

# SCRUM ALLIANCE® CERTIFIED SCRUMMASTER® (CSM®) Learning Objectives

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## INTRODUCTION

### Purpose

This document describes the Learning Objectives (LOs) that must be covered in a Certified ScrumMaster (CSM) offering in addition to the Scrum Foundations LOs. 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.

**The Learning Objectives for this offering are based on:**

- *Manifesto for Agile Software Development*, four values and 12 principles, [agilemanifesto.org](http://agilemanifesto.org)
- Scrum values, <https://www.scrumalliance.org/about-scrum/values>
- *Scrum Guide*, [scrumguides.org](http://scrumguides.org)\*
- Scrum Alliance Guide level feedback

### Scope

Students attending a CSM offering should expect that each Learning Objective identified in this document will be covered. Students should also expect that the [Scrum Foundations Learning Objectives](#) are covered either **before or during** the offering.

The 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

*Individual trainers (CSTs) or coaches (CECs and CTCs) may choose to include ancillary topics. Ancillary topics presented in a 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 CSM Learning Objectives, the learner will be able to ... "*

*Bloom's style of Learning Objectives consist 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

### Scrum Roles

-  1.1. list at least three rights and five responsibilities of the Product Owner, Development Team and Scrum Master.
-  1.2. discuss at least two reasons why the Product Owner is a single person and not a group or a committee.
-  1.3. discuss how and why the Product Owner maintains authority over the product while working collaboratively with the Development Team and stakeholders.
-  1.4. list at least five characteristics of the Development Team.

### Scrum Events and Artifact Transparency

-  1.5. give one example of how a Scrum Team will inspect and adapt and increase transparency at each of the Scrum events.
-  1.6. describe at least three responsibilities for the Development Team, Product Owner, and Scrum Master during Sprint Planning, Daily Scrum, Sprint Review, and Retrospective.

### Sprint and Increment

-  1.7. describe why the Sprint Goal does not change during a Sprint.
-  1.8. define the outcome of every Sprint.
-  1.9. discuss at least three reasons why the increment must be brought to the current definition of 'Done' regardless of whether the Product Owner chooses to release the increment.

### Sprint Planning

- ⚙️ 1.10. discuss the focus of the activities of the Product Owner and Development Team during the two topics of Sprint Planning: the 'What' and the 'How.'
- ↕️ 1.11. practice writing a Sprint Goal.

### Daily Scrum

- ⚙️ 1.12. discuss at least three ways the Daily Scrum differs from a status meeting and why the various constraints exist to support the Development Team.

### Sprint Review

- ⚙️ 1.13. describe at least three activities that occur during the Sprint Review other than; a demonstration of the increment.
- ⚙️ 1.14. identify at least three potential outcomes for a Sprint Review.

### Sprint Retrospective

- ⚙️ 1.15. describe at least two approaches to conduct a Sprint Retrospective.

### Product Backlog

- ⚙️ 1.16. identify at least three essential characteristics of the Product Backlog.
- 💡 1.17. list at least four attributes of a Product Backlog item.

### Sprint Backlog

- ⚙️ 1.18. identify at least three essential characteristics of the Sprint Backlog.
- ↕️ 1.19. demonstrate how the Sprint Backlog can be changed without endangering the Sprint Goal.

### Definition of "Done"

- ⚙️ 1.20. explain the importance of a strong definition of "Done" and describe at least two risks associated with a weaker definition of "Done."
- 💡 1.21. outline at least one way to create a definition of "Done."
- ⚙️ 1.22. identify at least two reasons why multiple teams working on the same Product Backlog have a shared and consistent definition of "Done."

## Scrum Master Core Competencies

### Facilitation

- ⚙️ 2.1. describe at least three situations in which the Scrum Master could serve the needs of the Scrum Team or organization through facilitation.
- ↕️ 2.2. demonstrate at least three techniques for facilitating group decision making.

## Coaching

- ⚙️ 2.3. restate how facilitating, teaching, mentoring, and coaching are different.
- ↕️ 2.4. apply at least one technique that could help resolve a challenge faced by a Scrum Team.

## Service to the Development Team

### Scrum Master as Servant-Leader

- 💡 3.1. define servant-leadership.
- ⚙️ 3.2. describe three scenarios where the Scrum Master acts as the servant-leader for the Development Team.
- ⚙️ 3.3. identify possible violations of Scrum by a Product Owner or stakeholder who is applying excessive time pressure and illustrate how to address them.
- 💡 3.4. define technical debt and explain the impact of accumulating technical debt.
- 💡 3.5. list at least three development practices that will help Scrum Teams deliver a high-quality Product Increment and reduce technical debt each Sprint.

## Service to the Product Owner

- ⚙️ 4.1. explain at least three ways the Scrum Master could support the Product Owner.
- 💡 4.2. list at least two benefits that arise if a Product Owner participates in the Sprint Retrospective.

## Service to the Organization

### Impediment Removal

- ⚙️ 5.1. discuss at least two ways that the Scrum Master assists the Scrum Team with impediments.
- ⚙️ 5.2. describe at least three organizational impediments that can affect Scrum Teams.

### Coaching the Organization

- ⚙️ 5.3. describe at least one example of an organizational design change caused by adopting Scrum.
- ⚙️ 5.4. discuss why Scrum does not have a project manager and what happens to traditional project management activities.

## PROGRAM TEAM

### Path to CSP<sup>SM</sup> Design Team (2019)

- Erika Massie
- Carlton Nettleton
- Lisa Reeder
- Jason Tanner
- Andreas Schliep

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