



Certified Scrum Professional (CSP)

Certification Examination Candidate Handbook



Table of Contents

INTRODUCTION.....	2
CREDENTIAL DESIGNATION.....	2
EXAMINATION REGISTRATION.....	3
Eligibility.....	3
Fees.....	3
Deadlines	3
Scheduling.....	3
Registration and Testing Process	4
REASONABLE ACCOMMODATIONS.....	6
Retest Fees.....	6
EXAMINATION INFORMATION.....	7
SAMPLE EXAMINATION QUESTIONS.....	8
FOR MORE PREPARATION.....	9
Demo Test.....	9
Resources.....	9
OTHER EXAMINATION INFORMATION.....	9
Cancellation, Rescheduling, and No Shows	9
Examination Rules.....	10
Prohibited Items	10
Examination Scoring	10
Certificates.....	11
Examination Retakes.....	11
RECERTIFICATION.....	12
APPENDIX A: Recommended Resources.....	13
APPENDIX B: Sample Question Answer Key.....	15
APPENDIX C: Content Outline for Certified Scrum Professional (CSP).....	16
APPENDIX D: Examination Preparation	20
How to Study	20
Managing Test Anxiety	20
Tips for Taking the Examination	20
APPENDIX E: Scrum Alliance CSP License Agreement	22
APPENDIX F: Marks and Guidelines for Utilization	25

INTRODUCTION

The Scrum Alliance is a not-for-profit professional membership organization created to share the Scrum framework and transform the world of work.

Scrum Alliance's mission is to introduce Scrum as an effective solution to business problems. We serve the community as the trusted source of knowledge for those who want to learn Scrum, those who want to improve their understanding of Scrum, and those who want to share their knowledge and experience with Scrum. Scrum Alliance hosts Scrum Gatherings and supports Scrum User Groups, providing a forum for interactive learning throughout the world.

We value:

- Individuals and interactions over processes and tools,
- Completed functionality over comprehensive documentation,
- Customer collaboration over contract negotiation, and
- Responding to change over following a plan.

True success with the Scrum framework comes from teams and organizations that understand these values and the principles that form the foundation of all agile processes.

The Scrum Alliance has partnered with Castle Worldwide, Inc. (Castle), a leading certification and licensure firm, to develop the Certified Scrum Professional (CSP) certification examination.

Please use this candidate handbook to understand our processes of application and registration. If you have questions about the processes described here, please contact the Scrum Alliance at certification@scrumalliance.org or contact Castle at (919) 572-6880 at ibt@castleworldwide.com.

CREDENTIAL DESIGNATION

The Certified Scrum Professional (CSP) has proven experience and expertise in the art of Scrum. CSP is the level of certification that all practitioners should strive to attain.

The CSP is an effective practitioner of Scrum and knowledgeable about other Agile frameworks. The CSP has responsibility for challenging a Scrum team to improve the manner in which all aspects of the method are implemented for every product. As a prerequisite, the CSP possesses skill in applying Scrum and other Agile methods to a wide variety of products and services. Candidates for the CSP designation have relevant work experience.

Becoming a Certified Scrum Professional is not easy. You will need to demonstrate that you have at least one year of actual experience using Scrum in the workplace, that you know how to apply Scrum concepts, practices, and principles, and that you understand how and why Scrum works. Potential employers can be assured that when someone is a CSP, they have taken

initiative beyond a foundation-level understanding to achieve a depth of knowledge and experience in the Scrum process.

EXAMINATION REGISTRATION

Eligibility

You must satisfy three eligibility criteria to apply for the CSP credential: (1) hold a current Certified ScrumMaster (CSM), Certified Scrum Product Owner (CSPO), or Certified Scrum Developer (CSD) credential; (2) have a minimum of 2000 hours of Scrum-related work in the past two years; (3) hold a current Scrum Alliance membership.

Please note: You do not have to be a CSM, CSD or CSPO for an entire year before applying.

Fees

Upon approval of your application for candidacy, you will be required to pay a \$300 certification fee.

Eligibility Audits

A percentage of candidate applications will be audited to ensure compliance with the eligibility criteria. Applications for audit will be selected randomly. If your application is selected for audit, you will be provided with instructions on how to supply satisfactory documentation that supports your compliance with the eligibility criteria before your certification scores are released.

Scheduling

Applications for candidacy are accepted on a continual basis. Upon approval of an application, Castle will send notification of eligibility to sit for the examination and will provide a *Notice to Schedule* (NTS) with a username, password, and directions on how to schedule a testing session. Most test sites will have morning and afternoon testing sessions available. Castle will do its best to accommodate the requested test site and date. Seats are filled on a first-come, first-served basis, based on test center availability. Candidates must submit their testing scheduling request at least seven (7) days prior their preferred test date.

Candidates will receive confirmation of the exact test location, date, and time via email, which must be printed and taken to the site on the test date. **The candidate must take this document to the site on the test date.**

Deadlines

Candidates are strongly encouraged to complete their CSP examination within 90 days of receiving their Invitation to Schedule from Castle.

Registration and Testing Process

1. Review this candidate handbook prior to scheduling your examination. Failure to follow the instructions can cause a delay of your registration. For questions regarding examination registration, contact Scrum Alliance at certification@scrumalliance.org.
2. You may apply to take the CSP exam directly from your Scrum Alliance profile once you have logged in. The application consists of the following steps:
 - Verify your contact information contained on the profile.
 - Verify or enter your phone number (required by Castle for exam booking purposes).
 - Enter your work experience on the Scrum Alliance profile. These entries are subject to verification by Scrum Alliance.
 - After you have saved all changes to your profile, you will enter the application form one final time in order to attest to your 2000 hours of experience then submit the final application.
3. After you have submitted your application, you will see a link on your profile to pay the CSP fee.
4. After you have submitted your application and Scrum Alliance has confirmed your payment, Castle will send notification of your eligibility to sit for the examination and will provide a *Notice to Schedule* (NTS) with a username, password, and directions on how to schedule a testing session. In order to receive important electronic correspondence about scheduling your testing session, please ensure that your email program will accept communication from ibt@castleworldwide.com.

Schedule a testing session. (See “Scheduling” on page 3 of this handbook.)

5. You will be notified of the exact test location, date, and time via email. You must bring your printed confirmation with you to the test site.

You must also bring a current photo identification with signature to the test site.

Acceptable forms of identification include a driver’s license, passport, or government-issued identification card. Unacceptable forms of identification include a gym membership, warehouse membership, school identification card, credit card, and identification with signature only (no photo).

6. Please plan to arrive at the testing center at least 15 minutes prior to the start of the testing session. Those who arrive late for testing sessions may not be permitted to test.
7. Sit for the examination. The examination consists of 150 multiple-choice questions. You will be given three (3) hours to complete the examination.

8. Examination results will be issued at the testing center upon successful submission of the examination.

Retest Fees

Candidates who do not pass the examination may schedule another testing appointment after 3 months. The examination retake fee is \$300 and must be paid before scheduling a new testing appointment.

All retest fees are non-refundable.

REASONABLE ACCOMMODATIONS

Reasonable accommodations provide candidates with disabilities a fair and equal opportunity to demonstrate their knowledge and skills in the essential functions being measured by the examination. Reasonable accommodations are decided based on the individual's specific request, disability, documentation submitted, and appropriateness of the request. Reasonable accommodations do not include steps that fundamentally alter the purpose or nature of the examination.

Reasonable accommodations generally are provided for candidates who have a physical or mental impairment that substantially limits that person in one or more major life activities (e.g., walking, talking, hearing, and performing manual tasks); have a record of such physical or mental impairment; or are regarded as having a physical or mental impairment.

To apply for reasonable accommodations, the candidate must request the accommodations in the application process and provide documentation that supports reasonable accommodations provided by an appropriate licensed professional on the professional's letterhead. The documentation must include a diagnosis of the disability and specific recommendations for accommodations.

Requests for accommodations must be submitted no later than 45 days prior to opening of the candidate's preferred testing window and candidates must submit their scheduling request at least 30 days prior to their preferred test date within the testing window. It is recommended that this documentation be submitted at least 45 days prior to the preferred testing date.

For more information regarding reasonable accommodations, please contact the Scrum Alliance: certification@scrumalliance.org.

EXAMINATION INFORMATION

There are 150 questions on the examination. You will have three (3) hours to complete the examination.

Of these, 125 are scored questions and 25 are pretest questions that are not scored. Pretest questions are used to determine how well these questions will perform before they are used on the scored portion of the examination. The pretest questions cannot be distinguished from those that will be scored, so it is important for a candidate to answer all questions. A candidate's score, however, is based solely on the scored questions. Performance on pretest questions does not affect a candidate's score.

The content of the examination includes Scrum philosophy and methodology. More specifically, the examination covers seven major activities that CSPs are responsible for regardless of the Scrum role played in a given project or work setting. These seven topics were validated in the CSP job analysis study conducted in the spring of 2011. Each section of the examination is written so that it is pertinent to CSPs who qualify for the designation by virtue of their qualification as Certified ScrumMasters (CSMs), Certified Scrum Developers (CSDs) or Certified Scrum Product Owners (CSPOs). The seven topics and how the 125 scored questions are distributed among them follow:

Topic	Description	Percent of Exam
1	Deliver Business Value: A CSP guides the team to deliver the highest business value to solve today's problem to inform the selection of tomorrow's top priority.	22
2	Foster Collaboration: Teamwork is the heart of Agile development; the productivity of the team as a whole is much greater than that of the individual members.	22
3	Build Trust: Product health and project status are readily reported in transparent, honest, and unambiguous terms based on defined business value and fulfilled commitments.	17
4	Share the Product Vision: CSPs facilitate a shared overall vision of what the Agile team is working to achieve; this is the context in which the team will be maximizing business value.	9
5	Demonstrate Self Improvement: A CSP engages in self improvement (in a collaborative spirit) ultimately to enhance the team and the product and to build technical excellence.	7
6	Promote Supportive Culture: CSPs facilitate understanding among executives, managers, and team members that high productivity only exists in a trusting environment where learning is expected and mistakes and failure are accepted.	13
7	Encourage Technical Excellence: CSPs support team members in making sound technical choices and taking a no-compromise attitude towards quality.	10

See appendix C for a more detailed classification system.

SAMPLE EXAMINATION QUESTIONS

The following questions were taken from the CSP examination question repository and serve as samples of the question type and content found of the CSP examination. Please see the answer key in Appendix B of this handbook.

1. Which of the following are the terms used to describe two roles in pair programming?
 - A. Pilot and the navigator
 - B. Driver and the navigator
 - C. Coder and the planner
 - D. Leader and the second chair

2. The build on a project is taking a long time because it is running thousands of lines of code that access the database. What is the **FIRST** thing to consider in order to speed up the build process?
 - A. Get an automated configuration management tool.
 - B. Test through an interface.
 - C. Consider mocking out the database.
 - D. Get an automated test tool.

3. Which practice is used to produce clean code that works?
 - A. Continuous integration
 - B. Automated build
 - C. Test-driven development
 - D. Automated deployment

4. Which term is used to denote the refactoring in which a section of a long method is turned into a separate method that is then called from the original method?
 - A. Introduce indirection
 - B. In-line method
 - C. Replace local with field
 - D. Extract method

5. If there is not enough time to develop all the requested features, what would be the **BEST** action?
 - A. Increase the size of the team to deliver more.
 - B. Negotiate to reduce the scope of some tasks.
 - C. Deliver only the highest priority User Stories.
 - D. Increase team efficiency by introducing new practices.

FOR MORE PREPARATION

Demo Test

Castle offers a free online tutorial and unscored demo test to familiarize candidates with the computer-based testing environment. The online demonstration and tutorial are accessible at any time, anywhere, through any computer with Internet access. Candidates may access the tutorial and demo on Castle’s website <https://www.castleworldwide.com/castleweb/candidates/sample-tests/index.aspx>. The demo is not intended to be a review of CSP examination content.

Resources

A list of recommended resources can be found in Appendix A of this handbook.

OTHER EXAMINATION INFORMATION

Cancellation, Rescheduling, and No-Shows

You may cancel or reschedule a testing session up to five (5) business days before your testing appointment through the online scheduling system. A \$50 nonrefundable fee will apply.

Day of Testing Appointment:	Must Reschedule/Cancel By:
Monday	Monday of the previous week
Tuesday	Tuesday of the previous week
Wednesday	Wednesday of the previous week
Thursday	Thursday of the previous week
Friday	Friday of the previous week
Saturday	Monday of the current week

Not appearing for your testing appointment or rescheduling your exam fewer than five (5) business days before your testing appointment will count as your testing appointment. You will be marked as a no-show candidate and your testing fees will be forfeited.

Examination Rules

The Scrum Alliance and Castle follow industry standard testing rules as outlined below.

Prohibited Items

Candidates are expressly prohibited from bringing the following items to the test site:

- Cameras, cell phones, optical readers, or other electronic devices that include the ability to photograph, photocopy, or otherwise copy test materials
- Notes, books, dictionaries, or language dictionaries
- Book bags or luggage
- iPods, MP3 players, headphones, or pagers
- Calculators, computers, PDAs, or other electronic devices with one or more memories
- Personal writing utensils (i.e., pencils, pens, and highlighters)
- Watches
- Food and beverage
- Hats, hoods, or other headgear

If Castle testing personnel determine that you have brought any such items to the test site, they may be demanded and held for an indefinite period of time by Castle testing personnel. We reserve the right to review the memory of any electronic device that may be in your possession at the testing center to determine whether any test materials have been photographed or otherwise copied.

If our review determines that any test materials are in the memory of any such device, we reserve the right to delete such materials and/or retain them for subsequent disciplinary action. Upon completion of our review and any applicable deletions, we will return your device to you, but will not be responsible for the deletion of any materials that may result from our review, whether or not such materials are test materials.

By bringing any such device into the test site in contravention of our policies, you expressly waive any confidentiality or other similar rights with respect to your device, our review of the memory of your device and/or the deletion of any materials. Castle, the examination site, and the test administration staff are not liable for lost or damaged items brought to the examination site.

Examination Scoring

Examination results will be issued at the testing center upon successful submission of the examination.

Please note that on occasion scores may be held for statistical analysis. If this occurs, you will be notified of your scores as soon as they are available.

The CSP examination results are interpreted using a criterion-referenced process called “scaling.” CSP exam results range from a low of 300 to a high of 600, with a passing point of 450. A criterion-referenced interpretation means that the score conveys information about an individual test-taker on specific subject matter regardless of other test-takers' scores.

There are two types of test scores: raw scores and scaled scores. A raw score is a score without any sort of adjustment or transformation, such as the simple number of questions answered correctly. A scaled score is the result of some transformation applied to the raw score. Scrum Alliance uses scaled scores to report test-taker results on the CSP exam.

The purpose of scaled scores is to report scores for all tests-takers on a consistent scale. The CSP examination forms vary in difficulty depending on the exam items that are assigned to each. Based on the performance of many test-takers on individual questions, a statistical process is used to determine the difficulty of individual items as well as the difficulty of the overall exam form.

To assure that all test-takers receive scores that are equivalent across the exam forms, scores on the forms are converted to a scale so that the equivalent scores have the same reported scores. For example, a raw score of 65% on an exam form whose items have been determined to be more difficult and a raw score of 70% on another exam form whose items have been determined to be less difficult are both “equated” as a score of 450 on a scale of 300 to 600.

Two well-known tests in the United States that have scaled scores are the ACT and the SAT. The ACT's scale ranges from 0 to 36 and the SAT's from 200 to 800 (per section). These two scales were selected to represent a mean and standard deviation of 18 and 6 (ACT), and 500 and 100. The upper and lower bounds were selected because an interval of plus or minus three standard deviations contains more than 99% of a population. Scores outside that range are difficult to measure and return little practical value. Note that scaling does not affect the psychometric properties of a test. It is something that occurs after the assessment process and equating are completed.

Certificates

After passing the examination, candidates will receive an email with a link to read and accept the CSP License Agreement, the last step before the new credential is confirmed. Once the License Agreement has been accepted, candidates will be able to download a printable CSP certificate from their Scrum Alliance profile. A copy of the CSP License Agreement is included in Appendix E of this Candidate Handbook.

Examination Retakes

Candidates who do not pass the examination will receive information on scheduling another testing appointment. Candidates must wait a minimum of three (3) months between testing attempts and must pay the nonrefundable \$300 examination registration fee.

RECERTIFICATION

Certification renewal is required every two (2) years by completing approved Professional Development Units (PDUs) during the two-year period. Approved PDUs will be designated by Scrum Alliance; the PDU program will be available by January 2013. Scrum Alliance will take into account any delay in finalizing recertification guidelines as it affects renewing CSPs who have already taken and passed the exam.

Renewal of CSP certification automatically incorporates lower-level certifications, such as CSM and CSPO.

APPENDIX A: Recommended Resources

Anyone taking the CSP examination is expected to have taken the courses required to earn the credentials for Certified ScrumMaster (CSM), Certified Scrum Product Owner (CSPO), or Certified Scrum Developer (CSD), as well as do some self-study. Below is a list of suggested reading to prepare you for the CSP evaluation and give you the background you need to better implement Scrum in your own organization.

Suggested Reading

Countless books and resources exist that are exceptionally helpful in furthering your knowledge of the Scrum principles, engineering practices, and approaches that help you transform the world of work. In addition to the texts listed below, you can access a bibliography of these resources at the following address:

http://www.scrumalliance.org/pages/scrum_student_resources.

Title: Succeeding with Agile: Software Development Using Scrum
Author(s): Mike Cohn
Publisher: Addison-Wesley
Publication Date: 2010

Title: Agile Estimating and Planning
Author(s): Mike Cohn
Publisher: Prentice Hall
Publication Date: June 2010

Title: Agile Product Management with Scrum
Author(s): Roman Pichler
Publisher: Addison Wesley
Publication Date: 2010

Title: Agile Retrospectives
Author(s): Esther Derby and Diana Larsen
Publisher: Pragmatic Programmers
Publication Date: 2006

Title: Agile Software Development with Scrum
Author(s): Ken Schwaber, Mike Beedle
Publisher: Prentice Hall
Publication Date: 2002

Title: Agile Testing: A Practical Guide for Testers and Agile Teams
Author(s): Lisa Crispin and Janet Gregory
Publisher: Addison-Wesley
Publication Date: 2009

Title: Clean Code
Author(s): Martin
Publisher: Prentice Hall
Publication Date: 2009

Title: Continuous Integration
Author(s): Paul Duvall
Publisher: Addison Wesley
Publication Date: 2007

Title: Extreme Programming Explained
Author(s): Kent Beck
Publisher: Addison Wesley
Publication Date: 2007

Title: Extreme Programming Installed
Author(s): Jeffries, Anderson, and Hendrickson
Publisher: Addison-Wesley
Publication Date: 2001

Title: How Do We Know When We Are Done?
Author(s): Mitch Lacey
Publisher: Scrum Alliance Website Article
Publication Date: 2008

Title: Implementing Lean Software Development
Author(s): Mary Poppendieck, Tom Poppendieck
Publisher: Addison Wesley
Publication Date: July 2007

Title: Planning Extreme Programming
Author(s): Kent Beck, Martin Fowler
Publisher: Addison Wesley
Publication Date: December 2004

Title: Pragmatic Project Automation
Author(s): Clark
Publisher: Pragmatic Books
Publication Date: 2004

Title: Project Retrospectives: A Handbook for Team Reviews
Author(s): Norman L. Kerth
Publisher: Dorset House Publishing
Publication Date: 2001

Title: Promiscuous Pairing and Beginner's Mind: Embrace Inexperience
Author(s): Arlo Belshee
Publisher: IEEE
Publication Date: 2006

Title: Refactoring: Improving the Design of Existing Code
Author(s): Fowler
Publisher: Addison-Wesley
Publication Date: 1999

Title: Retrospectives – The Missing Practice
Author(s): Tim Mackinnon
Publisher: ThoughtWorks Company
Publication Date: 2003

Title: Scrum Primer
Author(s): Pete Deemer, Gabrielle Benefield, Craig Larman and Bas Vodde
Publisher:
Publication Date: 2010

Title: Test Driven Development By Example
Author(s): Kent Beck
Publisher: Addison Wesley
Publication Date: 2008

Title: The Art of Agile Development
Author(s): James Shore
Publisher: O'Reilly
Publication Date: 2007

Title: User Stories Applied
Author(s): Mike Cohn
Publisher: Addison Wesley
Publication Date: 2004

Title: What is Definition of Done (DoD)?
Author(s): Dhaval Panchal
Publisher: Scrum Alliance Website Article
Publication Date: 2008

Title: Which End of the Horse
Author(s): Jeffries
Publisher: Xprogramming.com
Publication Date: 2010

Title: "Selling Agile – How to Respond to Concerns from Management, the Business, and the Team"
Author(s): Michelle Sliger and Stacia Broderick
Publisher: Addison-Wesley
Publication Date: 2008

APPENDIX B: Sample Question Answer Key

Question	Answer
1	B
2	C
3	C
4	D
5	B

Appendix C: Content Outline for Certified Scrum Professional (CSP)

Type	Description
DOMAIN	Deliver Business Value: A CSP guides the team to deliver the highest business value to solve today's problem to inform the selection of tomorrow's top priority.
TASK	1. Challenge the team to focus on the current goal in order to deliver the highest business value
TASK	2. Improve the quality of the information by co-locating the person who knows what needs to be accomplished with the team that has the skills to accomplish it in order to reduce the product's complexity.
TASK	3. Reduce the overhead of production by allowing the team to use the right tools in order to deliver results quickly.
TASK	4. Ensure the development of simple descriptions of the product, avoiding comprehensive requirements documentation, in order to maximize collaboration with the team.
TASK	5. Ensure the development of simple explanations of features by describing desired features in the smallest units of functionality possible in order to reduce complexity and prioritize elements of the product in order to see results faster.
TASK	6. Challenge the team to collect business value information from the right customer in order to prioritize the items with the highest business value first.
TASK	7. Inform stakeholders about techniques for determining business value in order to ensure high quality decision making
TASK	Make informed return on investment decisions based on information about technical and business complexity.
TASK	9. Ensure the backlog is organized by clustering features that will have value in the market in order to reduce time to market, gather consumer reaction, and improve cash flow.
TASK	10. Encourage the acceptance of change in order to maximize business value
DOMAIN	Foster Collaboration: Teamwork is the heart of Agile development; the productivity of the team as a whole is much greater than that of the individual members.
TASK	1. Challenge the team to collaborate and shorten communication pathways in order to improve team effectiveness.
TASK	2. Encourage discussion of the actions involved in successfully completing a backlog item so that the team can increase knowledge and understanding of the required work.
TASK	3. Ensure that the team collectively commits to achieve the agreed upon goal so that the team can assume ownership of the work.
TASK	4. Encourage the timely removal of impediments by understanding and communicating the issues and actions required to unblock the team and allow them to focus on the goal without interruption.
TASK	5. Ensure that releases are planned collaboratively with relevant stakeholders so that the shared vision can be clearly communicated.

TASK	6. Ensure the team sizes product backlog items collectively by discussing the assumptions and complexity of backlog items in order to gain consensus on item size
TASK	7. Ensure that the team agrees on the definition of done so that the team is able to assume collective ownership and accountability.
DOMAIN	Build Trust: Product health and project status are readily reported in transparent, honest, and unambiguous terms, based on defined business value and fulfilled commitments.
TASK	1. Challenge the team to be honest, respectful, and transparent in order to build trust among team members and all stakeholders
TASK	2. Participate in daily planning meetings with the team in order to remove impediments and reinforce commitment to the common goal.
TASK	3. Engage with the team in iteration planning meetings in order to determine the work to be done and define conditions of acceptance
TASK	4. Demonstrate the value of Agile methods through clear communication with stakeholders in order to integrate them with other organization frameworks while maintaining the integrity of Agile processes.
TASK	5. Challenge the team to provide visible historical data of progress with trend information for future performance to the team and stakeholders in order that good decisions can be made.
TASK	6. Obtain feedback on work performed by participating in periodic review meetings with team and stakeholders in order to demonstrate progress and maintain support.
TASK	7. Review the iteration and related processes by participating in periodic retrospective meetings with the team in order to gather feedback about how work was performed and to improve for future work.
TASK	8. Communicate cost and time estimates to the team and stakeholders using visible data and demonstrating the validity of future estimates in order to support informed decision making
TASK	9. Champion the use of continuous warning indicators for system health in order to ensure and maintain quality.
TASK	10. Encourage the team to implement the most rigorous definition of done in order to promote trust.
TASK	11. Promote team maturity and trust by creating a safe and positive work environment in order to instill Agile values, empower the team to be self-motivating, state the truth, and take collective ownership of issues and resolutions.
TASK	12. Encourage the team to share knowledge and skills freely in order to build trust based on enhanced competence
DOMAIN	Share the Product Vision: CSPs facilitate a shared overall vision of what the Agile team is working to achieve; this is the context in which the team will be maximizing business value
TASK	1. Challenge the team to understand how the product fits the marketplace through collaboration with stakeholders in order to enhance product value and share the product vision.
TASK	2. Encourage the team to identify valuable goals during planning in order to create a shared vision and common goal for the team.

TASK	3. Encourage articulation of the product vision on a frequent basis so that team members always maintain understanding of product goals.
TASK	4. Review stakeholder feedback with the team after each demonstration in order to review and refine the product backlog and incorporate change
TASK	5. Challenge the product backlog respectfully through communication with the Product Owner in order to stimulate greater understanding of the product.
TASK	6. Challenge the team to deliver shippable product increments in each iteration in order to allow timely releases and gather feedback from customers.
TASK	7. Ensure that progress is tracked openly and honestly by the team in order to maximize the probability of achieving the product vision.
TASK	8. Encourage ad hoc discussions between the team and stakeholders to ensure that the right decisions are made.
TASK	9. Ensure that the Product Owner is engaged with the team in defining acceptance criteria that are aligned to the product vision.
TASK	10. Use daily meetings and reviews to maintain focus on intermediate goals and the overall product vision.
DOMAIN	Demonstrate Self Improvement: A CSP engages in self-improvement (in a collaborative spirit), ultimately to enhance the team and the product and to build technical excellence.
TASK	1. Encourage team members to engage in continuous learning by promoting training, coaching, pairing, and mentoring in order to improve their performance
TASK	2. Contribute to retrospectives in an open, honest, and non-personal manner in order to identify opportunities to improve personal or team performance
TASK	3. Ask other team members for advice and guidance on how their individual performance can be improve
TASK	4. Engage in continuous learning by attending training, coaching, pairing, and mentoring in order to enhance personal performance
TASK	5. Expose the team to new techniques or skills by inviting experts to present in order to enhance team competence
TASK	6. Collaborate with the team to identify appropriate metrics that could be collected and used to define actions that are likely to improve team performance
TASK	7. Ensure that the outcome of the retrospective meeting is actionable by the team in order to achieve real improvement.
TASK	8. Encourage the team to participate in the agile community by identifying groups or events and publicizing them within the team so that team members can learn from others' experience
DOMAIN	Promote Supportive Culture: CSPs facilitate understanding among executives, managers, and team members that high productivity only exists in a trusting environment, where learning is expected and mistakes and failure are accepted
TASK	1. Arrange physical space to be conducive to collaboration for the team while removing physical barriers that are hostile to team collaboration.
TASK	2. Diagnose team conflict through observation and analysis in order to facilitate resolution and promote productive discussion and team cohesion.

TASK	3. Inspire cohesion and inclusion among team members in order to improve team effectiveness.
TASK	4. Encourage a safe environment in which team members share experience and offer assistance in order for the team to meet its commitments.
TASK	5. Encourage cross functionality and autonomy on the team in order to reinforce shared commitment.
TASK	6. Foster willingness among team members to take reasonable risk and benefit from failure in order to enhance their ability.
TASK	7. Use inclusive facilitation techniques during team ceremonies to enable team members to support each other.
TASK	8. Promote understanding of Agile values and processes across organization in order for the team to feel safe and supported
DOMAIN	Encourage Technical Excellence: CSP's support team members in making sound technical choices and taking a no-compromise attitude towards quality.
TASK	1. Promote the use of the right technical practices to help the team meet their commitments.
TASK	2. Promote quality in everything the team delivers so that the team can deliver earlier or deliver more of the product.
TASK	3. Promote the production of the minimum product that meets the need so that the team focus on value
TASK	4. Promote engagement with technical communities so that the team can learn from others and improve team performance
TASK	5. Encourage construction with the simplest possible design in order to reduce complexity.
TASK	6. Promote review of the implementation after each new feature is added to remove complexity.
TASK	7. Encourage the team to use very short incremental build cycles to enable early feedback so that value and quality are improved.
TASK	8. Promote early and continuous integration of all components of the product to enhance quality.
TASK	9. Promote engineering practices that implement continuous quality control to allow the team to deliver value early.
TASK	10. Encourage engineering practices that promote sharing of knowledge and skills to improve team competence and remove the risk of single points of failure

APPENDIX D: Examination Preparation

How to Study

The Scrum Alliance encourages candidates to prepare for the examination by using resources such as those listed in this handbook. *(A list of recommended resources can be found in Appendix A.)*

Plan your review methods well in advance of the examination. Think about the study method that is best for you (e.g., individual review, study group, class) and the types of materials that are most helpful (e.g., textbooks, audio or video programs, outlines, memory aids). It may also be helpful to use materials given to you during training activities related to your work.

Managing Test Anxiety

A little anxiety regarding test taking can be helpful because it stimulates and motivates you to perform at your best; however, severe anxiety can hinder test performance. If you know that you frequently experience severe test anxiety, consider preparing yourself for the examination by developing plans and using resources to help reduce your anxiety. In addition, an online demonstration and tutorial are available at www.castleworldwide.com/tds_v5/asp/home.asp. The demonstration and tutorial will familiarize you with the testing environment. They are not intended to be a review of CSP examination content.

Before the day of the examination, visualize and rehearse the testing situation. Imagine yourself taking the examination with a positive attitude and focused, but calm, behavior.

Take measures to reduce your stress during the examination. Use deep-breathing techniques, and be sure to stretch your muscles periodically. Such exercises can reduce both physical and mental stress. If necessary, take a few minutes to imagine a calm, pleasant scene, and repeat positive phrases.

Do not let the comments or behavior of testing personnel or other examinees make you anxious. As examinees are taking different versions of the examination, examinees will finish at different times – some finishing very early, others taking the full allotted time. Examinees who finish more quickly than you may not perform any better than you. Everyone works at his or her own speed. Some of the best test performers routinely use the total allocated time. Remember that (a) there is no limit to the number of examinees who can receive passing scores, (b) there is no bonus for completing the examination early, and (c) you are not competing with anyone else.

Eating well, avoiding too much alcohol, and maintaining a regular sleep pattern for several days before the examination will help you to be physically prepared. Also, on the day before you take the test, collect all the supplies you will need and choose comfortable clothing. Knowing that you are prepared for the test will help to reduce your anxiety.

Finally, your best method for controlling your anxiety is to feel prepared for the test. Designing a study plan well in advance will help you get ready.

Tips for Taking the Examination

- Budget your time well. Because you will have three (3) hours to complete 150 questions, you will want to complete more than half (75) in less than half the time. This is because you will

want extra time after completing the full examination to review questions you either skipped or questions you may have marked for review. Also, allow time so that every hour you can take a minute or so to relax your eyes and stretch your neck and hand muscles.

- Read each question carefully, focusing on what is being asked. If you are uncertain about the answer but nevertheless want to give a tentative response at the time, mark the test question to indicate that you want to review the test question and your answer if time allows. Go back to questions marked in this manner after completing the entire test.
- Read all options before selecting your answer. Always select the best choice.
- Do not overanalyze or try to “read into” a question. Questions are not written to be tricky. Do not assume additional information beyond what is given in the test question. All information necessary to answer the question will be given in the text of the question or scenario.
- Remember that this is an international test. The questions will be based upon an accepted knowledge base. Choose options that you know to be correct in any setting.
- If there are questions including the words “not,” “except,” or “least,” answer with particular care because you will be looking for the exception. These questions involve a reversal of your usual thought patterns.
- Pay close attention to key words such as “best,” “most,” “primary,” or “usually.” These words indicate that other options may at times be correct, but given the wording or situation in the test question, you must judge which option is the best.
- Skip difficult questions and come back to them later. Questions on the test are not ordered by difficulty (i.e., they do not go from easiest to hardest). Also, content areas (the domains) and topics are addressed randomly in questions throughout the test.
- When guessing, use the process of elimination. Treat each option as a true or false statement, and eliminate those that you would not select. Narrow your choices and then make an educated guess.
- Answer every question, because there is no penalty for guessing. Go through the entire test, answering the questions you believe you know and skipping the ones you do not. Leave time at the end of the testing period to go back to the questions you skipped or want to review. If you are running out of time, leave a minute or so at the end to complete all of the blank questions randomly. Remember, you have a 25% probability of answering a question correctly by chance alone, so don’t leave any blank!
- If reading English is difficult for you because English is not your primary language, maximize your time by reading and answering all the shorter questions first. After completing all of the short questions, go back and attempt to answer the longer questions.
- Review the suggested resources listed in this handbook.

APPENDIX E: Scrum Alliance CSP License Agreement

Note to CSP Candidates: After you pass the CSP examination, you will receive from Scrum Alliance an email with instructions for logging in to your dashboard on the Scrum Alliance web site. As soon as possible after you receive your email from Scrum Alliance, log in to your dashboard to review and accept the following License Agreement:

CERTIFIED SCRUM PROFESSIONAL AGREEMENT

THIS CERTIFIED SCRUM PROFESSIONAL AGREEMENT (“Agreement”) is entered into by and between Scrum Alliance, Inc., a Colorado nonprofit corporation (the “Alliance,” “Scrum Alliance,” “We,” “Us” or “Our”), and you, an individual certified under the Alliance’s Certified Scrum Professional certification (“You,” “Your” or “Yourself”). By clicking on the button “I Accept,” You indicate that You acknowledge and accept this Agreement governing Your Certified Scrum Professional certification (“CSP Certification”) and Your ability to promote Your Certified Scrum Professional status.

Scrum Alliance® grants You a Certified Scrum Professional certification in accordance with Our standards, indicating that You have accomplished a predefined set of goals and have the requisite knowledge and abilities to perform Scrum-related activities. This Agreement describes the terms and conditions under which We grant You the right to promote Yourself as having Certified Scrum Professional status.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein, the Alliance and You, intending to be legally bound, agree as follows:

- 1 **CERTIFICATION GRANT AND EXTENSION OF MEMBERSHIP IN SCRUM ALLIANCE®.** In consideration of Your completion of the Certified Scrum Professional certification process, and provided You comply with the terms of this Agreement and Our standards, as amended from time to time, You are hereby granted Certified Scrum Professional credentials. In recognition of Your achievement of the Certified Scrum Professional credential, Your current membership into the Scrum Alliance® shall be extended for a two (2) year period beginning on the date of Your successful passing of the examination. Additional terms regarding renewal of your Certified Scrum Professional status, as well membership in the Scrum Alliance, may be found in separate certification and membership documentation, as amended from time to time by the Scrum Alliance® and posted on the “Alliance Sites” (Our primary website, www.scrumalliance.org, and any other websites We own or control). Such documents may also set out the rules governing Your ability to use the SCRUM ALLIANCE collective membership mark. Your publicly-available profile in the Scrum Alliance® will reflect Your Certified Scrum Professional credential and continued membership. Your Certified Scrum Professional certification and Scrum Alliance® membership will continue so long as You comply with the standards governing maintenance of your Certified Scrum Professional status.
- 2 **CERTIFICATION MARKS LICENSE.**
 - 2.1 Grant of Marks License; Term. We hereby grant You a non-exclusive, non-transferable, non-sublicenseable worldwide personal license to Our rights in the “Mark(s)” (Certified Scrum Professional and associated logos described in Appendix A) to use, reproduce and publicly display the Marks only in connection with Your Scrum-related services and Your promotion of Your status as a Certified Scrum Professional certificant. You may use the Marks on promotional displays and in advertising materials (“Materials”) in accordance with the Guidelines in Appendix A. This license is exclusive to You and does not grant any rights to Your “Affiliates” (Your company (i.e., a legal entity owned by You), agents, or representatives) or any third party with which You may work or perform services to use the Marks independent from You. This license continues for so long as (i) You comply with this Agreement and (ii) maintain Your certification as set forth on the Alliance Sites (the “Term”).
 - 2.2 Marks Ownership. You acknowledge and agree that the Marks are Our valuable property, and We are the exclusive owner of all right, title and interest in and to the Marks. Any and all past, present or future goodwill arising from Your use of the Marks will inure solely and exclusively to Our benefit, and You will not be compensated for the value, if any, that You contribute to the goodwill of the Marks. You have no ownership rights in the Marks and agree not to represent in any manner that You have acquired any ownership rights in the Marks.

- 2.3 Prior Approval of Materials. Upon Our request, You will submit to Us, for Our prior written approval, samples of all material(s) in which the Mark(s) are being used. Our approval pursuant to this Section 2.3 may be based solely upon Our standards and may be withheld in Our sole and absolute discretion. You will not use the Mark(s) in any manner that would reflect adversely on the image or quality symbolized by the Mark(s).
- 2.4 No Confusing Use or Registrations. You agree not to use or file for registration of any “trade names” (trademark, collective mark, service mark, certification mark, and/or trade name, in any class and in any country) that, in Our sole opinion, is the same as, similar to, or likely to cause confusion with the Marks. Upon Our request, You must disclose: (a) all trade names used by You or Your Affiliates that contain any of the Marks; and (b) any domain names used by You or Your Affiliates in providing Scrum-related services. Upon Our request, You will promptly notify Us of any trade names that You file or begin to use at any time during the Term.
- 2.5 No Confusing Domain Names or Keywords. You agree not to register or to use any internet domain name, sponsored link/ad keyword or any other keyword search term that, in Our sole opinion, is: (a) confusingly similar to any of the Marks or the domain name of any Alliance Sites, or (b) implies any form of affiliation with Us. If You already have registered existing domain names that are in violation of this Section 2.5, You may be required to transfer such domain names to Us as a condition of entering into this Agreement. We will pay the reasonable administrative costs of any such transfers, which will not include any payments to You for goodwill associated with such domain names.
- 2.6 Program Procedures and Reporting Infringement. You agree to provide truthful and accurate information to Us with regard to Your application, recertification documentation or any communication provided by You to Us. You agree to abide by any Scrum Alliance Code of Ethics (“Code”) adopted by Us from time to time, which will be posted on www.scrumalliance.org, noticed to You, and incorporated herein by reference. You understand that any failure to provide true, timely and complete responses to questions in Your application or recertification application may lead to termination of this Agreement by Us in accordance with Section 3.1 below. Should You become aware of any possible violations of the terms of this Agreement or the Code by You or any third party, whether or not they have applied for certification by Us, You agree to promptly notify Us of such potential violation.

3 **TERMINATION.**

- 3.1 Termination Rights. You may terminate this Agreement at any time by providing Us with written notice. You will not be entitled to any full or prorated refund of Your fee. If We revoke Your CSP Certification, then Your rights under this Agreement will immediately terminate and You will not be entitled to any full or prorated refund of Your fee. If You or an Affiliate commit fraud or other wrongful acts, or otherwise engage in conduct that We believe materially impairs the goodwill associated with the Marks or the Scrum Alliance®, if You violate a provision of the Code, or if You breach Section 4 of this Agreement, We have the right to terminate this Agreement immediately upon written notice to You. If You commit some other material breach of this Agreement, We have the right to terminate this Agreement by notifying You in writing and giving You thirty (30) days to cure the breach. If You do not so cure the breach, this Agreement will terminate automatically.
- 3.2 Effect of Termination. Upon termination, all rights We grant to You under this Agreement immediately and automatically terminate and You must immediately stop all display, advertising, and other use of the Marks in any and all manner.
- 3.3 Survival. The following provisions will survive termination or expiration (the “End Date”) of this Agreement for any reason: Sections 2.2 (Marks Ownership), 2.4 (No Confusing Use or Registration), 2.5 (No Confusing Domain Names or Keywords), 3.2 (Effect of Termination), 3.3 (Survival), 4 (Confidentiality), 5 (Indemnification), and 6 (General). The termination or expiration of this Agreement will not affect Your or Our accrued rights or liabilities.

4 **CONFIDENTIALITY.**

- 4.1 Confidential Information. You acknowledge that all information relating to Our business and operations which You learn during or prior to the Term, including, but not limited to, all content requirements and certification testing processes including the content of certification exams such as questions, answers, worksheets, diagrams or any communication, verbal or written, related to the exam (“Confidential Information”), is valuable property of Ours and is considered confidential and proprietary. You will, and will cause Your Affiliates to, keep secret and maintain in strict confidence the Confidential Information. You will not, and will cause Your Affiliates not to, disclose or make available any or all Confidential Information to any person other than those, if any, who need to know such Confidential Information in order to perform

their obligations under this Agreement. You agree to take all reasonable measures to prevent any unauthorized disclosure, reproduction, or use of the Confidential Information by You or any of Your Affiliates.

4.2 **Exceptions.** “Confidential Information” does not include information that: (a) is in, or later comes into, the public domain through no fault of Yours or Your Affiliates; or (b) prior to Your receipt under this Agreement was property within Your legitimate possession or, after Your receipt hereunder is lawfully received by You from a third party having the right to disclose the information; or (c) is independently developed by You through persons who have not had, either directly or indirectly, access to or knowledge of such Confidential Information.

4.3 **Procedures.** If You must disclose Confidential Information in order to comply with applicable law or if You become legally compelled to disclose any Confidential Information, You will provide Us with prompt prior written notice of any such disclosure and You will limit the disclosure to the greatest extent possible. You will exercise commercially reasonable efforts to obtain reliable assurance that confidential treatment shall be accorded such Confidential Information.

5 **INDEMNIFICATION.** You agree to indemnify and hold Us harmless against any loss, liability, damage, cost or expense (including reasonable legal fees) arising out of any claims or suits made by or against Us by reason of Your activities or performance or non-performance under this Agreement. We promptly will notify You in writing of any claim or proceeding brought against Us for which We seek indemnification under this Agreement.

6 **GENERAL PROVISIONS.**

6.1 **Governing Law.** This Agreement and Your and Our rights and obligations shall be governed by, and construed and enforced in accordance with the laws of the State of Colorado, United States, regardless of the choice of law rules of such state or any other jurisdiction. You and We irrevocably consent to the exclusive jurisdiction and venue of the federal and state courts located in the city of Denver, State of Colorado, United States.

6.2 **No Assignment.** You may not assign or transfer this Agreement or any rights or obligations hereunder to any person or other entity, or substitute any other person or entity with respect to Your rights or obligations hereunder. Any such attempted assignment will be void and of no effect.

6.3 **Independent Contractors.** You and We are independent contractors in carrying out our respective obligations under this Agreement. Nothing contained in this Agreement shall be construed to imply a joint venture, partnership or principal/agent relationship between us, and neither You nor We, by virtue of this Agreement, shall have the right, power or authority to act or create any obligation, express or implied, on behalf of the other party.

6.4 **Notices.** All notices between You and Us must be in writing, sent to the address appearing on the Alliance Site and/or Your application or such other address as You or We may designate from time to time by notice to the other. Notices that are sent or dispatched will be deemed received by the addressee: (a) in the case of personal delivery, at the time of such delivery; (b) in the case of communication by registered post, on the third business day after dispatch; (c) in the case of overnight express service, on the date on which the overnight carrier confirms receipt by addressee; and (d) in the case of fax transmission, on the first business day after dispatch.

6.5 **Certification Disputes.** Any and all disputes relating to Your application for the certification provided herein or the results of any certification examination will be resolved solely and exclusively by means of Our certification program policies and procedures, including this Agreement and Our appeals process.

6.6 **Changes to Agreement.** We reserve the right at any time to modify, alter or update this Agreement or the standards for certification in Our sole discretion. Notice of any new or revised terms will be posted on the Alliance Sites for at least thirty (30) days after the change.

6.7 **Entire Agreement.** This Agreement is the final, complete and exclusive agreement between You and Us with respect to the subject matter hereof and supersedes and merges all prior discussions between You and Us.

Appendix F: Marks and Guidelines for Utilization

The Marks¹

CERTIFIED SCRUM PROFESSIONAL[®]
CSP[™]

The Guidelines

These guidelines describe the proper usage requirements for the word mark “Certified Scrum Professional”, which is a certification mark, and any associated logos or composite marks of Scrum Alliance, Inc. formed around that mark, which may be supplied to You and amended by Scrum Alliance periodically (the word mark and associated logos and composites are collectively referred to as the “Mark”). As a certification mark, the Mark does not play the role of an individual’s professional title or degree.

Scrum Alliance, Inc. allows those who pass its certification testing and are in good standing to use the Mark in connection with providing their own Scrum-related services to third parties. Use of the Mark is subject to the following formal requirements: a) You may not alter, cut apart or otherwise distort the Mark in perspective or appearance; b) You may not combine the Mark with or incorporate either into other words, phrases or designs; and c) You may not translate the Mark into other languages, even if You are using the Mark in countries outside of the United States.

When using the Mark, the following additional requirements apply: a) The correct form of the written portion of the Mark is “Certified Scrum Professional”; b) the Mark must always be presented with each word in initial capital letters or in all CAPS; and c) You may not alter the Mark in any way, such as varying the spelling, adding hyphens, making the multiple words into one word, or single words into multiple words, or using a possessive or plural form of any word in the Mark.

You must use the logo form of the Mark, if any, in the manner in which the Scrum Alliance provides it to You, wherever possible. You may not change the color, configuration or proportion of any artwork. If use of the logo is not possible, use of the word mark may be used as follows: CERTIFIED SCRUM PROFESSIONAL, Certified Scrum Professional, or CSP.

You may use the Mark in materials that You prepare to publicize Your Certified Scrum Professional status. As such, the Mark is an adjective and should always be followed by a noun (e.g., “Certified Scrum Professional certification or developer”). The Mark should never be pluralized or use in a possessive manner, or free-standing with the article “the” or “a.”

You may use the Mark in electronic and print advertisements and other promotional materials concerning Your Certification status.

Proper Attribution. You must include proper ownership attribution of the Mark through a footnote or similar legend: “Certified Scrum Professional is a certification mark of Scrum Alliance, Inc. Any unauthorized use is strictly prohibited.”

Prohibited Uses.

a. The Mark may not be used as part of or incorporated in the name of Your business, Your URL, Your sponsored link/ad keyword or any other key word search term (e.g., You cannot register, without Our approval, a domain name such as www.certifiedscrumprofessionalpro.eu or the like).

b. The Mark may not be used on promotional items, such as t-shirts, coffee mugs, or similar merchandise.

c. The Mark may not be used in a way that it appears to be merely part of Your title or degree; it must always be used, at a minimum, as a mark in connection with the advertising or promotion services You provide.

¹ The list of Marks may be amended by Scrum Alliance, Inc. from time to time, e.g., to include new or revised composite marks or logos built around the licensed Marks.

d. The Mark may not be combined with, within or in conjunction with a composite mark of other words or designs, without authorization from Scrum Alliance, Inc. (Scrum Alliance, Inc. periodically develops composite logo designs around its certification marks and may, at its sole discretion, make them available under the terms of this Agreement from time to time.)