SCRUM ALLIANCE® ADVANCED CERTIFIED SCRUM PRODUCT OWNER (A-CSPO℠)
Learning Objectives

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INTRODUCTION

Purpose

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

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.

Students attending 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 CSP℠ Educators may choose to include ancillary topics. Ancillary topics presented in an A-CSPO offering must be clearly indicated as such.

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LEARNING OBJECTIVES

A note about Bloom's Taxonomy:

Bloom's-style Learning Objectives describe what the learner can do upon completing the offering. Please mentally start each Learning Objective with the following phrase: **"Upon successful validation of the A-CSPO Learning Objectives, the learner will be able to …"**

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.

Product Owner Core Competencies

Examining the Product Owner Role

- 1.1. illustrate why Product Ownership is important for you.
- 1.2. reflect on the mindset and actions to be successful as a Product Owner.

Working with Stakeholders

- 1.3. demonstrate at least three techniques to interact with stakeholders over multiple Sprints.
- 1.4. describe two examples when the Product Owner should not act as the facilitator for the stakeholders.
- 1.5. demonstrate at least three facilitative listening techniques.
- 1.6. demonstrate the use of at least two alternatives to open discussion.
- 1.7. describe at least three ways to facilitate a final decision with stakeholders.

Working with the Development Team

- 1.8. explain why the Product Owner should be cautious about accumulating technical debt.
- 1.9. list at least three ways technical practices may help Scrum Teams deliver a high-quality Product Increment and reduce technical debt each Sprint.
- 1.10. describe at least three examples in which the Product Owner collaborates with the Development Team to maximize the flow of value.

Product Ownership with Multiple Teams

- 1.11. recognize at least two approaches to scaling Scrum.
- 1.12. identify at least two techniques for visualizing, managing, or reducing dependencies.
- 1.13. describe at least three benefits and drawbacks of feature teams and component teams.

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. practice at least one technique to visualize and communicate product strategy, product ideas, features, and/or assumptions.

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.

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 two approaches to validating assumptions.

4.4. experiment with at least one approach to incorporate validating assumptions into the Scrum framework.

4.5. develop at least two hypotheses for a target customer.

4.6. create a plan to test at least one hypothesis.

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 at least two techniques to measure value.

Ordering Items

5.3. debate at least three 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.   illustrate how the Product Owner can ensure that enough Product Backlog items are "ready" for the upcoming Sprint.

    5.6.   integrate feedback from at least three sources to generate and order Product Backlog items.

    5.7.   assess the Product Backlog Refinement and identify at least three ways to improve.