



**Software Project Lead to  
Advanced Scrum Master  
SKILLSOFT ASPIRE JOURNEY**

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# Software Project Lead to Advanced Scrum Master



Scrum Masters are responsible for promoting and supporting Agile Scrum by making sure everyone understands Scrum theory, practices, rules, and values. This Skillsoft Aspire journey will guide you through the different stages and skills required to go from a Software Project Lead to an advanced Scrum Master.

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 30 courses | 24h 44m 26s

## Tracks



### Track 1: Software Project Lead

In this Aspire track of the Software Project Lead to Advanced Scrum Master Skillsoft Aspire journey, the focus will be on transitioning to Scrum, managing Scrum projects, and Lean and Scrum development practices.

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[Explore](#)  6 courses | 4h 7m 55s



### Track 2: Software Product Owner

In this track of the Software Project Lead to Advanced Scrum Master Skillsoft Aspire journey, the focus will be on Scrum product development.

[Explore](#)  7 courses | 6h 35m 24s



### Track 3: Scrum Master

In this track of the Software Project Lead to Advanced Scrum Master Skillsoft Aspire journey, the focus will be on Scrum Master responsibilities with the team and Scrum meetings.

[Explore](#)  9 courses | 6h 18m 41s



### Track 4: Advanced Scrum Master

In this track of the Software Project Lead to Advanced Scrum Master Skillsoft Aspire journey, the focus will be on team velocity, advanced Scrum concepts, scaling Scrum, and Scrum metrics and business values.

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[Explore](#)  8 courses | 7h 42m 25s

## 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

# Track 1: Software Project Lead

In this Aspire track of the Software Project Lead to Advanced Scrum Master Skillssoft Aspire journey, the focus will be on transitioning to Scrum, managing Scrum projects, and Lean and Scrum development practices.

6 courses | 4h 7m 55s



Transition to Scrum: Agile Foundation to Scrum

## Objectives:

- 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



Transitioning to Scrum

## Objectives:

- 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



Scrum Practices: Managing the Scrum Project

## Objectives:

- 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



Lean in Scrum: Lean Development Practices

## Objectives:

- 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



Pavel Bryukhanov  
Scrum Master, PMP and Agile coach

### Applying Scrum Development Practices

#### Objectives:

- 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:

- 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

# Track 2: Software Product Owner

In this track of the Software Project Lead to Advanced Scrum Master Skillssoft Aspire journey, the focus will be on Scrum product development.

7 courses | 6h 35m 24s



Scrum Concepts & the Product Owner

## Objectives:

- 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



Scrum Product: Defining the Why & How of the Product

## Objectives:

- 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



Colin Calnan  
Senior Web Developer

## Scrum: Product Development Framework

### Objectives:

- 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



Arvind Raguraman  
Software Architect

## Scrum: Product Backlog

### Objectives:

- 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

crum: Creating  
Effective Product  
Backlogs

Objectives:

- 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



Nick Piccirilli  
Agile Project Manager

Product  
Development  
Practices

Objectives:

- 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

# Track 3: Scrum Master

In this track of the Software Project Lead to Advanced Scrum Master Skillssoft Aspire journey, the focus will be on Scrum Master responsibilities with the team and Scrum meetings.

9 courses | 6h 18m 41s

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## Scrum Master: Scrum for the Team

### Objectives:

- 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



## Scrum Master: Sprint Goals & Planning

### Objectives:

- 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



## Scrum Meetings: On-target Daily Meetings

### Objectives:

- 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



### Scrum Sprint: Review

#### Objectives:

- 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



### Scrum Sprint: Retrospective

#### Objectives:

- 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



### SCRUM Quality, Planning, and Completion: Quality & Productivity

#### Objectives:

- 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



### SCRUM Quality, Planning, and Completion: Effective User Stories

#### Objectives:

- 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



### SCRUM Quality, Planning, and Completion: The Definition of Done

#### Objectives:

- 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
- 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 the activities that are necessary to prepare for the Daily Scrum
- recall the responsibilities of the three Scrum Team roles
- 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 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

# Track 4: Advanced Scrum Master

In this track of the Software Project Lead to Advanced Scrum Master Skillsoft Aspire journey, the focus will be on team velocity, advanced Scrum concepts, scaling Scrum, and Scrum metrics and business values.

8 courses | 7h 42m 25s

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Joe Khoury  
IT / Business Expert

## Scrum Team Velocity: Exploring Team Velocity

### Objectives:

- 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



Nick Piccirilli  
Agile Project Manager

## Advanced Lean, Agile, & Scrum Concepts

### Objectives:

- 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



### Scaling an Organization's Scrum Process

#### Objectives:

- 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



### Scaling Scrum: Challenges

#### Objectives:

- 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



### Scaling Scrum: Choosing Scaled Agile Frameworks

#### Objectives:

- 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



Alamusi

Lean and Project Management Expert

## Advanced Scrum Metrics

### Objectives:

- 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



Pavel Bryukhanov

Scrum Master, PMP and Agile coach

## Assessing the Business Value of Scrum

### Objectives:

- 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

### Objectives:

- define techniques for measuring Business Value such as bubble sort, planning poker, break even analysis, cost of delay, ROI, and NPV
- describe additional processes in each large scale Agile framework
- 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
- identify how value is perceived by various stakeholders and methods for defining the meaning of value that everyone agrees on
- identify the Agile planning levels and discuss look ahead planning and how it relates to Scrum
- identify the best practices for running a Scrum of Scrums meeting
- identify the ideal Scrum team size and the advantages of having a small Scrum team
- identify the structures that support large Agile teams that are organized into “team of teams”
- identify why it is important to order or prioritize the Product Backlog to maximize Business Value and commonly used techniques
- recall large scale Agile framework options and recognize the four most popular frameworks - SAFe®, DAD, LeSS, and SOS
- recognize best practices for improving team velocity
- 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



COURSE  
**Signing in & Setting up a Team**

17



COURSE  
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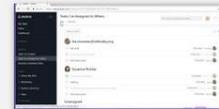
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**Using Channels**

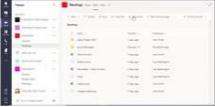
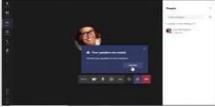
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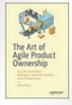
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