

Scrum Fundamentals Certification

Mohamed Naser



About Me..

- Mohamed Naser has an **18-year** experience in project, general management, and business development; in addition to a **7-years** of experience in professional coaching and training. He worked in different sectors such as Digitalization, Oil-and-Gas, Construction, Agriculture, Food Industry, Education, and Renewable Energy.
- Mohamed holds the certificates of PMP, PMO, Six Sigma, Agile, Scrum, and Product Owner.
- Currently he works as a Project Management Consultant in some companies, in addition to leading www.nasergy.com







This is to certify that

Mohamed Naser

has successfully passed the certification exam for

Scrum Fundamentals Certified

and is hereby designated as an **SFC™**

Granted Date : September 11, 2022

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Certificate ID



Executive Director



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Starting The Project

- **Chapter 1: Scrum Fundamentals**

- **Overview of Scrum**
- **History of Scrum**
- **Why we use Scrum**
- **SBOK (Scrum Body of Knowledge)**
- **Scrum Aspects**
- **Scrum Processes**
- **Scrum vs Traditional Project Management**

- **Chapter 2: Scrum Principles**

- **Roles Guide and Empirical Process Control**
- **Self-Organization**
- **Collaboration**
- **Value-Based Prioritization**
- **Time-Boxing**
- **Iterative Development**



Chapter 1

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Lesson 1

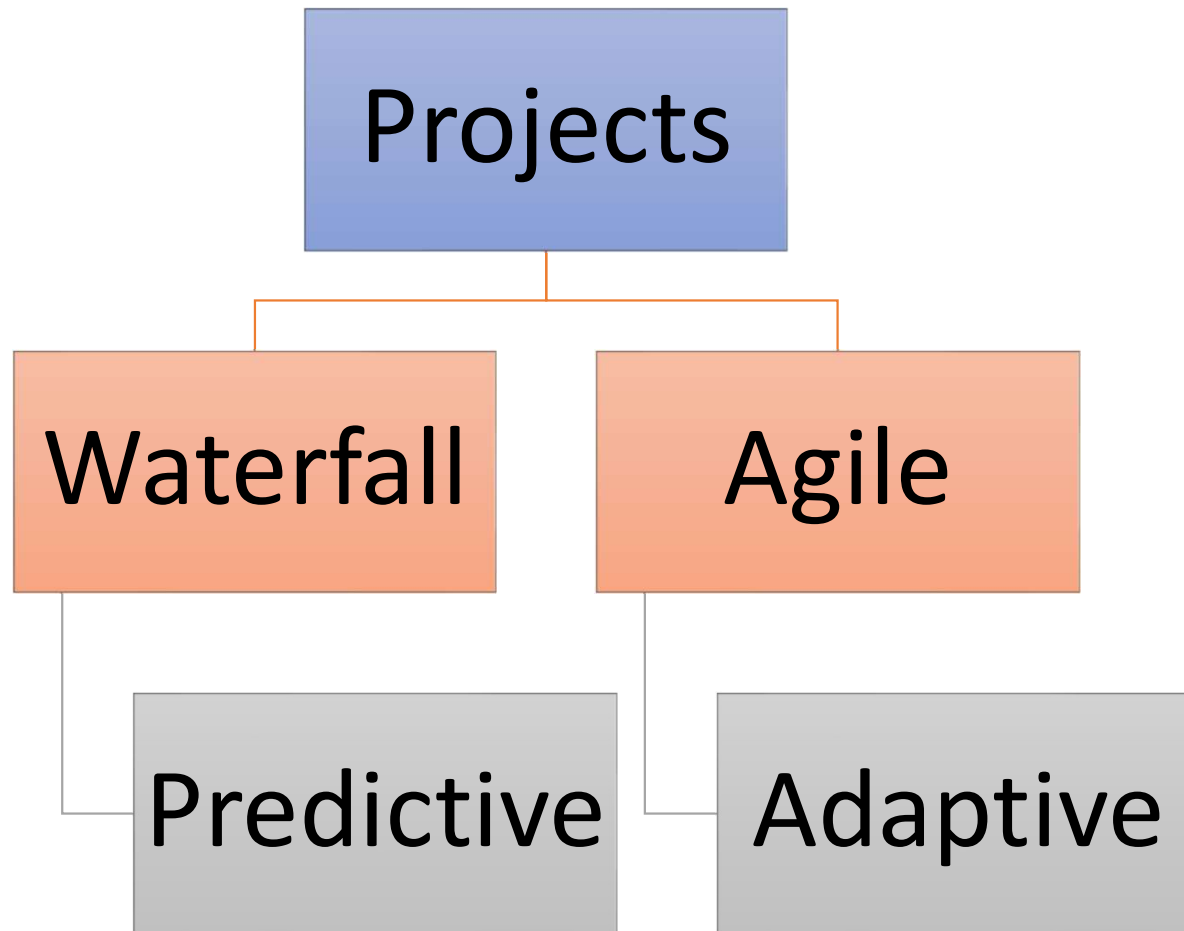
Scrum Fundamentals Certification

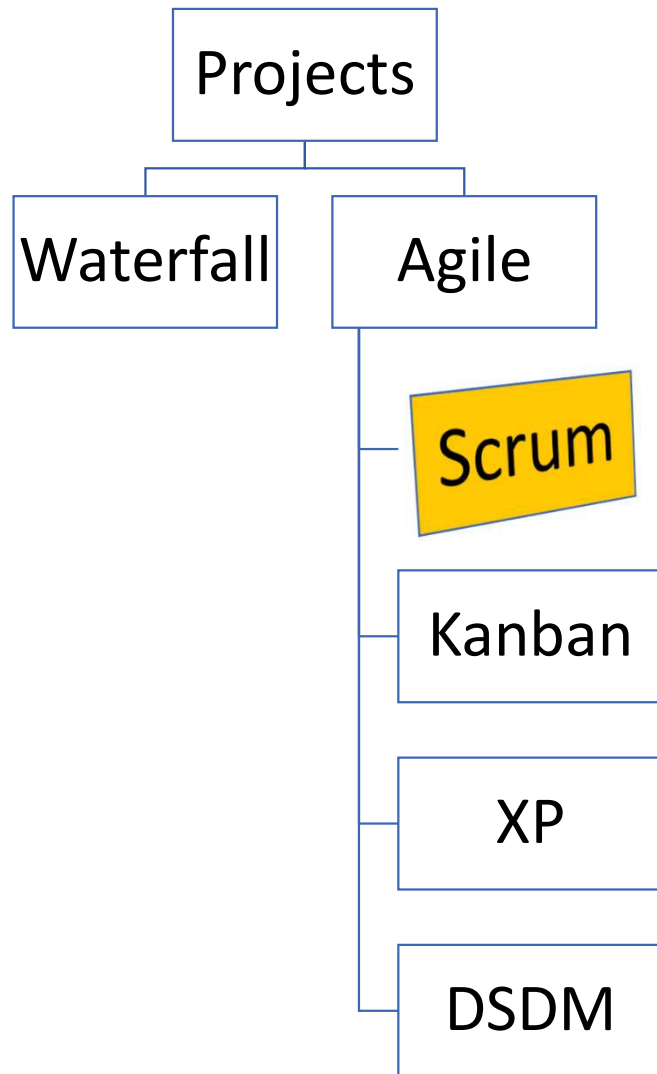


Introduction of Scrum

Chapter 1







Scrum is one of the most popular Agile methods



Definition of Scrum

- It is an adaptive, iterative, fast, flexible, and effective framework designed to deliver significant value quickly and throughout a project.



Introduction to Scrum

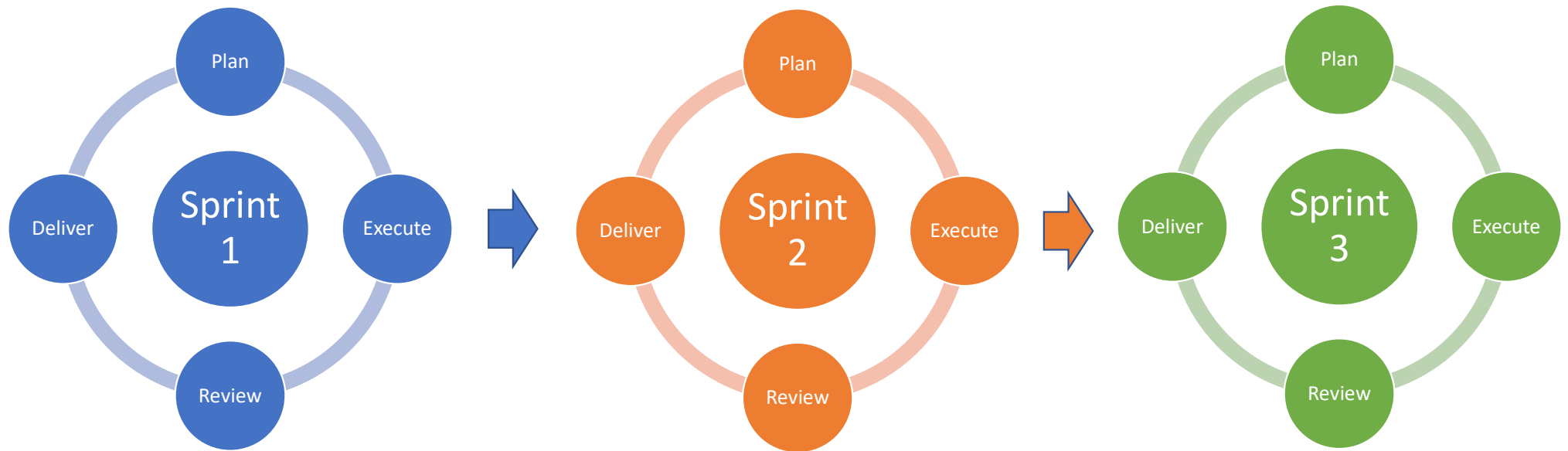
- A key strength of Scrum lies in its use of:
 - Cross-functional
 - Self-organized
 - Empowered teams
- Who divide their work into:
 - Short concentrated work cycles called Sprints



Lesson 2

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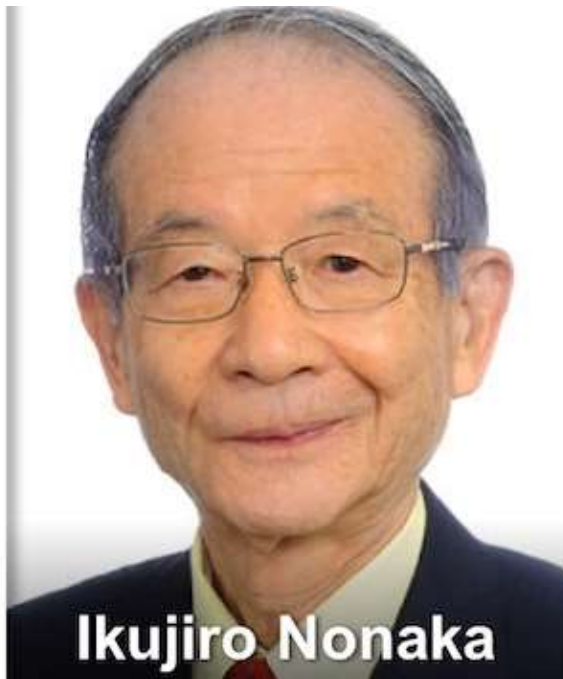


Lesson 3

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Scrum History



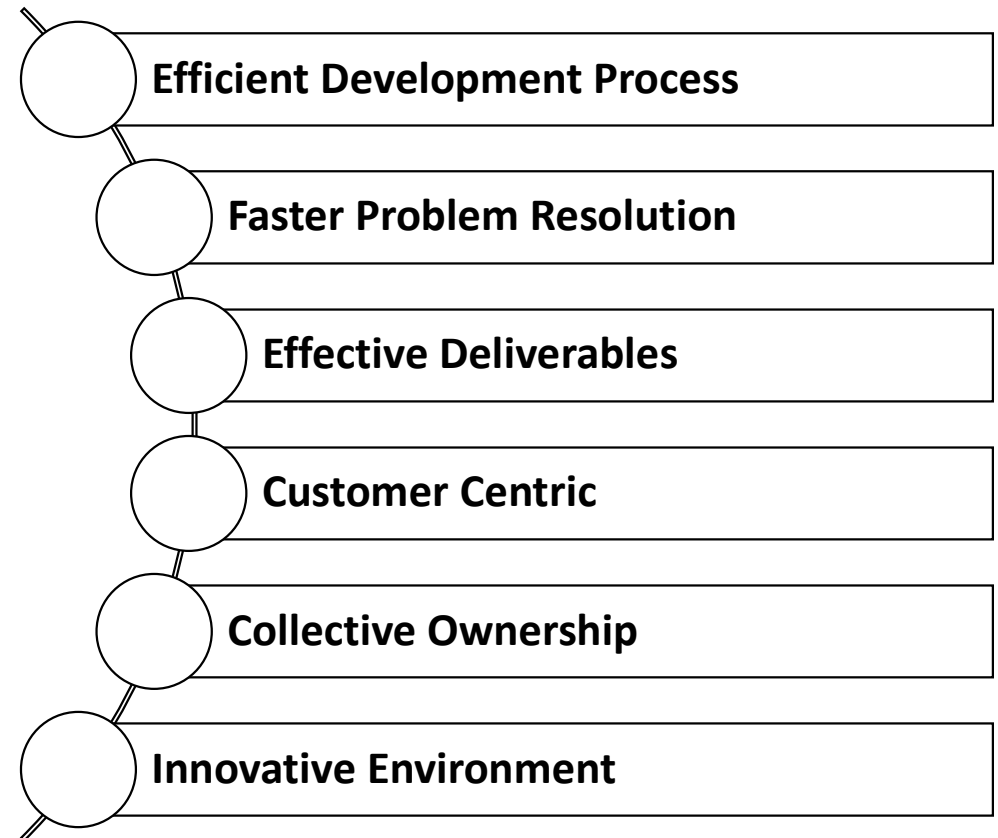
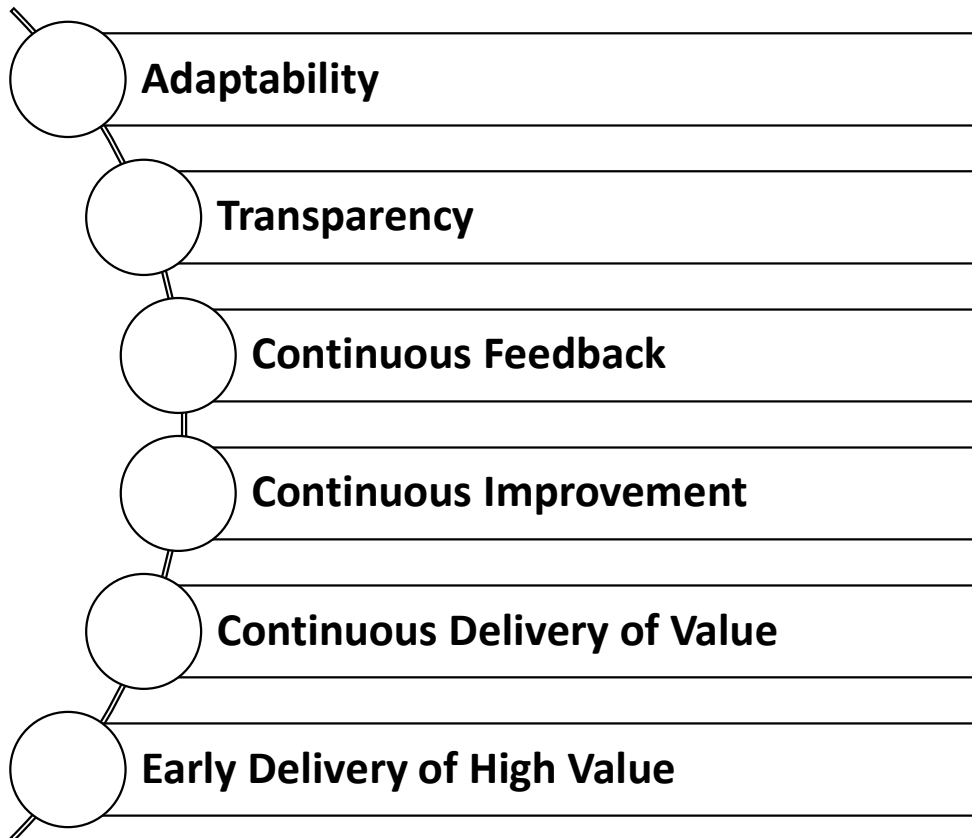
In mid of 80's, Hirotaka Takeuchi and Ikujiro Nonaka defined a flexible and all-inclusive product development strategy where the development team works as a unit to reach a common goal.

Scrum History



They described an innovative approach to product development that they called a holistic or “**rugby**” approach, “where a team tries to go the distance as a unit, passing the ball back and forth.

Why Scrum

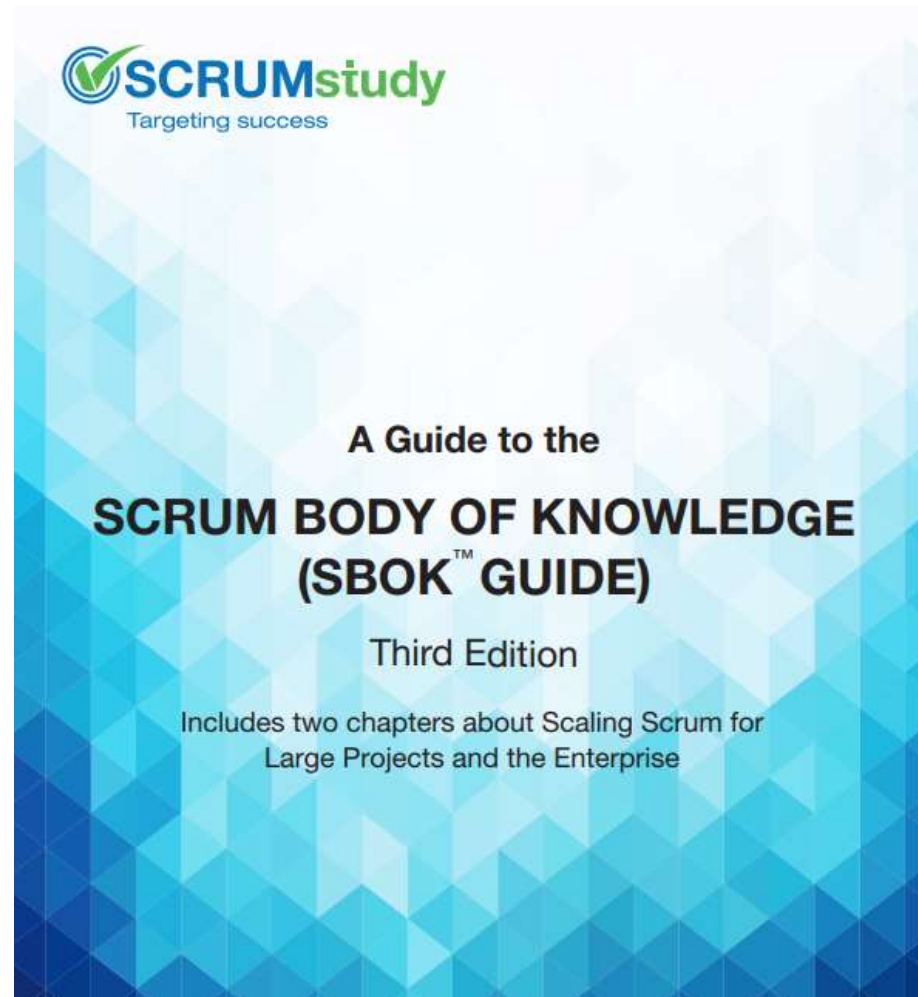


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SBOK

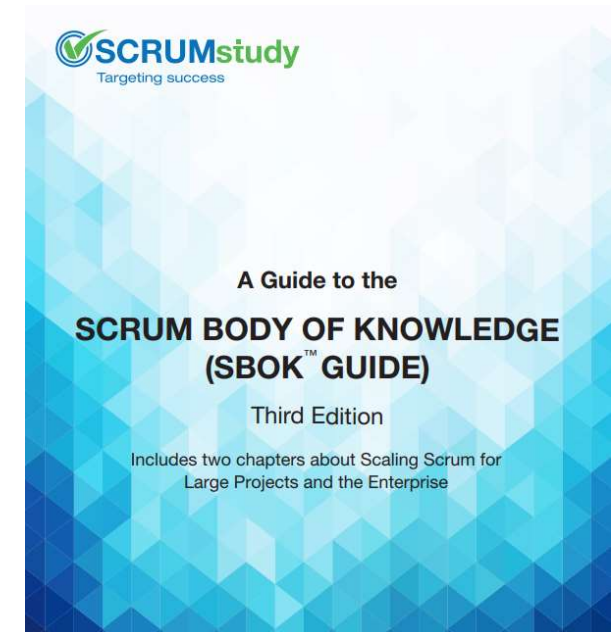


Purpose of SBOK

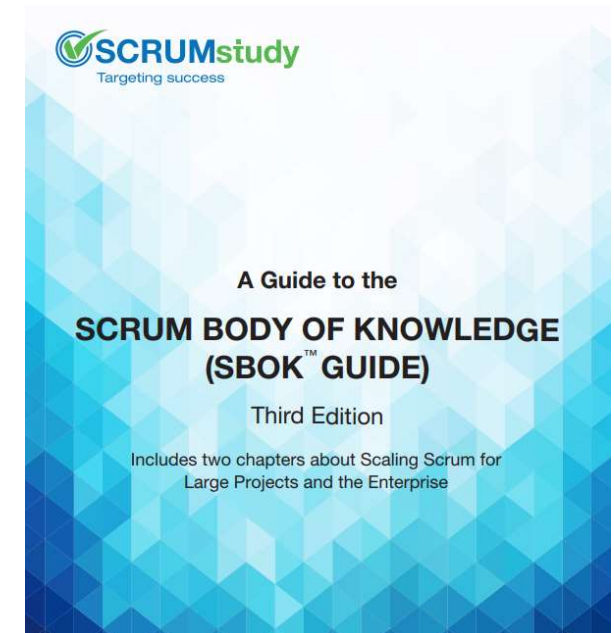
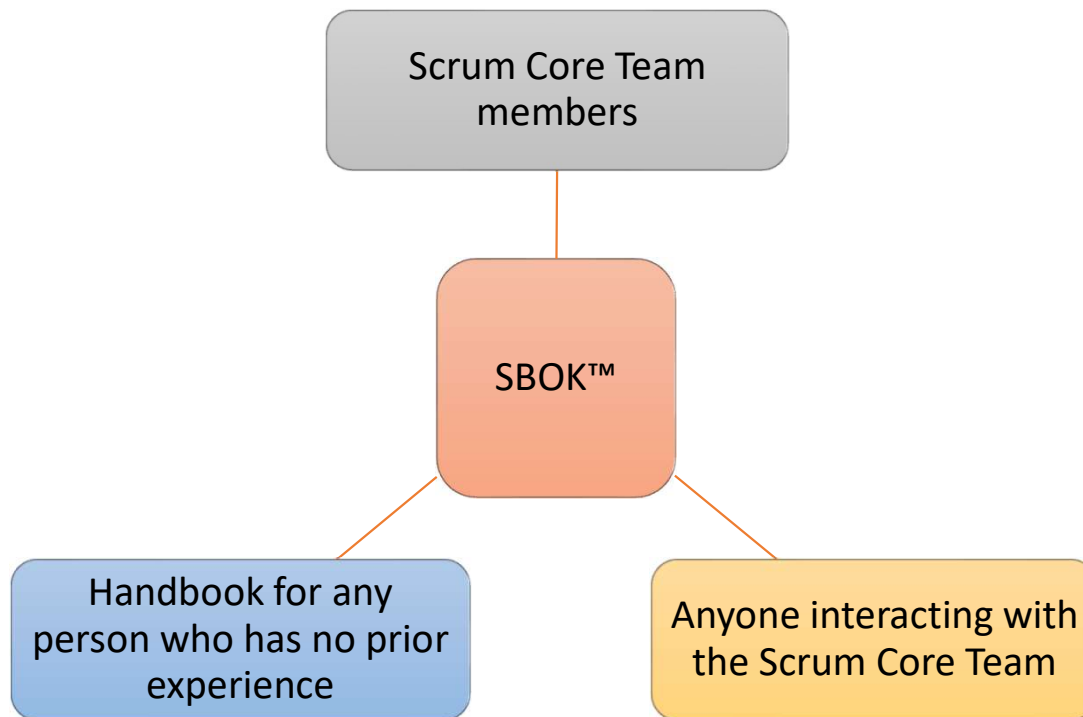
The SBOK™ Guide was developed to create a necessary guide for organizations and project management practitioners who want to implement Scrum.

It is based on experience drawn from thousands of projects across a variety of organizations and industries.

The contributions of many Scrum experts and project management practitioners have been considered in its development.



The Use of SBOK



The Use of SBOK

SBOK™ guides to the following SCRUMstudy™ certification exams:

Scrum Developer Certified (SDC™)

Scrum Master Certified (SMC™)

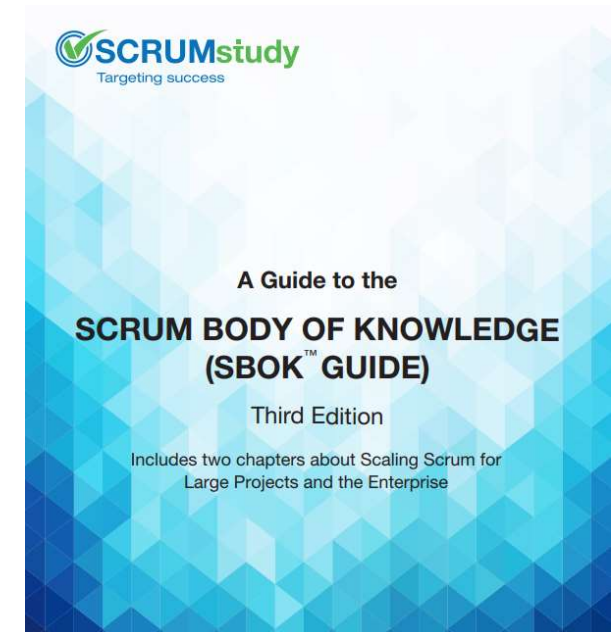
Scaled Scrum Master Certified (SSMC™)

SCRUMstudy Agile Master Certified (SAMC™)

Scrum Product Owner Certified (SPOC™)

Scaled Scrum Product Owner Certified (SSPOC™)

Expert Scrum Master Certified (ESMC™)



SBOK Content

Principles

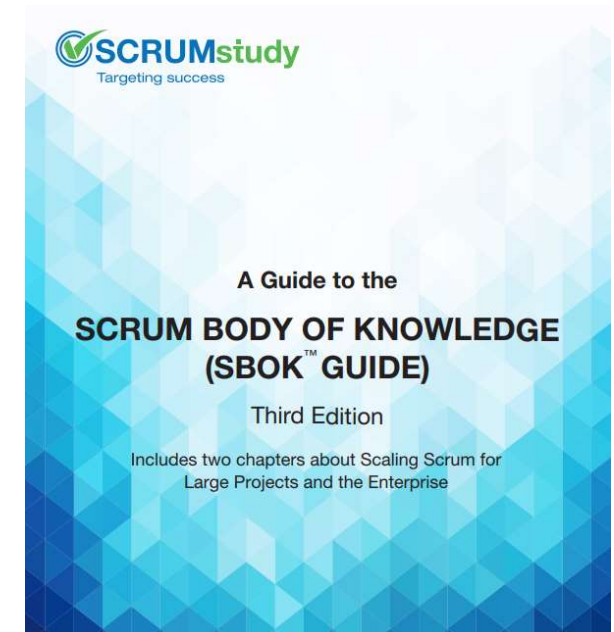
- Chapter 2

Aspects

- Chapters 3, 4, 5, 6, 7

Processes

- Chapters 8, 9, 10, 11, 12, 13, 14

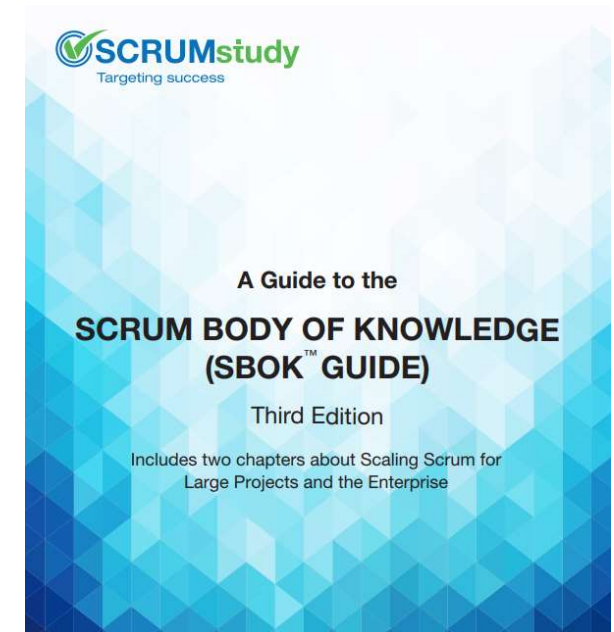
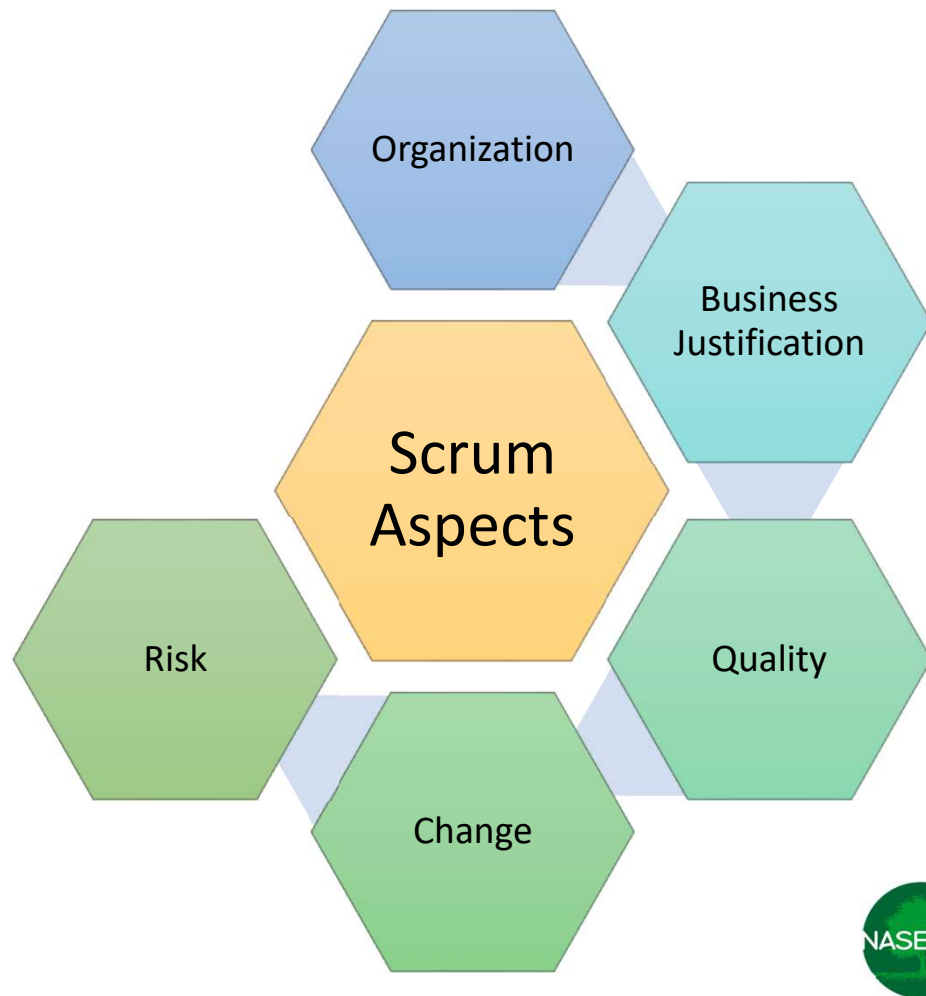


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Scrum Aspects



Organization

Core Roles

- Who are involved in producing the project's product or service.
- They are fully committed to the project
- They are:
 - **Product Owner**
 - **Scrum Master**
 - **Scrum Team**

Non-Core Roles

- Such as:
 - Customer
 - Users
 - Sponsor
 - Vendors
 - SGB, Scrum Guidance Body (Experts)



Organization

Product Owner

- Focuses on achieving project maximum business
- Articulates customer requirements
- Represents customer's voice.

Scrum Master

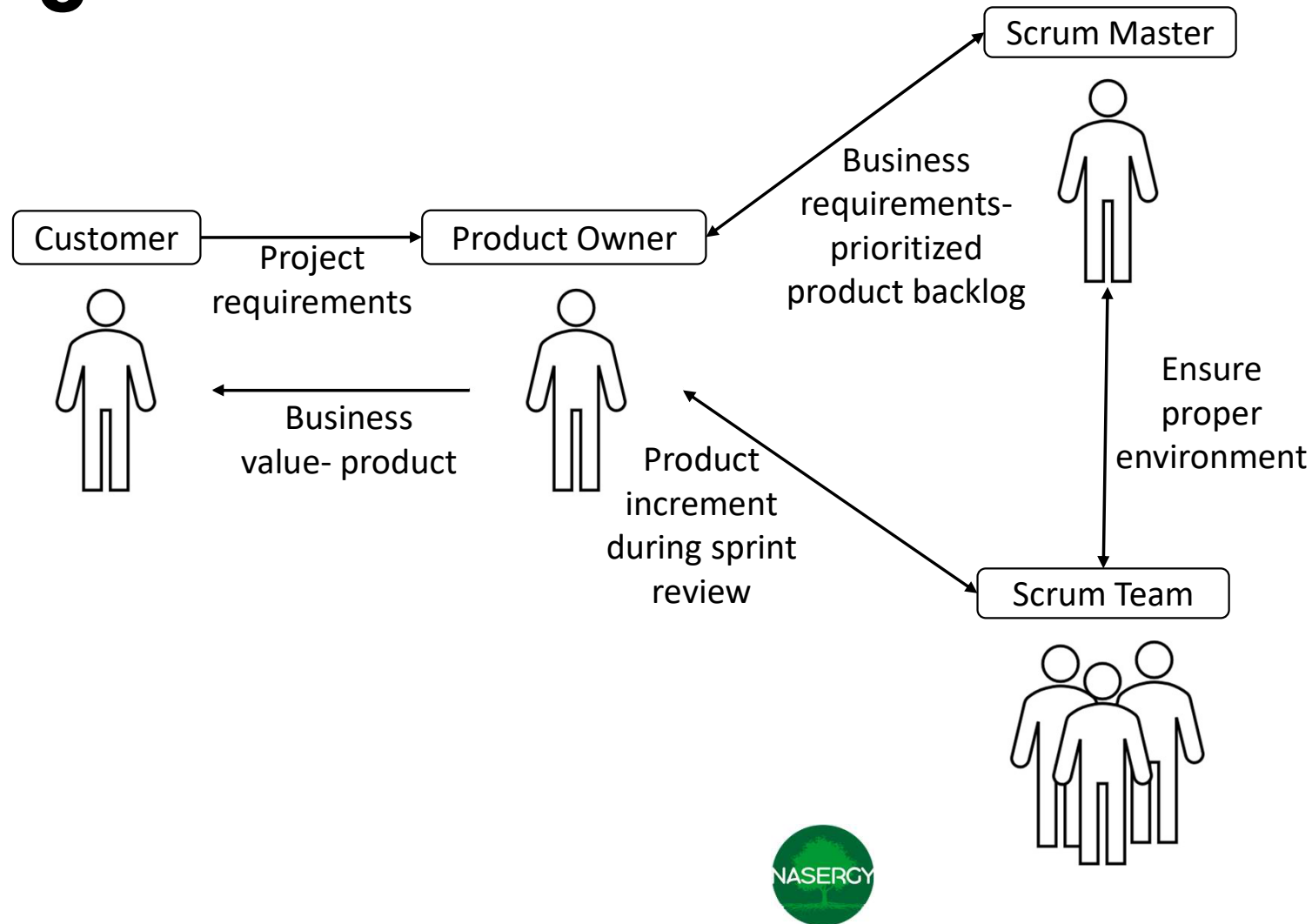
- Works as facilitator
- Ensures having appropriate working environment
- Clears impediments
- Ensures scrums processes are being followed

Scrum team

- Do the work of the project
- Create deliverables
- Normally they are from 6-10 members



Organization



Business Justification

The organization should set a business assessment before the start of the project.

This will help the decision makers to understand the need for the project.

Scrum is value driven delivery.

Processes are changeable in order to adapt the business justification.



Quality

In scrum, quality is defined as the ability of the completed product to meet the acceptance criteria to achieve value to the customer.

Scrum adopts an approach of continuous improvement via keeping a prioritized product backlog which will never be completed until the project closure.

The errors and defects are fixed quickly at each sprint.

The production team does quality checks in the same sprint.



Change

The project team members in scrum understand that the scrum processes are designed to embrace change.

It can be:

- The requirements are not clear at the project start.
- Stakeholders may change their mind about what they want during the project (Requirements Churn).



Risk

Uncertain event that can affect the objective of the project.

It can have positive or negative impact to the project.

It follows:

- Identify
- Evaluation
- Response

Risk Factors:

- Probability.
- Impact.

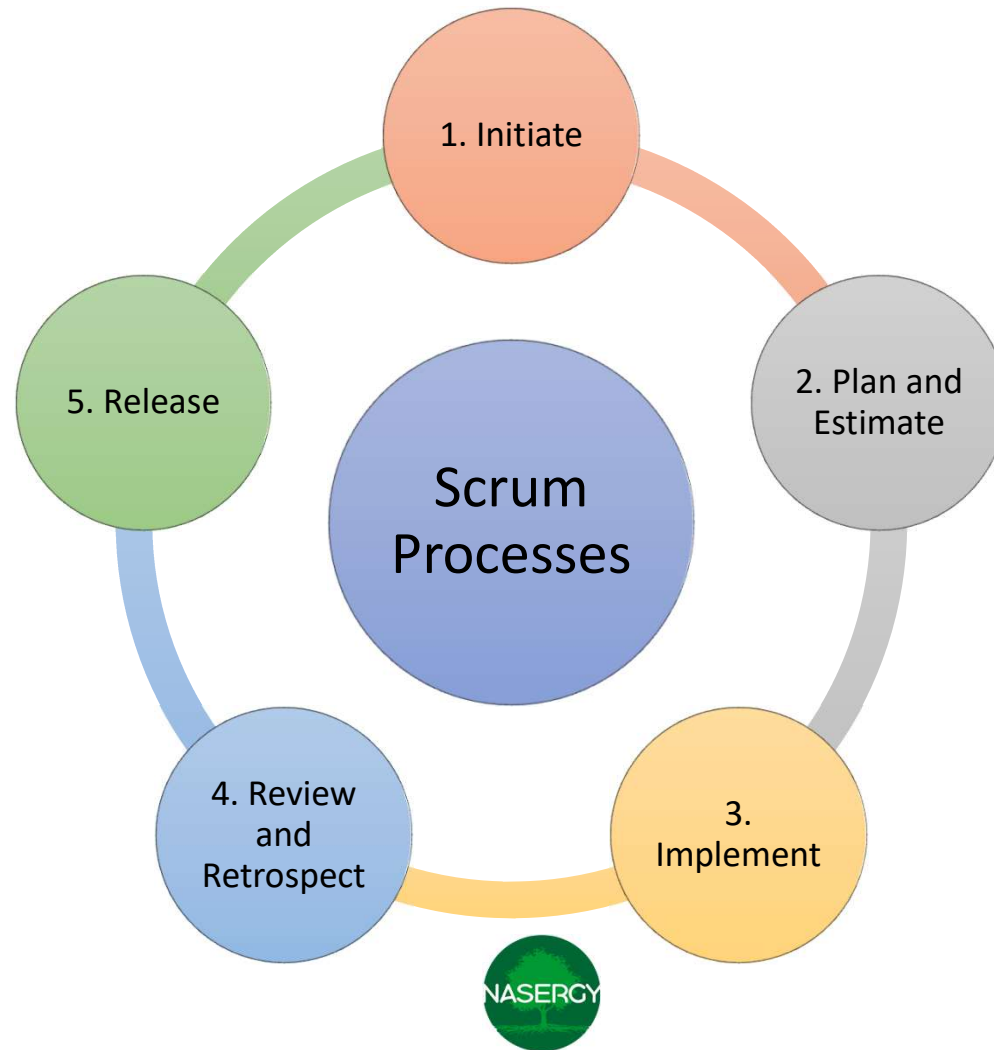


Lesson 6

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Scrum Processes



Scrum Processes

Scrum Processes

Initiate

1. Create Project Vision
2. Identify Scrum Master and Stakeholder(s)
3. Form Scrum Team
4. Develop Epic(s)
5. Create Prioritized Product Backlog
6. Conduct Release Planning

Plan and Estimate

7. Create User Stories
8. Estimate User Stories
9. Commit User Stories
10. Identify Tasks
11. Estimate Tasks
12. Create Sprint Backlog

Implement

13. Create Deliverables
14. Conduct Daily Standup
15. Groom Prioritized Product Backlog

Review and Retrospect

16. Demonstrate and Validate Sprint
17. Retrospect Sprint

Release

18. Ship Deliverables
19. Retrospect Project



Additional Scrum Processes

Scrum for Large Projects

1. Create Large Project Components
2. Conduct and Coordinate Sprints
3. Prepare Large Project Release

Scrum for the Enterprise

1. Create Program or Portfolio Components
2. Review and Update Scrum Guidance Body
3. Create and Groom Program or Portfolio Backlog
4. Coordinate Program or Portfolio Components
5. Retrospect Program or Portfolio Releases



Initiate

- Create Project Vision
 - In this process, the Project Business Case is reviewed to create a Project Vision Statement that will serve as the inspiration and provide focus for the entire project. The Product Owner is identified in this process.
- Identify Scrum Master and Stakeholder(s)
 - In this process, the Scrum Master and Stakeholders are identified using specific Selection Criteria.
- Form Scrum Team
 - In this process, Scrum Team members are identified. Normally the Product Owner has the primary responsibility of selecting team members, but often does so in collaboration with the Scrum Master.

Scrum Processes

1. Initiate

2. Plan and Estimate

3. Implement

4. Review and Retrospect

5. Release



Scrum Processes

Initiate

- Develop Epic(s)
 - In this process, the **Project Vision Statement serves as the basis for developing Epics**. User Group Meetings may be held to discuss appropriate Epics.
- Create Prioritized Product Backlog
 - In this process, Epic(s) are refined, elaborated, and then prioritized to create a Prioritized Product Backlog for the project. The Done Criteria is also established at this point.
- Conduct Release Planning
 - In this process, the Scrum Core Team reviews the User Stories in the Prioritized Product Backlog to develop a Release Planning Schedule, which is essentially a phased deployment schedule that can be shared with the project stakeholders. Length of Sprint is also determined in this process.

Scrum Processes

1. Initiate

2. Plan and Estimate

3. Implement

4. Review and Retrospect

5. Release



Plan and Estimate

- Create User Stories
 - In this process, User Stories and their related User Story Acceptance Criteria are created.
 - User Stories are usually written by the Product Owner and are designed to ensure that the customer's requirements are clearly depicted and can be fully understood by all stakeholders.
 - User Story Writing Exercises may be held which involves Scrum Team members creating the User Stories. User Stories are incorporated into the Prioritized Product Backlog.
- Estimate User Stories
 - In this process, the Product Owner clarifies User Stories in order for the Scrum Master and Scrum Team to estimate the effort required to develop the functionality described in each User Story.

Scrum Processes

1. Initiate

2. Plan and Estimate

3. Implement

4. Review and Retrospect

5. Release



Plan and Estimate

- Commit User Stories
 - In this process, the Scrum Team commits to deliver Product Owner approved User Stories for a Sprint. The result of this process would be Committed User Stories.
- Identify Tasks
 - In this process, the Committed User Stories are broken down into specific tasks and compiled into a Task List.
- Estimate Tasks
 - In this process, the Scrum Core Team estimates the effort required to accomplish each task in the Task List. The result of this process is an Effort Estimated Task List.
- Create Sprint Backlog
 - In this process, the Scrum Core Team creates a Sprint Backlog containing all tasks to be completed in a Sprint as part of the Sprint Planning Meeting.

Scrum Processes

1. Initiate

2. Plan and Estimate

3. Implement

4. Review and Retrospect

5. Release



Implement

- Create Deliverables
 - In this process, the Scrum Team works on the tasks in the Sprint Backlog to create Sprint Deliverables. A Scrumboard is often used to track the work and activities being carried out. Issues or problems being faced by the Scrum Team could be updated in an Impediment Log.
- Conduct Daily Standup
 - In this process, everyday a highly focused, Time-boxed meeting is conducted 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.
- Groom Prioritized Product Backlog
 - In this process, the Prioritized Product Backlog is continuously updated and maintained. A Prioritized Product Backlog Review Meeting may be held, in which any changes or updates to the backlog are discussed and incorporated into the Prioritized Product Backlog as appropriate.



Scrum Processes

1. Initiate

2. Plan and Estimate

3. Implement

4. Review and Retrospect

5. Release

Scrum Processes

Review and Retrospect Phase

- Demonstrate and Validate Sprint
 - In this process, the Scrum Team demonstrates the Sprint Deliverables to the Product Owner and relevant stakeholders in a Sprint Review Meeting. The purpose of this meeting is to secure approval and acceptance from the Product Owner for the Deliverables created in the Sprint.
- Retrospect Sprint
 - In this process, the Scrum Master and Scrum Team meet to discuss the lessons learned throughout the Sprint. This information is documented as lessons learned which can be applied to future Sprints. Often, as a result of this discussion, there may be Agreed Actionable Improvements or Updated Scrum Guidance Body Recommendations.

Scrum Processes

1. Initiate

2. Plan and Estimate

3. Implement

4. Review and Retrospect

5. Release



Release Phase

- Ship Deliverables
 - In this process, Accepted Deliverables are delivered or transitioned to the relevant stakeholders. A formal Working Deliverables Agreement documents the successful completion of the Sprint.
- Retrospect Project
 - In this process, which completes the project, organizational stakeholders and Scrum Core Team members assemble to retrospect the project and identify, document, and internalize the lessons learned. Often, these lessons lead to the documentation of Agreed Actionable Improvements, to be implemented in future projects.

Scrum Processes

1. Initiate

2. Plan and Estimate

3. Implement

4. Review and Retrospect

5. Release



Scrum for Large Projects

- Create Large Project Components
 - This process defines how the multiple Product Owners work together and how the multiple Scrum Teams work together. Also, common components and common and specialized resources are identified.
- Conduct and Coordinate Sprints
 - This process addresses specific aspects that should be considered during each Sprint for a large project. If required, Scrum of Scrums Meetings are conducted to coordinate efforts between different Scrum Teams.
- Prepare Large Project Release
 - In some large projects it may make business sense to do a special Sprint prior to a release in order to prepare for releasing the product (to be decided by the project team based on business needs). This process addresses such a preparation Sprint. To have a preparation Sprint does not mean that any activities that should be completed in the other Sprints can be delayed until this point.



Scrum for the Enterprise

- Create Program or Portfolio Components
 - In this process, the Program or Portfolio Product Owner and key stakeholders identify common components and resources required for the program or portfolio. The Minimum Done Criteria are defined, and all stakeholders are identified.
- Review and Update Scrum Guidance Body
 - In this process, the Scrum Guidance Body recommendations are regularly reviewed by the Members of the Scrum Guidance Body and are updated when and if necessary. In this process, changes in the membership of the Scrum Guidance Body are also handled.



Scrum for the Enterprise

- Create and Groom Program or Portfolio Backlog
 - In this process, the Program or Portfolio Backlog is created, updated, and maintained. Suggestions for improvements of the Scrum Guidance Body Recommendations may be made and implementation deadlines may be changed based on changed requirements and/or progress of the projects in the program or portfolio.
- Coordinate Program or Portfolio Components
 - In this process, components of the program or portfolio are coordinated. Dependencies between projects are addressed, common impediments are discussed, and best practices are shared. Sometimes, recommendations for improvements of the Scrum Guidance Body are made.



Scrum for the Enterprise

- Retrospect Program or Portfolio Releases
 - In this process, the Program or Portfolio Product Owner and key stakeholders get together to retrospect a program or portfolio release and internalize the lessons learned. Often, these lessons learned lead to Agreed Actionable Improvements to be implemented in future



Lesson 7

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Scrum vs Traditional Project Management

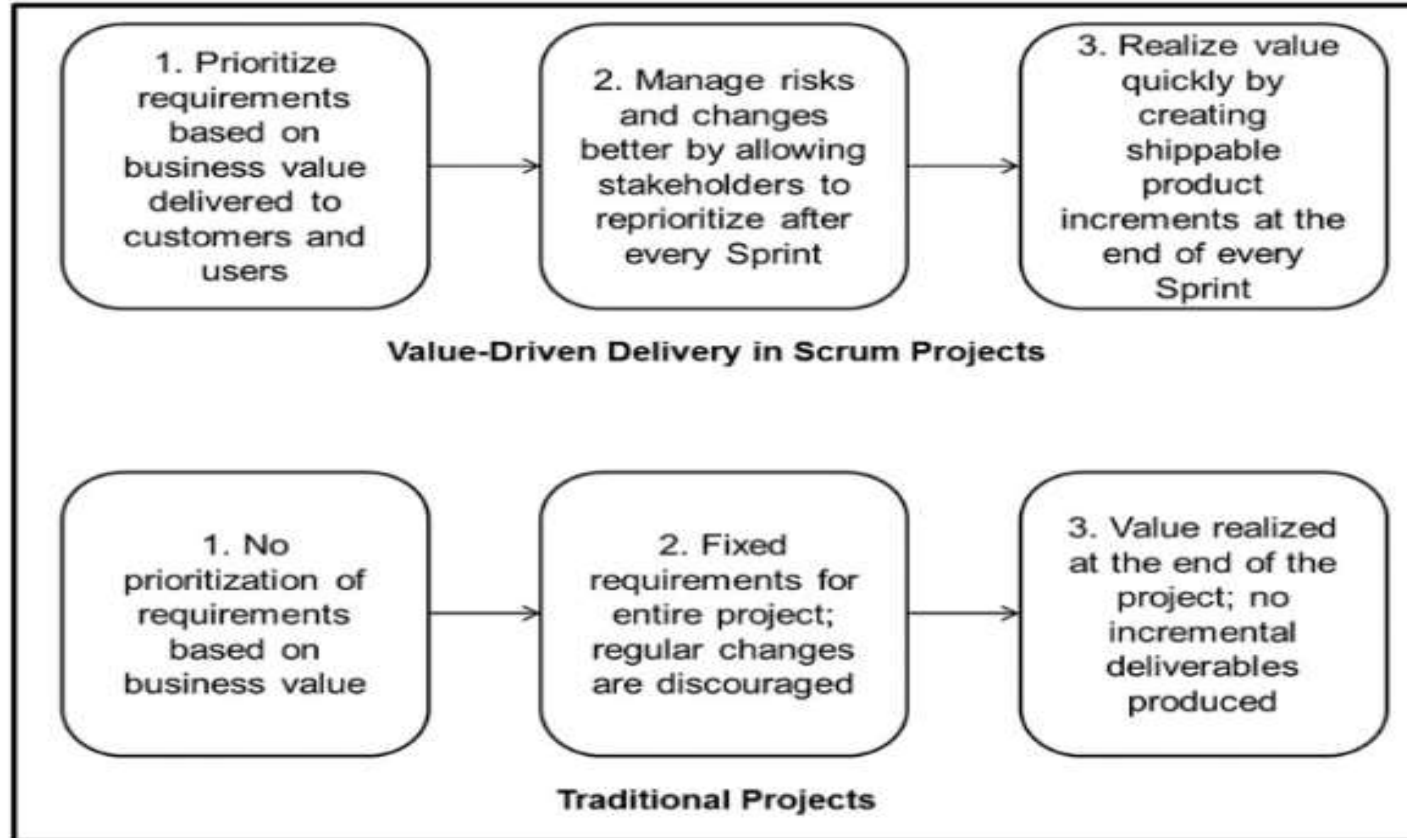


Scrum vs Traditional Project Management

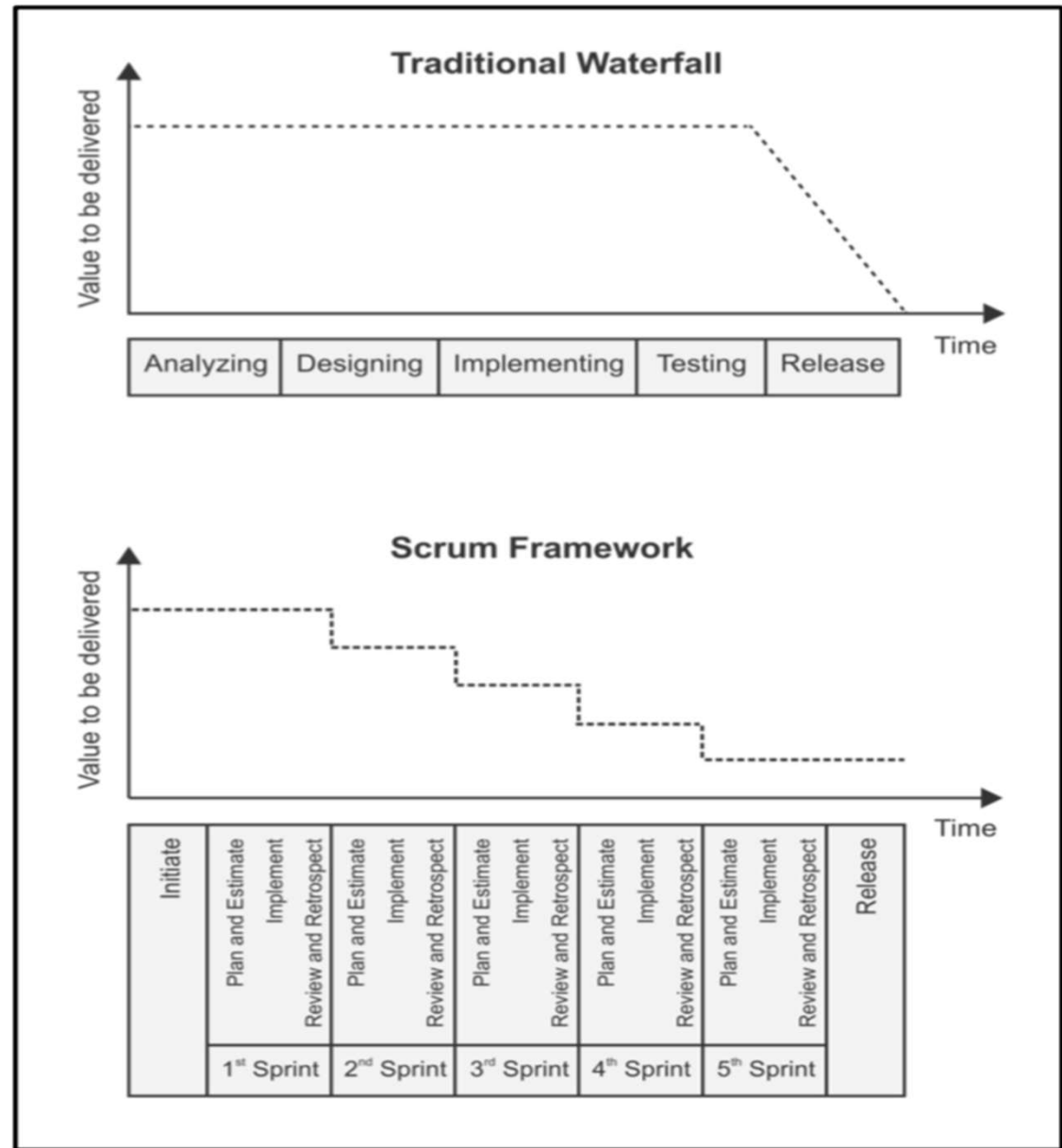
	Scrum	Traditional Project Management
Emphasis is on	People	Processes
Documentation	Minimal—only as required	Comprehensive
Process style	Iterative	Linear
Upfront planning	Low	High
Prioritization of Requirements	Based on business value and regularly updated	Fixed in the Project Plan
Quality assurance	Customer 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



Scrum vs Traditional Project Management



Scrum vs Traditional Project Management



Chapter 2

Scrum Fundamentals Certification



Lesson 1

Scrum Fundamentals Certification



Scrum Principles

Chapter 2



Scrum Principles



Scrum Principles

1. Empirical Process Control

- This principle emphasizes the core philosophy of Scrum based on the three main ideas of transparency, inspection, and adaptation.

2. Self-organization

- This principle focuses on today's workers, who deliver significantly greater value when self-organized and this results in better team buy-in and shared ownership; and an innovative and creative environment which is more conducive for growth.

3. Collaboration

- This principle focuses on the three core dimensions related to collaborative work: awareness, articulation, and appropriation. It also advocates project management as a shared value-creation process with teams working and interacting together to deliver the greatest value.

Scrum Principles

1. Empirical Process Control

2. Self-organization

3. Collaboration

4. Value-based Prioritization

5. Time-boxing

6. Iterative Development



Scrum Principles

4. Value-based Prioritization

- This principle highlights the focus of Scrum to deliver maximum business value, from early in the project and continuing throughout.

5. Time-boxing

- This principle describes how time is considered a limiting constraint in Scrum and used to help effectively manage project planning and execution. Time-boxed elements in Scrum include Sprints, Daily Standup Meetings, Sprint Planning Meetings, and Sprint Review Meetings.

6. Iterative Development

- This principle defines iterative development and emphasizes how to better manage changes and build products that satisfy customer needs. It also delineates the Product Owner's and organization's responsibilities related to iterative development.

Scrum Principles

1. Empirical Process Control

2. Self-organization

3. Collaboration

4. Value-based Prioritization

5. Time-boxing

6. Iterative Development



1- Empirical Process Control

- This principle emphasizes the core philosophy of Scrum based on the three main ideas of transparency, inspection, and adaptation.



1- Empirical Process Control

Transparency:

- Artifacts
 - Vision statement - Product backlog - Release planning schedule
- Progress
 - Burndown charts – Scrum boards
- Meetings
 - Sprint planning meeting - Sprint review meeting - Daily standup meeting

Inspection

Adaption



1- Empirical Process Control

Transparency

Inspection

- Scrumboard
 - To-do- Doing- Done
- Frequent feedback
 - Prioritized product backlog - Release planning
- Final inspection
 - Demonstrate and validate sprint

Adaption



1- Empirical Process Control

Transparency

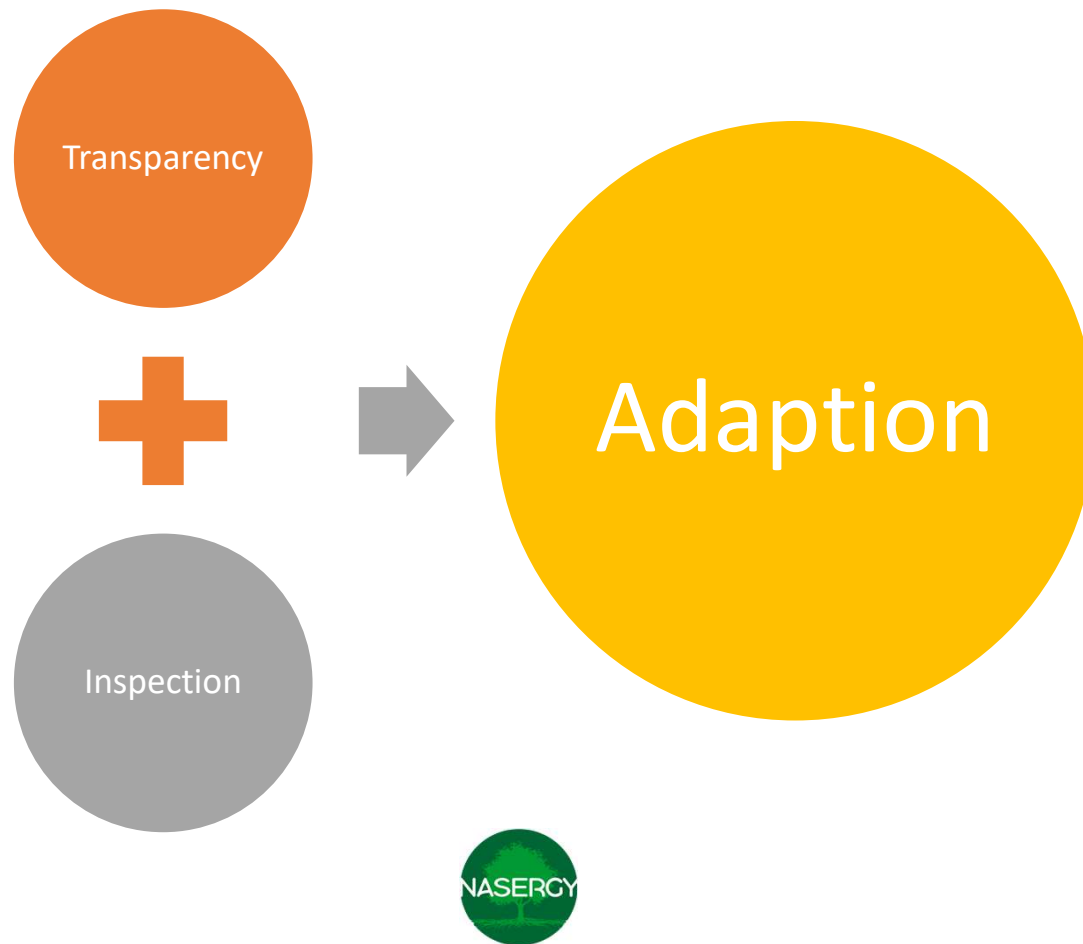
Inspection

Adaption

- Daily standup meeting
- Constant risk identification
- Sprint retrospectives
- Project retrospectives



1- Empirical Process Control



2- Self-organization

- This principle focuses on today's workers, who deliver significantly greater value when self-organized and this results in better team buy-in and shared ownership; and an innovative and creative environment which is more conducive for growth.



2- Self-organization

Team

- Employees are self motivated
- They seek to accept greater responsibilities
- They deliver greater value when they are self-organized
- Each team member determines what work he/she will be doing

Scrum Master

- Servant leader



3- Collaboration

- This principle focuses on the three core dimensions related to collaborative work: awareness, articulation, and appropriation. It also advocates project management as a shared value-creation process with teams working and interacting together to deliver the greatest value.



3- Collaboration

Cooperation & Collaboration

- Cooperation: Occur when the work product consist sum of the work efforts of various team members.
- Collaboration: Occur when the team works together to play off each other inputs to create something greater.

Collaboration aspects:

- Awareness: You need to be aware of other members' works
- Articulation: Dividing the work into units, distribute them among the team members.
- Appropriation: Adapting technology to one's own situation



3- Collaboration

Benefits

- Less changes due to poor needs clarity (product owner $\leftrightarrow$ scrum master & team)
- Better risk identification
- Better understanding of team SWOT

Colocation

- Working in one location (War room)
- Better communication & Quick problem solving

Distributed team

- Video conference
- Social media



4- Prioritization

- This principle highlights the focus of Scrum to deliver maximum business value, from early in the project and continuing throughout.



4- Prioritization

Scrum framework is driven by the goal of delivering max business value in min time span.

Prioritization is one of the tools to help achieving this target.

Prioritization is the demarcating and determining the order between what must be done now and what can be done later.

Traditional prioritization techniques includes setting deadlines for certain tasks.

The new prioritization concept includes focusing on the value based prioritization through adaptability and iterative development.



4- Prioritization

Product owner works with the customer and sponsor to understand the business need.

Product owner who set the prioritization for the user stories in the prioritized product backlog.

Then product owner works with the scrum team to understand the project risks and uncertainty.

Prioritization factors

- Value
- Risk or uncertainty
- Dependencies



5- Time Boxing

- This principle describes how time is considered a limiting constraint in Scrum and used to help effectively manage project planning and execution. Time-boxed elements in Scrum include Sprints, Daily Standup Meetings, Sprint Planning Meetings, and Sprint Review Meetings.



5- Time Boxing

Time-boxing

- A Certain amount of time is set for each process and activity

Advantages

- Efficient development process
- Less overhead time
- High team velocity

Examples

- Daily stand up meeting
 - 15mins meeting
 - Everyone should give 3 piece of 3 critical information.
 - What have been done yesterday?
 - What planned to be done today?
 - What obstacles we have now?



6- Iterative

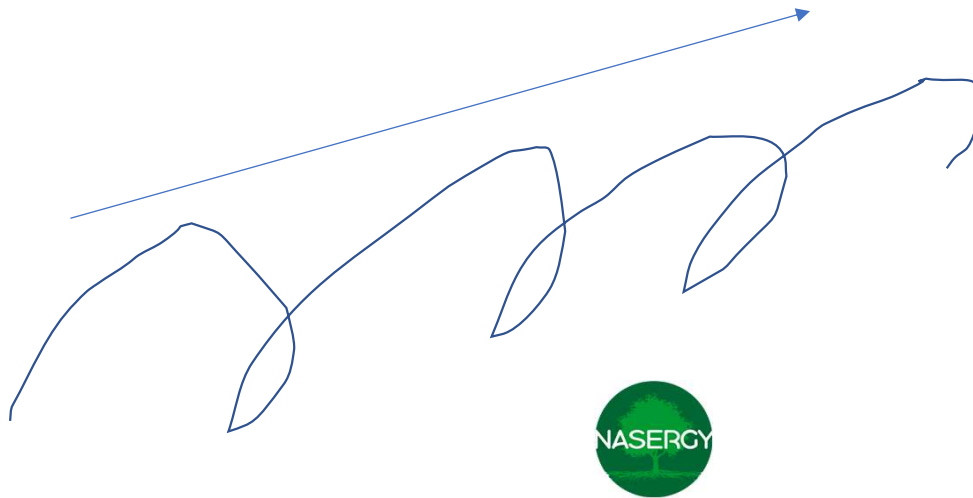
- This principle defines iterative development and emphasizes how to better manage changes and build products that satisfy customer needs. It also delineates the Product Owner's and organization's responsibilities related to iterative development.



6- Iterative

Iteration

- Is the repeating of a process with the aim of approaching the desired goal.
- Each repetition is called an iteration and each iteration results are used to start the next iteration.



6- Iterative

- In most complex projects, the customer may not be able to provide clear requirements it may not be confident about the end result.
- Therefore, working in an iterative mode is the solution.
- HOW
 - In the beginning of the project the main user stories are written as EPICS (main features)
 - Epics at this start are so large to be done in one sprint
 - Therefore, these epics are broken down into smaller user stories on the go
 - The more execution is done, the clearer output can be and therefore the customer will be able to iterate and modify on the go.



6- Iterative

- Benefits of iterative development
 - It allows all the people involved in the process to get better understanding of what needs to be delivered as part of the project.



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35	Marketing Research Fundamentals	Not Applicable	Take Exam
36	Corporate Sales Fundamentals	Not Applicable	Take Exam
37	Six Sigma Yellow Belt	Not Applicable	Take Exam
38	Negotiation Associate	Not Applicable	Take Exam
39	Six Sigma Yellow Belt	Not Applicable	Take Exam
40	Scrum Fundamentals Certified	Not Applicable	Take Exam



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