

SCRUM ALLIANCE®

CERTIFIED SCRUM PRODUCT OWNER® (CSPO®)

LEARNING OBJECTIVES

December 2018

by the Scrum Alliance CSP® Learning Objectives Committee

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 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.

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

Customer Research and Product Discovery

- 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.

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 CSPSM:

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

Supported by Scrum Alliance Staff:

- Shannon Larsen
- Cody Wanberg