PLANNED

IN PROGRESS

DONE

Agile Business
Consortium

APMG International

Agile Business Consortium

Scrum training and certification

Agile
Business
Products

SCRUM
MASTER

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Agile
Business
Products

SCRUM
PRODUCT OWNER

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Agile Business Products

SCRUM

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Two-day Scrum Master and Scrum Product Owner courses and certifications addressing the principles and theory underpinning the Scrum framework and the Scrum Master and Product Owner roles.

Approved training courses available globally via APMG & Agile Business Consortium accredited training organizations (ATOs).

Click for more info

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Agile Business Consortium Scrum Master & Product Owner certification

The Scrum Guide

Underpins course materials

Developed and sustained by Scrum creators Ken Schwaber & Jeff Sutherland

Course materials developed by Agile Business Consortium

Approved Training

via Accredited Training Organizations (ATOs)

Accredited by APMG to offer approved training services

Certification

Agile Business Consortium Scrum Master & Product Owner

Syllabus & exams developed by APMG

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Agile Business
Consortium

Developed in partnership with the Agile Business Consortium – the leading not-for-profit professional body for promoting and enabling business agility worldwide.

www.agilebusiness.org

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Contents

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Background

- Agile's influence on the corporate world continues to rise at pace.

- Agile methods have long been popular in IT & software development, offering a more collaborative and incremental approach to solution development.

- Increasing numbers of organizations and project professionals are embracing Agile tools and frameworks to manage product and solution development.

- The Manifesto for Agile Software Development (2001) sparked the arrival of new methods and frameworks for Agile project and solution development.

- Despite originating in the software development arena, Agile methods and frameworks are becoming increasingly popular in a wide variety of industries as the benefits over more traditional frameworks and methodologies are realised.

- In the modern climate, product and solution development is increasingly important as organizations need to redevelop and launch new products and services to adapt, remain competitive and satisfy customers / stakeholders.

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Manifesto for Agile Software Development

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions **over** processes and tools

Working solutions **over** comprehensive documentation

Customer collaboration **over** contract negotiation

Responding to change **over** following a plan

That is, while there is value in the items on the right,
we value the items on the left more.

An incremental approach, delivering value early and regularly

The empowerment of people at the right levels, to make decisions on detail

The acceptance that we cannot know all of the detail at the outset and that we will inevitably learn more as work progresses

The collaborative working and involvement of people with the right skills, including those of the customer and end-users of the product being produced

The definition of the fine detail only just before we need it, to avoid the waste of trying to predict too early

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What is

ScRUM

What is Scrum?

- ❑ Scrum is a framework for developing, delivering and sustaining complex products through effective team collaboration.
- ❑ A framework within which people can address complex adaptive problems, while productively and creatively delivering products of the highest possible value.
- ❑ Created by Ken Schwaber and Jeff Sutherland; originally launched in 1995.
- ❑ Scrum is not a process, technique or definitive method. Rather, it is a framework within which various processes and techniques can be employed.
- ❑ Framework consists of Scrum Teams and associated roles, events, Artefacts and rules.
- ❑ Each component within the framework serves a specific purpose and is essential to Scrum's success.
- ❑ The rules of Scrum bind together the roles, events and artefacts, governing the relationships and interaction between them.
- ❑ The rules are described in **The Scrum Guide**, developed and sustained by creators Ken Schwaber and Jeff Sutherland.

Scrum

- ❑ The essence of Scrum is a small team of people. The individual team is highly flexible and adaptive.
- ❑ These strengths continue operating in single, several, many, and networks of teams that develop, release, operate and sustain the work and work products of thousands of people. They collaborate and interoperate through sophisticated development architectures and target release environments.
- ❑ Founded on empirical process control theory, or empiricism.
- ❑ Empiricism asserts that knowledge comes from experience *and* making decisions based on what is known.
- ❑ Scrum employs an iterative, incremental approach to optimize predictability and control risk.
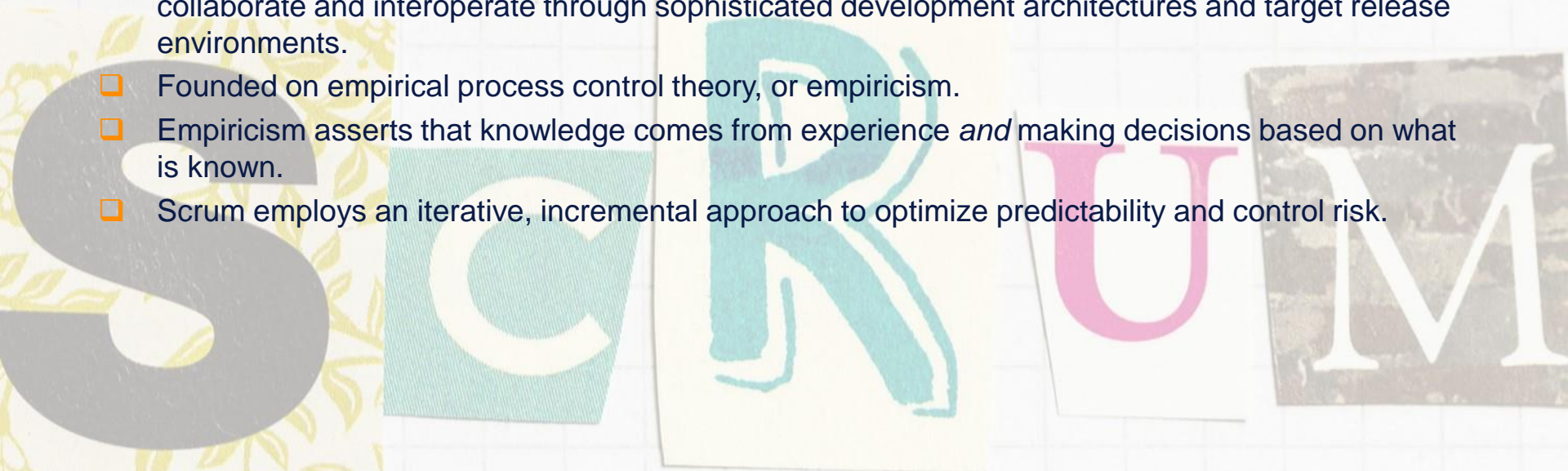
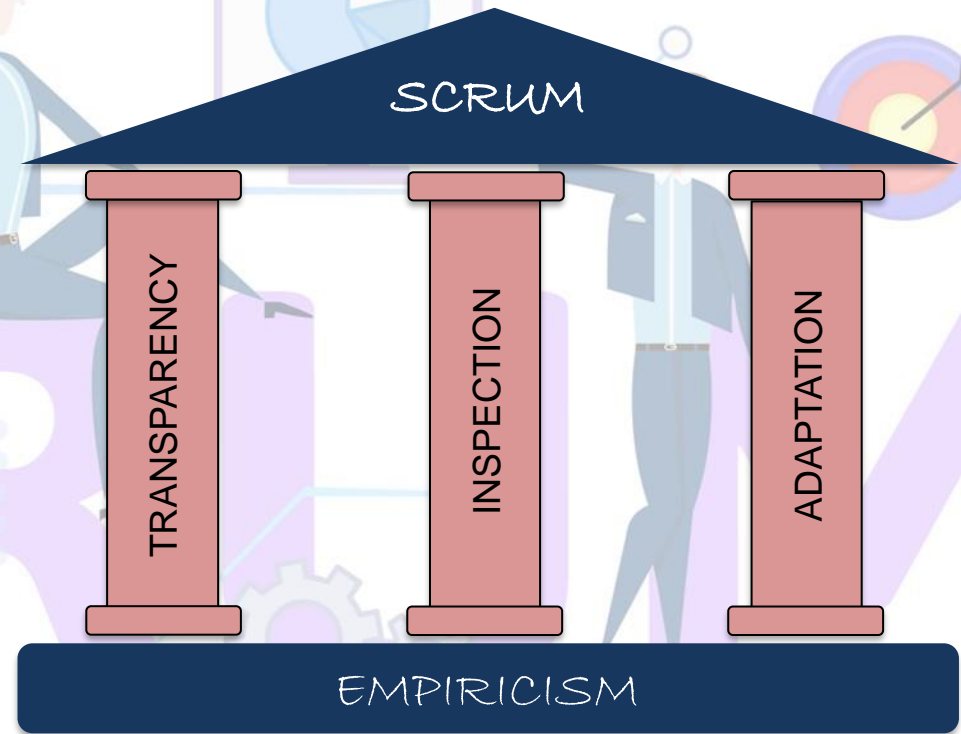# Scrum

Scrum is….

LIGHTWEIGHT

SIMPLE TO UNDERSTAND

DIFFICULT TO MASTER

Three pillars uphold every implementation
of empirical process control:

SCRUM

TRANSPARENCY

INSPECTION

ADAPTATION

EMPIRICISM

Uses of Scrum

Scrum was initially developed for managing and developing products. Starting in the early 1990s, Scrum has been used extensively worldwide to:

- ❑ Research and identify viable markets, technologies, and product capabilities
- ❑ Develop products and enhancements
- ❑ Release products and enhancements, as frequently as many times per day
- ❑ Develop and sustain Cloud (online, secure, on-demand) and other operational environments for product use
- ❑ Sustain and renew products.

Scrum has been used to develop software, hardware, embedded software, networks of interacting function, autonomous vehicles, schools, government, marketing, managing the operation of organizations and almost everything we use in our daily lives, as individuals and societies.

As technology, market, and environmental complexities and their interactions have rapidly increased, Scrum's utility in dealing with complexity is proven daily.

Scrum proved especially effective in iterative and incremental knowledge transfer. Scrum is now widely used for products, services, and the management of the parent organization.

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Benefits of Scrum

REVENUE

Using Scrum, new features are developed incrementally in Sprints. At the end of each Sprint a potentially releasable increment of a product/solution is available. This enables the product/solution to potentially be released much earlier in the development cycle, enabling benefits to be realised earlier.

QUALITY

Maintaining quality is a key Scrum development principle. Testing occurs during every Sprint, enabling regular inspection of the working solution as it develops. Quality issues can be discovered and rectified at early and regular intervals.

TRANSPARENCY

Scrum development encourage active Product Owner and Stakeholder involvement throughout the development process, helping to ensure that expectations are effectively managed.

RISK

Small development increments help to identify risks early and make it easier to effectively mitigate them. Risks are owned by the Scrum Team and are regularly reviewed, reducing the risk of a failed project/initiative.

FLEXIBILITY / AGILITY

Traditional (often referred to as 'waterfall') approaches often require 'big design up front' and resist change. In agile development, change is accepted and expected. Detailed requirements emerge and evolve as the product/solution is developed.

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Benefits of Scrum

COST CONTROL

Fixed timescales and evolving requirements enable a fixed budget. The scope of the product and its features are variable, rather than the cost. The real cost of development can be measured as it proceeds, which provides a more accurate view of the cost of future development activities.

BUSINESS ENGAGEMENT & CUSTOMER SATISFACTION

The active involvement of a Product Owner, the high transparency of the product and progress, and the flexibility to change when change is needed, create much better business engagement and customer satisfaction.

A VALUABLE PRODUCT

The ability for requirements to emerge and evolve, and the ability to embrace change, help to ensure Scrum Teams develop the right products/solutions which meet or exceed the desired value of the customer/user/stakeholders. The emphasis is on building the right product that will deliver the desired value and benefits.

SPEED TO MARKET

Research suggests about 80% of all market leaders were first to market. As well as higher revenue from incremental delivery, agile development supports the practice of early and regular releases.

MORE ENJOYABLE

Active involvement, cooperation and collaboration makes for a more enjoyable place to work. When people enjoy what they do, the quality of their work will be higher and the potential for innovation will be greater.

Beyond IT & software development….

Scrum was originally designed as a framework for developing software, with many believing Scrum's scope is still limited to the IT and software development arena.

Many others – including us – believe Scrum can be applied effectively is a range of departments and business functions and, to validate that thinking, we ran a quick poll on LinkedIn.
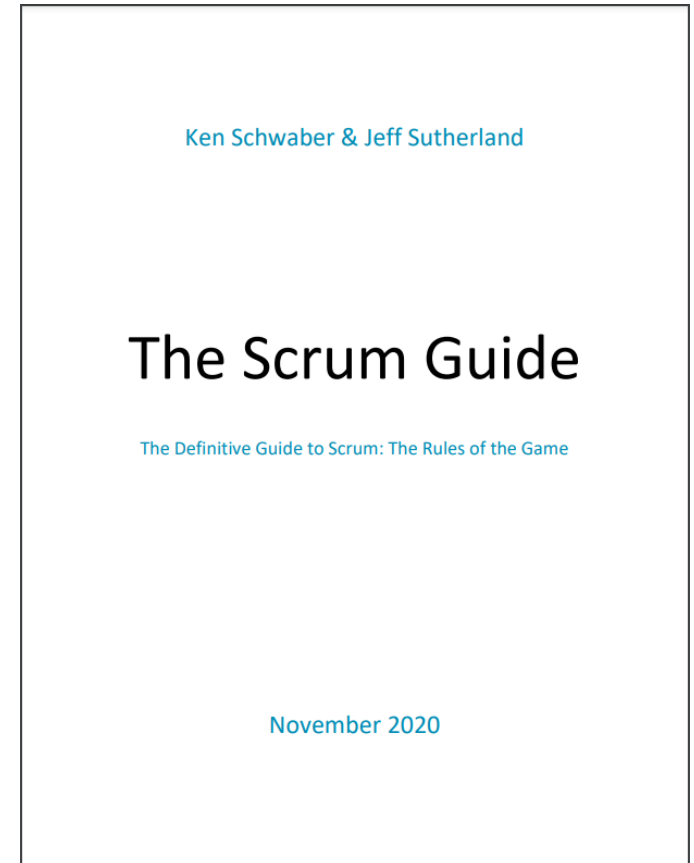
We asked a simple yes/no question – **Can Scrum be applied effectively outside of IT and software development?** – and the results were fairly conclusive.
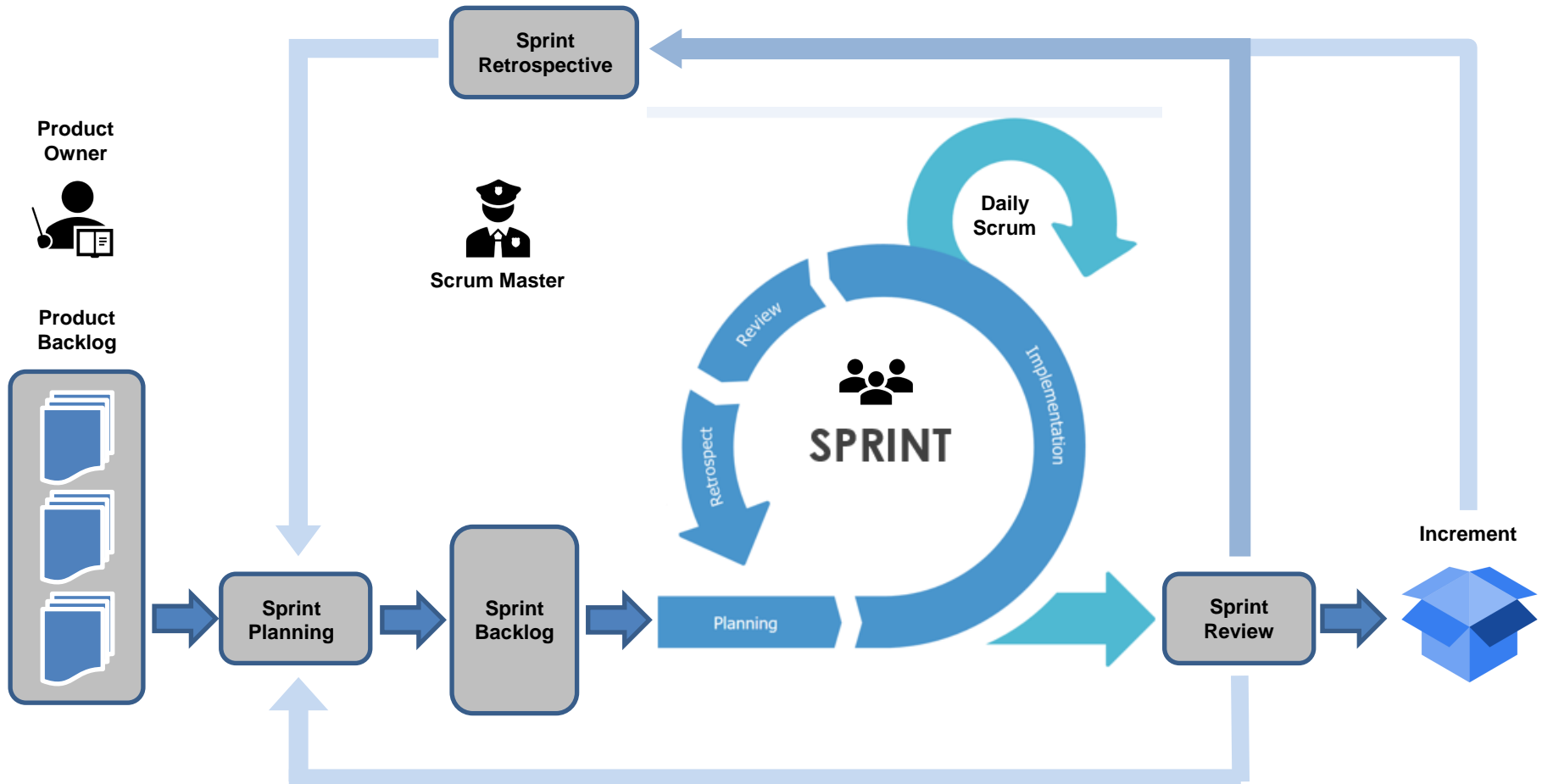
88% of 608 voters said YES!

If part of your role involves developing products and solutions, don't feel that Scrum won't be helpful because it's an IT/software thing!

The Scrum Guide

❑ Created by Ken Schwaber and Jeff Sutherland

❑ Designed to explain Scrum clearly and succinctly

❑ Contains the definition of Scrum, consisting of Scrum roles, events, artefacts, and the rules that bind them together.

❑ Updated November 2020.

❑ Available in over 30 languages.

❑ Download free at: www.scrumguides.org

Ken Schwaber & Jeff Sutherland

The Scrum Guide

The Definitive Guide to Scrum: The Rules of the Game

November 2020

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Scrum Framework

Scrum Values

Successful use of Scrum depends on people becoming more proficient in living these five values.

COURAGE

Scrum Team members have courage to do the right thing and work on tough problems

FOCUS

Everyone focuses on the work of the Sprint and the goals of the Scrum Team

COMMITMENT

People personally commit to achieving the goals of the Scrum Team

RESPECT

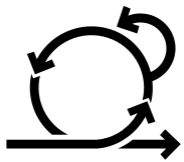Scrum Team members respect each other to be capable, independent people

OPENNESS

The Scrum Team and its stakeholders agree to be open about all the work and the challenges with performing the work

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Scrum Events

Time-boxed events used to create regularity and to minimize the need for meeting not defined in Scrum

| The Sprint	Sprint Planning	Daily Scrum	Sprint Review	Sprint Retrospective
A time-box of one month or less during which a "Done", useable, and potentially releasable product Increment is created.	The work to be performed in the Sprint is planned at the Sprint Planning. This plan is created by the collaborative work of the entire Scrum Team.	The Daily Scrum is a 15-minute time-boxed event for the Development Team. The Daily Scrum is held every day of the Sprint. At it, the Development Team plans work for the next 24 hours.	A Sprint Review is held at the end of the Sprint to inspect the Increment and adapt the Product Backlog if needed.	The Sprint Retrospective is an opportunity for the Scrum Team to inspect itself and create a plan for improvements to be enacted during the next Sprint.

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Scrum Artefacts

Represent work or value to provide transparency of key information and opportunities for inspection and adaption.
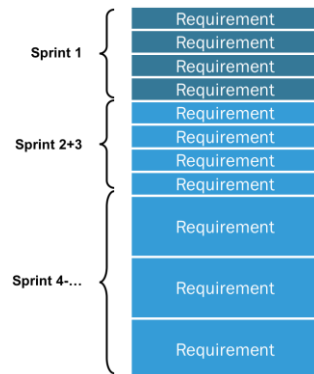
PRODUCT BACKLOG

An ordered list of everything that is known to be needed in the product. Single source of requirements for any changes to be made.
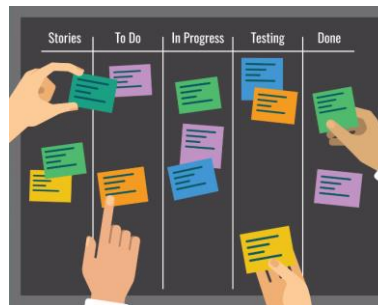
SPRINT BACKLOG

Set of Product Backlog items selected for the Sprint, plus a plan for delivering the product Increment and realizing the Sprint Goal.

INCREMENT

The sum of all the Product Backlog items completed during a Sprint and the value of the increments of all previous Sprints.

Scrum Team

Scrum Master
Responsible for promoting and supporting Scrum - as defined in the Scrum Guide - by helping everyone understand Scrum theory, practices, rules, and values.

Product Owner
Responsible for maximizing the value of the product resulting from work of the Development Team. sole person responsible for managing the Product Backlog.

Development Team
Consists of professionals who do the work of delivering a potentially releasable Increment of "Done" product at the end of each Sprint. Structured and empowered to organize and manage their own work.

Scrum teams: key attributes

❑ Consist of a Product Owner, the Development Team and a Scrum Master.

❑ Self-organizing and cross-functional.

❑ Scrum team model is designed to optimize flexibility, creativity and productivity.

❑ Scrum Teams deliver products iteratively and incrementally, maximizing opportunities for feedback.

Scrum Master

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Scrum Master

Professional Scrum Masters demonstrate knowledge and understanding of Scrum
and their ability to apply it in real-world situations.

Responsible for promoting and supporting Scrum as defined in the Scrum Guide.

Scrum Masters do this by helping everyone understand Scrum theory, practices, rules, and values.

The Scrum Master is a servant-leader for the Scrum Team.

The Scrum Master helps those outside the Scrum Team understand which of
their interactions with the Scrum Team are helpful and which aren't.

The Scrum Master helps everyone change these interactions to maximize
the value created by the Scrum Team.

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Scrum Master: service to the Product Owner

The Scrum Master serves the Product Owner in several ways, including:

- ❑ Ensuring that goals, scope, and product domain are understood by everyone on the Scrum Team as well as possible;
- ❑ Finding techniques for effective Product Backlog management;
- ❑ Helping the Scrum Team understand the need for clear and concise Product Backlog items;
- ❑ Understanding product planning in an empirical environment;
- ❑ Ensuring the Product Owner knows how to arrange the Product Backlog to maximize value;
- ❑ Understanding and practicing agility; and
- ❑ Facilitating Scrum events as requested or needed.

Scrum Master: service to the Development Team

The Scrum Master serves the Development Team in several ways, including:

❑ Coaching the Development Team in self-organization and cross-functionality;

❑ Helping the Development Team to create high-value products;

❑ Removing impediments to the Development Team's progress;

❑ Facilitating Scrum events as requested or needed; and

❑ Coaching the Development Team in organizational environments in which Scrum is not yet fully adopted and understood.

Scrum Master: service to the Organization

The Scrum Master serves the organization in several ways, including:

❑ Leading and coaching the organization in its Scrum adoption;
❑ Planning Scrum implementations within the organization;
❑ Helping employees and stakeholders understand and enact Scrum and empirical product development;
❑ Causing change that increases the productivity of the Scrum Team; and
❑ Working with other Scrum Masters to increase the effectiveness of the application of Scrum in the organization.

Product Owner

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Scrum Product Owner

The Product Owner is accountable for maximizing the value of the product resulting from the work of the Scrum Team. How this is done may vary widely across organizations, Scrum Teams, and individuals.

The Product Owner is also accountable for effective Product Backlog management, which includes:

*** Developing and explicitly communicating the Product Goal. ***

*** Creating and clearly communicating Product Backlog items. ***

*** Ordering Product Backlog items. ***

*** Ensuring that the Product Backlog is transparent, visible and understood. ***

The Product Owner may do the above work or may delegate the responsibility to others. Regardless, the Product Owner remains accountable.

Scrum Product Owner

For Product Owners to succeed, the entire organization must respect their decisions. These decisions are visible in the content and ordering of the Product Backlog, and through the inspectable Increment at the Sprint Review.

The Product Owner is one person, not a committee. The Product Owner may represent the needs of many stakeholders in the Product Backlog. Those wanting to change the Product Backlog can do so by trying to convince the Product Owner

2019 Scrum Master Trends report*

"The role of the Scrum Master has become increasingly popular and important in recent years. In 2018, **Glassdoor continues to include Scrum Master in their list of highest paying jobs**[1] – ranking at number 20 with a median salary of **$98,239 USD**, it's climbed two spots since 2017. **LinkedIn also included Scrum Master in its 2019 Most Promising Jobs list**[2]. With the growth of Agile and Scrum as a whole, this does not come as a surprise."

*https://age-of-product.com/scrum-master-trends-report-2019-free-download/

1. https://www.glassdoor.com/List/Highest-Paying-Jobs-LST_KQ0,19.htm
2. https://blog.linkedin.com/2019/january/10/linkedins-most-promising-jobs-of-2019

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2019 Scrum Master Trends report*

- ❑ 2100 survey participants from 87 countries
  - ❑ 28% from United States
  - ❑ 44% from Germany, Netherlands, India, UK, Canada, Poland, France, Brazil & Australia
- ❑ 65% report a salary of $75,000+ USD
- ❑ 44% of participants that have a certification reported earning more than $100,000 USD
  - ❑ Only 18% of those without a certification reported the same
- ❑ 38% of participants who reported having Scrum training report a salary of £100,000+ USD
  - ❑ Only 15% of those without training reported the same

*https://age-of-product.com/scrum-master-trends-report-2019-free-download/

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Training and certification

apmg-international.com

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Courses overview

- ❑ Two-day courses addressing the principles and theory underpinning the Scrum framework, and the role of Scrum Masters and Product Owners in it.
- ❑ Delivered by APMG and Agile Business Consortium accredited training providers.
- ❑ Accredited training is mandatory. No self-study / public exam option.
- ❑ Courses offer a combination of instruction and team-based exercises, teaching what is at the heart of the Scrum and Agile movement.
- ❑ Courseware underpinned by The Scrum Guide, developed and sustained by Scrum creators Ken Schwaber and Jeff Sutherland.
- ❑ Throughout courses, students are challenged to think in terms of the Scrum principles to better understand their application when returning to the workplace.
- ❑ Much more than just a set of slides and an instructor; courses are made up of discussions and hands-on exercises based on real-world scenarios.
- ❑ Purposefully less IT-centric. Exercises and discussions focus on non-IT scenarios.
- ❑ Day 1 is the same for both Scrum Master and Product Owner; individuals targeting both certifications only need to complete day 1 once.

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Course topics

- Scrum theory and principles
- The Scrum Framework
- The role of the Scrum Master
- The role of Product Owner
- The definition of Done
- Working with people and teams
- Scrum in your organization

Syllabi

- Five key areas:-

  – Concepts

  – Roles

  – Events

  – Artefacts

  – Expanded Guidance

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Accrediting Professionals

SCRUM

Agile Business Consortium Scrum Master
Syllabus v2.0
February 2021

APMG International

Exams

SCRUM MASTER & PRODUCT OWNER
Multiple-choice format
50 questions
74% pass mark (37/50)
40 minutes
Closed-book
No pre-requisites

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Target Audience

Scrum Master training & certification is for anyone involved in product delivery using the Scrum framework.

Scrum Product Owner training & certification is for current and aspiring Product Owners involved in product delivery using the Scrum framework.

Particularly beneficial for those accountable for getting the most out of Scrum, including Scrum Masters, managers, and Scrum team members.

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Benefits & learning outcomes

❑ Gain a deep understanding of the Scrum Framework - the theory, practices, roles, rules and values - as defined in The Scrum Guide.

❑ Understand - in detail - the role of Scrum Master and how the role interacts with different members of the Scrum Team and other stakeholders.

❑ Understand - in detail - the role of Product Owner and how the role interacts with different members of the Scrum Team and other stakeholders.

❑ Master the Scrum principles to better understand their application when returning to the workplace.

❑ Understand how to construct an effective development team with an appropriate mix of skills and experience.

❑ (Scrum Masters) Know how to act as a servant-leader for the Scrum Team, promoting and enabling self-organization to create high value products.

❑ Learn how to facilitate Scrum Events and remove impediments to the Scrum Team's progress.

❑ (Scrum Masters) Help Scrum Product Owners shape and refine product backlogs to guide early and incremental delivery of valuable products.

❑ Drive adoption of the Scrum framework for more effective product and solution development, working with stakeholders and other Scrum Masters to improve its effectiveness.

Scrum certification is available from a range of providers.

WHY CHOOSE US?

Why should organizations and individuals choose the offering from APMG & Agile Business Consortium?

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1

Source materials

The APMG-ABC courses, syllabi & learning objectives are based on the latest edition of the official Scrum Guide (The Definitive Guide to Scrum: The Rules of the Game).

2

Agile experts

Developed in partnership with Agile Business Consortium – leaders in promoting and enabling business agility.

3

Quality materials

Course materials & exercises developed by experienced Scrum Master & Product Owner trainers.

4

Course experience

Courses are highly interactive to encourage collaboration and reinforce learning objectives.

5

Wider business focus

Increased focused on Scrum's application beyond IT & software development.

6

Expert delivery

Courses delivered by APMG accredited trainers and training organizations. APMG's accreditation processes are respected globally and accredited by UKAS.

WHY CHOOSE US?

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7

Consistent quality

APMG accredited providers use standardized accredited materials developed by the Agile Business Consortium and experienced Scrum trainers/practitioners.

8

No recertification requirements

APMG Scrum Master and Product Owner certifications do not expire; candidates do not need to re-certify.

9

Convenience

The APMG-ABC Scrum Master & Product Owner exams can be taken at the end of the course.

10

Choose your format

The APMG-ABC exams are available in both paper and online formats.

11

Claim an additional badge

Successful candidates can claim an additional Business Agility Professional Level 1 digital badge from the Agile Business Consortium, offering candidates additional recognition of their achievements.

12

Share your success

Successful candidates can claim a digital badge and share their success online.

WHY CHOOSE US?

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Scrum Master candidate survey (Apr-May 22)

In April-May 2022 we ran a survey of our Scrum Master candidates. Below are some key findings:

❑ **100% of respondents** either agreed or strongly agreed that individuals involved in product/solution/software development should consider APMG/Agile Business Consortium Scrum Master course and certification to support career progression.

❑ **100% of respondents** felt the Scrum Master learning/training experience equipped them with skills and knowledge that they could apply immediately.

❑ When asked if individuals involved in product/solution/software development should consider the APMG/Agile Business Consortium Scrum Master course and certification to boost their ability, **100% selected "Strongly Agree" or "Agree"**.

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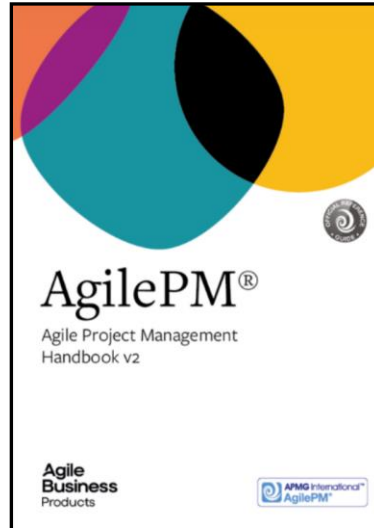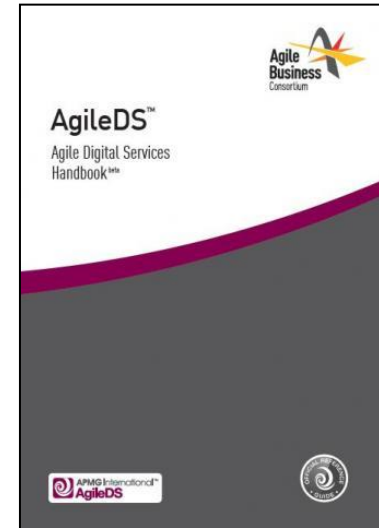
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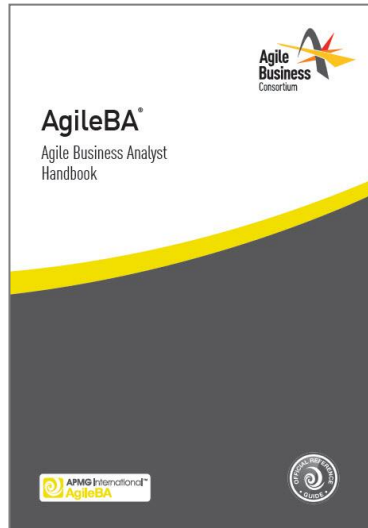
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Find out more at:

www.agilebusiness.org

Including:
Membership (individual and corporate)
Free-to-download resources
Training and certification
Events