



Registered Scrum Team Member™

Learning Objectives



## Preamble

This document lays out the Learning Objectives (LOs) for the Registered Scrum Team Member™ course. The focus of the course is on understanding the ecosystem and communication pathways that Scrum provides in a variety of contexts. The learning outcomes are designed to offer instructors an opportunity for reflection on the course content, to meet standards by which the success of the course will be evaluated, and encourage a holistic understanding of the elements and accountabilities in a Scrum Team environment. Instructors should create an interactive and meaningful learning experience that meets the learning objectives and connects with their students' context.

## 1 Introduction to Scrum

By the end of this course, students will be able to:

1. State that there is a Scrum Guide, who wrote it, and that our content aligns with it as it is periodically refreshed.
2. Explain that Scrum is a lightweight framework that can be applied in any industry and domain; yet, while Scrum is adaptable to different contexts, the core framework remains the same across implementations.

### 1.1 Scrum Theory

By the end of this course, students will be able to:

- Explain why Scrum works where traditional project management struggles in today's rapidly changing marketplace.
- Recognize that Scrum is a framework that enhances team effectiveness.
- List the five Scrum Values and explain how they relate to one another.
- Recognize that successful use of Scrum depends on people becoming more proficient in living the five Scrum Values: Commitment, Focus, Openness, Respect, and Courage.
- Explain that a product is a vehicle to deliver value and could be a service, a physical product, or something more abstract.

### 1.2 The Scrum Framework

- Be able to explain that Scrum teams break down their complex work into smaller component parts.
- Be able to explain that a focus of Scrum is inspecting and adapting a team's process and its resulting product(s).
- Recognize the 3-5-3 of Scrum: The Roles (sets of accountabilities), the Events and the Artifacts.

## 2 Scrum Roles & Accountabilities

### 2.1 The Scrum Team

By the end of this course, students will be able to:

- State that the fundamental unit of Scrum is the Scrum Team, which consists of one Scrum Master, one Product Owner, and Developers.
- Identify the accountabilities that distinguish the PO from the SM from the Developers; and explain that they work together to balance quality, sustainability, and the creation of business value with a focus on the customer.
- Understand how fulfilling these accountabilities increase communication, and state that communication is important and helps the team achieve more and enjoy what they are doing.
- Recognize that in Scrum we move the organization to a model that maximizes the support of teams.
- Explain that the Scrum Team is responsible for creating a valuable, useful increment of product every Sprint and for the quality of that increment to meet the Definition of Done.
- Illustrate what it means to be “T-shaped”.
- Discuss why the Scrum Team is cross-functional, with all the skills needed to complete the work.
- Recognize that the Scrum Master and Product Owner are part of the Scrum Team, not apart from it.

### 2.2 Developers

By the end of this course, students will be able to:

- Recognize that the word “Developers” in Scrum is intended to simplify, not exclude, and applies to all individuals on the Scrum Team who are working on the Increment, regardless of industry or domain.
- State that the Developers own the ‘how’ and have autonomy over the techniques they use to achieve the Product Goal.
- Explain that Developers are accountable for:
  - Creating a plan for the Sprint, the Sprint Backlog.
  - Instilling quality by adhering to a Definition of Done.
  - Adapting their plan each day toward the Sprint Goal.
  - Holding each other accountable as professionals.

### 2.3 Scrum Master

By the end of this course, students will be able to:

- Explain how Scrum Masters are responsible to coach and maintain good Scrum practices within the team.
- Describe how and why the Scrum Master owns the Scrum process and is accountable for enhancing team effectiveness.
- Recognize why the Scrum Master is a true leader who serves the Scrum Team and the larger organization.
- Explain why the Scrum Master is accountable for improving the Scrum Team’s effectiveness.

- Describe how Scrum Masters protect teams from interruptions and cause the removal of impediments.
- Explain why the Scrum Master and Product Owner are a pair and must work together to implement the Scrum and Agile values, find techniques for effective Backlog management, collaborate with stakeholders, and clearly communicate the vision, priority, and goals to the team.

## 2.4 Product Owner

By the end of this course, students will be able to:

- Discuss that because the Product Owner is the interface between the Scrum Team and everyone inside or outside of the organization, they spend half their time with the team and half with customers and stakeholders.
- Explain that the Product Owner is responsible for clearly communicating the “what” of the Product Goal to the team and for developing a Backlog to achieve that Product Goal.
- Explain that the Product Owner is accountable for maximizing the value of the work done by the Scrum Team, and for the product’s success.
- Understand that the Product Owner works with the Scrum Team to refine the backlog to include all requirements necessary for completion of the work.
- Recognize that the Product Owner has the final say on the ordering of the Product Backlog.
- Explain that for Product Owners to succeed, the entire organization must respect their decisions.

## 2.5 Leadership/Management

By the end of this course, students will be able to:

- Recognize that by embracing Scrum the focus of management activities shifts from micro-management to leadership.
- Discuss the differences between how management activities are distributed under a traditional approach versus in a Scrum environment.
- Explain that leadership creates the environment and culture for Scrum to succeed.
- Explain why leadership is responsible for teams having what they need to get work done.
- Discuss why leadership holds Scrum Masters, Product Owners, and Teams accountable.
- Understand that leadership removes organizational debt and that team feedback helps to identify these issues.

# 3 Getting a Ready Backlog

## 3.1 Estimation

By the end of this course, students will be able to:

- Recognize how estimation helps teams determine how much work they can do in a Sprint, and if they are getting faster.
- Discuss relative size estimation, how it includes estimates of effort or value.

- Recall at least two (empirically supported) reasons for why estimating in points is less prone to error than estimating in time.
- Identify at least two methods for estimating Product Backlog Items (PBIs) with points (e.g., planning poker and affinity estimation).
- Practice estimating PBIs using points.

## 3.2 Product Backlog Refinement

By the end of this course, students will be able to:

- Recognize that the Scrum Team needs to dedicate time within each Sprint to refine their Product Backlog items.
- Understand that refinement is a conversation between the Product Owner and the Team and the goal of how a PBI is written is to improve communication effectiveness.
- Create PBIs using a format that incorporates the “who,” “what,” and “why” (e.g., user story format).
- Recognize the value of a “Definition of Ready” and having Product Backlog items in a “ready state” before pulling them into a Sprint.
- Recite the INVEST criteria for PBIs.
- Distinguish ‘Definition of Done’ from ‘Acceptance Criteria.’

## 4 Scrum Events

### 4.1 The Sprint

By the end of this course, students will be able to:

- Recognize the Sprint is the container for all the other events and artifacts in Scrum.
- Define the Sprint as a fixed time-box of one month or less, in which the team produces a “done” Product Increment, and the timebox is used to measure the velocity of the team.
- Explain that the Sprint is an inspect and adapt cycle.
- Provide at least two reasons why shorter Sprint cycles are recommended over longer Sprint cycles.

### 4.2 Sprint Planning

By the end of this course, students will be able to:

- Describe the importance of having a Sprint Goal that is motivating and achievable, and how the team pulls work around that goal.
- Recognize that the Scrum Master should help the team review the commitment of the Sprint, confirm their capacity so they know how much work to pull into the Sprint, and recognize that work is pulled, not assigned.
- Explain that the Sprint Backlog is a forecast of how much work the team can pull from the product backlog for the Sprint. It is made up of the Sprint Goal (Why the Sprint is valuable), the Product Backlog Items selected for the Sprint (What work can be done), plus the plan for delivering them (How the work will get done).
- Verify that Sprint Planning is time-boxed to two hours (or less) per week of Sprint.
- State that the Sprint Backlog is one of the three Scrum artifacts.
- Explain why a Kaizen, or process improvement experiment, should be at the top of the Sprint Backlog.

### 4.3 Sprint Review

By the end of this course, students will be able to:

- Describe that the objective of the Sprint Review is to demonstrate a working increment to customers and stakeholders for the purpose of getting feedback and updating the Product Backlog.
- Explain that the Product Owner is responsible for getting the right people in the room to give feedback and collaborate during the Sprint Review.
- Explain that the purpose of the Sprint Review is to inspect the completed increment of the Sprint, and determine future adaptations.
- Discuss how the commitment of a completed increment is the Definition of Done, and only work that meets this definition is demonstrated at the Sprint Review.
- Understand that the Sprint Review is a working session to demonstrate the new value created and inspect it in view of progress toward the current Product Goal.
- State that the Sprint Review is time-boxed to one hour (or less) per week of Sprint.
- Discuss the impact of team velocity with a view to estimating the overall product release.

### 4.4 Sprint Retrospective

By the end of this course, students will be able to:

- Explain that the Sprint Retrospective is a closed meeting that focuses on inspecting the process for continuous improvement opportunities.
- Discuss that the Sprint Retrospective is not blame seeking, but solution seeking, and that it is time-boxed to 45 minutes (or less) per week of Sprint.
- Discuss the importance of the Scrum Team identifying and agreeing on a measurable process improvement experiment (Kaizen) to try in a future Sprint based on reflection of previous Sprint.
- Explain that during the Sprint Retrospective, the Scrum Team discusses what went well during the Sprint, what problems were encountered, and how they rate their happiness.

### 4.5 Daily Scrum

By the end of this course, students will be able to:

- Describe why the daily Scrum exists.
- Explain the Scrum Master's role in the Daily Scrum.
- Discuss the purpose of the Daily Scrum for the Developers to inspect progress toward the Sprint Goal, and adapt their plan for the next day of work as needed
- Explain that the daily Scrum intensifies focus, improves communication, supports identification and removal of impediments, and promotes quick decision making.
- Explain why the result of the Daily meeting should reflect improved flow (and Process Efficiency of PBIs), and boosted morale.
- State that the Daily Scrum is time-boxed to 15-minutes per day and should take place at the same time and location each day of the Sprint.

## 4.6 Scrum Artifacts

By the end of this course, students will be able to:

- Identify the three Scrum Artifacts (Product Backlog, Sprint Backlog, Increment) and how they are produced in, or help guide, the five Scrum events.
- State the commitment for each Scrum Artifact (Product Goal, Sprint Goal, Definition of Done) and explain its purpose.

## 5 Registered Scrum Team Member Credential

By the end of this course, students will be able to:

- Access and complete the Registered Scrum Team Member exam.
- Download their Registered Scrum Team Member Credential (upon successful completion of the exam).
- Be Recognized in the International Registry of Agile Professionals™
- State the renewal process.