



Software Project Lead to Advanced Scrum Master

SKILLSOFT ASPIRE JOURNEY

skillsoft ▶

Główne wyzwaniem przed którym stają dziś organizacje na całym świecie jest konieczność ciągłego podnoszenia umiejętności i poziomu wiedzy w ślad za gwałtownym rozwojem nowych technologii i zmian na globalnym rynku.

Stał rozwój i podnoszenie kwalifikacji w IT od dawna jest już rzeczą oczywistą, a możliwość zapewnienia wsparcia specjalistom chcącym stale się rozwijać jest jedną z głównych kart przetargowych w walce o pracownika.

Na rynku liczą się dziś ludzie, którzy posiadają konkretne kompetencje i zestaw umiejętności pozwalający im wykonywać zadania efektywnie, a nie Ci z najdłuższym stażem pracy.

Dziś, bardziej niż kiedykolwiek w cenie jest umiejętność budowania ścieżki kariery dla profesjonalistów IT, którzy wciąż chcą się liczyć na rynku pracy.

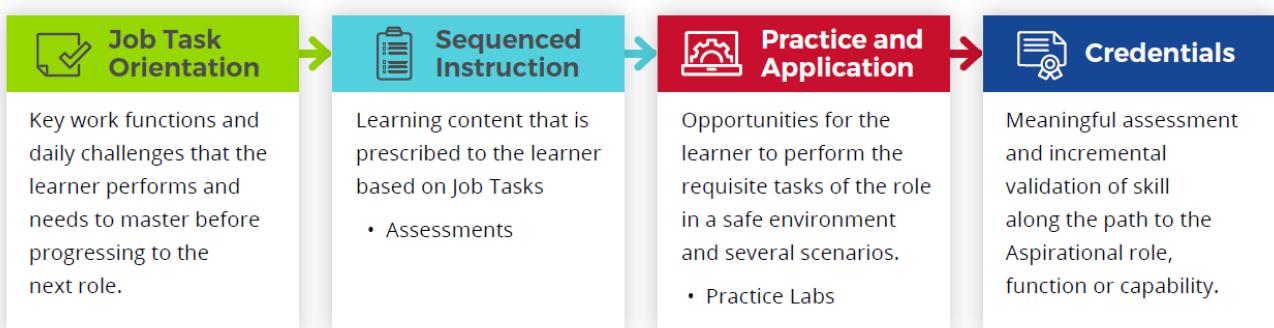
Skillsoft Aspire Journey stanowi odpowiedź na pytanie, jakie szkolenia muszę ukończyć, aby być przygotowanym do mojej wymarzonej pracy. Spośród kilkuset kanałów tematycznych dostępnych na naszej platformie szkoleniowej nasi specjaliści wybrali te, które naszym zdaniem najlepiej wyposażą uczących się w narzędzia potrzebne do realizacji zadań w nowej roli.

Skillsoft Aspire Journey to zestawy szkoleń i ćwiczeń w języku angielskim, które metodycznie, krok po kroku pozwalają specjalistom przejść od poziomu podstawowego do zaawansowanego.

Każda ścieżka zawiera szkolenia, laboratoria wirtualne, video i książki, które pomogą uczącym się osiągnąć pożądane kompetencje poświadczone certyfikatem.

Aspire Journey Model

Cała ścieżka opiera się na 4-elementowym cyklu powtarzanym na kolejnych etapach nauki.



1. Określenie kluczowych funkcji i wyzwań, z którymi musi poradzić sobie uczący się w chwili obecnej, jak i tymi, z którymi przyjdzie mu się zmierzyć w nowej pracy.
2. Przejście zaprojektowanych ścieżek w proponowanej kolejności, wykonanie ćwiczeń i zaliczenie testów.
3. Przećwiczenie nowych umiejętności w kontrolowanym środowisku w oparciu o gotowe scenariusze działań. Laboratoria wirtualne Skillsoft
4. Certyfikat – zaliczenie testu końcowego na poziomie co najmniej 70% i uzyskanie certyfikatu potwierdzającego ukończenie danego etapu nauki.

Aspire Journey – Software Project Lead to Advanced Scrum Master

Analizując trendy opisujące zachowanie użytkowników na naszych platformach szkoleniowych i współpracując ściśle z naszymi klientami na całym świecie Skillsoft wyselekcyjonał najlepsze materiały szkoleniowe i ułożył je w ustrukturalizowaną ścieżkę rozwoju. Ścieżka zawiera ponad 21 godzin szkoleniowych.

DEVOPS JOURNEY SOFTWARE PROJECT LEAD TO ADVANCED SCRUM MASTER



6 courses
3h 25m 23s

- transitioning to Scrum,
- managing Scrum projects,
- Lean and Scrum development practices



7 courses
5h 44m 24s

- Scrum product development



9 courses
5h 27m 32s

- Scrum Master responsibilities with the team
- Scrum meetings



6 courses
6h 48m 31s

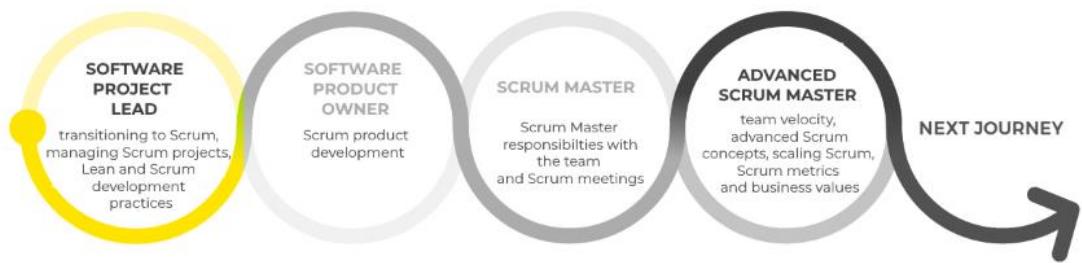
- team velocity,
- advanced Scrum concepts,
- scaling Scrum,
- Scrum metrics and business values.

PREREQUISITES

In order to fully profit from the potential of this Aspire Journey, you should:

- have project management experience
- be familiar with common PM methodologies
- have some knowledge of Agile
- have some knowledge of Scrum

DEVOPS JOURNEY
SOFTWARE PROJECT LEAD TO ADVANCED SCRUM MASTER



Track 1: Software Project Lead (duration: 3h 25m 23s)

 Nick Piccirilli Agile Project Manager	<p>Transition to Scrum: Agile Foundation to Scrum</p>	 Joe Khoury IT / Business Expert	<p>Transitioning to Scrum</p>
<p>Objectives:</p> <ul style="list-style-type: none"> ▪ define Agile, Scrum, and Lean ▪ compare and contrast Agile principles to traditional project management concepts ▪ recognize the need to embrace an Agile mindset for transitioning to Scrum ▪ compare and contrast Scrum to Agile ▪ compare Scrum to Lean ▪ discover the basic concepts of Scrum ▪ recognize common misconceptions about Scrum 		<p>Objectives:</p> <ul style="list-style-type: none"> ▪ recognize the effectiveness of the Scrum methodology for transforming the developmental process ▪ describe the benefits of Scrum ▪ describe the Scrum framework ▪ recognize Scrum roles and the part they play in the Scrum methodology ▪ describe how the various Scrum roles interact with each other ▪ describe Scrum artifacts ▪ describe the key Scrum activities ▪ describe how various Scrum activities work together for successful Scrum ▪ describe methods for introducing Scrum to an organization with the intent of improving processes and quality 	

 <p>Nick Piccirilli Agile Project Manager</p>	<h3>Scrum Practices: Managing the Scrum Project</h3>	 <p>Colin Calnan Senior Web Developer</p>	<h3>Lean in Scrum: Lean Development Practices</h3>
<p>Objectives:</p> <ul style="list-style-type: none"> ▪ recognize the effectiveness of the Scrum methodology for transforming the developmental process ▪ describe the benefits of Scrum ▪ describe the Scrum framework ▪ recognize Scrum roles and the part they play in the Scrum methodology ▪ describe how the various Scrum roles interact with each other ▪ describe Scrum artifacts ▪ describe the key Scrum activities ▪ describe how various Scrum activities work together for successful Scrum ▪ describe methods for introducing Scrum to an organization with the intent of improving processes and quality 		<p>Objectives:</p> <ul style="list-style-type: none"> ▪ recognize the origins of Lean and the seven wastes of Lean ▪ describe the first principle of Lean, eliminating waste ▪ describe the second principle of Lean, building quality into products ▪ describe the third principle of Lean, creating knowledge ▪ describe the fourth principle of Lean, deferring commitment ▪ describe the fifth principle of Lean, delivering fast ▪ describe the sixth principle of Lean, respecting people ▪ describe the seventh principle of Lean, optimizing the whole 	
 <p>Pavel Bryukhanov Scrum Master, PMP and Agile coach</p>		<h3>Applying Scrum Development Practices</h3>	

<p>Objectives:</p> <ul style="list-style-type: none"> ▪ recognize the software project development challenges that can be overcome by adopting Scrum ▪ describe how Scrum practices can help improve team performance ▪ describe how Scrum practices can help better manage what is being produced ▪ describe how Scrum practices can enable effective meetings ▪ describe how Scrum Retrospective meeting practices can enable process improvement ▪ describe how Scrum practices can help in improving quality

Final Exam: Software Project Lead



Objectives:

- apply the industry standard amount of time for planning employee availability for capacity planning during the Sprint Planning session
- apply the Scrum methodology to a project by defining the Product Backlog, Sprint Backlog, and the Sprint and measuring the Sprint velocity and remaining level of effort using the Burndown Chart
- apply the Scrum methodology to prioritize items in the Sprint Backlog and work collaboratively with customers to increase the level of satisfaction with the released product
- apply the Traditional Project Management methodology to a project by defining the scope, the work schedule, and measure productivity levels and determine the time to complete the project
- apply the Traditional Project Management methodology to a project that has known requirements that will not change to develop a product that will be delivered at the end of the project
- describe a method for measuring effort of work for each User Story, remove emotional attachment of dates, has estimates and velocity that are unique per team, and rewards the team for solving difficult problems
- describe features of the Increment in Scrum and the criteria to determine when the product is done and releasable as a working standalone product
- describe how automated testing allows changes to be tested continuously and how to created a test bed to regression testing
- describe how the Sprint Burndown chart is used to show the amount of work remaining, the amount of work done so far and the level of effort remaining to complete the items for this Sprint
- describe how the Team Velocity chart can be used to measure the team capacity and show where the team can be improved and stabilized
- describe that tasks that are performed during the Daily Scrum and the agenda and responsibilities of the team members
- describe the features and purpose of the Sprint Backlog and how it is used during the Sprint to create the product increment
- describe the features an purposed of the Sprint Backlog and how it is used during the Sprint to create the product increment
- describe the features of the Product Backlog and who it is owned and managed by
- describe the fifth principle of Lean, delivering fast
- describe the first principle of Lean, eliminating waste
- describe the fourth principle of Lean, deferring commitment
- describe the purpose and tasks that are performed during the Sprint Retrospective and identify areas of improvement and how to implement those enhancements
- describe the relationship between planning and deferring commitment in Lean software development
- describe the roles and responsibilities of the Development Team during the Scrum process
- describe the roles and responsibilities of the Product Owner during the Scrum process
- describe the roles and responsibilities of the Scrum Owner during the Scrum process
- describe the second principle of Lean, building quality into products
- describe the seventh principle of Lean, optimizing the whole
- describe the sixth principle of Lean, respecting people
- describe the tasks that are performed by the Scrum Team during the Sprint Planning event and the significance of each task
- describe the tasks that are performed by the Scrum Team, the Product Owner and the customers during the Sprint Review event and the significance of each task
- describe the tasks that are perfumed by the Scrum Team during the Sprint Planning event and the significance of each task
- describe the third principle of Lean, creating knowledge
- describe the three major roadblocks that can influence a company's work processes negatively
- describe who is responsible for being the project facilitator, checking equipment before the meeting, ordering drinks and refreshments, bringing supplies to the meeting, checks the team schedules, and tracks the team's velocity versus

- describe who is responsible for defining User Stories, writing acceptance criteria, and determining if the User Story fulfills the product goals
- describe who is responsible for representing the customers and end-users, defining the sprint scope, define User Stories in detail, preparing notes for each User Story, and helping to prioritize the Sprint Backlog and the Definition of Done
- discover how Scrum practices can help better manage what is being produced
- discover how Scrum practices can help in improving quality
- discover how Scrum practices for daily Scrums can enable effective meetings
- discover how Scrum practices for Retrospective meetings can enable process improvement
- explain the problem with giving into pressure in a software development environment
- identify aspects of the Agile mindset
- identify best practices for improving teamwork in Scrum related activities
- identify misconceptions about scrum
- identify optimal ways to utilize scrum methodology concepts
- identify scrum meetings and how they benefit the business
- identify scrum meetings and how they benefit the development team
- identify that tasks that are performed during the Daily Scrum and the agenda and responsibilities of the team members
- identify the basics of the scrum methodology
- identify the features of the Product Backlog and who it is owned and managed by
- identify the purpose and tasks that are performed during the Sprint Retrospective and identify areas of improvement and how to implement those enhancements
- identify the purpose of various scrum artifacts
- identify the tasks that are performed by the Scrum Team, the Product Owner and the customers during the Sprint Review event and the significance of each task
- recall aspects of the Agile mindset
- recall the traits of various Agile methodologies
- recognize the benefits of identifying the seven Mudas of Lean
- recognize the challenges in software project development that can be overcome by adopting Scrum
- recognize the correct use of scrum practices
- recognize the features of Scrum and how it promotes adding value to the development process
- recognize the key roles of Scrum projects
- recognize the origins of Lean and the seven wastes of Lean
- recognize the three key artifacts of Scrum practices which can help improve team performance
- recognize the traits of various Agile methodologies

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Track 2: Software Product Owner (duration: 5h 44m 24s)

 <p>Cindy Davis Project Manager and Scrum Master</p>	<h3>Scrum Concepts & the Product Owner</h3>	 <p>Cindy Davis Project Manager and Scrum Master</p>	<h3>Scrum Product: Defining the Why & How of the Product</h3>
<p>Objectives:</p> <ul style="list-style-type: none"> ▪ define what a product is in the Scrum framework and differentiate it from a project ▪ describe how the Scrum framework allows for effective product development ▪ define the roles and responsibilities of the product owner ▪ describe key Scrum events and the role of the product owner for each event ▪ describe the key qualities of a product owner and how they relate to the roles and responsibilities of this position ▪ describe how the Product Owner defines value for the Scrum process and in their interactions with team members ▪ describe the collective ownership of the product by the Product Owner and the Scrum Team ▪ describe how to generate product ideas through Affinity Grouping, dot voting, and Fist of Five methods ▪ describe how to generate product ideas through the use of open-ended questions 		<p>Objectives:</p> <ul style="list-style-type: none"> ▪ define the purpose of a product in Scrum ▪ recognize the importance of an effective product strategy in Scrum ▪ recognize the impact of external influences on the product strategy ▪ recognize the role of the Scrum Master, Product Owner, and Scrum Team in creating the product design ▪ describe how different groups of stakeholders have different requirements for the product ▪ describe how customer research provides valuable input for defining the product ▪ recognize user stories as a powerful tool to gather and document user requirements ▪ recognize the steps involved in creating effective user stories ▪ describe empathy maps and how they can be used to better understand customers ▪ recognize product discovery techniques that can be used to help to deliver successful products 	

 <p>Colin Calnan Senior Web Developer</p>	<h3>Scrum: Product Development Framework</h3>	 <p>Arvind Raguraman Software Architect</p>	<h3>Scrum: Product Backlog</h3>
<p>Objectives:</p> <ul style="list-style-type: none"> ▪ describe the importance of providing transparency on goals and progress during product development ▪ describe the release burn-up charts used in product development and how they can be used to provide effective progress tracking ▪ describe how the Sprint Review helps with collecting feedback and making better product decisions ▪ describe guidelines and best practices used to conduct effective Sprint Reviews ▪ describe assumptions and hypotheses and how they're used in Lean product development to discard the irrelevant and determine the best actions to undertake ▪ recognize the importance and purpose of testing assumptions during product development ▪ describe tools and methods commonly used to validate assumptions during the product development process ▪ describe the purpose of a Minimal Viable Product and how it's used to test assumptions during product planning ▪ list the steps used to plan a Minimal Viable Product ▪ recognize case studies of successful implementation of Minimal Viable Product 			<p>Objectives:</p> <ul style="list-style-type: none"> ▪ describe the purpose of the Product Backlog, how it is derived from the product vision, and how the Scrum team uses it ▪ differentiate between product outcome and output and describe what is more important for Scrum ▪ describe the inherent value of the Product Backlog and how to maximize this value ▪ describe the Scrum meaning of business value and define guidelines for delivering value ▪ define techniques for measuring value such as bubble sort, planning poker, break even analysis, cost of delay, ROI, and NPV ▪ identify how value is perceived by various stakeholders and methods for defining a collectively agreed on meaning of value ▪ differentiate between Product Backlog prioritization and ordering and describe why ordering is preferred ▪ identify why it is important to order or prioritize the Product Backlog and commonly used ordering techniques ▪ describe and compare the Kano Attributes and MoSCow ordering techniques ▪ describe the Pareto principle and how it can be applied to ordering the Product Backlog ▪ describe collaborative ordering techniques, when and how they can be used to reach a consensus on ordering the Product Backlog, and prioritization considerations

 Arvind Raguraman Software Architect	<h3>Scrum: Creating Effective Product Backlogs</h3>	 Nick Piccirilli Agile Project Manager	<h3>Product Development Practices</h3>
<p>Objectives:</p> <ul style="list-style-type: none"> ▪ recognize the role of the Product Owner and team members in managing and adding to the product backlog ▪ identify common category types of product backlog items and which ones are customer-facing ▪ recognize tips and best practices used to create product backlogs ▪ recognize preferred methods for fine-tuning product backlogs ▪ recognize practices for effectively communicating the product backlog to stakeholders ▪ describe the Minimum Viable Product method and how it can be used to refine the product backlog ▪ describe other approaches for refining product backlogs such as 80/20, YAGNI, and smaller backlogs ▪ recognize release planning guidelines ▪ describe incremental delivery strategies such as multi-sprint releases and prioritized product roadmaps 		<p>Objectives:</p> <ul style="list-style-type: none"> ▪ describe Test-Driven Development and the guidelines for adopting it ▪ identify the steps, methodologies, and best practices used to perform TDD tests ▪ recognize refactoring guidelines ▪ recognize the role and purpose of continuous integration, continuous delivery, and continuous deployment in Scrum ▪ recognize the guidelines used to adopt continuous integration ▪ describe best practices for becoming an effective Product Owner ▪ describe best practices for collaborating with the Scrum Master ▪ describe best practices for collaborating with the Scrum Team ▪ recognize how Scrum practices for product backlog creation, refinement, Minimal Viable Product identification, and product development can be adopted through a case study example 	

Final Exam: Software Product Owner



Objectives:

- compare Product Backlog prioritization to ordering and why ordering is preferred
- compare the steps, methodologies, and best practices used to perform TDD tests
- define key Scrum events and the role of the product owner for each event
- define techniques for measuring value such as bubble sort, planning poker, break even analysis, cost of delay, ROI and NPV
- define the Pareto principle and how it can be applied to ordering the Product Backlog
- define the roles and responsibilities of the Product Owner
- define what a product is in the Scrum framework and differentiate this against a project
- describe how the Product Owner defines Value for the Scrum process and their interactions with team members
- describe how to generate product ideas through Affinity Grouping, dot voting, and fist of five methods
- describe the collective ownership of the Product by the Product owner and the Scrum Team
- describe the importance of providing transparency on goals and progress during product development
- describe the inherent value of the Product Backlog and how to maximize this value
- describe the purpose of the Product Backlog and how it is derived from the product vision and how the scrum team uses it
- discover best practices for becoming an effective Product Owner
- discover best practices for collaborating with the Scrum Master
- discover best practices for collaborating with the Scrum Team
- discover effective practices for effectively communicating the product backlog to stakeholders
- discover empathy maps to better understand customers
- discover guidelines and best practices used to conduct effective Sprint Reviews
- discover how customer research provides valuable input for defining the product
- discover how different groups of stakeholders have different requirements for the product
- discover how to define the purpose of a product in Scrum
- discover how to generate product ideas through the use of open-ended questions
- discover other approaches for refining product backlogs such as 80/20, YAGNI, and smaller backlogs
- discover Release Burn-up charts used in product development and how they can be used to provide effective progress tracking
- discover strategies for Incremental Delivery such as Multi Sprint Releases and Prioritized Product Roadmap
- discover the Minimum Viable Product method and how it can be used to refine the product backlog
- discover the Scrum meaning of business value and define guidelines for delivering value
- discover tools and methods commonly used to validate assumptions during the product development process
- examine the purpose of a Minimal Viable Product and how it's used to test assumptions during product planning
- examine well-known case studies of successful implementation of Minimal Viable Product
- explain the ordering techniques of Kano Attributes and MoSCow and compare the two techniques
- explore assumptions and hypotheses and how they're used in Lean product development to discard the irrelevant and determine the best actions to undertake
- explore preferred methods for fine-tuning product backlogs
- explore the Sprint Review as a method for collecting feedback and making better product decisions
- explore the steps used to plan a Minimal Viable Product
- identify collaborative ordering techniques and when and how they can be used to reach a consensus on ordering the Product Backlog as well as prioritization considerations
- identify common category types of product backlog items (PBIs) and which ones are customer-facing
- identify how value is perceived by various stakeholders and methods for defining a collectively agreed on meaning of value
- identify the guidelines used to adopt Refactoring
- identify the purpose of a Minimal Viable Product and how it's used to test assumptions during product planning
- identify the steps, methodologies, and best practices used to perform TDD tests
- identify why it is important to order or prioritize the product backlog and commonly used ordering techniques
- recall how the Product Owner defines Value for the Scrum process and their interactions with team members
- recognize product discovery techniques to deliver successful products
- recognize Test-Driven Development or TDD and the guidelines for adopting TDD
- recognize the guidelines to be adopted for Release Planning
- recognize the guidelines used to adopt Continuous Integration
- recognize the guidelines used to adopt Refactoring
- recognize the impact of external influences on the product strategy
- recognize the importance and purpose of testing assumptions during product development
- recognize the importance of an effective product strategy in Scrum
- recognize the role and purpose of Continuous Integration, Continuous Delivery, and Continuous Deployment in Scrum
- recognize the role of Product Owner and team members in managing and adding to the product backlog
- recognize the role of the Scrum Master, Product Owner, and Scrum Team in creating the product design
- recognize the steps involved in creating effective user stories
- recognize tips and best practices used to create product backlogs
- recognize user stories as a powerful tool to gather and document user requirements
- understand how the Scrum framework provides for effective product development
- understand the difference between product outcome and output and what is more important for Scrum

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SOFTWARE PROJECT LEAD TO ADVANCED SCRUM MASTER



Track 3: Scrum Master (duration: 5h 27m 32s)

 <p>Barb Waters PM, Agile, and SCRUM Expert</p>	<p>Scrum Master: Scrum for the Team</p>	 <p>Barb Waters PM, Agile, and SCRUM Expert</p>	<p>Scrum Master: Sprint Goals & Planning</p>
<p>Objectives:</p> <ul style="list-style-type: none"> recall the three pillars and five values of Scrum define Scrum and its relationship to Agile product development describe the responsibilities of the three Scrum Team roles compare and contrast the roles of Scrum Master and Product Owner recognize the characteristics of servant leadership discover the characteristics of the Scrum Team recognize the considerations to keep in mind when defining the Scrum Team size discover the three Scrum artifacts describe how the Scrum Master promotes team productivity recognize Scrum Team best practices and how to avoid common mistakes 		<p>Objectives:</p> <ul style="list-style-type: none"> recognize the purpose of Sprint planning within the Scrum framework recognize the key elements associated with Sprint planning recognize what Sprint goals are and why they are required describe the guidelines for defining Sprint goals define the term Done to validate fulfillment of Sprint goal define increment in the context of Sprint goals describe techniques for estimating the Sprint backlog describe guidelines for conducting an effective Sprint planning meeting recognize common mistakes of Sprint planning 	

 <p>Barb Waters PM, Agile, and SCRUM Expert</p>	<h3>Scrum Meetings: On-target Daily Meetings</h3>	 <p>Barb Waters PM, Agile, and SCRUM Expert</p>	<h3>Scrum Sprint: Review</h3>
<p>Objectives:</p> <ul style="list-style-type: none"> ▪ describe the framework for Scrum Product Delivery ▪ recognize the purpose of the Daily Scrum within the Scrum framework ▪ identify the participants in the Daily Scrum ▪ describe the role of the Scrum Master in the Daily Scrum event ▪ recall the activities that are necessary to prepare for the Daily Scrum ▪ recognize the best practices for conducting the Daily Scrum ▪ describe the tools and artifacts that are used and updated during the Daily Scrum ▪ recognize common mistakes that Scrum development teams can make ▪ identify ways that large or distributed teams can modify the Daily Scrum ▪ demonstrate how the JIRA Scrum board can be used by the development team 			<p>Objectives:</p> <ul style="list-style-type: none"> ▪ recognize the purpose of Sprint Review within the Scrum framework ▪ recognize the key elements associated with the Sprint Review ▪ identify the participants of the Sprint Review ▪ recall the process of demonstrating the product increment ▪ recognize how stakeholder feedback is elicited ▪ describe the process of adapting the product backlog ▪ describe the expanded topics of the Sprint Review ▪ describe guidelines for conducting an effective Sprint Review meeting ▪ recognize common mistakes of Sprint Reviews

 <p>Barb Waters PM, Agile, and SCRUM Expert</p>	<h3>Scrum Sprint: Retrospective</h3>	 <p>Barb Waters PM, Agile, and SCRUM Expert</p>	<h3>SCRUM Quality, Planning, and Completion: Quality & Productivity</h3>
<p>Objectives:</p> <ul style="list-style-type: none"> ▪ recognize the purpose of Sprint Review within the Scrum framework ▪ recognize the key elements associated with the Sprint Review ▪ identify the participants of the Sprint Review ▪ recall the process of demonstrating the product increment ▪ recognize how stakeholder feedback is elicited ▪ describe the process of adapting the product backlog ▪ describe the expanded topics of the Sprint Review ▪ describe guidelines for conducting an effective Sprint Review meeting ▪ recognize common mistakes of Sprint Reviews 			<p>Objectives:</p> <ul style="list-style-type: none"> ▪ recognize the purpose of quality management in Scrum ▪ recognize the roles and authority related to quality decisions ▪ recognize the relationship between product testing and Scrum ▪ recognize quality metrics that validate fulfillment of the sprint goal ▪ recognize productivity metrics that validate fulfillment of the sprint goal ▪ recognize the balance between quality and productivity ▪ describe Scrum factors that affect quality ▪ define the role of the scrum master in managing productivity and quality

 <p>Barb Waters PM, Agile, and SCRUM Expert</p>	<h3>SCRUM Quality, Planning, and Completion: Effective User Stories</h3>	 <p>Barb Waters PM, Agile, and SCRUM Expert</p>	<h3>SCRUM Quality, Planning, and Completion: The Definition of Done</h3>
<p>Objectives:</p> <ul style="list-style-type: none"> ▪ define the purpose of user stories in Scrum ▪ describe the increasing level of detail in user stories ▪ recognize when the level of detail is appropriate for a user story ▪ recognize that user stories may be written from different perspectives ▪ define compound and complex user stories ▪ describe techniques for splitting user stories ▪ distinguish between user stories and tasks ▪ describe techniques for estimating user stories ▪ recognize common user story mistakes <p>Objectives:</p> <ul style="list-style-type: none"> ▪ recognize the five levels of planning within the Scrum framework ▪ describe how the product scope evolves throughout the project life cycle ▪ describe how the Definition of Done is used in product development ▪ recognize the impact of Definition of Done on product quality ▪ recognize variations of the Definition of Done concept ▪ identify the steps in creating a Definition of Done ▪ describe the relationship between the Definition of Done and the sprint goal ▪ recognize how a clear Definition of Done supports the three pillars of Scrum empiricism 			

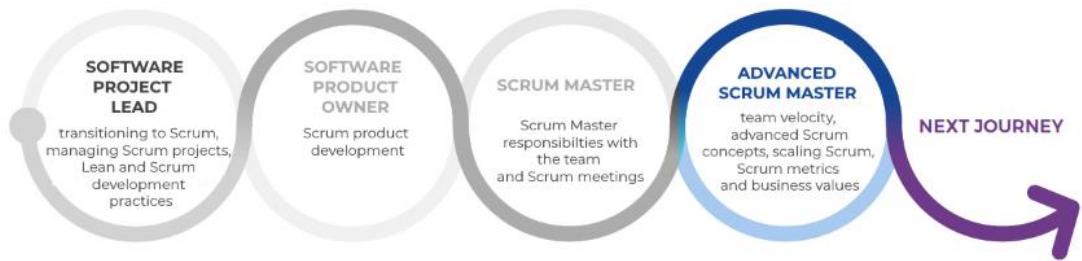
Final Exam: Scrum Master



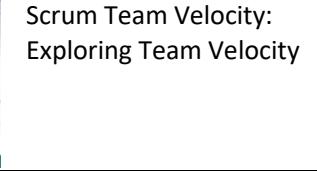
Objectives:

- assign Scrum roles to responsibilities
- characterize common mistakes of Sprint planning
- characterize techniques for estimating the Sprint backlog
- characterize the guidelines for defining Sprint goals
- characterize the purpose of Sprint planning within the Scrum framework
- characterize the role of the Scrum Master in the Daily Scrum event
- characterize what Sprint goals are and why they are required
- compare and contrast the roles of Scrum Master and Product Owner
- compare the roles of Scrum Master and Product Owner
- compare the three pillars and five values of Scrum
- define Scrum and its relationship to Agile product development
- define the best practices for conducting the Daily Scrum
- define the increment in the context of Sprint goals
- define the term "Done" to validate fulfillment of Sprint goal
- demonstrate how the JIRA Scrum board can be used by the development team
- describe techniques for estimating the Sprint backlog
- describe the framework for Scrum Product Delivery
- describe the guidelines for conducting an effective Sprint planning meeting
- describe the increment in the context of Sprint goals
- describe the responsibilities of the three Scrum Team roles
- describe the role of the Scrum Master in the Daily Scrum event
- describe the term "Done" to validate fulfillment of Sprint goal
- describe the tools and artifacts that are used and updated during the Daily Scrum
- describe what Sprint goals are and why they are required
- discover the characteristics of the Scrum Team
- discover the guidelines for conducting an effective Sprint planning meeting
- discover the guidelines for defining Sprint goals
- discover the three Scrum artifacts
- explain the participants in the Daily Scrum
- identify common mistakes that Scrum development teams can make
- identify how the JIRA Scrum board can be used by the development team
- identify levels of planning in a Scrum project
- identify planning components in a Scrum project
- identify Product Roadmap requirements
- identify role responsibilities in the framework for Scrum Product Delivery
- identify Scrum roles
- identify Scrum roles and responsibilities
- identify the activities that are necessary to prepare for the Daily Scrum
- identify the guidelines for defining Sprint goals
- identify the key elements that are associated with Sprint planning
- identify the participants in the Daily Scrum
- identify the purpose of the Daily Scrum within the Scrum framework
- identify the responsibilities of the three Scrum Team roles
- identify the three pillars and five values of Scrum
- identify the tools and artifacts that are used and updated during the Daily Scrum
- identify ways that large or distributed teams can modify the Daily Scrum
- match Scrum roles with responsibilities
- recall five values of Scrum
- recall the activities that are necessary to prepare for the Daily Scrum
- recall the responsibilities of the three Scrum Team roles
- recall the three pillars and five values of Scrum
- recognize common mistakes of Sprint planning
- recognize common mistakes that Scrum development teams can make
- recognize the best practices for conducting the Daily Scrum
- recognize the characteristics of servant leadership
- recognize the key elements that are associated with Sprint planning
- recognize the purpose of Sprint planning within the Scrum framework
- recognize the purpose of the Daily Scrum within the Scrum framework
- recognize ways that large or distributed teams can modify the Daily Scrum
- recognize what Sprint goals are and why they are required

DEVOPS JOURNEY
SOFTWARE PROJECT LEAD TO ADVANCED SCRUM MASTER



Track 4: Advanced Scrum Master (duration: 6h 48m 31s)

 Joe Khoury IT / Business Expert	 Scrum Team Velocity: Exploring Team Velocity	 Nick Piccirilli Agile Project Manager	Advanced Lean, Agile, & Scrum Concepts
Objectives: <ul style="list-style-type: none"> ▪ describe what team velocity is and what it represents in Scrum ▪ describe the advantages of team velocity ▪ describe the relationship between user stories and team velocity in Scrum ▪ recognize the role of the Scrum Master in managing and improving team velocity ▪ describe how team velocity can affect a Scrum team and how to find the right balance for your team ▪ describe the common metrics of team velocity in Scrum, how to identify the metrics you wish to use, and how to measure them ▪ describe the use of burndown charts as they relate to team velocity ▪ describe burndown charts and how they can be created and managed using the popular project management tool JIRA ▪ recognize best practices for improving team velocity ▪ describe examples of known Scrum velocity case studies 		Objectives: <ul style="list-style-type: none"> ▪ identify the ideal Scrum team size and the advantages of having a small Scrum team ▪ describe how to scale the Scrum team for larger projects and identify large scale Scrum Frameworks ▪ identify Agile planning levels and describe look ahead planning and how it relates to Scrum ▪ describe the Scrum of Scrums meeting, the roles and responsibilities of the team members, and how to conduct this meeting ▪ identify the best practices for running a Scrum of Scrums meeting ▪ identify the structures that support large Agile teams that are organized into "team of teams" ▪ describe the role of the Product Coordination team using the Lean Agile methodology ▪ describe how to apply Scrum to maintenance projects and associated best practices ▪ describe Scrum distributed teams, their structure, and their challenges ▪ describe best practices for managing and working with distributed teams in Agile ▪ describe the roles of Agile and Waterfall in Distributed Scrum and how to use the Agile/Waterfall Hybrid process ▪ identify how to effectively transition a distributed team to Scrum 	

 Colin Calnan Senior Web Developer	<h3>Scaling an Organization's Scrum Process</h3>	 Bill Brooks Senior Software Developer	<h3>Scaling Scrum: Challenges</h3>
<p>Objectives:</p> <ul style="list-style-type: none"> ▪ recognize when an organization should scale their Scrum process ▪ describe guidelines and best practices that should be followed when scaling the organization's Scrum framework ▪ describe the challenges an organization may face when trying to scale the Scrum framework ▪ recognize the limitations of the Agile Manifesto and when the organization should start to think about Scrum at Scale ▪ describe various models for scaling the Scrum process and the key characteristics of each model ▪ recognize the characteristics, benefits, and challenges of using the LeSS framework ▪ recognize the characteristics, benefits, and challenges of using the Nexus framework ▪ recognize the characteristics, benefits, and challenges of using the Scrum@Scale framework ▪ recognize the characteristics, benefits, and challenges of using the Scaled Agile Framework (SAFe) ▪ recognize the characteristics, benefits, and challenges of using the Spotify framework ▪ recognize the characteristics, benefits, and challenges of using the Scrum of Scrums framework ▪ describe the scaling Agile frameworks and how to select the best framework 	<p>Objectives:</p> <ul style="list-style-type: none"> ▪ describe the challenges involved with transitioning to and scaling Scrum ▪ describe the challenges of resistance to change when scaling Scrum ▪ describe the challenges of working with distributed teams when scaling Scrum ▪ describe the challenges of team member turnover when scaling Scrum ▪ describe the challenges of team meetings when scaling Scrum ▪ describe the challenges of too many bugs and urgent tasks when scaling Scrum ▪ describe issues that arise with applying the Scrum framework and how to overcome them ▪ describe the challenges of integrating testing when scaling Scrum ▪ describe the challenges of adopting Scrum and how to overcome them ▪ describe the issues that arise with cultural differences when scaling Scrum ▪ describe how to customize the Scrum framework to meet the needs of the project and the organization ▪ describe industries and organizations that have successfully scaled the Scrum process 		

 <p>Alamusi Lean and Project Management Expert</p>	<h3>Scaling Scrum: Choosing Scaled Agile Frameworks</h3>	 <p>Alamusi Lean and Project Management Expert</p>	<h3>Advanced Scrum Metrics</h3>
<p>Objectives:</p> <ul style="list-style-type: none"> ▪ recall large scale Agile framework options and recognize the four most popular frameworks - SAFe®, DAD, LeSS, and SoS ▪ describe characteristics of the large scale Agile frameworks ▪ recognize the general organizational fit of large scale Agile frameworks ▪ describe additional roles in each large scale Agile framework ▪ describe additional processes in each large scale Agile framework ▪ recognize commonly used selection criteria when choosing large scale Agile frameworks ▪ describe SAFe® customization ▪ describe DAD customization ▪ describe LeSS customization ▪ describe SoS customization ▪ recognize some newer concepts in Agile, such as various versions in SAFe®, Nexus, and Scrumban 		<p>Objectives:</p> <ul style="list-style-type: none"> ▪ recognize the reasons behind metrics in an Agile environment ▪ recognize the types of metrics in an Agile environment ▪ describe burndown and velocity ▪ describe cumulative flow and control charts ▪ recognize other Agile reports, including burnup and sprint/release report ▪ use JIRA to generate reports ▪ describe software metrics, including code coverage, static code analysis, and escaped defects ▪ describe business related metrics, including net promoter, customer satisfaction, and team health ▪ describe limitations and risks in measurement 	

 <p>Pavel Bryukhanov Scrum Master, PMP and Agile coach</p>	<h3>Accessing the Business Value of Scrum</h3>
<p>Objectives:</p> <ul style="list-style-type: none"> ▪ describe the Scrum meaning of Business Value and define guidelines for delivering value ▪ identify why it is important to order or prioritize the Product Backlog to maximize Business Value and recognize commonly used techniques ▪ recognize the Business Value offered by Agile estimation models over traditional estimation methods ▪ describe data analysis metrics and how they can be effectively used to increase Business Value ▪ describe Scrum data analysis metrics and how they can be effectively used to increase business value ▪ identify how value is perceived by various stakeholders and methods for defining the meaning of value that everyone agrees on ▪ describe how to maximize the inherent value of the Product Backlog ▪ define techniques for measuring Business Value such as bubble sort, planning poker, break even analysis, cost of delay, ROI, and NPV ▪ describe the process for determining value using planning poker ▪ compare the Kano attributes and MoSCoW ordering techniques for determining Business Value ▪ describe techniques and best practices for tracking derived Business Value ▪ describe best practices for reporting value created from the Scrum process 	

Final Exam: Advanced Scrum Master

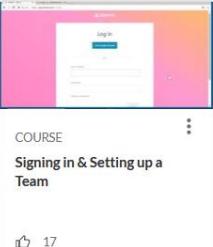
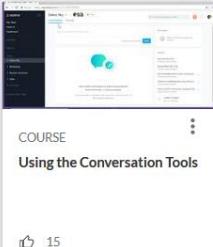
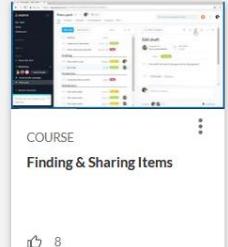
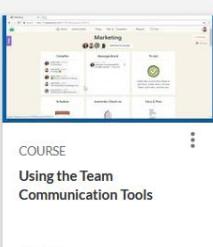
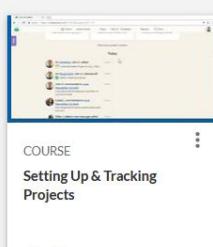
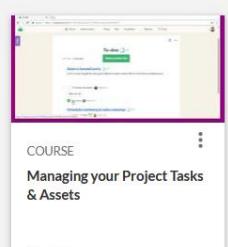
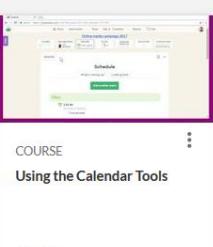
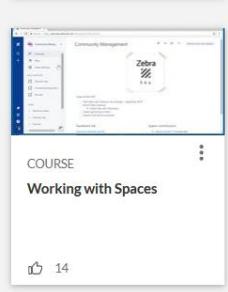
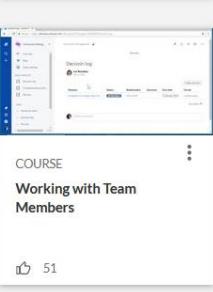
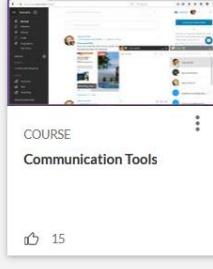
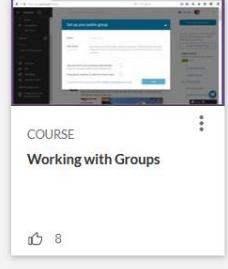
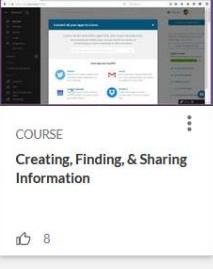
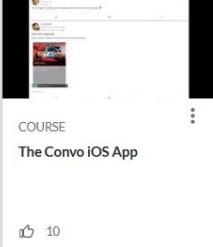
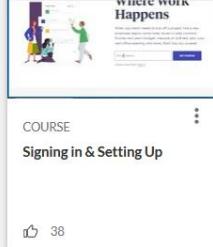
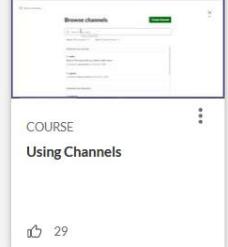


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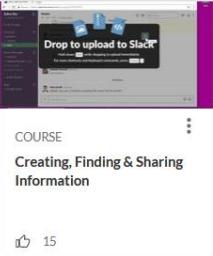
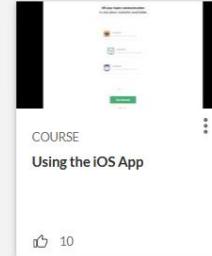
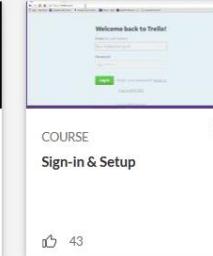
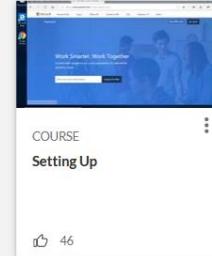
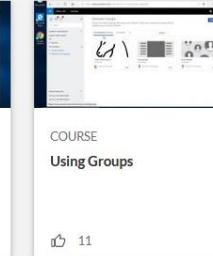
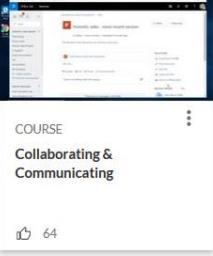
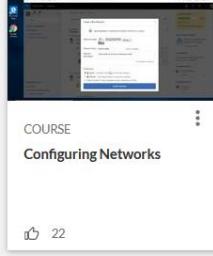
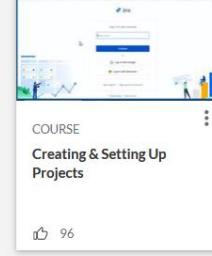
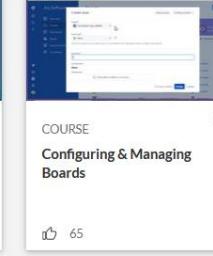
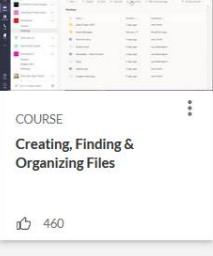
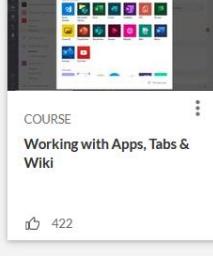
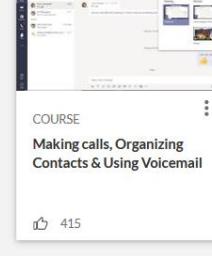
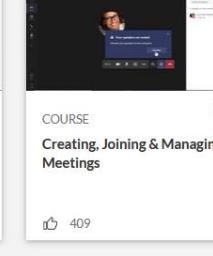
- define techniques for measuring Business Value such as bubble sort, planning poker, break even analysis, cost of delay, ROI, and NPV
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- describe additional roles in each large scale Agile framework
- describe best practices for reporting value created from the Scrum process
- describe characteristics of the large scale Agile frameworks
- describe DAD customization
- describe data analysis metrics and how they can be effectively used to increase Business Value
- describe how team velocity can affect a Scrum team and how to find the right balance for your team
- describe how to maximize the inherent value of the Product Backlog
- describe SAFe® customization
- describe Scrum data analysis metrics and how they can be effectively used to increase business value
- describe techniques and best practices to tracking derived Business Value
- describe the advantages of team velocity
- describe the common metrics of team velocity in Scrum, how to identify the metrics you wish to use, and how to measure them
- describe the relationship between user stories and team velocity in Scrum
- describe the use of burndown charts as they relate to team velocity
- describe what team velocity is and what it represents in Scrum
- discover the Business Value offered by Agile estimation models over traditional estimation methods
- discover various models for scaling the Scrum process and the key characteristics of each model
- discuss the Agile and Waterfall in Distributed Scrum and using the Agile Waterfall hybrid process
- discuss the best practices for managing and working with distributed teams in Agile
- discuss the characteristics, benefits and challenges of using the LeSS framework
- discuss the characteristics, benefits and challenges of using the Nexus framework
- discuss the characteristics, benefits and challenges of using the Scaled Agile framework
- discuss the characteristics, benefits and challenges of using the Scrum of Scrums framework
- discuss the characteristics, benefits and challenges of using the Scrum@Scale framework
- discuss the guidelines and best practices that should be followed when scaling the organization's Scrum framework
- discuss the role of the Product Coordination team using the Lean Agile methodology
- explore burndown and velocity
- explore business related metrics, such as net promoter, customer satisfaction, team health, etc.
- explore cumulative flow and control chart
- explore other agile reports, such as burnup, sprint/release report, etc.
- explore software metrics, such as code coverage, static code analysis, escaped defects, etc.
- explore the limitation and risks in measurement
- explore the reasons behind metrics in an agile environment
- explore the types of metrics in an agile environment
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- recognize commonly used selection criteria when choosing large scale Agile frameworks
- recognize the general organizational fit of large scale Agile frameworks
- recognize the role of the Scrum Master in managing and improving team velocity
- understand how to apply Scrum to maintenance projects and discuss some of the best practices
- understand how to customize the Scrum framework to fit the needs to the project and the organization
- understand how to scale the Scrum team for larger projects and identify large scale Scrum Frameworks
- understand the challenges around transitioning to and scaling scrum
- understand the challenges of adopting Scrum and how to overcome the challenges
- understand the challenges of scaling Scrum due to issues that arise with integrating testing
- understand the challenges of scaling Scrum due to issues that arise with team meetings
- understand the challenges of scaling Scrum due to issues that arise with team member turnover
- understand the challenges of scaling Scrum due to issues that arise with too many bugs and urgent tasks
- understand the challenges of scaling Scrum due to resistance of change
- understand the challenges of scaling Scrum due to working with distributed teams
- understand the limitations of the Agile Manifesto and when the organization should start to think about Scrum at Scale
- understand when an organization should scale their Scrum process

Productivity Tools for Advanced Scrum Masters

Optional

 <p>COURSE Signing in & Setting up a Team 17</p>	 <p>COURSE Using the Conversation Tools 15</p>	 <p>COURSE Creating & Managing Projects 14</p>	 <p>COURSE Finding & Sharing Items 8</p>	 <p>COURSE Running Reports & Configuring Projects 7</p>
 <p>COURSE Signing In & Setting Up 20</p>	 <p>COURSE Using the Team Communication Tools 57</p>	 <p>COURSE Setting Up & Tracking Projects 17</p>	 <p>COURSE Managing your Project Tasks & Assets 15</p>	 <p>COURSE Using the Calendar Tools 14</p>
 <p>COURSE Using Basecamp for iOS 14</p>	 <p>COURSE Signing in & Navigating within Spaces 24</p>	 <p>COURSE Setting Up & Managing Spaces 22</p>	 <p>COURSE Working with Spaces 14</p>	 <p>COURSE Working with Team Members 51</p>
 <p>COURSE Configuring Spaces 14</p>	 <p>COURSE Sign-in & Setup 10</p>	 <p>COURSE Communication Tools 15</p>	 <p>COURSE Working with Groups 8</p>	 <p>COURSE Creating, Finding, & Sharing Information 8</p>
 <p>COURSE Configuring Convo 6</p>	 <p>COURSE The Convo iOS App 10</p>	 <p>COURSE Signing in & Setting Up 38</p>	 <p>COURSE Using Channels 29</p>	 <p>COURSE Private Messaging & Communication Tools 28</p>

Productivity Tools for Advanced Scrum Masters Cd.

 <p>COURSE Creating, Finding & Sharing Information</p> <p>15</p>	 <p>COURSE Configuring Slack</p> <p>35</p>	 <p>COURSE Using the iOS App</p> <p>10</p>	 <p>COURSE Sign-in & Setup</p> <p>43</p>	 <p>COURSE Creating Teams & Boards</p> <p>25</p>
 <p>COURSE Managing Cards</p> <p>16</p>	 <p>COURSE Finding & Sharing Information</p> <p>15</p>	 <p>COURSE Setting Up</p> <p>46</p>	 <p>COURSE Posting & Reacting to Status Updates</p> <p>36</p>	 <p>COURSE Using Groups</p> <p>11</p>
 <p>COURSE Collaborating & Communicating</p> <p>64</p>	 <p>COURSE Configuring Networks</p> <p>22</p>	 <p>COURSE Creating & Setting Up Projects</p> <p>96</p>	 <p>COURSE Configuring & Managing Boards</p> <p>65</p>	 <p>COURSE Planning & Working on a Software Project</p> <p>48</p>
 <p>COURSE Creating, Finding & Organizing Files</p> <p>460</p>	 <p>COURSE Working with Apps, Tabs & Wiki</p> <p>422</p>	 <p>COURSE Making calls, Organizing Contacts & Using Voicemail</p> <p>415</p>	 <p>COURSE Creating, Joining & Managing Meetings</p> <p>409</p>	

Business & Leadership for Advanced Scrum Masters

Optional

 <p>COURSE Innovating with Lean Product Management</p> <p>170</p>	 <p>COURSE Cultivating Cross-functional Team Collaboration</p> <p>113</p>	 <p>COURSE The Essential Role of the Agile Product Owner</p> <p>184</p>	 <p>COURSE Navigating through Changes and Conflicts in Projects</p> <p>204</p>	 <p>COURSE Effective Team Communication</p> <p>709</p>
 <p>COURSE Developing a Growth Mind-set</p> <p>1573</p>	 <p>COURSE Knowing When to Take Strategic Risks</p> <p>301</p>	 <p>COURSE Building the Foundation for an Effective Team</p> <p>364</p>	 <p>COURSE Managing for Operational Excellence</p> <p>276</p>	 <p>COURSE Reaching Efficient Solutions with Computational Thinking</p> <p>71</p>

Bookshelf

(i) Optional

BOOK
Agile Practice Guide
73

BOOK
**The Art of Agile Product Ownership: A Guide for...
10**

BOOK
**Agile Product Development: How to Design Innovative...
3**

AUDIOBOOK
SCRUM: The Art of Doing Twice the Work in Half the Time
27

BOOK
Scrum in Easy Steps
16

BOOK
Scrum for Dummies
84

BOOK
**MIT Sloan Management Review on Lean Project...
7**

BOOK
**The Lean Product Playbook: How to Innovate with...
47**

AUDIOBOOK
**The Innovator's Method: Bringing the Lean Start-up...
2**

BOOK
**The Lean Strategy: Using Lean to Create Competitive...
3**

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**The Lean Strategy: Using Lean to Create Competitive...
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**Scrum in Action: Agile Software Project...
219**

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**The Agile Edge: Managing Projects Effectively Using...
4**

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21**

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**How to Kill the Scrum Monster: Quick Start to Agi...
14**

BOOK
**The Art of Scrum: How Scrum Masters Bind Dev Teams an...
33**

BOOK
**Effective Team Management with VSTS and TFS: A Guide...
4**

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**Effective Complex Project Management: An Adaptive...
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**Agile Metrics in Action: How to Measure and Improve...
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**This is Agile: Beyond the Basics. Beyond the Hype....
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