

SCRUM ALLIANCE®

ADVANCED CERTIFIED SCRUM PRODUCT OWNER (A-CSPOSM)

Learning Objectives

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by the Scrum Alliance CSP® Learning Objectives Committee



INTRODUCTION

Purpose

This document describes the Learning Objectives (LOs) that must be covered in an Advanced Certified Scrum Product Owner 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

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. A-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 an Advanced CSPO offering should expect that each Learning Objective identified in this document will be covered. The A-CSPO Learning Objectives fall into the following categories:

1. Product Owner Core Competencies
2. Advanced Purpose and Strategy
3. Empathizing with Customers and Users
4. Advanced Product Assumption Validation
5. Advanced Techniques for Working with the Product Backlog

Individual Path to CSPSM Educators may choose to teach ancillary topics. Ancillary topics presented in an 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

Examining the Product Owner Role

-  1.1. analyze the skills, capabilities and practices of a Product Owner to help the organization realize value.
-  1.2. illustrate why Scrum and Product Ownership is important.

Working with Stakeholders

-  1.3. identify at least four major stakeholder groups.
-  1.4. demonstrate at least three techniques to interact with stakeholders over multiple Sprints.
-  1.5. discuss at least three techniques to collaborate with the key stakeholders.
-  1.6. using two concrete examples, recognize when the Product Owner should not act as the facilitator for the stakeholders.
-  1.7. demonstrate at least three facilitative listening techniques.
-  1.8. list at least three alternatives to open discussion and demonstrate the use of at least one of them.
-  1.9. identify at least three indicators when a group is engaged in divergent thinking and at least three indicators where a group is engaged in convergent thinking.
-  1.10. identify at least three challenges of integrating multiple perspectives.
-  1.11. describe at least three ways a group of stakeholders could reach their final decision.

Working with the Development Team

- 🧠 1.12. define technical debt and explain why the Product Owner should be cautious about accumulating technical debt.
- 🧠 1.13. list at least five development practices that will help Scrum Teams deliver a high-quality product Increment and reduce technical debt each Sprint.
- 🧠 1.14. list at least three ways development practices may impact the Product Owner's ability to maximize business value each Sprint.

Product Ownership with Multiple Teams

- ⚙️ 1.15. recognize at least two different scaling frameworks or approaches.
- 📊 1.16. question the benefits of managing dependencies when compared to reducing/removing dependencies.
- ⚙️ 1.17. describe at least three techniques for visualizing, managing, or reducing dependencies or constraints.

2. Advanced Purpose And Strategy

Developing Practical Product Strategies

- ⚙️ 2.1. discuss a real-world example of how product strategy is operationalized and evolves over time in an Agile organization.
- ↕️ 2.2. practice at least two approaches to identify purpose or define strategy.

Advanced Product Planning and Forecasting

- 👤 2.3. create a product plan or forecast with stakeholders.
- ↕️ 2.4. demonstrate how to plan a product release.

3. Empathizing With Customers And Users

Customer Research and Product Discovery

- ↕️ 3.1. use one technique to connect teams directly to customers and users.
- ↕️ 3.2. practice at least two techniques of product discovery.
- ↕️ 3.3. practice at least one technique to visualize and communicate product strategy, product ideas, features, and assumptions.

4. Advanced Product Assumption Validation

- 🧠 4.1. list two cognitive biases that may impact the Product Owner's capability to effectively deliver business value.
- ✅ 4.2. appraise how effectively the Sprint Review is used to inspect and adapt based on the product Increment that was built in the Sprint.
- ✅ 4.3. compare at least three approaches to validating assumptions by their cost and the quality of learning.
- 📊 4.4. experiment with approaches to incorporate validating assumptions into the Scrum framework.
- 👤 4.5. develop hypotheses for a target customer/user segment and create a plan to test one hypothesis.

5. Advanced Techniques For Working With The Product Backlog

Differentiating Outcome and Output

- 5.1. describe one benefit of maximizing outcomes and impact while minimizing output.

Defining Value

- 5.2. use at least two techniques to model value and use at least two techniques to measure value.

Ordering Items

- 5.3. differentiate at least four techniques to order a Product Backlog.
- 5.4. apply at least two techniques to organize and filter a Product Backlog to link to product goals or strategy.

Advanced Product Backlog Refinement

- 5.5. experiment with at least one technique to generate new Product Backlog items.
- 5.6. illustrate how the Product Owner can ensure that enough Product Backlog items are “ready” for the upcoming Sprint.
- 5.7. organize and facilitate a session with stakeholders to break down a solution or feature as progressively smaller items that may be completed in Sprints.
- 5.8. integrate feedback from at least three sources to generate and order Product Backlog items.
- 5.9. assess how to refine the Product Backlog and recognize at least three ways to improve.

PROGRAM TEAM

Strengthening our Certifications:

Path to CSPSM

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