

Product Owner Certification

PSPO 1



About PSPO Certification

- Professional Scrum Product Owner I (PSPO I)
- Provider : Scrum.org
- Certification : Never expire
- Cost \$200.
- No. of Questions : 80
- Duration : 1 hour (45sec per question)
- Passing marks 85% (68 questions to be answered correctly)



Scrum

- Scrum is a lightweight framework that helps people, teams and organizations generate value through adaptive solutions for complex problems.
- One of the “agile processes”.
 - Cross functional self-organizing team.
- Product progresses in a series “sprints”.
- Requirements are captured as items in a list of “product backlog”.
- It’s Framework and not a process or tool.
- Context sensitive and differ widely on Scrum Uses.

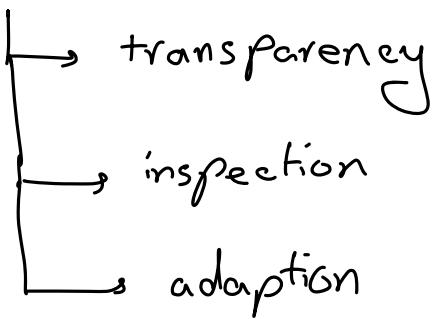
Scrum Team

- Scrum Team turns a selection of the work into an increment of value during a Sprint.
- Small team of People
- Scrum Team consists of
 - One Scrum Master
 - One Product Owner
 - Developers

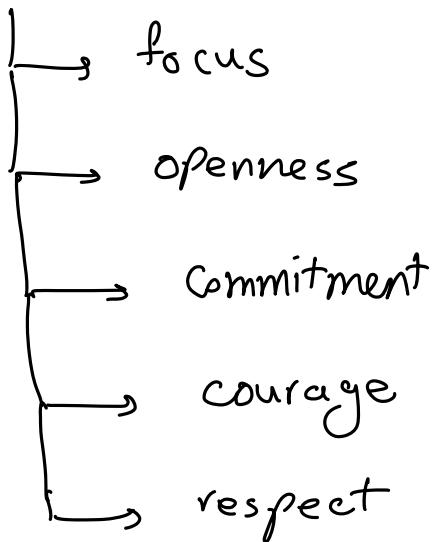
Team is Cross-functional , they have necessary skills to create value.
Self-managing , they internally decide who does what, when and how.
Typically, **10** or fewer people.

Entire scrum team is accountable to create value.

⚠ Scrum pillars



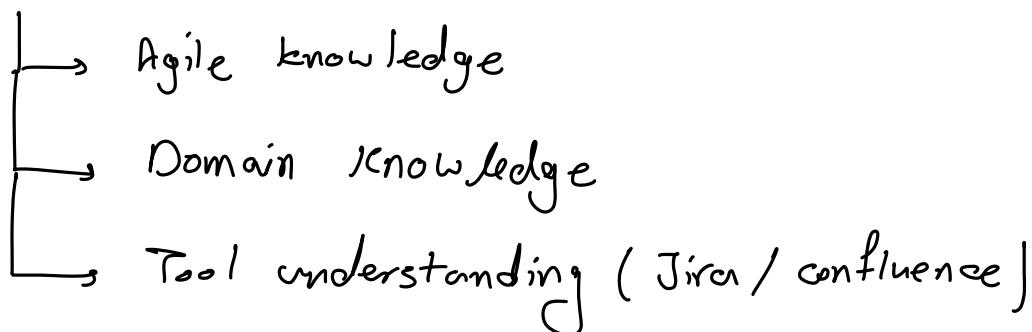
⚠ Scrum values



⚠ Scrum is founded on empiricism

⚠ Scrum is not a process or technique, it's a framework

⚠ 3 major requirements companies are looking for



⚠ PO identifies "when", business analyst works on "How"

⚠ PO is outside the development team, BA is a part of development team

⚠ PO is "involved". BA is committed to sprint goals

⚠ Developers

- Committed to creating usable increment every sprint.
- Accountable for
 - Creating a plan for the sprint
 - Adhering to definition of done.
 - Adapting plan towards Sprint Goal.
 - Holding each other accountable as professional.

Product Owner

- Orders the work for a complex problem into a Product Backlog.
- Accountable for maximizing the value of the product.
- Accountable for effective product backlog management that includes
 - Developing and communicating product goals.
 - Creating and communicating product backlog items.
 - Ordering Product Backlog items
 - Ensuring Product Backlog is transparent, visible and understood.

Product Owner

- Product Owner is accountable for Product Backlog.
- For Product owner to succeed the organization should respect their decisions.
- Decisions are visible in content and ordering of product backlog.
- Product owner is an individual not a committee.
- PO may represent needs of many stakeholders in the product backlog.

Scrum Master

- Accountable for establishing Scrum as defined in the Scrum Guide.
- Accountable for Scrum Team's effectiveness.
- Scrum Masters are true leaders, who serves the Scrum Team and larger Organization

⚠ Product owner provides guidance to the development team on why it is building the increment



Scrum Master – Serving a Scrum Team

- Coach the team member in self-management and cross-functionality.
- Help team to focus on high-value increments
- Removal of impediments for the Scrum Team.
- Ensuring all Scrum Events take place are Productive, Positive and timeboxed.

Scrum Master – Serving the Product Owner

- Help find technique for effective Product Goal Definition.
- Help in understand the need for clear and concise Product backlog item.
- Establish empirical product planning
- Facilitating stakeholder collaboration as requested.

Scrum Master – Serving the Organization

- Leading, training and coaching the organization in Scrum adoption.
- Planning and advising Scrum implementation.
- Helping employees and stakeholder understand empirical approach.
- Remove barriers between stakeholders and scrum team.

Roles

- Scrum Team consists of
 - One Scrum Master
 - One Product Owner
 - Developers

Product owner is the sole responsible person for ordering and managing the product backlog

Scrum team serves not only the scrum team but organization as well



Scrum Events

- Sprint
- Sprint Planning
- Daily Scrum
- Sprint Review
- Sprint Retrospective
- All Events has : Purpose
Participants
Time boxing

Sprint

- Heartbeat of Scrum
- Fixed length of one month or less to create consistency.
- When sprint horizon is too long sprint goal may become invalid, complexity may increase. When it is too short it generate more learning cycle.
- New sprint starts immediately after the conclusion of the previous sprint
- Act as a container for all other Sprint events.

Sprint

- During the sprint
 - No changes are made that endanger the sprint Goal.
 - Quality does not decrease.
 - The Product Backlog is refined as needed
 - Scope may be clarified and renegotiated with PO.
- Cancellation of a Sprint
 - A Sprint could be cancelled if the Sprint Goal becomes obsolete.

Sprint Planning

Laying out work to be performed for the Sprint.

Planning addresses three topics :

Why : This Sprint is valuable ?

Product owner ensures team understand why Sprint is Valuable.

Sprint team collaborate to define Sprint Goal before the end of Sprint Planning.

What: the product owner discusses the items to be included in the current Sprint.

Selecting how much can be completed is based on Upcoming Capacity, past performance and definition of done.

Sprint Planning

How: the team discusses how each item can be completed and what is needed for the team to successfully complete them. How it is done is the sole discretion of the Developers.

Duration : Max. **8 hours** for a one-month Sprint. For sprints, the event is shorter.

Daily Scrum

- The purpose is to inspect progress towards Sprint Goal and adapt plan if required.
- 15 minutes event for the developers of the Scrum Team.
- Held at the same time and place to reduce complexity.
- If PO or SM are working on Sprint backlog items, they participate as developers.
- Daily Scrums improve communication, identify impediments and promote quick decision-making.
- Detail discussion can happen throughout the day.



Reviews

Retrospective

- Reviews are used to demonstrate and inspect an increment of the solution with stakeholders in order to elicit feedback.
- Eliciting feedback early and often is a core element of scrum.
- It empowers the team through direct feedback solicitation.
- Maximum 4 hours for a one-month sprint.

- Retrospectives are used to **continuously improve by reflecting** on what went well, what could be better, and to improve the processes .
- The scrum team discusses what went well during the sprint, and what can be improved.
- The team agrees, together, to **trust each other** and to believe every comment or suggestion is intended for the sole purpose of improving the team's performance.
- Maximum 3 hours for a one month Sprint, for shorter sprints, the event is usually shorter.

A How to perform an effective session

- present what was build - not powerpoint
- ensure relevant stakeholders attend
- rotate the presenters from the scrum team

A what is backlog refinement?

- Ensure there is enough detail and clarity for items in the backlog so that the delivery team can complete an iteration .
- Continuous technique used to prepare product backlog items .
- Activities may include Story Elaboration, Story Decomposition, prioritization, and sequencing.
- Acceptance criteria or additional documentation can also be added.
- Items higher on the backlog are appropriately sized and include enough detail for the team to complete in the next iteration.
- The purpose of this refinement meeting is for the team to review items that are at the top of the backlog .
- There is no standard format for this meeting, but it is most often led by the product owner or customer representative.

Strengths & limitations of backlog refinement

(+)

- Increases clarity and common understanding of a product backlog item (PBI).
- Facilitates more effective iteration planning by raising queries early.

(-)

- Can be inefficient when not aligned to the cadence of the team
- Can be ineffective if the vision and roadmap change frequently.

The sprint retrospective concludes the sprint

 Sprint can end up if the sprint goal becomes obsolete

What is product roadmap

- Product Roadmap is used to communicate **direction and progress** towards the vision for a solution or initiative.
- Product Roadmap is a strategic document and plan used to describe how a product is likely to grow.
- It shows features, requirements, or initiatives, and outlines a path to deliver them over time.

Product roadmaps strengths & limitations

(+)

- It orients stakeholders to a shared focus.
- It presents a unified view of the solution direction.

(-)

- Ineffective if the organizational environment leads to a frequently changing vision and desired outcomes.
- Time-consuming to maintain if overly detailed.



Product Backlog

- Emergent, ordered list of what is needed to improve the product.
- Single source of work undertaken by the Scrum team.
- Product backlog refinement is the act of breaking down and further defining Product backlog items into precise items.
- This is an ongoing work to add details, description, order and size.
- Product Backlog contains a commitment for Product Goal
- Product Goal serves as a target for Scrum Team to plan against.

INCREMENT

- An increment is a concrete stepping stone toward the Product Goal.
- In order to provide value Increment should be usable.
- Multiple increments may be created within a sprint.
- Work is not considered part of an increment unless it meets the definition of done.

Scrum Artifacts

- Product Backlog
- Sprint Backlog
- Increment



One product backlog is used to describe the upcoming work on the product even there are multiple teams

SPRINT BACKLOG

- The sprint Goal(why), the Product Backlog items selected for the Sprint(what), plus the plan for delivering them(how) is referred as Sprint Backlog.
- Sprint Backlog is a plan by and for the Developers.
- Sprint Backlog contains a commitment Sprint Goal.
- Sprint Goal creates coherence, focus and encourage team to work together.

DEFINITION OF DONE

- Formal description of state of the increment when it meet the quality measure of the product.
- Definition of done create transparency.
- Definition of done is part of standards of the organization.
- If not standard available Scrum team should create a definition of done appropriate to the product.
- If multiple Scrum teams working on the same product they must define and comply with the same definition of done.

- ⚠ The entire scrum team is accountable for creating a valuable, useful increment every sprint
- ⚠ If it is not an organizational standard, the scrum team must create a Definition of Done (DoD)
- ⚠ Developers create an increment during the sprint
- ⚠ The sprint goal is the result of the sprint planning, just like the sprint backlog
- ⚠ The product owner is the sole person responsible for managing the product backlog
- ⚠ The increment is the sum of all the product backlog items completed during the sprint & the value of the increments of all previous sprints
- ⚠ The sprint goal provides guidance to the development team on why it is building the increment
- ⚠ Product owner could ~~should~~ attend daily scrum
- ⚠ Stakeholders can attend ~~participate~~ daily scrum
- ⚠ Cone of uncertainty → how much is known about the product over time

- ⚠ A product owner can delegate some work related to product backlog management to the developers
- ⚠ Sprint Review & Sprint Planning are two meetings that people outside the scrum team are allowed to participate
- ⚠ Developers create the increment
- ⚠ Developers are responsible for managing the progress of work during sprint



Explanation

A Sprint backlog is a subset of Product Backlog and not vice-versa.

Explanation

A Product Owner clarifies why a product backlog item should be considered during a sprint.

Explanation

A Product Owner considers what is valuable from both a product and process perspective.

Explanation

A Product Backlog is never complete. The earliest development of it only lays out the initially known and best-understood requirements. The Product Backlog evolves as the product and the environment in which it will be used evolves. The Product Backlog is dynamic; it constantly changes to identify what the product needs to be appropriate, competitive, and useful. As long as a product exists, its Product Backlog also exists.

Explanation

An Increment should only be released when it makes sense and deliver value.

Explanation

Daily Scrum helps the developers to review the progress and inspect on a daily basis.

Explanation

The Sprint Backlog is the set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal.

**Explanation**

A Scrum team should have at least one Product Owner and a Product Owner can be shared across multiple scrum teams.

Explanation

Backlog Refinement is a continuous technique used to prepare product backlog items for an agile team to deliver.

Explanation

Scrum team is cross functional and self-organizing unit of individuals.

Explanation

Sprint acts as a container for all other Scrum events.

Explanation

Product owner maximize Product value by ordering and validating assumptions.

Explanation

The Daily Scrum is an internal meeting for the Developers. If others are present, the Scrum Master ensures that they do not disrupt the meeting.

Explanation

Remember EAR - Events, Artifacts and Roles

Explanation

Developers estimate the effort required to complete Product Backlog items during Sprint Planning session.

Explanation

Scrum Master should help Product Owner in defining Product goals and collaborate with other stakeholders.

Explanation

The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint

Explanation

Yes. Scrum does not prohibit the Product Owner or the Scrum Master do development work. However, it is not the best practice because it could create a conflict of interest.

Explanation

Scrum team should not wait for an exhaustive list to start the first sprint.



Explanation

A Product Owner should be available for the team to discuss and re-negotiate the Sprint Backlog Items

Explanation

Each event in Scrum is a formal opportunity to inspect and adapt something. These events are specifically designed to enable critical transparency and inspection. Failure to include any of these events results in reduced transparency and is a lost opportunity to inspect and adapt.

Explanation

Scrum Teams are self-organizing and cross-functional. Self-organizing teams choose how best to accomplish their work, rather than being directed by others outside the team. Cross-functional teams have all competencies needed to accomplish the work without depending on others not part of the team.

Explanation

The Sprint retrospective concludes the Sprint. Though not typical, a Sprint can end if the Sprint Goal becomes obsolete.

Explanation

Other than the Sprint itself, which is a container for all other events, each event in Scrum is a formal opportunity to inspect and adapt something.

Explanation

Releasing a product in the market and its acceptance of the end user is the ultimate scale of success.

Explanation

The result of the Sprint Review is a revised Product Backlog that defines the probable Product Backlog items for the next Sprint.

Explanation

The Product Backlog is an ordered list of everything that might be needed in the product and is the single source of requirements for any changes to be made to the product.

Explanation

A sprint duration should be short enough to keep the business risk acceptable and synchronize the development work. Also, it should not be more than a month.

Explanation

There is no any prescribed structure. The structure of the Daily Scrum is set by the Development Team and can be conducted in different ways if it focuses on progress toward the Sprint Goal.

Explanation

The Daily Scrum is a 15-minute time-boxed event irrespective of the number of developers.



Explanation

Scrum users must frequently inspect Scrum artifacts and progress toward a Sprint Goal to detect undesirable variances. Their inspection should not be so frequent that inspection gets in the way of the work.

Explanation

A Product Backlog should be visible to all the individuals involved.

Explanation

A new Sprint starts immediately after the conclusion of the previous Sprint.

Explanation

Scrum is a prescriptive methodology. It describes what needs to be done not how .

Explanation

Only the Product Owner has the authority to cancel the Sprint, although he or she may do so under influence from the stakeholders, the Development Team, or the Scrum Master.

Explanation

A cross functional team means team should have all the skills but not all individuals should have all the skills.

Explanation

Scrum roles : Scrum Master, Product Owner, Developers

Explanation

A Product Owner can participate but it is not a mandatory meeting for a Product Owner

Explanation

During Sprint planning three questions are answered : Why, What and How

Explanation

All work given to the developers should be part of the product backlog

Explanation

A Sprint Retrospective is an event for the scrum team to understand what went well and what can be improved. A Product Owner can participate but not a mandatory participant.

Explanation

The input to the Sprint Planning is the Product Backlog, projected capacity of the Development Team during the Sprint, and past performance of the Development Team.

**Explanation**

It is prohibited. The purpose of each Sprint is to deliver Increments of potentially releasable functionality that adhere to the Scrum Team's current definition of "Done."

Explanation

Product refinement is done by product owner throughout the sprint. Also, a Product Owner collaborate with stakeholders to understand new features/requirements

Explanation

The Development Team may also invite other people to attend in order to provide technical or domain advice.

Explanation

All events in Scrum are time-boxed. It means that every event has a maximum duration.

Explanation

Scrum master serves not only Scrum team but Organization as well

Explanation

Burn-down chart shows the evolution of remaining effort against time

Explanation

After the Developers forecasts the Product Backlog items it will deliver in the Sprint, the Scrum Team crafts a Sprint Goal.

Explanation

A product backlog can be updated anytime by the product owner.

Explanation

A product owner looks for value and not velocity

Explanation

The velocity at which new functionality can be created is reduced and a greater percentage of the product's budget to be spent on maintenance of the product when a Product has technical debt.

Explanation

During the sprint, scope may be clarified and re-negotiated between the Product Owner and the Developers



Explanation

Developers present the Increment developed during the sprint in a Sprint Review Session

Explanation

During each Sprint Retrospective, the Scrum Team plans ways to increase product quality by adapting the definition of "Done" as appropriate.

Explanation

When a Sprint is cancelled, any completed and "Done" Product Backlog items are reviewed. All incomplete Product Backlog Items are re-estimated and put back on the Product Backlog.

Explanation

Scrum master serving a Product Owner

Explanation

Review session is not a status update . It is a session to display Product progress

