

# SCRUM ALLIANCE®

## ADVANCED CERTIFIED SCRUMMASTER (A-CSM<sup>SM</sup>)

### Learning Objectives

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## INTRODUCTION

### Purpose

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

### 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. A-CSM<sup>SM</sup> 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.

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<sup>SM</sup> 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.

## 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.