



CERTIFICATION SYLLABUS

Certified Scrum Mastery & Leadership

Exam Code: CSML™



A complete preparation guide covering exam objectives, core competencies, domain weightage, and topics to prepare.

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Objective of the Certification

- **Embrace the Scrum Master accountability fully:** understanding the Scrum Master as a true leader who serves the Scrum Team and the wider organization, not as a task manager or team administrator.
- **Coach self-managing, cross-functional teams:** helping teams take ownership of their work, decisions, and quality, and knowing when to step back.
- **Facilitate effective Scrum events:** ensuring every event is productive, positive, and timeboxed, and choosing facilitation techniques that fit the situation.
- **Serve the Product Owner:** helping with Product Goal definition, Product Backlog management, and stakeholder collaboration so the team delivers value.
- **Lead Scrum adoption in the organization:** coaching leaders and stakeholders, planning Scrum implementations, and removing organizational barriers.
- **Build psychological safety and resolve conflict:** recognizing team dynamics and handling disagreement constructively.
- **Use metrics and transparency to drive improvement:** applying team health and flow measures to start useful conversations, not to judge people.
- **Understand scaling and multi-team coordination:** recognizing when several teams share one product and how to keep them aligned.
- **Practice Agile leadership:** influencing without authority, managing change, and sustaining a culture of continuous improvement.
- **Create a foundation for advanced credentials:** such as advanced Scrum Master, Agile coach, or organizational agility certifications.

Core Competencies — CSML™ (Scrum Mastery & Leadership)



1. Scrum Master Accountabilities & Servant Leadership

- Explain the Scrum Master's accountability for Scrum effectiveness and how it differs from managing people or projects.
- Apply servant-leadership principles in daily decisions.
- Recognize and avoid common Scrum Master anti-patterns such as acting as a secretary or team manager.

2. Coaching Self-Managing, Cross-Functional Teams

- Coach teams in self-management, cross-functionality, and shared ownership of quality.
- Choose between teaching, mentoring, coaching, and facilitating based on the team's needs.
- Help teams focus on creating high-value Increments that meet the Definition of Done.

3. Facilitation & Effective Scrum Events

- Ensure Scrum events take place, are positive and productive, and stay within their timeboxes.
- Use facilitation techniques to encourage participation and decision-making.
- Design Retrospectives that surface root causes and lead to actionable improvements.

4. Serving the Product Owner & Value Delivery

- Help the Product Owner define the Product Goal and manage the Product Backlog effectively.
- Help the team understand the need for clear, concise Product Backlog items.
- Facilitate stakeholder collaboration when requested or needed.

5. Organizational Change & Scrum Adoption

- Lead, train, and coach the organization in its Scrum adoption.
- Plan and advise Scrum implementations, and help employees and stakeholders understand an empirical approach to complex work.
- Remove barriers between stakeholders and Scrum Teams, and handle resistance to change.

6. Conflict, Team Dynamics & Psychological Safety

- Recognize team development stages and the signs of low trust.
- Handle conflict constructively and keep discussions focused on the work.
- Build an environment where it is safe to raise problems, ask for help, and make mistakes.

7. Metrics, Transparency & Continuous Improvement

- Use team health checks and flow measures such as cycle time and throughput to guide improvement.
- Keep information transparent and avoid metrics that are misused as performance targets.
- Connect Retrospective outcomes to measurable improvements over time.

8. Scaling, Multi-Team Coordination & Agile Leadership

- Recognize challenges when several teams work from one Product Backlog, and what a shared Definition of Done requires.
- Describe the basic ideas of common scaling approaches (for example, Nexus or LeSS) at an awareness level.
- Influence leaders and peers without formal authority, and sustain a continuous improvement culture.

Who Should Take This Certification

- Practicing Scrum Masters who want to deepen their leadership and coaching skills.
- Aspiring Scrum Masters preparing to take on the role.
- Team leads, project managers, and delivery managers moving into Agile leadership.
- Agile coaches and change agents supporting teams and organizations.
- Product Owners and managers who want to understand how to support Scrum Masters and teams.
- Professionals who have completed CSFF™ and CSPE™ (or hold equivalent Scrum experience) and want to progress to a leadership level.

Prerequisite: None mandatory. Completion of CSPE™ (Scrum Practitioner & Sprint Execution), or equivalent practical Scrum experience, is recommended.

Exam Information

Exam Name	Scrum Mastery & Leadership
Exam Code	CSML™
Exam Format	Multiple Choice Questions (MCQ) & Scenario-Based Questions
Duration	100 minutes
Number of Questions	75
Passing Score	75%
Mode of Exam	Test Center Based Testing / Online Testing
Language	English
Validity	Lifetime
Open Book	No

Examination Domain & Weightage

Domain	Weightage
Scrum Master Accountabilities & Servant Leadership	15%
Coaching Self-Managing, Cross-Functional Teams	15%
Facilitation & Effective Scrum Events	15%
Serving the Product Owner & Value Delivery	10%
Organizational Change & Scrum Adoption	15%
Conflict, Team Dynamics & Psychological Safety	10%
Metrics, Transparency & Continuous Improvement	10%
Scaling, Multi-Team Coordination & Agile Leadership	10%
Total	100%

Topics to Prepare

The topics below represent the core areas candidates should focus on for each domain, reflecting the leadership-level depth expected at the CSML™ level.

1. Scrum Master Accountabilities & Servant Leadership (15%)

- **Scrum Master Accountabilities:** Serving the Scrum Team, the Product Owner, and the organization.
- **Servant Leadership:** Leading by enabling others rather than directing them.
- **The Scrum Master Stance:** Teacher, mentor, coach, and facilitator, and when to use each.
- **Anti-Patterns:** Acting as a secretary, task assigner, or team manager.

2. Coaching Self-Managing, Cross-Functional Teams (15%)

- **Self-Management:** Letting the team decide who does what, when, and how.
- **Cross-Functionality:** Building the skills the team needs to deliver without outside dependencies.
- **Quality Ownership:** Helping the team own the Definition of Done.
- **Stepping Back:** Knowing when to coach less so the team grows.

3. Facilitation & Effective Scrum Events (15%)

- **Event Purpose and Timeboxes:** Keeping all five events productive and within their limits.
- **Facilitation Techniques:** Encouraging participation, handling dominant voices, and reaching decisions.
- **Retrospective Design:** Varying formats, finding root causes, and choosing a few actionable improvements.
- **Remote and Hybrid Facilitation:** Adapting events for distributed teams.

4. Serving the Product Owner & Value Delivery (10%)

- **Product Goal and Backlog:** Techniques that help the Product Owner keep the backlog clear and ordered.
- **Stakeholder Collaboration:** Facilitating when requested or needed.
- **Value Focus:** Helping the team understand the outcome behind each item.

5. Organizational Change & Scrum Adoption (15%)

- **Coaching Leaders:** Helping managers support self-managing teams.
- **Planning Adoption:** Advising on roll-out, team formation, and organizational structure.
- **Change Management:** Handling resistance and keeping momentum.

- **Removing Barriers:** Clearing obstacles between stakeholders and Scrum Teams.

6. Conflict, Team Dynamics & Psychological Safety (10%)

- **Team Development:** Recognizing common team stages and how to support each.
- **Conflict Handling:** Surfacing disagreements early and resolving them constructively.
- **Psychological Safety:** Creating conditions where people speak up and learn from mistakes.

7. Metrics, Transparency & Continuous Improvement (10%)

- **Team Health Checks:** Using regular check-ins to spot problems early.
- **Flow Measures:** Cycle time, throughput, and work item age as conversation starters.
- **Metric Misuse:** Avoiding vanity metrics and using measures to compare or rank people.
- **Improvement Tracking:** Following up on Retrospective actions across Sprints.

8. Scaling, Multi-Team Coordination & Agile Leadership (10%)

- **Multi-Team Basics:** One Product Backlog, one Product Owner, and a shared Definition of Done.
- **Scaling Approaches:** Awareness of ideas such as Nexus and LeSS.
- **Leading Without Authority:** Influencing through trust, evidence, and clear communication.
- **Sustaining Culture:** Keeping continuous improvement alive beyond the first few Sprints.