This professional certification is not regulated by the following United Kingdom Regulators - Ofqual, Qualifications in Wales, CCEA or SQA
Change History

This log provides a single point of reference, where a summary of any changes is recorded, to include the date of the amendment and a summary of the changes made.

<table>
<thead>
<tr>
<th>Version Number</th>
<th>Changes Made</th>
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<tbody>
<tr>
<td>Version 1.2 May 2020</td>
<td>Update to the Training Criteria.</td>
</tr>
<tr>
<td>Version 1.1 Jan 2020</td>
<td>Adjustment to weighing of Topics 1 and 2, with removal of topic 1.4 Applying Agile principles to IT Service Management.</td>
</tr>
<tr>
<td>Version 1.0 July 2019</td>
<td>Finalised.</td>
</tr>
<tr>
<td>Version 0.1 March 2019</td>
<td>BCS Formatted syllabus created.</td>
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Contents
Introduction .................................................................................................................................................. 4
Summary .................................................................................................................................................... 4
Target Audience ........................................................................................................................................... 4
Levels of Knowledge / SFIA Levels ........................................................................................................... 5
Learning Outcomes ..................................................................................................................................... 5
Course Format and Duration ....................................................................................................................... 6
Examination Format and Duration ............................................................................................................... 6
Eligibility for the Examination ................................................................................................................... 6
Additional Time ........................................................................................................................................... 7
Guidelines for Accredited Training Organisations ...................................................................................... 7
Syllabus Weighting ..................................................................................................................................... 7
Trainer Criteria ........................................................................................................................................... 8
Candidate Ratio .......................................................................................................................................... 8
Syllabus ....................................................................................................................................................... 9
Learning Objectives ................................................................................................................................... 9

1. Agile Way of Thinking – 10% ................................................................................................................. 9
2. Scrum Master role – 27.5% ..................................................................................................................... 9
3. Agile Estimating, Planning, Monitoring and Control – 32.5% ............................................................... 10
4. Complex projects – 12.5% ..................................................................................................................... 10
5. Adopting Agile – 17.5% ......................................................................................................................... 11

List of Basic Concepts ................................................................................................................................ 12
Recommended Reading List ....................................................................................................................... 13
  Additional literature .................................................................................................................................. 13
Reading Matrix ........................................................................................................................................... 14
Introduction

The Scrum Master is responsible for ensuring Scrum is understood and enacted. Scrum Masters do this by facilitating the Scrum Team in adhering to Scrum theory, practices, and rules.

In order to do this, the Scrum Master role struggles with the apparent contradiction of the Scrum Master as both a servant-leader to the team and also someone with no authority. The Scrum Master is responsible for maximising the throughput of the team and for assisting team members in adopting and using Scrum. A successful Scrum Master influences others, both on the team and outside it. The Scrum Master helps those outside the Scrum Team understand which interactions with the Scrum Team are helpful and which aren’t.

Summary

EXIN Agile Scrum Master is a certification that looks to confirm both skills and knowledge of the Agile framework and Scrum methodology.

Agile Scrum is about working together to successfully reach a goal. Agile methodologies are popular approaches in software development and are increasingly being used in other areas. Scrum practices include establishing cross-functional and self-managed teams, producing a working deliverable at the end of each iteration or Sprint. This certification focuses on adopting Agile or Scrum in the workplace and taking on the role of Scrum Master.

The BCS EXIN Practitioner certificate in Agile Scrum Master certification is part of the Agile Scrum qualification program.

Target Audience

The Agile way of thinking is best known in the field of software development, but the principles are increasingly being applied in other types of projects. Scrum is the most used Agile methodology and is suitable for all professionals looking to keep their knowledge up to date with the latest developments in the fields of IT and Project Management, particularly those leading or participating in projects. In particular, the certification is suitable for professionals working in an Agile context and who have the ambition to facilitate a Scrum team by assuming the role of a Scrum Master.
Levels of Knowledge / SFIA Levels

This syllabus will provide candidates with the levels of difficulty highlighted within the following table, also enabling them to develop the skills to operate at the highlighted level of responsibility (as defined within the SFIA framework) within their workplace. The levels of knowledge and SFIA levels are further explained on the website.

<table>
<thead>
<tr>
<th>Level</th>
<th>Levels of Knowledge</th>
<th>Levels of Skill and Responsibility (SFIA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td></td>
<td>Set strategy, inspire and mobilise</td>
</tr>
<tr>
<td>6</td>
<td>Evaluate</td>
<td>Initiate and influence</td>
</tr>
<tr>
<td>5</td>
<td>Synthesise</td>
<td>Ensure and advise</td>
</tr>
<tr>
<td>4</td>
<td>Analyse</td>
<td>Enable</td>
</tr>
<tr>
<td>3</td>
<td>Apply</td>
<td>Apply</td>
</tr>
<tr>
<td>2</td>
<td>Understand</td>
<td>Assist</td>
</tr>
<tr>
<td>1</td>
<td>Remember</td>
<td>Follow</td>
</tr>
</tbody>
</table>

Learning Outcomes

Candidates should be able to demonstrate the ability to understand and explain Agile concepts in the following areas:

1. The Agile way of thinking;
2. Scrum Master role;
3. Agile Estimating, Planning, Monitoring and Control;
4. Complex projects;
5. Adopting Agile.
Course Format and Duration

Candidates can choose to study for this certificate from one of two ways: by either attending a training course provided by a BCS Accredited Training Organisation, or by self-study.

BCS recommends that for full coverage of the syllabus to be achieved, training courses leading to the certificate should normally run for a minimum 16 hours. This number includes group assignments, exam preparation, and short coffee breaks. Not included are: homework, practical assignments, the exam session and lunch breaks. The recommended number of hours for the Practical Assignments is a maximum of 8. The Practical Assignments can be completed outside of the training. They may also be included in the training if the training duration is extended.

Candidates should spend about 120 hours on self-study, depending on existing knowledge.

Examination Format and Duration

<table>
<thead>
<tr>
<th>Type</th>
<th>40 Multiple choice questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duration</td>
<td>90 Minutes</td>
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<tr>
<td>Supervised</td>
<td>Yes</td>
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<tr>
<td>Open Book</td>
<td>No</td>
</tr>
<tr>
<td>Pass Mark</td>
<td>65%</td>
</tr>
<tr>
<td>Calculators</td>
<td>No</td>
</tr>
<tr>
<td>Delivery</td>
<td>Digital or Paper-based</td>
</tr>
</tbody>
</table>

Eligibility for the Examination

Attendance at an accredited BCS EXIN Agile Scrum Master training course is mandatory.

Knowledge of Scrum terminology, for instance through the BCS EXIN Agile Scrum Foundation exam, is strongly recommended. This syllabus is freely available on the website [www.bcs.org](http://www.bcs.org).
Additional Time

For Candidates Requiring Reasonable Adjustments Due to a Disability

Please refer to the reasonable adjustments policy for information on how and when to apply.

For Candidates Whose Language is Not the Language of the Examination

If the examination is taken in a language that is not the candidate’s native/official language, then they are entitled to:

- 25% extra time.
- Use their own paper language dictionary (whose purpose is translation between the examination language and another national language) during the examination. Electronic versions of dictionaries will not be allowed into the examination room.

Guidelines for Accredited Training Organisations

Each major subject heading in this syllabus is assigned an allocated percentage of study time. The purpose of this is:
1) Guidance on the proportion of time allocated to each section of an accredited course.
2) Guidance on the proportion of questions in the exam.

Courses do not have to follow the same order as the syllabus and additional exercises may be included, if they add value to the training course.

Syllabus Weighting

<table>
<thead>
<tr>
<th>Syllabus Learning Objectives</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Agile way of thinking</td>
<td>10%</td>
</tr>
<tr>
<td>1.1 Agile concepts</td>
<td>5%</td>
</tr>
<tr>
<td>1.2 Continuously improving the process</td>
<td>2.5%</td>
</tr>
<tr>
<td>1.3 Other Agile frameworks</td>
<td>2.5%</td>
</tr>
<tr>
<td>2. Scrum Master role</td>
<td>27.5%</td>
</tr>
<tr>
<td>2.1 Responsibilities and commitment</td>
<td>10%</td>
</tr>
<tr>
<td>2.2 Coaching the team and mediating</td>
<td>10%</td>
</tr>
<tr>
<td>2.3 Other roles (Product Owner, Development Team)</td>
<td>7.5%</td>
</tr>
<tr>
<td>3. Agile Estimating, Planning, Monitoring and Control</td>
<td>32.5%</td>
</tr>
<tr>
<td>3.1 Writing and maintaining the Product and Sprint Backlog</td>
<td>7.5%</td>
</tr>
<tr>
<td>3.2 Agile Planning</td>
<td>5%</td>
</tr>
<tr>
<td>3.3 Agile Estimation</td>
<td>10%</td>
</tr>
<tr>
<td>3.4 Tracking and communicating progress</td>
<td>7.5%</td>
</tr>
<tr>
<td>3.5 Staying in control</td>
<td>2.5%</td>
</tr>
<tr>
<td>4. Complex projects</td>
<td>12.5%</td>
</tr>
</tbody>
</table>
### Trainer Criteria

The following criterion apply:

- Hold a BCS EXIN Practitioner Certificate in Agile Scrum Master;
- Have 10 days training experience or a train the trainer qualification.
- Have a minimum of 3 years practical Agile experience

### Candidate Ratio

Trainers may instruct up to 15 candidates.
Invigilators may supervise up to 25 candidates.
Syllabus

Learning Objectives

1. Agile Way of Thinking – 10%

1.1. Agile concepts
   The candidate can…
   1.1.1 Explain the Agile way of thinking
   1.1.2 Explain how Agility brings predictability and flexibility

1.2 Continuously improving the process
   The candidate can…
   1.2.1 Explain how to use continuous improvement

1.3 Other Agile frameworks
   The candidate can…
   1.3.1 Differentiate other Agile frameworks and methodologies: Crystal, Extreme Programming (XP), DSDM, LeSS, SAFe and Kanban

2. Scrum Master role – 27.5%

2.1 Responsibilities and commitment
   The candidate can…
   2.1.1 Explain which tasks and responsibilities belong to the Scrum Master role
   2.1.2 Explain which solutions are suitable for solving problems
   2.1.3 Explain which tools to use to facilitate the team

2.2 Coaching the team and mediating
   The candidate can…
   2.2.1 Explain how to manage cultural diversity conflict
   2.2.2 Explain how to coach and challenge the team
   2.2.3 Explain the importance of training

2.3 Other roles (Product Owner, Development Team)
   The candidate can…
   2.3.1 Explain all roles within the Scrum framework
3. Agile Estimating, Planning, Monitoring and Control – 32.5%

3.1 Writing and maintaining the Product and Sprint Backlog
The candidate can…
   3.1.1 Explain why a good Definition of Done is so important
   3.1.2 Create and recognise good User Stories
   3.1.3 Explain how to maintain the Product Backlog and how to add Product Backlog Items

3.2 Agile Planning
The candidate can…
   3.2.1 Explain iterative planning in all the planning moments: Roadmap, Release and Sprint Planning
   3.2.2 Explain the role of the Scrum Master in all the planning moments: Roadmap, Release and Sprint Planning

3.3 Agile Estimation
The candidate can…
   3.3.1 Explain when and how to estimate using Story Points, Ideal Hours and Ideal Days
   3.3.2 Explain how to guide a planning session, with and without Planning Poker
   3.3.3 Recognise errors in estimation
   3.3.4 Explain how to calculate the ROI (Return on Investment)

3.4 Tracking and communicating progress
The candidate can…
   3.4.1 Identify impediments, deviations, roadblocks and other obstacles that influence the progress positively and negatively
   3.4.2 Explain how to create Information Radiators, how to interpret them and how to act on the results
   3.4.3 Explain commonly used tracking methods (Burn-Down Chart, Velocity…)

3.5 Staying in control
The candidate can…
   3.5.1 Explain how to manage issues, bugs and informing people outside of the team

4. Complex projects – 12.5%

4.1 Scaling Agile projects
The candidate can…
   4.1.1 Explain how to use the Product Backlog in a scaled environment
   4.1.2 Explain how to scale to larger teams using Scrum-of-Scrums

4.2 Suitability of Agile for different types of projects
The candidate can…
   4.2.1 Explain in which cases it is not possible to use Agile
   4.2.2 Identify the limits of a Scrum Team
4.3 Agile administration in tooling and tool integration
   The candidate can…
   4.3.1 Explain which tools can help a team to use or adopt Agile and thereby increase the quality of the development process

5. Adopting Agile – 17.5%

5.1 Introducing Agile
   The candidate can…
   5.1.1 Explain which project management activities are important to include in the transition plan
   5.1.2 Explain which milestones are important in the transition
   5.1.3 Explain how to deal with resistance to change

5.2 Self-organisation
   The candidate can…
   5.2.1 Explain what self-organisation means and how project management is shared
   5.2.2 Explain what it means to have a cross-functional team

5.3 Agile requirements and proper environment
   The candidate can…
   5.3.1 Explain what changes in culture need to be made before adopting Agile
   5.3.2 Explain what physical changes need to be made before adopting Agile
List of Basic Concepts

This chapter contains the terms with which candidates should be familiar.

Please note that knowledge of these terms alone does not suffice for the exam; the candidate must understand the concepts and be able to provide examples.

ADAPT (Awareness, Desire, Ability, Promote and Transfer)          pair programming
Affinity estimation                                               planning
Agile Manifesto                                                  Planning Poker
Burn-Down (bar) chart                                           pragmatic
champion sceptic                                                Product Backlog
coach                                                            Product Backlog item
collocated team                                                  Product Owner
commitment                                                       refactoring
conserver                                                       Release Burn-Down (bar) chart
customer                                                         Release Burn-Up
Daily Scrum                                                      Release Planning
Definition of Done                                               resistance
diehard                                                          Return on Investment (ROI)
distributed team                                                sceptic
Enterprise Transition Community (ETC)                           saboteur
Epic User Story                                                 Scrum
escaped defect                                                   Scrum Master
estimation                                                       Scrum-of-Scrums
follower                                                         sceptic
Gantt chart                                                      splitting teams
Ideal Hours / Ideal Days                                         Sprint
Improvement Community (IC)                                       Sprint Backlog
increment                                                        Sprint Backlog item
information radiator                                            Sprint Planning
Internal Coaching                                                Sprint Retrospective
Internal Rate of Return (IRR)                                   Sprint Review
MoSCoW                                                          Story Point
Net Present Value (NPV)                                          task board
orignator                                                        team
Other Agile Frameworks:
  • Crystal                                                       Test-driven development
time-box/time-boxing
  • Extreme Programming (XP)                                     User Story
  • DSDM                                                          Velocity of the team
  • LeSS                                                          Waste
  • SAFe                                                          Waterfall
  • KanBan                                                        workspace
Recommended Reading List

The knowledge required for the exam is covered in the following literature:

A. Cohn, Mike
   **Succeeding with Agile: Software Development Using Scrum**
   Pearson Education (2009)

B. Cohn, Mike
   **Agile Estimating and Planning**
   Prentice Hall (2005)

C. Schwaber, Ken & Sutherland, Jeff
   **The Scrum Guide™ - The definitive guide to Scrum: The Rules of the Game**
   Scrum.Org and Scrum Inc. (latest version)


E. EXIN
   Agile Methodologies
   EXIN (2019)
   Free download at [https://www.exin.com](https://www.exin.com)

Additional literature

Additional literature is for reference and depth of knowledge only.

F. Schwaber, Ken
   **Agile Project Management with Scrum (Developer Best Practices)**
# Reading Matrix

<table>
<thead>
<tr>
<th>Exam requirement</th>
<th>Exam specification</th>
<th>Reference</th>
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<tbody>
<tr>
<td><strong>1. Agile Way of Thinking</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Agile Concepts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.1 Explain the Agile way of thinking</td>
<td></td>
<td>A, Chapter 2</td>
</tr>
<tr>
<td>1.1.2 Explain how Agility brings predictability and flexibility</td>
<td></td>
<td>A, Chapter 5, 14, 15 C</td>
</tr>
<tr>
<td>1.2 Continuously Improving the Process</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.2.1 Explain how to use continuous improvement</td>
<td></td>
<td>A, Chapter 4, 7 C</td>
</tr>
<tr>
<td>1.3 Other Agile Frameworks</td>
<td></td>
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<tr>
<td>1.3.1 Differentiate other Agile frameworks and methodologies: Crystal, Extreme Programming (XP), DSDM, LeSS, SAFe and Kanban</td>
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</tr>
<tr>
<td><strong>2. Scrum Master Role</strong></td>
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<tr>
<td>2.1 Responsibilities and Commitment</td>
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</tr>
<tr>
<td>2.1.1 Explain which tasks and responsibilities belong to the Scrum Master role</td>
<td></td>
<td>A, Chapter 7</td>
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<tr>
<td>2.1.2 Explain which solutions are suitable for solving problems</td>
<td></td>
<td>A, Chapter 6, 7, 17</td>
</tr>
<tr>
<td>2.1.3 Explain which tools to use to facilitate the team</td>
<td></td>
<td>A, Chapter 7, 20</td>
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<tr>
<td>2.2 Coaching the Team and Mediating</td>
<td></td>
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<tr>
<td>2.2.1 Explain how to manage cultural diversity</td>
<td></td>
<td>A, Chapter 18</td>
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<tr>
<td>2.2.2 Explain how to coach and challenge the team</td>
<td></td>
<td>A, Chapter 3, 18</td>
</tr>
<tr>
<td>2.2.3 Explain the importance of training</td>
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<td>A, Chapter 6, 7, 11</td>
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<tr>
<td>2.3 Other Roles (Product Owner, Development Team)</td>
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<tr>
<td>2.3.1 Explain all roles within the Scrum framework</td>
<td></td>
<td>A, Chapter 7, 10, 11 C</td>
</tr>
<tr>
<td>3. Agile Estimating, Planning, Monitoring and Control</td>
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<tr>
<td>-----------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1 Writing and Maintaining the Product and Sprint Backlog</td>
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<tr>
<td>3.1. Explain why a good Definition of Done is so important</td>
<td>A, Chapter 14 C</td>
<td></td>
</tr>
<tr>
<td>3.1. Create and recognize good User Stories</td>
<td>A, Chapter 12, 13 B, Chapter 12</td>
<td></td>
</tr>
<tr>
<td>3.1. Explain how to maintain the Product Backlog and how to add Product Backlog Items</td>
<td>A, Chapter 13</td>
<td></td>
</tr>
<tr>
<td>3.2 Agile Planning</td>
<td></td>
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<tr>
<td>3.2. Explain iterative planning in all the planning moments: Roadmap, Release and Sprint Planning</td>
<td>B, Chapter 3, 13, 17</td>
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<td>3.2. Explain the role of the Scrum Master in all the planning moments: Roadmap, Release and Sprint Planning</td>
<td>B, Chapter 15 C</td>
<td></td>
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<td>3.3 Agile Estimation</td>
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<tr>
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<td>B, Chapter 4, 5, 8, 14</td>
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<tr>
<td>3.3. Explain how to guide a planning session, with and without Planning Poker</td>
<td>B, Chapter 6, 14 C</td>
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<tr>
<td>3.3. Recognize errors in estimation</td>
<td>B, Chapter 1, 7 and 16</td>
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<td>3.3. Explain how to calculate the ROI (Return on Investment)</td>
<td>B, Chapter 10</td>
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<tr>
<td>3.4 Tracking and Communicating Progress</td>
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<tr>
<td>3.4. Identify impediments, deviations, roadblocks and other obstacles that influence the progress positively and negatively</td>
<td>B, Chapter 19</td>
<td></td>
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<tr>
<td>3.4. Explain how to create information radiators, how to interpret them and how to act on the results</td>
<td>B, Chapter 19, 20</td>
<td></td>
</tr>
<tr>
<td>3.4. Explain commonly used tracking methods (Burn-Down chart, Velocity, …)</td>
<td>B, Chapter 19</td>
<td></td>
</tr>
<tr>
<td>3.5 Staying in Control</td>
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<td>3.5. Explain how to manage issues, bugs and informing people outside of the team</td>
<td>B, Chapter 14, 20</td>
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<tr>
<td>4. Complex Projects</td>
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<tr>
<td>---------------------</td>
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<tr>
<td>4.1 Scaling Agile Projects</td>
<td></td>
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<tr>
<td>1 Explain how to use the Product Backlog in a scaled environment</td>
<td>A, Chapter 17</td>
<td></td>
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<tr>
<td>2 Explain how to scale to larger teams using Scrum-of-Scrums</td>
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<td>4.2 Suitability of Agile for Different Types of Projects</td>
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<tr>
<td>1 Explain in which cases it is not possible to use Agile</td>
<td>A, Chapter 15, 17</td>
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<tr>
<td>2 Identify the limits of a Scrum Team</td>
<td>A, Chapter 10, 17</td>
<td></td>
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<tr>
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<table>
<thead>
<tr>
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<tr>
<td>5.1 Introducing Agile</td>
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<td>5.2 Self-Organization</td>
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<tr>
<td>1 Explain what self-organization means and how project management is shared</td>
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<tr>
<td>2 Explain what it means to have a cross-functional team</td>
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<td>5.3 Agile Requirements and Proper Environment</td>
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