ScrumLearn® Master Certified Qualification Syllabus

Version 4.0

6/7/2020

Contents

INTRODUCTION

Scrum is for sure the most popular Agile methodology of our times. But what is it about Scrum that makes it the number one framework for iterative software development? How did Scrum grow to be the most widely used Agile method, and what are the reasons for its success?

One possible answer is that Scrum is simple, straightforward, and easy to implement. While there are a number of other iterative and incremental development methdologies out there (eXtreme Programming, Crystal Clear, Agile Unified Process, etc), Scrum is on the simple side. Not only because of its inherent characteristics, but also because it has well documented use cases. In other words: in part, Scrum is successful simply because it's popular, but mainly the very good reason for Scrum's success, of course, is that it just works.

The reasons behind the increased performance of Scrum teams are manifold. For one, of course, Scrum is a mature framework of development and project management. With frequent iterations and continuous feedback, it helps make sure that the delivered end product suits customer needs. The ability to change requirements on the fly makes sure the project is not derailed.

Another element to be considered is the fact that Scrum offers a variety of certifications. Scrum Masters, Product Owners, developers, but also trainers and coaches can get certified. Demonstrated experience and, perhaps even more importantly, ongoing education definitely helps. This feedback and continued contact with Scrum practicioners enable the methodology itself to continue to evolve and gain maturity.

With ample credibility offered by both certifications and documented use cases, it's no wonder that Scrum was able to garner much attention and support. Companies aspiring to transition to an Agile methodology soon find that reliable and comprehensive information on the several Agile frameworks is difficult to come by.

SCOPE AND PURPOSE OF THIS DOCUMENT

The purpose of this document is to inform all parties interested in the ScrumLearn® Master Certified (SLMC) course of the areas covered in the qualification. This document describes the Learning Objectives (LOs) that must be covered in a ScrumLearn® Master Certified (SLMC) course and that are tested by the examination. These Learning Objectives take the following into consideration:

- Every implementation of Scrum is different;
- Teams and organizations apply Scrum within their context, but the fundamental framework always remains the same.

QUALIFICATION OBJECTIVES

Whether you're a manager, programmer, tester, analyst, product manager, or someone interested in working on or with a Scrum team, this course is suited for you. You will leave with solid knowledge of how and why Scrum works. When you have acquired the required knowledge from this course, you will be able to:

- Explain the drivers responsible for the emergence of Agile.
- Describe and recognize the essential values, roles, meetings, and artifacts that define the Scrum framework

- Specific Scrum practices that support the delivery of great products
- Ability to support the product owner keep the development initiative in shape
- Facilitate group decision making in the Scrum Team related events
- Encourage using empirical tools to inspect and adjust development
- Be in the better condition to pass the certification exam

TARGET AUDIENCE

The ScrumLearn® Master Certified (SLMC) qualification is fit-for-purpose for whoever is interested in having a deep understanding of Scrum, and is beneficial to professional acting as any of the following ICT roles:

- Architect
- Business Analyst
- Designer
- Product Manager
- Program Manager
- Developer
- Project Manager
- Team Leader
- Tester

CERTIFICATION REQUIREMENTS

You will receive the required certification from iCONS on successful completion of the ScrumLearn® Master Certified (SLMC) exam.

EXAM DETAILS

The characteristics of the ScrumLearn® Master Certified (SLMC) exam are:

Exam Format:
- Closed-book format
- Paper/Web-Based
- Participants may use scratch paper

Questions:
- 60 multiple choice questions

Passing Score:
- 60%

Exam Duration:
- 60 minutes
- 15 minutes extra time for non-native English speakers.

LEARNING OUTCOMES

A classification widely used when designing assessments for certification and education is the Bloom's Taxonomy of Educational Objectives. This classifies learning objectives into six ascending learning levels, each defining a higher degree of competencies and skills. (Bloom et al, 1956, Taxonomy of Educational Objectives).

This structured approach helps to ensure:

- A clear delineation in learning level content between different qualification levels
- Learning outcomes are documented consistently across different areas of the guidance
- Exam questions and papers are consistent and are created to a similar level of difficulty.
- The Scrum Master Certified qualification examines learning outcomes at levels 1 (knowledge) and 2 (comprehension).

ScrumLearn® Master Certified (SLMC) LEARNING OUTCOMES

ScrumLearn Master Certified (SLMC) LEARNING OUTCOMES				
	1 **Knowledge**	2 **Comprehension**	3 **Application**	4 **Analysis**
Generic Definition from Learning Outcomes	Know key facts, terms and concepts from the manual/ guidance	Understand key concepts from the manual/ guidance	Be able to apply key concepts for a given scenario	Be able to analyze and distinguish between appropriate and inappropriate use of the method/ guidance for a given scenario situation
Qualification Learning Outcomes	Know facts, including terms, concepts, principles, tools and techniques from the Scrum Master curriculum	Understand the concepts, principles, and dimensions of Scrum and can explain how these are applied		

SYLLABUS AREAS

The following syllabus areas are identified.

SYLLABUS AREA CODE	SYLLABUS AREA TITLE
IN	Course Introduction
AO	Agile Overview
SO	Scrum Overview
SR	Scrum Roles
SA	Scrum Artifacts
SE	Scrum Events
TT	Tools and Techniques
SI	Scrum Implementation

In the following section are provided details on the topics covered in the different lessons of the course, including the corresponding bibliographic references. This course has been mainly based on the Scrum representation provided by Ken Schwaber and Jeff Sutherland In their book "The Scrum Guide™ - The Definitive Guide to Scrum: The Rules of the Game". Additional sources have also been used, and are specified in the section "Referenced bibliography and suggested readings".

SYLLABUS

COURSE INTRODUCTION (IN)

This module lets learners know about the ScrumLearn® Master Certified (SLMC) course, such as a brief overview, certification, and training agenda.

AGILE OVERVIEW (AO)

This module is about understanding the origins of the Agile approach and how it turned upside-down the traditional approach to product development and project management.

AREA CODE	SECTION	SUBSECTION	TOPIC	BIBL. REF.
AO	01	01	What is Agile ?	2), 12)
		02	Agile is now mainstream	
		03	Agile is a mindset	
		04	Where does Agile come from ?	
		05	Agile Manifesto	

AREA CODE	SECTION	SUBSECTION	TOPIC	BIBL. REF.
		06	Waterfall vs Agile	
		07	Common practices of Agile teams	2)
		08	A few well-known Agile techniques and approaches	
		09	Kanban	16)
		10	The BUILD-MEASURE-LEARN feedback loop	9)

SCRUM OVERVIEW (SO)

This module is about introducing the Scrum approach, also in relation to Agile, and giving an overall vision of how Scrum is structured in terms of roles involved, project phases, and activities.

AREA CODE	SECTION	SUBSECTION	TOPIC	BIBL. REF.
SO	01	01	What is Scrum ?	1)
		02	Why Scrum ?	
		03	Scrum Genesis	
		04	Scrum within Agile	
		05	Scrum Theory	
		06	Scrum Pillars	
		07	Scrum Values	
		08	Scrum Team	
		09	Scrum Artifacts	
		10	Scrum Events	
		11	Scrum Applicability	
		12	Scrum advantages and benefits	

SCRUM ROLES (SR)

This module introduces the typical organization of a Scrum project, detailing the core and non-core Scrum roles and responsibilities.

AREA CODE	SECTION	SUBSECTION	TOPIC	BIBL. REF.
SR	01	01	The Scrum Team	1)
		02	Scrum roles within a Scrum Team	
		03	The Product Owner	

AREA CODE	SECTION	SUBSECTION	TOPIC	BIBL. REF.
		04	The Development Team	
		05	The Scrum Master	
		06	The Scrum Team	
		07	Scrum roles within a Scrum Team	

SCRUM ARTIFACTS (SA)

This module introduces the documents and artifacts that are used in a Scrum product development initiative

AREA CODE	SECTION	SUBSECTION	TOPIC	BIBL. REF.
SA	01	01	Scrum Artifacts	1)
		02	The Product Backlog	
		03	The Sprint Backlog	
		04	The Increment	

SCRUM EVENTS (SE)

This module introduces the main meeting and prescribed occasion for exchanges that are used in a Scrum product development initiative

AREA CODE	SECTION	SUBSECTION	TOPIC	BIBL. REF.
SE	01	01	Scrum Events	1)
		02	The Sprint	1), 4)
		03	The Sprint Planning	
		04	The Daily Scrum	1), 17), 19)
		05	The Sprint Review	1)
		06	The Sprint Retrospective	1), 8), 11)

TOOLS AND TECHNIQUES (TT)

This module introduces the most common tools, techniques, approaches and practices that support a Scrum product development initiative

AREA CODE	SECTION	SUBSECTION	TOPIC	BIBL. REF.
TT	01	01	User Stories	7)
		02	User Story Mapping	5)

AREA CODE	SECTION	SUBSECTION	TOPIC	BIBL. REF.
		03	The Scrumboard	7), 19)
		04	Monitoring Progress Towards Goals	
		05	The Team Velocity	
		06	Story Points and Agile Estimation	

SCRUM IMPLEMENTATION (SI)

This module explains how Scrum can be actually introduced in an organization and also the most reliable models to scale Scrum to largest development initiatives

AREA CODE	SECTION	SUBSECTION	TOPIC	BIBL. REF.
SI	01	01	Adopting Scrum • Culture • Principles • Storytelling	1), 20)
		02	The Scrum Journey	1), 21)
		03	Scaling Scrum • Scrum@Scale • The Nexus Framework • Large-Scale Scrum (LeSS	22), 23), 24)

BIBLIOGRAFIC REFERENCES AND SUGGESTED READINGS

1. The Scrum Guide™ - The Definitive Guide to Scrum: The Rules of the Game, by Ken Schwaber and Jeff Sutherland – 2017
2. The Age Of Agile: How Smart Companies Are Transforming The Way Work Gets Done, by Stephen Denning - 2019
3. Team Of Teams: New Rules Of Engagement For A Complex World, by Tantum Collins, Chris Fussell, General Stanley McChrystal, David Silverman – 2016
4. Sprint: How To Solve Big Problems and Test New Ideas in Just Five Days, by by Jake Knapp, John Zeratsky, Braden Kowitz – 2016
5. User Story Mapping: Discover the Whole Story, Build the Right Product by Jeff Patton with Peter Economy - 2014
6. Gamestorming: A Playbook for Innovators, Rulebreakers, and Changemakers by Dave Gray, Sunni Brown, James Macanufo – 2010
7. Fifty Quick Ideas to Improve Your User Stories, by Gojko Adzic, David Evans, Nikola Korac - 2014
8. Fifty Quick Ideas to Improve Your Retrospectives, by Tom Roden & Ben Williams
9. The Lean Startup: How Constant Innovation Creates Radically Successful Businesses, by Eric Ries - 2011

10. Spotify Engineering Culture by Enrik Kniberg : https://www.youtube.com/watch?v=Yvfz4HGtoPc
11. The Retrospective Prime Directive : http://www.funretrospectives.com/the-retrospective-prime-directive/
12. Agile Alliance : https://www.agilealliance.org/agile101/the-agile-manifesto/
13. Gamestorming : https://gamestorming.com
14. https://knowledge.insead.edu/blog/insead-blog/why-agile-may-be-fragile-10201
15. https://medium.com/the-liberators/sources-of-agile-inspiration-spotify-lego-and-kramp-958cdfbca9a6
16. Kanban from the Inside: Understand the Kanban Method, connect it to what you already know, introduce it with impact by Mike Burrows 2014
17. The Daily Standup: Effectively Improving Team Communication by Christopher Franklin
18. Scrum Mastery: From Good To Great Servant-Leadership di Geoff Watts 2013
19. Scrum Master: Scrum Agile Notebook For Tracking Project & Daily Scrum Details by IT Group, CarBenEight 2019
20. Scrum: Your Quick Start Guide To Adopting Scrum For Your Organization by Jefferson Hanley
21. A Scrum Book - The Spirit of the Game by Jeff Sutherland, James O. Coplien, and The Scrum Patterns Group
22. Large-Scale Scrum: More with LeSS by Craig Larman , Bas Vodde, et al. 2016
23. SAFe 4.5 Reference Guide: Scaled Agile Framework for Lean Enterprises (2nd Edition) by Dean Leffingwell
24. Scrum at Scale guide by Jeff Sutherland (https://www.scrumatscale.com/scrum-at-scale-guide/)