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Transforming the World of Work

Scrum Alliance®
Certified Scrum Professional-Product Owner®
Learning Objectives

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by the Scrum Alliance CSPO® and CSP® Learning Objectives Committees

Introduction

Purpose

This document describes the Learning Objectives (LOs) that must be covered in a CSP-CSPO course. 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 course are based on:

- *Scrum Guide*, http://scrumguides.org
- Agile Manifesto, 4 values and 12 principles, http://www.agilemanifesto.org

Scope

Scrum Alliance has adopted the *Scrum Guide*, *The Definitive Guide to Scrum: The Rules of the Game,* coauthored and updated (most recently in 2016) by the co-creators of the Scrum framework, as the guiding curriculum for this course. CSP-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 CSP-CSPO course should expect that each Learning Objective identified in this document will be covered in a CSPO educational offering. The CSPO Learning Objectives fall into the following categories:

1. **Growing in the Role of the Product Owner**
2. **Implementing Purpose and Strategy**
3. **Advanced Interactions with Customers and Users**
4. **High Level Approaches for Testing Product Assumptions**
5. **Advanced Product Backlog Management**

Individual trainers (CSTs) or coaches (CECs) may choose to teach ancillary topics. Ancillary topics presented in a CSP-CSPO course must be clearly indicated as such.

Learning Objectives

A note about examples used in the following Learning Objectives:
Several Learning Objectives include a list of examples. The examples are used to clarify the intent of the objective. Individual trainers or coaches can use the provided examples, their own examples that still meet the objective, or a mix of both. Examples do not imply that they are the only options, nor that they constitute an exhaustive list.

A note about Bloom's Taxonomy:
While some Learning Objectives appear to tell the trainer how to teach, that is not the intent. Bloom's-style Learning Objectives describe what the learner can do upon completing the class. Rather than include that text in each Learning Objective, please mentally append the following phrase to each objective:
"Upon successful completion of the CSP-CSPO course, the learner will be able to … "

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1. Growing in the Role of the Product Owner

Product Owner as Product Champion

1.1 … describe how different organizational designs and structures might impact how a person is selected for and performs the Product Owner role. For example: a Product Owner that has complete ownership of target customer, problem, and solution, a Product Owner that owns the delivery of someone else's idea or initiative, a Product Owner that delivers a shared service to other teams in the organization, or a Product Owner that works on short term projects for which they own the outcome.

1.2 … reflect on how you have changed or adapted your mindset and actions to be successful as a Product Owner.

1.3 … propose strategies to fill in missing skills or capabilities the team needs to create successful products. For example: create a lightweight business case to invest in skills or capabilities (such as security, operations, support, sales, marketing, documentation) to reduce risk, increase probability of success, improve efficiency.

Advanced Stakeholder Discussion

1.4 … reflect on a facilitated session with stakeholders, providing two examples of how to improve a similar session (e.g., by using an external facilitator, visual management and facilitation methods, establishing ground rules at the beginning of the session).

1.5 … demonstrate how to facilitate when two stakeholders have different opinions about a topic (e.g., listing potential benefits and risks in case of a priority conflict).

1.6 … apply at least two techniques for gathering, communicating, and leveraging information gathered from internal and external stakeholders.

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Launching Scrum Teams

1.7 … assess at least three reasons why the start of a new Scrum Team should be handled differently from a traditional project kickoff or charter (i.e., level of collaboration, lack of experience in Agile environments, importance of shared understanding).

1.8 … define and discuss how to use purpose, alignment, and context to accelerate teamwork for a new Scrum Team.

1.9 … evaluate the Product Owner's responsibility to define expectations for quality when the team forms.

1.10 … plan and schedule the launch of multiple Scrum Teams working on the same product.

1.11 … evaluate the launch of multiple Scrum Teams working on the same product and identify at least three improvement opportunities (e.g., use large-group facilitation formats like Open Space, employ visual facilitation, foster cross-team exchange and support, engage an outside facilitator).

Product Ownership with Multiple Teams

1.12 … demonstrate at least two methods to support product backlog management across multiple teams.

1.13 … organize and facilitate a collaborative session to perform prioritization at scale (i.e., determine categories for comparison, agree on reference features or themes).

1.14 … describe at least three approaches that can be used as facilitation tools for scaled product development (e.g., team scoring, collaboration games, feature ownership, open prioritization meeting).

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2. Implementing Purpose and Strategy

Market-Driven Product Strategy Practices

2.1 … compare and contrast at least three different types of business models (e.g., time-based access [perpetual, annual, subscription], transaction, meter, service, etc.).

2.2 … develop a business model around a new product idea (e.g., business model canvas).

2.3 … construct a competitive analysis of a feature, product, and business.

2.4 … calculate the opportunity size of a product or feature (i.e., apply market research and collaborative methods to determine the potential size of the market for the product or feature).

2.5 … plan how to discover product attributes using a visual management method (e.g., value proposition design, business-model generation, Lean Startup canvas) and reflect about at least two improvements.

Complex Roadmapping and Release Planning

2.6 … illustrate the role of a opportunity-driven product roadmap in linking organizational strategy to product development.

2.7 … demonstrate at least two techniques to structure a large product roadmap (e.g., user story map, two dimensional roadmap, timeline).

2.8 … define at least three components of a strategic, multi-team product roadmap (e.g., customer-needs hypothesis, features/epics, dates).

2.9 … develop a product roadmap for a complex or large product (e.g., create a vision, prioritize features, identify dependencies, macro-level estimation, alignment to marketing plan or organizational events)

2.10 … apply at least two valid methods to determine the profitability of a product in an Agile context (e.g., calculate margin, total cost of ownership/TCO, cash flow,).

2.11 … calculate the expected outcome or economic results of a product release given fixed and variable costs, and forecasted return of delivery.

2.12 … explain an iterative and incremental investment model for product development.

2.13 … demonstrate at least three ways how a return on investment can be improved (e.g., remove less important features, reduce time to market, apply prioritization and estimation methods that help determine the most valuable product features for the least investment).

2.14 … calculate the cost of delay for product features (i.e., determine potential losses and other risks).

2.15 … compare at least two approaches to fund Agile product development (e.g., time and materials with variable scope, short proptype projects, cost ceiling).

2.16 … develop a release strategy. For example, release incrementally to different market segments.

2.17 … define at least three potential measurable product launch goals.

2.18 … discuss at least five elements of a product launch plan and how to approach in the context of Scrum (e.g. preparing internal stakeholders or groups, preparing customers, collaborating to create communications, transition or migration plan, distribution plan).

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3. Advanced Interactions with Customers and Users

Advanced Customer Research and Product Discovery

3.1 … construct a plan to apply the steps of a customer development model (e.g., customer discovery, customer validation, customer creation, company building).

3.2 … demonstrate a method (or activity) to identify different customer groups (e.g., personae, target groups, market segmentation).

3.3 … demonstrate how to integrate customer development into product development.

3.4 … describe at least one approach to identify customer needs (e.g., Design Thinking, Lean Startup hypothesis).

3.5 … describe at least two in-person and online techniques for gathering, communicating, and leveraging information gathered from internal and external stakeholders (e.g., collaborative customer games, customer interviews, customer observations, Kano method, customer surveys).

3.6 … evaluate the fitness of given techniques for vision creation, generating new product ideas, roadmapping, prioritization or market research.

3.7 … create storyboards to communicate context, user flows, and interactions.

4. High Level Approaches for Testing Product Assumptions

4.1 … debate the efficacy of the Scrum framework for product discovery, product development, and production.

4.2 … explain at least two reasons why a lengthy product development cycle inhibits product discovery.

4.3 … plan a sprint review that offers an effective inspect-*and*-adapt opportunity for stakeholders, customers, and users based on the product increment that was built in the sprint.

4.4 … choose, run, and report on an experiment for a specific hypothesis that delivers the most learning for the least effort and cost.

5. Advanced Product Backlog Management

Differentiating Outcome and Output

5.1 … appraise how your team and/or organization emphasizes output and outcomes.

Defining Value

5.2 … weigh the relative importance of at least three different types of value and illustrate which would be preferred for a given product idea at a given point in its life cycle. For example: short term vs. long term, risk reduction, knowledge creation, regulatory/legal requirement compliance, return on investment (ROI), etc.

Ordering Items

5.3 … compare the benefits of at least three techniques to inform product backlog ordering and apply one.

5.4 … explain and defend the order of a backlog to one or more stakeholders

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Refining Items to Deliver Customer Value Quickly

5.5 … analyze a team's use of product backlog refinement for how well it leads to shared understanding, opportunity to focus on small slices of value delivery, and level of involvement of the Development Team.

5.6 … use one technique to enhance user/customer contribution to product backlog item formulation (e.g., user story brainstorming, customer interviews, open planning meeting).