



Global Accreditation Body for
Scrum and Agile Certifications



Scrum is an iterative and incremental Agile framework for delivering successful projects.

A scrum (short for scrummage) is a method of restarting play in rugby football.

Overview of Scrum

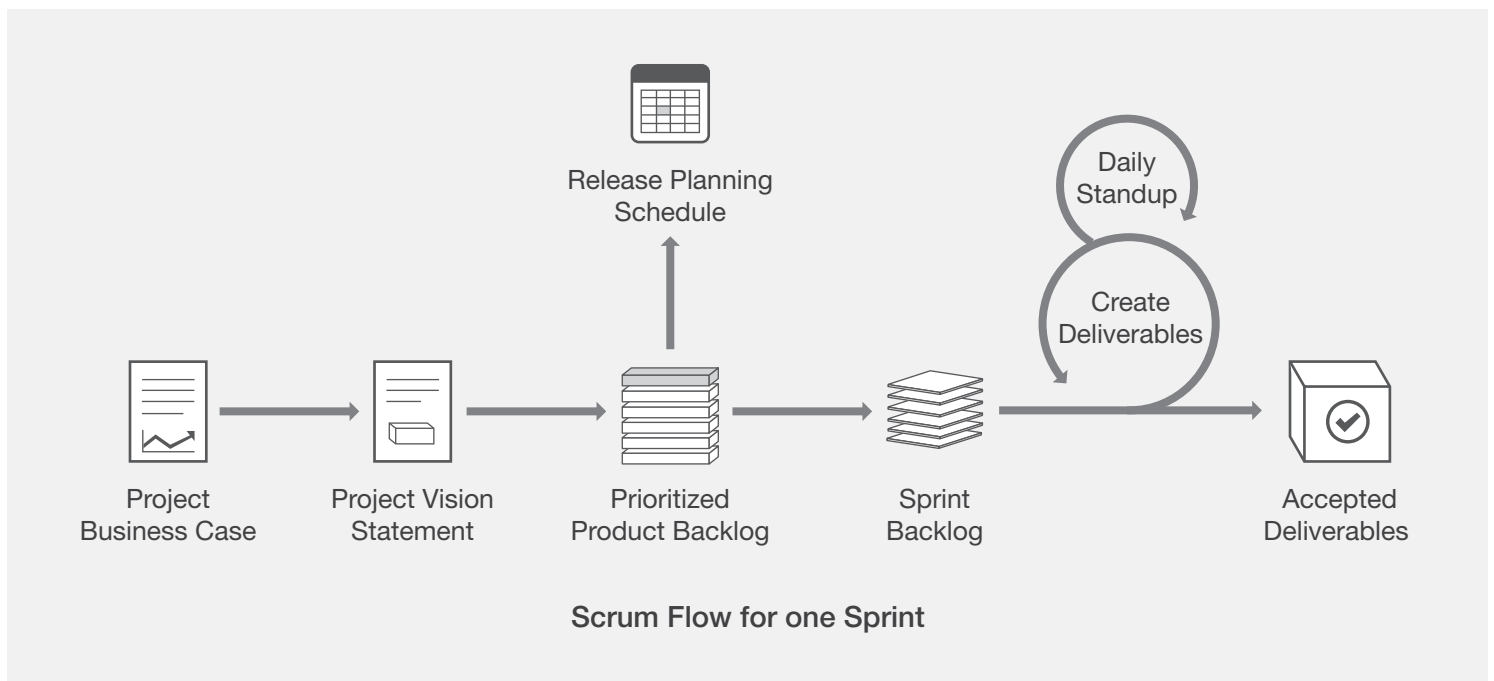


Scrum is the most popular Agile framework. It is an adaptive, iterative, fast, flexible, and effective method designed to deliver significant value quickly and throughout a project.

Scrum ensures transparency in communication and creates an environment of collective accountability and continuous progress. The Scrum framework, as defined in the SBOK™ Guide, is structured in such a way that it supports product and service development in all types of industries and in any type of project, irrespective of its complexity.

A Scrum project involves a collaborative effort to create a new product, service, or other result as defined in the Project Vision Statement. Projects are impacted by constraints of time, cost, scope, quality, resources, organizational capabilities, and other limitations that make them difficult to plan, execute, manage, and ultimately succeed. However, successful implementation of the results of a finished project provides significant business benefits to an organization. It is therefore important for organizations to select and practice an appropriate project delivery approach.

A key strength of Scrum lies in its use of cross-functional, self-organized, and empowered teams who divide and execute their work in short, concentrated work cycles called Sprints. The focus of Scrum on value-driven delivery helps Scrum Teams deliver results as early in the project as possible.



Google Trends Analysis: Scrum is more popular than PMP® or PRINCE2®



United States ▼

2004 - present ▼

Jobs & Education ▼

Web Search ▼

Compare

Search terms ▼

Scrum

Search term

PMP

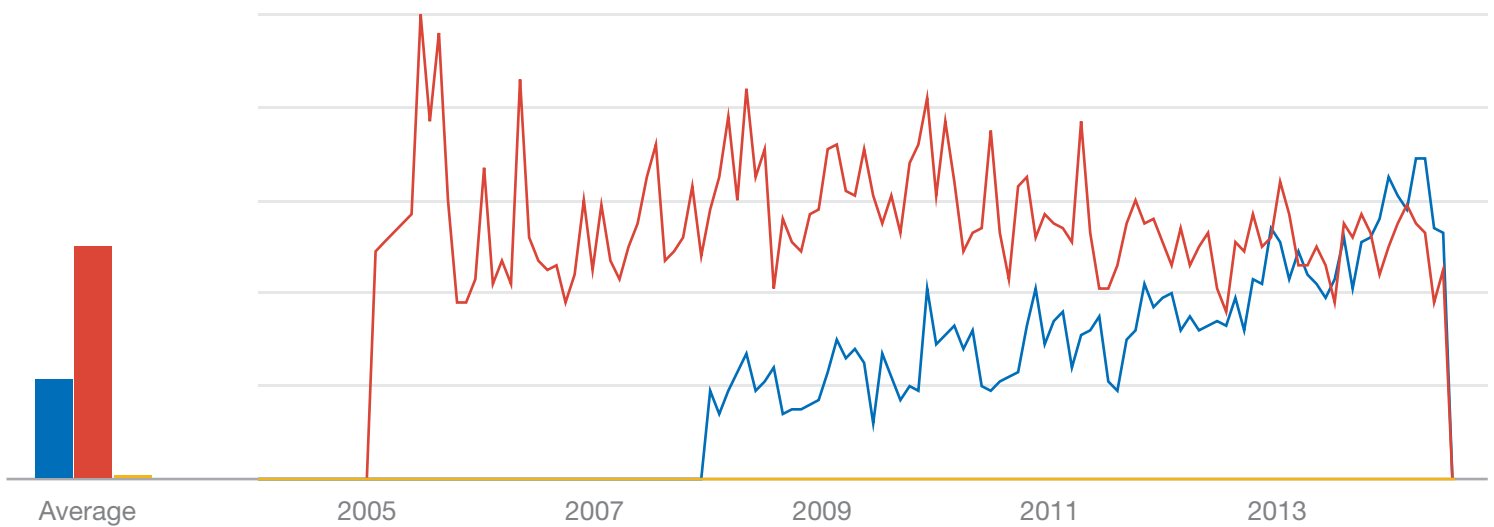
Search term

PRINCE2

Search term

+ Add terms

Interest over time



How to generate this graph?

Step 1: Visit www.google.com/trends

Step 2: Compare Scrum, PMP, and PRINCE2

Step 3: From the top menu, change the Country to “United States” and the Category to “Jobs & Education”

PRINCE2® is a registered trademark of AXELOS Limited.
PMP® is a registered trademark of Project Management Institute, Inc.

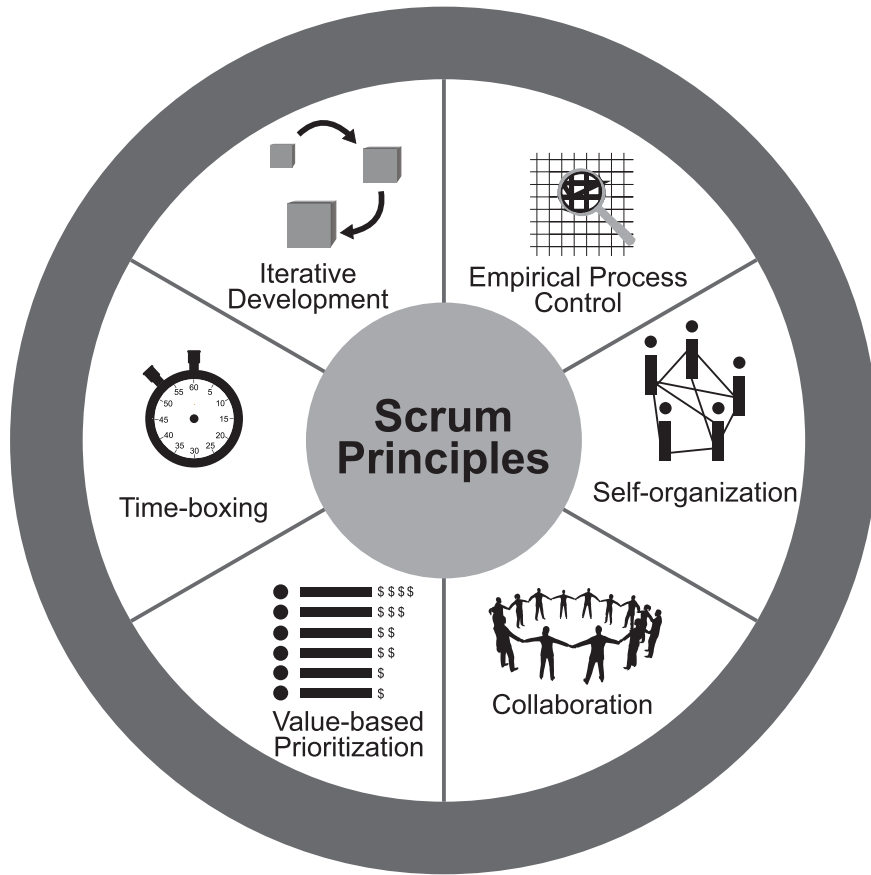
Scrum vs. Traditional Project Management



A Guide to the
SCRUM BODY OF KNOWLEDGE
(SBOK™ GUIDE)
2013 Edition

Differences between Scrum and traditional project management models

	Scrum	Traditional Project Management
Emphasis	On people	On processes
Documentation	Minimal — only as required	Comprehensive
Process style	Iterative	Linear
Upfront planning	Low	High
Prioritization of requirements	Based on business value and are regularly updated	Fixed to the Project Plan
Quality assurance	Customer-centric	Process-centric
Organization	Self-organized	Managed
Management style	Decentralized	Centralized
Change	Updates to Prioritized Product Backlog	Formal Change Management System
Leadership	Collaborative, Servant Leadership	Command and control
Performance measurement	Business value	Plan conformity
Return on Investment (ROI)	Early, throughout project life	End of project life
Customer involvement	High, throughout the project	Varies, depending on the project lifecycle



Scrum Principles Diagram

Initiate	Plan & Estimate	Implement	Review & Retrospect	Process style
Create Project Vision	Create User Stories	Create Deliverables	Convene Scrum of Scrums	Ship Deliverables
Identify Scrum Master & Stakeholder(s)	Approve, Estimate and Commit User Stories	Conduct Daily Standup	Demonstrate and Validate Sprint	Retrospect Project
Form Scrum Team	Create Tasks	Groom Prioritized product Backlog	Retrospect Sprint	
Develop Epics(s)	Estimate Tasks			
Create Prioritized Product Backlog				



Scrum Principles



Empirical Process Control

Scrum prescribes making decisions based on observation and experimentation rather than detailed upfront planning.



Self-Organization

Scrum believes that today's workers have much more knowledge to offer than just their technical expertise and that they deliver greater value when self-organized.



Collaboration

In Scrum, product development is a shared value-creation process that needs all the stakeholders working and interacting together to deliver the greatest value.



Value-based Prioritization

Delivering the greatest value in the shortest amount of time requires prioritization and selection of what could be done from what should be done.



Time-boxing

Time is treated as a limiting constraint and time-boxing is used as the rhythm to which all stakeholders work and contribute.



Iterative Development

The customer may not always be able to define very concrete requirements. The iterative model is more flexible in accommodating changing requirements.

Roles : Cores



Product Owner

- Defines the Project Vision and Release Schedule as the “Voice of the Customer”
- Defines customer requirements in the form of Epics/User Stories and clarifies these requirements for team members
- Prioritizes items on the Product Backlog according to business value
- Provides Acceptance/Done Criteria and inspects deliverable(s) to validate them



Scrum Master

- Ensures that Scrum processes are correctly followed by all Scrum Core Team members, including the Product Owner
- Ensures that an ideal project environment exists for the Scrum Team to successfully complete Sprints
- Oversees Release Planning Sessions and convenes other meetings
- Acts as a servant-leader that helps motivate and coach the team



Scrum Team

- Typically a small team of 6–10 members with no further subdivision of teams
- Cross-functional and self-organizing, the Scrum Team enjoys complete autonomy during a Sprint
- Members are generalists across domains and specialists in at least one area
- Responsibility for the work lies with the



Non-Cores

Stakeholders

- Customers
- Users
- Sponsors

Vendors

Scrum Guidance Body



Artifacts



Project Vision Statement

A the business need the project is intended to meet and should focus on the problem rather than the solution.



Prioritized Product Backlog

The Product Owner generates a prioritized list of requirements that, when turned into potentially shippable product functionality, will deliver the Project Vision. Owned by the Product Owner.



Sprint Goal

Proposed by the Product Owner and accepted by the team, it is a one-sentence aim for the current Sprint.



Sprint Backlog

A the Scrum Team commits to executing this list of items in the upcoming Sprint. Any risk-mitigating activities are also included as tasks in the Sprint Backlog.



Impediment Log

Impediments or obstacles encountered by the team should be formally recorded by the Scrum Master in an Impediment Log.



Product Increment

The potentially shippable deliverable of the team at the end of each Sprint that satisfies the Acceptance and Done Criteria.



Retrospect Sprint Meeting

Team members discuss what went well during the previous Sprint and what did not go well, the goal being to learn and make improvements in the Sprints to follow. Time-boxed to 4 hours for a 1-month Sprint.

Meetings



Project Vision Meeting

This meeting explains the business needs the project is intended to meet and should focus on the problem rather than the solution.



Release Planning Meeting

The purpose of this meeting it to develop a Release Plan that defines when various sets of usable functionality or products will be delivered to the customer.



Sprint Planning Meeting

The primary output of this meeting is the Sprint Backlog. Task Planning and Task Estimation are accomplished during Sprint Planning. Time-boxed to 8 hours for a 1-month Sprint.



Daily Standup Meeting

Scrum Team members gather for short, daily meeting time-boxed to 15 minutes. Each Scrum Team member answers the following three questions:
What did I do yesterday?
What will I do today?
What's in my way?



















Sprint Review Meeting

The Scrum Team presents the completed Sprint deliverables to the Product Owner who either accepts or rejects them based on the defined Acceptance and Done Criteria. Time-boxed to 4 hours for a 1-month Sprint.



Some of the key benefits of using Scrum

-  **Adaptability**
Empirical process control and iterative delivery make projects adaptable and open to incorporating change.
-  **Transparency**
All information radiators such as Scrumboards and Sprint Burndown Charts are shared, leading to an open work environment.
-  **Continuous Feedback**
Continuous feedback is provided through the *Conduct Daily Standup* and *Demonstrate and Validate Sprint* processes.
-  **Continuous Improvement**
The deliverables are improved progressively in each Sprint, through the *Groom Prioritized Product Backlog* process.
-  **Faster Problem Resolution**
Problems are resolved quickly due to collaboration between cross functional teams.
-  **Efficient Development Process**
The development process is efficient due to time-boxing and minimization of nonessential work.
-  **Sustainable Pace**
Scrum processes are designed such that the people involved can work at a sustainable pace that they can, in theory, continue indefinitely.
-  **Early Delivery of High Value**
The *Create Prioritized Product Backlog* process ensures that the highest value requirements of the customer are satisfied first.
-  **Motivation**
The *Conduct Daily Standup* and *Retrospect Sprint* processes lead to greater levels of motivation among employees.
-  **Effective Deliverables**
The *Create Prioritized Product Backlog* process and regular reviews after creating deliverables ensure effective deliverables to the customer.
-  **Customer-centric**
Emphasis on business value and an collaborative approach to stakeholders ensure a customer-oriented framework period.
-  **High Trust Environment**
The *Conduct Daily Standup* and *Retrospect Sprint* processes promote transparency and collaboration, leading to low friction among employees.
-  **Collective Ownership**
The *Approve, Estimate, and Commit User Stories* process allows team members to take ownership of the project and their work, leading to better quality.
-  **Continuous Delivery of Value**
Iterative processes enable the continuous delivery of value through the *Ship Deliverables* process as frequently as the customer requires.
-  **High Velocity**
A collaborative framework enables highly skilled cross-functional teams to achieve their full potential and high velocity.
-  **Innovative Environment**
The *Retrospect Sprint* and *Retrospect Project* processes create an environment of introspection and learning, leading to innovation and creativity.



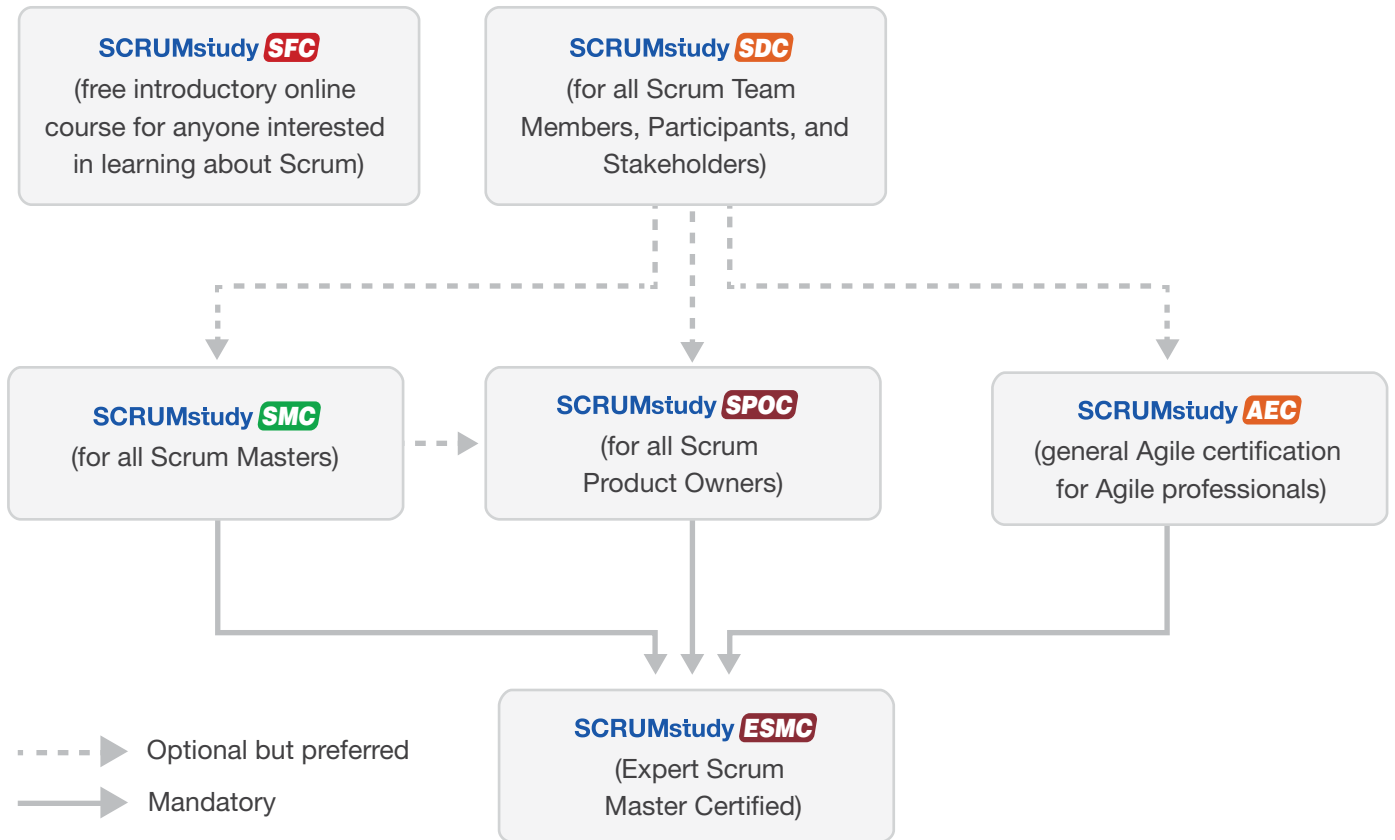
11 reasons why SCRUMstudy is the best Scrum accreditation body

Parameters	SCRUMstudy Scrum/Agile Certifications
1. Most popular and widely accepted	<ul style="list-style-type: none"> • VMEdu® has trained more than 400,000 students in delivering successful projects • More than 5,000 students certified each month for Scrum/Agile • Largest partner network of 275+ Authorized Training Partners (A.T.P.s)
2. Based on Scrum Body of Knowledge (SBOK™ Guide)	<ul style="list-style-type: none"> • All exams are based on <i>A Guide to the Scrum Body of Knowledge (SBOK™ Guide)</i> • This guide is the definitive and detailed industry guide endorsed by Scrum experts
3. Industry-wide acceptance	<ul style="list-style-type: none"> • Applied by organizations in diverse projects spanning an eclectic mix of industries
4. Scalable Scrum	<ul style="list-style-type: none"> • Enables practitioners to scale Scrum to the Portfolio and Program levels, aligned to the way organizations work
5. Established name in Scrum/Agile certifications	<ul style="list-style-type: none"> • Widest network of A.T.P.s globally offering its certifications • Widely reputed and accepted by various Fortune 500 companies such as Apple, IBM, HP, Bank of America, AT&T, Dell, Verizon, Lockheed Martin, and PepsiCo
6. Active discussions to share and learn	<ul style="list-style-type: none"> • Active discussions on LinkedIn, Twitter, Facebook, Google+, and more discussion forums and blogs • Most active Group for Scrum on LinkedIn https://www.linkedin.com/groups/SCRUMstudy-1-Group-Scrum-Agile-6718717
7. Multiple free resources for Scrum & Agile Community	<ul style="list-style-type: none"> • Wide range of free resources such as 5+ hours of high-quality videos, useful case studies, interactive mobile apps, blogs, and articles
8. Free "Scrum Fundamentals Certified" - SFC™ Course	<ul style="list-style-type: none"> • Free certification includes approximately 10 hours of free online self-study through videos, case studies, and guides
9. Credible and standard testing environment	<ul style="list-style-type: none"> • Certification exams conducted using live online proctoring system to maintain the integrity of the exams
10. Teaching methodology	<ul style="list-style-type: none"> • Scientifically proven and highly interactive teaching methodology including role-plays, case studies, and simulations
11. Experienced SCRUMstudy trainers	<ul style="list-style-type: none"> • SCRUMstudy Certified Trainers (SCT®) undergo a rigorous assessment process and are required to successfully pass three SCRUMstudy certification exams before they are eligible to teach

Certification Hierarchy



This Certification Hierarchy Diagram shows the preferred and optional certification needed to move to the next level.



Certification Hierarchy

SCRUMstudy certified professionals help organizations with improved levels of project delivery that leads to increased returns on investment for projects.



Scrum Fundamentals Certified' course is tailored to help anyone interested to know more about Scrum ; learn about key concepts in Scrum as defined in the SBOK™ Guide; and to get a basic understanding of how Scrum framework works in delivering successful projects.

This course is included as a part of Free Primary Lifetime Membership. The purpose of the 'Scrum Fundamentals Certified' exam is to confirm you have basic understanding of the Scrum framework. On passing the exam, you will be accredited as "Scrum Fundamentals Certified". You will also be provided with 10 PMI approved PDUs.

Syllabus

1. Introduction to Scrum

- Scrum Overview
- Scrum Principles, Aspects and Processes



Examination Format

- Multiple choice
- 75 questions per exam
- No negative marks for wrong answers
- 90 minutes duration
- Proctored online exam
- Current pass rate: 98%

Prerequisites

There is no formal prerequisite for this certification. However, SDC™ or SMC™ Certified professionals will be able to better understand the concepts required for this certification exam.

Maintaining Certification (RCUs)

not applicable

Audience Profile

Anyone interested in knowing more about Scrum can take up this course and exam for free.



Scrum Developer Certified (SDC™) is an entry-level certification for Scrum Team members and those who interact with any Scrum Team.

The objective of this certification is to ensure that students understand the basics of Scrum that Scrum Team members need to know in order to effectively contribute to a Scrum project. On successful completion of the course, students will be able to apply Scrum effectively as Scrum Team members in Scrum/Agile projects.

Syllabus

1. Introduction to Scrum

- Scrum Overview
- Scrum Principles, Aspects and Processes

2. Organization

- Core roles and Non-core Roles

3. Business Justification

- Value-driven Delivery
- Factors used to Determine Business Justification
- Confirm Benefits Realization

4. Quality

- Quality Defined
- Quality, Scope and Business Value
- Quality Management in Scrum

5. Change

- Unapproved and Approved Changes
- Change in Scrum

6. Risk

- Risks and Issues
- Risk Management Procedure

7. Introduction to Scrum Project Phases

8. Initiate

- Create Project Vision Process
- Identify Scrum Master and Stakeholders Process

- Form Scrum Team and Develop Epics processes
- Create Prioritized Product Backlog and Conduct Release Planning Processes

9. Plan and Estimate

- Create User Stories Process
- Approve, Estimate, and Commit User Stories Process
- Create Tasks and Estimate Tasks Processes
- Create Sprint Backlog Process

10. Implement

- Create Deliverables and Conduct Daily Stand-up processes
- Groom Prioritized Product Backlog Process

11. Review and Retrospect

- Convene Scrum of Scrums Process
- Demonstrate and Validate Sprint Process
- Retrospect Sprint Process

12. Release

- Ship Deliverables and Retrospect Project Processes

13. Scaling of Scrum

- Scalability of Scrum and Mapping Traditional Roles to Scrum

Examination Format

- Multiple choice
- 75 questions
- One mark awarded for every right answer
- No negative marks for wrong answers
- 90 minutes duration
- Proctored online exam

Prerequisites

There is no formal prerequisite for this certification.

Maintaining Certification - Re-certification Units (RCUs)

25 RCUs every 3 years.

Audience Profile

This is highly recommended for everyone in a company who works in a Scrum Team, interacts with any Scrum Team, or is interested in understanding the basics of Scrum and how this method could be used effectively.



Scrum Master Certified (SMC™) is a certification for Scrum Masters and experienced practitioners needing or wanting more advanced instruction.

The objective of this certification is to confirm that the applicants have achieved sufficient understanding of how to apply Scrum in projects, and how to tailor Scrum to a particular scenario.

Syllabus

1. Agile Overview

- The Rise of Agile
- The Agile Manifesto
- Principles the of Agile Manifesto
- Declaration of Interdependence
- Agile Methods
- Agile vs. Traditional Project Management

2. Scrum Overview

- Scrum Principles
- Scrum Aspects
- Scrum Processes
- Scrum Advantages

3. Scrum Roles

- Core Roles
 - i. Product Owner
 - ii. Scrum Master
 - iii. Scrum Team

- Non-core Roles

4. Scrum Phases

- Initiate
- Plan and Estimate
- Implement
- Review and Retrospect
- Release

5. Scaling Scrum

- Scalability of Scrum
- Scrum in Programs and Portfolios
- Scrum of Scrums (SoS) Meeting
- Transition to Scrum
- Mapping Traditional Roles to Scrum
- Maintaining Stakeholder Involvement
- Importance of Executive Support

Examination Format

- Multiple choice
- 100 questions
- One mark awarded for every right answer
- No negative marks for wrong answers
- 120 minutes duration
- Proctored online exam

Prerequisites

Preferably SDC™ certified.

Maintaining Certification - Recertification Units (RCUs)

40 RCUs.

Audience Profile

This certification is appropriate for anyone who is interested in working as a Scrum Master, or who is already a Scrum Master in his/her organization.





Scrum Product Owner Certified (SPOC™) is a certification for Product Owners and experienced practitioners who represent the business interests in a project.

The Scrum Product Owner Certified (SPOC™) certification is designed to confirm the applicants' practical knowledge of Scrum that equips them to understand the business aspects and interact with multiple stakeholders in a Scrum environment.

Syllabus

1. Agile Overview

- What is Agile? and Why use Agile?
- The Agile Manifesto and its Principles
- Declaration of Interdependence
- Agile vs. Traditional Project Management
- Agile Methods

2. Scrum Overview

- Planning in Scrum
- Scrum Framework
- Scrum Roles
- Scrum Flow

3. Initiate

- Create Project Vision
- Identify Scrum Master and Stakeholders
- Form Scrum Team
- Develop Epics
- Create Prioritized Product Backlog
- Conduct Release Planning

4. Plan and Estimate

- Create User Stories
- Approve, Estimate, and Commit User Stories
- Create Tasks
- Estimate Tasks
- Create Sprint Backlog

5. Implement

- Create Deliverables
- Conduct Daily Stand-up
- Groom Prioritized Product Backlog

6. Review and Retrospect

- Convene Scrum of Scrums
- Demonstrate and Validate Sprint
- Retrospect Sprint

7. Release

- Release
- Ship Deliverables
- Retrospect Project

Examination Format

- Multiple choice
- 140 questions
- One mark awarded for every right answer
- No negative marks for wrong answers
- 180 minutes duration
- Proctored online exam

Prerequisites

There is no formal prerequisite for this certification. However, SDC™ or SMC™ certified professionals will be able to better understand the concepts required for this certification exam.

Maintaining Certification - Re-certification Units (RCUs)

40 RCUs every 3 years.

Audience Profile

This is highly recommended for anyone in a company who interacts with a Scrum Team, provides business requirements or manages business aspects of a project.



Agile Expert Certified (AEC™) professionals possess a wide-ranging knowledge and understanding of the values, methods and intricacies of Agile.

The objective of this certification is to ensure that applicants have the ability to compare and choose the appropriate methodology in a given situation.

Syllabus

1. Introduction

2. Test-Driven Development

3. Agile Overview

- a. AGILE Defined
- b. Why use Agile?
- c. Adaptive Project Management
- d. The Agile Manifesto
- e. Principles of the Agile Manifesto
- f. Declaration of Interdependence
- g. What has changed?
- h. Difference between Waterfall and Agile

4. Scrum Overview

- a. Overview of Scrum
- b. Brief History of Scrum
- c. Why Use Scrum?
- d. Scalability of Scrum
- e. Scrum Principles
- f. Scrum Aspects
- g. Scrum Processes
- h. Scrum and Kanban

5. Lean Kanban Software Development

- a. Introduction
- b. Core Values

6. Understanding Lean Software Development

- a. Introduction
- b. Core Values

- c. Practices of Lean Software Development

- d. Iterative Development

7. Understanding Kanban

- a. Kanban in Software Development
- b. Kanban Values
- c. Kanban Practices
- d. Definition of Lean Kanban
- e. Implementing Lean Kanban

8. Domains of Agile Practices

- a. Value-Driven Delivery
- b. Adaptive Planning
- c. Team Performance Practices
- d. Agile Tools and Artifacts
- e. Participatory Decision Models
- f. Stakeholder Engagement
- g. Continuous Improvement

9. Crystal

- a. Core Values
- b. Coles
- c. Practices
- d. The Process

10. DSDM

- a. Core Values
- b. Coles
- c. Practices

11. Best Fit Analysis Tool

12. Comparison of Agile Methods

Examination Format

- Multiple choice
- 100 questions per exam
- One mark awarded for every right answer
- No negative marks for wrong answers
- 120 minutes duration
- Proctored online exam
- Current Pass Rate: 95%

Prerequisites

There is no formal prerequisite for this certification. However, SDC™ or SMC™ Certified professionals will be able to better understand the concepts required for this certification exam.

Maintaining Certification (RCUs)

40 Recertification units every 2 years

Audience Profile

This certification is appropriate for anyone who is interested in working as a Scrum Master or for someone who is already a Scrum Master in an organization.

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