Certified Scrum Product Owner® Class

Course Outline

COURSE DESCRIPTION

Even projects that have solid, well-defined project plans encounter some degree of change and waste. Shifting market conditions, budget cuts, staff restructuring, or any number of influences will disrupt the best plan while contributing to customer dissatisfaction and staff discouragement. Moreover, projects that begin with changing or unclear requirements make it difficult to even establish project expectations. Scrum is the agile development framework that allows teams to deliver inspectable product increments that are focused on product goals, absorbing change and new requirements as the work proceeds.

As we move through the disciplines promoted by Scrum you will gain a comprehensive understanding of this agile product development methodology while specifically reviewing the behaviors expected of a Product Owner. While some of us may already be accustomed to establishing value and priority at the project level, the Product Owner needs to consider value and priority across the features delivered in short increments for a single product.

This 2-day class is suitable for those responsible for setting product direction on a Scrum project, aka Product Owners. Current Certified ScrumMasters are also welcome to attend to get a more complete understanding of this critical role and help coach their Product Owners more effectively.

After successfully completing this class, participants will be registered with the Scrum Alliance as Certified Scrum Product Owners®. (The Scrum Alliance currently does not require a post-class test to complete your certification status.) PMPs can also claim 15 PDU's with the PMI, and at least another PDU for reading outside of class.

DETAILED COURSE OUTLINE

Short exercises and case studies will be scattered throughout the two-day session. Longer exercises are detailed below. Time spent on each topic will vary depending on the composition of the class and the interest in particular areas.

Agile Thinking In order for us to understand the benefits of Scrum and the nuances behind its framework, we begin with the history of agile methods in industry and how relatively new thoughts in software development have brought us to Scrum.

- How historical manufacturing has influenced software development
- The origins of agile thinking
- The Agile Manifesto
- The complexity of projects
- Theoretical Vs. Empirical processes overview
- The “Iron Triangle” of Project Management

The Scrum Framework Here we'll ensure that we're all working from the same foundational concepts that make up the Scrum Framework.

- An introduction to the three accountabilities: Developers, Product Owner, & Scrum Master
- Getting ready to Sprint with Product Backlog Refinement
- The three artifacts / associated commitments: Product Backlog / Product Goal, Sprint Backlog / Sprint Goal, & Increment / Definition of Done
- The four time-boxed events within the Sprint: Sprint Planning, Daily Scrum, Sprint Review, & Sprint Retrospective

Exercise: establishing product expectations. This is the start of a long-running exercise that carries through into the following sections of our class where we will discuss and practice various aspects of product delivery planning in an agile Scrum environment.

The Product Backlog, Product Visioning, and Progressive Elaboration The Scrum Team must have an understanding of our Product Vision and the next Product Goal so they can make good decisions. The Product Backlog is a reflection of that vision, and we'll practice developing its content.

- Defining the Product Vision
- Five Levels of Planning
- The Contents of The Product Backlog
- Identifying Users
- Adding User Stories
- Bill Wake and the INVEST model
- The Significance of Granularity
- Managing Large Product Backlogs
- User Story Brainstorming
- Introduction to Prioritization
- Prioritization's Impact on Time Management

Velocity and Estimation Techniques Since a Product Owner is responsible for monitoring progress, we'll discuss and practice how to measure a Team's progress in delivering product features.

- Traditional vs. Agile methods overview
- Estimating the relative size of work
- Planning Poker and Story Points
- Team capacity
- Velocity
- Team and environmental variables that influence velocity
- Projecting a schedule

Prioritization Considerations. Prioritization is the Product Owner's number one tool for maximizing return on investment. In this section we'll have an opportunity to review different techniques available to establish meaningful priorities. Because of the variety of approaches, we will determine which ones to focus on based in feedback from the class participants.

- Bringing Prioritization Into a Project
- Themes and Relative Weighted Priority
- Prioritization Questions and Considerations
    - Revenue Opportunity
    - Cost to Build
    - Gaining Knowledge
    - Risk Mitigation
- Theme Scoring
- Kano Modeling

protects the productivity of the team, we must investigate team behaviors and organizational structures that influence productivity. We also have an opportunity to review Scrum Team

Extracting Value and the Cost of Change This section touches on several different areas of interest that influence our ability to extract the most value from our projects. More focus will be spent on topics of particular interest to the class participants.

- Fixed Date Contracts
- Product Backlog Refinement ("Grooming")
- Canceling a Sprint
- Productivity Drag Factors
- Release Management
- The Impact of Project Switching
- The Impact of Continuous Forced Marches
- Earned Value in an Agile Environment

Closing Topics We'll wrap up with direction on where to go next with your Scrum experience, some recommended reading, Scrum reference sites, and our graduation ceremony.