5. Detailed Syllabus

The syllabus is structured into sections relating to the **major subject headings** and numbered with a single digit section number. A total of **fourteen to sixteen (14-16) hours** of accredited training is **recommended**.

Category	Topic	Ref	Knowledge/Task Item
1 Introduction to Agile Project Management	1.1 What Is Agile?	1.1.1	Define the term "Agile" as an adjective used to describe a flexible, iterative project management style and identify key terms used to describe Agile approaches.
		1.1.2	Identify the four values of the Agile Manifesto.
		1.1.3	Identify the twelve principles of the Agile Manifesto.
		1.1.4	Recall the three characteristics of value.
		1.1.5	Identify the benefits of using an Agile project management approach.
	1.2 Agile Methodologies	1.2.1	Identify popular Agile approaches.
		1.2.2	Identify the factors that contribute to the success of an Agile project management approach.
		1.2.3	Identify characteristics of predictive development approaches.
		1.2.4	Identify characteristics of adaptive development approaches.
		1.2.5	Recall the meaning of iterative development and incremental development.
		1.2.6	Identify criteria for when it is best to use an Agile or waterfall approach.
2 An Introduction to Scrum	2.1 What Is Scrum?	2.1.1	Define the term "Scrum".
		2.1.2	Understand the Scrum Environment.
		2.1.3	Know about the History of Scrum.
	2.2 The Scrum Guide	2.2.1	Describe the key benefits of using Scrum.
		2.2.2	Identify empiricism and Lean thinking as the basis for Scrum theory.
		2.2.3	Identify the three pillars of Scrum: inspection; adaptation; and transparency.
		2.2.4	Explain the five Scrum values: commitment; focus; openness; respect; and courage.
3 The Scrum Team	3.1 The Scrum Team	3.1.1	Recall the composition, responsibilities, and accountabilities of the Scrum team.
		3.1.2	Understand how a Scrum team differs from a traditional team (i.e. no project manager).
		3.1.3	Describe cross-functional and self-managing teams.

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		3.1.4	Identify the requirements for self-managing teams.
		3.1.5	Describe a T-shaped professional.
	3.2 Roles and Accountabilities	3.2.1	Recall the description of the Developers and their accountabilities.
		3.2.2	Recall the description and traits of the Product Owner (who is a single person) and their accountabilities.
		3.2.3	Recall the description and traits of the Scrum Master and their accountabilities.
	3.3 The Scrum Master	3.3.1	Explain how the Scrum Master serves the Scrum team.
		3.3.2	Explain how the Scrum Master serves the Product Owner.
		3.3.3	Explain how the Scrum Master serves the organization.
	3.4 Teams and Work Environment	3.4.1	Describe the work environment for co-located teams.
		3.4.2	Describe the work environment for distributed teams.
4 Scrum Artifacts	4.1 Artifacts in Scrum	4.1.1	Recall the meaning of the word artifacts.
		4.1.2	Identify Scrum's artifacts and their commitments.
	4.2 The Product Backlog	4.2.1	Recall the definitions for product and product goal.
		4.2.2	Describe the product backlog.
		4.2.3	Recall the common labels used for product backlog items.
		4.2.4	Recall the progression of an epic to a user story.
		4.2.5	Recall the description of an epic.
		4.2.6	Recall the description of a feature.
		4.2.7	Recall the description of a user story.
		4.2.8	Identify the suggestions for how to write good user stories.
		4.2.9	Explain acceptance criteria.
		4.2.10	Recall the types of acceptance criteria.
		4.2.11	Recall the meaning of DEEP.
		4.2.12	Describe Product backlog refinement.
		4.2.13	Explain product backlog refinement.
		4.2.14	Describe the definition of ready.
		4.2.15	Recall the goal of product backlog refinement.
		4.2.16	Describe when refinement happens.
		4.2.17	Recall the basic sizing concepts.
		4.2.18	Explain the 'ideal time' sizing technique.

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		4.2.19	Identify the advantages/disadvantages of 'ideal time' sizing.
		4.2.20	Explain the 'story points' sizing technique.
		4.2.21	Identify the advantages/disadvantages of 'story points' sizing.
		4.2.22	Identify other sizing scales.
		4.2.23	Explain the use of the Fibonacci Sequence in Scrum environment.
		4.2.24	Describe the Planning Poker approach to sizing PBIs.
		4.2.25	Explain how to play Planning Poker.
		4.2.26	Describe the triangulation sizing approach.
		4.2.27	Explain the MoSCoW prioritization technique.
	4.3 The sprint backlog	4.3.1	Describe the sprint backlog.
		4.3.2	Identify the sprint backlog contents.
		4.3.3	Describe the sprint goal.
	4.4 The increment	4.4.1	Describe the increment.
		4.4.2	Recall the meaning of the 'Definition of Done' and how it can evolve through time.
		4.4.3	Understand the use of a shared/consistent "definition of done" among multiple teams working on a Product Backlog. Understand
		4.4.4	the importance of a strong 'definition of done' and know how it can be created. Describe the purpose of the
5 Scrum Events	5.1 Scrum Events	5.5.1	Scrum events. Explain Product planning
		5.5.2	before the sprints.
		5.5.3	Describe Product planning.
		5.5.4	Describe the planning onion.
	5.2 The sprint basics	5.2.1	Describe the concept of a sprint.
		5.2.2	Identify the sprint events.
		5.2.3	Recall the meaning of 'timeboxing.'
		5.2.4	Recall the duration of Scrum's time-boxed events.
	5.3 Sprint planning	5.3.1	Describe the sprint planning event.
		5.3.2	Identify the inputs and outputs of the sprint planning event.
		5.3.3	Recall the meaning of capacity as it is used in sprint planning.
		5.3.4	Calculating capacity.
		5.3.5	Recall the concept of velocity.
		5.3.6	Recall how to credit "work done" as part of velocity.
		5.3.7	Recall the three topics addressed during sprint planning.

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		5.3.8	Describe sprint planning topic one - Why is this sprint valuable?
		5.3.9	Describe sprint planning topic two - What can be done this sprint?
		5.3.10	Describe sprint planning topic three - How will the chosen work get done?
		5.3.11	Explain the concept of a visible sprint backlog.
	5.4 Sprint execution	5.4.1	Describe sprint execution.
		5.4.2	Recall the sprint execution inputs, outputs, and participants. Identify the high-level
		5.4.3	aspects of sprint execution.
		5.4.4	Describe questions used for task planning.
		5.4.5	Describe flow management and task performance. Describe the Scrum board and
		5.4.6	how it is used.
		5.4.7	Recall the purpose of the sprint burn-down chart.
		5.4.8	Recall the contents of the expanded Scrum board.
		5.4.9	Recall the explanation of the daily Scrum.
		5.4.10	Recall the duration and participants in the daily Scrum. Recall the rules for the daily
		5.4.11	Scrum. Recall the four possible questions
		5.4.12	for the daily Scrum.
		5.4.13	Identify the benefits of the daily Scrum.
		5.4.14	Identify what happens with incomplete stories in a sprint. Recall what happens if
		5.4.15	work is finished early.
	5.5 Sprint review	5.5.1	Describe the sprint review.
		5.5.2	Identify the sprint review inputs, outputs, and participants. Identify the benefits of the
		5.5.3	sprint review. Explain what happens during
		5.5.4	the sprint review.
	5.6 Sprint retrospective	5.6.1	Recall the purpose of the sprint retrospective.
		5.6.2	Identify the sprint retrospective inputs, outputs, and participants.
		5.6.3	Explain what happens during the sprint retrospective.
		5.6.4	Identify the format of improvement stories.
		5.6.5	Recall the use of the improvement board.

Category	Topic	Ref	Knowledge/Task Item
6 Releasing the Increment	6.1 Releasing the Increment	6.1.1	Describe Release Planning.
		6.1.2	Describe Release Timing.
		6.1.3	Identify the variables that affect release planning.
		6.1.4	Recall the meaning of fixed-scope release and fixed-date releases.
		6.1.5	Recall the definition of the release backlog and identify who is responsible for its management.
		6.1.6	Explain the way from Product Backlog to Release Backlog.

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