but this is not the name of the product.</p> <p>B) Correct. As our ability to predict the future is limited, our best chance of success is to envision the minimal marketable product, a product with minimum functionality that meets the selected customer needs. (Literature: A, Chapter 2, B, Chapter 1)</p> <p>C) Incorrect. A company’s sole product is a company’s only product. This is not what is being referred to in this context.</p> <p>D) Incorrect. The product vision selectively describes the product at a coarse-grained level, capturing the product’s essence—the information considered critical to develop and launch a winning product.</p>
13	D	<p>A) Incorrect. The term Just Enough was first used in Cohn (2008) to discuss grooming activities.</p> <p>B) Incorrect. The term Just-in-Time was first used in Cohn (2008) to discuss grooming activities.</p> <p>C) Incorrect. Delaying decisions until they have to be made is also referred to as the last responsible moment.</p> <p>D) Correct. Using simplicity as a guiding principle follows a long-standing tradition. In the fourteenth century, Franciscan friar William of Ockham allegedly postulated that given a choice between two equal hypotheses, the simplest hypothesis is the most likely. The same holds for functionally equivalent designs, where the simplest design should be preferred. This insight is known as Ockham’s razor. (Literature: A, Chapter 2 and 3)</p>
14	A	<p>A) Correct. Depending on the market and the product’s lifecycle stage, focus on the next 6 to 12 months. (Literature: A, Chapter 2)</p> <p>B) Incorrect. Depending on the market and the product’s lifecycle stage, focus on the next 6 to 12 months rather than predicting the next 2 to 3 years.</p> <p>C) Incorrect. Depending on the market and the product’s lifecycle stage, focus on the next 6 to 12 months rather than predicting the next 3 to 4 years.</p> <p>D) Incorrect. Crafting a 5-year product road map before any release is deployed provides little benefit; it paints a dream rather than anticipating reality.</p>

Question	Answer	Explanation / Rationale
15	C	<p>A) Incorrect. Overdoing the up-front market research work leads to getting caught in the analysis-paralysis trap: carrying out more and more research work without making any real progress.</p> <p>B) Incorrect. Creating products that launch with an abundance of functionality can make great news stories. Exciting as they may be, big-bang development efforts have a dark side: they consume a lot of time and money, and they exhibit a high risk of failure.</p> <p>C) Correct. An obvious but surprisingly common mistake is to start product development without a product vision. This happens most often when 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. (Literature: A, Chapter 2)</p> <p>D) Incorrect. Even though the vision paints a picture of the future product, the envisioned future might never come true. Progressing the vision into a product is an entrepreneurial act that carries the risk of failure.</p>
16	A	<p>A) Correct. One thing any new Team should do is discuss and agree on a DoD that defines a potentially shippable product increment appropriate for its environment. The Definition of Done acts as a set of acceptance criteria for the User Stories in the Backlog, allowing the Team to add as much value as possible. (Literature: B, Chapter 3)</p> <p>B) Incorrect. The stakeholders do not have to agree on the value of the product, as long as the DoD ensures the most value possible.</p> <p>C) Incorrect. The DoD has to be agreed on by the Team, so that they will be able to deliver value.</p> <p>D) Incorrect. The DoD has to be agreed on by the Team, so that they will be able to deliver value.</p>
17	B	<p>A) Incorrect. There is no need to specify the type of user further. The user name does not need to be specific. The terms 'good' and 'fast' do need to be specified further.</p> <p>B) Correct. User Stories on the Product Backlog that will be done soon need to be well enough defined to be completed in the upcoming Sprint. The non-functional requirements must be specific, so that the Story points can be estimated and to ensure that the feature can be realised. (Literature: B, Chapter 13)</p> <p>C) Incorrect. It is true that additional information could be added during a Sprint (for instance, when there are questions), and the level of detail in a User Story should not be too high. However, when the User Story mentions quality requirements, such as 'good' or 'fast', these need to be specified up-front.</p> <p>D) Incorrect. The syntax is good and complete, but the definitions of 'good' and 'fast' are not specific enough to realise this User Story in a Sprint.</p>
18	B	<p>A) Incorrect. This is a fine grained User Story.</p> <p>B) Correct. This is a coarse-grained Story, which is therefore an Epic Story. (Literature: A, Chapter 3)</p> <p>C) Incorrect. This is a medium grained User Story.</p>

Question	Answer	Explanation / Rationale
19	A	<p>A) Correct. This is a global non-functional requirement. It should be incorporated within the Definition of Done and every increment has to fulfil those requirements. (Literature: A, Chapter 3)</p> <p>B) Incorrect. Local non-functional requirements should be incorporated within the Product Backlog. However this describes a global requirement.</p> <p>C) Incorrect. The Product Backlog is not the right place for global non-functional requirements. It should be incorporated within the Definition of Done and every increment has to fulfil those requirements.</p> <p>D) Incorrect. This is a global non-functional requirement. Therefore, it should be incorporated within the Definition of Done and every increment has to fulfil those requirements.</p>
20	C	<p>A) Incorrect. It is often useful to incorporate global non-functional requirements in the Definition of Done.</p> <p>B) Incorrect. If the non-functional requirement is expressed as a constraint, it should not be attached to the Product Backlog, but to the Story.</p> <p>C) Correct. If the non-functional requirement is expressed as a constraint, we can simply attach the constraint to the Story, as suggested by Newkirk and Martin (2001) and Cohn (2004). (Literature: A, Chapter 3)</p> <p>D) Incorrect. User experience requirements are often best captured as sketches, storyboards, user interface navigation diagrams, and prototypes.</p>
21	D	<p>A) Incorrect. Work efforts for items are primarily identified during the Sprint planning session and not prior to it.</p> <p>B) Incorrect. Work efforts for items are primarily identified during the Sprint planning session and not prior to it. Furthermore, only high priority items need to be detailed prior to the Sprint planning session.</p> <p>C) Incorrect. Only high priority items need to be detailed prior to the Sprint planning session.</p> <p>D) Correct. This is the best answer, since high priority items need to be detailed prior to the Sprint planning session. (Literature: A, Chapter 5)</p>

Question	Answer	Explanation / Rationale
22	C	<p>A) Incorrect. Working at an aggressive pace is not a pitfall. It is sustainable as long as it is effectively managed and workloads are realistic for the team. A Sprint review meeting where the results do not correspond to the Definition of Done is a pitfall, because teams are allowed to only demonstrate work results that they believe corresponds to the Definition of Done.</p> <p>B) Incorrect: Working at an aggressive pace is not a pitfall. It is sustainable as long as it is effectively managed and workloads are realistic for the team. Re-prioritisation of the Product Backlog is commonly performed during daily scrum meetings and spring planning sessions and not a pitfall either.</p> <p>C) Correct. Working at an unsustainable pace is a pitfall, because this is counterproductive. A Sprint review meeting where the results do not correspond to the Definition of Done is a pitfall, because teams are allowed to demo only work results that they believe corresponds to the Definition of Done. (Literature: A, Chapter 5)</p> <p>D) Incorrect. Working at an unsustainable pace is a pitfall, because this is counterproductive. Re-prioritisation of the Product Backlog is commonly performed during Daily Scrum meetings and Sprint Planning sessions and not a pitfall.</p>
23	D	<p>A) Incorrect. Infrastructure architecture is not a typical artefact in an information radiator.</p> <p>B) Incorrect. The stakeholder map is not a typical artefact in an information radiator.</p> <p>C) Incorrect. The status report is not a typical artefact in an information radiator.</p> <p>D) Correct. The vision statement completes the above list of examples of artefacts that Information Radiators can contain. (Literature: A, Chapter 2)</p>
24	A	<p>A) Correct. A Burn-Down chart may even show a burn Up during an iteration. This means that even though the team probably completed some work, they either realised that the remaining work was underestimated or increased the scope of the project. (Literature: A, Chapter 4)</p> <p>B) Incorrect. On a software project, we may choose to estimate User Stories or other work in Ideal Days. When estimating in Ideal Days, you assume that the story being estimated is the only thing you will work on, that everything you need will be on hand when you start and that there will be no interruptions.</p> <p>C) Incorrect. The User Stories of the release plan are decomposed into tasks on the iteration plan. Where the User Stories of a release plan are estimated in Story Points or Ideal Days, the tasks on the iteration plan are estimated in Ideal Hours.</p> <p>D) Incorrect. Story points are a unit of measure for expressing the overall size of a User Story, feature or other piece of work.</p>

Question	Answer	Explanation / Rationale
25	C	<p>A) Incorrect. Joint Sprint Retrospective addresses outcome number 2. Joint Sprint Planning is not a good choice.</p> <p>B) Incorrect. Joint Sprint Planning and Scrum-of-Scrums are not the best choices. Joint Sprint Review and Joint Sprint Retrospective best address both of these requested outcomes.</p> <p>C) Correct. Joint Sprint Review addresses outcome number 1, and Joint Sprint Retrospective addresses outcome number 2. (Literature: A, Chapter 5)</p> <p>D) Incorrect. Joint Sprint Review addresses outcome number 1. Scrum-of-Scrums is not a good choice.</p>
26	A	<p>A) Correct. The specific pain points mentioned in the scenario clearly necessitate the establishment of a solid, automated and reliable Continuous Delivery pipeline. This is the foundation for all other activities. (Literature: D, Chapter 7)</p> <p>B) Incorrect. This step is an action X-AppGo would take after first establishing a solid Continuous Delivery pipeline.</p> <p>C) Incorrect. This step is an action X-AppGo would take later, but they must first establish a solid Continuous Delivery pipeline.</p> <p>D) Incorrect. This step is an action X-AppGo would take later, but they must first establish a solid Continuous Delivery pipeline.</p>
27	B	<p>A) Incorrect. Joint Sprint Planning addresses outcome 1. Joint Sprint Retrospective is not a good approach.</p> <p>B) Correct. Joint Sprint Planning addresses outcome 1 and Scrum-of-Scrums addresses outcome 2. (Literature: A, Chapter 4)</p> <p>C) Incorrect. Neither Joint Sprint Review nor Joint Sprint Retrospective are good approaches.</p> <p>D) Incorrect. Scrum-of-Scrums addresses outcome 2. Joint Sprint Review is not a good approach.</p>
28	D	<p>A) Incorrect. This is not conforming to the definition. Furthermore, the Product Backlog in a scaled environment probably will not be subdivided in equal set of features. Also the work involved for Themes, Epics and Features is not estimated in detail up front.</p> <p>B) Incorrect. This is not conforming to the definition and in practice there will always be some dependencies. Also the Themes, Epics and Features are not detailed up front so interactions will not always be visible or predictable.</p> <p>C) Incorrect. This is not conforming to the definition and in practice the Backlog will grow and may not be finished anyhow due to the lack of a business case after some time.</p> <p>D) Correct. Ken Schwaber defines the staging as the process of defining and prioritising the non-functional requirements for scaling. It is important to define these requirements and let one team realise the infrastructure before the other Development Teams start to run their Sprints. Otherwise a lot of non-functional escaped defects will occur after deploying products into production. (Literature: A, Chapter 2)</p>

Question	Answer	Explanation / Rationale
29	A	<p>A) Correct. The Scrum-of-Scrums should take place after the Daily Scrum in order to discuss the progress and issues during the Scrum-of-Scrums and seek for agreements and coordination to reach the Sprint goals. The meeting should be attended by a team member, because the Scrum-of-Scrums is a team meeting that help large projects multiple teams to maintain coordination and dependencies in sync and towards the Sprint goals. (Literature: A, Chapter 5)</p> <p>B) Incorrect. The Scrum-of-Scrums should take place after the Daily Scrum in order to discuss the progress and issues during the Scrum-of-Scrums and seek for agreements and coordination to reach the Sprint goals. However, the Scrum-of-Scrums meeting should not be a status report meeting for Product Owners. It's a team's meeting that enables the teams to be in sync with the other teams in a large project.</p> <p>C) Incorrect. The Scrum-of-Scrums should not take place before, but after the Daily Scrum in order to discuss the progress and issues during the Scrum-of-Scrums and seek for agreements and coordination to reach the Sprint goals. The meeting should be attended by a team member, because the Scrum-of-Scrums is a team meeting that help large projects multiple teams to maintain coordination and dependencies in sync and towards the Sprint goals.</p> <p>D) Incorrect. The Scrum-of-Scrums should not take place before, but after the Daily Scrum in order to discuss the progress and issues during the Scrum-of-Scrums and seek for agreements and coordination to reach the Sprint goals. The Scrum-of-Scrums meeting should not be a status report meeting for Product Owners. It's a team's meeting that enables the teams to be in sync with the other teams in a large project.</p>
30	D	<p>A) Incorrect. The duration of the Sprint could be arguable, but the organisational chart does not have influence on the number of teams a Product Owner can properly support.</p> <p>B) Incorrect. The duration of the Sprint could be arguable, but the size of the team is not a critical factor in determining how many teams a Product Owner can properly support.</p> <p>C) Incorrect. The product's complexity is a key factor, but the domain knowledge of the Scrum Master is not a critical factor in determining how many teams the Product Owner can properly support.</p> <p>D) Correct. Product newness, its complexity and the domain knowledge of the teams are key factors to determine the number of teams a single Product Owner can properly support. (Literature A: Chapter 1)</p>

Question	Answer	Explanation / Rationale
31	C	<p>A) Incorrect. Scrum requires experienced developers to facilitate good estimation and allow self-organisation. Also, developers are likely to have to take on many tasks, not just coding.</p> <p>B) Incorrect. Scrum requires inspection and adaption by the customer to ensure the highest value.</p> <p>C) Correct. Changing requirements are perfectly suitable for the Agile Scrum approach. In a Waterfall approach the changing demands will lead to a never-ending project. (Literature: C)</p> <p>D) Incorrect. When the requirements are known upfront, a waterfall approach is good enough.</p>
32	B	<p>A) Incorrect. Larger teams need more people. They do develop faster, but not so much faster that a large team is cheaper.</p> <p>B) Correct. Larger teams do seem to create around six times as many defects as small teams do and the output is not that much faster. This is a good argument to start working in Agile Scrum Teams. (Literature: B, Chapter 10)</p> <p>C) Incorrect. Smaller teams do take more time, but this does not cost more total effort and money, because the most expensive resource is manpower.</p> <p>D) Incorrect. Team members are experiencing a type of bystander effect when working in larger teams: someone will probably do it. Therefore, they take less responsibility and feel less committed than when working in smaller teams.</p>
33	B	<p>A) Incorrect. The backlog must be groomed in each Sprint to plan ahead. Not after the next Sprint.</p> <p>B) Correct. This grooming technique allows you to work with large and complex projects by giving early visibility on dependencies, complexities and time for preparing. (Literature: A, Chapter 3)</p> <p>C) Incorrect. Decomposing and refining the backlog for the current Sprint planning is not possible as you don't have the insights and findings to do so, neither should you change the items in the middle of the sprint. They're always groomed for the next Sprint in smaller projects and for two to three Sprint ahead in larger ones.</p> <p>D) Incorrect. This is what should be done in smaller or normal projects. For large ones you need ahead visibility due to the complexity and dependencies that lie in future Sprints.</p>
34	A	<p>A) Correct. A single Product Backlog should be kept, to keep overview over all product requirements and make grooming the Backlog easier and in-sync with the work of other Teams. (Literature: A, Chapter 3)</p> <p>B) Incorrect. It is not a good idea to focus on components, because a Scrum Team should work on features. In addition, a single Product Backlog creates more overview and less overhead.</p> <p>C) Incorrect. Although it is better to focus on features than on components of the project, a single Product Backlog creates more overview and less overhead.</p> <p>D) Incorrect. Only the use of a single Product Backlog does not create significant overhead (or waste). In addition, this method enables the (head) Product Owner best to maintain an overview of all Backlog items. Grooming the Backlog and prioritising work well is only possible when there is enough overview over the Product Backlog.</p>

Question	Answer	Explanation / Rationale
35	C	<p>A) Incorrect. Product Owner's responsibility is not a good reason to create more than one Product Backlog, even for large and complex projects like this one. As it will add waste, produce rework and will reduce the development speed.</p> <p>B) Incorrect. Scrum recommends to have only one Product Backlog as maintaining many creates waste, rework and more hand-offs and reduced speed.</p> <p>C) Correct. Having only one Product Backlog is the recommended Scrum approach. If it has large amounts of items because of the project complexity, and it's necessary, separated views for each team can be generated. (Literature: A, Chapter 3)</p> <p>D) Incorrect. This is not the proper reason why there should be only one Product Backlog. The proper reason is not the accountability, but the waste produced by generating split backlogs, as they should be in sync with the main one and more hand-offs and rework will very likely be produced.</p>
36	A	<p>A) Correct. The way product value is maximised may vary widely across organisations, Scrum Teams, and individuals. (Literature: C)</p> <p>B) Incorrect. Although all working items have been released now, this does not automatically make it clear which functionality has more business value over another functionality.</p> <p>C) Incorrect. Although the Product Owner is the key person to decide what has value and what does not, satisfaction is an emotion. Satisfaction alone does not imply valuable products per se.</p>
37	A	<p>A) Correct. The Product Owner must know how to arrange the Product Backlog to maximise the value created by the Development team. (Literature: C)</p> <p>B) Incorrect. Arranging Product Backlog Items is only one part of managing the Product Backlog.</p> <p>C) Incorrect. The Scrum values are aspects of the culture, business value is about the product.</p>
38	A	<p>A) Correct. The Scrum Master helps everyone with these three actions to maximise the value created by the Scrum Team. (Literature: C)</p> <p>B) Incorrect. 1 and 2 are correct, but 4 is incorrect. 4 is intended to elicit feedback and foster collaboration. It's not about optimising value in the Product Backlog Items.</p> <p>C) Incorrect. 2 is correct, but 4 and 5 are incorrect. 4 is intended to elicit feedback and foster collaboration. It's not about optimising value in the Product Backlog Items. 5 is about process maturity, not about business value in Product Backlog items.</p> <p>D) Incorrect. 1, 2 and 3 are correct, but 4 and 5 are false. 4 is intended to elicit feedback and foster collaboration. It's not about optimising value in the Product Backlog Items. 5 is about process maturity, not about business value in Product Backlog items.</p>

Question	Answer	Explanation / Rationale
39	C	<p>A) Incorrect. Early and continuous feedback is more valuable than one-time feedback at the end of the development cycle.</p> <p>B) Incorrect. The Daily Scrum meetings are for the Development Team to synchronise activities.</p> <p>C) Correct. In order to create a winning product, the Product Owner, Scrum Master and team must develop an intimate understanding of customer and user needs and how these needs can best be met. (Literature: A, Chapter 1)</p>
40	B	<p>A) Incorrect. The customer and the user may not be the same person, therefore they may not have the same needs.</p> <p>B) Correct. Customer and user needs determine the success or failure of the product. (Literature: A, Chapter 1)</p> <p>C) Incorrect. Customers and users do not determine if a product is done.</p> <p>D) Incorrect. The Product Owner is responsible for providing the features to build to the Development Team.</p>