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

January 2020

INTRODUCTION

Purpose
This document describes the Learning Objectives (LOs) that must be covered in a Certified Scrum Professional-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. CSP-SM 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 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 include ancillary topics. Ancillary topics presented in a CSP-SM 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 CSP-SM 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

Lean Thinking

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

Scrum Master Core Competencies

Facilitation

- 2.1. differentiate at least three alternatives to open discussion.
- 2.2. identify at least three actions the facilitator can perform to support the development of an inclusive solution.
- 2.3. apply at least three visual facilitation techniques for a collaborative session.
- 2.4. identify at least three practices for facilitating remote meetings.

Coaching

- 2.5. create a coaching agreement with an individual or a team.
- 2.6. discuss the importance of at least two fundamental coaching assumptions.
- 2.7. list at least three fundamental psychological concepts that help transform individual behavior.

Training

- 2.8. develop and teach at least one topic related to Scrum or Agile.

Service to the Development Team

Team Dynamics

- 3.1. appraise at least two different models for team development.
- 3.2. compare at least three 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. describe at least five responsibilities for Scrum Team members and stakeholders when starting new Scrum Teams.
- 3.5. plan the launch of a new Scrum Team.
- 3.6. propose strategies to fill in missing skills or capabilities the team needs to create successful products.

Software Craftsmanship

- 3.7. illustrate how at least one element of software craftsmanship applies to your work.

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.

Service to the Organization

Organizational Development

- 5.1. compare at least two systematic methods for helping organizations improve their Scrum adoption.
- 5.2. analyze your approach to a complex intervention that addresses the root cause(s) of an organizational dysfunction.
- 5.3. demonstrate at least two tangible examples of how you changed the culture of your team or organization.

Scaling Scrum

- 5.4. contrast at least two patterns for scaling the Product Owner role.
- 5.5. experiment with at least three techniques to improve inter-team collaboration.
- 5.6. explain at least three benefits of supporting strong development practices when working with multiple Scrum Teams.
- 5.7. plan the launch of multiple Scrum Teams.

Scrum Mastery

- 6.1. outline a personal development strategy toward Scrum Mastery.
- 6.2. practice mentoring someone.