

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

Question	Answer	Explanation / Rationale
<b>1</b>	<b>D</b>	<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>
<b>2</b>	<b>A</b>	<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>
<b>3</b>	<b>C</b>	<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>
<b>4</b>	<b>B</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>

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5	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>
6	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>
7	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>
8	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>

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9	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>
10	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>
11	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>
12	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>

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13	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>
14	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>
15	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>

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16	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>
17	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>
18	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>
19	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>

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20	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>