BCS EXIN Practitioner Certificate in Agile Scrum Product Owner Bridge Syllabus

V1.1 May 2020

This professional certification is not regulated by the following United Kingdom Regulators - Ofqual, Qualifications in Wales, CCEA or SQA

Change History

This log provides a single point of reference, where a summary of any changes is recorded, to include the date of the amendment and a summary of the changes made.

Version Number	Changes Made
Version 1.1 May 2020	Update to the Training Criteria.
Version 1.0 July 2019	Finalised.
Version 0.1 March 2019	BCS Formatted syllabus created.

Contents

Introduction

An Agile Scrum Product Owner certificate ensures that a candidate can successfully lead Agile Scrum projects in the context of an overall Service and Product Lifecycle, in a way that adds the most value possible for the customer.

In order to do this, the Product Owner provides direction, makes final decisions, and ensures that the Team is aimed at the right goals. The Product Owner is actively engaged with, communicates well with, and listens carefully to arguments from the Team. Within the context of the organisation's larger business objectives, the Product Owner provides the vision, but also the boundaries within which this vision must be realised. This is achieved by creating, maintaining and prioritising the business value driven Product Backlog. It is the Product Owner's responsibility to make sure the project earns a good Return on Investment.

A good Product Owner understands the business and the market, is the Voice of the Customer (internal or external), manages the product or service lifecycle and balances the need for both functional and non-functional requirements.

Summary

The BCS EXIN Agile Scrum Product Owner Bridge is a certification developed specifically for candidates that hold the BCS EXIN Agile Scrum Master certificate. Where the regular BCS EXIN Agile Scrum Product Owner certification has overlap with the BCS EXIN Agile Scrum Master, the Bridge contains only new content for these candidates. The BCS EXIN Agile Scrum Product Owner Bridge certification looks to confirm both skills and knowledge of the Agile framework and Scrum methodology, specifically with the Product Owner role in mind.

Agile Scrum is about working together to successfully reach a goal. Agile methodologies are popular approaches in software development and are increasingly being used in other areas. Scrum practices include establishing cross-functional and self-managed teams, producing a working deliverable at the end of each iteration or Sprint. This certification focuses on adopting Agile or Scrum in the workplace and taking on the role of Product Owner.

The exam Agile Scrum Product Owner Bridge is part of the Agile Scrum qualification program.
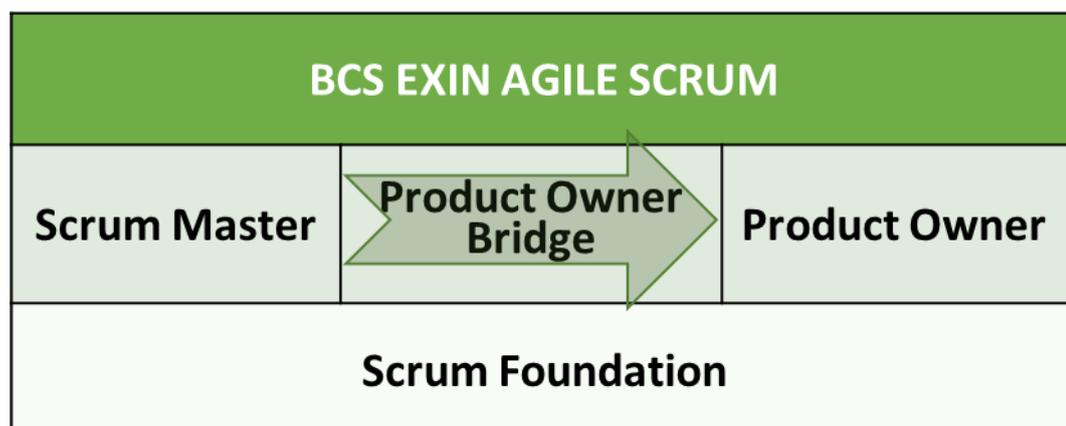
Target Audience

The Agile way of thinking is best known in the field of software development, but the principles are increasingly being applied in other types of projects and it is fast becoming a regular project management technique. Scrum is the most used Agile methodology and is suitable for all professionals looking to keep their knowledge up to date with the latest developments in the fields of IT and Project Management, particularly those leading or participating in projects. The Product Owner role focuses on bringing Value for the Customer and Value for the Business, through Project Management techniques.

In particular, the certification is suitable for professionals working in the areas of Project Management, Software development, IT Service Management and Business Management.

Levels of Knowledge / SFIA Levels

This syllabus will provide candidates with the levels of difficulty highlighted within the following table, also enabling them to develop the skills to operate at the highlighted level of responsibility (as defined within the SFIA framework) within their workplace. The levels of knowledge and SFIA levels are further explained on the website.

Level	Levels of Knowledge	Levels of Skill and Responsibility (SFIA)
7		Set strategy, inspire and mobilise
6	Evaluate	Initiate and influence
5	Synthesise	Ensure and advise
4	Analyse	Enable
3	Apply	Apply
2	Understand	Assist
1	Remember	Follow

Learning Outcomes

Candidates should be able to demonstrate the ability to analyse, understand and explain Agile concepts in the following areas:

1. The Agile way of thinking;
2. The Product Owner role;
3. Managing the Product Backlog;
4. Complex Projects;
5. Adding Value.

Course Format and Duration

BCS recommends that for full coverage of the syllabus to be achieved, training courses leading to the certificate should normally run for a minimum 8 hours. This number includes group assignments, exam preparation, and short coffee breaks. Not included are: homework, logistics for exam preparation and lunch breaks.

Candidates should spend about 60 hours on self-study, depending on existing knowledge.

Examination Format and Duration

Type	20 Multiple choice questions
Duration	45 Minutes
Supervised	Yes
Open Book	No
Pass Mark	65%
Calculators	No
Delivery	Digital or paper-based

Eligibility for the Examination

Candidates need to hold a BCS EXIN Agile Scrum Master certificate, or Professional Scrum Master (PSM), or Advanced Certified ScrumMaster™ (A-CSM).

Attendance at an accredited Agile Scrum Product Owner Bridge training course is not mandatory but is strongly recommended.

Knowledge of Scrum terminology, for instance through the BCS EXIN Agile Scrum Foundation exam, is strongly recommended. This syllabus is freely available on the website www.bcs.org.

Additional Time

For Candidates Requiring Reasonable Adjustments Due to a Disability

Please refer to the reasonable adjustments policy for information on how and when to apply.

For Candidates Whose Language is Not the Language of the Examination

If the examination is taken in a language that is not the candidate's native/official language, then they are entitled to:

- 25% extra time.
- Use their own **paper** language dictionary (whose purpose is translation between the examination language and another national language) during the examination. Electronic versions of dictionaries will **not** be allowed into the examination room.

Guidelines for Accredited Training Organisations

Each major subject heading in this syllabus is assigned an allocated percentage of study time. The purpose of this is:
1) Guidance on the proportion of time allocated to each section of an accredited course.
2) Guidance on the proportion of questions in the exam.

Courses do not have to follow the same order as the syllabus and additional exercises may be included, if they add value to the training course.

Syllabus Weighting

The following table lists the topics (exam requirements) and the subtopics (exam specifications) of the module.

*Note: The Learning Objectives that are greyed out, are part of the full BCS EXIN Agile Scrum Product Owner exam, but **not** of the BCS EXIN Agile Scrum Product Owner Bridge exam.*

Learning Objectives		Weight
1. Agile Way of Thinking		
	1.1 Agile Concepts	
2. Product Owner Role		15%
	2.1 Tasks and Responsibilities of the Product Owner Role	15%
	2.2 Other Roles (Scrum Master, Development Team)	
3. Managing the Product Backlog		45%
	3.1 From Vision to Product Backlog	20%
	3.2 User Stories (Including Epics, Non-Functional and Functional Requirements)	15%
	3.3 Creating Sprint Backlogs	5%

	3.4 Tracking and Communicating Progress	
	3.5 Staying in Control and Delivering	5%
4. Complex Projects		**20%**
	4.1 Scaling Agile Projects	5%
	4.2 Suitability of Agile for Different Types of Projects	
	4.3 Managing Complex Product or Service Backlogs	15%
5. Adding Value		**20%**
	5.1 Adding Business Value to the Project	15%
	5.2 Acting as the Voice of the Customer	5%
	Total	**100%**

Trainer Criteria

The following criterion apply:

- Hold a BCS EXIN Practitioner Certificate in Agile Scrum Product Owner;
- Have a minimum of 3 years practical Agile experience.
- Have 10 days training experience or a train the trainer qualification.

Candidate Ratio

Trainers may instruct up to 15 candidates.

Invigilators may supervise up to 25 candidates.

Syllabus

Learning Objectives

(Please note that the specifications shown in grey are part of the full BCS EXIN Agile Scrum Product Owner exam and are not part of this Bridge exam.)

1. Agile Way of Thinking

1.1 Agile concepts

The candidate can…

1.1.1 Explain the Agile way of thinking

1.1.2 Explain how Agility brings predictability and flexibility

1.1.3 Describe how to establish continuous improvement

1.1.4 Differentiate other Agile frameworks and methodologies: Crystal, Extreme Programming (XP), DSDM, LeSS, SAFe and Kanban

2. Product Owner role – 15%

2.1 Tasks and responsibilities of the Product Owner role

The candidate can…

2.1.1 Explain which tasks and responsibilities belong to the Product Owner role

2.1.2 Explain which solutions are suitable for solving issues

2.1.3 Explain the role of the Product Owner in the different Scrum events

2.1.4 Analyse a scenario for the best way to transition into the Product Owner role

2.2 Other roles (Scrum Master, Development Team)

The candidate can…

2.2.1 Explain all roles within the Scrum Framework

3. Managing the Product Backlog - 45%

3.1 From Vision to Product Backlog

The candidate can…

3.1.1 Explain how to create the Product Vision for either a Service or a Product

3.1.2 Explain how to create a Product Road Map for either a Service or a Product

3.1.3 Analyse a scenario for common mistakes when creating the Product vision

3.1.4 Explain why a good Definition of Done is so important

3.2 User Stories (including Epics, non-functional and functional requirements)

The candidate can…

3.2.1   Explain how to write good User Stories for Services or Products

3.2.2   Analyse a Product Backlog to identify Epic Stories (large, unrefined items)

3.2.3   Analyse a scenario for non-functional requirements of Services and Products

3.2.4   Explain how to manage non-functional requirements of Services and Products

3.3 Creating Sprint Backlogs

The candidate can…

3.3.1   Explain how to create a Sprint Backlog

3.4 Tracking and communicating progress

The candidate can…

3.4.1   Identify impediments, deviations, roadblocks and other obstacles that influence the progress

3.4.2   Explain how to read Information Radiators, how to interpret them and how to act on the results

3.4.3   Explain how to interpret commonly used tracking methods (Burn-Down Chart, Velocity, etc.)

3.5 Staying in control and delivering

The candidate can…

3.5.1   Explain how to manage issues and bugs and how to inform stakeholders

3.5.2   Explain how to establish Continuous Delivery

4. Complex Projects – 20%

4.1 Scaling Agile Projects

The candidate can…

4.1.1   Explain how to use the Product Backlog in a scaled environment

4.1.2   Explain how to scale to larger teams using Scrum-of-Scrums

4.1.3   Explain how to scale the Product Owner function

4.2 Suitability of Agile for different types of projects

The candidate can…

4.2.1   Explain in which cases it is not possible to use Agile

4.2.2   Identify the limits of a Scrum Team

4.3 Managing complex Product or Service Backlogs

The candidate can…

4.3.1   Explain different ways to manage complex Product or Service Backlogs

4.3.2   Propose a way to manage a complex Product or Service Backlog in a given scenario

5. Adding Value – 20%

5.1 Adding Business Value to the project

The candidate can…

    5.1.1   Explain what Business Value is

    5.1.2   Explain how to add Business Value to an Agile project

    5.1.3   Analyse a scenario for the most Business Value added features

5.2 Acting as the Voice of the Customer

The candidate can…

    5.2.1   Explain how to work with customers, users and other stakeholders

Basic Concepts

Please note that knowledge of these terms alone does not suffice for the exam; the candidate must understand the concepts and be able to provide examples.

Agile Estimation	Product Backlog Item
Agile Planning	Product Owner
Burn-Down (bar) chart	Product Road Map
Business value	Proxy Product Owner
Champion skeptic	Refactoring
Coach	Release Burn Up
Commitment	Release planning
Complex Adaptive System (CAS)	Remote Product Owner
Continuous Delivery	Resistance
Continuous Integration	Return on Investment (ROI)
Customer Relationship Management (CRM) System	Scaling
Customer/user needs	Scrum
Daily Scrum	Scrum Master
Definition of Done (DoD)	Scrum-of-Scrums
Epic (User Story)	Skeptic
Estimation	Splitting teams
Feedback	Sprint
Functional requirement	Sprint Backlog
Gantt chart	Sprint Backlog Item
Ideal hours/ ideal days	Sprint Planning
Increment	Sprint Retrospective
Information Radiator	Sprint Review
Non-functional requirement	Staging
Ockham's Razor	Status report
Other Agile Frameworks: • Crystal • Extreme Programming (XP) • DSDM • LeSS • SAFe • KanBan	Story
	Story point
	Task board
	Team
	Test-driven (software) development
	Time-box/time-boxing
	User Story
Pair Programming	Velocity (of the team)
Planning	Voice of the Customer
Potentially shippable	Waste
Priority	Waterfall
Product Backlog	

Recommended Reading List

The knowledge required for the Foundation Scrum exam is covered in the following literature:

A. Pichler, Roman
Agile Product Management with Scrum: Creating Products That Customers Love
Addison-Wesley Professional (2010)
ISBN-13: 978-0321605788
ISBN-10: 0321605780
https://www.amazon.com/Agile-Product-Management-Scrum-Addison-Wesley/dp/0321605780

B. Cohn, Mike
Succeeding with Agile: Software Development Using Scrum
Pearson Education (2009)
ISBN-13: 978-0321579362
ISBN-10: 0321579364
http://www.amazon.com/Succeeding-Agile-Software-Development-Using/dp/0321579364

C. Schwaber, Ken & Sutherland, Jeff
The Scrum Guide™
Scrum.Org and ScrumInc. (most recent version)
http://www.scrumguides.org

D. Schwartz, Mark & Kim, Gene
The Art of Business Value
IT Revolution Press (2016)
ISBN-10: 1942788045
ISBN-13: 978-1942788041
https://www.amazon.com/Art-Business-Value-Mark-Schwartz/dp/1942788045

E. Ken Schwaber
Nexus guide
Scrum.Org (August 2015)
https://www.scrum.org/Portals/0/NexusGuide%20v1.1.pdf

Additional Reading (recommended but not mandatory)

F. Mitch Lacey
The Scrum Field Guide: Agile Advice for Your First Year and Beyond (2nd Edition)
Addison-Wesley (January 2016)
ISBN-13: 978-0133853629
ISBN-10: 0133853624
https://www.amazon.com/Scrum-Field-Guide-Addison-Wesley-Signature/dp/0133853624

G. Robert Galen
Scrum Product Ownership: Balancing Value from the Inside Out
RGCG, LLC (March 2013)
ISBN-10: 0988502623
ISBN-13: 978-0988502628
https://www.amazon.com/Scrum-Product-Ownership-Balancing-Inside/dp/0988502623