

Professional Scrum Product Owner II (PSPO)

This course prepares experienced Product Owners for the Scrum.org PSPO II certification. It covers complex Scrum scenarios, including empiricism, team dynamics, and scaling. Beyond backlog basics, topics include product vision, value measurement, business strategy, release forecasting, stakeholder alignment, Evidence-Based Management, and enterprise agile practices. Designed for professionals seeking to apply Scrum more rigorously.

[CBT Nuggets course material](#) →

WEEK 1

Product Ownership Beyond the Backlog

The Backlog Is Not the Product
Owning Outcomes Instead of Work
The Product Owner's Real Decision Space
Seeing the Whole Product System
Moving From Requests to Decisions
The New Definition of Product Ownership
Key Takeaways
Test Your Knowledge
Continued Preparation

Seeing Products as Investments

Introduction
From Backlog Items to Investment Choices
Looking Beyond Revenue
The Cost You Don't See
Escaping the Sunk Cost Trap
Invest, Inspect and Adapt
Managing a Product as an Investment
Key Takeaways
Test Your Knowledge

Creating Vision That Changes Decisions

Introduction
When Vision Becomes Wallpaper
Giving People Somewhere to Go
Turning Vision Into a Decision Filter
Making Tradeoffs Without Losing Direction

Creating a Shared Vision Without Creating Consensus

Letting Evidence Challenge the Vision

Key Takeaways

Test Your Knowledge

Discovering Customer Value

Introduction

Value Is an Assumption Until Customers Confirm It

Understanding the Problem Before the Solution

Listening Beyond What Customers Say

Finding the Customers Who Matter

Turning Discovery Into Decisions

Learning Before We Build Too Much

Key Takeaways

Test Your Knowledge

Strategic Product Thinking

Introduction

Strategy Is a Choice, Not a Plan

Choosing Where to Play

The Power of Saying No

Connecting Value to Advantage

Making Choices Under Constraints

Strategy Should Guide Decisions

Putting It All Together

Test Your Knowledge

Experimentation and Evidence

Introduction

Why Good Ideas Still Need Evidence

Turning Assumptions Into Testable Beliefs

Choosing What to Learn First

Designing the Smallest Useful Experiment

Separating Evidence from Activity

Making Decisions When Evidence Is Messy

Building a Product That Learns

Test Your Knowledge

Treating Stakeholders as a System

Introduction

Stakeholders Are Not a List

Understanding What People Really Need

Power, Influence and Decision Authority

Bringing the Right People In at the Right Time

Navigating Competing Agendas

Making Decisions Visible Without Seeking Permission

Leading the Stakeholder System

Test Your Knowledge

Prioritization Under Pressure

Introduction

When Everything Becomes a Priority

When Good Reasons Point in Different Directions

Understanding the Cost of Waiting

Making Tradeoffs and Displacement Visible

Using Frameworks Without Hiding Behind Them

Defending the Decision Under Pressure

Reprioritizing Without Creating Chaos

Test Your Knowledge

Leading Through Influence

Introduction

Leading Where Authority Ends

Earning the Credibility to Influence

Understanding What Actually Moves People

Framing Decisions for Movement

Conversations That Shift Thinking

Navigating Resistance, Conflict and Power

Turning Agreement Into Commitment

Test Your Knowledge

Integrated Product Simulation

Introduction

The Decision Hidden Inside the Proposal

Evidence, Claims and Confidence

Choosing a Direction

The Investment Boundary

Priority Means Displacement

Creating Movement Across the System

Adapting Without Losing Trust

Test Your Knowledge

Assessment & Decision Lab

Introduction

Assessment A Instructions

Questions 1-10 Walkthrough

Questions 11-20 Walkthrough

Questions 21-30 Walkthrough

Questions 31-40 Walkthrough

Anatomy Of An Advanced Assessment Question

Professional Assessment Strategy

Decision Framework and Final Thoughts

Test Your Knowledge