EXIN

EXIN Agile Scrum Product Owner Bridge

Certified by EXIN

Sample Exam

Edition 202408

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Content

Introduction

This is the EXIN Agile Scrum Product Owner Bridge (ASPOB.EN) sample exam. The Rules and Regulations for EXIN's examinations apply to this exam.

This exam consists of 20 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is correct.

The maximum number of points that can be obtained for this exam is 20. Each correct answer is worth 1 point. You need 13 points or more to pass the exam.

The time allowed for this exam is 45 minutes.

Good luck!

Sample exam

1 / 20
In a Scrum team, which accountability does **not** belong to the Product Owner?

A) Coordinating the product launch
B) Maintaining the product backlog
C) Managing the product budget
D) Tracking the progress of the team

2 / 20
The Product Owner of a production company is receiving negative feedback from the customer during every meeting they have. The customer keeps complaining that the Product Owner is not delivering what was asked for.

What should the Product Owner do to help improve the product's success?

A) Ask the Scrum Master to find a solution with the customer
B) Discuss the matter and find a solution with the Scrum Master
C) Escalate the matter to the direct manager of the Developers
D) Organize a joint meeting with the customer and the Scrum team

3 / 20
The internal Scrum team of a large bank is preparing their first sprint review. They will show the business team the first functionality of a service they are building.

The Developers suggest that the Product Owner provides an account of the work they have done and demonstrates the functionality. They argue that the Product Owner is the voice of the customer (VoC) and speaks the language of the business. The Developers find themselves too technical.

The Scrum Master, on the other hand, suggests that the Developers show their work themselves. This way, they can explain the functionality and answer questions immediately. The Scrum Master and the Product Owner will be present in the during the meeting.

How should the sprint review be structured?

A) The entire Scrum team participates in presenting the results to the key stakeholders and progress toward the product goal is discussed.
B) The Product Owner prepares a presentation and, together with the Developers, presents the deliverables of the sprint to the stakeholders.
C) The Product Owner shows, together with the Scrum Master, to the stakeholders which items of the sprint backlog have been done.

4 / 20
An effective product goal is a key aspect to create customer value in Scrum.

Which critical question must be answered to create an effective product goal?

A) How will the product be profitable for the customer?
B) What is the expected future state of the product?
C) What is the intended date for the product to be available?
D) Which product features must be built first?

5 / 20
Amitola Company wants to create a new vendor portal that will allow the vendors to interact with the company better. They need to create a product goal for the vendor portal.

The Product Owner leads a meeting to develop the product goal. She must make sure all stakeholders agree on the product goal. The product goal is essential for driving the product development in the right direction.

During the meeting, they should first get a clear view of the vision for the vendor portal.

Why is this so important?

A) Because this ensures that the team keeps working towards a valuable goal
B) Because this helps understand the current condition of the project
C) Because this is the next target condition that is updated every sprint
D) Because this makes the team experiment methodically to get to the goal

6 / 20
In Scrum, there is no commitment to features unless they are actively in progress. However, customers can find it challenging to commit to product development and provide a budget without having an idea of the product. It can therefore be helpful to show a product roadmap to customers.

What is the **best** way to create a product roadmap?

A) - Define detailed product backlog items and group them
- Determine the order of delivery and the time to complete
- Update the roadmap during each sprint planning event

B) - Define features from feedback by the Developers and managers
- Determine which customers should be appeased with the roadmap
- Update a Gantt chart with progress and dependencies each day

C) - Define high-level requirements and a product portfolio
- Determine which Scrum teams will be involved
- Update the product backlog for a full Nexus project

D) - Define high-level requirements and order them
- Determine dependencies and map an order of delivery
- Update the roadmap during the development process

7 / 20
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 rental cars on the same platform. User stories are discovered, decomposed, and refined throughout the entire project.

The following user stories are ready:
- As a business traveler, I only want to see available **business hotels**, to be able to choose a hotel in a fast and efficient way.
- As a leisure traveler, I want to choose a **fixed date** for my flight, to be able to start travelling as soon as I am on vacation.
- As a leisure traveler, I want to organize my entire trip on a **single platform**, to be able to save time.

Which user story should be identified as an epic?

A) The story about business hotels
B) The story about a fixed date
C) The story about a single platform

8 / 20
Günter is new to working as a Product Owner. He is unsure how to handle non-functional requirements in the product backlog.

He decomposes the non-functional requirements in a way similar to functional requirements: when they become important. When a task that is tied to the non-functional requirement is done, he removes the non-functional requirement from the product backlog.

Günter soon realizes that when he removes stories with non-functional requirements from the product backlog, he often has to add them again later.

What is the **best** way to handle non-functional requirements?

A) Decompose the non-functional requirements as soon as they become known and keep them at the top of the product backlog
B) Put the non-functional requirements on the product backlog, order them and decompose them when they become important
C) Remove the stories when they are done and re-add the stories when necessary, exactly the way it is currently being done

9 / 20
A team is new to Scrum. They are discussing how to prioritize non-functional requirements and functional requirements. Functional requirements are the business-related requirements.

How should the non-functional requirements be prioritized?

A) They should always be given a higher priority than business-related requirements.
B) They should always be given a lower priority than business-related requirements.
C) They should be prioritized based on the dependencies they impose on other requirements.
D) They should be prioritized based on the vision of the Product Owner in a specific context.

10 / 20
Which Scrum artefact must be updated **most** often?

A) The definition of done (DoD)
B) The increment
C) The product backlog
D) The sprint backlog

11 / 20
Software4You is a software as a service (SaaS) provider. The company has used Scrum for a while.

Currently, tested features are handed over from development to operations. This sometimes causes substantial delays between completing a sprint and releasing the features. Operations often retests software with their own requirements and finds bugs. All new approved features are released in the quarterly release.

Software4You wants to change this, because their customers demand improvements, bug fixes, and new features more frequently.

What is the **best** way to increase the value delivery frequency?

A) Add someone from operations to the Scrum team and use integrated test cases as part of the definition of done (DoD). This will help to build a continuous delivery pipeline.
B) Create dedicated development sprints and deployment sprints. This will help the operations team address testing requirements in the sprint after the development sprint.
C) Train the operations team in Scrum and form a dedicated operations Scrum team to work out bugs. This will help them speed up their quarterly release to much shorter sprints.

12 / 20
A company is working on a large product. They are using a Nexus team setup to get the work done. The product backlog must be scaled across multiple Scrum teams.

How is this done within a Nexus?

A) There is a team of Product Owners and a single product backlog for all Nexus Scrum teams.
B) There is no rule within Nexus that prescribes exactly how the product backlog is scaled.
C) There is one Product Owner and a separate product backlog for each Nexus Scrum team.
D) There is one Product Owner and a single product backlog for all Nexus Scrum teams.

13 / 20
In large projects, multiple Scrum teams can collaborate on the same product.

How should the product backlog be scaled?

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

14 / 20
Vine Industries is a hip software development company that writes customized apps for companies of all types and sizes. Vine Industries often has a complex development environment and time to market is critical for their customers.

Developers of several Scrum teams work together on delivering value. Several Scrum teams may work on a product for a single customer together. There are often dependencies between features developed by different teams. The customers discover new requirements after every sprint.

What is a good approach for working in a complex Scrum environment?

A) - Create a Nexus integration team to do the high-level coordination
- Align work to take care of dependencies between Scrum teams
- Incorporate newly identified features into the next Nexus sprint

B) - Refine the process for discovering new customer requirements
- Use already known dependencies to override assigned priorities
- Use a traditional release management approach with dependencies

C) - Run a design sprint to sort out design and dependency issues
- Do a release planning session to plan all dependencies
- Move around backlog items to predefined sprints in the release

D) - Stop using Scrum and switch to another Agile method completely
- Use a part of development with each customer to investigate requirements
- Only start sprints for a customer once all requirements are clear

15 / 20
Company SHIELD is working on a new in-house enterprise resource planning (ERP) system that will replace the outdated one currently in use. This system will provide functionality throughout the company and will be used in all 30 countries where SHIELD is doing business.

The company uses the traditional way of scaling Scrum. Since the ERP system is composed of five subsystems, the company decides to use a component team approach and appoints five Product Owners. Each of them supports one of the Scrum teams that will be working in parallel on each subsystem. A chief Product Owner is appointed to coordinate the project.

When planning the project, the teams propose to create one product backlog for each component as it will be easier to maintain and use. The chief Product Owner 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 five product backlogs, so each Product Owner must be accountable for their own backlog.

B) There should be only one master product backlog, but there could be five 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 Product Owner is accountable for the backlog.

16 / 20
A Scrum team works hard but does not know if the work done results in valuable features.

In order to help the team, the following is done:

1. Help the Scrum team understand the need for clear and concise product backlog items
2. Ensure the Product Owner knows how to arrange the product backlog to maximize value
3. Ensure the Product Owner clearly explains the delivered value at the sprint review
4. Lead and coach the organization in its Scrum adoption

Which combination of actions results in optimizing business value?

A) 1 and 2
B) 1 and 3
C) 2 and 4
D) 3 and 4

17 / 20
Vine Solutions is a USA-based company that creates custom software for other businesses. They have the business goal to grow the business internationally. To support this goal, they need to expand their online presence.

The Product Owner has drafted several product goals.

Which product goal **best** supports Vine Solutions' business goal?

A) Build an e-commerce system that operates reliably to support the business
B) Expand production and delivery capability to allow for sales outside the USA
C) Rewrite the e-commerce system in Java to make sure the system is stable

18 / 20
12Bike is a bike courier company. They want to improve their digital platform to help speed up the onboarding of new bike couriers.

12Bike outsources this work to a software company. The software company uses Scrum.

The financial manager of 12Bike wants to calculate the return on investment (RoI) to get an indication of how much value the project brings.

Does calculating the RoI give the information the manager needs?

A) Yes, because the customer has asked the Product Owner to calculate the RoI.
B) Yes, because the Product Owner can base the RoI on benchmarks from competitors.
C) No, because lead time for onboarding is a much better indication of performance.
D) No, because the RoI only gives an indication of the value for the software company.

19 / 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 customers and users to participate in the daily scrum meetings
C) Involving customers and users early and often during the development process

20 / 20
When communicating with stakeholders, it can be helpful to define a minimal marketable product (MMP). This gives stakeholders something real to discuss.

What is an MMP?

A) The minimum set of features that can be built quickly to test a hypothesis
B) The smallest possible set of features that addresses the needs of users
C) The smallest product that users who get the product for free will accept

Answer key

1 / 20
In a Scrum team, which accountability does **not** belong to the Product Owner?

A) Coordinating the product launch
B) Maintaining the product backlog
C) Managing the product budget
D) Tracking the progress of the team

A) Incorrect. The Product Owner is accountable for this task.
B) Incorrect. The Product Owner is accountable for this task.
C) Incorrect. The Product Owner is accountable for this task.
D) Correct. The Scrum Master is accountable for this task. (Literature: A, Chapter 5.6.4)

2 / 20
The Product Owner of a production company is receiving negative feedback from the customer during every meeting they have. The customer keeps complaining that the Product Owner is not delivering what was asked for.

What should the Product Owner do to help improve the product's success?

A) Ask the Scrum Master to find a solution with the customer
B) Discuss the matter and find a solution with the Scrum Master
C) Escalate the matter to the direct manager of the Developers
D) Organize a joint meeting with the customer and the Scrum team

A) Incorrect. This is not a matter between the customer and only the Scrum Master. The Product Owner and the rest of the Scrum team should also be involved.
B) Incorrect. This is not a matter for just the Product Owner and the Scrum Master. The customer and the whole Scrum team should be involved.
C) Incorrect. Scrum teams are self-managing so a manager has no task in this.
D) Correct. The Product Owner represents the voice of the customer (VoC) but the whole team needs to engage with the customer, especially when there is a difference of understanding. (Literature: A, Chapter 5.6.3)

3 / 20
The internal Scrum team of a large bank is preparing their first sprint review. They will show the business team the first functionality of a service they are building.

The Developers suggest that the Product Owner provides an account of the work they have done and demonstrates the functionality. They argue that the Product Owner is the voice of the customer (VoC) and speaks the language of the business. The Developers find themselves too technical.

The Scrum Master, on the other hand, suggests that the Developers show their work themselves. This way, they can explain the functionality and answer questions immediately. The Scrum Master and the Product Owner will be present in the during the meeting.

How should the sprint review be structured?

A) The entire Scrum team participates in presenting the results to the key stakeholders and progress toward the product goal is discussed.
B) The Product Owner prepares a presentation and, together with the Developers, presents the deliverables of the sprint to the stakeholders.
C) The Product Owner shows, together with the Scrum Master, to the stakeholders which items of the sprint backlog have been done.

A) Correct. The entire Scrum team works together during the sprint review. The review is a collaborative event, and everyone should participate if possible. (Literature: A, Chapter 5.8.4)
B) Incorrect. The sprint review is a working session, and it should not be limited to a presentation by the Product Owner.
C) Incorrect. The sprint backlog is not discussed in the sprint review.

4 / 20
An effective product goal is a key aspect to create customer value in Scrum.

Which critical question must be answered to create an effective product goal?

A) How will the product be profitable for the customer?
B) What is the expected future state of the product?
C) What is the intended date for the product to be available?
D) Which product features must be built first?

A) Incorrect. Profitability is defined in value, which is a product goal for the organization, based on usage of organizational resources, not in terms of customer profitability.
B) Correct. The product goal describes a future state of the product and indicates what the organizational goals and objectives are that it supports. (Literature: A, Chapter 6.4)
C) Incorrect. The intended date is not the same as the product goal.
D) Incorrect. The Scrum team will define together in an iterative process which features must be built.

5 / 20
Amitola Company wants to create a new vendor portal that will allow the vendors to interact with the company better. They need to create a product goal for the vendor portal.

The Product Owner leads a meeting to develop the product goal. She must make sure all stakeholders agree on the product goal. The product goal is essential for driving the product development in the right direction.

During the meeting, they should first get a clear view of the vision for the vendor portal.

Why is this so important?

A) Because this ensures that the team keeps working towards a valuable goal
B) Because this helps understand the current condition of the project
C) Because this is the next target condition that is updated every sprint
D) Because this makes the team experiment methodically to get to the goal

A) Correct. The first step in the Toyota improvement kata is to 'get the direction or challenge'. Once it is clear where the company wants to go, they can start working on how to get there. (Literature: A, Chapter 6.16)
B) Incorrect. This is the second step in the Toyota improvement kata. The final goal does not really help understand the current condition. Both are used to determine the way ahead and the steps necessary to get there.
C) Incorrect. This is the third step in the Toyota improvement kata. The first step is not establishing a temporary goal. The company first creates the final goal, and based on that, creates attainable temporary goals.
D) Incorrect. This is the fourth step in the Toyota improvement kata. Having a goal does not automatically make sure the team will experiment.

6 / 20
In Scrum, there is no commitment to features unless they are actively in progress. However, customers can find it challenging to commit to product development and provide a budget without having an idea of the product. It can therefore be helpful to show a product roadmap to customers.

What is the **best** way to create a product roadmap?

A) - Define detailed product backlog items and group them
- Determine the order of delivery and the time to complete
- Update the roadmap during each sprint planning event

B) - Define features from feedback by the Developers and managers
- Determine which customers should be appeased with the roadmap
- Update a Gantt chart with progress and dependencies each day

C) - Define high-level requirements and a product portfolio
- Determine which Scrum teams will be involved
- Update the product backlog for a full Nexus project

D) - Define high-level requirements and order them
- Determine dependencies and map an order of delivery
- Update the roadmap during the development process

A) Incorrect. A product roadmap does not include detailed product backlog items. The order of delivery and the time to deliver is also not part of the roadmap. The roadmap can be updated at any moment, not just during sprint planning meetings.

B) Incorrect. The customers should form the base of the features, not the Developers and managers (even though managers may potentially be customers). Appeasing customers should never be the goal of a product roadmap. Gantt charts may or may not be required, but it is unlikely they are updated every day.

C) Incorrect. A product portfolio is not part of the product roadmap. The updates should not necessarily be for a Nexus team. It is unclear how large the project is going to be and if a Nexus will be necessary.

D) Correct. To create a product backlog, at a minimum coarse-grained requirements are necessary. It is best to understand these from a business perspective first: how they will create value and how the business will order or prioritize them. Updating the roadmap during development will bring the necessary agility. (Literature: A, Chapter 6.2 and 6.3)

7 / 20
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 rental cars on the same platform. User stories are discovered, decomposed, and refined throughout the entire project.

The following user stories are ready:
- As a business traveler, I only want to see available **business hotels**, to be able to choose a hotel in a fast and efficient way.
- As a leisure traveler, I want to choose a **fixed date** for my flight, to be able to start travelling as soon as I am on vacation.
- As a leisure traveler, I want to organize my entire trip on a **single platform**, to be able to save time.

Which user story should be identified as an epic?

A) The story about business hotels
B) The story about a fixed date
C) The story about a single platform

A) Incorrect. This is a fine-grained user story.
B) Incorrect. This is a medium-grained user story.
C) Correct. This is a coarse-grained, high-level user story. Therefore, it is called an epic. (Literature: A, Chapter 6.11)

8 / 20
Günter is new to working as a Product Owner. He is unsure how to handle non-functional requirements in the product backlog.

He decomposes the non-functional requirements in a way similar to functional requirements: when they become important. When a task that is tied to the non-functional requirement is done, he removes the non-functional requirement from the product backlog.

Günter soon realizes that when he removes stories with non-functional requirements from the product backlog, he often has to add them again later.

What is the **best** way to handle non-functional requirements?

A) Decompose the non-functional requirements as soon as they become known and keep them at the top of the product backlog
B) Put the non-functional requirements on the product backlog, order them and decompose them when they become important
C) Remove the stories when they are done and re-add the stories when necessary, exactly the way it is currently being done

A) Correct. Although not all non-functional requirements are immediately known, they should be decomposed as soon as they are identified and remain at the top of the product backlog. Non-functional requirements may remain as part of the product backlog items indefinitely as many other functional requirements depend on them or because they are fundamental building blocks. (Literature: A, Chapter 6.9.1, 6.14 and 7.4.7)
B) Incorrect. It is true that non-functional requirements are often emerging as the project progresses, but they should always be decomposed as soon as they become known because of the foundational nature of these requirements.
C) Incorrect. Non-functional requirements may remain as part of the product backlog items indefinitely as many other functional requirements depend on them or because they are fundamental building blocks.

9 / 20
A team is new to Scrum. They are discussing how to prioritize non-functional requirements and functional requirements. Functional requirements are the business-related requirements.

How should the non-functional requirements be prioritized?

A) They should always be given a higher priority than business-related requirements.
B) They should always be given a lower priority than business-related requirements.
C) They should be prioritized based on the dependencies they impose on other requirements.
D) They should be prioritized based on the vision of the Product Owner in a specific context.

A) Incorrect. They should be given a higher priority if they impose dependencies, but they are not necessarily more important than other requirements.
B) Incorrect. They should not be given a lower priority, just because they are not business-related. If they impose dependencies, they should be prioritized accordingly.
C) Correct. Non-functional requirements often have higher dependencies and should always be prioritized based on those dependencies. (Literature: A, Chapter 6.14)
D) Incorrect. Prioritization should not be a matter of opinion for the Product Owner. Non-functional requirements should always be decomposed to understand dependencies and then prioritized accordingly.

10 / 20
Which Scrum artefact must be updated **most** often?

A) The definition of done (DoD)
B) The increment
C) The product backlog
D) The sprint backlog

A) Incorrect. The DoD should be updated only if the Scrum team finds something missing or important to be added.
B) Incorrect. An increment should be delivered after every sprint.
C) Incorrect. The product backlog is managed by the Product Owner. The Product Owner updates it on a regular basis, but it is not updated as often as the sprint backlog.
D) Correct. The sprint backlog should be updated regularly; it is recommended to perform updates once per day to keep it as up to date as possible. (Literature: A, Chapter 7.4.1)

11 / 20
Software4You is a software as a service (SaaS) provider. The company has used Scrum for a while.

Currently, tested features are handed over from development to operations. This sometimes causes substantial delays between completing a sprint and releasing the features. Operations often retests software with their own requirements and finds bugs. All new approved features are released in the quarterly release.

Software4You wants to change this, because their customers demand improvements, bug fixes, and new features more frequently.

What is the **best** way to increase the value delivery frequency?

A) Add someone from operations to the Scrum team and use integrated test cases as part of the definition of done (DoD). This will help to build a continuous delivery pipeline.
B) Create dedicated development sprints and deployment sprints. This will help the operations team address testing requirements in the sprint after the development sprint.
C) Train the operations team in Scrum and form a dedicated operations Scrum team to work out bugs. This will help them speed up their quarterly release to much shorter sprints.

A) Correct. Using an integrated approach ensures that features are released as soon as they are ready. Adding operations to the Scrum team makes deployment into the live environment easier. (Literature: A, Chapter 13.1)
B) Incorrect. This would not speed up feature releases very much unless the teams work in very short sprints. From a Scrum perspective, if the team needs operations in the Scrum team to deliver value faster, that is the best way forward. Ideally, the team builds towards continuous delivery (and continuous integration).
C) Incorrect. Although this will help speed up the delivery of features, it is not the best way forward. An operations team that works only on bugs is not ideal. From a Scrum perspective, if the team needs operations in the Scrum team to deliver value faster, that is the best way forward. Ideally, the team builds towards continuous delivery (and continuous integration).

12 / 20
A company is working on a large product. They are using a Nexus team setup to get the work done. The product backlog must be scaled across multiple Scrum teams.

How is this done within a Nexus?

A) There is a team of Product Owners and a single product backlog for all Nexus Scrum teams.
B) There is no rule within Nexus that prescribes exactly how the product backlog is scaled.
C) There is one Product Owner and a separate product backlog for each Nexus Scrum team.
D) There is one Product Owner and a single product backlog for all Nexus Scrum teams.

A) Incorrect. There should only be a single Product Owner and a single product backlog within a Nexus. A company may choose to do it this way, but it does not follow the Nexus rules.
B) Incorrect. Although there is not necessarily a right way and a wrong way of scaling Scrum. If the company has decided to follow Nexus, they have a single Product Owner and a single product backlog.
C) Incorrect. There should only be a single Product Owner and a single product backlog within a Nexus. A company may choose to do it this way, but it does not follow the Nexus rules.
D) Correct. The Nexus philosophy prescribes a single Product Owner and a single product backlog for the entire Nexus. (Literature: A, Chapter 12)

13 / 20
In large projects, multiple Scrum teams can collaborate on the same product.

How should the product backlog be scaled?

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

A) Incorrect. It is a fundamental rule to have only one product backlog for each product. It is not a good idea to focus on components, because a Scrum team should work on features.
B) Incorrect. Although it is better to focus on features than on components of the project, it is a fundamental rule to have only one product backlog for each product.
C) Correct. It is a fundamental rule to have only one product backlog for each product. This creates more overview and less overhead. (Literature: A, Chapter 12.5)
D) Incorrect. The best way to do this is to have only one product backlog for each product, as it creates more overview and less overhead.

14 / 20
Vine Industries is a hip software development company that writes customized apps for companies of all types and sizes. Vine Industries often has a complex development environment and time to market is critical for their customers.

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C) - Run a design sprint to sort out design and dependency issues
- Do a release planning session to plan all dependencies
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D) - Stop using Scrum and switch to another Agile method completely
- Use a part of development with each customer to investigate requirements
- Only start sprints for a customer once all requirements are clear

A) Correct. A Nexus approach is the appropriate way to scale Scrum in this complex situation. (Literature: A, Chapter 12)

B) Incorrect. This a typical response of organizations that are less committed to an Agile approach. In fact, they have now started WaterScrumFall, which lacks the flexibility of a true Agile approach.

C) Incorrect. Design sprints are not part of Scrum. They contradict the principle of self-management, and the Scrum Guide has explicitly excluded this approach since 2011. Release planning turns Scrum into a mini-Waterfall approach.

D) Incorrect. Not using Scrum will not bring the agility this organization needs. Most customer assignments are time-sensitive, and customers want to see value quickly and not wait for all requirements to be investigated.

15 / 20
Company SHIELD is working on a new in-house enterprise resource planning (ERP) system that will replace the outdated one currently in use. This system will provide functionality throughout the company and will be used in all 30 countries where SHIELD is doing business.

The company uses the traditional way of scaling Scrum. Since the ERP system is composed of five subsystems, the company decides to use a component team approach and appoints five Product Owners. Each of them supports one of the Scrum teams that will be working in parallel on each subsystem. A chief Product Owner is appointed to coordinate the project.

When planning the project, the teams propose to create one product backlog for each component as it will be easier to maintain and use. The chief Product Owner 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 five product backlogs, so each Product Owner must be accountable for their own backlog.
B) There should be only one master product backlog, but there could be five 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 Product Owner is accountable for the backlog.

A) Incorrect. It is a fundamental rule to have a single product backlog for each product. The Product Owner's accountability is not a good reason to create more than one product backlog, even for large and complex projects like this one.
B) Incorrect. It is a fundamental rule to have a single product backlog for each product, as maintaining several product backlogs creates waste, rework, and more hand-offs which reduces speed.
C) Correct. It is a fundamental rule to have a single product backlog for each product. (Literature: A, Chapter 9.2)
D) Incorrect. Although the chief Product Owner is accountable, and there should be a single product backlog, the accountability of the chief Product Owner is not the reason for creating only one product backlog. Creating more than one product backlog will create significant overhead and waste.

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A Scrum team works hard but does not know if the work done results in valuable features.

In order to help the team, the following is done:

1. Help the Scrum team understand the need for clear and concise product backlog items
2. Ensure the Product Owner knows how to arrange the product backlog to maximize value
3. Ensure the Product Owner clearly explains the delivered value at the sprint review
4. Lead and coach the organization in its Scrum adoption

Which combination of actions results in optimizing business value?

A) 1 and 2
B) 1 and 3
C) 2 and 4
D) 3 and 4

A) Correct. The Scrum Master helps everyone with these actions to maximize the value created by the Scrum team. (Literature: A, Chapter 5.6)
B) Incorrect. 1 is correct, but 3 is incorrect. 3 is intended to elicit feedback and foster collaboration. It is not about optimizing value in the product backlog items.
C) Incorrect. 2 is correct, but 4 is false. 4 is about process maturity, not about business value in product backlog items.
D) Incorrect. 3 and 4 are both incorrect. 3 is intended to elicit feedback and foster collaboration. It is not about optimizing value in the product backlog items. 4 is about process maturity, not about business value in product backlog items.

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Vine Solutions is a USA-based company that creates custom software for other businesses. They have the business goal to grow the business internationally. To support this goal, they need to expand their online presence.

The Product Owner has drafted several product goals.

Which product goal **best** supports Vine Solutions' business goal?

A) Build an e-commerce system that operates reliably to support the business
B) Expand production and delivery capability to allow for sales outside the USA
C) Rewrite the e-commerce system in Java to make sure the system is stable

A) Incorrect. The link between this product goal and the business goal is not specific enough. A reliable e-commerce system is likely to support the business in general, but this product goal does not address the particular challenges that Vine Solutions faces.
B) Correct. Although this product goal may seem a bit generic, it clearly supports the business goal. It shows the team every sprint what they are working towards in the larger organizational context. (Literature: A, Chapter 6.1)
C) Incorrect. The link between the product and business goal is unclear. Why will rewriting the system in Java make a difference? This product goal does not put the Scrum team's work in the larger organizational context.

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12Bike is a bike courier company. They want to improve their digital platform to help speed up the onboarding of new bike couriers.

12Bike outsources this work to a software company. The software company uses Scrum.

The financial manager of 12Bike wants to calculate the return on investment (RoI) to get an indication of how much value the project brings.

Does calculating the RoI give the information the manager needs?

A) Yes, because the customer has asked the Product Owner to calculate the RoI.
B) Yes, because the Product Owner can base the RoI on benchmarks from competitors.
C) No, because lead time for onboarding is a much better indication of performance.
D) No, because the RoI only gives an indication of the value for the software company.

A) Incorrect. Not every customer wish will give the customer what they need. One task of the Product Owner is to make sure the customer receives what they need, even if they seem to directly ask for something else. There is a better indicator of performance than the RoI, and the Product Owner should explain that to the customer.
B) Incorrect. Using benchmarks from the competitor will not give a good RoI estimate. In addition, there is a better indicator of performance than the RoI, and the Product Owner should explain that to the customer.
C) Correct. The lead time for onboarding the new bike couriers will give a good indication of how the product adds value for 12Bike. This is what the manager is asking, even if they are suggesting another measure. The Product Owner should fulfill the need of the customer by explaining how to use the lead time to get an indication of performance. (Literature: A, Chapter 6.6)
D) Incorrect. The RoI does not give an indication only for the software company. However, there is a better indicator of performance than the RoI, and the Product Owner should explain that to the customer.

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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 customers and users to participate in the daily scrum meetings
C) Involving customers and users early and often during the development process

A) Incorrect. Early and continuous feedback is more valuable than one-time feedback at the end of the development cycle.
B) Incorrect. The daily scrum meetings are for the Developers to synchronize activities.
C) Correct. Agile engages users and customers in making them part of the project, which gives them the opportunity to provide frequent feedback early on. (Literature: A, Chapter 1.1)

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When communicating with stakeholders, it can be helpful to define a minimal marketable product (MMP). This gives stakeholders something real to discuss.

What is an MMP?

A) The minimum set of features that can be built quickly to test a hypothesis
B) The smallest possible set of features that addresses the needs of users
C) The smallest product that users who get the product for free will accept

A) Incorrect. The focus of the MMP does not lie on building a proof of concept, but on producing a minimal set of features that the initial users need.
B) Correct. This is the correct definition. The MMP expands the minimal viable product (MVP) concept with a product that can be used by the initial users. It helps the Product Owner to determine what will deliver value and yield some complete stories. (Literature: A, Chapter 6.15)
C) Incorrect. An MMP tries to deliver value as quickly as possible. The users must be willing to pay for it. This is an essential part of the MMP. In addition, the product itself does not have to be small. The set of features is minimal.

Evaluation

The table below shows the correct answers to the questions in this sample exam.

Question	Answer	Question	Answer
1	D	**11**	A
2	D	**12**	D
3	A	**13**	C
4	B	**14**	A
5	A	**15**	C
6	D	**16**	A
7	C	**17**	B
8	A	**18**	C
9	C	**19**	C
10	D	**20**	B

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