

Software Product Management English Participant Workbook

Practice pages for realistic field-specific meetings, pushback, documentation, and role-play preparation

Audience: software product managers, product owners, UX leads, engineering managers, growth product teams, platform PMs, and product-operations staff

Focus: A software product-management English curriculum for discovery, roadmaps, user stories, prioritization, metrics, launches, stakeholder negotiation, experimentation, and product strategy.

Designed for advanced ESL learners who already use professional English and need industry-specific terminology, realistic meetings, role-play pressure, careful pushback, and polished workplace outputs.

Teaching stance: this is language and workplace-communication training, not legal, medical, financial, safety, or regulatory advice. Instructors should connect every scenario to the learner's current company policies, local rules, and approved procedures.

How to Use This Workbook

For each module, define the terms, identify the decision pressure, write a careful response, and practice the conversation aloud. Strong answers are specific, calm, evidence-aware, and tied to owner and next step.

Module 1. Product Discovery and Problem Framing

Situation

A large customer asks for a custom feature.

Stakeholder pressure: Put it on the roadmap immediately.

Constraint: User need, segment fit, evidence, opportunity cost, and strategy need review.

Terms to use

- user need
- persona
- use case
- opportunity cost

Evidence, owner, or policy boundary

Pushback sentence

Draft the discovery brief

Module 2. Roadmaps and Prioritization

Situation

Executives want three major features in one quarter.

Stakeholder pressure: Commit to all three.

Constraint: Capacity, dependencies, risk, strategic fit, and sequencing must be clear.

Terms to use

- roadmap
- prioritization
- dependency
- capacity

Evidence, owner, or policy boundary

Pushback sentence

Draft the roadmap tradeoff memo

Module 3. User Stories and Acceptance Criteria

Situation

Design and engineering disagree about what done means.

Stakeholder pressure: Let engineering interpret the request.

Constraint: Acceptance criteria, edge cases, analytics, and UX intent need definition.

Terms to use

- user story
- acceptance criteria
- edge case

- definition of done

Evidence, owner, or policy boundary

Pushback sentence

Draft the user-story rewrite

Module 4. Metrics, Funnels, and Product Analytics

Situation

Activation improved after a release.

Stakeholder pressure: Declare the feature successful.

Constraint: Cohorts, instrumentation, seasonality, and counter-metrics need review.

Terms to use

- activation
- retention
- funnel
- cohort

Evidence, owner, or policy boundary

Pushback sentence

Module 6. Release Readiness and Go-to-Market

Situation

A feature is code-complete but docs and support training are not ready.

Stakeholder pressure: Launch because engineering is done.

Constraint: Documentation, enablement, migration, monitoring, and rollback need readiness.

Terms to use

- release
- rollback
- enablement
- migration

Evidence, owner, or policy boundary

Pushback sentence

Draft the launch readiness checklist

Module 7. Platform, APIs, and Technical Debt

Situation

Engineering asks for a sprint to address technical debt.

Stakeholder pressure: Reject it because customers cannot see it.

Constraint: Reliability, developer velocity, support burden, and future roadmap risk need translation.

Terms to use

- technical debt
- API

- platform
- reliability

Evidence, owner, or policy boundary

Pushback sentence

Draft the technical debt business case

Module 8. Stakeholder Pushback and Executive Narrative

Situation

A senior stakeholder wants a feature that conflicts with strategy.

Stakeholder pressure: Agree to keep the relationship positive.

Constraint: Strategic fit, customer segment, cost, and alternatives need a clear recommendation.

Terms to use

- stakeholder
- strategic fit
- tradeoff
- decision memo

Evidence, owner, or policy boundary

Pushback sentence

Draft the stakeholder pushback script

Capstone Simulation

Lead a cross-functional meeting in software product management. Choose four modules from this workbook, connect the risks, and prepare a five-minute update with decision, evidence, constraint, owner, and next step.
