



# **EXIN Agile Scrum**

**MASTER**

Certified by  


**Preparation Guide**

Edition 202211

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# 1. Overview

## EXIN Agile Scrum Master (ASM.EN)

### Scope

The EXIN Agile Scrum Master certification validates a candidate's knowledge on:

- Agile Way of Thinking
- Scrum Master Role
- Agile Estimating, Planning, Monitoring and Control
- Complex Projects
- Adopting Agile

### Summary

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

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-managing 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 Scrum Master is responsible for ensuring that the Scrum framework is understood by the team. Scrum Masters do this by coaching, training, and facilitating the Scrum team.

The Scrum Master helps the team to produce value. A successful Scrum Master can work well with others, both inside and outside the team. The Scrum Master helps those outside the Scrum team understand which interactions with the Scrum team are helpful and which are not.

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.

## Context

The EXIN Agile Scrum Master certification is part of the EXIN Agile Scrum qualification program.



## Target Group

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.

## Requirements for Certification

- Successful completion of the EXIN Agile Scrum Master exam.
- Accredited EXIN Agile Scrum Master training, including completion of the Practical Assignments.

Knowledge of Scrum terminology, for instance through the EXIN Agile Scrum Foundation exam, is strongly recommended.

## Examination Details

Examination type:	Multiple-choice questions
Number of questions:	40
Pass mark:	65% (26/40 questions)
Open book:	No
Notes:	No
Electronic equipment/aides permitted:	No
Exam duration:	90 minutes

The Rules and Regulations for EXIN's examinations apply to this exam.

## Bloom level

The EXIN Agile Scrum Master certification tests candidates at Bloom Levels 2, 3 and 4 according to Bloom's Revised Taxonomy:

- Bloom Level 2: Understanding – a step beyond remembering. Understanding shows that candidates comprehend what is presented and can evaluate how the learning material may be applied in their own environment. This type of questions aims to demonstrate that the candidate is able to organize, compare, interpret and choose the correct description of facts and ideas.
- Bloom Level 3: Application – shows that candidates have the ability to make use of information in a context different from the one in which it was learned. This type of questions aims to demonstrate that the candidate is able to solve problems in new situations by applying acquired knowledge, facts, techniques and rules in a different, or new way. These questions usually contains a short scenario.
- Bloom Level 4: Analysis – shows that candidates have the ability to break learned information into its parts to understand it. This Bloom level is mainly tested in the Practical Assignments. The Practical Assignments aim to demonstrate that the candidate is able to examine and break information into parts by identifying motives or causes, make inferences and find evidence to support generalizations.

## Training

### Contact Hours

The recommended number of contact hours for this training course is 14. This includes practical assignments, exam preparation and short breaks. This number of hours does not include lunch breaks, homework and the exam.

### Indication Study Effort

112 hours (4 ECTS), depending on existing knowledge.

### Training Organization

You can find a list of our Accredited Training Organizations at [www.exin.com](http://www.exin.com).

## 2. Exam Requirements

The exam requirements are specified in the exam specifications. The following table lists the topics of the module (exam requirements) and the subtopics (exam specifications).

Exam Requirements	Exam Specifications	Weight
<b>1. Agile Way of Thinking</b>		<b>10%</b>
	1.1 Agile Concepts	10%
<b>2. Scrum Master Role</b>		<b>27.5%</b>
	2.1 Responsibilities and Commitment	12.5%
	2.2 Facilitating and Coaching the Team	7.5%
	2.3 Other Roles (Product Owner, Developers)	7.5%
<b>3. Agile Estimating, Planning, Monitoring and Control</b>		<b>32.5%</b>
	3.1 Writing and Maintaining the Product and Sprint Backlog	7.5%
	3.2 Agile Planning	5%
	3.3 Agile Estimation	5%
	3.4 Tracking and Communicating Progress	10%
	3.5 Staying in Control	5%
<b>4. Complex Projects</b>		<b>12.5%</b>
	4.1 Scaling Agile Projects	5%
	4.2 Suitability of Agile for Different Types of Projects	5%
	4.3 Agile Administration in Tooling and Tool Integration	2.5%
<b>5. Adopting Agile</b>		<b>17.5%</b>
	5.1 Introducing Agile	7.5%
	5.2 Self-management	5%
	5.3 Agile Requirements and Proper Environment	5%
<b>Total</b>		<b>100%</b>

## Exam Specifications

### 1 Agile Way of Thinking

#### 1.1 Agile Concepts

The candidate can...

- 1.1.1 explain the Agile way of thinking.
- 1.1.2 explain how Agile brings predictability and flexibility.
- 1.1.3 describe how to establish continuous improvement.
- 1.1.4 differentiate other Agile frameworks and methodologies: Crystal, Extreme Programming (XP), DSDM, LeSS, SAFe and Kanban.

### 2 Scrum Master Role

#### 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 analyze a scenario for the best solution to a problem typical to Scrum Masters.
- 2.1.3 explain which tools to use to facilitate the team.

#### 2.2 Facilitating and Coaching the Team

The candidate can...

- 2.2.1 explain how to facilitate the team by removing roadblocks.
- 2.2.2 explain how to coach and train the team.

#### 2.3 Other Roles (Product Owner, Developers)

The candidate can...

- 2.3.1 explain all roles within the Scrum framework.

### 3 Agile Estimating, Planning, Monitoring and Control

#### 3.1 Writing and Maintaining the Product and Sprint Backlog

The candidate can...

- 3.1.1 explain why a good definition of done (DoD) is so important.
- 3.1.2 explain how to write good user stories for services or products.
- 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 planning of portfolio, products, and roadmaps.
- 3.2.2 explain the role of the Scrum Master in the sprint planning.

#### 3.3 Agile Estimation

The candidate can...

- 3.3.1 explain how to use story points, ideal hours, ideal days and velocity during planning.
- 3.3.2 recognize errors in estimation.

#### 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 how to interpret commonly used tracking methods (burn-down chart, velocity, et cetera).

#### 3.5 Staying in Control

The candidate can...

- 3.5.1 explain how to manage issues and bugs and how to inform stakeholders.



## 4 Complex Projects

### 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 Scrum using Nexus.

### 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 explain why having a small team is beneficial for any project.

### 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

### 5.1 Introducing Agile

The candidate can...

5.1.1 explain how some project management activities are transferred to the Scrum Master role after the transition to Scrum.

5.1.2 identify what can go wrong when transitioning to Scrum.

5.1.3 explain how to deal with resistance to change.

### 5.2 Self-management

The candidate can...

5.2.1 explain what self-management means for a team.

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 must be made before adopting Agile.

### 3. List of Basic Concepts

This chapter contains the terms and abbreviations 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.

accountability <sup>1</sup>	MoSCoW
ADAPT (awareness, desire, ability, promotion and transfer)	niko-niko calendar
affinity estimation	non-functional requirement
burn-down (bar) chart	originator
burn-up chart	osmotic communication
business value	other Agile frameworks:
coach	<ul style="list-style-type: none"> <li>• Crystal</li> <li>• Extreme Programming (XP)</li> <li>• DSDM</li> <li>• LeSS</li> <li>• SAFe</li> <li>• Kanban</li> <li>• pair programming</li> </ul>
collocated team	planning poker
commitment	potentially shippable
conserver	pragmatist
continuous delivery	product backlog item
continuous improvement	product goal
continuous integration	Product Owner
customer	product roadmap
customer/user needs	refinement (of the product backlog)
daily scrum	release
definition of done (DoD)	release burn-down (bar) chart
Developers	release burn-up
diehard	release planning
distributed team	resistance
epic user story	responsibility <sup>2</sup>
estimation	return on investment (RoI)
fine-grained user story	roadblock
flow	saboteur
follower	scaling
functional requirement	sceptic
Gantt chart	Scrum board
grow-and-split	Scrum Master
ideal days	Scrum team
ideal hours	servant leader
impediment	software tooling
increment	split-and-seed
information radiator	splitting teams
internal coaching	timebox/timeboxing
iteration	
Kanban board	
Lean	
minimal marketable product (MMP)	
minimal viable product (MVP)	
sprint	sprint backlog item

<sup>1</sup> The Scrum Guide makes a distinction between accountability and responsibility. Accountability means 'making sure something happens'. A person who is accountable may delegate the task.

<sup>2</sup> The Scrum Guide makes a distinction between accountability and responsibility. Responsibility means 'doing a certain task'. A person who is responsible executes the task as part of their work.

sprint goal  
sprint planning  
sprint retrospective  
sprint review  
story point  
swimlane  
task board  
test-driven development  
transitioning to Scrum

user story  
value  
value stream mapping (VSM)  
velocity  
voice of the customer (VoC)  
waste  
Waterfall  
work-in-progress limit (WiP-limit)

## 4. Literature

### Exam Literature

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

- A. Johann Botha  
**The EXIN handbook for Scrum Masters and Product Owners**  
EXIN (2021)  
ISBN: 9789076531007  
Go to [www.exin.com](http://www.exin.com). Click on 'Professionals' and then on 'Certifications' to find the certification. The free download can be found under 'Required reading'.

### Additional Literature

- B. Ken Schwaber & Jeff Sutherland  
**The Scrum Guide**  
(most recent version)

### Comment

Additional literature is for reference and depth of knowledge only.

## Literature Matrix

Exam Requirements	Exam Specifications	Reference
<b>1. Agile Way of Thinking</b>		
	1.1 Agile Concepts	Chapters 1, 2, 3, 6, 7, 10 Appendix A
<b>2. Scrum Master Role</b>		
	2.1 Responsibilities and Commitment	Chapters 5, 6, 7, 8, 10
	2.2 Facilitating and Coaching the Team	Chapters 5, 7, 13
	2.3 Other Roles (Product Owner, Developers)	Chapters 5, 14
<b>3. Agile Estimating, Planning, Monitoring and Control</b>		
	3.1 Writing and Maintaining the Product and Sprint Backlog	Chapters 5, 6, 12
	3.2 Agile Planning	Chapters 5, 6
	3.3 Agile Estimation	Chapters 7, 10
	3.4 Tracking and Communicating Progress	Chapters 5, 7, 10, 14
	3.5 Staying in Control	Chapters 6, 10 Appendix B
<b>4. Complex Projects</b>		
	4.1 Scaling Agile Projects	Chapters 2, 6, 12, 14
	4.2 Suitability of Agile for Different Types of Projects	Chapters 1, 2, 5, 13
	4.3 Agile Administration in Tooling and Tool Integration	Chapter 10
<b>5. Adopting Agile</b>		
	5.1 Introducing Agile	Chapters 2, 5, 13
	5.2 Self-management	Chapters 1, 3, 5, 7
	5.3 Agile Requirements and Proper Environment	Chapters 1, 2, 13



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