SCRUM ALLIANCE®
CERTIFIED SCRUM PROFESSIONAL®-SCRUMMASTER (CSP®-SM)
Learning Objectives

December 2018
by the Scrum Alliance CSP® Learning Objectives Committee

INTRODUCTION

Purpose

This document describes the Learning Objectives (LOs) that must be covered in a CSP-SM offering. 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.

Scope

Scrum Alliance has adopted the *Scrum Guide, The Definitive Guide to Scrum: The Rules of the Game*, co-authored and updated (most recently in 2017) by the co-creators of the Scrum framework, as the guiding curriculum for this offering. CSP-SM and CSP®-PO candidates are expected to build a body of knowledge of the Scrum framework, including its roles, events, and artifacts. Incorporating Scrum principles and practices takes diligence, patience, and a commitment to continuous improvement. Scrum is a framework, not a prescriptive methodology.

Participants in a CSP-SM offering should expect that each Learning Objective identified in this document will be covered. The CSP-SM 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 Mastery

Individual Path to CSP℠ Educators may choose to teach ancillary topics. Ancillary topics presented in a CSP-SM offering must be clearly indicated as such.

LEARNING OBJECTIVES

A note about Bloom's Taxonomy:
While some Learning Objectives appear to tell a trainer or coach how to teach, that is not the intent. Bloom's-style Learning Objectives describe what the learner can do upon completing the course.

Instead of including the words, please mentally start each Learning Objective with the following phrase:
"Upon successful validation of the CSP-SM Learning Objectives, the learner will be able to … "

This 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.

1. Lean, Agile, and Scrum

Lean Thinking

- 1.1. describe the roots of Lean Thinking.
- 1.2. define a kaizen mindset.
- 1.3. relate at least five wastes in product development to the seven wastes in Lean manufacturing.
- 1.4. explain the five core concepts of Lean Thinking and how they can be applied to Scrum.
- 1.5. relate at least three Agile development practices to Lean practices.

2. Scrum Master Core Competencies

Facilitation

- 2.1. differentiate at least three alternatives to open discussion.
- 2.2. identify at least one action the facilitator can perform to support meeting participants during divergent thinking, integration, convergent thinking, and closure that will support the development of an inclusive solution.
- 2.3. apply at least five visual facilitation techniques for a collaborative session.
- 2.4. identify at least three practices for facilitating remote meetings.

Coaching

- 2.5. describe at least five elements of a fundamental coaching agreement.
- 2.6. discuss the importance of at least two fundamental coaching assumptions.
- 2.7. list at least three fundamental psychological concepts that help understand and transform individual behavior.

Training

- 2.8. develop and practice teaching at least one topic on Scrum or Agile.

3. Service To The Development Team

Team Dynamics

- 3.1. apply at least two different models for team development and appraise their effectiveness in supporting team growth.
- 3.2. apply at least five techniques for improving team effectiveness.

Starting New Scrum Teams

- 3.3. explain at least three reasons why the start of a new Scrum Team should be handled differently from a traditional project kickoff or charter.
- 3.4. outline at least three elements to position a new Scrum Team for success.
- 3.5. describe at least three responsibilities each for leadership, Product Owner, and Development Team members when starting a new Scrum Team.
- 3.6. plan the launch of a new Scrum Team.

Software Craftsmanship

- 3.7. define software craftsmanship.
- 3.8. describe the acceptance criteria for a Product Backlog item using a format suitable for automated testing.

Coaching the Development Team

- 3.9. create a coaching agreement with the Development Team.
- 3.10. demonstrate at least two techniques for raising team accountability.

4. Service To The Product Owner

Coaching the Product Owner

- 4.1. apply at least two techniques for moving from product vision to Product Backlog.
- 4.2. appraise at least three criteria that can be used for structuring a complex or multi-team Product Backlog.

5. Service To The Organization

Organizational Development

- 5.1. describe the nature of complex systems.
- 5.2. explain the importance of taking a systemic view.
- 5.3. describe at least two systematic methods for helping organizations improve their Scrum adoption.
- 5.4. describe at least two frameworks for catalyzing organizational change.
- 5.5. describe your approach to a complex intervention that addresses the root cause(s) of an organizational dysfunction and analyze the long-term impact.
- 5.6. demonstrate at least two tangible examples of how you developed and changed the culture of your team (or organization) from a command-and-control to an Agile mindset.
- 5.7. identify at least three ways the cultural change from a command-and-control to an Agile mindset added value to the Development Team, Product Owner, and eventual product.

Scaling Scrum

- 5.8. describe at least one organizational design that enables multiple-team Scrum.
- 5.9. contrast at least two patterns for scaling the Product Owner role.
- 5.10. describe at least five techniques to improve inter-team collaboration and experiment with at least two of them.
- 5.11. explain at least three benefits of supporting strong development practices when working with multiple teams.
- 5.12. organize and facilitate at least one large-scale, participatory meeting format to scale Scrum events.
- 5.13. differentiate the impact of feature teams versus component teams on the delivery of value.

6. Scrum Mastery

- 6.1. analyze your fulfillment of the five Scrum values.
- 6.2. illustrate at least two concrete examples of how you actively applied a Scrum value(s) in your work.

PROGRAM TEAMS

Strengthening our Certifications:

Path to CSP℠

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