SCRUM ALLIANCE®
ADVANCED CERTIFIED SCRUMMASTER (A-CSM℠)
Learning Objectives

Updated December 2020

INTRODUCTION

Purpose

This document describes the Learning Objectives (LOs) that must be covered in a Certified Advanced ScrumMaster offering.

Scope

Students attending in an Advanced CSM offering should expect that each Learning Objective identified in this document will be covered. The A-CSM Learning Objectives fall into the following categories:

1. **Lean, Agile, and Scrum**
2. **Scrum Master Core Competencies**
3. **Service to the Development Team**
4. **Service to the Product Owner**
5. **Service to the Organization**
6. **Scrum Master**

Individual Path to CSP℠ Educators may choose to include ancillary topics. Ancillary topics presented in an Advanced CSM offering must be clearly indicated as such.

LEARNING OBJECTIVES

A note about Bloom's Taxonomy:

Bloom's-style Learning Objectives describe what the learner can do upon completing the offering.
Please mentally start each Learning Objective with the following phrase: **"Upon successful validation of the A-CSM Learning Objectives, the learner will be able to …"**

Bloom's style of Learning Objectives consists of six levels of learning:

- Knowledge
- Comprehension
- Application
- Analysis
- Synthesis
- Evaluation

The levels progress from lower order to higher order thinking skills, Knowledge(💡) through Evaluation(✅). The level of each learning objective can be identified using the image designations above.

Lean, Agile, and Scrum

Agile and Lean Values, Principles, and Worldview

- 1.1. demonstrate how scrum is aligned with the values and principles of the *Agile Manifesto for Agile Software Development*.
- 1.2. outline the historical development of Scrum and Agile.
- 1.3. describe at least two other Lean/Agile development approaches outside of Scrum and explain their value.
- 1.4. demonstrate how you resolved or addressed a violation of Agile principles.
- 1.5. debate at least five personality traits of an excellent Scrum Master.

Empirical Process Control

- 1.6. evaluate three situations when transparency, inspection, and adaptation are not working effectively.

Scrum Master Core Competencies

Facilitation

- 2.1. identify at least three indicators when a group engaged in divergent thinking and at least three indicators when a group is engaged in convergent thinking.
- 2.2. identify at least three challenges of integrating multiple frames of reference.
- 2.3. apply at least two facilitative listening techniques for effective meetings/events.

⚙ 2.4. demonstrate at least two alternatives to open discussion.

⚙ 2.5. describe two examples when the Scrum Master should not act as the facilitator for the Scrum Team.

⥯ 2.6. practice creating an agenda for and facilitating at least two collaborative events.

⏲ 2.7. analyze at least three obstacles to clear communication and their impacts on both the sender and the receiver.

⌚ 2.8. create at least three working agreements to foster clear communication for a meeting.

Coaching

⚙ 2.9. describe at least three elements of a coaching stance.

⥯ 2.10. apply an appropriate coaching technique for two interventions.

⏲ 2.11. analyze an intervention to identify at least two improvements.

Training

⚙ 2.12. explain Scrum and its benefits to a business stakeholder.

Service to the Development Team

Self-Organization

⚙ 3.1. describe how a self-organizing team approaches at least three challenges.

⥯ 3.2. apply a countermeasure to reduce the impact of at least one challenge facing a self-organizing team.

Team Dynamics

⚙ 3.3. explain the difference between a working group and a team.

⚙ 3.4. discuss at least three attributes of effective teams.

⥯ 3.5. apply at least two methods for improving team performance.

⚙ 3.6. describe at least one multi-stage model for team formation and development.

Definition of "Done"

⌚ 3.7. organize and facilitate the creation or improvement of a strong Definition of "Done."

⚙ 3.8. describe how a Definition of "Done" could be formulated for a non-software product.

Value of Development Practices

⚙ 3.9. explain at least two ways development practices may impact the Development Team's ability to deliver an increment each Sprint.

⚙ 3.10. describe how development practices are highly beneficial in a multiple team environment.

Service to the Product Owner

Coaching the Product Owner

⥯ 4.1. practice creating or refining the product vision with the Product Owner and Development Team.

⚙ 4.2. explain at least two techniques for moving from a product vision to a Product Backlog.

⥯ 4.3. practice refining the Product Backlog with stakeholders and/or team members.

💡 Knowledge   ⚙ Comprehension   ⥯ Application   ⏲ Analysis   ⌚ Synthesis   ✓ Evaluation

Scrum Alliance®

Service to the Organization

Resolving Impediments

5.1. analyze at least one impediment and identify a root cause and/or underlying issue(s).

5.2. practice resolving an organizational impediment.

Scaling Scrum

5.3. recognize at least two approaches to scaling Scrum.

5.4. describe at least two reasons why an organization might decide not to scale.

5.5. identify at least two techniques for visualizing, managing, or reducing dependencies.

5.6. describe at least three benefits and drawbacks of feature teams and component teams.

Organizational Change

5.7. describe the nature of complex systems.

5.8. describe at least two frameworks for catalyzing organizational change.

Scrum Mastery

Personal Development

6.1. analyze your fulfillment of the Scrum values and how you could improve.

6.2. analyze your own fundamental driving factors.

6.3. recognize when a constructive interaction moves to destructive conflict.

6.4. compare your default pattern for responding to conflict with at least two alternatives.

Servant-Leadership

6.5. express at least three attributes of an effective servant-leader.

6.6. demonstrate one or more attributes of a servant-leader.

ADDENDUM

7.1 Discuss at least three possible impacts to your team or organization as a result of the adoption of the most recent definition of Scrum as written in the Scrum Guide 2020.

Knowledge   Comprehension   Application   Analysis   Synthesis   Evaluation

Scrum Alliance®