

COURSEWARE

# Agile Scrum Foundation

## Courseware - English

Based on the 3rd edition of the Agile Scrum Handbook

**Nader K. Rad**

Agile Scrum Foundation  
Courseware - English

## Colophon

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This Agile Scrum Foundation certification is part of the EXIN Agile Scrum qualification program and has been developed in cooperation with international experts in the field.

## About the Courseware

The Courseware was created by experts from the industry who served as the author(s) for this publication. The input for the material is based on existing publications and the experience and expertise of the author(s). The material has been revised by trainers who also have experience working with the material. Close attention was also paid to the key learning points to ensure what needs to be mastered.

The objective of the courseware is to provide maximum support to the trainer and to the student, during his or her training. The material has a modular structure and according to the author(s) has the highest success rate should the student opt for examination. The Courseware is also accredited for this reason, wherever applicable.

In order to satisfy the requirements for accreditation the material must meet certain quality standards. The structure, the use of certain terms, diagrams and references are all part of this accreditation. Additionally, the material must be made available to each student in order to obtain full accreditation. To optimally support the trainer and the participant of the training assignments, practice exams and results are provided with the material.

Direct reference to advised literature is also regularly covered in the sheets so that students can find additional information concerning a particular topic. The decision to separate note pages (handouts) from the Courseware was to encourage students to take notes throughout the material.

Although the courseware is complete, the possibility that the trainer deviates from the structure of the sheets or chooses to not refer to all the sheets or commands does exist. The student always has the possibility to cover these topics and go through them on their own time. It is recommended to follow the structure of the courseware and publications for maximum exam preparation.

The courseware and the recommended literature are the perfect combination to learn and understand the theory.

- Van Haren Publishing

## How to Use this Courseware

This courseware is prepared to support classroom training, optionally, along with the EXIN Agile Scrum Foundation training manual, which is available separately.

The classroom slides are available in the second section of this courseware. However, these work only as a reference, and the first section (handouts) is what you need to have in front of you during the course. The handouts are designed to maximize interactivity and engagement during the course. There are cross-references in sections that direct you from one to the other. If you need more information about a topic, and it's not found on the slides, you can follow the references to the training manual.

There are many white spaces in the handouts. We suggest you fill them in as you progress through the course. The process of writing down the most important parts of the course helps you focus on and remember them.

There are two sample exams in the third and last section of this courseware. Don't even look at them before finishing the course, to make sure your self-evaluation is reliable. At the end of the course, you can take the first exam, and check your performance. A 65% or higher mark is usually safe, but don't worry if you've got a lower mark, as you're still in the learning phase. There's a lot of explanation for each question in the exam, to help you polish your knowledge and increase your final mark. Go through them all, and if you find out that you have problems with certain topics, spend more time on them (e.g. read the related chapters in the training manual).

Finally, when you're done with your further studies based on the feedback of the first exam, take the second one, to be sure that you can get a high enough score in your real exam.

For both sample exams, make sure you take them in the same way that the real exam is done: without using your notes/books, respecting the time limits, etc.

Good luck with your projects, and your exam!

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## Timetable

	<b>Day 1</b>
Day	Agility
	Scrum <ul style="list-style-type: none"> <li>• Overview</li> <li>• Roles</li> <li>• Events</li> <li>• Artifacts</li> <li>• Scaled Scrum</li> </ul>
	XP
	<b>Day 2</b>
Morning	DSDM
	Kanban
	Sample exams
Afternoon	<i>Lunch</i>
	Set up exam
	<b><i>Agile Scrum Foundation exam</i></b>

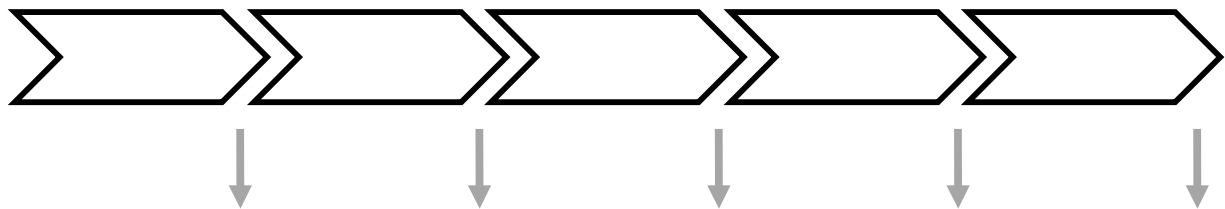
Part 1 of 5

# Agility

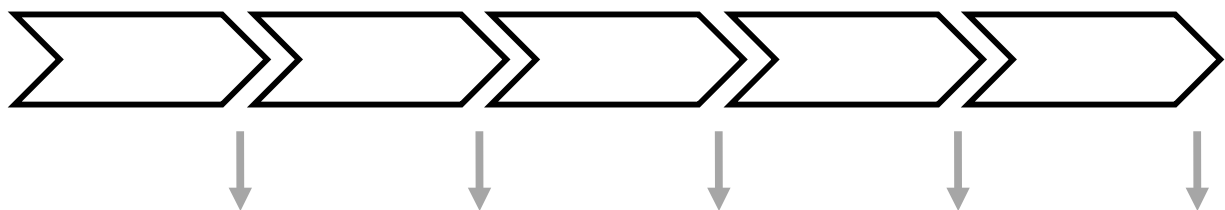
Development processes:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Development lifecycle: The first alternative is called \_\_\_\_\_ or \_\_\_\_\_



Development lifecycle: The second alternative is called \_\_\_\_\_ or \_\_\_\_\_



Reference to the slide  
number in the second  
part of this book

 9-13

What to ask when deciding which development lifecycle to use for a project?

- \_\_\_\_\_
- \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_

 14

## The Agile Manifesto

\_\_\_\_\_ over \_\_\_\_\_

\_\_\_\_\_ over \_\_\_\_\_

\_\_\_\_\_ over \_\_\_\_\_

\_\_\_\_\_ over \_\_\_\_\_

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

When was the manifesto first created?

When was the manifesto last updated?

People involved in which methodologies/frameworks have been involved in composing the manifesto?

Which of those people have videos about Agile on YouTube?

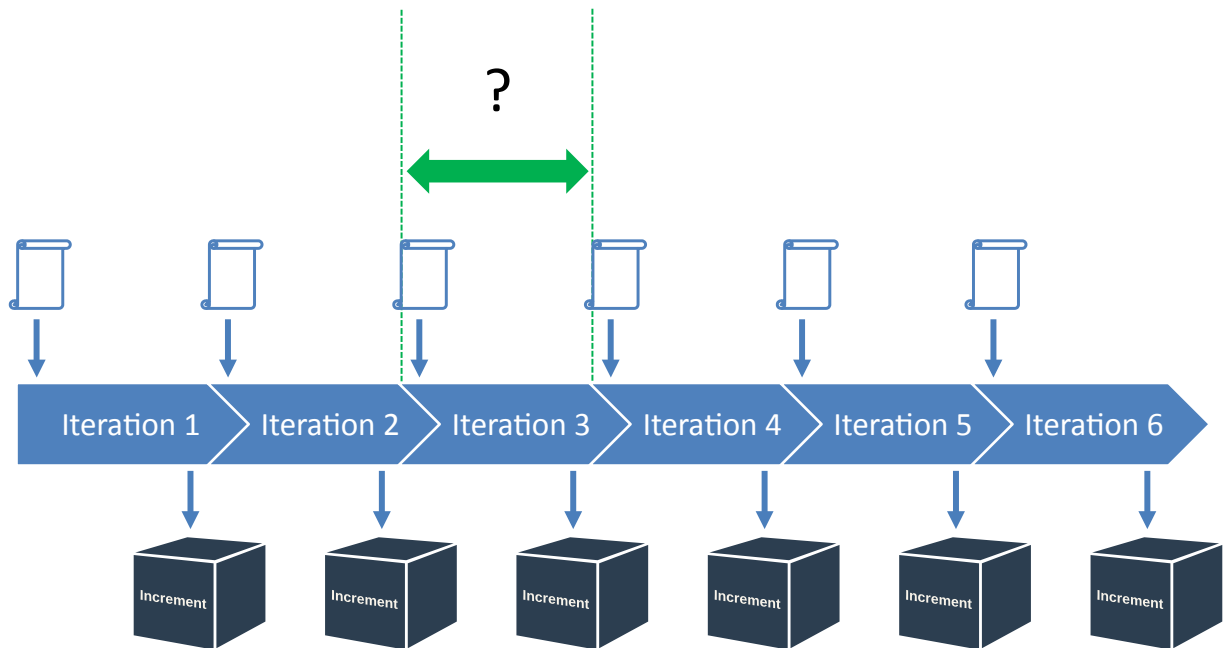
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## Agile Principles

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.
- Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.
- Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.
- Business people and developers must work together daily throughout the project.
- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.
- The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

- Working software is the primary measure of progress.
- Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.
- Continuous attention to technical excellence and good design enhances agility.
- Simplicity--the art of maximizing the amount of work not done--is essential.
- The best architectures, requirements, and designs emerge from self-organizing teams.
- At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.





What are the advantages and disadvantages of each option?

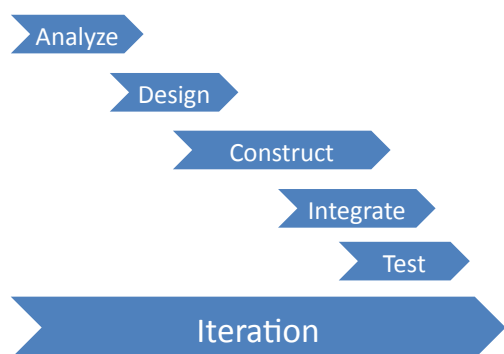
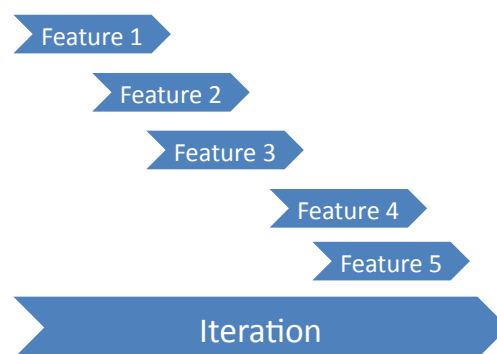
● Fixed Duration:

● Fixed Scope:

What's "timeboxing"?

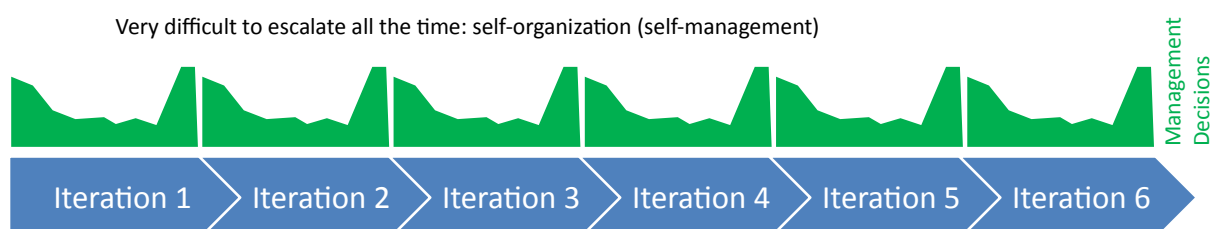
What's the recommended timeboxed duration of iterations?

 25-28

**A****B**

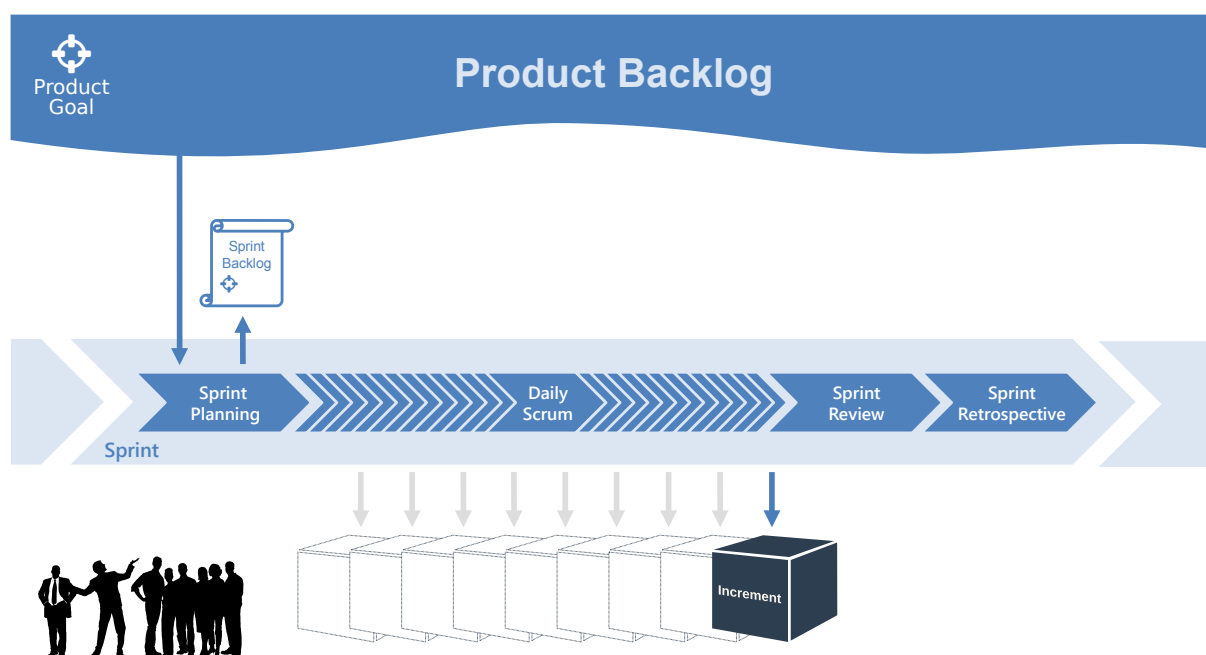
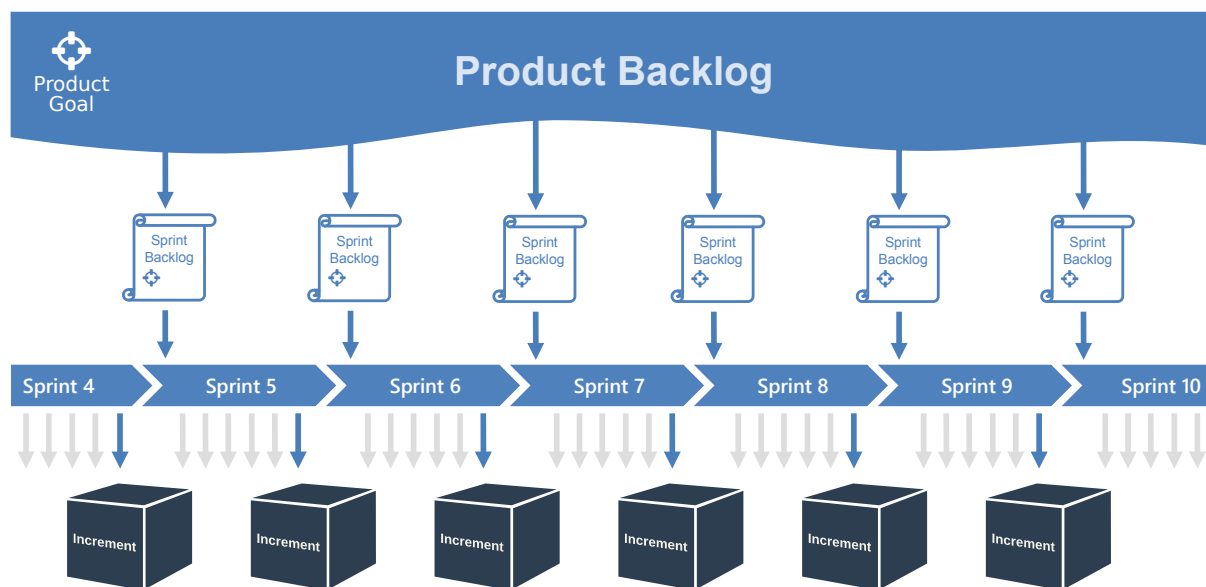
Which option is used in Agile projects?

Why?



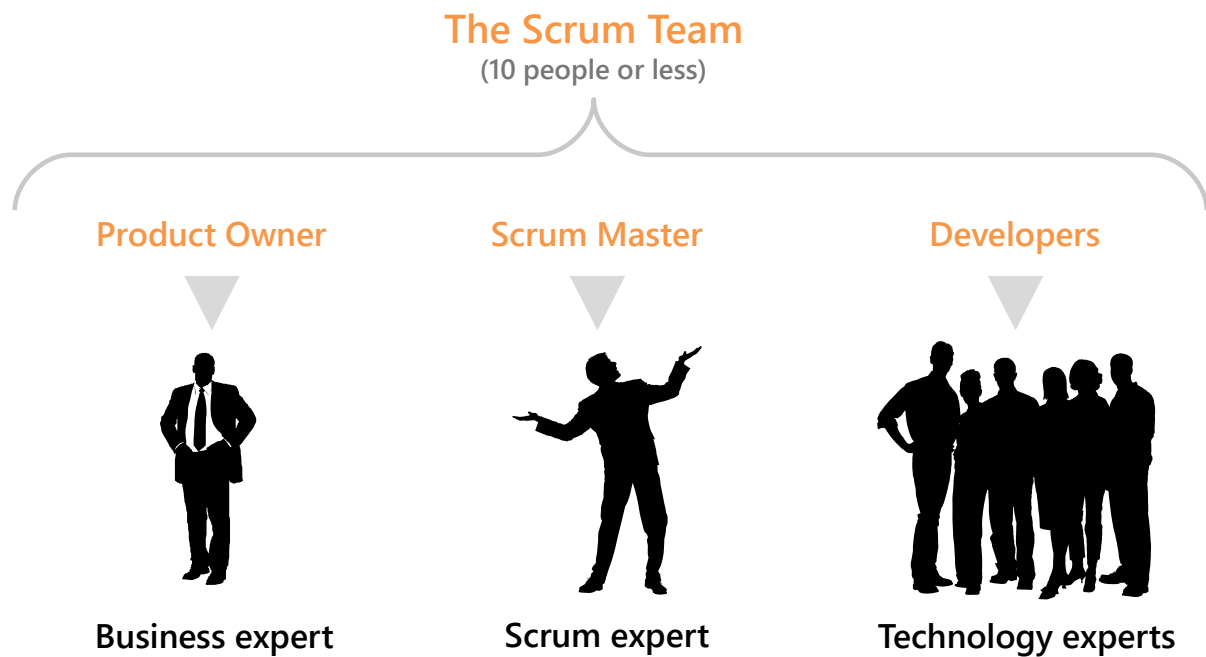
Part 2 of 5

# Scrum



34-35

# Scrum Roles



What are the two fundamental characteristics of Scrum Teams? What do they mean?

- \_\_\_\_\_
- \_\_\_\_\_


What's the recommended team size?



# Scrum Master

### Responsibilities and characteristics:

## Common misunderstandings about the role:

 Return to this page throughout the course to add more items




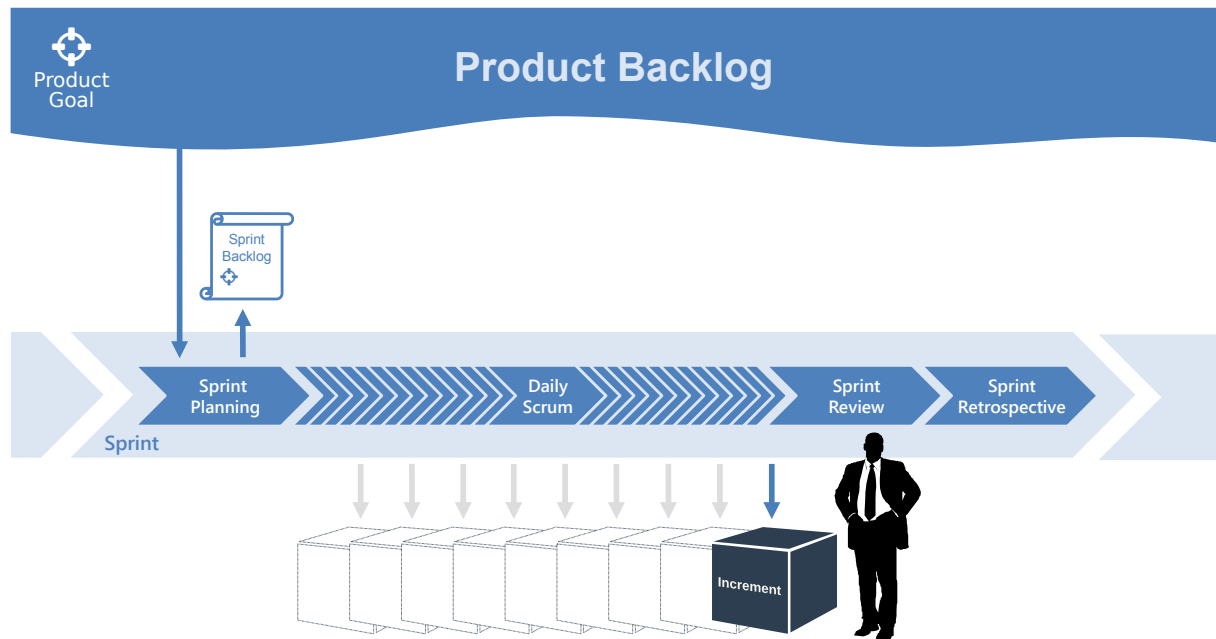


# Developers

### Responsibilities and characteristics:

## Common misunderstandings about the role:

 Return to this page throughout the course to add more items

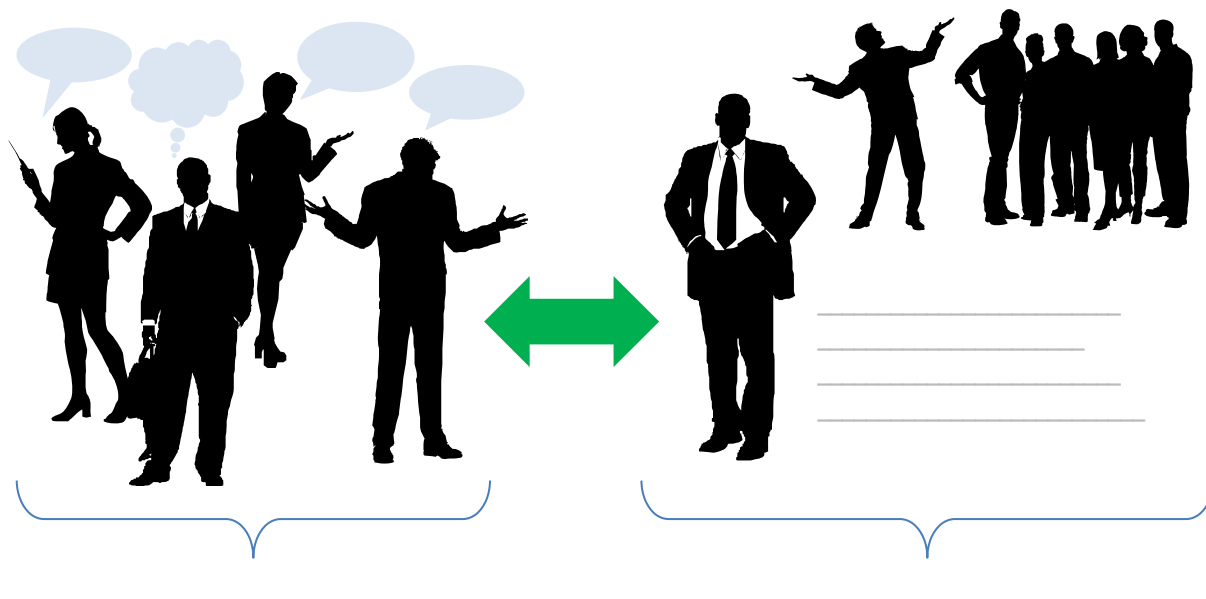


What is the ultimate responsibility of the Product Owner?

The Product Owner \_\_\_\_\_ and \_\_\_\_\_ the Product Backlog.

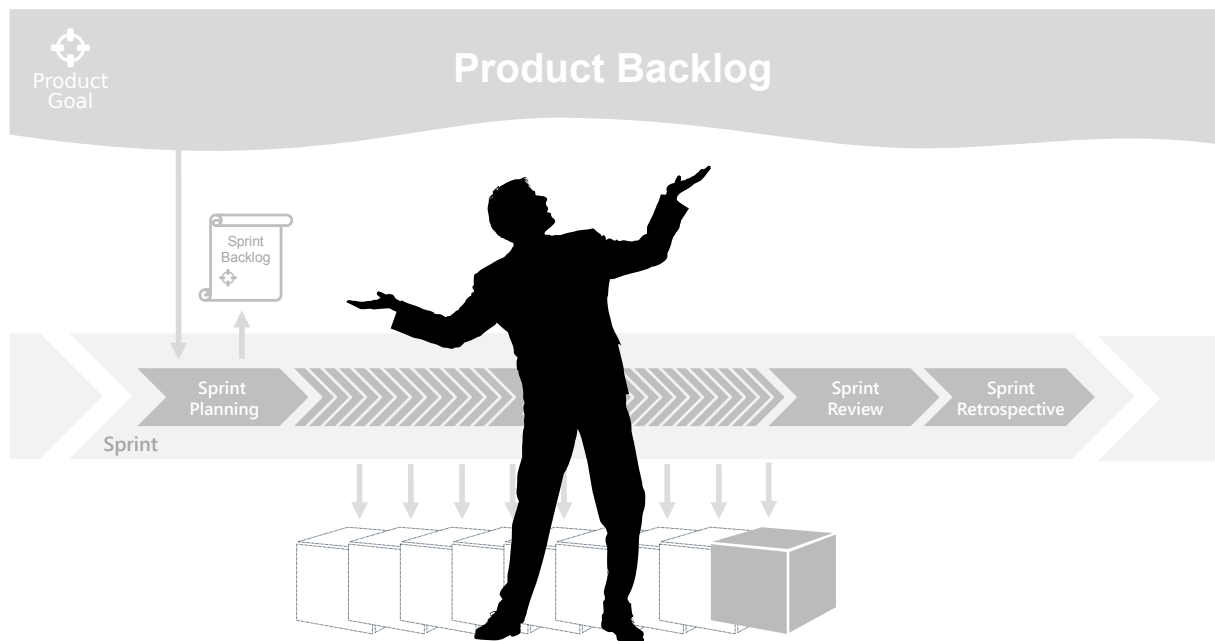
In projects done for external customers,

- ☐ the customer representative would be called the Product Owner, or
- ☐ someone from the supplier organization would be the Product Owner.



One, or multiple Product Owners?





The Scrum Master is focused on the \_\_\_\_\_ rather than the \_\_\_\_\_.

Some of the primary activities of the Scrum Master:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



What does it mean to be a servant-leader?

Is Scrum Master a *management* role?

 44-46

What's the responsibility of the Scrum Master in the organization?



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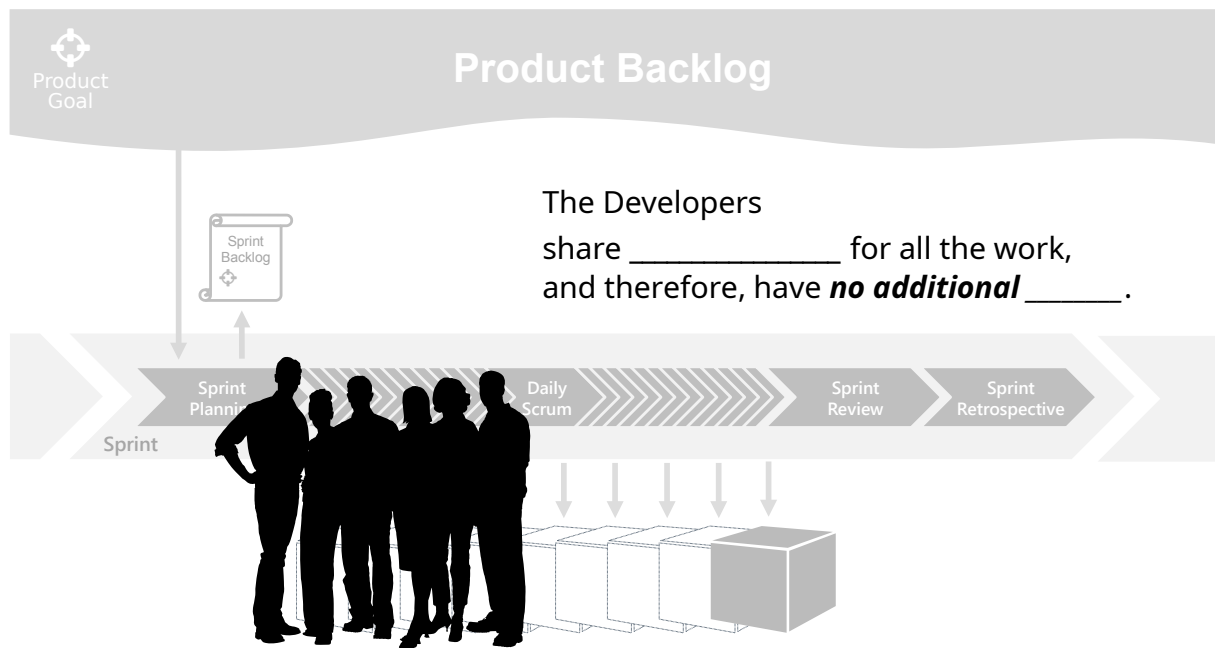
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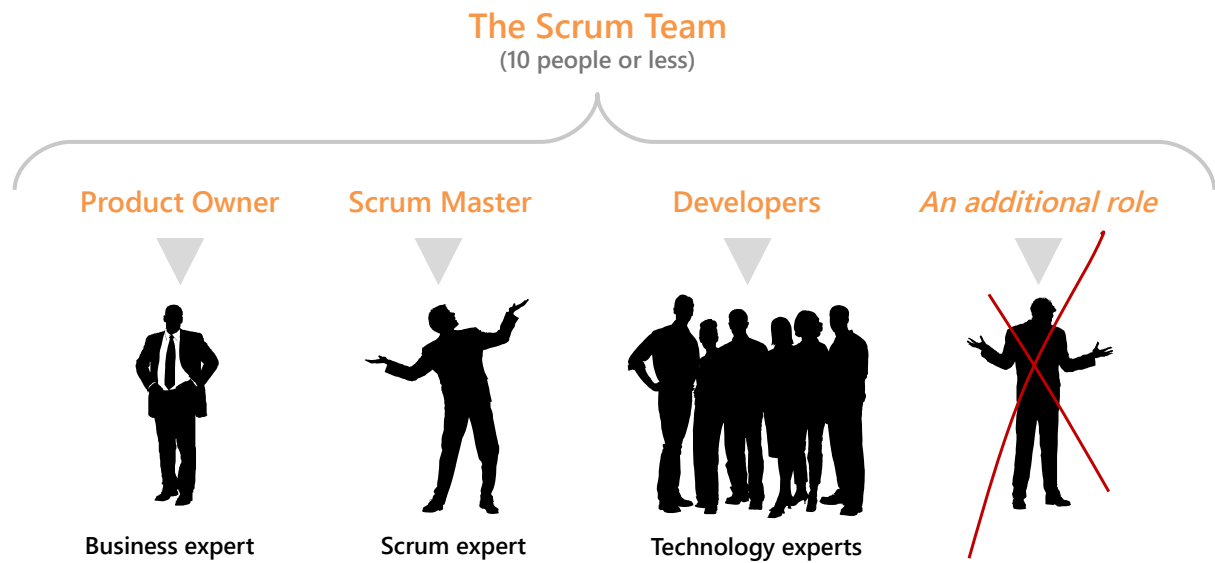


What does it mean to be a Developer?

Should we have a *tester* in our Scrum team?

What is a T-shaped expert?

How is it different from or similar to the cross-functionality concept?

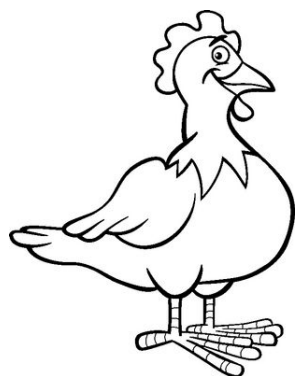


It's not allowed to introduce additional roles. Why?

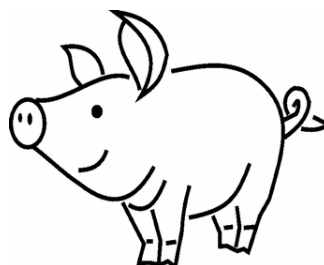
How about a project manager?

Which Scrum role is an equivalent of a project manager?

Is it against the Agility concept to have a project manager?



Vs.



What does it mean to be a chicken or a pig?

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## Distributed teams

/ Osmotic communication /

Why is co-location important for us?  
What is Osmotic Communication?

Is it possible to have Osmotic Communication in virtual teams?

# Scrum Events



	duration	participants
1 The Sprint	_____	_____
2 Sprint Planning	_____	_____
3 Daily Scrum	_____	_____
4 Sprint Review	_____	_____
5 Sprint Retrospective	_____	_____

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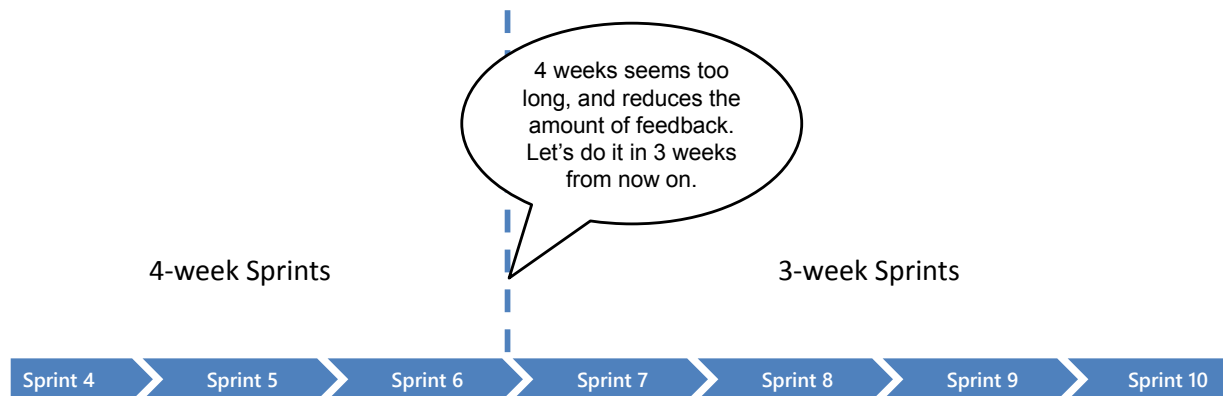
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Sprints have the **same length**, unless we decide to **change** them based on what We have learned, and never on an **ad hoc** basis.

Sprints are \_\_\_\_\_, which means that we finish them when the time is over, and not when all Sprint Backlog items are done.

What is the wrong way of changing the timeboxed duration of Sprints?

What is the right way of changing it?