



BCS EXIN Practitioner Certificate in Agile Scrum Product Owner Bridge

Sample Paper

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

Sample paper only 20 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 45 minutes.

Pass mark is 13/20

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1 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

2 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".

3 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.

- 4** 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.

- 5** 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.

- 6** 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.

- 7** 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.

- 8** 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.

- 9** 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.

- 10 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.

- 11 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.

- 12 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.

- 13** 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.

- 14** 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.

- 15** 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.

- 16** 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.

- 17** 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.

- 18** 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.

- 19** "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 maximise 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.

- 20** 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.

End of Paper