



Webinar on Introduction to Scrum and Agile

and

Training for Scrum Fundamentals Certified (SFC™) Certification

Language – English

support@scrumstudy.com



Agenda

1. Introduction to Scrum (1 hour)

- Benefits for participants attending this Webinar/Training (5 minutes)
- About SCRUMstudy (5 minutes)
- Overview of Scrum (20 minutes)
 - Definition and brief history of Scrum
 - Why Scrum
 - Scrum vs. Traditional Project Management
 - Benefits of Scrum
- Overview of A Guide to the Scrum Body of Knowledge (SBOK™ Guide) (5 minutes)
 - Framework of the SBOK™ Guide
 - Who uses the SBOK™ Guide
 - How to use the SBOK™ Guide
- Scrum Flow (10 minutes)



Agenda

2. Training for Scrum Fundamentals Certified (SFC™) Certification (3.5 hours)

- **Scrum Aspects (50 minutes)**
 - Organization
 - Business Justification
 - Quality
 - Change
 - Risk
- **Scrum Phases and Processes (70 minutes)**
 - Initiate
 - Plan and Estimate
 - Implement
 - Review and Retrospect
 - Release



Agenda

- **Scaling Scrum (15 minutes)**
 - Scaling Scrum for Large Projects
 - Scaling Scrum for the Enterprise
- **Principles (75 minutes)**
 - Empirical Process Control
 - Self-organization
 - Collaboration
 - Value-based Prioritization
 - Time-boxing
 - Iterative Development

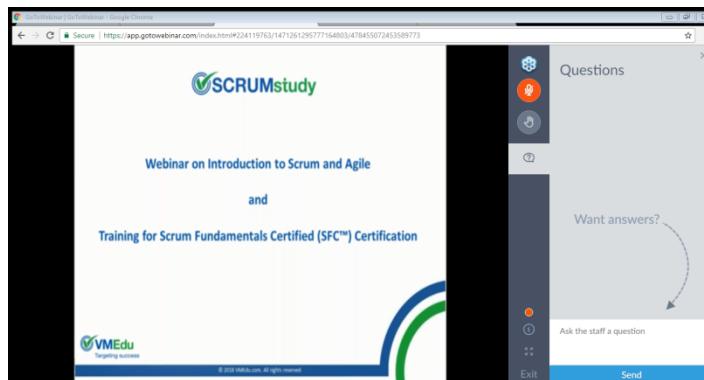
3. Overview of SCRUMstudy Scrum and Agile Certifications and Live Demo of the Online Course (30 minutes)

- *Refer your colleagues/friends for this training and get a \$50 discount on any higher level Scrum certifications (valid for 1 month). Three lucky winners get SMC™ Instructor-led Virtual Training with certification exam (Value \$795)*



Conducting the Webinar/Training

- We have 1,500+ delegates participating in this Webinar/Training today, which makes it one of the biggest live Scrum/Agile events globally.
- All participants in this training can ask questions to the SCRUMstudy team by using the Questions tab provided in GotoWebinar. The team will try to answer all questions asked through the Questions window.



- We will take a 5-minute break every hour.
- We hope you enjoy and learn from this training!

*: Answers from SCRUMstudy representatives in the Windows window are the views of individuals representing SCRUMstudy, and may not represent the official views of SCRUMstudy

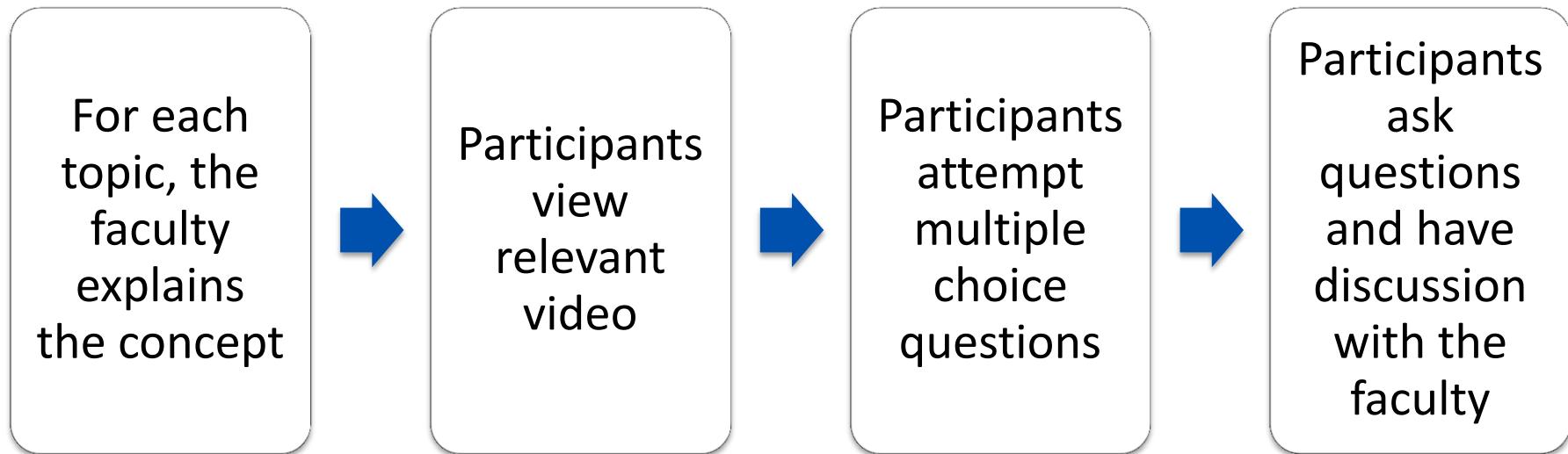


Conducting the Webinar/Training

The screenshot shows a web browser window for 'GoToWebinar | GoToWebinar - Google Chrome'. The URL is <https://app.gotowebinar.com/index.html#224119763/1471261295777164803/478455072453589773>. The main content area displays the 'SCRUMstudy' logo and information about a 'Webinar on Introduction to Scrum and Agile' and 'Training for Scrum Fundamentals Certified (SFC™) Certification'. The footer includes the 'VMEdu Targeting success' logo and a copyright notice: '© 2018 VMEdu.com. All rights reserved'. On the right side, there is a sidebar titled 'Questions' with icons for a flower, microphone, and hand, along with a question mark icon. Below it, a dashed arrow points from the text 'Want answers?' to the 'Ask the staff a question' button, which is located above a 'Send' button.



Format of the Webinar



Note: Recording of the training session, copy of the presentation and questions asked during the training will be emailed to all the participants.



Presenters



Gaynell Malone



Winfried Hackmann



Jim Pruitt



Buddy Peacock



Nikhil Kumar



Benefits for Participants Attending this Training



Get an overview of Scrum and Agile, and learn the Scrum framework as defined in the SBOK™ Guide.



Get certified in Scrum from SCRUMstudy® - the Global Accreditation Body for Scrum and Agile Certifications, and earn a valued certification that will help progress your career.



Improve Return on Investment (ROI) by delivering projects successfully in your organization.



Learn from and interact with experts in Scrum and Agile.



Prepare for other advanced certifications and courses in Scrum and Agile.



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About SCRUMstudy

Most Popular and Widely Accepted

Based on A Guide to the Scrum Body of Knowledge (SBoK™ Guide)

Industry-wide Acceptance

Credible and Standard Testing Environment

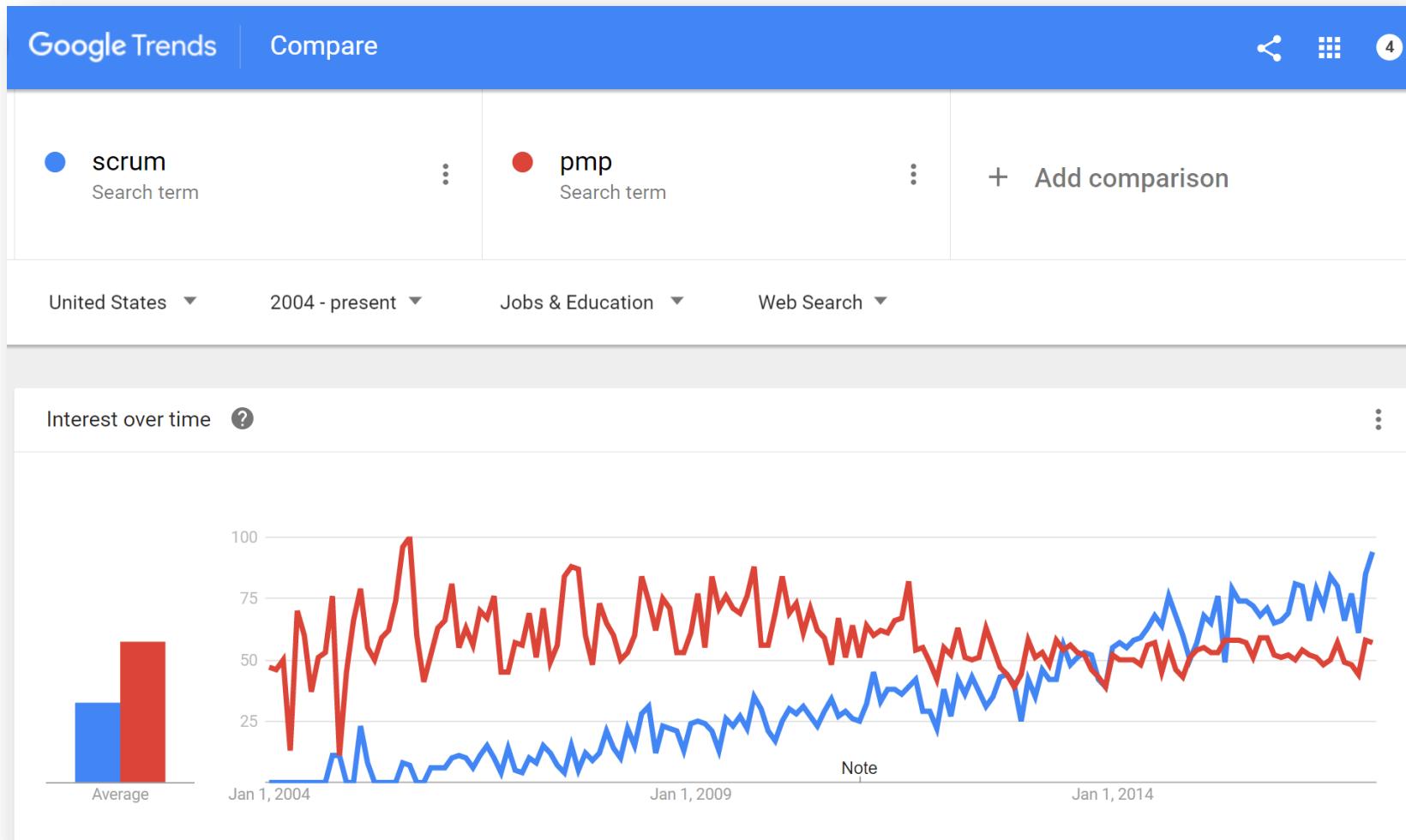
Established Name in Scrum and Agile Certifications

- SCRUMstudy certifies several thousand students each month – more than any other accreditation body for Scrum and Agile.
- SCRUMstudy LinkedIn Group with 64,000+ members is the largest and fastest growing Scrum and Agile Group on LinkedIn.

Details: <https://www.scrumstudy.com/whyscrum/why-scrumstudy>



Growth of Scrum





Overview of Scrum

Agenda

- Benefits for participants attending this Webinar/Training (5 minutes)
- About SCRUMstudy (5 minutes)
- **Overview of Scrum** **Current Topic of Discussion**
- Overview of A Guide to the Scrum Body of Knowledge (SBOK™ Guide)
- Scrum Flow (10 minutes)
- Scrum Aspects: Organization, Business Justification, Quality, Change, Risk
- Scrum Phases and Processes: Initiate, Plan and Estimate, Implement, Review and Retrospect, Release
- Scaling Scrum: Scaling Scrum for Large Projects, Scaling Scrum for the Enterprise
- Principles: Empirical Process Control, Self-organization, Collaboration, Value-based Prioritization, Time-boxing, Iterative Development
- Overview of SCRUMstudy Scrum and Agile Certifications and Live Demo of the Online Course



Completed



Overview of Scrum

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 management approach.



What is Scrum?

Scrum is one of the most popular Agile methods. It is an adaptive, iterative, fast, flexible, and effective framework 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.



History of Scrum



History of Scrum - Rugby Approach

Inception of the Framework in the 1980s

Developed by Hirotaka Takeuchi and Ikujiro Nonaka

Described an innovative approach to product development that they called a holistic or “Rugby” approach

Defined a flexible and all-inclusive product development strategy

Approach based on manufacturing case studies from different industries

Product development should not be like a sequential relay race, but rather should be analogous to the game of Rugby



History of Scrum

2013 - A Guide to the Scrum Body of Knowledge (SBOK™ Guide) First Edition is released. It is developed with the help of more than 52 subject matter experts from over 10 countries.

2015 - A Guide to the Scrum Body of Knowledge (SBOK™ Guide) Second Edition is released.

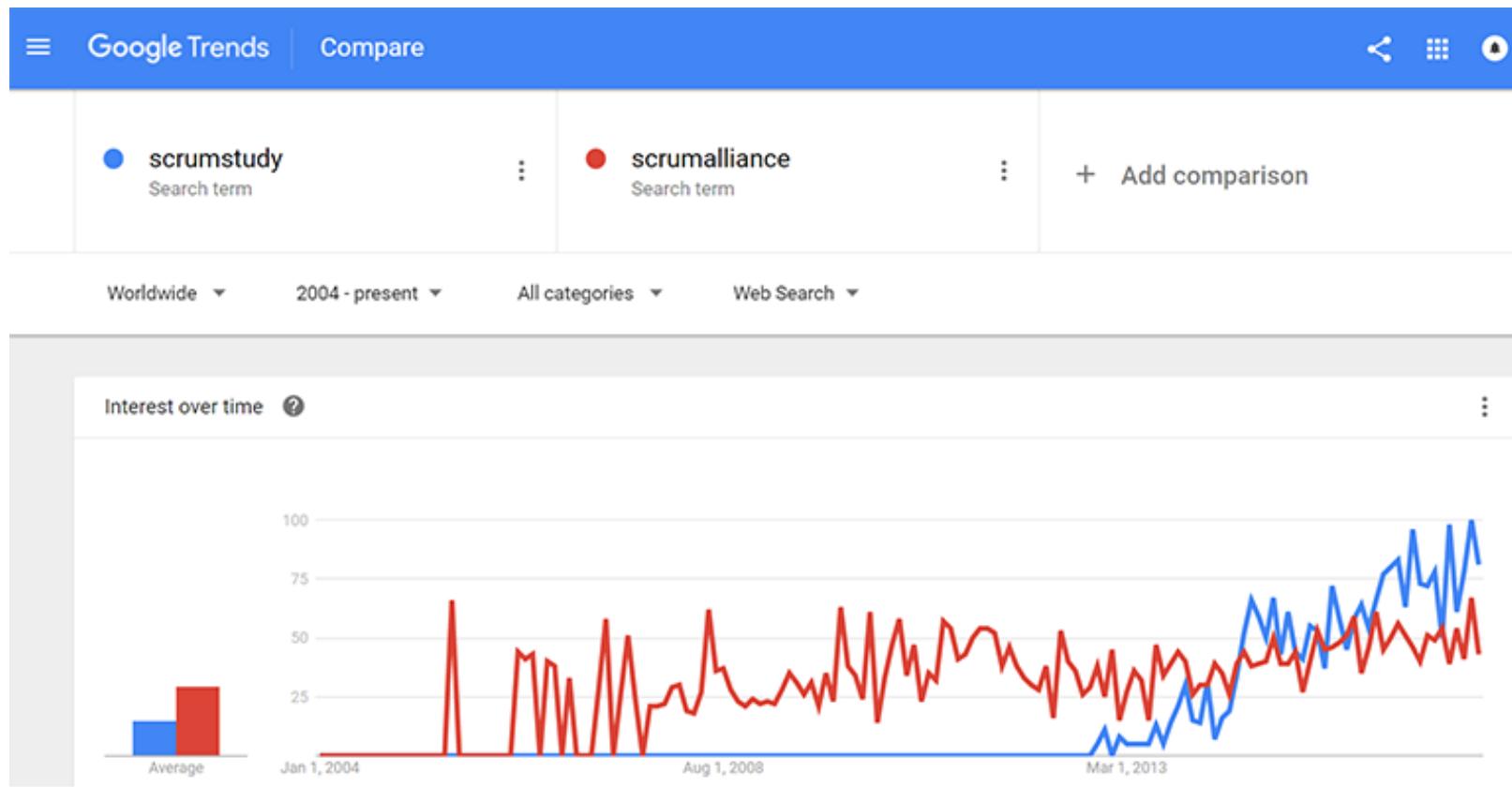
2015 – SCRUMstudy LinkedIn Group is formed. It is now the largest and the fastest growing community of Scrum and Agile practitioners with over 61,000+ members.

2017 - A Guide to the Scrum Body of Knowledge (SBOK™ Guide) Third Edition is released with detailed sections on Scaling Scrum for Large Projects and the Enterprise.



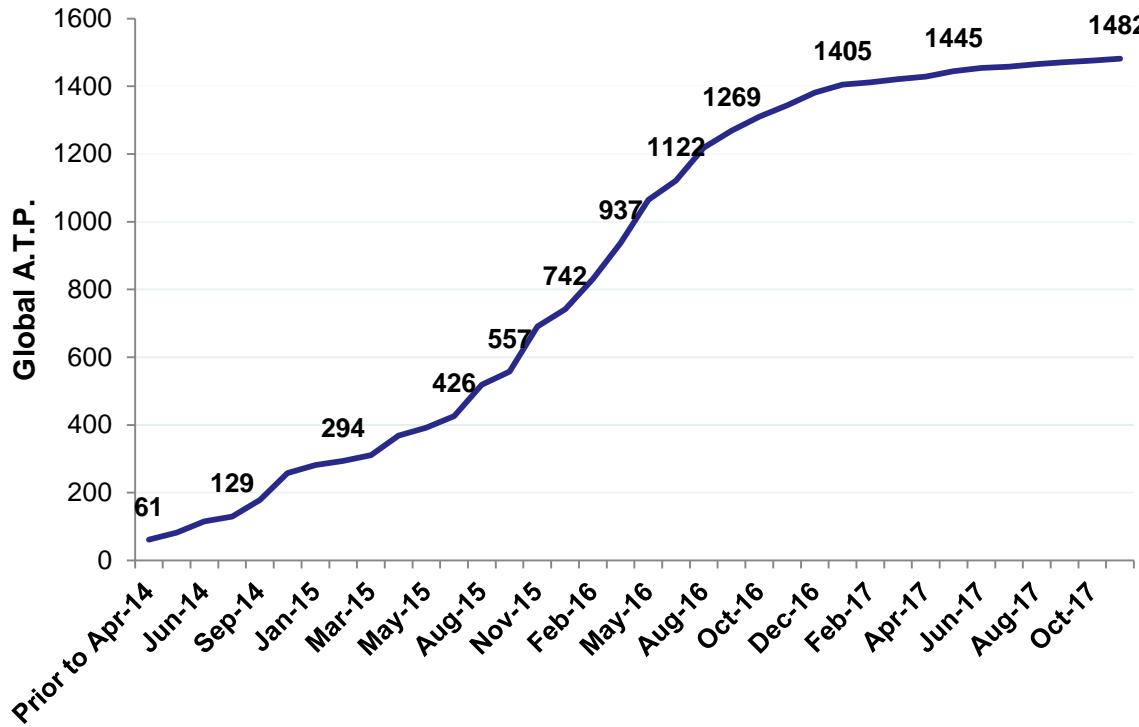
History of Scrum - Global Leader in Scrum

Comparing “SCRUMstudy” with “ScrumAlliance” in Google Trends clearly shows that SCRUMstudy is currently much more popular than ScrumAlliance. To generate this report, please visit www.google.com/trends and compare “SCRUMstudy” with “ScrumAlliance”





History of Scrum - Largest Global Network of Authorized Training Partners (A.T.P.s)



With 1450+ A.T.P.s globally, SCRUMstudy has the widest network of Authorized Training Partners (A.T.P.s) such as Global Knowledge, IT Era, New Horizons, Arizona State University offering its certifications. SCRUMstudy certifications are widely reputed and accepted by multiple Fortune 500 companies such as Apple, IBM, HP, Bank of America, AT&T, Dell, Verizon, Lockheed Martin, PepsiCo, Cisco, and more.

<https://www.scrumstudy.com/whyscrum/why-scrumstudy>



Why Scrum?



Scrum vs. Traditional Project Management

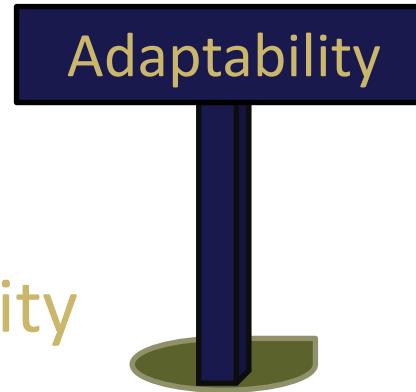
| | Scrum | Traditional Project Management |
|--------------------------------|---|---|
| Emphasis is on | People | Processes |
| Documentation | Minimal—only as required | Comprehensive |
| Process style | Iterative | Linear |
| Upfront planning | Low | High |
| Prioritization of Requirements | Based on business value and regularly updated | Fixed in the Project Plan |
| Quality assurance | Customer centric | Process centric |
| Organization | Self-organized | Managed |
| Management style | Decentralized | Centralized |
| Change | Updates to Productized 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 |

Table 1-3: Scrum vs. Traditional Project Management; Page 20 SBOK™ Guide



Benefits of Scrum

Adaptability



Empirical process control and iterative delivery make projects adaptable and open to incorporating change.



Benefits of Scrum



All information radiators such as Scrumboard and Sprint Burndown Chart are shared, leading to an open work environment.



Benefits of Scrum

Continuous Feedback

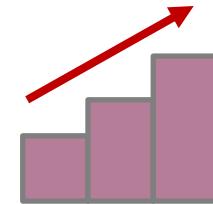


Continuous feedback is provided through the Conduct Daily Standup, and Demonstrate and Validate Sprint processes.



Benefits of Scrum

Continuous Improvement



The deliverables are improved progressively Sprint by Sprint, through the Groom Prioritized Product Backlog process.



Benefits of Scrum

Continuous Delivery of Value

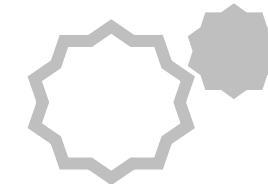
BEST VALUE

Iterative processes enable the continuous delivery of value through the Ship Deliverables process as frequently as the customer requires.



Benefits of Scrum

Sustainable Pace



Scrum processes are designed such that the people involved can work at a sustainable pace that they can, in theory, continue indefinitely.



Benefits of Scrum

Early Delivery of High Value



The Create Prioritized Product Backlog process ensures that the highest value requirements of the customer are satisfied first.



Benefits of Scrum

Efficient Development Process



Time-boxing and minimizing non-essential work leads to higher efficiency levels.



Benefits of Scrum

Motivation



The Conduct Daily Standup and Retrospect Sprint processes lead to greater levels of motivation among employees.



Benefits of Scrum

Faster Problem Resolution



Collaboration and colocation of cross-functional teams lead to faster problem solving.



Benefits of Scrum

Effective Deliverables

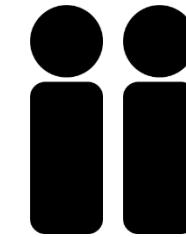
The Create Prioritized Product Backlog process and regular reviews after creating deliverables ensures effective deliverables to the customer.





Benefits of Scrum

Customer Centric



Emphasis on business value and having a collaborative approach to stakeholders ensures a customer-oriented framework.



Benefits of Scrum

High Trust Environment

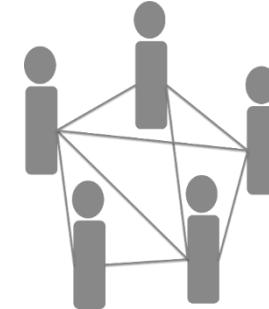
Conduct Daily Standup and Retrospect Sprint processes promote transparency and collaboration, leading to a high trust work environment ensuring low friction among employees.





Benefits of Scrum

Collective Ownership



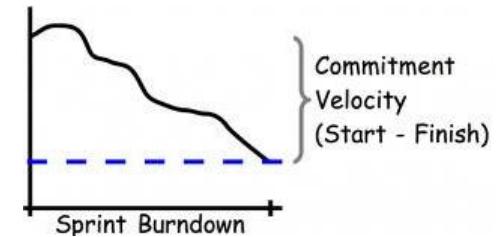
The Commit User Stories process allows team members to take ownership of the project and their work leading to better quality.



Benefits of Scrum

High Velocity

A collaborative framework enables highly skilled cross-functional teams to achieve their full potential and high velocity.





Benefits of Scrum

Innovative Environment

The Retrospect Sprint and Retrospect Project processes create an environment of introspection, learning, and adaptability leading to an innovative and creative work environment.





Why Use Scrum? - Video

- Here is a video to review the concept:

<https://www.scrumstudy.com/video/seminar-why-use-scrum>

- For more videos on this concept, please login to your online account.
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Question

Which of the following is a benefit of using Scrum?

- A. It enables detailed planning at the beginning of the project hence ensures that all the risks are identified and mitigated.
- B. It provides complete control over the project to the Product Owner as he is responsible for all the product development activities in a Sprint.
- C. It is based on the principle of value-based prioritization thus ensuring that highest value is provided in the shortest period possible.
- D. It is based on the principle of managing by stages thus ensures that all the expected benefits are realized at the end of the project.



Answer

Which of the following is a benefit of using Scrum?

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 - B. It provides complete control over the project to the Product Owner as he is responsible for all the product development activities in a Sprint.
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 - D. It is based on the principle of managing by stages thus ensures that all the expected benefits are realized at the end of the project.
-
- Answer: **C** - It is based on the principle of value-based prioritization thus ensuring that highest value is provided in the shortest period possible.
 - Justification: The Scrum framework is driven by the goal of delivering maximum business value in a minimum time span. One of the most effective tools for delivering the greatest value in the shortest amount of time is prioritization.
 - Prioritization can be defined as determination of the order and separation of what must be done now, from what needs to be done later.
 - Reference: A Guide to Scrum Body of Knowledge, SBOK Guide, page 31.



Question

Does your company use Scrum or any other Agile framework for delivering projects? Please type your answer in the Question window.

If you have any additional questions on this topic, please post it in the Question window.





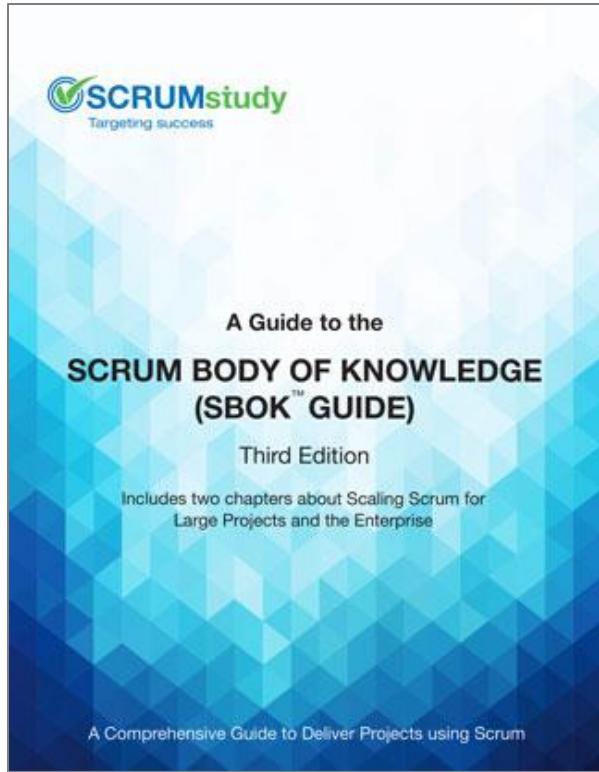
Overview of A Guide to the Scrum Body of Knowledge (SBOK™ Guide)

Agenda

- Benefits for participants attending this Webinar/Training (5 minutes)
 - About SCRUMstudy (5 minutes)
 - Overview of Scrum
 - **Overview of A Guide to the Scrum Body of Knowledge (SBOK™ Guide)**  Completed
 - Scrum Flow (10 minutes)
 - Scrum Aspects: Organization, Business Justification, Quality, Change, Risk
 - Scrum Phases and Processes: Initiate, Plan and Estimate, Implement, Review and Retrospect, Release
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- 
- Current Topic of Discussion



Overview of the SBOK™ Guide



The SBOK™ Guide is available for free download at:

[https://www.scrumstudy.com/sbokguide/
download-free-buy-sbok](https://www.scrumstudy.com/sbokguide/download-free-buy-sbok)

A Guide to the Scrum Body of Knowledge (SBOK™ Guide) provides guidelines for the successful implementation of Scrum—the most popular Agile product development and project delivery method. Scrum, as defined in the SBOK™ Guide, is applicable to the following:

- ✓ Portfolios, programs, and/or projects in any industry
- ✓ Products, services, or any other results to be delivered to stakeholders
- ✓ Projects of any size or complexity

The **SBOK™ Guide** can be used as a reference and knowledge guide by both experienced Scrum and other product and service development practitioners, as well as by individuals with no prior experience or knowledge of Scrum or other project delivery framework.



Framework of the SBOK™ Guide

The SBOK™ Guide is broadly divided into three areas of Principles, Processes and Aspects.

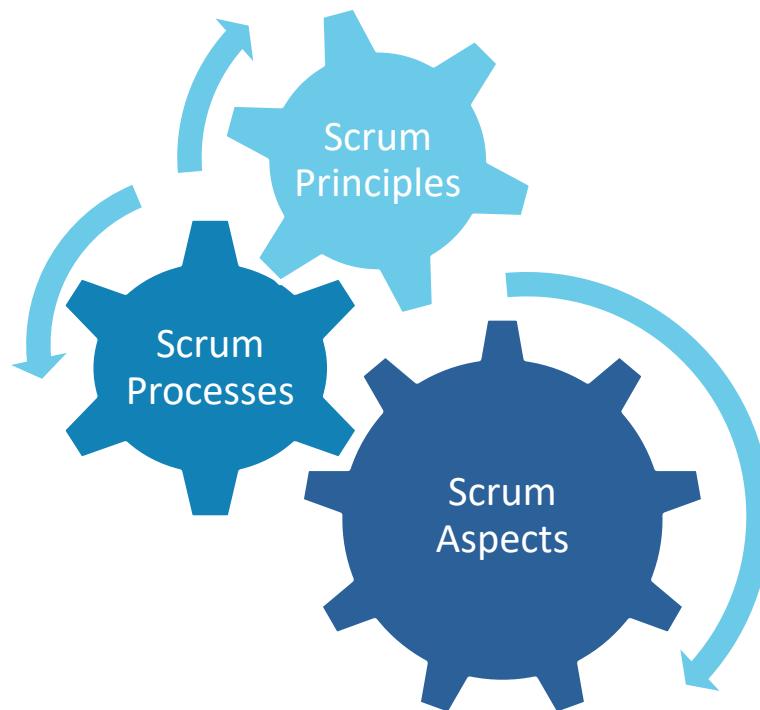


Figure 1-2: SBOK™ Guide Framework; Page 7 SBOK™ Guide



Scrum Principles

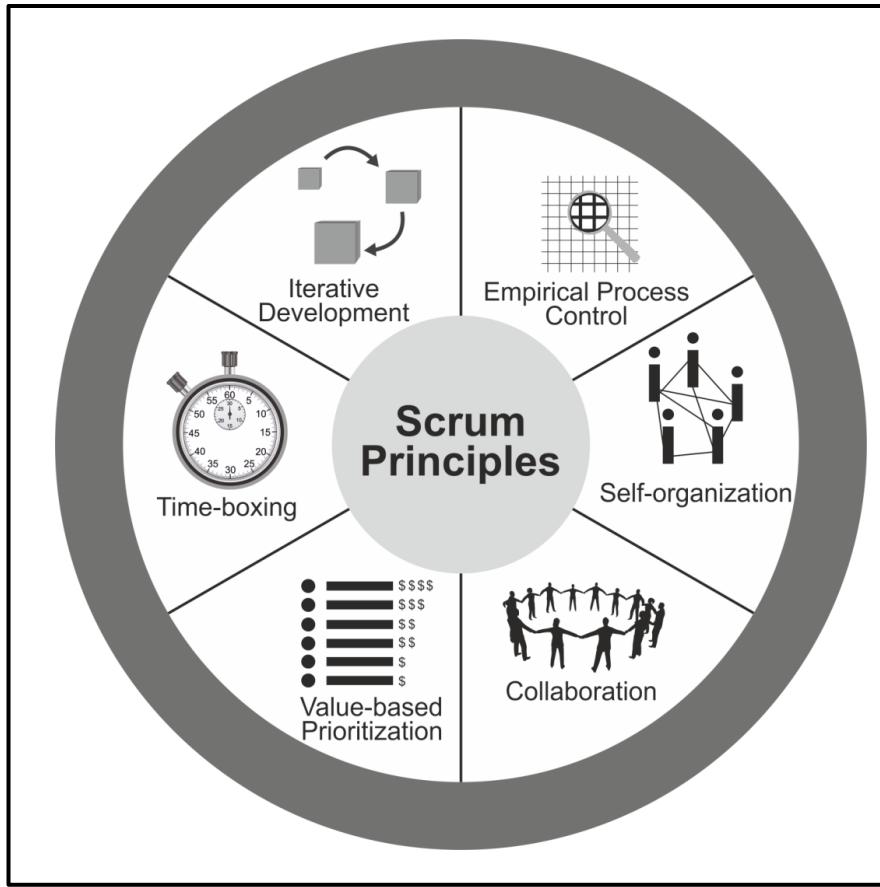


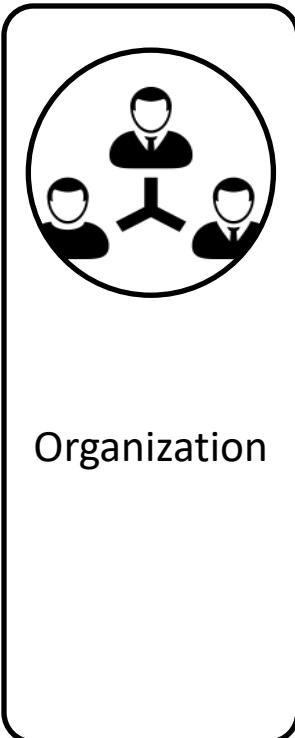
Figure 1-3: Scrum Principles; Page 9
SBOK™ Guide

Scrum principles are the core guidelines for applying the Scrum framework and should mandatorily be used in all Scrum projects.

This topic will be discussed in detail later.



Scrum Aspects



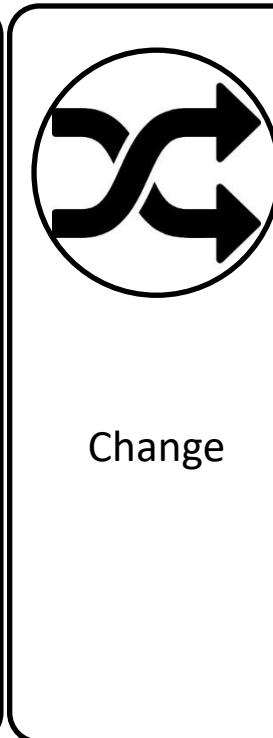
Organization



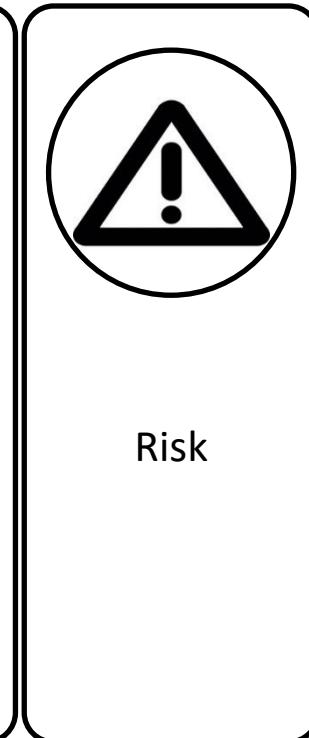
Business
Justification



Quality



Change



Risk

The Scrum aspects must be addressed and managed throughout a Scrum project.

This topic will be discussed in detail later



Scrum Phases and Processes

This topic will be discussed in detail later.

| Chapter | Phase | Fundamental Scrum Processes |
|---------|-----------------------|--|
| 8 | Initiate | <ol style="list-style-type: none">1. Create Project Vision2. Identify Scrum Master and Stakeholder(s)3. Form Scrum Team4. Develop Epic(s)5. Create Prioritized Product Backlog6. Conduct Release Planning |
| 9 | Plan and Estimate | <ol style="list-style-type: none">1. Create User Stories2. Estimate User Stories3. Commit User Stories4. Identify Tasks5. Estimate Tasks6. Create Sprint Backlog |
| 10 | Implement | <ol style="list-style-type: none">1. Create Deliverables2. Conduct Daily Standup3. Groom Prioritized Product Backlog |
| 11 | Review and Retrospect | <ol style="list-style-type: none">1. Demonstrate and Validate Sprint2. Retrospect Sprint |
| 12 | Release | <ol style="list-style-type: none">1. Ship Deliverables2. Retrospect Project |

Scrum processes address the specific activities and flow of a Scrum project. In total there are nineteen fundamental Scrum processes that apply to all projects. These processes are grouped into five phases

Table 1-1: Summary of Fundamental Scrum Processes; Page 15 SBOK™ Guide



Scrum Phases and Processes

| Chapter | Applicability | Additional Scrum Processes |
|---------|--------------------------|---|
| 13 | Scrum for Large Projects | <ol style="list-style-type: none">1. Create Large Project Components2. Conduct and Coordinate Sprints3. Prepare Large Project Release |
| 14 | Scrum for the Enterprise | <ol style="list-style-type: none">1. Create Program or Portfolio Components2. Review and Update Scrum Guidance Body3. Create and Groom Program or Portfolio Backlog4. Coordinate Program or Portfolio Components5. Retrospect Program or Portfolio Releases |

Table 1-2: Summary of Additional Scrum Processes; Page 16 SBOK Guide

For Scaling Scrum for Large Projects and Scaling Scrum for the Enterprise, that require coordination across multiple teams, there are eight additional Scrum processes.

This topic will be discussed in detail later.



Who uses the SBOK™ Guide?



Who uses the SBOK™ Guide?

Scrum Core Team Members including Product Owner, Scrum Master and the Scrum Team.



Who uses the SBOK™ Guide?

Product Owners

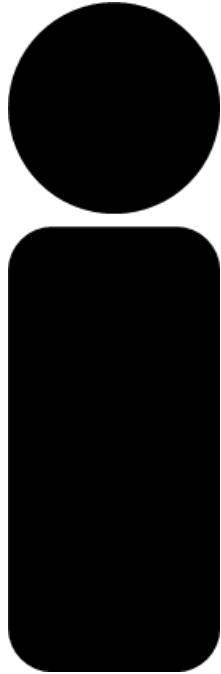


Who want to fully understand the Scrum framework and particularly the customer or stakeholder-related concerns involving business justification, quality, change, and risk aspects associated with Scrum projects.



Who uses the SBOK™ Guide?

Scrum Masters

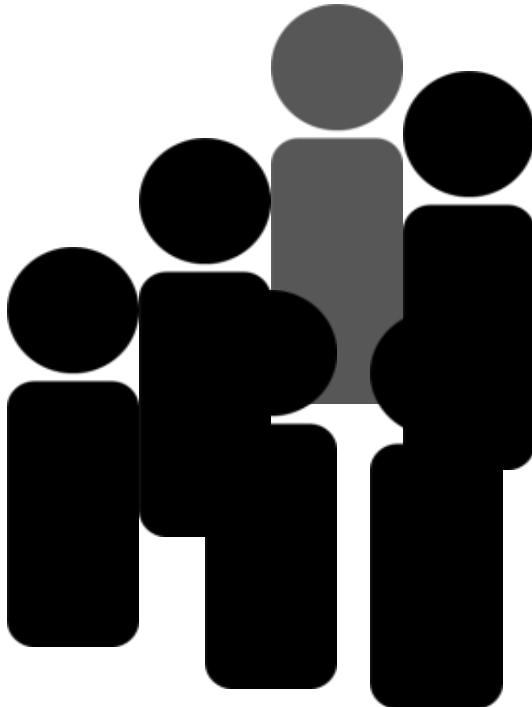


Who want to learn their specific role in overseeing the application of Scrum framework to Scrum projects.



Who uses the SBOK™ Guide?

Scrum Team Members



Who want to better understand Scrum processes and the associated tools that may be used to create the project's product or service.



Who uses the SBOK™ Guide?

The SBOK™ Guide is also valuable as:

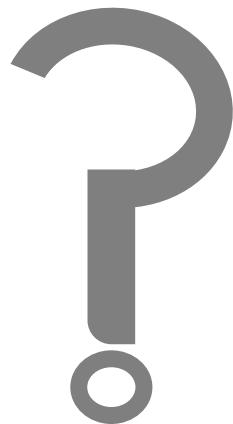
A comprehensive guide for all Scrum practitioners working on Scrum projects in any organization or industry.

A reference source for anyone interacting with the Scrum Core Team, including but not limited to the Portfolio Product Owner, Portfolio Scrum Master, Program Product Owner, Program Scrum Master, Scrum Guidance Body, and Stakeholders (i.e., sponsor, customer, and users).

A handbook for any person who has no prior experience or knowledge of Scrum framework but wants to learn more about the subject.



How to use the SBOK™ Guide





How to use the SBOK™ Guide?

In order to facilitate the best application of the Scrum framework, the SBOK™ Guide has clearly differentiated mandatory inputs, tools, and outputs, from non-mandatory or optional ones.

Inputs, tools, and outputs denoted by asterisks (*) are mandatory, or considered critical to success, while others with no asterisks are optional.

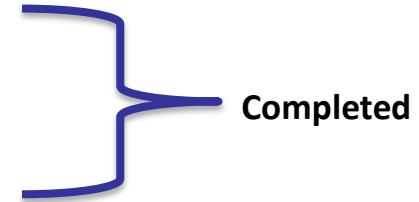
It is recommended that those being introduced to Scrum focus primarily on the mandatory inputs, tools, and outputs, while more experienced practitioners should read the entire process chapters to benefit from the optional best-practice inputs, tools, and outputs suggested.



Scrum Flow

Agenda

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Scrum Flow

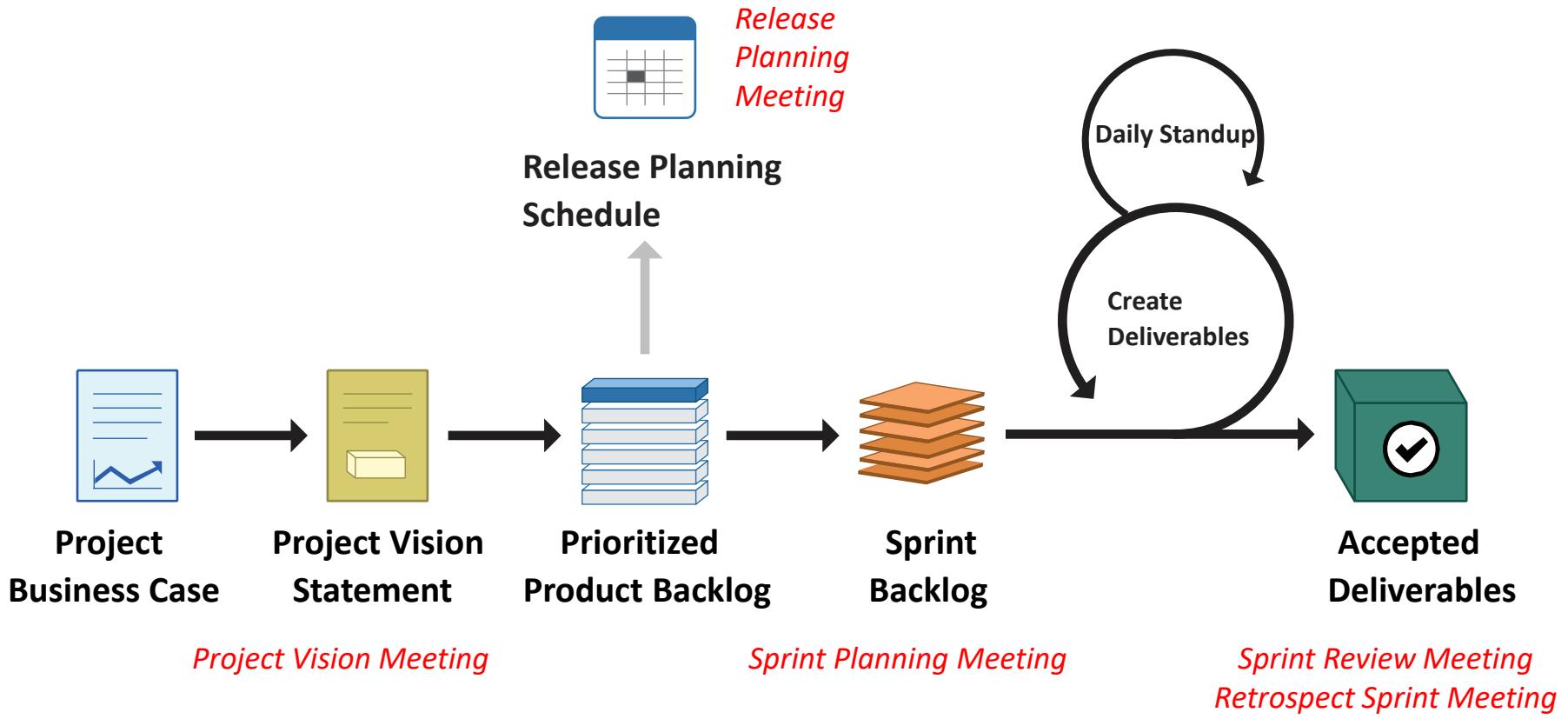


Figure 1-1: Scrum Flow for One Sprint; Page 2 SBOK™ Guide



Framework of the SBOK™ Guide - Video

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Question

- Scrum framework is best suited to which of the following environments?
 - A. Developing cutting-edge products
 - B. Frequently changing requirements
 - C. Volatile and hypercompetitive markets
 - D. All of the above



Answer

- Scrum framework is best suited to which of the following environments?
 - A. Developing cutting-edge products
 - B. Frequently changing requirements
 - C. Volatile and hypercompetitive markets
 - D. All of the above
- Answer: **D** - All of the above
- Justification: A, B, and C list the environments where Scrum would be most successful.



Question

Which industry is the Scrum framework best suited for? Please type your answer in the Question window.

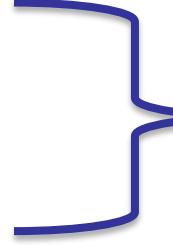


If you have any additional questions on this topic, please post it in the Question window.



Scrum Aspects

Agenda

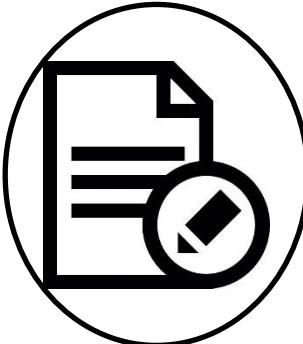
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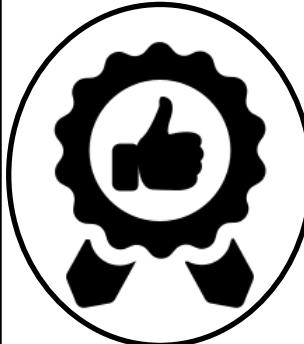
Scrum Aspects



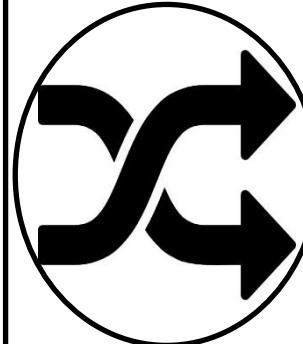
Organization



Business
Justification



Quality



Change



Risk



Scrum Aspects – Organization

Agenda

- Benefits for participants attending this Webinar/Training (5 minutes)
- About SCRUMstudy
- Overview of Scrum
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- Scrum Flow
- **Scrum Aspects: Organization, Business Justification, Quality, Change, Risk**   **Completed**
- Scrum Phases and Processes: Initiate, Plan and Estimate, Implement, Review and Retrospect, Release
- Scaling Scrum: Scaling Scrum for Large Projects, Scaling Scrum for the Enterprise
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Scrum Aspects – Organization

Understanding defined roles and responsibilities in a Scrum project is very important for ensuring the successful implementation of Scrum.

Scrum roles fall into two broad categories:

- 1. Core Roles**
- 2. Non-core Roles**

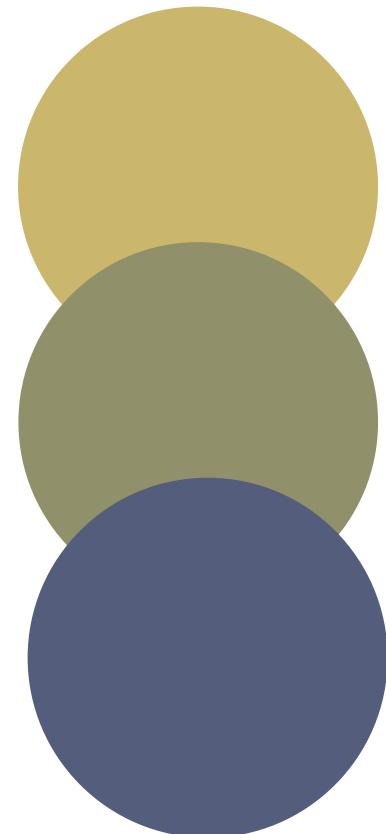
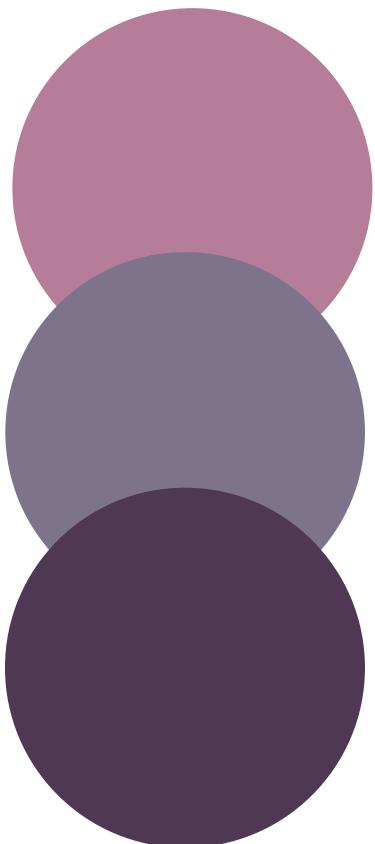


Organization - Core Roles

Core roles are those roles which are mandatorily required for producing the project's product or service. Individuals who are assigned core roles are fully committed to the project and are ultimately responsible for the success of each project iteration and of the project as a whole.



Organization - Core Roles





Organization - Core Roles

Product Owner



Responsible for achieving maximum business value for project

Articulates customer requirements

Maintains business justification for a project

Represents customers' voice



Organization - Core Roles

Scrum Master



Ensures that the Scrum Team is provided with an environment conducive to complete the project successfully

Guides, facilitates, and teaches Scrum practices to everyone involved in the project

Clears impediments for the team

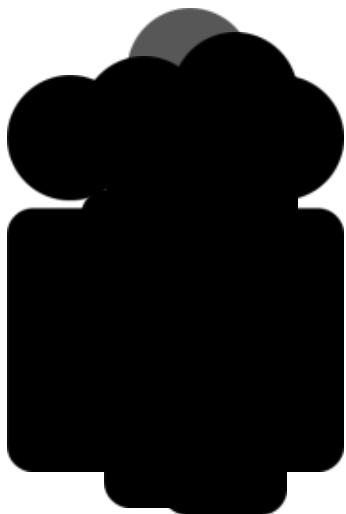
Ensures that Scrum processes are being followed



Organization - Core Roles

Scrum Team

Responsible for understanding Product Owner specified requirements



Creating the project deliverables



Organization - Non-core Roles

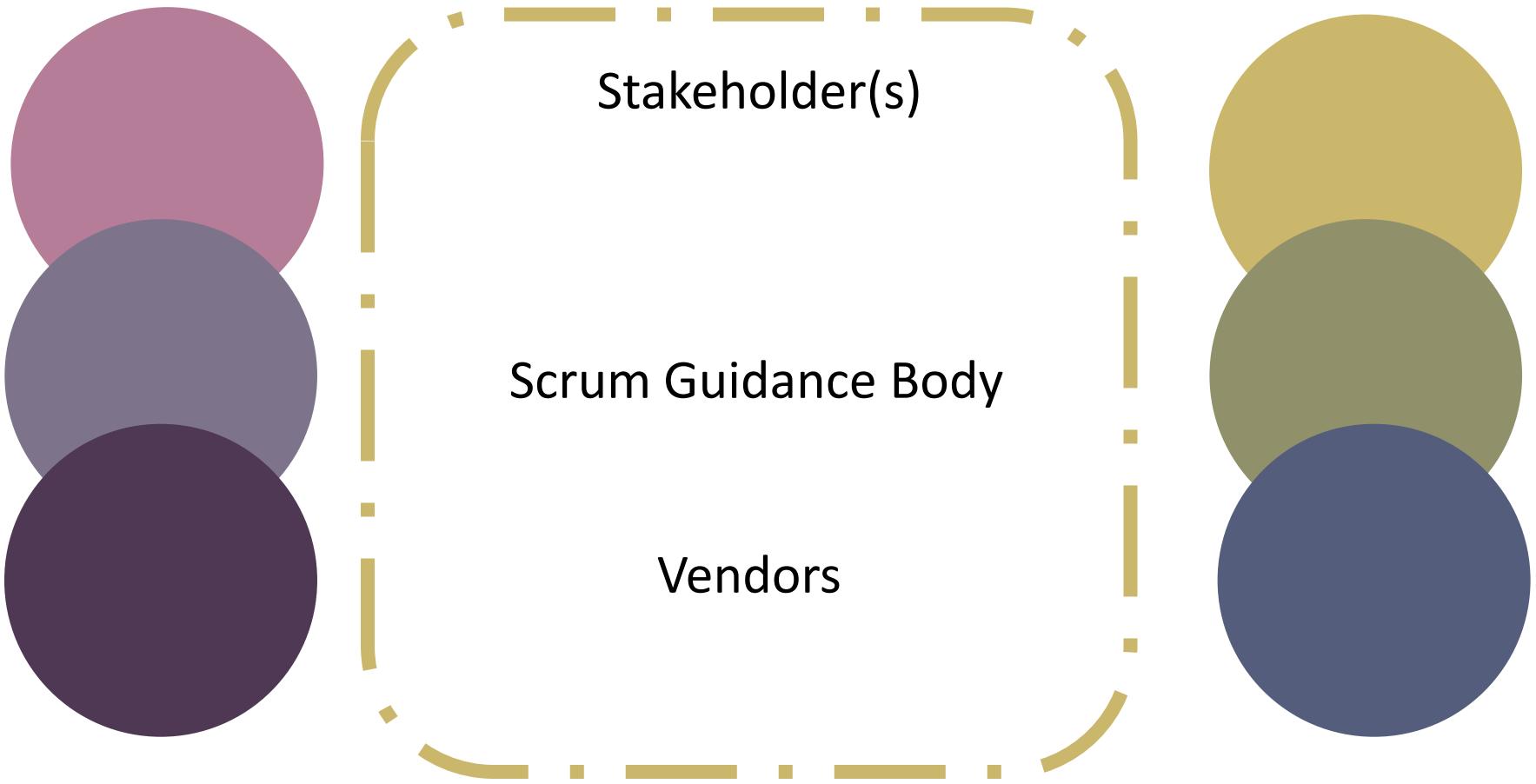
Non-core roles are those roles which are not mandatorily required for the Scrum project and may include team members who are interested in the project.

They have no formal role in the project team and may interface with the team, but may not be responsible for the success of the project.

The non-core roles should be taken into account in any Scrum project.



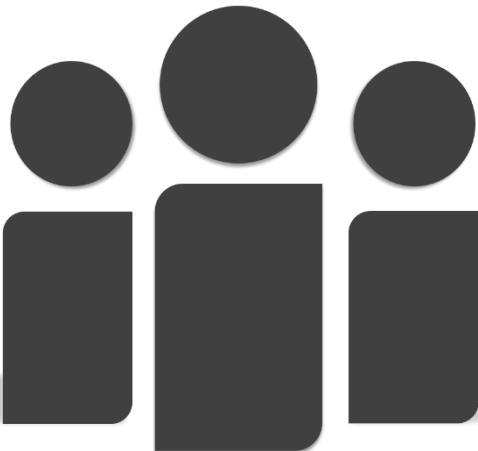
Organization - Non-core Roles





Organization - Non-core Roles

Stakeholders



A collective term that includes customers, users, and sponsors.

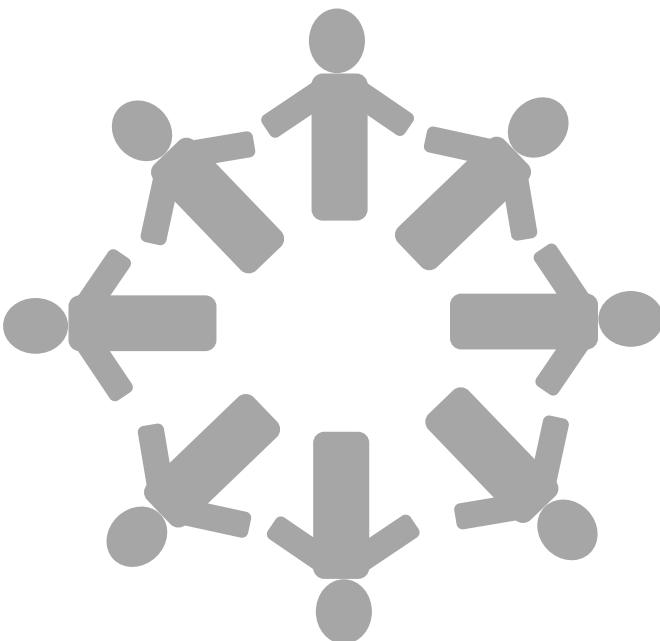
Stakeholders frequently interface with the Scrum Core Team, and influence the project throughout the project's development.

Most importantly, it is for the stakeholders that the project produces the collaborative benefits.



Organization - Non-core Roles

Scrum Guidance Body (SGB)



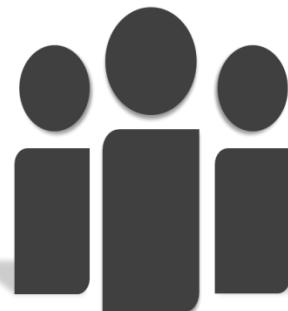
An optional role, which generally consists of a set of documents and/or a group of experts who are typically involved with defining objectives related to quality, government regulations, security, and other key organizational parameters.

This SGB guides the work carried out by the Product Owner, Scrum Master, and Scrum Team.

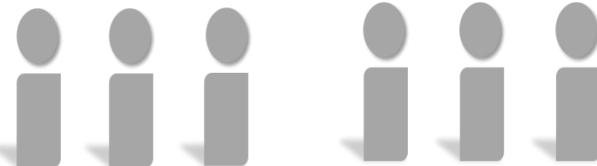


Organization - Non-core Roles

Vendors



Include external individuals or organizations, provide products and/or services that are not within the core competencies of the project organization.





Organization – Role Summary

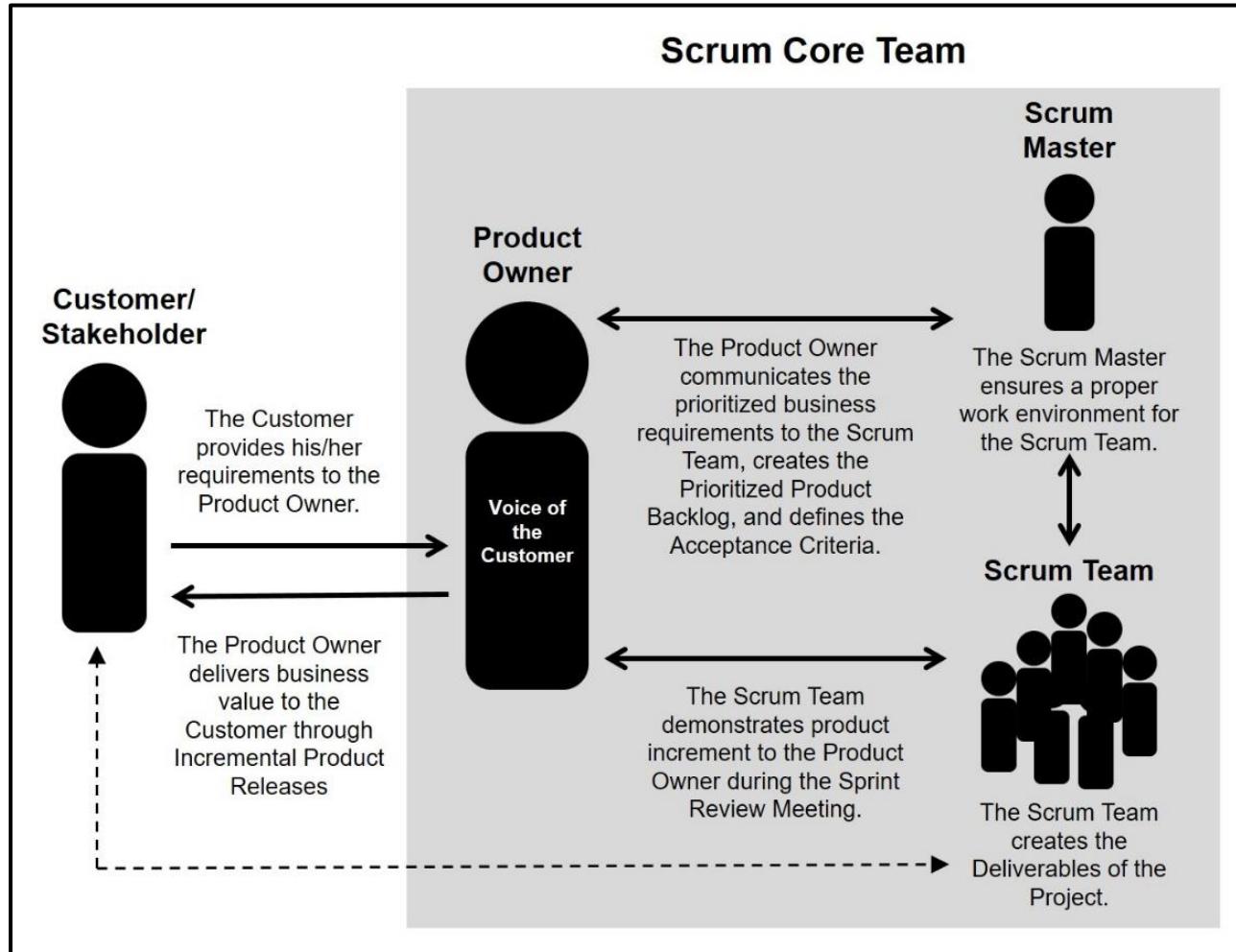


Figure 3-1: Scrum Roles—Overview; Page 42 SBOK™ Guide



Scrum Across the Organization

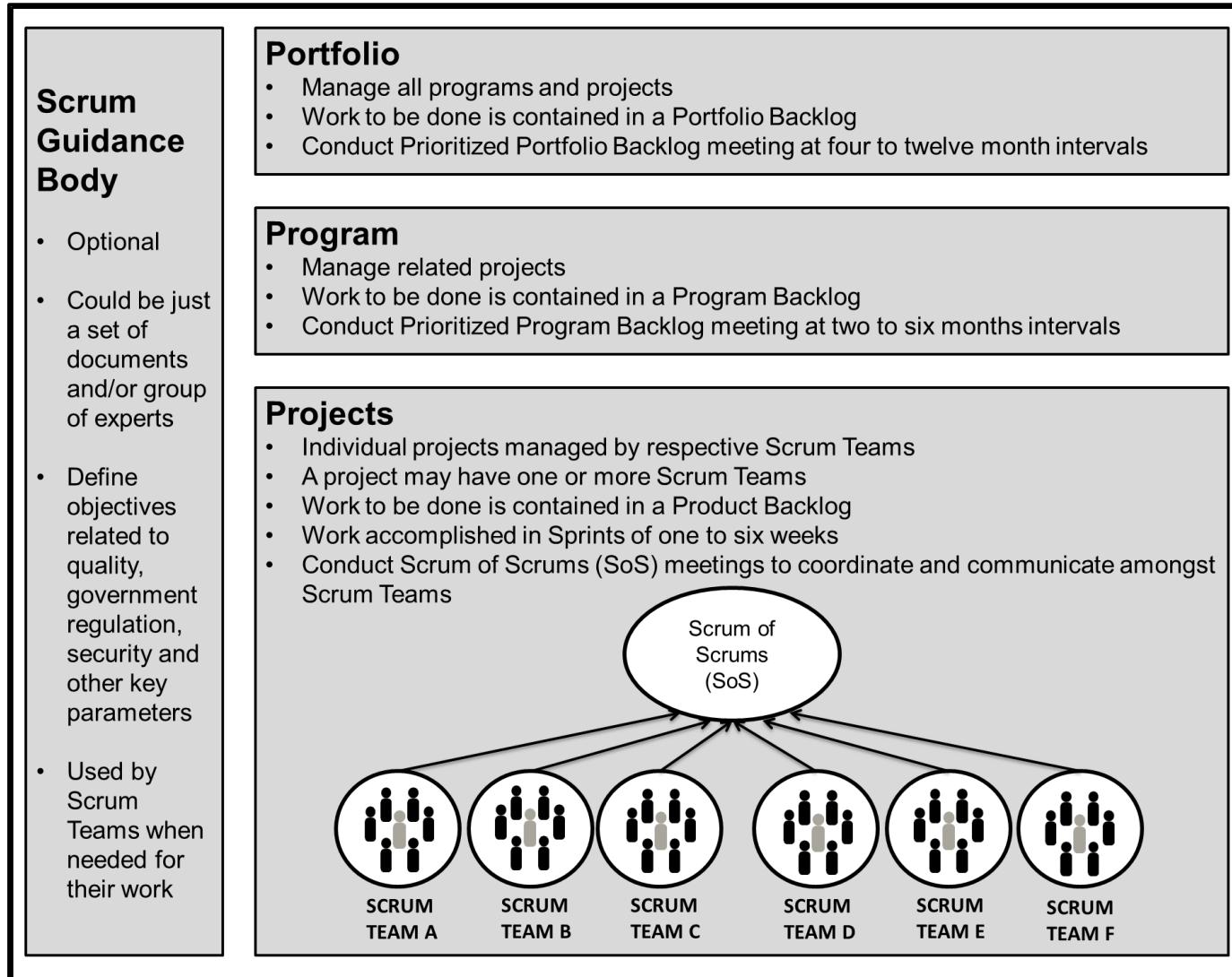


Fig 3-4: Scrum Across the Organization for Projects, Programs, and Portfolios; Page 53 SBOK™ Guide

Please note that this topic is discussed in detail in the SBOK™ Guide and as part of other advanced certification courses.



Scrum Project Roles - Video

- Here is a video to review the concept:

<https://www.scrumstudy.com/video/seminar-scrum-project-roles>

- For more videos on this concept, please login to your online account.
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Question

- Who among the following is responsible for providing the Scrum Team with a favorable environment for creating deliverables?
 - A. Scrum Master
 - B. Product Owner
 - C. Scrum Guidance Body
 - D. External stakeholders



Answer

- Who among the following is responsible for providing the Scrum Team with a favorable environment for creating deliverables?
 - A. Scrum Master
 - B. Product Owner
 - C. Scrum Guidance Body
 - D. External stakeholders
- Answer: **A** - Scrum Master
- Justification: Scrum Master is responsible for providing the Scrum Team with a favorable environment for creating deliverables



Question

Should a Scrum Master have technical knowledge? Please type your answer in the Question window.

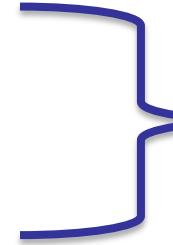


If you have any additional questions on this topic, please post it in the Question window.



Scrum Aspects – Business Justification

Agenda

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Scrum Aspects - Business Justification

It is important for an organization to perform a proper business assessment prior to starting any project.

This helps key decision makers understand the business need for a change or for a new product or service, the justification for moving forward with a project, and its viability.



Business Justification – Value-driven Delivery

Business justification in Scrum is based on the concept of Value-driven Delivery.

One of the key characteristics of any project is the uncertainty of results or outcomes.

It is impossible to guarantee project success at completion, irrespective of the size or complexity of a project.

Considering this uncertainty of achieving success, Scrum attempts to start delivering results as early in the project as possible.

This early delivery of results, and thereby value, provides an opportunity for reinvestment and proves the worth of the project to interested stakeholders.



Value-driven Delivery in Scrum versus Traditional Projects

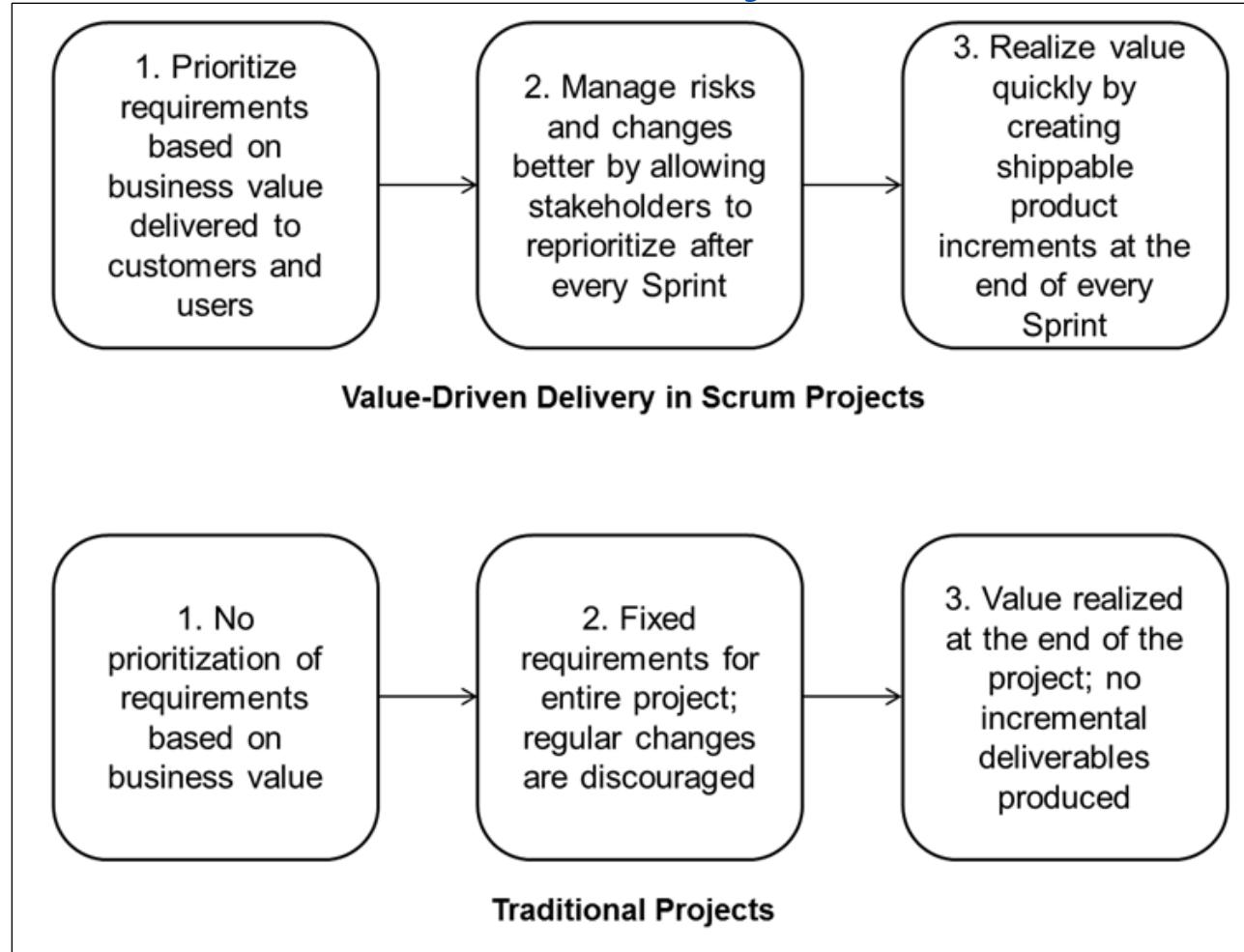


Fig 4-1: Delivering Value in Scrum vs. Traditional Projects; Page 67 SBOK™ Guide

Please note that this topic is discussed in detail in the SBOK™ Guide and as part of other advanced certification courses.



Steps to Determine Business Justification

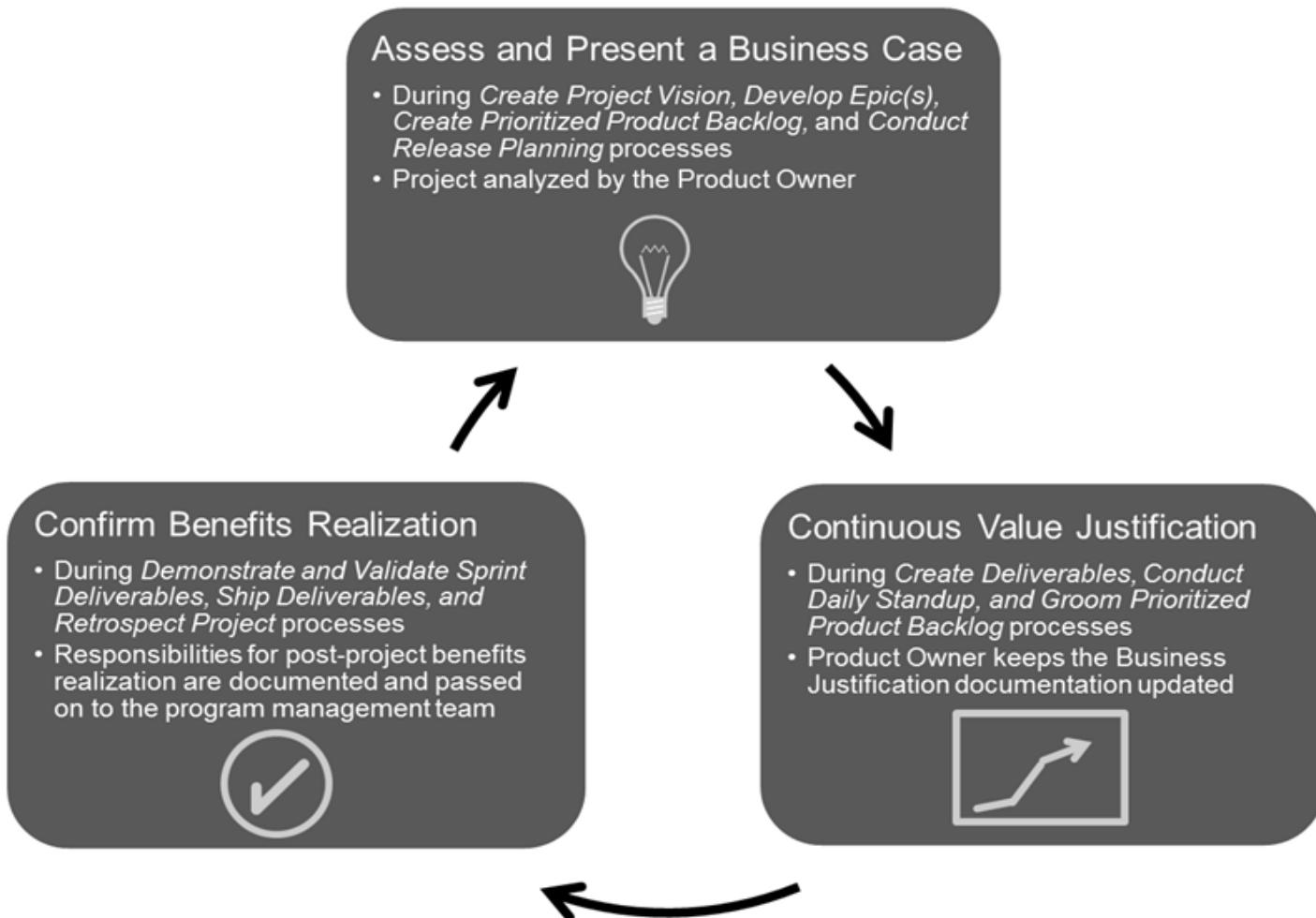


Fig 4-3: Business Justification and the Project Lifecycles; Page 71 SBOK™ Guide

Please note that this topic is discussed in detail in the SBOK™ Guide and as part of other advanced certification courses.



Business Justification - Video

- Here is a video to review the concept:

<https://www.scrumstudy.com/video/seminar-Introduction-to-Business-Justification>

- For more videos on this concept, please login to your online account.
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Question

- Which of the following statements is **not** true with regard to the Scrum framework?
 - A. User requirements are prioritized based on their business value
 - B. The Product Owner should follow a change control procedure to make any changes to the Prioritized Backlog Items in the Prioritized Product Backlog
 - C. Business value is delivered incrementally
 - D. Deliverables are created on the basis of the business value they provide.



Answer

- Which of the following statements is **not** true with regard to the Scrum framework?
 - A. User requirements are prioritized based on their business value
 - B. The Product Owner should follow a change control procedure to make any changes to the Prioritized Backlog Items in the Prioritized Product Backlog
 - C. Business value is delivered incrementally
 - D. Deliverables are created on the basis of the business value they provide.
- Answer: **B** - The Product Owner should follow a change control procedure to make any changes to the Prioritized Backlog Items in the Prioritized Product Backlog
- Justification: There is no change control procedure in Scrum. Change requests are actioned upon based on their business value.



Question

What factors do you consider while assessing business justification for a project? Please type your answer in the Question window.



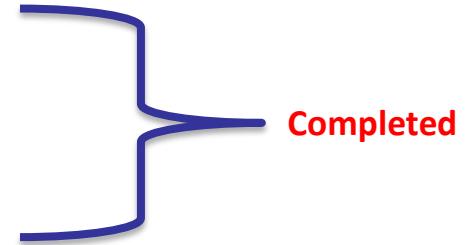
If you have any additional questions on this topic, please post it in the Question window.



Scrum Aspects – Quality

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- **Scrum Aspects:** Organization, Business Justification, **Quality**, Change, Risk  **Current Topic of Discussion**
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Completed



Scrum Aspects - Quality

Quality is defined as the ability of the completed product or deliverables to meet the Acceptance Criteria and achieve the business value expected by the customer

Acceptance Criteria are the objective components by which a User Story's functionality is judged.

Acceptance Criteria should explicitly outline the conditions that User Stories must satisfy.

Example: Every in-progress order must be saved every 5 seconds to the logged in user account as a draft order.



Scrum Aspects - Quality

To ensure a project meets quality requirements, Scrum adopts an approach of continuous improvement whereby the team learns from experience and stakeholder engagement to constantly keep the Prioritized Product Backlog updated with any changes in requirements.

The Prioritized Product Backlog is simply never complete until the closure or termination of the project.

Any changes to the requirements reflect changes in the internal and external business environment and allow the team to continually work and adapt to achieve those requirements.



Scrum Aspects - Quality

Since Scrum requires work to be completed in increments during Sprints, this means that errors or defects get noticed earlier through repetitive quality testing, rather than when the final product or service is near completion.

Moreover, important quality-related tasks (e.g., development, testing, and documentation) are completed as part of the same Sprint by the same team—this ensures that quality is inherent in any deliverable created as part of a Sprint.

Constant discussions between the Scrum Core Team and stakeholders (including customers and users) with actual increments of the product being delivered at the end of every Sprint, ensures that the gap between customer expectations from the project and actual deliverables produced is constantly reduced.



Quality - Plan-Do-Check-Act (PDCA) Cycle

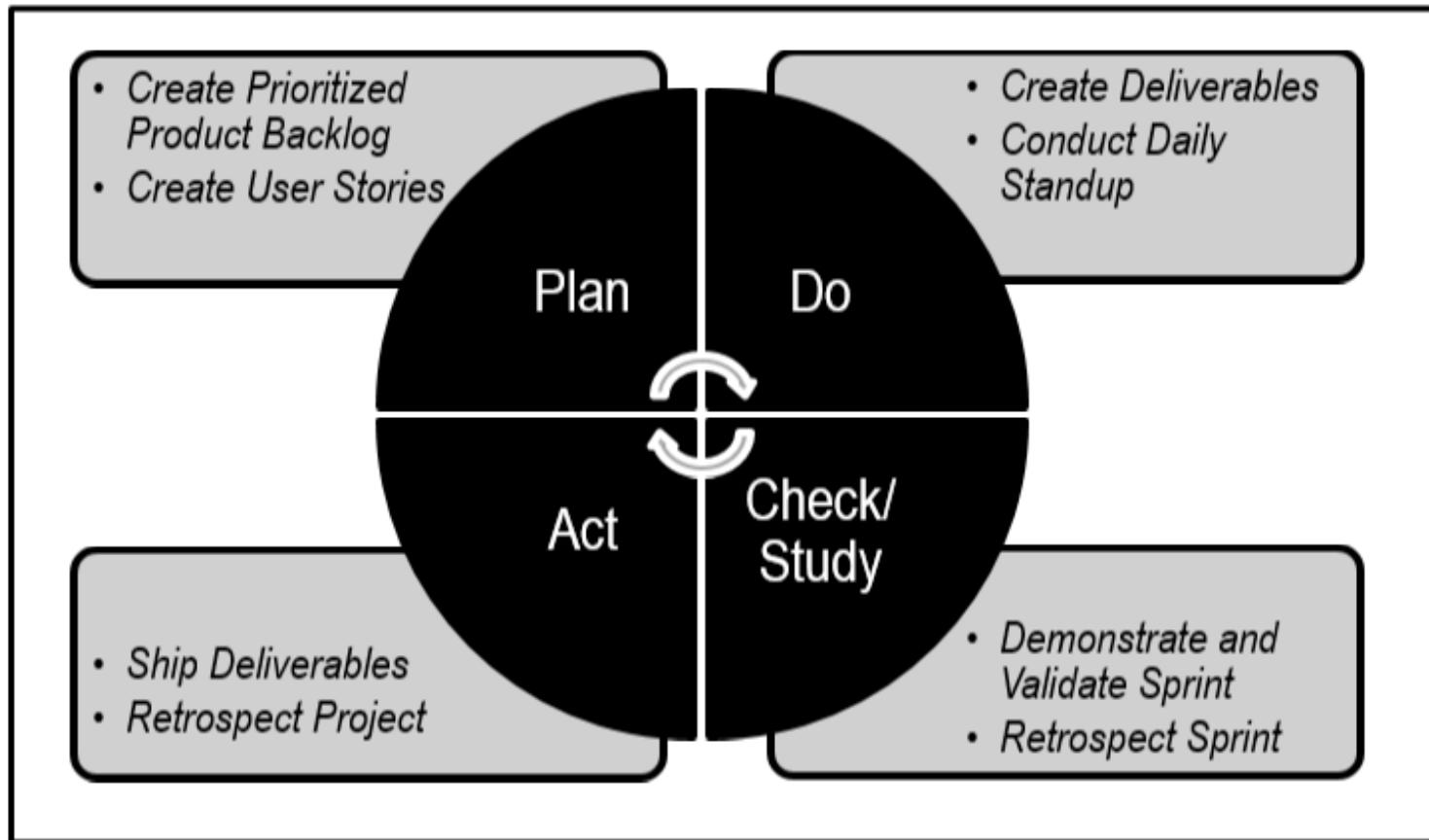


Fig 5-3: PDCA Cycle in Scrum; Page 93 SBOK™ Guide

Please note that this topic is discussed in detail in the SBOK™ Guide and as part of other advanced certification courses.



Quality - Video

- Here is a video to review the concept:

<https://www.scrumstudy.com/video/seminar-Introduction-to-Quality>

- For more videos on this concept, please login to your online account.
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Question

- Which of the following is the objective component by which a User Story's functionality is judged?
 - A. Customer Quality Expectations
 - B. Acceptance Criteria
 - C. Epics
 - D. User Needs



Answer

- Which of the following is the objective component by which a User Story's functionality is judged?
 - A. Customer Quality Expectations
 - B. Acceptance Criteria
 - C. Epics
 - D. User Needs
- Answer: **B** - Acceptance Criteria
- Justification: Acceptance Criteria are the objective component by which a User Story's functionality is judged.



Question

Should Acceptance Criteria be written for all User Stories? Please type your answer in the Question window.

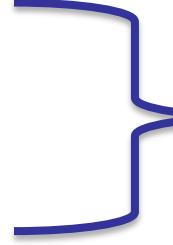


If you have any additional questions on this topic, please post it in the Question window.



Scrum Aspects – Change

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Scrum Aspects - Change



Every project, regardless of its method or framework used, is exposed to change.

It is imperative that project team members understand that the Scrum development processes are designed to embrace change.

Organizations should try to maximize the benefits that arise from change and minimize any negative impacts through diligent change management processes in accordance with the principles of Scrum.



Scrum Aspects - Change

A primary principle of Scrum is its acknowledgement that:

- a) stakeholders change their mind about what they want and need throughout a project (sometimes referred to as “requirements churn”)
- b) it is very difficult, if not impossible, for stakeholders to define all requirements during project initiation.

Scrum projects welcome change by using short, iterative Sprints that incorporate customer feedback on each Sprint’s deliverables.

This enables the customer to regularly interact with the Scrum Team members, view deliverables as they are ready, and change requirements if needed earlier in the Sprint.



Change – Sample Change Approval Process

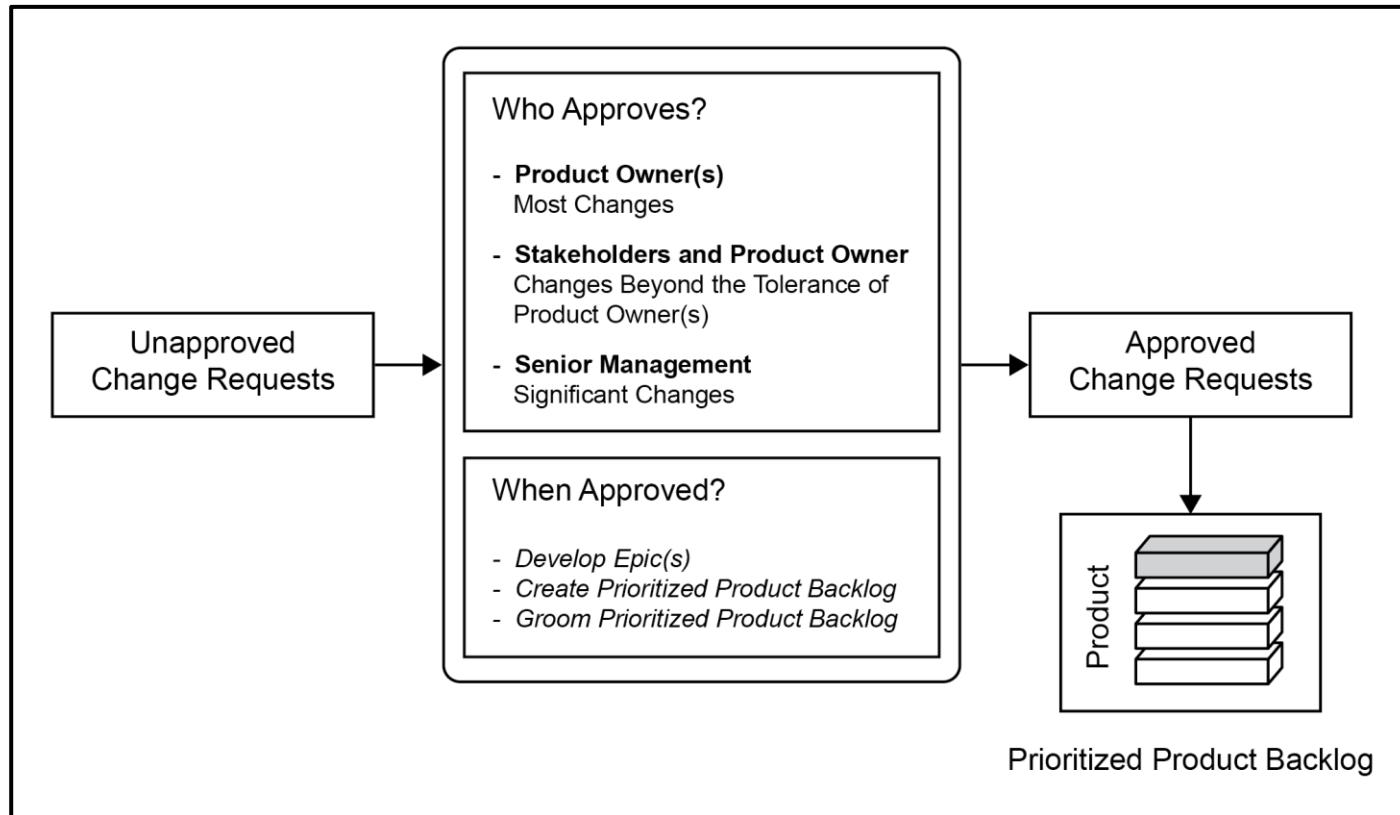


Fig 6-1: Sample Change Approval Process; Page 99 SBOK™ Guide

Please note that this topic is discussed in detail in the SBOK™ Guide and as part of other advanced certification courses.



Change - Updating Prioritized Product Backlog with Approved Changes

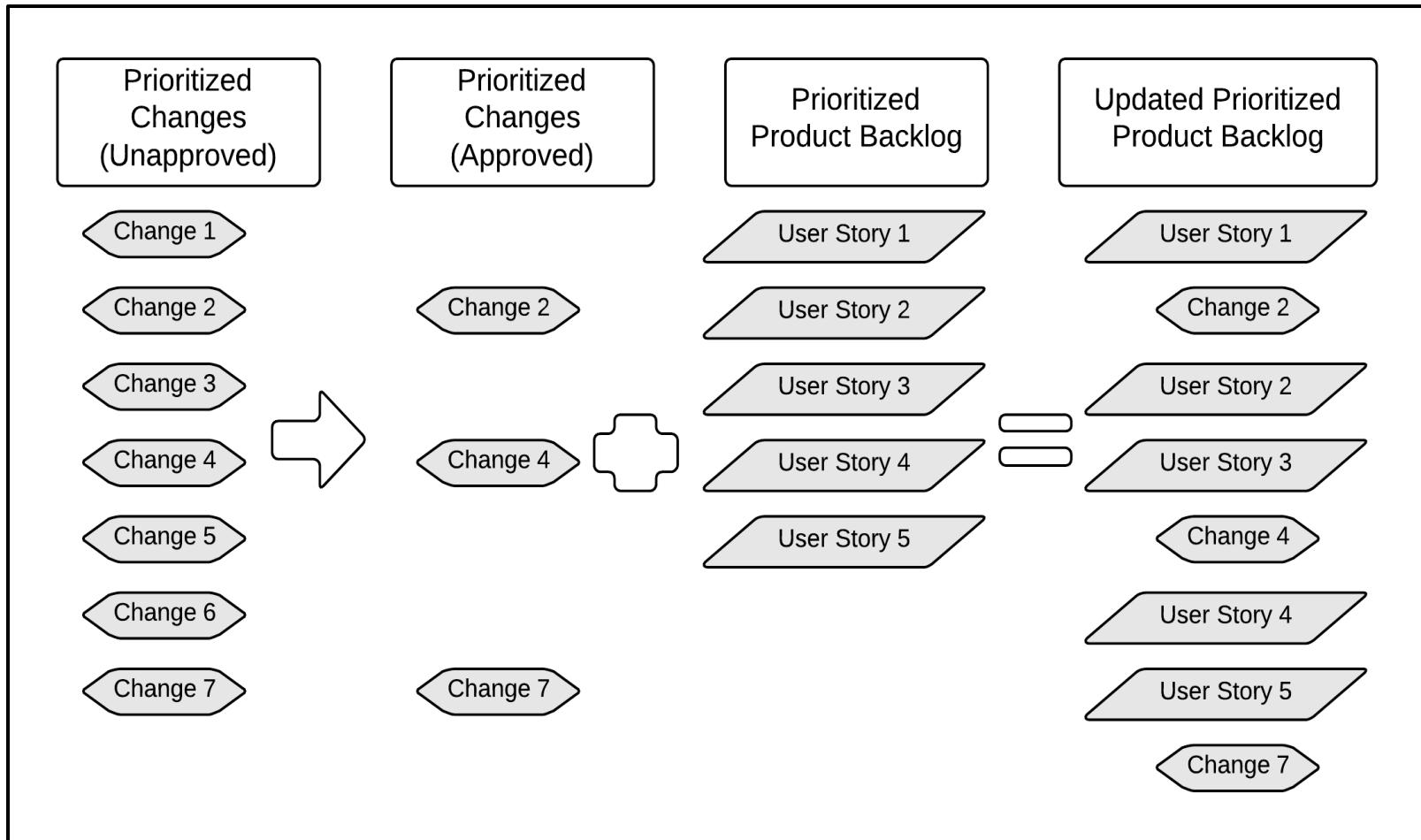


Figure 6-2: Updating Prioritized Product Backlog with Approved Changes; Page 100 SBOK™ Guide

Please note that this topic is discussed in detail in the SBOK™ Guide and as part of other advanced certification courses.



Change - Integrating Change in Scrum

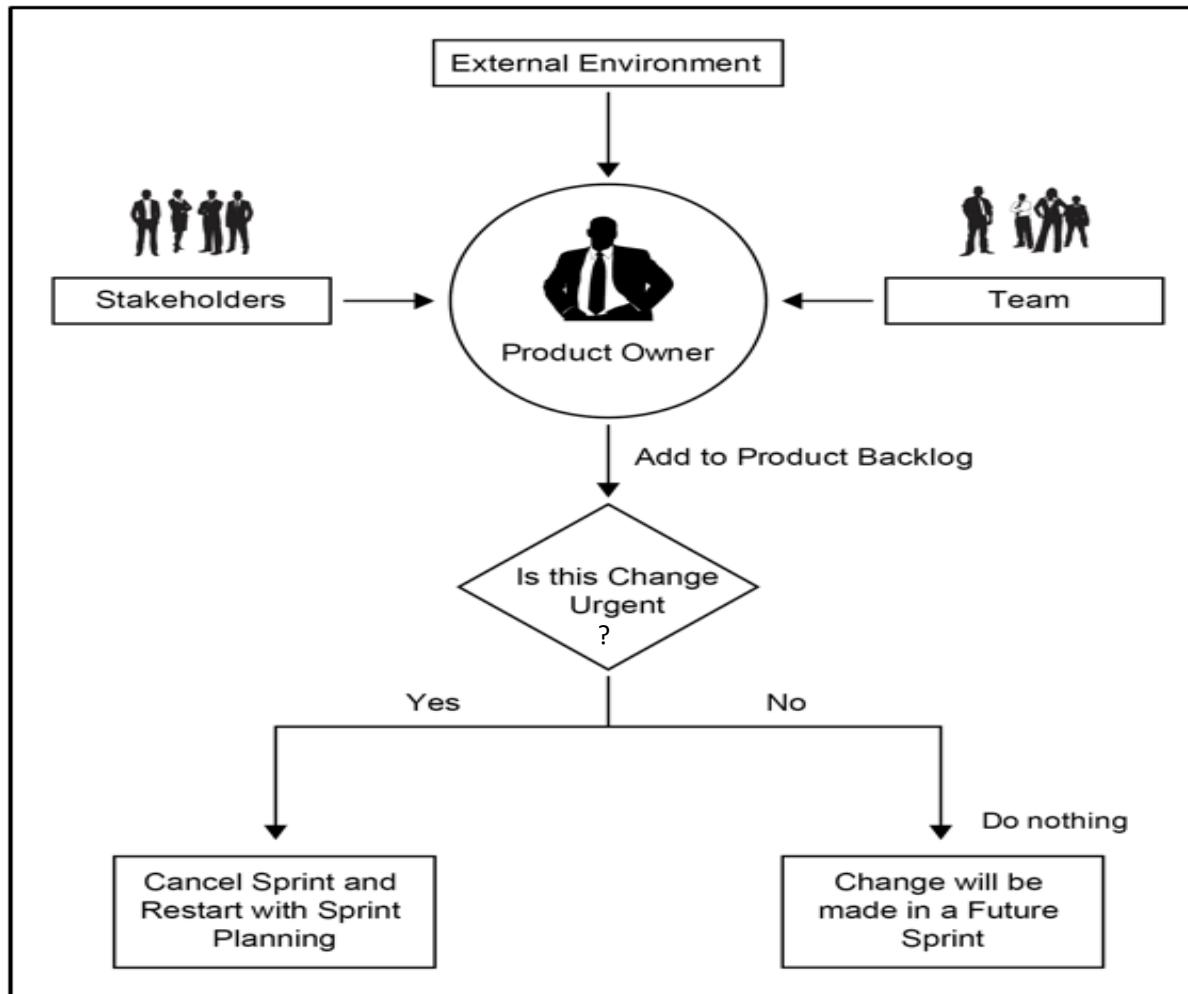


Figure 6-6: Integrating Change in Scrum; Page 107 SBOK™ Guide

Please note that this topic is discussed in detail in the SBOK™ Guide and as part of other advanced certification courses.



Change - Incorporating Changes in Portfolio and Program

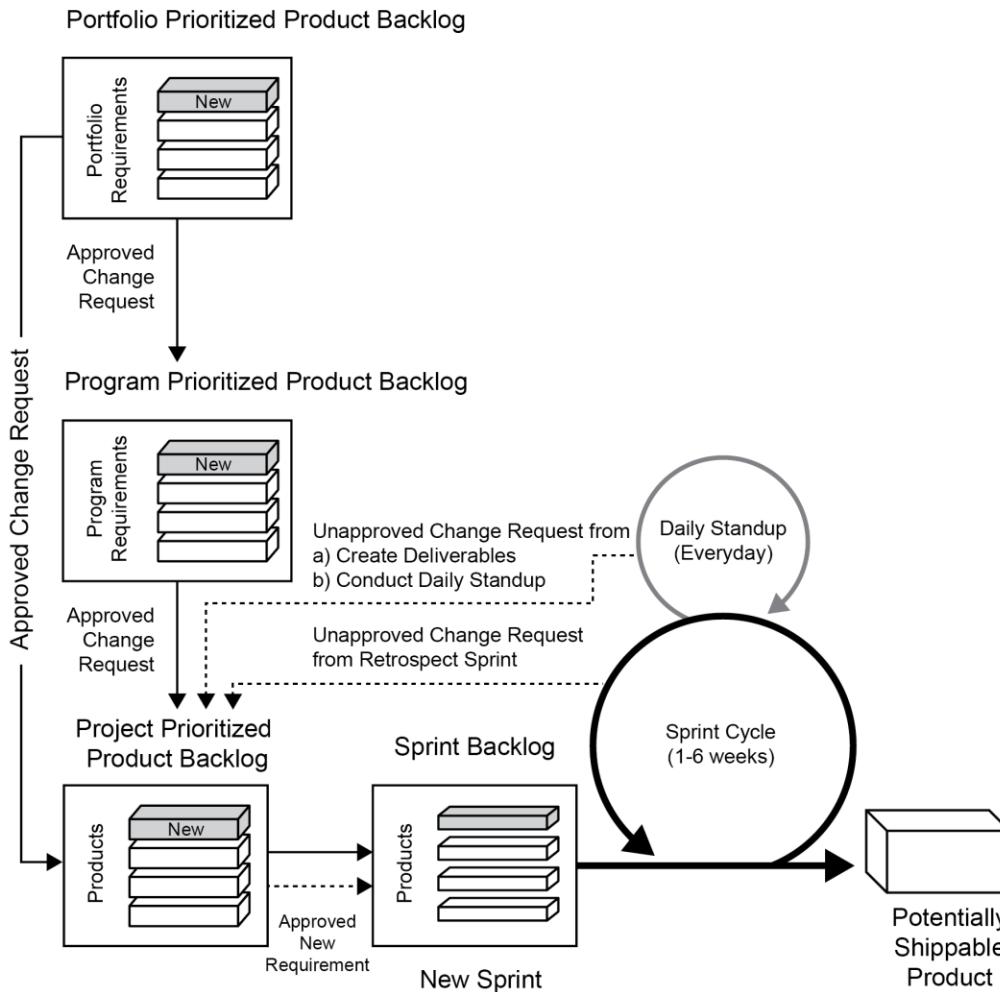


Figure 6-8: Incorporating Changes in Portfolio and Program; Page 113 SBOK™ Guide

Please note that this topic is discussed in detail in the SBOK™ Guide and as part of other advanced certification courses.



Change - Video

- Here is a video to review the concept:

<https://www.scrumstudy.com/video/seminar-Integrating-Change>

- For more videos on this concept, please login to your online account.
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Question

- Who is responsible for ensuring that requirements and User Stories pertaining to an agreed Sprint are not changed?
 - A. Scrum Team
 - B. Product Owner
 - C. Scrum Master
 - D. Sponsor



Answer

- Who is responsible for ensuring that requirements and User Stories pertaining to an agreed Sprint are not changed?
 - A. Scrum Team
 - B. Product Owner
 - C. Scrum Master
 - D. Sponsor
- Answer: **C – Scrum Master**
- Justification: It is the responsibility of the Scrum Master to ensure that once user stories for a Sprint are committed to, those are not changed.



Question

Do you use any formal Change Control Procedure in your organization? Please type your answer in the Question window.



If you have any additional questions on this topic, please post it in the Question window.



Scrum Aspects – Risk

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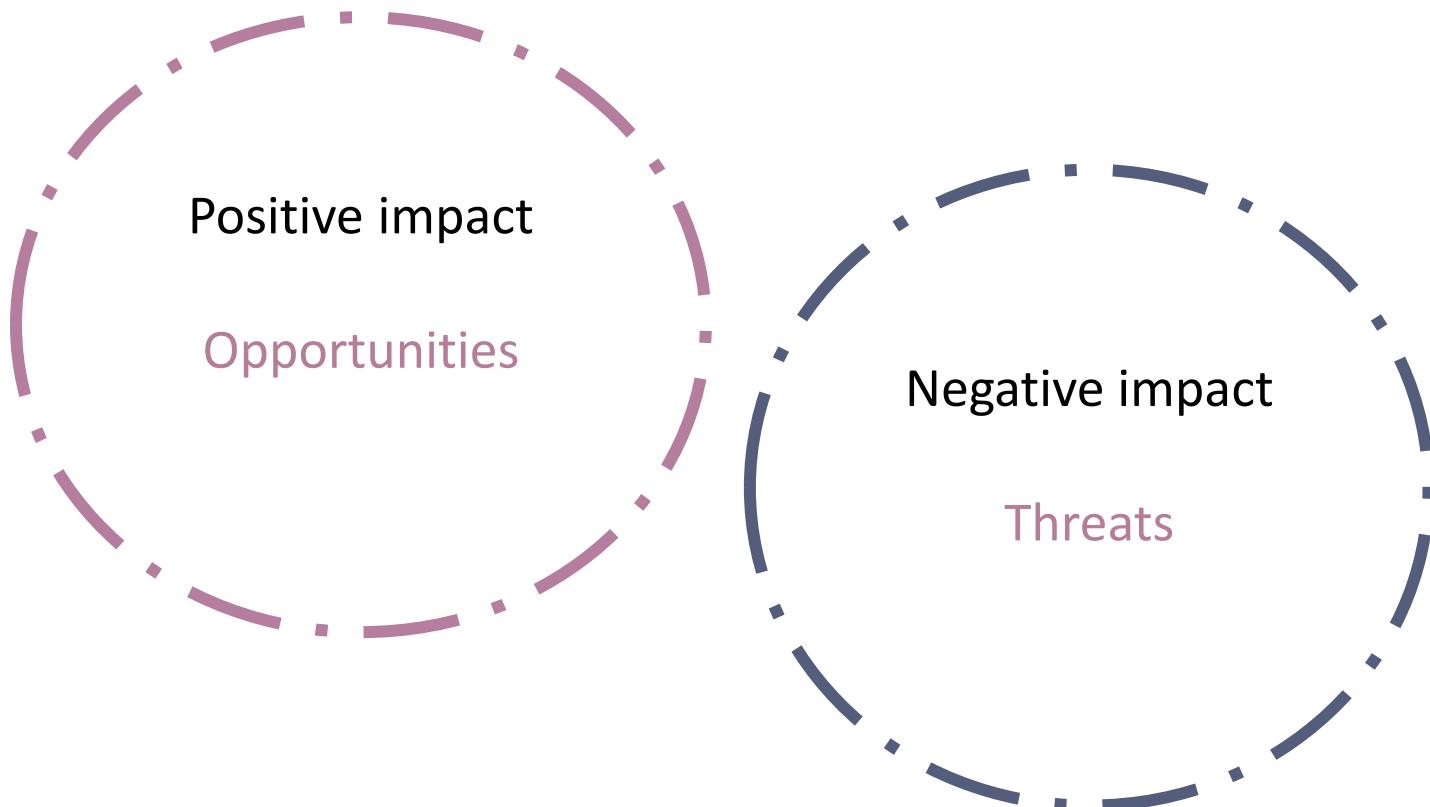
Scrum Aspects - Risk

Risk is defined as an uncertain event or set of events that can affect the objectives of a project and may contribute to its success or failure.





Scrum Aspects - Risk





Scrum Aspects - Risk

Example

One of the key investors in a project might back off at an important juncture. This is a risk affecting the project in a negative way

In case, the project finds a better investor willing to invest in a bigger and a better way, it can be considered as an opportunity



Risk - Risk Management Procedure

1. Risk Identification: Using various techniques to identify all potential risks.
2. Risk assessment: Evaluating and estimating the identified risks.
3. Risk prioritization: Prioritizing risk to be included in the Prioritized Product Backlog.
4. Risk mitigation: Developing an appropriate strategy to deal with the risk.
5. Risk communication: Communicating the findings from the first four steps to the appropriate stakeholders and determining their perception regarding the uncertain events.



Risk - Risk Management Procedure

Risks should be identified, assessed, and responded to based primarily on two factors:

- The probability of an occurrence
- The probable impact in the event of the occurrence

Risks with high probability and high impact rating should be addressed before those with a lower rating.

In general, once a risk is identified, it is important to understand the basic aspects of the risk with regard to the possible causes, the area of uncertainty, and the potential effects if the risk occurs.



Scrum Aspects - Risk

Minimizing Risks through Scrum

Flexibility
reduces
business-
environment-
related risk

Regular
feedback
reduces
expectations-
related risk

Team
ownership
reduces
estimation risk

Transparency
reduces non-
detection risk

Iterative
delivery
reduces
investment risk



Risk - Process for Risk Prioritization

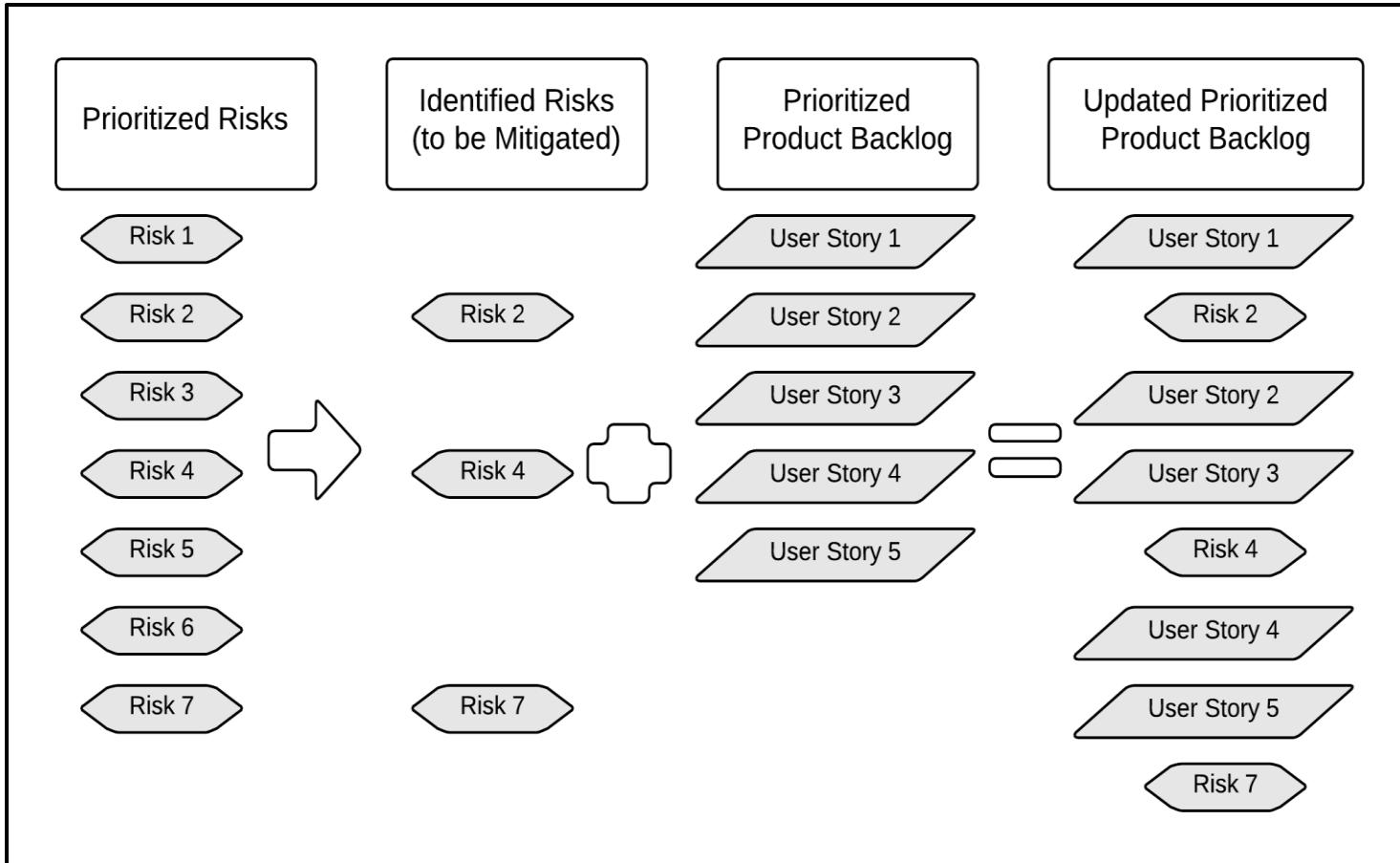


Figure 7-4: Process for Risk Prioritization; Page 126 SBoK™ Guide

Please note that this topic is discussed in detail in the SBoK™ Guide and as part of other advanced certification courses.



Risk - Handling Risks in Portfolios and Programs

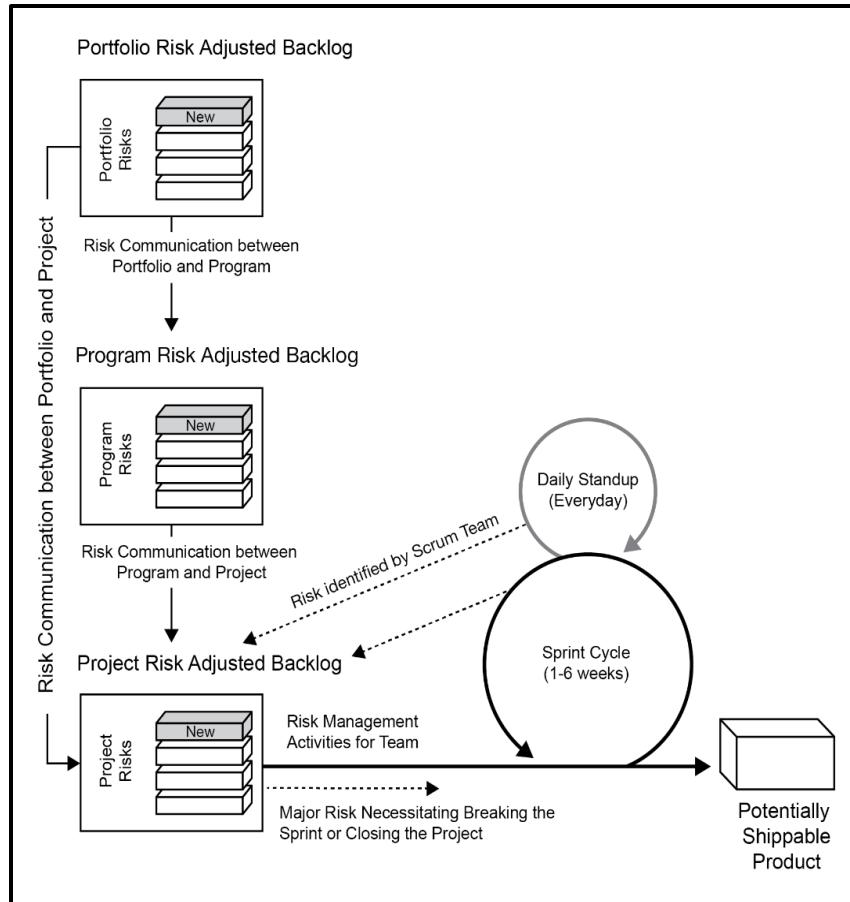


Figure 7-6: Handling Risks in Portfolios and Programs; Page 131 SBOK™ Guide

Please note that this topic is discussed in detail in the SBOK™ Guide and as part of other advanced certification courses.



Risk - Video

- Here is a video to review the concept:

<https://www.scrumstudy.com/video/seminar-Minimizing-Risks-through-Scrum>

- For more videos on this concept, please login to your online account.
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Question

- Which of the following **cannot** be identified as a risk for a given project?
 - A. Funding for the project may not be made available in time for project completion without going beyond the agreed schedule.
 - B. The requirements given by the Product Owner are unclear to the development team.
 - C. The development team may not possess the required skills to develop the project's products.
 - D. The Product Owner believes that the User Stories for product A may not accurately reflect the needs of the end users.



Answer

- Which of the following **cannot** be identified as a risk for a given project?
 - A. Funding for the project may not be made available in time for project completion without going beyond the agreed schedule.
 - B. The requirements given by the Product Owner are unclear to the development team.
 - C. The development team may not possess the required skills to develop the project's products.
 - D. The Product Owner believes that the User Stories for product A may not accurately reflect the needs of the end users.
- Answer: **B** – The requirements given by the Product Owner are unclear to the development team.
- Justification: There is no uncertainty in this statement. The requirements are unclear and as such it is an issue and not a risk.



Question

Can you think of one example of a threat and one example of an opportunity?
Please type your answer in the Question window.

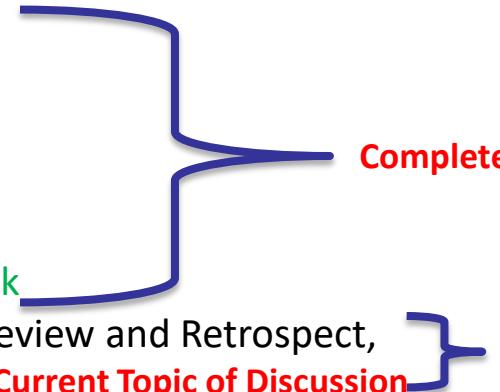


If you have any additional questions on this topic, please post it in
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Scrum Phases and Processes

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- 



Scrum Phases and Processes

Scrum processes address the specific activities and flow of a Scrum project. In total, there are 19 processes which are grouped into 5 phases



Scrum Phases and Processes

| Chapter | Phase | Fundamental Scrum Processes |
|---------|-----------------------|--|
| 8 | Initiate | <ol style="list-style-type: none">1. Create Project Vision2. Identify Scrum Master and Stakeholder(s)3. Form Scrum Team4. Develop Epic(s)5. Create Prioritized Product Backlog6. Conduct Release Planning |
| 9 | Plan and Estimate | <ol style="list-style-type: none">1. Create User Stories2. Estimate User Stories3. Commit User Stories4. Identify Tasks5. Estimate Tasks6. Create Sprint Backlog |
| 10 | Implement | <ol style="list-style-type: none">1. Create Deliverables2. Conduct Daily Standup3. Groom Prioritized Product Backlog |
| 11 | Review and Retrospect | <ol style="list-style-type: none">1. Demonstrate and Validate Sprint2. Retrospect Sprint |
| 12 | Release | <ol style="list-style-type: none">1. Ship Deliverables2. Retrospect Project |

Table 1-1: Summary of Fundamental Scrum Processes; Page 15 SBOK™ Guide



Scrum Phase - Initiate

| | | |
|--|--|--|
| 8.1 Create Project Vision | 8.2 Identify Scrum Master and Stakeholder(s) | 8.3 Form Scrum Team |
| INPUTS 1. Project Business Case* | INPUTS 1. Product Owner* 2. Project Vision Statement* | INPUTS 1. Product Owner* 2. Scrum Master* 3. Project Vision Statement* |
| TOOLS 1. Project Vision Meeting* | TOOLS 1. Selection Criteria* | TOOLS 1. Scrum Team Selection* |
| OUTPUTS 1. Identified Product Owner* 2. Project Vision Statement* | OUTPUTS 1. Identified Scrum Master* 2. Identified Stakeholder(s)* | OUTPUTS 1. Identified Scrum Team* |
| 8.4 Develop Epic(s) | 8.5 Create Prioritized Product Backlog | 8.6 Conduct Release Planning |
| INPUTS 1. Scrum Core Team* 2. Project Vision Statement* | INPUTS 1. Scrum Core Team* 2. Epic(s)* 3. Personas* | INPUTS 1. Scrum Core Team* 2. Stakeholders* 3. Project Vision Statement* 4. Prioritized Product Backlog* 5. Done Criteria* |
| TOOLS 1. User Group Meetings* | TOOLS 1. User Story Prioritization Methods* | TOOLS 1. Release Planning Sessions* 2. Release Prioritization Methods* |
| OUTPUTS 1. Epic(s)* 2. Personas* | OUTPUTS 1. Prioritized Product Backlog* 2. Done Criteria* | OUTPUTS 1. Release Planning Schedule* 2. Length of Sprint* |

Figure 8-2: Initiate Overview (Essentials); SBOK Page 138

Additional Details: SBOK Pages 135-179



Scrum Phase - Initiate

Create
Project Vision

Project Business Case is reviewed to create
Project Vision Statement

Product Owner is identified



Scrum Phase - Initiate

Identify Scrum
Master and
Stakeholder(s)

Scrum Master and Stakeholder(s) are identified using specific Selection Criteria



Scrum Phase - Initiate

Form Scrum Team

Scrum Team members are identified
Product Owner is responsible for selecting team members and often does so in collaboration with the Scrum Master



Scrum Phase - Initiate

Project Vision Statement serves as the basis for developing Epics

Epics are large, unrefined User Stories in the Prioritized Product Backlog which cannot be delivered in one Sprint cycle.

Develop Epic(s)

Personas are created to identify the needs of the target user base

Personas are highly detailed fictional characters, representative of the majority of users and of other stakeholders who may not directly use the end product. Personas are created to identify the needs of the target user base.



Initiate Phase - Example of Persona

Vanessa is a 39 year old resident of San Francisco. She is pursuing her passion for traveling after having a highly successful career as an attorney. She likes to have options while picking air travel and accommodation services so that she can choose the best and the most affordable. She gets frustrated with slow and cluttered websites.





Scrum Phase - Initiate

Create
Prioritized
Product
Backlog

Epic(s) and Unrefined User Stories are refined, elaborated, and prioritized to create a Prioritized Product Backlog

Done Criteria are also established

Done Criteria are a set of rules that are applicable to all User Stories. A clear definition of Done is critical, because it removes ambiguity from requirements and helps the team adhere to mandatory quality norms.



Scrum Phase - Initiate

Conduct
Release
Planning

Scrum Core Team reviews the User Stories in the Prioritized Product Backlog to develop a Release Planning Schedule

Length of Sprint is determined



Initiate Phase - Data Flow Diagram

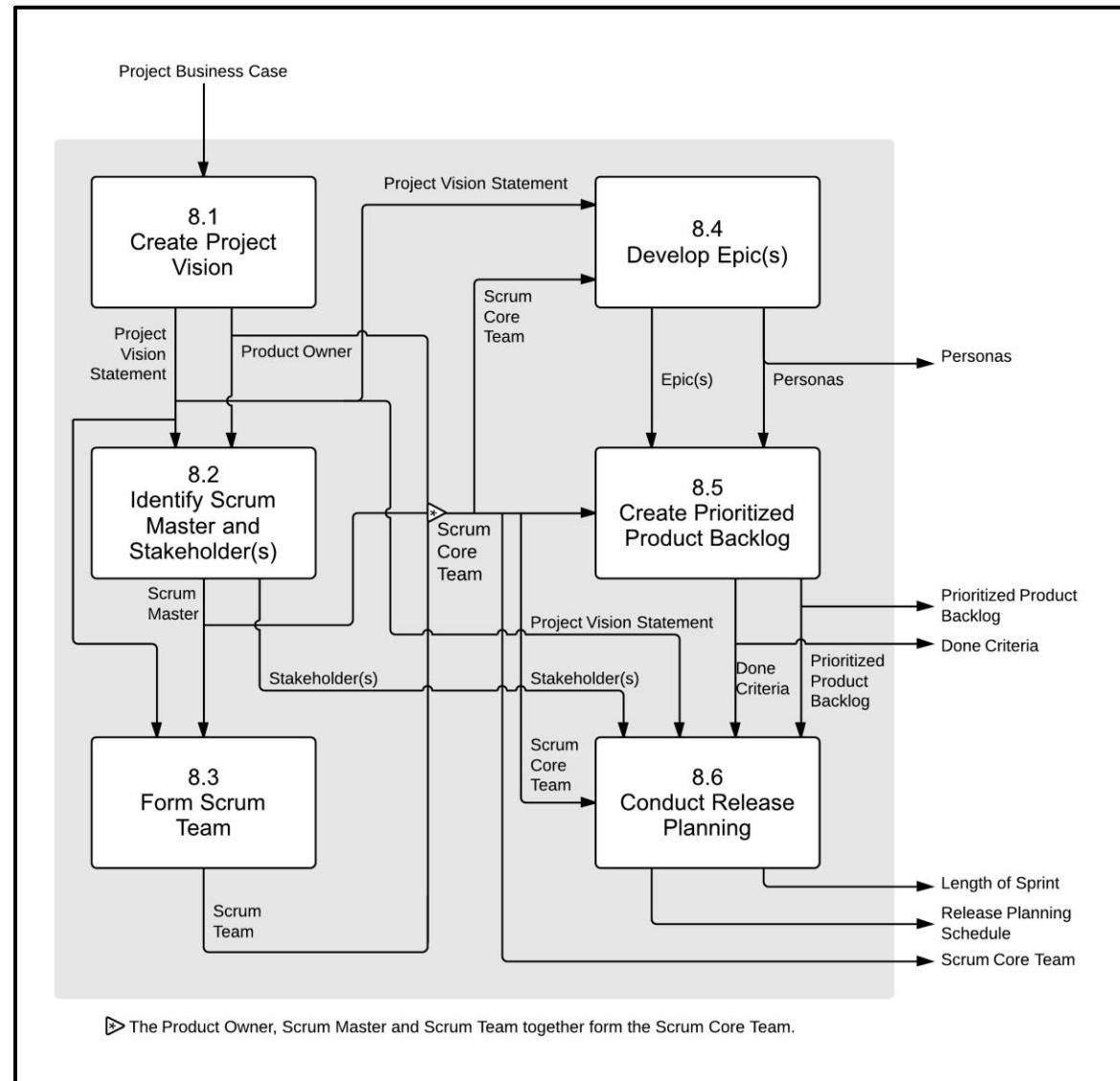


Figure 8 16: Initiate Phase—Data Flow Diagram; Page 179 SBOK™ Guide



Initiate Phase - Video

- Here is a video to review the concept:

<https://www.scrumstudy.com/video/seminar-Initiate-Introduction>

- For more videos on this concept, please login to your online account.
- If you are unable to watch the video here, you can use the link to play the video directly in your browser.



Question

- The prioritized set of work to be done is captured by the Product Owner in:
 - A. A User Story.
 - B. The Prioritized Product Backlog.
 - C. A Burndown chart.
 - D. Accepted deliverables



Answer

- The prioritized set of work to be done is captured by the Product Owner in:
 - A. A User Story.
 - B. The Prioritized Product Backlog.
 - C. A Burndown chart.
 - D. Accepted deliverables
- Answer: **B** – The Prioritized Product Backlog.
- Justification: Product Owner documents requirements in Prioritized Product Backlog.



Question

Can you think of an example of an Epic? Please type your answer in the Question window.

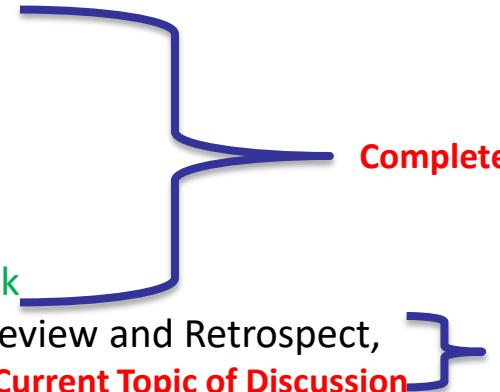


If you have any additional questions on this topic, please post it in the Question window.



Scrum Phase – Plan and Estimate

Agenda

- Benefits for participants attending this Webinar/Training (5 minutes)
 - About SCRUMstudy
 - Overview of Scrum
 - Overview of A Guide to the Scrum Body of Knowledge (SBOK™ Guide)
 - Scrum Flow
 - Scrum Aspects: Organization, Business Justification, Quality, Change, Risk
 - **Scrum Phases and Processes:** **Initiate, Plan and Estimate, Implement, Review and Retrospect, Release**
 - Scaling Scrum: Scaling Scrum for Large Projects, Scaling Scrum for the Enterprise
 - Principles: Empirical Process Control, Self-organization, Collaboration, Value-based Prioritization, Time-boxing, Iterative Development
 - Overview of SCRUMstudy Scrum and Agile Certifications and Live Demo of the Online Course
- 



Scrum Phase - Plan and Estimate

| | | |
|--|---|---|
| 9.1 Create User Stories INPUTS 1. Scrum Core Team* 2. Prioritized Product Backlog* 3. Done Criteria* 4. Personas* TOOLS 1. User Story Writing Expertise* OUTPUTS 1. User Stories* 2. User Story Acceptance Criteria* | 9.2 Estimate User Stories INPUTS 1. Scrum Core Team* 2. User Stories* TOOLS 1. Estimation Methods* OUTPUTS 1. Estimated User Stories* | 9.3 Commit User Stories INPUTS 1. Scrum Core Team* 2. Estimated User Stories* 3. Length of Sprint* TOOLS 1. Sprint Planning Meetings* OUTPUTS 1. Committed User Stories* |
| 9.4 Identify Tasks INPUTS 1. Scrum Core Team* 2. Committed User Stories* TOOLS 1. Sprint Planning Meetings* OUTPUTS 1. Task List* | 9.5 Estimate Tasks INPUTS 1. Scrum Core Team* 2. Task List* TOOLS 1. Sprint Planning Meetings* 2. Estimation Criteria* 3. Estimation Methods* OUTPUTS 1. Effort Estimated Task List* | 9.6 Create Sprint Backlog INPUTS 1. Scrum Core Team* 2. Effort Estimated Task List* 3. Length of Sprint* TOOLS 1. Sprint Planning Meetings* OUTPUTS 1. Sprint Backlog* 2. Sprint Burndown Chart* |

Figure 9-2: Plan and Estimate Overview (Essentials); SBOK Page 184

Additional Details: SBOK Pages 181-211



Scrum Phase - Plan and Estimate

Create User Stories

User Stories and their related User Story Acceptance Criteria are created

Usually written by the Product Owner

Designed to ensure that the customer's requirements are clearly depicted and understood

Involves Scrum Team members creating the User Stories

Incorporated into the Prioritized Product Backlog

Tells you three things about the requirement: Who, What, and Why



Plan and Estimate Phase - User Story Format

As a <role/persona>, I should be able to <requirement> so that <benefit>



Plan and Estimate Phase - User Story Examples

- As a Database Administrator, I should be able to revert a selected number of database updates so that the desired version of the database is restored.
- As a Web developer, I should be able to track user data through their unique login, so that I can enable customization of product and service offerings to the visitors.
- As a customer, I should be able to log in as a guest, so that I can check the offerings without registration when constrained by time.



Scrum Phase - Plan and Estimate

Estimate
User Stories

Product Owner clarifies User Stories

Scrum Master and Scrum Team estimate the effort required to develop the functionality described in each User Story



Scrum Phase - Plan and Estimate

Commit User Stories

Scrum Team commits to develop the customer requirements in the form of Estimated and Committed User Stories (approved by Product Owner) for a Sprint



Scrum Phase - Plan and Estimate

Identify
Tasks

Committed User Stories are broken down into specific tasks and compiled into a Task List.

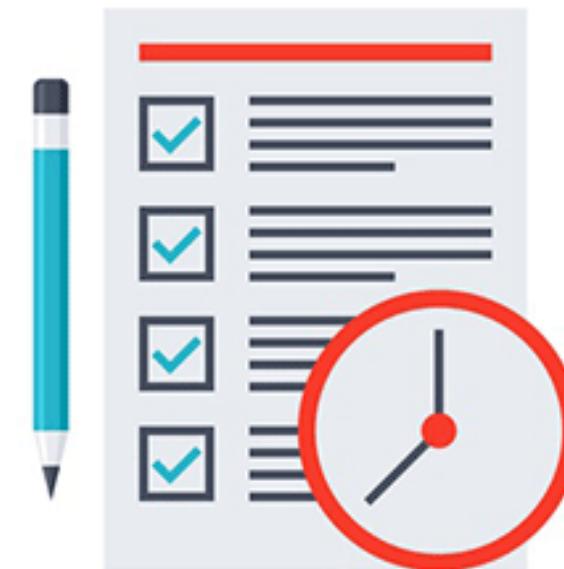


Scrum Phase - Plan and Estimate

Estimate
Tasks

Scrum Core Team estimates the effort required to accomplish each task in the Task List

Result of this process is an Effort Estimated Task List





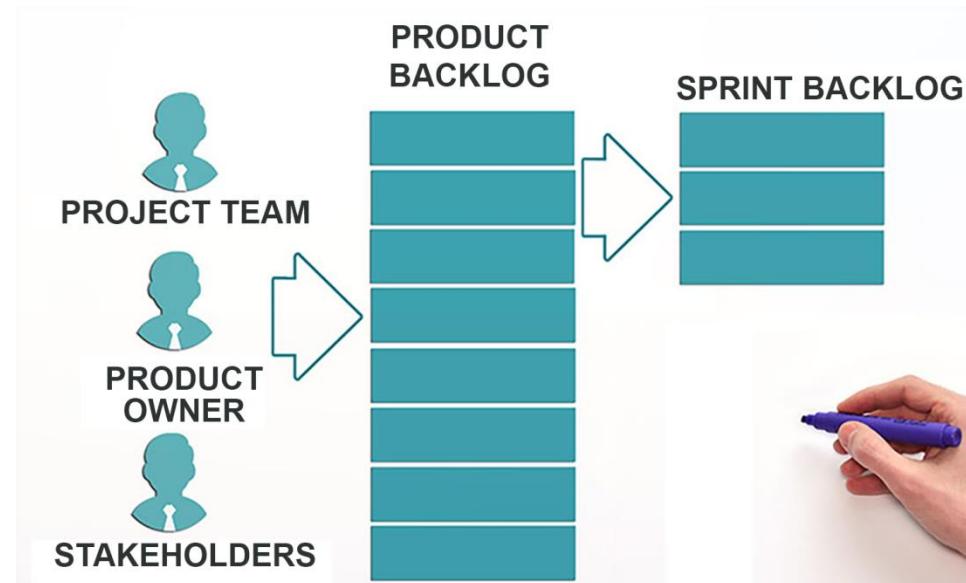
Scrum Phase - Plan and Estimate

Create Sprint Backlog

The Scrum Core Team holds Sprint Planning Meetings

Sprint Backlog containing all tasks to be completed in the sprint is created

A Sprint Burndown Chart with a planned burndown is created





Plan and Estimate Phase - Data Flow Diagram

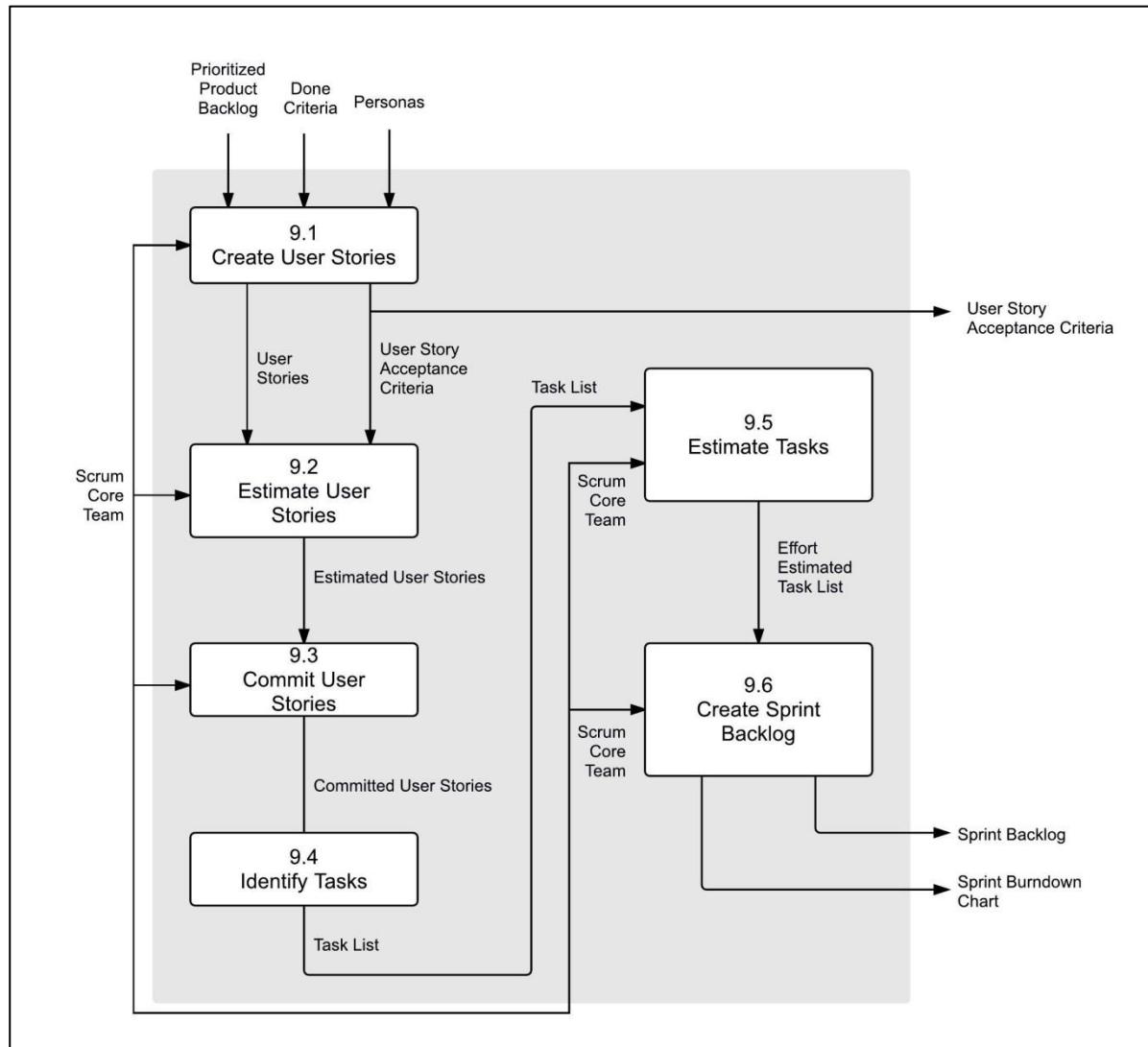


Figure 9-11: Plan and Estimate Phase—Data Flow Diagram; Page 211 SBOK™ Guide



Plan and Estimate Phase - Video

- Here is a video to review the concept:

<https://www.scrumstudy.com/video/seminar-Plan-and-Estimate-Introduction>

- For more videos on this concept, please login to your online account.
- If you are unable to watch the video here, you can use the link to play the video directly in your browser.



Question

- The responsibility for estimating items in the Prioritized Product Backlog in the Plan and Estimate phase lies with the:
 - A. Scrum Team.
 - B. Scrum Master.
 - C. Product Owner.
 - D. External team with considerable experience.



Answer

- The responsibility for estimating items in the Prioritized Product Backlog in the Plan and Estimate phase lies with the:
 - A. Scrum Team.
 - B. Scrum Master.
 - C. Product Owner.
 - D. External team with considerable experience.
- Answer: **A** – Scrum Team.
- Justification: A Scrum team is a self-organized team and as such they are told what needs to be done, but how it needs to be done is decided by the team . That includes estimation of tasks too.



Question

Can you share some user stories that you might have worked on? Please type your answer in the Question window.

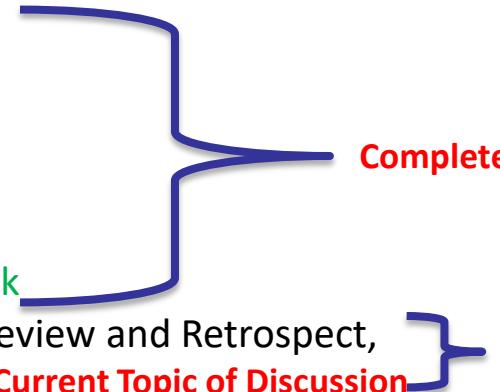


If you have any additional questions on this topic, please post it in the Question window.



Scrum Phase - Implement

Agenda

- Benefits for participants attending this Webinar/Training (5 minutes)
 - About SCRUMstudy
 - Overview of Scrum
 - Overview of A Guide to the Scrum Body of Knowledge (SBOK™ Guide)
 - Scrum Flow
 - Scrum Aspects: Organization, Business Justification, Quality, Change, Risk
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 - Principles: Empirical Process Control, Self-organization, Collaboration, Value-based Prioritization, Time-boxing, Iterative Development
 - Overview of SCRUMstudy Scrum and Agile Certifications and Live Demo of the Online Course
- 
- Completed
- Current Topic of Discussion



Scrum Phase - Implement

10.1 Create Deliverables

INPUTS

1. Scrum Core Team*
2. Sprint Backlog*
3. Scrumbard*
4. Impediment Log*

TOOLS

1. Team Expertise*

OUTPUTS

1. Sprint Deliverables*
2. Updated Scrumbard*
3. Updated Impediment Log*

10.2 Conduct Daily Standup

INPUTS

1. Scrum Team*
2. Scrum Master*
3. Sprint Burndown Chart*
4. Impediment Log*

TOOLS

1. Daily Standup Meeting*
2. Three Daily Questions*

OUTPUTS

1. Updated Sprint Burndown Chart*
2. Updated Impediment Log*

10.3 Groom Prioritized Product Backlog

INPUTS

1. Scrum Core Team*
2. Prioritized Product Backlog*

TOOLS

1. Prioritized Product Backlog Review Meeting*

OUTPUTS

1. Updated Prioritized Product Backlog*

Figure 10-2: Implement Overview (Essentials); Page 216

Additional Details: SBOK Page 213-233



Scrum Phase - Implement



Scrum Team works on the tasks in the Sprint Backlog to create Sprint Deliverables

Scrumboard is often used to track the work and activities being carried out

Issues or problems faced by the Scrum Team could be updated in an Impediment Log



Implement Phase - Scrumboard

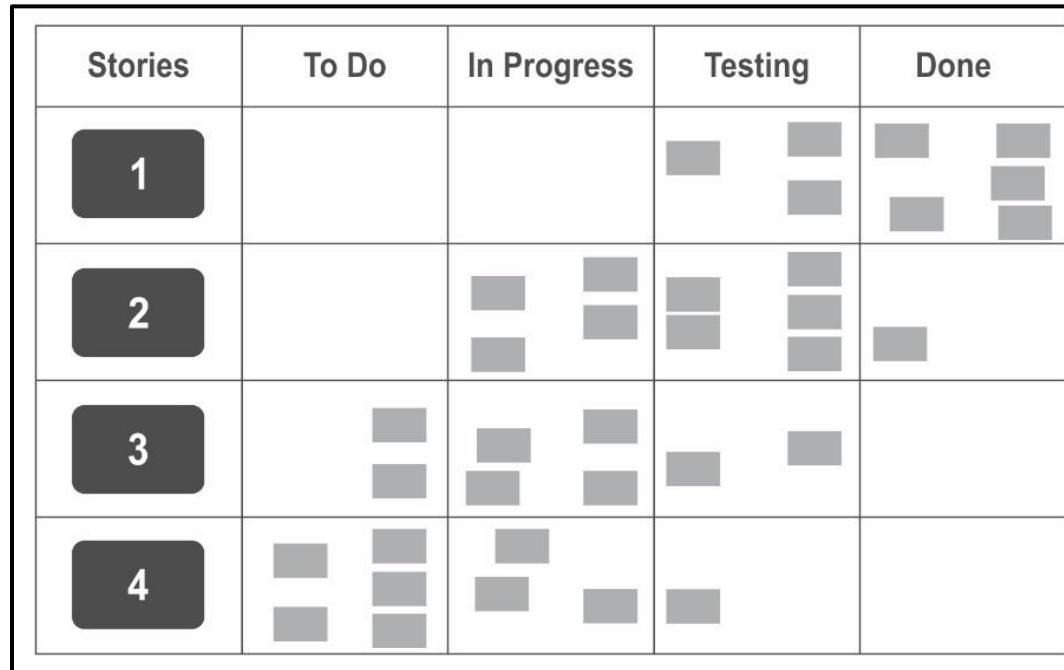
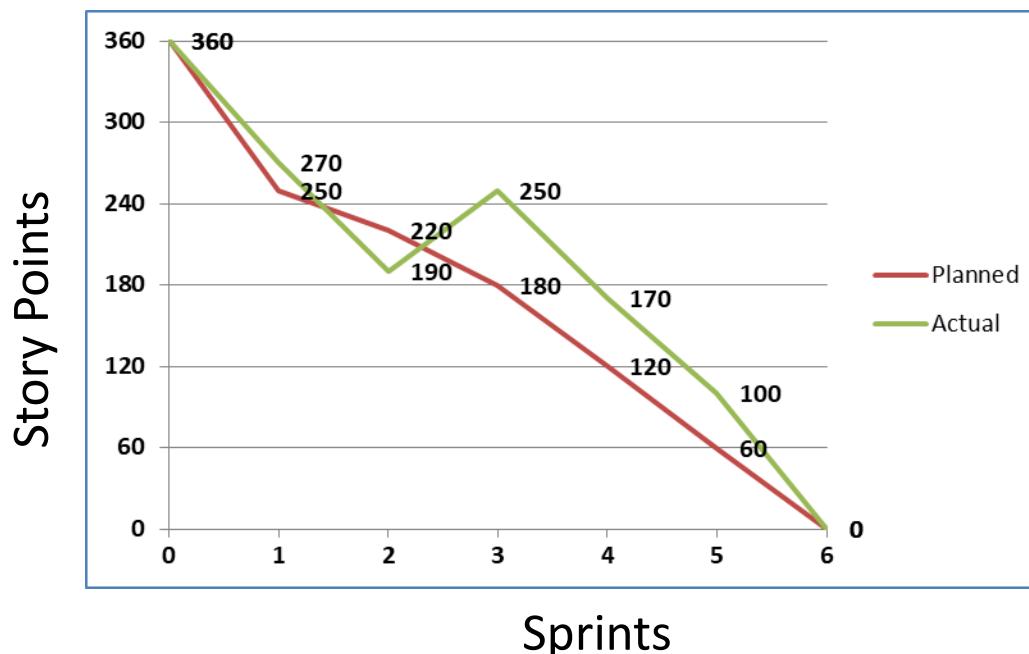


Figure 10-5: Scrumboard; Page 218 SBOK™ Guide



Implement Phase – Sprint Burndown Chart

- The Sprint Burndown Chart is a graph that depicts the amount of work remaining in the ongoing Sprint. The initial Sprint Burndown Chart is accompanied by a planned burndown.
- The Sprint Burndown Chart should be updated at the end of each day as work is completed.





Scrum Phase - Implement

Conduct Daily Standup

Everyday a highly focused and time-boxed meeting is conducted. It is referred to as the Daily Standup meeting

This is the forum for the Scrum Team to update each other on their progress and any impediments they may be facing





Implement Phase - Daily Standup Questions

Three Questions:

- What have I done since the last meeting?
- What do I plan to do before the next meeting?
- What impediments or obstacles (if any) am I currently facing?



Scrum Phase: Implement

Groom
Prioritized
Product
Backlog

The Prioritized Product Backlog is continuously updated and maintained

Prioritized Product Backlog Review Meeting may be held

Any changes or updates to the backlog are discussed and incorporated into the Prioritized Product Backlog



Implement Phase - Data Flow Diagram

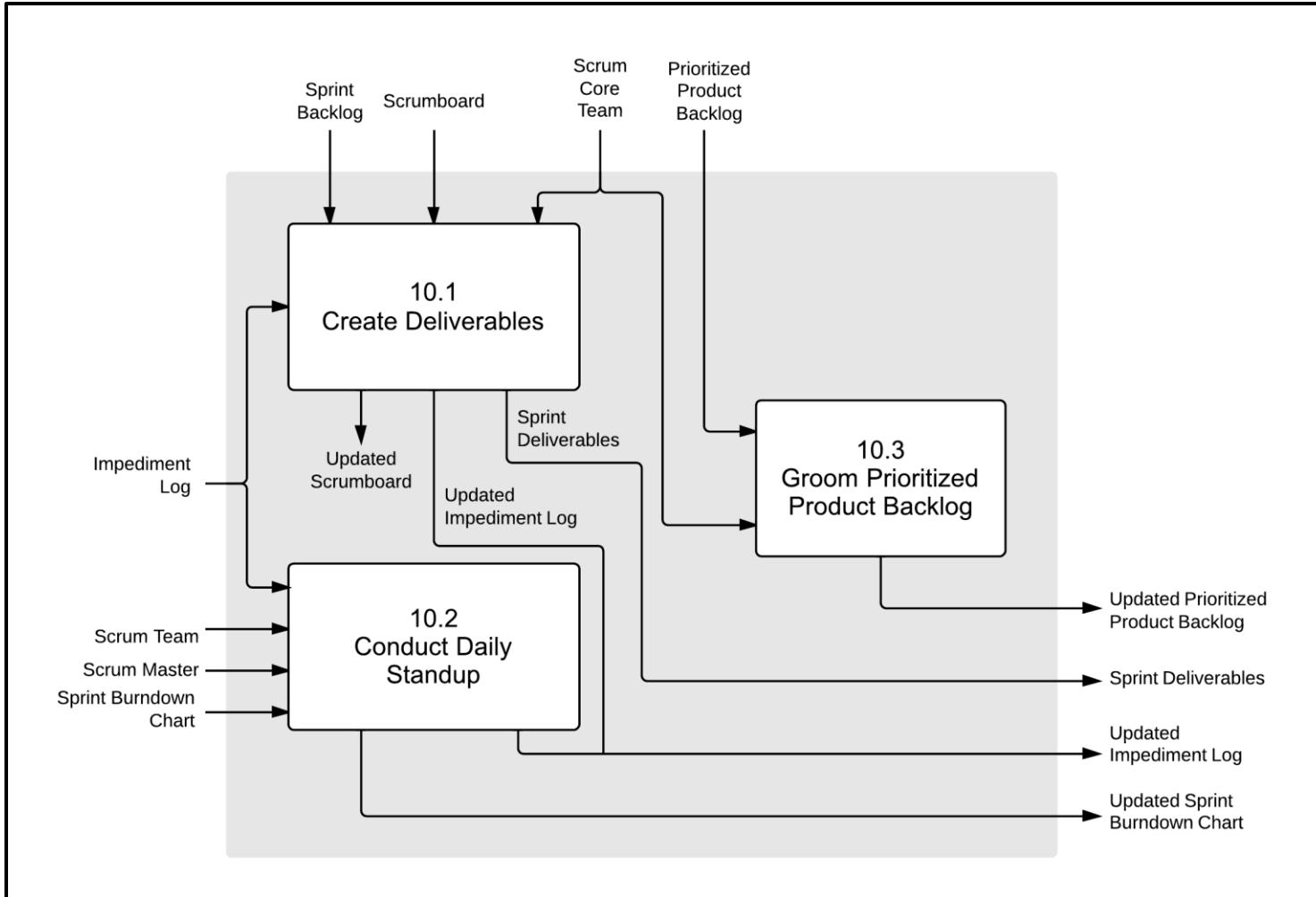


Figure 10-10: Implement Phase—Data Flow Diagram; Page 233 SBoK™ Guide



Implement Phase - Video

- Here is a video to review the concept:

<https://www.scrumstudy.com/video/seminar-Implement-Introduction-and>Create-Deliverables>

- For more videos on this concept, please login to your online account.
- If you are unable to watch the video here, you can use the link to play the video directly in your browser.



Question

- How often are the Prioritized Product Backlog priorities changed?
 - A. Never
 - B. Whenever the Product Owner decides that an item has to be assigned higher priority
 - C. Whenever the Scrum Master believes that an item has to be added
 - D. When senior management feels an item has to be added



Answer

- How often are the Prioritized Product Backlog priorities changed?
 - A. Never
 - B. Whenever the Product Owner decides that an item has to be assigned higher priority
 - C. Whenever the Scrum Master believes that an item has to be added
 - D. When senior management feels an item has to be added
- Answer: **B** – Whenever the Product Owner decides that an item has to be assigned higher priority
- Justification: It is the prerogative of the Product Owner to change the priorities of items contained in the Product Backlog as and when he deems it fit.



Question

What are the typical issues that you face while conducting Daily Standup Meetings? Please type your answer in the Question window.

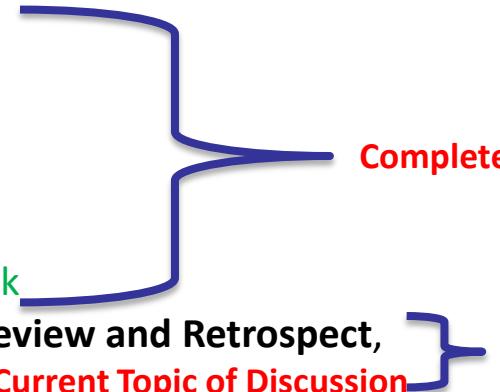


If you have any additional questions on this topic, please post it in the Question window.



Scrum Phase – Review and Retrospect

Agenda

- Benefits for participants attending this Webinar/Training (5 minutes)
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 - Overview of SCRUMstudy Scrum and Agile Certifications and Live Demo of the Online Course
- 



Scrum Phase - Review and Retrospect

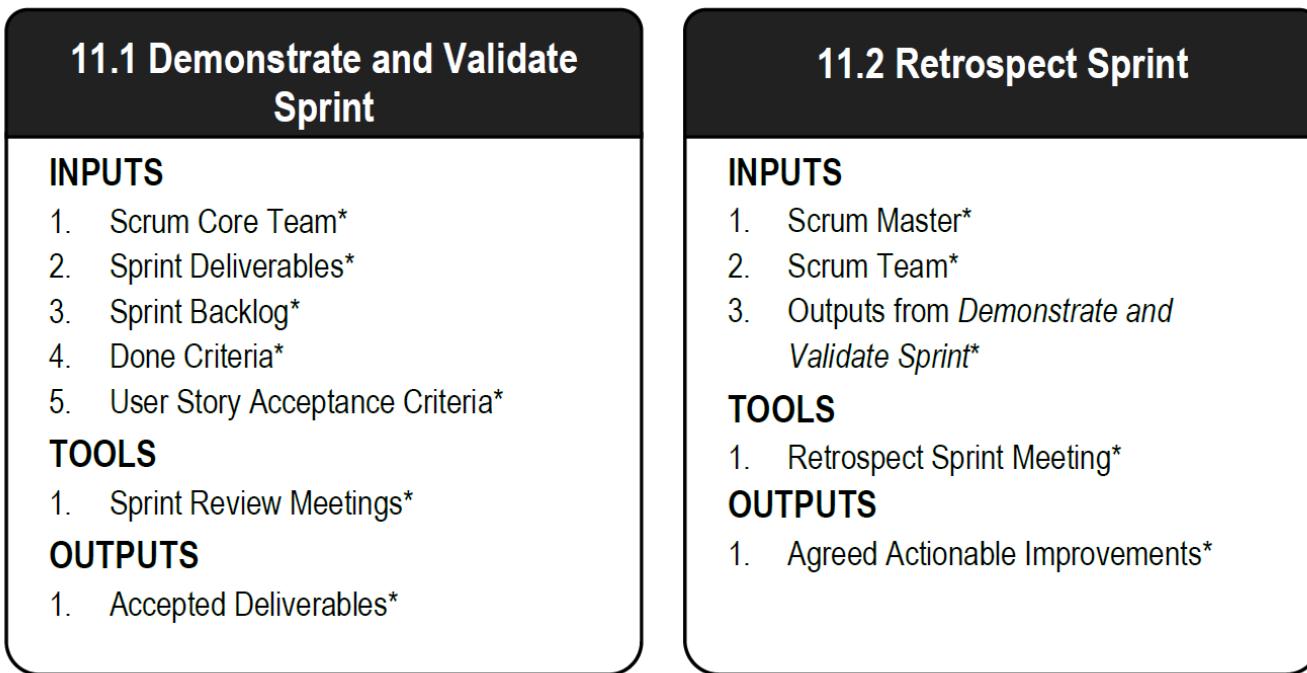


Figure 11-2: Review and Retrospect Overview; SBOK Page 239

Additional Details: SBOK Pages 235-247



Scrum Phase - Review and Retrospect

Demonstrate and Validate Sprint

Scrum Team demonstrates the Sprint Deliverables to the Product Owner in a Sprint Review Meeting

Purpose of this meeting is to secure approval and acceptance of the product or service by the Product Owner





Scrum Phase - Review and Retrospect

Retrospect Sprint

Scrum Master and Scrum Team meet to discuss the lessons learned

Information is documented as lessons learned which can be applied to future Sprints

There may be Agreed Actionable Improvements or Updated Scrum Guidance Body Recommendations



Scrum Phase - Review and Retrospect

Retrospect Sprint

Primary objectives of the Retrospect Sprint Meeting are to identify three specific items:

- Things the team needs to keep doing: best practices
- Things the team needs to begin doing: process improvements
- Things the team needs to stop doing: process problems and bottlenecks





Review and Retrospect Phase - Data Flow Diagram

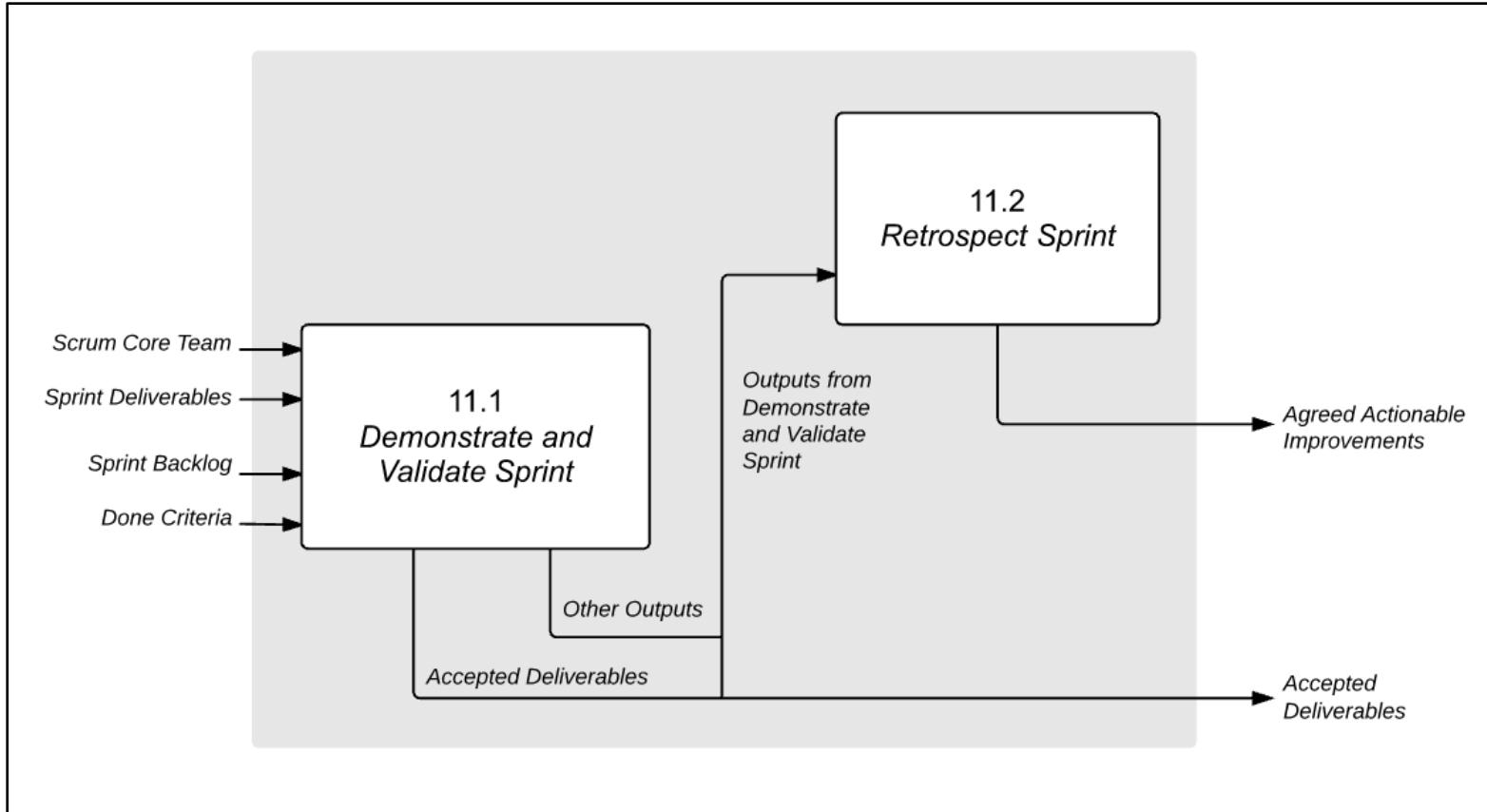


Figure 11-7: Review and Retrospect Phase—Data Flow Diagram; Page 247 SBOK™ Guide



Review and Retrospect Phase - Video

- Here is a video to review the concept:

<https://www.scrumstudy.com/video/seminar-Review-and-Retrospect-Introduction>

- For more videos on this concept, please login to your online account.
- If you are unable to watch the video here, you can use the link to play the video directly in your browser.



Question

- The meeting at the end of the Sprint in which the team presents its work to the Product Owner is known as the:
 - A. Product Vision Meeting.
 - B. Sprint Planning Meeting.
 - C. Sprint Review Meeting.
 - D. Retrospect Sprint Meeting.



Answer

- The meeting at the end of the Sprint in which the team presents its work to the Product Owner is known as the:
 - A. Product Vision Meeting.
 - B. Sprint Planning Meeting.
 - C. Sprint Review Meeting.
 - D. Retrospect Sprint Meeting.
- Answer: **C – Sprint Review Meeting.**
- Justification: Sprint review meeting is conducted at the end of the Sprint to demonstrate and validate the deliverables of a Sprint.



Question

In your organization, who all are part of a Sprint Review Meeting? Please type your answer in the Question window.

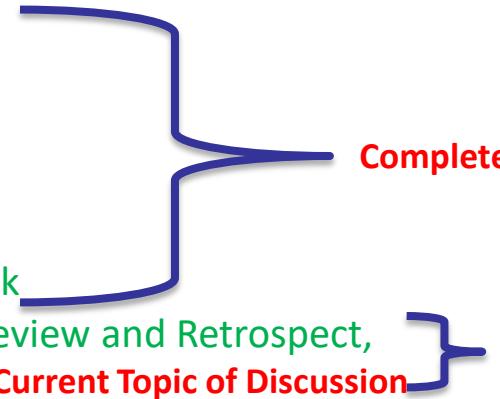


If you have any additional questions on this topic, please post it in the Question window.



Scrum Phase - Release

Agenda

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 - Overview of SCRUMstudy Scrum and Agile Certifications and Live Demo of the Online Course
- 
- Completed
- Current Topic of Discussion



Scrum Phase - Release

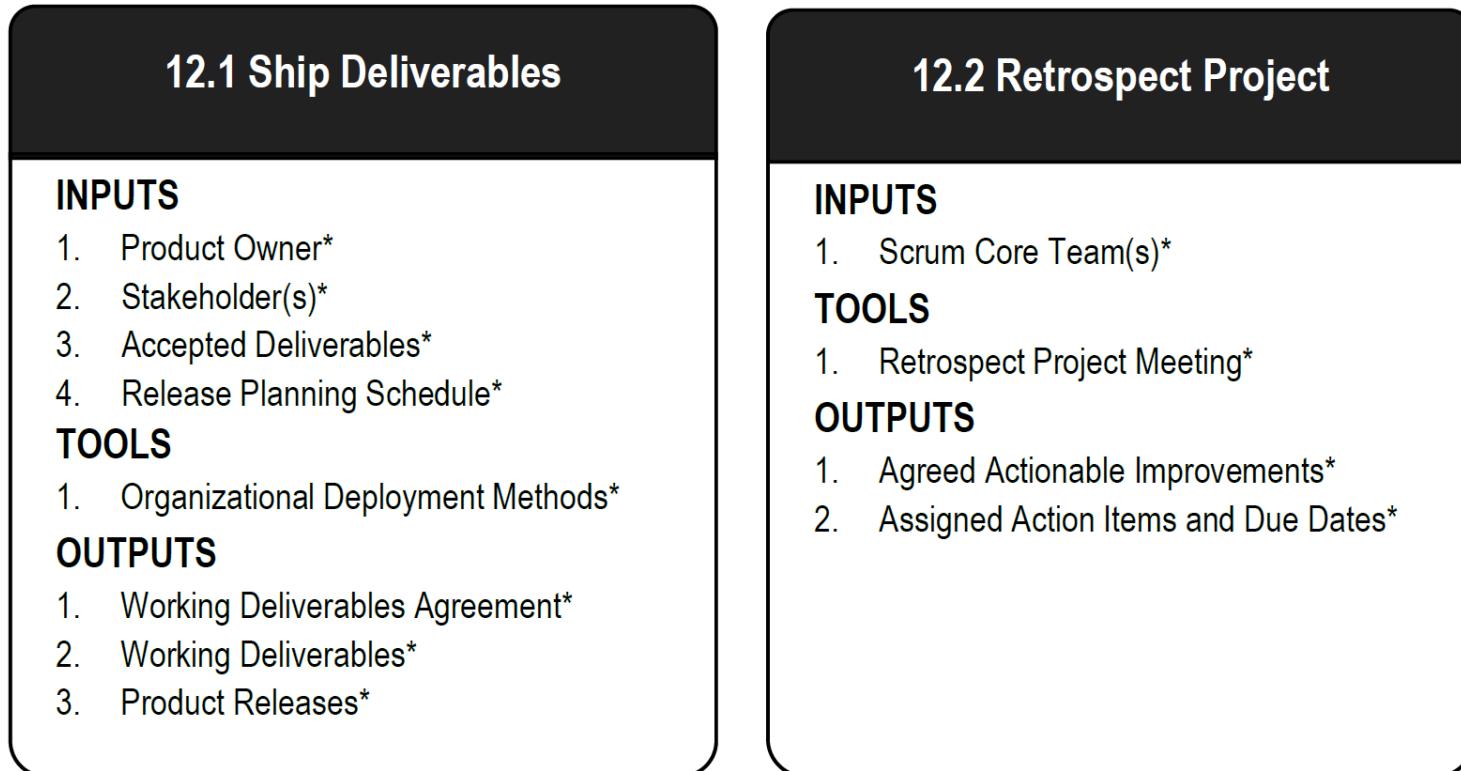


Figure 12-2: Release Overview (Essentials); SBOK Page 251

Additional Details: SBOK Pages 249-260



Scrum Phase - Release

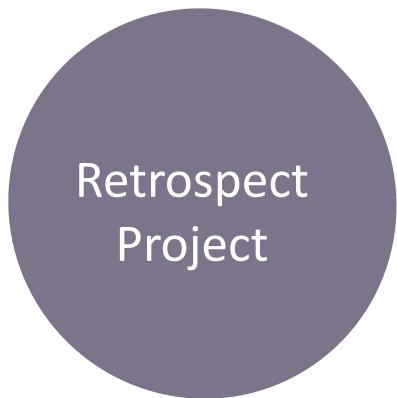


Accepted Deliverables are delivered or transitioned

A formal Working Deliverables Agreement documents the successful completion of the Sprint



Scrum Phase - Release



Organizational stakeholders and Scrum Core Team members assemble to retrospect the project

Identify, document, and internalize the lessons learned

Lessons lead to documentation of Agreed Actionable Improvements to be implemented in future projects



Release Phase - Data Flow Diagram

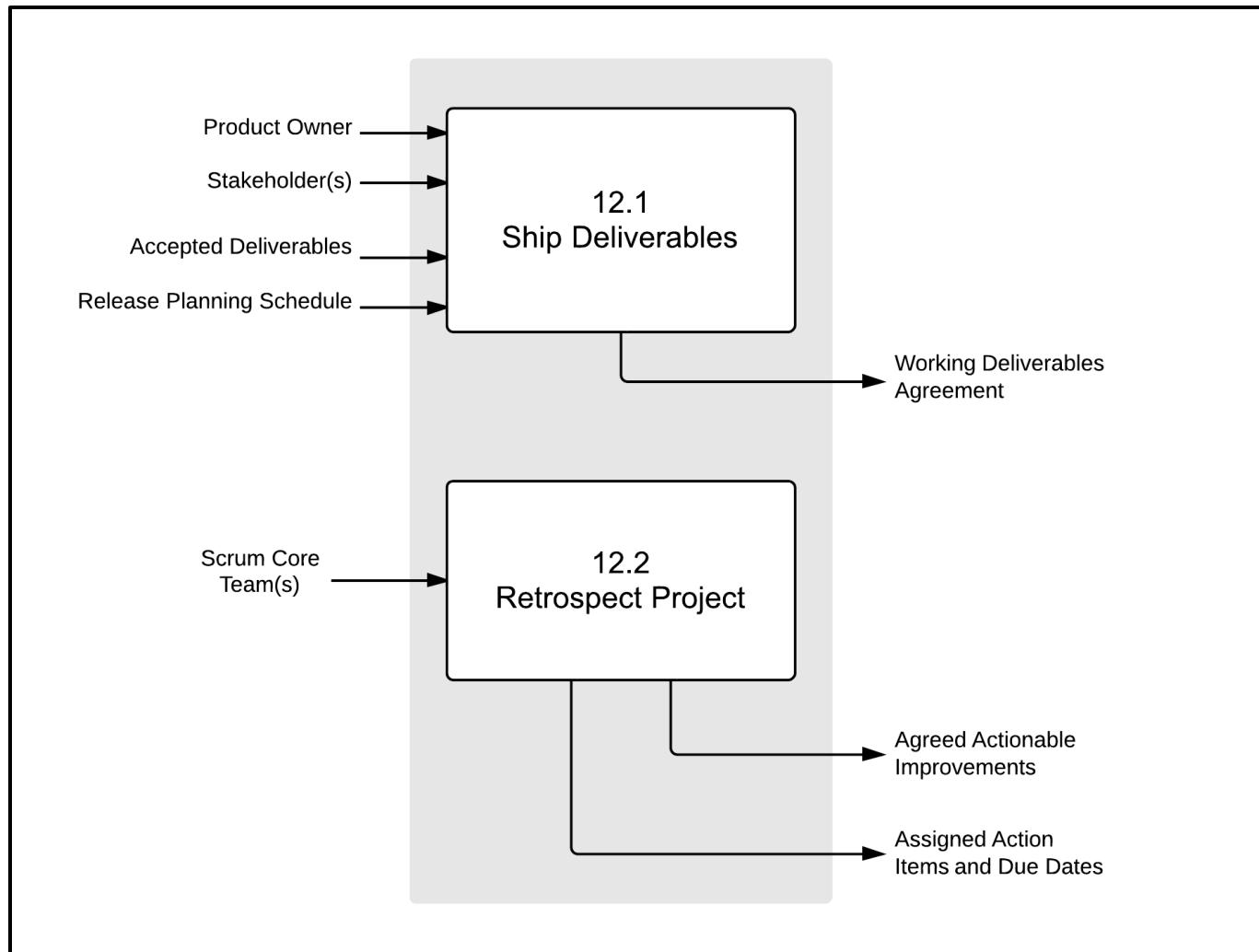


Figure 12-7: Release Phase—Data Flow Diagram; Page 260 SBOK™ Guide



Release Phase - Video

- Here is a video to review the concept:

<https://www.scrumstudy.com/video/seminar-Release-Introduction>

- For more videos on this concept, please login to your online account.
- If you are unable to watch the video here, you can use the link to play the video directly in your browser.



Question

- You are a member of a Scrum Team, and you are instructed by the general manager of your company to work on an urgent task that is not part of the current Sprint. What do you do?
 - A. Take responsibility for the task, and tell the Product Owner to postpone the deadline for the current Sprint.
 - B. Talk with the other Scrum Team members and re-assign your tasks to someone else.
 - C. Talk to the Product Owner, and tell him or her to re-assign your tasks to someone else.
 - D. Inform the Scrum Master of the situation, and let him or her discuss the situation with the GM.



Answer

- You are a member of a Scrum Team, and you are instructed by the general manager of your company to work on an urgent task that is not part of the current Sprint. What do you do?
 - A. Take responsibility for the task, and tell the Product Owner to postpone the deadline for the current Sprint.
 - B. Talk with the other Scrum Team members and re-assign your tasks to someone else.
 - C. Talk to the Product Owner, and tell him or her to re-assign your tasks to someone else.
 - D. Inform the Scrum Master of the situation, and let him or her discuss the situation with the GM.
- Answer: **D** – Inform the Scrum Master of the situation, and let him or her discuss the situation with the GM.
- Justification: It is the job of the Scrum Master to remove any impediments during Sprint. Also, only Product Owner can add requirements to a Product Backlog and prioritize it. Once a Sprint starts, the scope of the Sprint cannot be changed.



Question

Do you think deliverables are shipped at the end of each Sprint? Please type your answer in the Question window.



If you have any additional questions on this topic, please post it in the Question window.



Scrum Processes - Summary

| Chapter | Phase | Fundamental Scrum Processes |
|---------|-----------------------|--|
| 8 | Initiate | <ol style="list-style-type: none">1. Create Project Vision2. Identify Scrum Master and Stakeholder(s)3. Form Scrum Team4. Develop Epic(s)5. Create Prioritized Product Backlog6. Conduct Release Planning |
| 9 | Plan and Estimate | <ol style="list-style-type: none">1. Create User Stories2. Estimate User Stories3. Commit User Stories4. Identify Tasks5. Estimate Tasks6. Create Sprint Backlog |
| 10 | Implement | <ol style="list-style-type: none">1. Create Deliverables2. Conduct Daily Standup3. Groom Prioritized Product Backlog |
| 11 | Review and Retrospect | <ol style="list-style-type: none">1. Demonstrate and Validate Sprint2. Retrospect Sprint |
| 12 | Release | <ol style="list-style-type: none">1. Ship Deliverables2. Retrospect Project |

Table 1-1: Summary of Fundamental Scrum Processes; Page 15 SBOK™ Guide



Scaling Scrum

Agenda

- Benefits for participants attending this Webinar/Training (5 minutes)
- About SCRUMstudy
- Overview of Scrum
- Overview of A Guide to the Scrum Body of Knowledge (SBOK™ Guide)
- Scrum Flow
- Scrum Aspects: Organization, Business Justification, Quality, Change, Risk
- Scrum Phases and Processes: Initiate, Plan and Estimate, Implement, Review and Retrospect, Release
- **Scaling Scrum: Scaling Scrum for Large Projects, Scaling Scrum for the Enterprise**  **Current Topic of Discussion**
- Principles: Empirical Process Control, Self-organization, Collaboration, Value-based Prioritization, Time-boxing, Iterative Development
- Overview of SCRUMstudy Scrum and Agile Certifications and Live Demo of the Online Course



Scaling Scrum for Large Projects

| 13.1 Create Large Project Components | 13.2 Conduct and Coordinate Sprints | 13.3 Prepare Large Project Release |
|--|--|--|
| <p>INPUTS</p> <ul style="list-style-type: none">1. Project Vision Statement*2. Chief Product Owner*3. Chief Scrum Master*4. Identify Environment*5. Scrum Guidance Body Recommendations*6. Product Owner*7. Scrum Master* <p>TOOLS</p> <ul style="list-style-type: none">1. Environment Plan Meeting* <p>OUTPUTS</p> <ul style="list-style-type: none">1. Release Readiness Plan* | <p>INPUTS</p> <ul style="list-style-type: none">1. Core Teams*2. Large Core Team*3. Definition of Done*4. User Story Acceptance Criteria* <p>TOOLS</p> <ul style="list-style-type: none">1. Scrum of Scrum Meetings*2. Team Expertise* <p>OUTPUTS</p> <ul style="list-style-type: none">1. Sprint Deliverables* | <p>INPUTS</p> <ul style="list-style-type: none">1. Core Teams*2. Large Core Team*3. Release Planning Schedule*4. Release Readiness Plan* <p>TOOLS</p> <ul style="list-style-type: none">1. Communications Plan* <p>OUTPUTS</p> <ul style="list-style-type: none">1. Shippable Product* |

Figure 13-2: Scaling Scrum for Large Projects Overview (Essentials); Page No. 264 SBOK™ Guide

Please note that Scaling Scrum is discussed in detail in the SBOK™ Guide and as part of other advanced certification courses.

Additional Details: SBOK™ Guide Pages 261-286



Scaling Scrum for the Enterprise

| 14.1 Create Program or Portfolio Components | 14.2 Review and Update Scrum Guidance Body | 14.3 Create and Groom Program or Portfolio Backlog |
|--|---|--|
| <p>INPUTS</p> <ul style="list-style-type: none">1. Company Vision and Mission*2. Portfolio Product Owner*3. Portfolio Scrum Master*4. Program Product Owner*5. Program Scrum Master* <p>TOOLS</p> <ul style="list-style-type: none">1. Communication plan(s)*2. Company Human Resource Plans* <p>OUTPUTS</p> <ul style="list-style-type: none">1. Minimum Done Criteria*2. User Story Acceptance Criteria*3. Shared Resources*4. Identified Stakeholders* | <p>INPUTS</p> <ul style="list-style-type: none">1. Regulations*2. Recommended Scrum Guidance Body Improvements* <p>TOOLS</p> <ul style="list-style-type: none">1. Member Selection Criteria* <p>OUTPUTS</p> <ul style="list-style-type: none">1. Updated Scrum Guidance Body Recommendations* | <p>INPUTS</p> <ul style="list-style-type: none">1. Company Vision and Mission*2. Prioritized Portfolio Backlog*3. Prioritized Program Backlog*4. Portfolio Scrum Master*5. Portfolio Product Owner*6. Program Product Owner*7. Program Scrum Master* <p>TOOLS</p> <ul style="list-style-type: none">1. Prioritized Program or Portfolio Backlog Review Meetings*2. Communication Techniques* <p>OUTPUTS</p> <ul style="list-style-type: none">1. Updated Program or Portfolio Backlog*2. Updated Scrum Guidance Body Recommendations*3. Updated Implementation Deadlines for Projects* |

Figure 14-2: Scaling Scrum for the Enterprise Overview (Essentials); Page No 290 SBOK™ Guide

Please note that Scaling Scrum is discussed in detail in the SBOK™ Guide and as part of other advanced certification courses.

Additional Details: SBOK™ Guide Pages 287-313



Scaling Scrum for the Enterprise

| 14.4 Coordinate Program or Portfolio Components | 14.5 Retrospect Program or Portfolio Releases |
|---|---|
| <p>INPUTS</p> <ul style="list-style-type: none">1. Definition of Done*2. Known Dependencies*3. Prioritized Program or Portfolio Backlog*4. Portfolio Product Owner*5. Portfolio Scrum Master*6. Program Product Owner*7. Program Scrum Master* <p>TOOLS</p> <ul style="list-style-type: none">1. Scrum of Scrums (SoS) Meeting* <p>OUTPUTS</p> <ul style="list-style-type: none">1. Updated Impediments Logs*2. Updated Dependencies* | <p>INPUTS</p> <ul style="list-style-type: none">1. Portfolio Product Owner*2. Program Product Owner*3. Portfolio Scrum Master*4. Program Scrum Master* <p>TOOLS</p> <ul style="list-style-type: none">1. Retrospect Program or Portfolio Meeting* <p>OUTPUTS</p> <ul style="list-style-type: none">1. Agreed Actionable Improvements*2. Assigned Action Items and Due Dates* |

Figure 14-2: Scaling Scrum for the Enterprise Overview (Essentials); Page No 290 SBOK™ Guide

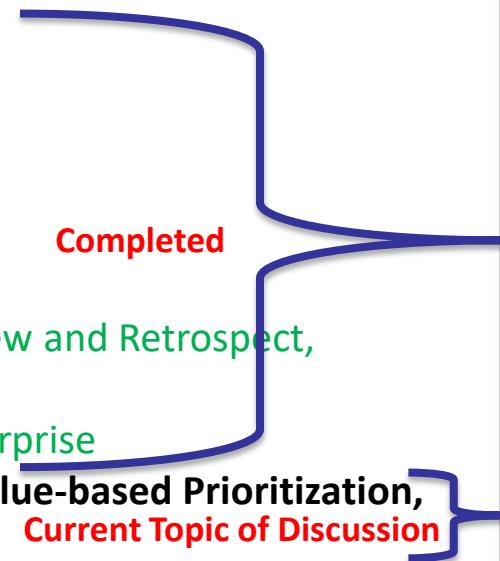
Please note that Scaling Scrum is discussed in detail in the SBOK™ Guide and as part of other advanced certification courses.

Additional Details: SBOK™ Pages 287-313



Scrum Principles

Agenda

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- 



Scrum Principles

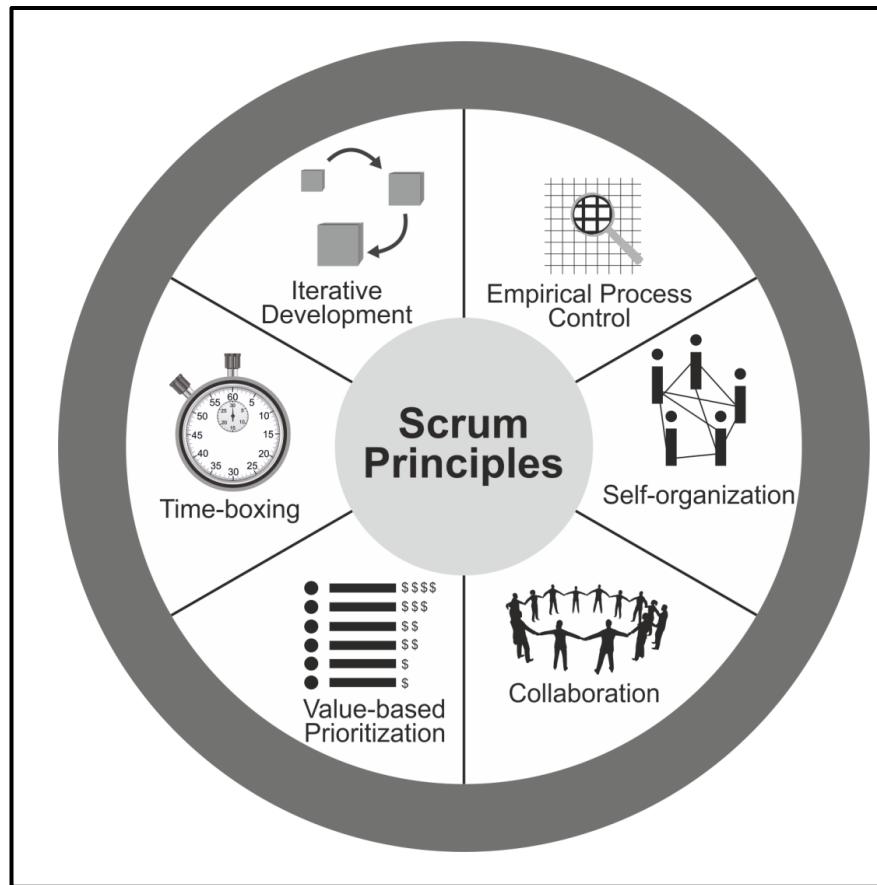


Figure 1-3: Scrum Principles; Page 9 SBOK™ Guide

Additional Details: SBOK Pages 21-37



Scrum Principles

The Scrum Principles are the foundation on which the Scrum framework is based.

The Scrum principles can be applied to any type of project or organization.

They must be followed in order to ensure an appropriate and successful application of Scrum.





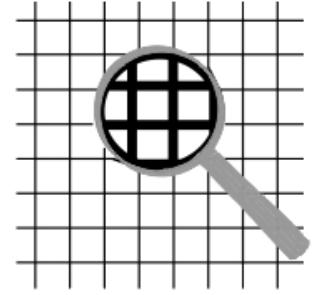
Scrum Principles

Aspects and processes of Scrum can be modified.

The principles are non-negotiable and must be applied as described in the SBOK™ Guide.

Keeping the principles intact and using them appropriately gives confidence in the framework's ability to help attain project objectives.





Scrum Principles - Empirical Process Control

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Completed

Current Topic of Discussion



Scrum Principles – Empirical Process Control

How decisions are made in Scrum



What are the 3 main characteristics of Empirical Process Control



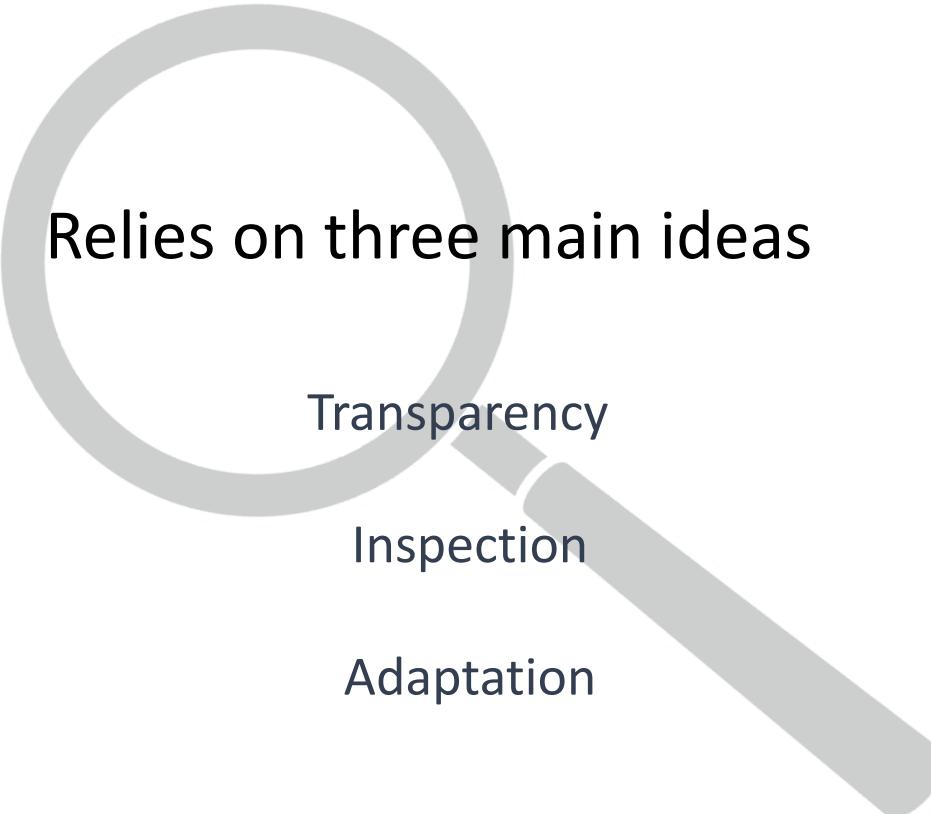
Scrum Principles – Empirical Process Control



Scrum decisions are based on observation and experimentation



Scrum Principles – Empirical Process Control





Empirical Process Control - Transparency

Transparency allows all facets of any Scrum process to be observed by anyone.

This promotes an easy and transparent flow of information throughout the organization and creates an open work culture.



Empirical Process Control - Transparency

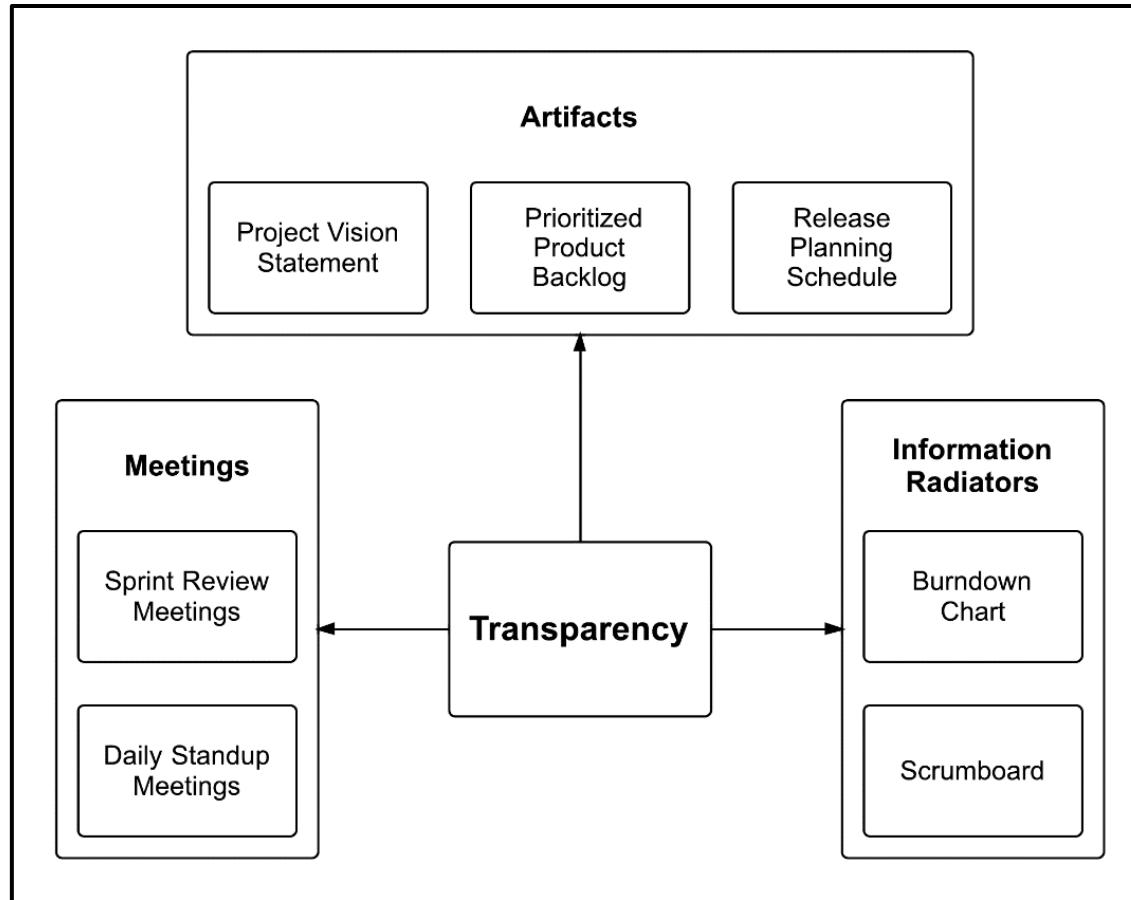


Fig 2-1: Transparency in Scrum; Page 23 SBOK Guide



Empirical Process Control - Inspection

Inspection in Scrum is depicted through the following:

Use of a common Scrumbard and other information radiators which show the progress of the Scrum Team on completing the tasks in the current Sprint.

Collection of feedback from the customer and other stakeholders during the Develop Epic(s), Create Prioritized Product Backlog, and Conduct Release Planning processes.

Inspection and approval of the Deliverables by the Product Owner and the customer in the Demonstrate and Validate Sprint process.



Empirical Process Control - Inspection

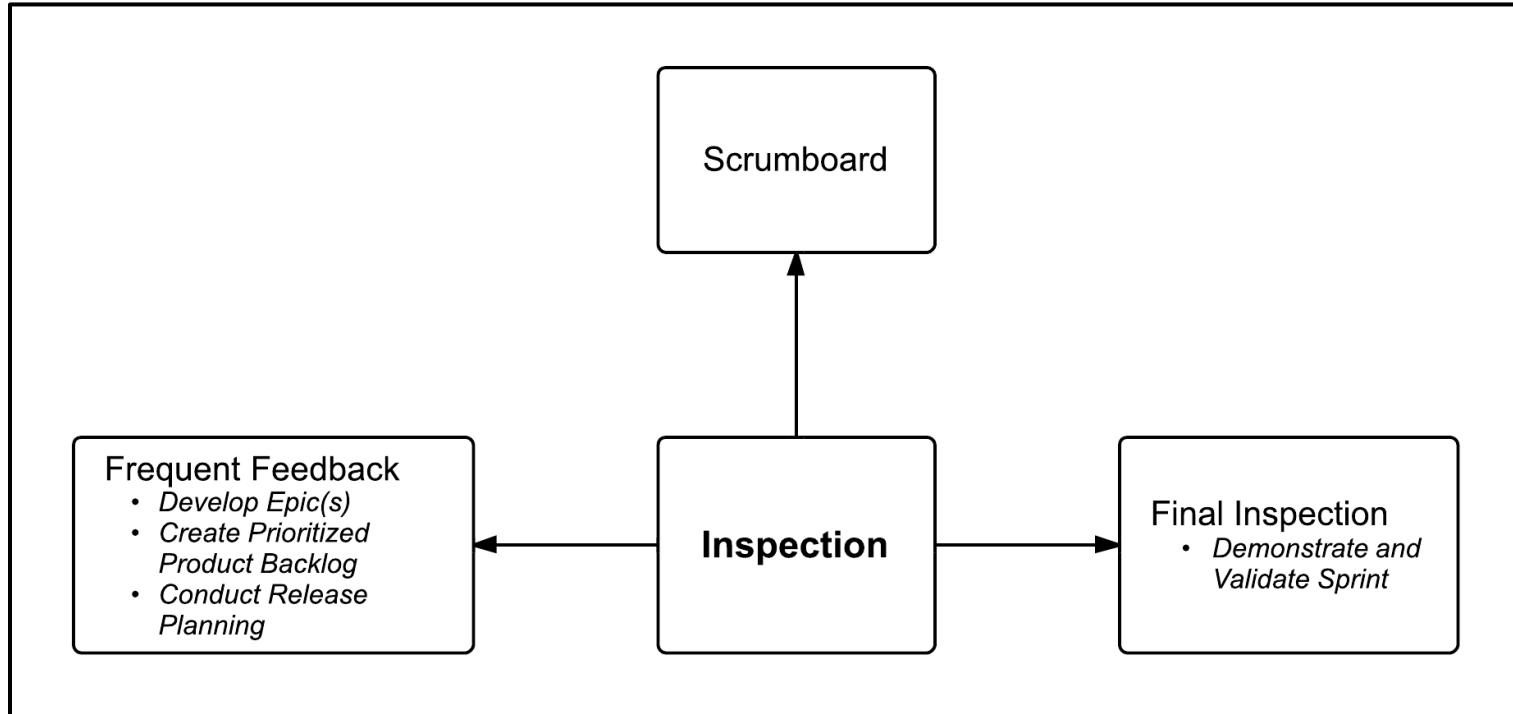


Fig 2-2: Inspection in Scrum; Page 24 SBoK™ Guide



Empirical Process Control - Adaptation

Adaptation happens as the Scrum Core Team and Stakeholders learn through transparency and inspection and then adapt by making improvements in the work they are doing.



Empirical Process Control - Adaptation

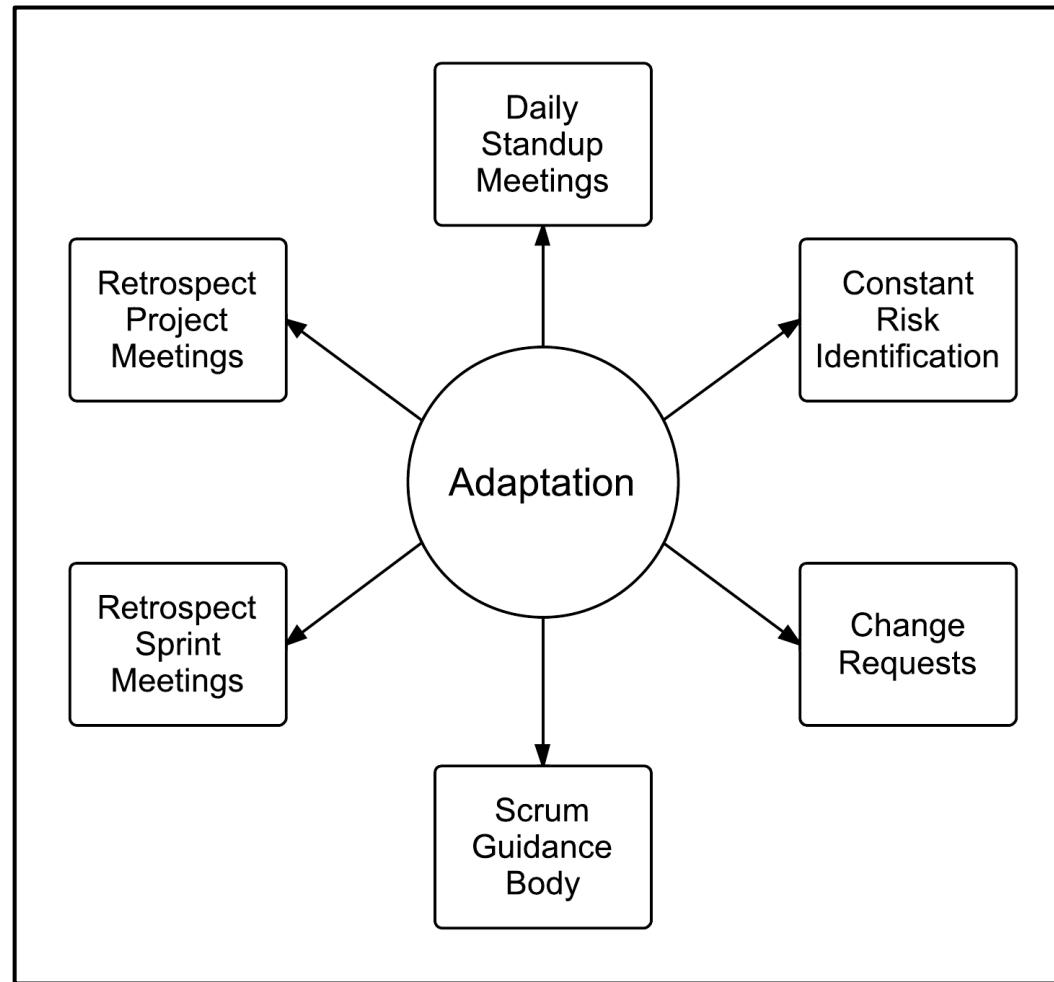


Fig 2-3: Adaptation in Scrum; Page 25 SBOK™ Guide



Empirical Process Control - Video

- Here is a video to review the concept:

<https://www.scrumstudy.com/video/seminar-Roles-Guide-and-Empirical-Process-Control>

- For more videos on this concept, please login to your online account.
- If you are unable to watch the video here, you can use the link to play the video directly in your browser.



Question

- Which of the following does **not** aid in ensuring transparency in a Scrum project?
 - A. Scrum ensures that the project has an open Prioritized Product Backlog with prioritized User Stories that can be viewed by everyone, both within and outside the Scrum Team.
 - B. Scrum ensures that there is clear visibility into the team's progress through the use of a Scrumboard, Burndown Chart, and other information radiators.
 - C. Scrum ensures transparency through detailed upfront planning in which all the key stakeholders participate.
 - D. Scrum ensures transparency through a Project Vision Statement that is visible to all the internal and external stakeholders.



Answer

- Which of the following does **not** aid in ensuring transparency in a Scrum project?
 - A. Scrum ensures that the project has an open Prioritized Product Backlog with prioritized User Stories that can be viewed by everyone, both within and outside the Scrum Team.
 - B. Scrum ensures that there is clear visibility into the team's progress through the use of a Scrumbard, Burndown Chart, and other information radiators.
 - C. Scrum ensures transparency through detailed upfront planning in which all the key stakeholders participate.
 - D. Scrum ensures transparency through a Project Vision Statement that is visible to all the internal and external stakeholders.
- Answer: **C** – Scrum ensures transparency through detailed upfront planning in which all the key stakeholders participate.
- Justification: Scrum does not recommend detailed upfront planning because Scrum believes in iterative and incremental development.



Question

How do you ensure transparency within a Scrum team? Please type your answer in the Question window.



If you have any additional questions on this topic, please post it in the Question window.



Scrum Principles - Self-organization

Agenda

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Completed

Current Topic of Discussion



Scrum Principles - Self-organization



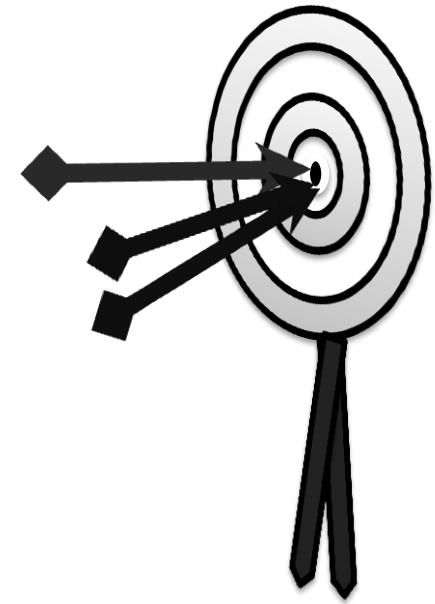
Scrum believes that employees are self-motivated and seek to accept greater responsibility. So, they deliver much greater value when self-organized.

Self-organization does not mean that team members act in any manner they want.



Self-organization - Servant Leadership

The preferred leadership style in Scrum is “Servant Leadership”, which emphasizes achieving results by focusing on the needs of the Scrum Team.





Self-organization - Goals of a Self-organizing Team

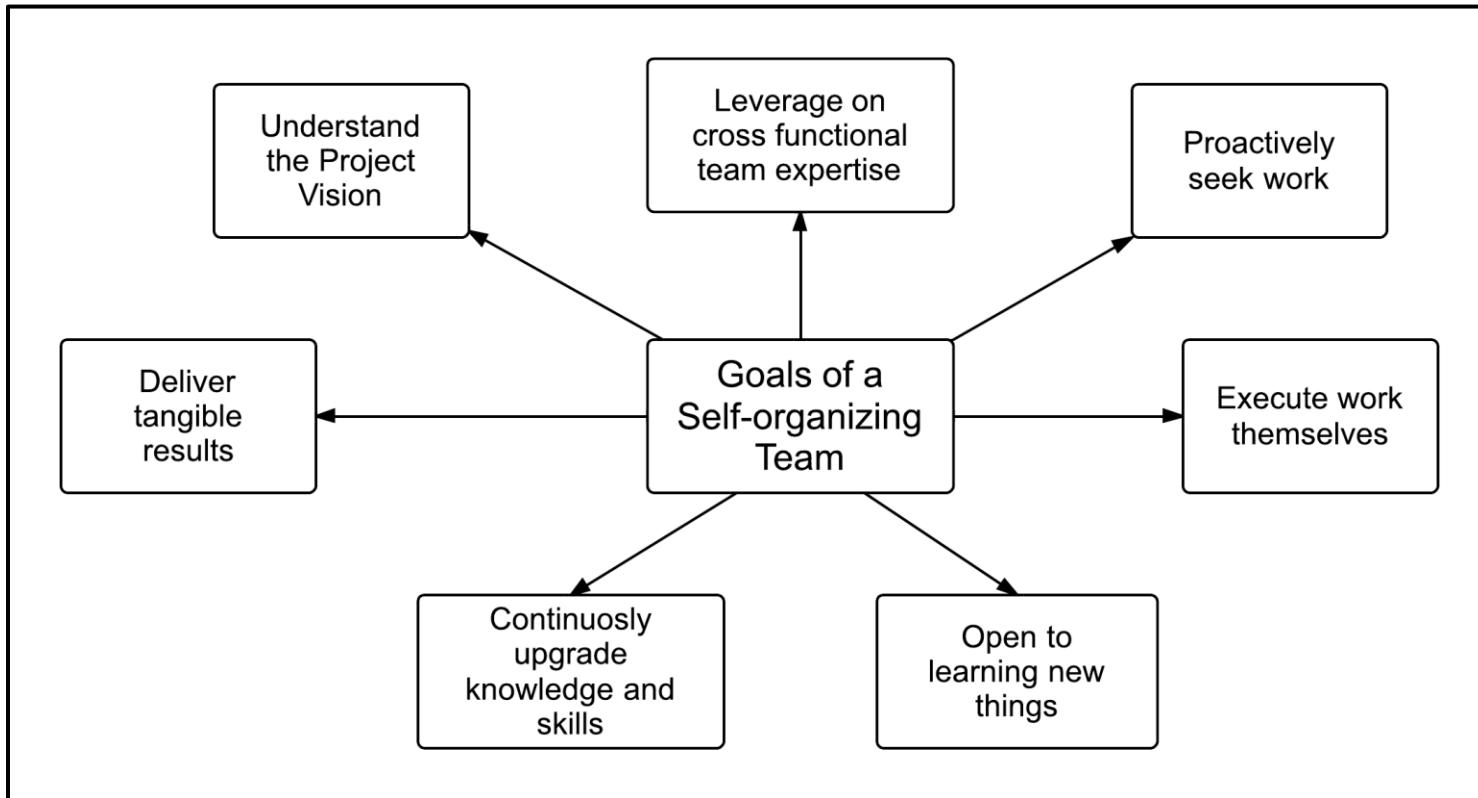


Fig 2-5: Goals of a Self-organizing Team; Page 28 SBOK™ Guide



Self-organization - Video

Here is a video to review the concept. If you are unable to watch the video properly, you can use the link to play the video directly in your browser.

<https://www.scrumstudy.com/video/seminar-Self-organization>

For more videos on this concept, please login to your online account.



Question

- What is self-organization?
 - A. It refers to emphasizing achieving results by focusing on the needs of the Scrum Team.
 - B. It refers to delivering maximum business value in a minimum time span.
 - C. It refers to prioritizing creation of high value deliverables over lower value deliverables
 - D. It refers to allowing all facets of Scrum process to be observed by everyone.



Answer

- What is self-organization?
 - A. It refers to emphasizing achieving results by focusing on the needs of the Scrum Team.
 - B. It refers to delivering maximum business value in a minimum time span.
 - C. It refers to prioritizing creation of high value deliverables over lower value deliverables
 - D. It refers to allowing all facets of Scrum process to be observed by everyone.
- Answer: **A** – It refers to emphasizing achieving results by focusing on the needs of the Scrum Team.
- Justification: Scrum believes that employees are self-motivated and seek to accept greater responsibility. So, they deliver much greater value when self-organized.
Reference: A Guide to Scrum Body of Knowledge, SBOK Guide, page 27.



Question

What do you think are the main challenges with self-organizing teams? Please type your answer in the Question window.



If you have any additional questions on this topic, please post it in the Question window.



Scrum Principles - Collaboration

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Completed

Current Topic of Discussion



Scrum Principles - Collaboration

Collaboration in Scrum refers to the Scrum Core Team working together and interfacing with the stakeholders to create and validate the deliverables of the project to meet the goals outlined in the Project Vision.

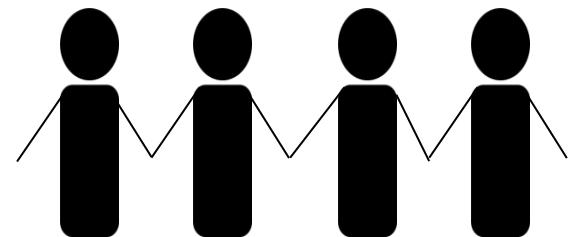




Scrum Principles - Collaboration

Cooperation

Occurs when the work product consists of the sum of the work efforts of various people on a team.



Collaboration

Occurs when a team works together to play off each other's inputs to produce something greater.



Scrum Principles - Collaboration

Core Dimensions of Collaborative Work



Awareness: Individuals working together need to be aware of each other's work.

Articulation: Collaborating individuals must partition work into units, divide the units among team members, and then after the work is done, reintegrate it.

Appropriation: Adapting technology to one's own situation; the technology may be used in a manner completely different than expected by the designers.



Benefits of Collaboration

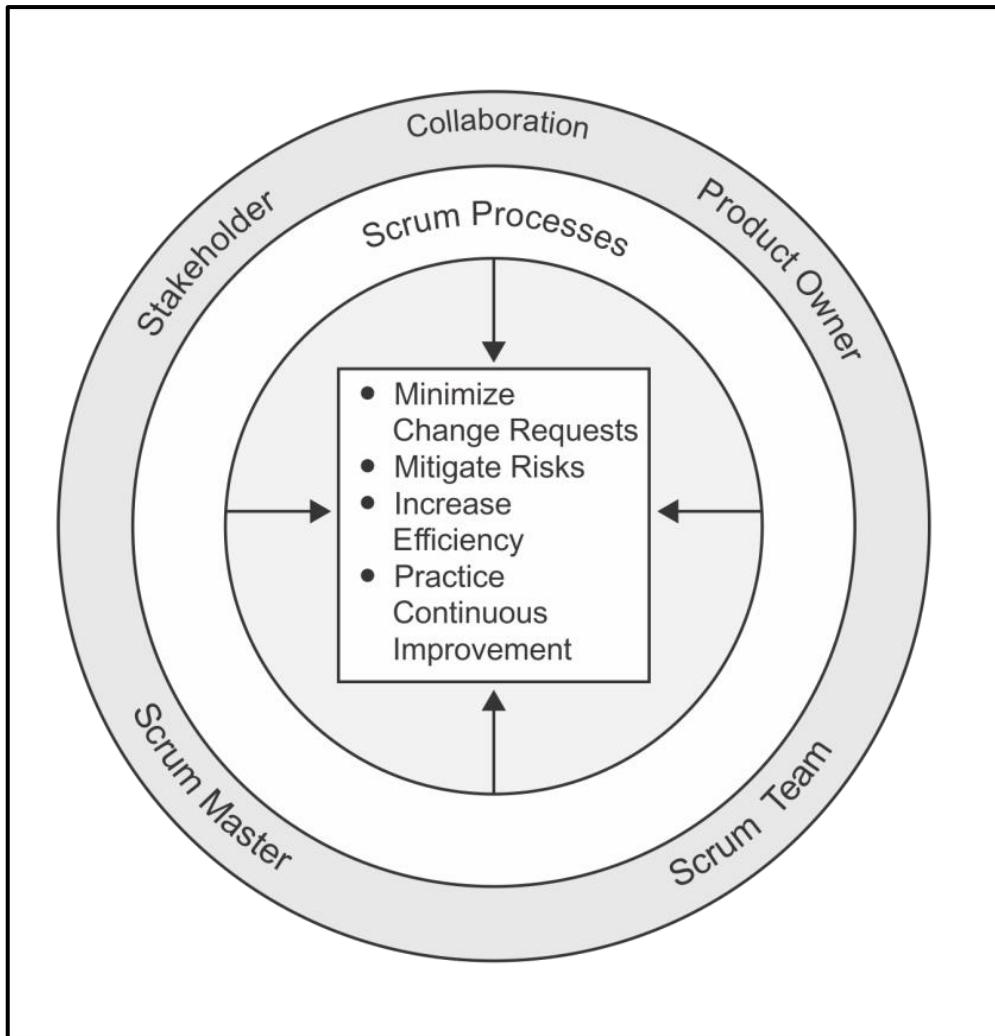


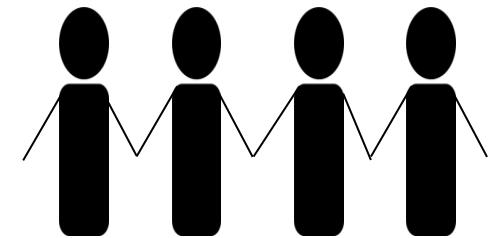
Fig 2-6: Benefits of Collaboration in Scrum Projects; Page 30 SBOK™ Guide



Importance of Colocation in Collaboration

For many of the Scrum practices, high-bandwidth communication is required. To enable this, it is preferred that team members are colocated.

Colocation allows both formal and informal interaction between team members. This provides the advantage of having team members always at hand for coordination, problem-solving, and learning.





Scrum Principles - Collaboration

Key Benefits of Colocation

Questions get answered quickly

Problems are fixed on the spot

Less friction occurs between interactions

Trust is gained and awarded much more quickly





Collaboration Tools - Colocated Team

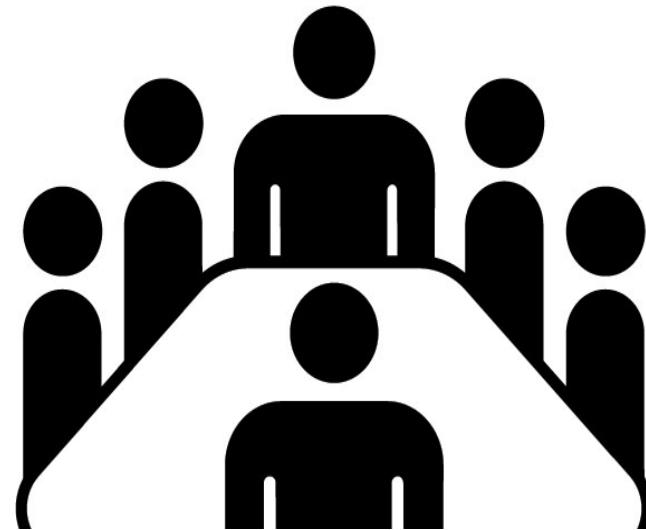
Face-to-face interactions

Decision Rooms or War Rooms

Scrumboards

Wall displays

Shared tables





Collaboration Tools - Distributed Team

Video conferencing

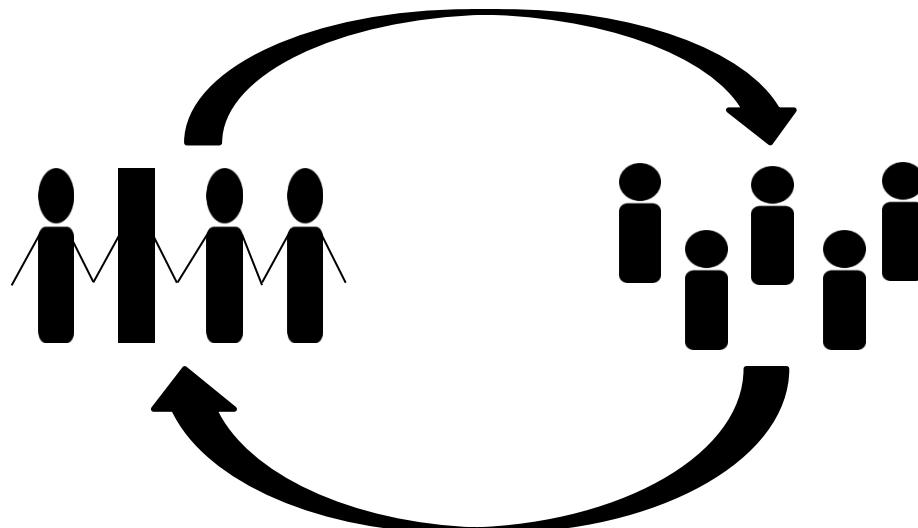
Instant messaging

Chats

Social media

Shared screens

Software versions of
Scrumboards, common displays
and so forth





Collaboration - Video

- Here is a video to review the concept:

<https://www.scrumstudy.com/video/seminar-Collaboration>

- For more videos on this concept, please login to your online account.
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Question

- Which of the following best defines collaboration?
 - A. It refers to individual Scrum Team members being aware of each other's work.
 - B. It refers to the Scrum Core Team working together and interfacing with the stakeholders to create and validate the deliverables of the project to meet the stated goals.
 - C. It refers to achieving results by focusing on the needs of the Scrum Team.
 - D. It refers to proposes fixing a certain amount of time for each process and activity in a Scrum project.



Answer

- What of the following best defines collaboration?
 - A. It refers to individual Scrum Team members being aware of each other's work.
 - B. It refers to the Scrum Core Team working together and interfacing with the stakeholders to create and validate the deliverables of the project to meet the stated goals.
 - C. It refers to achieving results by focusing on the needs of the Scrum Team.
 - D. It refers to proposes fixing a certain amount of time for each process and activity in a Scrum project.
- Answer: **B** – It refers to the Scrum Core Team working together and interfacing with the stakeholders to create and validate the deliverables of the project to meet the stated goals.
- Justification: Collaboration in Scrum refers to the Scrum Core Team working together and interfacing with the stakeholders to create and validate the deliverables of the project to meet the goals outlined in the Project Vision. It is important to note the difference between cooperation and collaboration here. Cooperation occurs when the work product consists of the sum of the work efforts of various people on a team. Collaboration occurs when a team works together to play off each other's inputs to produce something greater. Reference: A Guide to Scrum Body of Knowledge, SBOK Guide, page 29.



Question

Can distributed teams prove to be effective in a Scrum project when the emphasis is generally on a colocated team? Please type your answer in the Question window.



If you have any additional questions on this topic, please post it in the Question window.



Scrum Principles – Value-based Prioritization

Agenda

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Completed

Current Topic of Discussion



Scrum Principles – Value-based Prioritization



The Scrum framework is driven by the goal of delivering maximum business value in a minimum time span.

One of the most effective tools for delivering the greatest value in the shortest amount of time is prioritization.

Prioritization can be defined as determination of the order and separation of what must be done now, from what needs to be done later.



Scrum Principles – Value-based Prioritization



Scrum uses value-based prioritization as a core principle that drives the structure and functionality of the entire Scrum framework

Value-based prioritization helps projects benefit through adaptability and iterative development

Scrum aims at delivering a valuable product or service to the customer on an early and continuous basis



Scrum Principles – Value-based Prioritization



Product Owner prioritizes User Stories in the Prioritized Product Backlog

The Prioritized Product Backlog contains a list of all the requirements needed to bring the project to fruition

Product Owner works with the customer and sponsor to understand which business requirements provide maximum business value

High-value requirements are identified and moved to the top of the Prioritized Product Backlog.



Scrum Principles – Value-based Prioritization



Product Owner works with the Scrum Team to understand project risks and uncertainty

It should be taken into account while prioritizing User Stories

The Scrum Team also alerts the Product Owner of any dependencies that arise out of implementation



Scrum Principle – Value-based Prioritization

While prioritizing the User Stories in the Prioritized Product Backlog, the following three factors are considered:

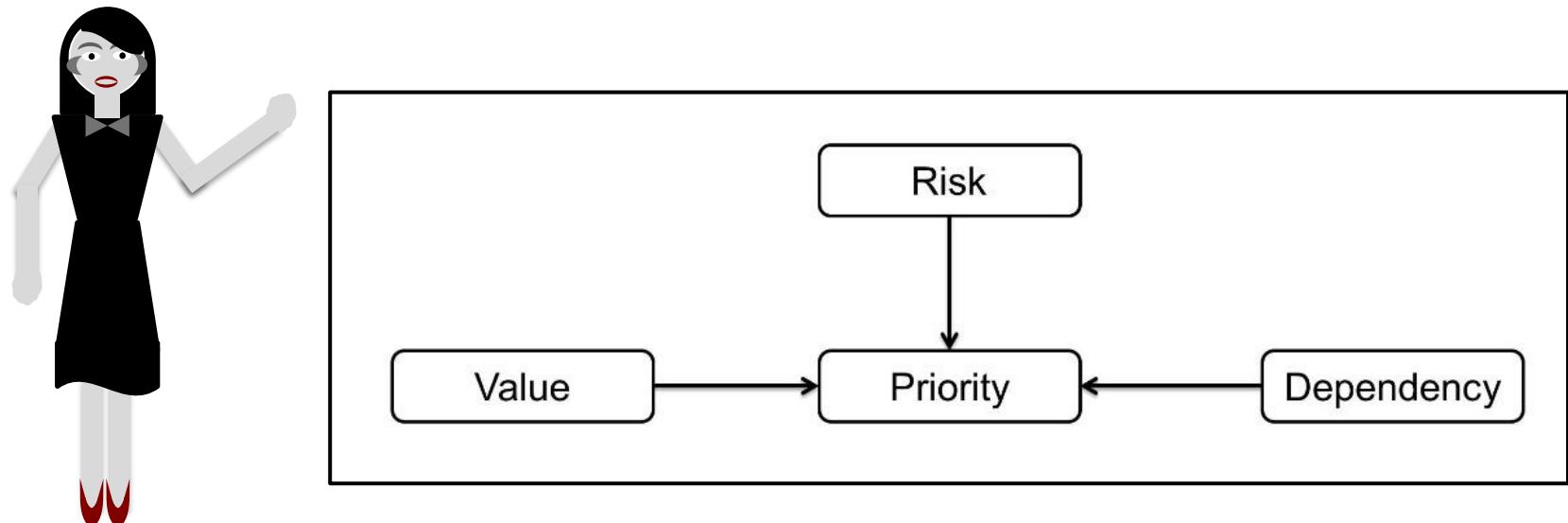


Fig 2-7: Value-based Prioritization; Page 32 SBOK™ Guide



Value-based Prioritization - Video

- Here is a video to review the concept:

<https://www.scrumstudy.com/video/seminar-Value-based-Prioritization>

- For more videos on this concept, please login to your online account.
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Question

- What is value-based prioritization?
 - A. It refers to emphasizing achieving results by focusing on the needs of the Scrum Team.
 - B. It refers to making improvements through adaptation.
 - C. It refers to prioritizing creation of high value deliverables over lower value deliverables
 - D. It refers to allowing all facets of Scrum process to be observed by everyone.



Answer

- What is value-based prioritization?
 - A. It refers to emphasizing achieving results by focusing on the needs of the Scrum Team.
 - B. It refers to making improvements through adaptation.
 - C. It refers to prioritizing creation of high value deliverables over lower value deliverables
 - D. It refers to allowing all facets of Scrum process to be observed by everyone.
- Answer: **C** – It refers to prioritizing creation of high value deliverables over lower value deliverables.
- Justification: Scrum uses Value-based Prioritization as one of the core principles that drives the structure and functionality of the entire Scrum framework—it helps projects benefit through adaptability and iterative development of the product or service. More significantly, Scrum aims at delivering a valuable product or service to the customer on an early and continuous basis. Reference: A Guide to Scrum Body of Knowledge, SBOK Guide, page 31.



Question

What are the factors that are considered when prioritizing User Stories? Please type your answer in the Question window.



If you have any additional questions on this topic, please post it in the Question window.



Scrum Principle - Time-boxing

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Completed

Current Topic of Discussion



Scrum Principle - Time-boxing



Scrum treats time as one of the most important constraints in managing a project.

To address the constraint of time, Scrum introduces a concept called ‘Time-boxing’ which proposes fixing a certain amount of time for each process and activity in a Scrum project.

This ensures that Scrum Team members do not take up too much or too little work for a particular period of time and do not expend their time and energy on work for which they have little clarity.



Scrum Principle - Time-boxing



Advantages of Time-boxing:

- Efficient development process
- Less overheads
- High velocity for teams



Scrum Principles - Time-boxing



Time-boxing is useful in avoiding excessive improvement or gold-plating of an item.



Scrum Principles - Time-boxing

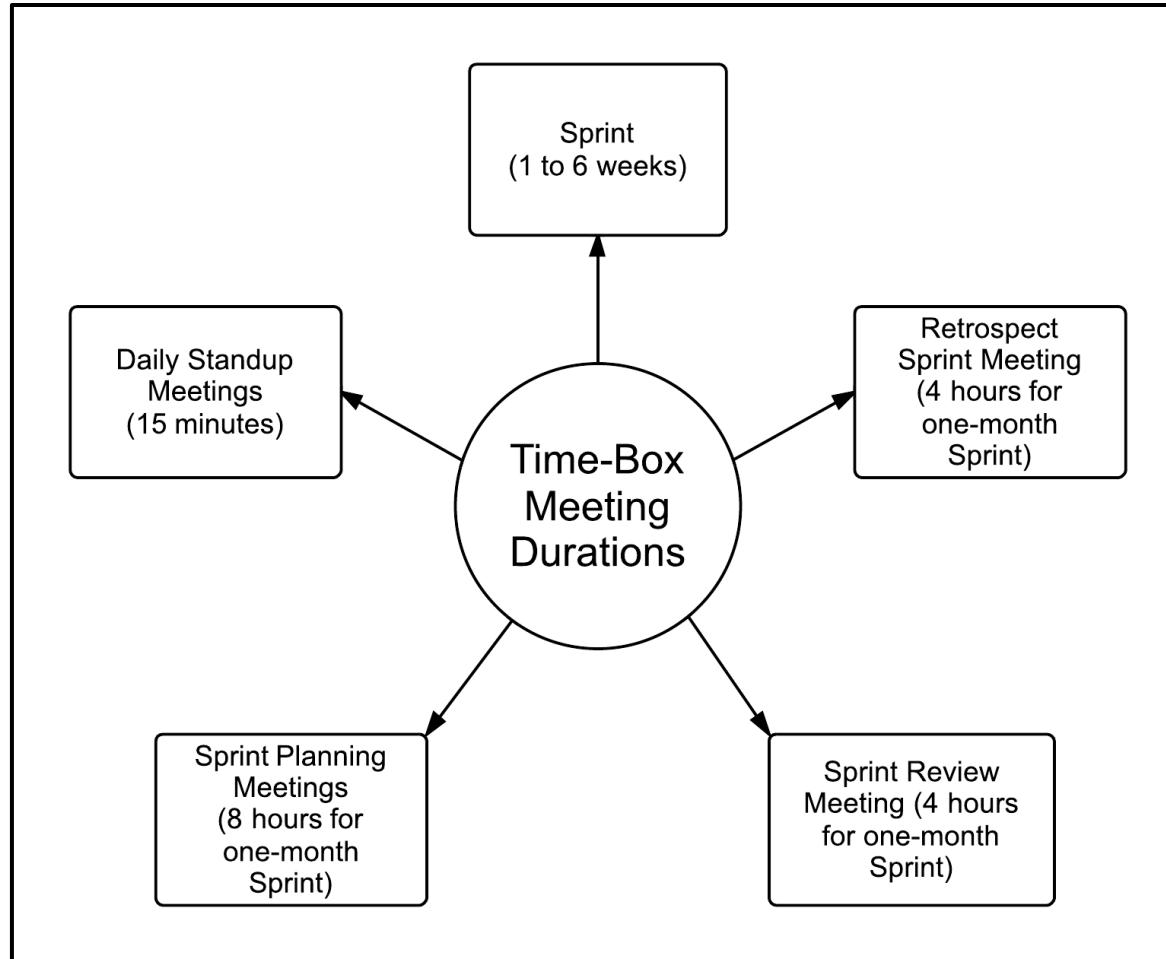


Fig 2-8: Time-box Durations for Scrum Meetings; Page 34 SBOK™ Guide



Time-boxing - Video

- Here is a video to review the concept:

<https://www.scrumstudy.com/video/seminar-Time-boxing>

- For more videos on this concept, please login to your online account.
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Question

- Which of the following statements on Time-boxing is **INCORRECT**?
 - A. It proposes fixing certain timeframe for each activity.
 - B. It ensures that Scrum Team members do not take up too much or too little work for a particular period of time.
 - C. It is a principle through which Scrum framework addresses the project constraint of 'time'.
 - D. It ensures that there is detailed upfront planning before every Sprint begins.



Answer

- Which of the following statements on Time-boxing is **INCORRECT**?
 - A. It proposes fixing certain timeframe for each activity.
 - B. It ensures that Scrum Team members do not take up too much or too little work for a particular period of time.
 - C. It is a principle through which Scrum framework addresses the project constraint of 'time'.
 - D. It ensures that there is detailed upfront planning before every Sprint begins.
- Answer: **D** – It ensures that there is detailed upfront planning before every Sprint begins.
- Justification: Scrum treats time as one of the most important constraints in managing a project. To address the constraint of time, Scrum introduces a concept called 'Time-boxing' which proposes fixing a certain amount of time for each process and activity in a Scrum project. This ensures that Scrum Team members do not take up too much or too little work for a particular period of time and do not expend their time and energy on work for which they have little clarity. Reference: A Guide to Scrum Body of Knowledge, SBOK Guide, page 33.



Question

Is there any meeting in Scrum that is not time-boxed? Please type your answer in the Question window.



If you have any additional questions on this topic, please post it in the Question window.



Scrum Principles - Iterative Development

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Completed

Current Topic of Discussion



Scrum Principle - Iterative Development

The Scrum framework is driven by the goal of delivering maximum business value in a minimum time span.

To achieve this practically, Scrum believes in Iterative Development of Deliverables.

In most complex projects, the customer may not be able to define very concrete requirements or is not confident of what the end product may look like.

The iterative model is more flexible in ensuring that any change requested by the customer can be included as part of the project.





Iterative Development – Scrum vs. Traditional Waterfall

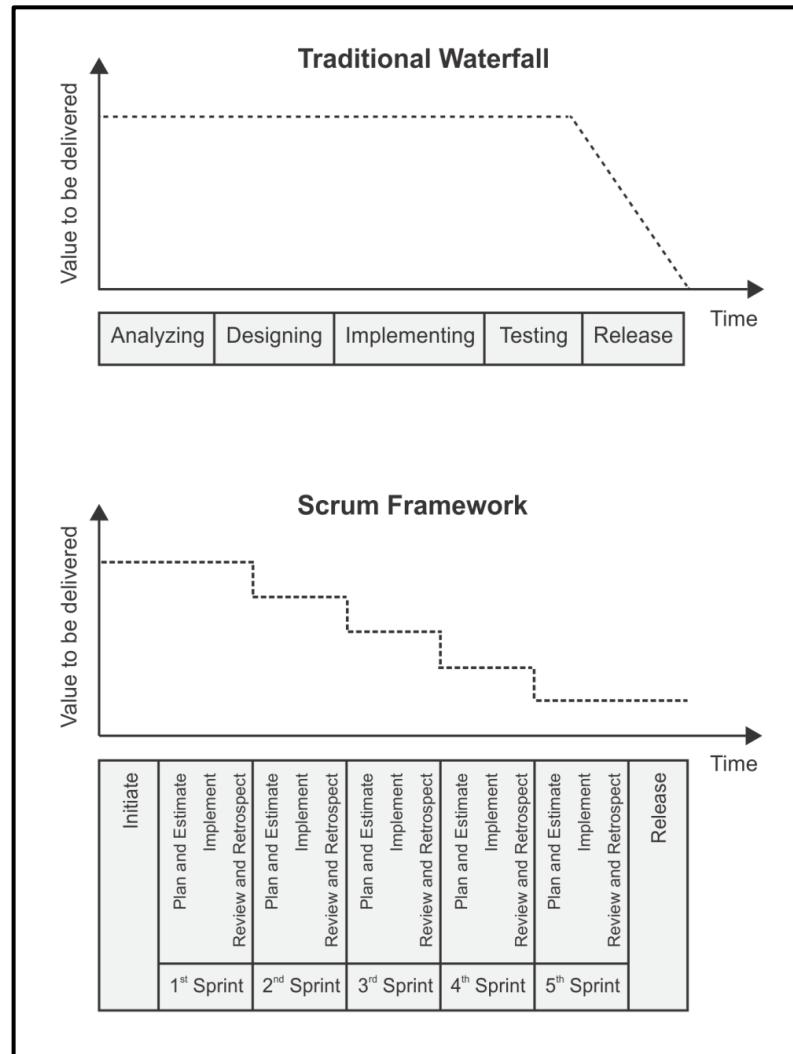


Fig 2-9: Scrum vs. Traditional Waterfall; Page 36 SBOK™ Guide



Iterative Development – How does it work?

User Stories may have to be written constantly throughout the duration of the project. In the initial stages of writing, most User Stories are high-level functionalities.

These User Stories are known as Epic(s). Epic(s) are usually too large for teams to complete in a single Sprint. Therefore, they are broken down into smaller User Stories.

Each complex aspect of the project is broken down through progressive elaboration during the Groom Prioritized Product Backlog process.



Iterative Development – How does it work?

In each Sprint, the Create Deliverables process is used to develop the Sprint's outputs. The Scrum Master has to ensure that the Scrum processes are followed and facilitates the team to work in the most productive manner possible.

The Scrum Team self-organizes and aims to create the Sprint Deliverables from the User Stories in the Sprint Backlog.

In large projects, various cross-functional teams work in parallel across Sprints, delivering potentially shippable solutions at the end of each Sprint.

After the Sprint is complete, The Product Owner accepts or rejects the deliverables based on the Acceptance Criteria in the Demonstrate and Validate Sprint process.



Iterative Development - Benefits



The benefit of iterative development is that it allows for course correction as all the people involved get better understanding of what needs to be delivered as part of the project and incorporate these learning in an iterative manner.

Thus, the time and effort required to reach the final end point is greatly reduced and the team produces deliverables that are better suited to the final business environment.



Iterative Development - Video

- Here is a video to review the concept:

<https://www.scrumstudy.com/video/seminar-Iterative-Development>

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Question

- What is iterative development?
 - A. It refers to using more than one product development cycle to develop the final project deliverables through the learning from the previous development cycles.
 - B. It refers to developing the final project deliverables in one product development cycle.
 - C. It refers to developing project deliverables using automated processes.
 - D. It refers to developing project outputs through detailed upfront planning with emphasis on fixing scope, quality and other project aspects.



Answer

- What is iterative development?
 - A. It refers to using more than one product development cycle to develop the final project deliverables through the learning from the previous development cycles.
 - B. It refers to developing the final project deliverables in one product development cycle.
 - C. It refers to developing project deliverables using automated processes.
 - D. It refers to developing project outputs through detailed upfront planning with emphasis on fixing scope, quality and other project aspects.
- Answer: A – It refers to using more than one product development cycle to develop the final project deliverables through the learning from the previous development cycles.
- Justification: In most complex projects, the customer may not be able to define very concrete requirements or is not confident of what the end product may look like. The iterative model is more flexible in ensuring that any change requested by the customer can be included as part of the project. Reference: A Guide to Scrum Body of Knowledge, SBOK Guide, page 36.



Question

How does iterative development help when customers do not have concrete idea about their requirements? Please type your answer in the Question window.



If you have any additional questions on this topic, please post it in the Question window.



Overview of Certifications and Live Demo of Online Course

Agenda

- Benefits for participants attending this Webinar/Training (5 minutes)
- About SCRUMstudy
- Overview of Scrum
- Overview of A Guide to the Scrum Body of Knowledge (SBOK™ Guide)
- Scrum Flow
- Scrum Aspects: Organization, Business Justification, Quality, Change, Risk
- Scrum Phases and Processes: Initiate, Plan and Estimate, Implement, Review and Retrospect, Release
- Scaling Scrum: Scaling Scrum for Large Projects, Scaling Scrum for the Enterprise
- Principles: Empirical Process Control, Self-organization, Collaboration, Value-based Prioritization, Time-boxing, Iterative Development
- **Overview of SCRUMstudy Scrum and Agile Certifications and Live Demo of the Online Course**

Completed

Current Topic of Discussion



Refer your Friends/Colleagues

- We hope that you are finding the session engaging and informative. If you think it will be helpful for your friends and colleagues also, please refer them to join an upcoming SCRUMstudy Scrum Webinar.
- Refer your colleagues/friends and get a \$50 discount on any higher level Scrum certification courses/training (valid for 1 month). Once you refer, an automated email will be sent to your email address with the voucher code to avail the discount.
- **Three lucky winners get SMC™ Instructor-led Virtual Training with certification exam (Value \$795). Winners will be announced on our LinkedIn Group in three days. All the participants will be informed of the result of the lucky draw via email.**
- We will take 2 minutes to allow you to refer your friends and colleagues. Please use the following page to do so:
<https://www.scrumstudy.com/home/scrum-referral>



Scrum Fundamentals Certified (SFC™) Certification

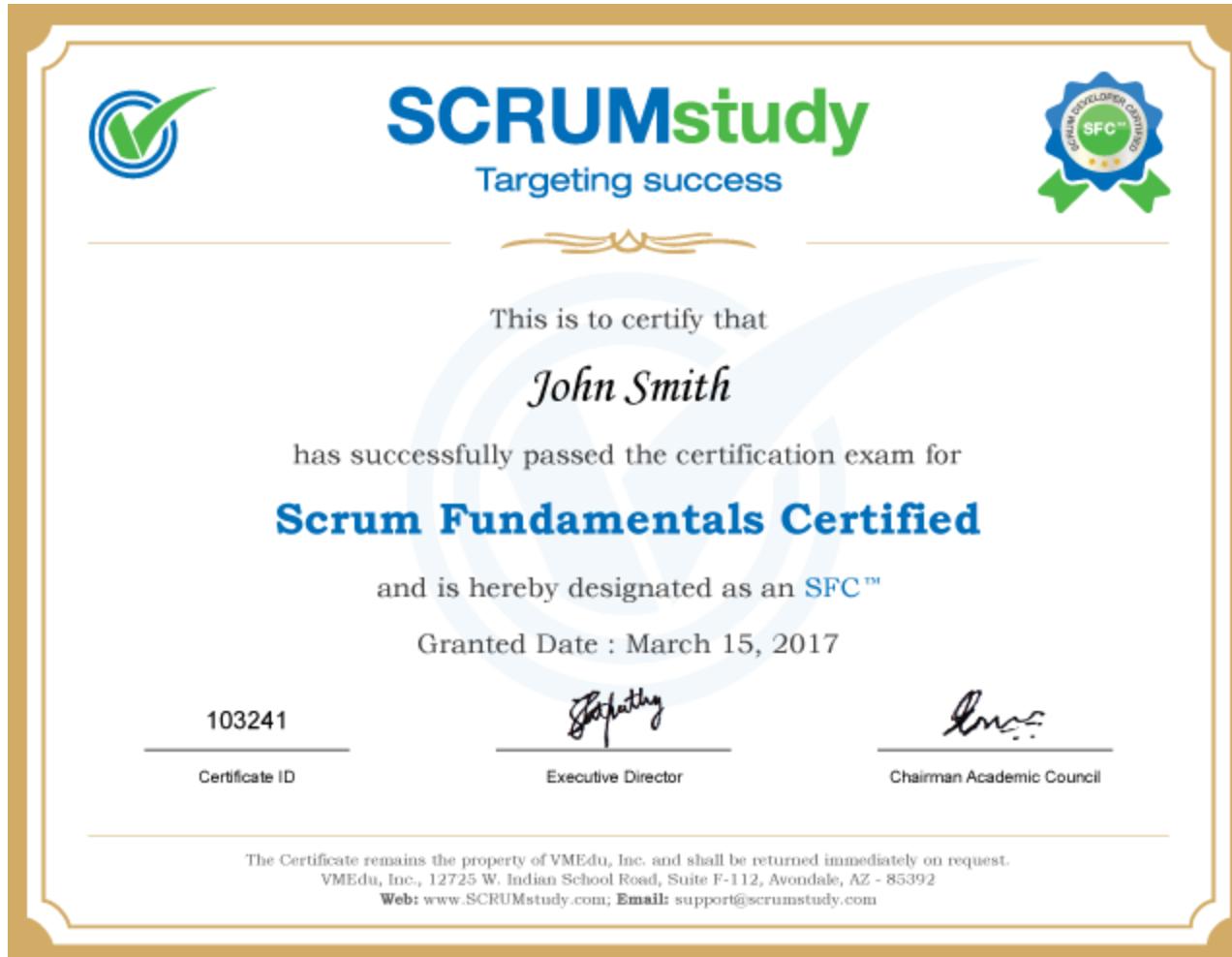
Now you are prepared to attempt the Scrum Fundamentals Certified Certification Exam!

- 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.
- 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".
- There is no formal prerequisite for this course.



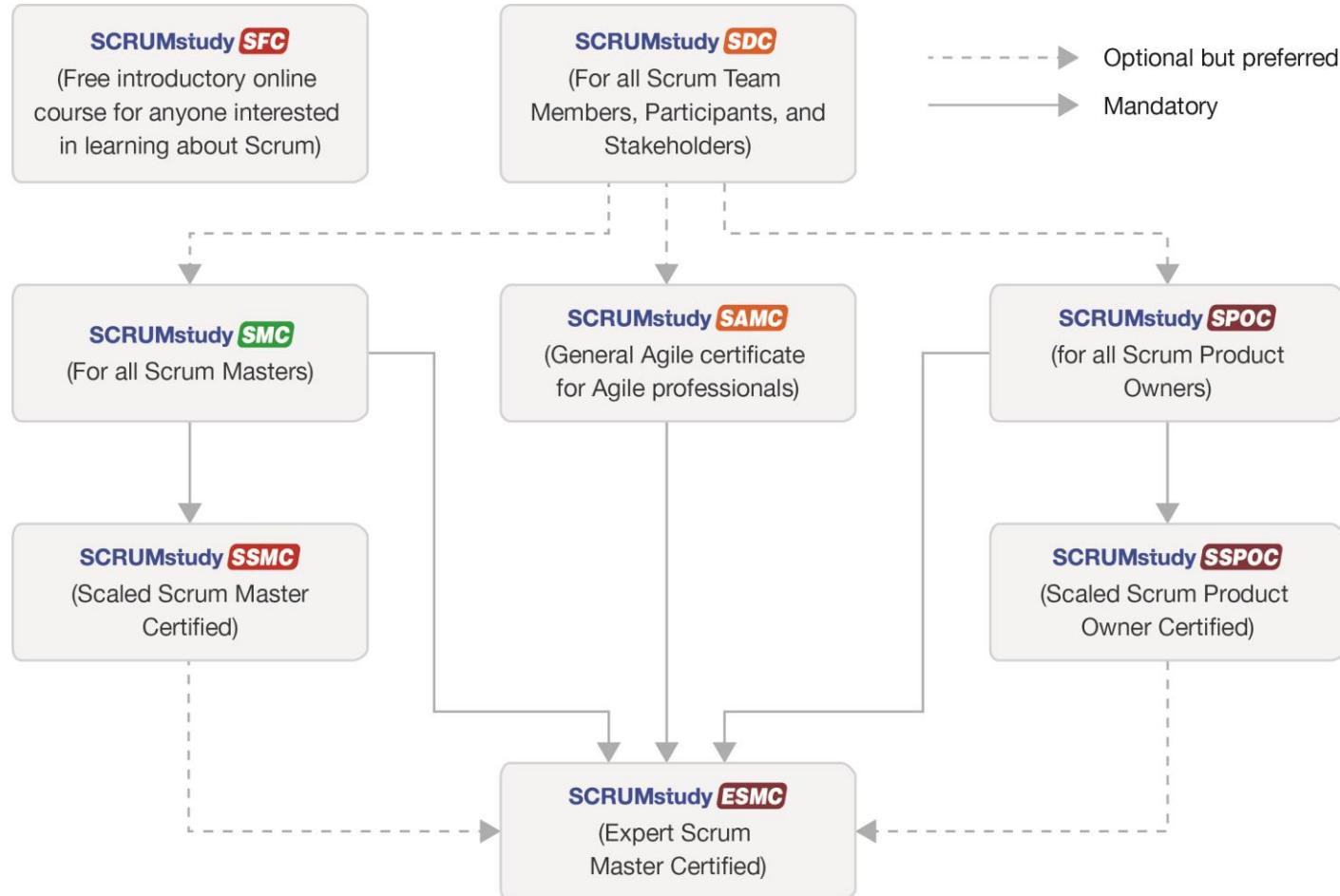
Scrum Fundamentals Certified - Exam Format

- Multiple choice
- 40 questions per exam
- One mark awarded for every right answer
- No negative marks for wrong answers
- 30 questions need to be answered correctly to pass
- 60 minutes duration
- Online unproctored exam
- Can be attempted multiple times for free





SCRUMstudy Certification Schema



All Certification Exams of SCRUMstudy are proctored online. Participants will need a computer and webcam to take the exam, which will be proctored live by VMEdu.



SCRUMstudy Certifications

SCRUMstudy **SDC**

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

SCRUMstudy **SMC**

- Multiple choice
- 100 questions per exam
- No negative marks for wrong answers
- 120 minutes duration
- Proctored online exam
- Current pass rate: 95%

SCRUMstudy **SAMC**

- Multiple choice
- 100 questions per exam
- No negative marks for wrong answers
- 120 minutes duration
- Proctored online exam
- Current pass rate: 93%

SCRUMstudy **SPOC**

- Multiple choice
- 140 questions per exam
- No negative marks for wrong answers
- 180 minutes duration
- Proctored online exam.
- Current pass rate: 93%

SCRUMstudy **SSMC**

- Multiple choice
- 70 questions per exam
- No negative marks for wrong answers
- 90 minutes duration
- Proctored online exam

SCRUMstudy **SSPOC**

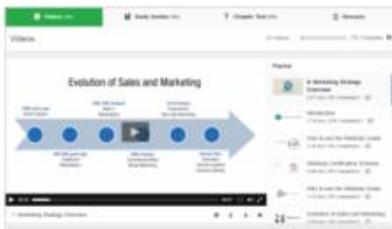
- Multiple choice
- 70 questions per exam
- No negative marks for wrong answers
- 90 minutes duration
- Proctored online exam

*Additional details available at <http://www.scrumstudy.com/Certification>



Classroom Training Methodology

Classroom courses have unique elements that make them highly engaging as well as informative for their respective audiences. Each classroom course has an online component and includes the following resources.



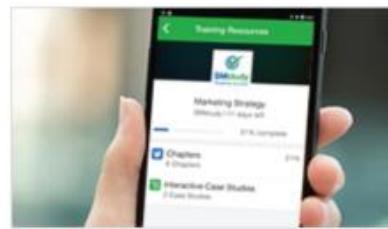
Online Videos

High-quality online videos for each chapter and knowledge area



Classroom Study Materials

High-quality physical study material for Authorized Training Partner's classroom training programs



Mobile Apps

Students can access courses in all formats through SMstudy's innovative mobile app



Study Guides and Podcasts

Students can access the courses on the move even without Internet access



Engaging Case Studies

Engaging case studies replicate real-life scenarios ensuring effective learning



Full length Simulated Exam

Practice exams designed to familiarize students with the actual exam environment



Chapter Tests

Practice tests for each chapter so students can gauge their preparedness



Progress Tracking

Students can track their progress on any course across web and mobile apps



Scrum and Agile Certifications and Training



Instructor-led-Virtual Training

- Instructor-led online 2-day class is conducted by SCRUMstudy certified faculty using high-end online training platforms such as Citrix GoToTraining or Cisco Webex.
- Attend the virtual class from your home or a location of your choice using desktop/laptop with speakers and microphone.
- All physical study resources will be shipped to the address provided.
- Includes access to online course and online proctored certification exam.
- Corporate Discounts are available!

| | | | | | |
|--|--|-----------|-------------|---|------------------------|
| Instructor-led virtual class Weekday Class (English) | 16 Apr 2018 to 17 Apr 2018 08:00 AM to 06:00 PM (MST) | 795 USD * | VMEdu, Inc. |  L. Gaynell Malone | Enroll |
| Instructor-led virtual class Weekend Class (English) | 28 Apr 2018 to 29 Apr 2018 08:00 AM to 06:00 PM (MST) | 795 USD * | VMEdu, Inc. |  Buddy Peacock | Enroll |

Please contact us at support@scrumstudy.com for more details.



Physical Classroom Training

- Instructor-led 2-day physical class is conducted by SCRUMstudy certified faculty at a predetermined location/venue.
- All physical study resources including the SBOK® Guide will be provided at the venue.
- Includes access to online course and online proctored certification exam.
- Corporate Discounts are available!

| | | | | | |
|---|--|-----------|--|--|------------------------|
| Bellevue Washington WA, United States (Physical Class) (English) | 05 Apr 2018 to 06 Apr 2018 09:00 AM to 04:00 PM | 895 USD * | VMEdu, Inc. / Global Realty Solutions, Inc |  L. Gaynell Malone | Enroll |
| Boise Idaho ID, United States (Physical Class) (English) | 05 Apr 2018 to 06 Apr 2018 09:00 AM to 04:00 PM | 895 USD * | VMEdu, Inc. / CTB Solutions, LLC |  Corey Bailey | Enroll |

Please contact us at support@scrumstudy.com for more details.



Corporate Training

- SCRUMstudy conducts onsite corporate classes for several fortune 500+ companies.
- Would your company be interested in corporate training?
- Please contact us at support@scrumstudy.com for more details.





Online Self Study

The screenshot displays the SCRUMstudy Online Self Study interface. On the left, a sidebar menu includes links for Mobile Apps, Course Overview (which is selected), Interactive Case Studies, Crossword, Reference Materials, Events, My Exams, View My Certificates, RCU-Claims, Home, Select Provider, and Support Center. The main content area shows the "Scrum Master Certified" course details: Scrum Master Certification with a 120-minute online proctored exam, 5 chapters, 28 High Quality Videos, 127 Terms and Definitions, 16 VMEdu Approved RCUs, 1 Illustrative Case Study, 1 Crossword for Fun, and 3 Reference. It also shows enrollment date (October 14, 2014) and expiry date (Lifetime). A progress bar indicates 86% completion. Below this, the "Chapters (5 Chapters)" section lists Chapter 1 (Agile and Scrum Overview), Chapter 2 (Scrum Roles), Chapter 3 (Scrum Project Phases), Chapter 4 (Scaling Scrum), and Chapter 5 (SMC Conclusion). The right side of the main content area shows a detailed view of the "Scrum Project Phases" chapter, featuring a video player for "Videos (46%)", a glossary link, and five video thumbnails: "Conduct Release Planning" (21:50 min, 97% completed), "Scrum Core Team Review" (10:10 min, 100% completed), "Length of Sprints is also determined in this process" (10:10 min, 100% completed), "Initiate Phase" (21:50 min, 97% completed), "Plan and Estimate Phase" (23:05 min, 81% completed), "Implement Phase" (24:50 min, 22% completed), and "Review and Retrospect Phase" (21:33 min, 45% completed). A callout box highlights the "Release Phase" video thumbnail.

Please contact us at support@scrumstudy.com for more details.



Online Course: Features



Online Videos

High quality and engaging online videos for each chapter and knowledge area



Chapter Test

Practice tests for each knowledge area for students to gauge their preparedness



Mobile Apps

Students can access courses in all formats through our innovative mobile app



Study Guides and Podcasts

For students to access the courses on the move even in absence of the internet



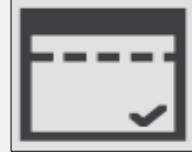
Full Length Simulated Exam

Exams designed to familiarize students with the actual exam environment



Engaging Case Studies

Engaging case studies replicate real life scenarios ensuring effective learning

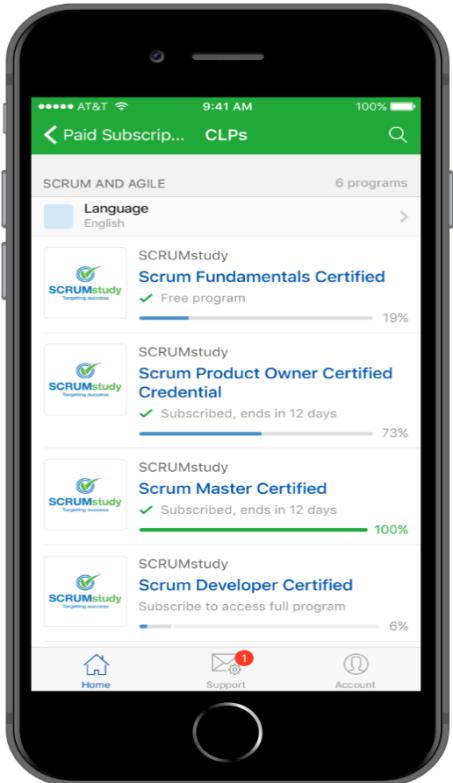


Easy-to-use interface

All Courses are delivered through our user friendly web and mobile apps



Mobile App



- ✓ To ensure that students get true on-the-go learning, VMEdu provides content in the form of mobile apps.
- ✓ The state-of-the-art mobile apps from VMEdu allow registered students to view high-quality study material in a mobile-friendly format using mobile phones and tablets.
- ✓ Seamlessly syncs across devices
- ✓ Available in both Android and iOS





Online Course Live Demo

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