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

January 2022

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PURPOSE

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

- 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
- Scrum values, https://www.scrumalliance.org/about-scrum/values
- Scrum Guide, scrumguides.org*
- Scrum Alliance Guide level feedback

SCOPE

Students attending 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 Scrum Team
4. Service to the Product Owner
5. Service to the Organization
6. Scrum Mastery

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

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 consist of six levels of learning:

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

The levels progress from lower- to higher-order thinking skills, Knowledge 💡 through Evaluation ✓. The level of each Learning Objective can be identified using the image designations above.

LEARNING OBJECTIVES

1 - Lean, Agile, and Scrum

1.1 demonstrate how Scrum is aligned with the values and principles of the Manifesto for Agile Software Development.

1.2 outline the historical development of Scrum and agile.

1.3 explain the value of at least two other Lean/agile development approaches outside of Scrum.

1.4 rank at least five personality traits of an excellent Scrum Master.

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

2 - Scrum Master Core Competencies

Facilitation

2.1 identify at least three indicators when a group is 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 perspectives.

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 design and facilitate at least two collaborative events.

2.7 select at least one strategy to resolve obstacles to clear communication.

2.8 create a working agreement to foster clear communication and teamwork.

Coaching and Training

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.

2.12 explain Scrum and its benefits to a business stakeholder.

3 - Service to the Scrum Team

Self-Management and Team Dynamics

3.1 describe at least three attributes of an effective self-managing team.

3.2 apply a technique to improve the team's ability to manage themselves.

3.3 explain the difference between a team and working group.

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

Definition of Done and Value of Development Practices

3.5 facilitate the creation or improvement of a strong Definition of Done.

3.6 describe how a Definition of Done could be formulated for a non-software product.

3.7 explain at least two ways development practices may impact the Scrum Team's ability to deliver valuable, usable Increments each Sprint.

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

💡 Knowledge   ⚙ Comprehension   ⬍ Application   📊 Analysis   ⋏ Synthesis   ✓ Evaluation

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LEARNING OBJECTIVES

4 - Service to the Product Owner

⚙ 4.1 explain the relationship between a product vision and a Product Goal.

⚔ 4.2 examine or refine a Product Goal with the Scrum Team and stakeholders.

⚔ 4.3 create a Product Backlog that supports achievement of a Product Goal.

⚓ 4.4 practice at least one approach to refine the Product Backlog.

5 - Service to the Organization

⚓ 5.1 practice resolving the root cause of an organizational impediment.

⚙ 5.2 discuss at least three possible impacts to your Scrum Team or organization that could result if your Scrum Team adopted the latest definition of Scrum.

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 approaches for catalyzing organizational change.

6 - Scrum Mastery

Personal Development

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

⚙ 6.2 recognize when a constructive interaction moves to destructive conflict.

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

Scrum Master as a True Leader

⚙ 6.4 express at least three attributes of an effective leader.

⚓ 6.5 demonstrate one or more attributes of a leader.

PROGRAM TEAM

Path to CSP℠ Design and Audit Team (2021)
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- Lisa Reeder
- Jason Tanner
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