SCRUM ALLIANCE®
CERTIFIED SCRUM PRODUCT OWNER (CSPO®)
Learning Objectives

INTRODUCTION

Purpose

This document describes the Learning Objectives (LOs) that must be covered in a Certified Scrum Product Owner (CSPO) offering. These Learning Objectives take the following into consideration:

- Every implementation of Scrum is different.
- Teams and organizations apply Scrum within their context, but the fundamental framework always remains the same.

The Learning Objectives for this offering are based on:

- *Scrum Guide*, scrumguides.org
- Agile Manifesto, four values and 12 principles, agilemanifesto.org
- Scrum Alliance® Scrum Foundations Learning Objectives

Scope

Scrum Alliance has adopted the *Scrum Guide, The Definitive Guide to Scrum: The Rules of the Game*, co-authored and updated (most recently in 2017) by the co-creators of the Scrum framework, as the guiding curriculum for this offering. CSPO® candidates are expected to build a body of knowledge of the Scrum framework, including its roles, events, and artifacts. Incorporating Scrum principles and practices takes diligence, patience, and a commitment to continuous improvement. Scrum is a framework, not a prescriptive methodology.

Participants in a CSPO offering should expect that each Learning Objective identified in this document will be covered. Students should also expect that the Scrum Foundations Learning Objectives are covered either before or during the offering.

The CSPO Learning Objectives fall into the following categories:

1. Product Owner Core Competencies
2. Describing Purpose and Strategy
3. Understanding Customers and Users
4. Validating Product Assumptions
5. Working with the Product Backlog

Individual trainers (CSTs) or coaches (CECs or CTCs) may choose to teach ancillary topics. Examples might include: Lean Startup; Design Thinking; Agile Leadership; Domain Specific Approaches; Agile Contracts; etc. Ancillary topics presented in a CSPO offering must be clearly indicated as such.

LEARNING OBJECTIVES

A note about Bloom's Taxonomy:
While some Learning Objectives appear to tell a trainer or coach how to teach, that is not the intent. Bloom's-style Learning Objectives describe what the learner can do upon completing the class.

Instead of including the words, please mentally start each Learning Objective with the following phrase: **"Upon successful validation of the Advanced CSPO Learning Objectives, the learner will be able to…"**

This Bloom's style of Learning Objectives consists of six levels of learning:

- 💡 **Knowledge**
- ⚙ **Comprehension**
- ⚓ **Application**
- 📊 **Analysis**
- ⚛ **Synthesis**
- ✅ **Evaluation**

The levels progress from lower order to higher order thinking skills, Knowledge(💡) through Evaluation(✅). The level of each learning objective can be identified using the image designations above.

1. Product Owner Core Competencies

Fundamentals of the Product Owner Role

- ⚙ 1.1. describe at least three distinct responsibilities of the Product Owner and at least two benefits of mastering the role.
- ⚙ 1.2. identify the impact on a Scrum Team and organization of at least three anti-patterns that might exist for Product Owners.
- ⚙ 1.3. discuss at least three types of organizational contexts that affect the approach to the Product Owner role.

Working with Stakeholders

- ⚓ 1.4. use at least one technique to provide transparency to stakeholders on progress toward goals.
- 💡 1.5. list at least three techniques to engage stakeholders to gather information or insights.
- 💡 1.6. list at least three different decision-making approaches a Product Owner might use.
- ⚙ 1.7. discuss at least two situations where the Product Owner might act as a neutral facilitator and when they might use a different engagement approach.

Scrum *Alliance*®

Working with the Development Team

⚙ 1.8. describe how the Product Owner collaborates with the Development Team for activities such as defining "Done" and backlog creation, refinement, and ordering.

Product Ownership with Multiple Teams

💡 1.9. list at least three challenges of being a Product Owner with multiple teams.

2. Describing Purpose and Strategy

Product Strategy

⚙ 2.1. describe vision and practice the creation of a product vision.

⚙ 2.2. describe strategy and relate it to mission and goals.

Product Planning and Forecasting

⚙ 2.3. describe at least three different strategies for the incremental delivery of a product.

⚙ 2.4. explain at least three techniques to plan product delivery over time.

3. Understanding Customers and Users

⚙ 3.1. describe why a Product Owner performs discovery and validation work.

⇕ 3.2. illustrate at least one approach for segmenting customers and users.

⇕ 3.3. practice at least one technique to prioritize between conflicting customer (or user) needs.

⚙ 3.4. describe at least three aspects of product discovery and identify how each contributes to successful product outcomes.

⇕ 3.5. use one technique to describe users and customers, their jobs, activities, pains, and gains.

💡 3.6. list at least three ways to connect the Development Team directly to customers and users, and describe at least three benefits of Development Team direct interactions.

4. Validating Product Assumptions

⚙ 4.1. describe how Scrum supports validating product assumptions.

💡 4.2. list at least three approaches to validating assumptions by their cost and the quality of learning.

⚙ 4.3. describe at least one approach to choosing which assumption should be validated first.

5. WORKING WITH THE PRODUCT BACKLOG

Differentiating Outcome and Output

⚙ 5.1. describe the relationship between outcome and output.

⚙ 5.2. describe at least three attributes of a Product Backlog item that help assess maximizing outcome.

Defining Value

💡 5.3. define value and list at least two techniques to measure value.

⚙ 5.4. describe value from the perspective of at least three different stakeholder groups.

💡 5.5. list at least five terms and definitions related to product economics that contribute to financial success.

💡 Knowledge ⚙ Comprehension ⇕ Application ▬ Analysis ⋇ Synthesis ✓ Evaluation

Scrum *Alliance*®

Ordering Items

⚙ 5.6.   describe at least three criteria for ordering the Product Backlog.

Creating and Refining Items

⚙ 5.7.   identify at least three sources of Product Backlog items.

⚙ 5.8.   describe at least three techniques for generating new Product Backlog items and create at least one Product Backlog item that includes description of desired outcome and value.

💡 5.9.   list at least three techniques to enhance customer or user contribution to creating Product Backlog items.

⚙ 5.10. describe at least one approach to Product Backlog refinement.

⚙ 5.11. recognize the pros and cons of a "just-in-time" approach for Product Backlog refinement vs. an "all-at-once" approach.

⚓ 5.12. use at least three tools to communicate the purpose and intent of Product Backlog items to improve the Development Team's shared understanding.

⚙ 5.13. explain at least two approaches to identify small, valuable, and releasable subsets of a big idea or feature.

PROGRAM TEAM

Strengthening our Certifications:

Path to CSP℠

- Karim Harbott
- Erika Massie
- Carlton Nettleton
- Lisa Reeder
- Jason Tanner
- Andreas Schliep

Supported by Scrum Alliance Staff:

- Shannon Larsen
- Cody Wanberg

Knowledge   Comprehension   Application   Analysis   Synthesis   Evaluation

Scrum *Alliance*®