SCRUMstudy
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A Guide to the

SCRUM BODY OF KNOWLEDGE

(SBOK® Guide)

4. BUSINESS JUSTIFICATION

A Comprehensive Guide to Implementing and Scaling Scrum, with Practical Examples

(Includes insights into how Artificial Intelligence can enhance Scrum processes)

4. BUSINESS JUSTIFICATION

4.1 Introduction

The purpose of this chapter is to understand the concept and purpose of Business Justification as it relates to Scrum projects. It is important for an organization to perform a proper business justification and create a viable Project Vision Statement prior to starting any project. This helps key decision makers understand the business need for a change or for a new product or service and the justification for moving forward with a project. It also helps the Product Owner to create a Prioritized Product Backlog along with the business expectations of senior management and business stakeholder (s).

Business Justification, as defined in *A Guide to the Scrum Body of Knowledge* (*SBOK® Guide*), is applicable to the following:

- Portfolios, programs, and/or projects in *any* industry
- Products, services, or any other results to be delivered to business stakeholders
- Projects of any size or complexity

The term "product" in the *SBOK® Guide* may refer to a product, service, or other deliverables. Scrum can be applied effectively to any project in any industry—from small projects or teams with as few as six team members to large, complex projects with up to several hundred members in several teams. This chapter is divided into the following sections:

4.1.1 Roles Guide—This section provides guidance on which sections are relevant for each of the core Scrum roles: Product Owner, Scrum Master, and Scrum Team.

4.2 Value-driven Delivery—This section describes the concept of business value and its importance in any project. It also provides information regarding the responsibilities of the various individuals, including the Product Owner, involved in achieving business value.

4.3 Importance of Business Justification—This section details the importance of business justification, the factors that determine it, and how it is maintained and verified throughout the project.

4.4 Business Justification Techniques—This section describes in detail how business justification is assessed and verified using various tools.

4.5 Continuous Value Justification—This section details the importance of continuous value justification and expands on how it is achieved.

4.6 Confirm Benefits Realization—This section describes how benefits are realized throughout the project.

4.7 Summary of Responsibilities—This section defines the responsibilities relevant to business justification for project team members based on their roles.

4.8 Scrum vs. Traditional Project Management—This section highlights the business benefits of the Scrum method over traditional project management models.

4.1.1 Roles Guide

1. Product Owner—the Product Owner primarily conducts Business justification; therefore, this entire chapter is most applicable to this role.
2. Scrum Master—The Scrum Master should be familiar with this entire chapter, with primary focus on sections 4.3, 4.4, 4.6, 4.7 and 4.8.
3. Scrum Team—The Scrum Team should focus primarily on sections 4.3, 4.7 and 4.8.

4.2 Value-driven Delivery

A project is a collaborative enterprise to either create new products or services or to deliver results as defined in the Project Vision Statement. Projects are usually impacted by constraints of time, cost, scope, quality, people, and organizational capabilities. Usually, the results generated by projects are expected to create some form of business or service value.

Since value is a primary reason for any organization to move forward with a project, Value-driven delivery must be the main focus. Delivering value is ingrained in the Scrum framework. Scrum facilitates delivery of value early on in the project and continues to do so throughout the project lifecycle.

One of the key characteristics of any project is the uncertainty of results or outcomes. It is impossible to guarantee project success at completion, irrespective of the size or complexity of a project. Considering this uncertainty about achieving success, it is therefore important to start delivering results as early on the project as possible. This speedy delivery of results, and thereby value, provides an opportunity for reinvestment and proves the worth of the project to interested business stakeholders.

In order to provide value-driven delivery, it is important to:

1. Understand what adds value to customers and users and to prioritize the high value requirements on the top of the Prioritized Product Backlog.
2. Decrease uncertainty and constantly address risks that can potentially decrease value if they materialize. Also work closely with project business stakeholders showing them product increments at the end of each Sprint, enabling effective management of changes.
3. *Create Deliverables* based on the priorities determined by producing potentially shippable product increments during each Sprint so that customers start realizing value early on in the project.

The concept of value-driven delivery in Scrum makes the Scrum framework extremely attractive for business stakeholders and senior management. This concept is quite different when compared with traditional project management models where:

1. Requirements are not prioritized by business value.
2. Changing requirements after project initiation is difficult and can only be done through a time-consuming change management process.
3. Value is realized only at the end of the project when the final product or service is delivered.

Figure 4-1 contrasts Value-Driven Delivery in Scrum Projects with Traditional Project approaches.

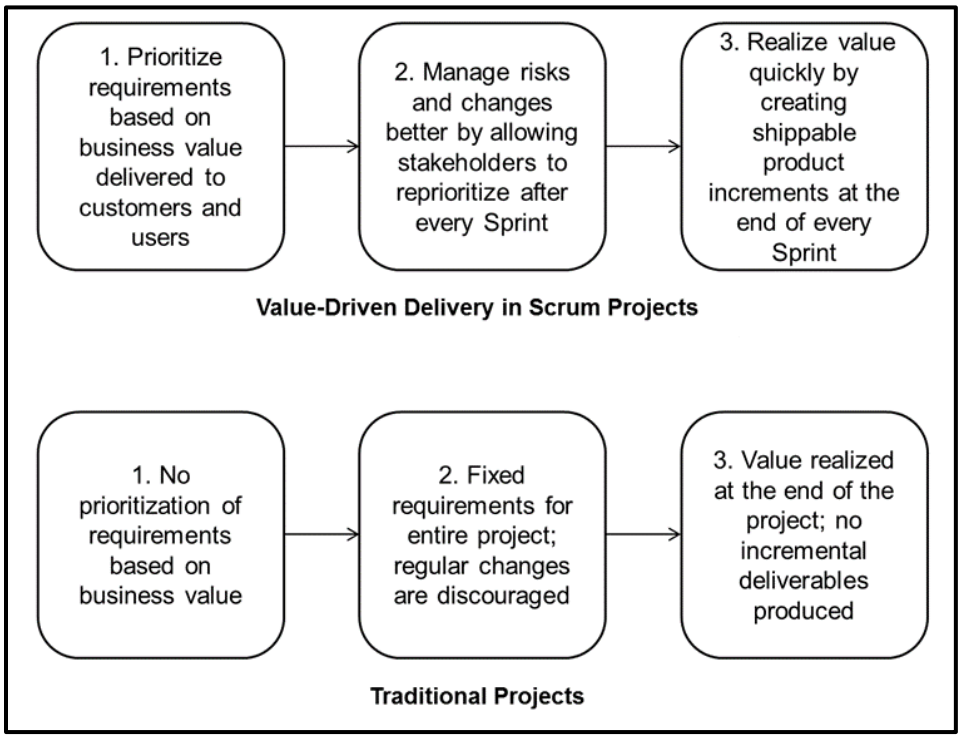

Figure 4-1: Delivering Value in Scrum vs. Traditional Projects

4.2.1 Responsibilities of the Product Owner in Business Justification

The responsibility of prioritizing and delivering business value in an organization for projects lies primarily with the Product Owner. For programs and portfolios, the responsibility lies with the Program Product Owner and Portfolio Product Owner, respectively. Their role is to act as effective representatives of the customer and/or sponsor. The guidelines for evaluating and measuring business value may typically be set forth by a Scrum Guidance Body.

Table 4-2 illustrates the business justification responsibilities in a hierarchical order.

Portfolio Product Owner	• Delivers value for portfolios • Creates business justification for portfolios • Provides value guidance for programs • Approves business justification for programs

Program Product Owner	• Delivers value for programs • Creates business justification for programs • Provides value guidance for projects • Approves business justification for projects
Product Owner	• Delivers value for projects • Creates business justification for projects • Confirms benefit realization to business stakeholders

Table 4-1: Hierarchy for Business Justification Responsibilities

4.2.2 Responsibilities of Other Scrum Roles in Business Justification

It is important to note that although the Product Owner is primarily responsible for business justification, other people working in Scrum projects also contribute significantly as follows:

1. The **sponsor** provides funding for the project and constantly monitors the project to confirm realization of benefits.

2. **Customers** and **users** are involved in defining the prioritized list of requirements and User Stories in the Prioritized Product Backlog, reviewing deliverables after every Sprint or release, and confirming that benefits are realized.

3. The **Scrum Guidance Body** may provide guidelines and recommendations related to business justification techniques and confirming benefits realization and so forth. Such guidelines and recommendations may then be referred to by Scrum Core Teams and business stakeholders(s).

4. The **Scrum Master** facilitates creation of the project's deliverables; manages risks, changes, and impediments during *Conduct Daily Standup*, *Retrospect Sprint*, and other Scrum processes. The Scrum Master coordinates with the Scrum Team to create the deliverables and with the Product Owner and other business stakeholders to ensure that benefits from the project are realized.

5. The **Scrum Team** works on creating the deliverables of the project and contributes to realizing business value for all business stakeholders and the project. The Scrum Team is also involved in the *Develop Epic(s)*, *Create Prioritized Product Backlog*, *Create User Stories*, *Estimate User Stories, Commit User Stories*, and associated processes where the business requirements are defined and prioritized. The Scrum Team also helps with identifying risks and submits Change Requests for improvements in Sprint Retrospect Meetings and other meetings.

4.3 Importance of Business Justification

Business justification demonstrates the reasons for undertaking a project. It answers the question "Why is this project needed?" Business justification drives all decision making related to a project. So, it is important to assess the viability and achievability of a project not only before committing significant expenditures or investment at initial stages of the project but also to verify the business justification for continuance throughout the project's lifecycle. A project should be terminated if it is found to be unviable; the decision should be escalated to the relevant business stakeholders and to senior management. The business justification for a project must be assessed at the beginning of the project, at pre-defined intervals throughout the project, and at any time when significant issues or risks that threaten the project viability arise.

4.3.1 Factors Used to Determine Business Justification

There are numerous factors a Product Owner must consider when assessing the business justification for a project. The following are some of the key factors:

1. **Project Reasoning**

   Project reasoning includes all factors which necessitate the project, whether positive or negative, chosen or not (e.g., inadequate capacity to meet existing and forecasted demand, decrease in customer satisfaction, low profit, legal requirement, etc.).

2. **Business Needs**

   Business needs are those business outcomes that the project is expected to fulfill, as documented in the Project Vision Statement.

3. **Project Benefits**

   Project benefits include all measurable improvements in a product, service, or result which could be provided through successful completion of a project.

4. **Opportunity Cost**

   Opportunity cost covers the next best business option or project that was discarded in favor of the current project.

5. **Major Risks**

   Risks include any uncertain or unplanned events that may affect the viability and potential success of the project.

6. **Project Timescales**

   Timescales reflect the length or duration of a project and the time over which its benefits will be realized.

7. **Project Costs**

   Project costs are investment and other development costs for a project.

4.3.2 Business Justification and the Project Lifecycle

Business justification is first assessed prior to a project being initiated and is continuously verified throughout the project lifecycle. The following steps capture how business justification is determined:

1. **Assess and Present a Business Case**

   Business justification for a project is typically analyzed and confirmed by the Product Owner. It is documented and presented in the form of a project business case prior to Initiate phase and involves considering the numerous factors specified in section 4.4.1. Once documented, the Product Owner should create a Project Vision Statement and obtain approval of the Project Vision Statement from the key decision-makers in the organization. This consists of executives and/or some form of a project or program management board.

2. **Continuous Value Justification**

   Once the decision makers approve the Project Vision Statement, it is then baselined and forms the business justification. The business justification is validated throughout project execution, typically at predefined intervals or milestones, such as during portfolio, program, and Prioritized Product Backlog Review Meetings and when major issues and risks that threaten project viability are identified. This could happen in several Scrum processes including *Conduct Daily Standup* and *Refine Prioritized Product Backlog*. Throughout the project, the Product Owner should keep the business justification in the Project Vision Statement updated with relevant project information to enable the key decision makers to continue making informed decisions.

3. **Confirm Benefits Realization**

   The Product Owner confirms the achievement of organizational benefits throughout the project, as well as upon completion of the User Stories in the Prioritized Product Backlog. Benefits from Scrum projects are realized during *Demonstrate and Validate Sprint*, *Retrospect Sprint*, *Ship Deliverables* and *Retrospect Release* processes.

Figure 4-2 summarizes the business justification process, linking value analysis with project initiation and lifecycle phases to ensure project alignment with business goals.

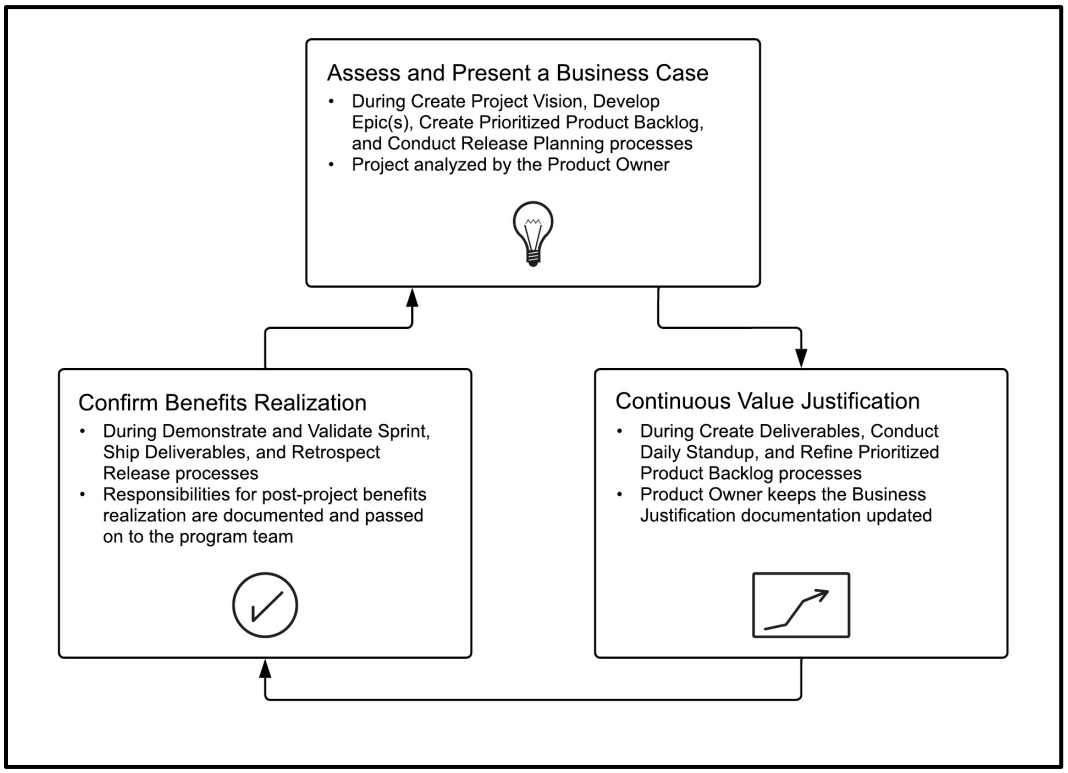

Figure 4-2: Business Justification and the Project Lifecycle

4.4 Business Justification Techniques

The following sections deal with some of the tools used to assess and evaluate business justification, as well as some other aspects associated with project justification and project selection. It is not necessary or even recommended to use every available technique for every project. Some techniques are not appropriate depending on the specific project, and techniques may be used to assess projects individually or to compare the expected value of multiple projects.

The Scrum Guidance Body (SGB), which can be a panel of experts or a set of documents on organizational standards and procedures, defines the guidelines and metrics that will be used to assess business value. Each respective Product Owner, however, is responsible for performing the activities that verify and track business value for his or her respective projects, programs, or portfolios.

4.4.1 Estimation of Project Value

The value to be provided by business projects can be estimated using various methods such as Return on Investment (ROI), Net Present Value (NPV), and Internal Rate of Return (IRR).

1. **Return on Investment (ROI)**

   Return on Investment (ROI) when used for project justification, assesses the expected net income to be gained from a project. It is calculated by deducting the expected costs or investment of a project from its expected revenue and then dividing this (net profit) by the expected costs in order to get a return rate. Other factors such as inflation and interest rates on borrowed money may be factored into ROI calculations.

   ROI formula:

   ROI = (Project Revenue - Project Cost) / Project Cost

   > *Example:* The ROI for a project that will cost $125,000 to develop, with expected financial benefits estimated at $300,000 is calculated as follows:
   >
   > ROI = ($300,000 - $125,000) / $125,000 = 1.4
   >
   > Therefore, the ROI is 1.4 times the investment (or 140%).

   Frequent product or service increments is a key foundation of Scrum that allows earlier verification of ROI. This aids in assessing the justification of continuous value.

2. Net Present Value (NPV)

Net Present Value (NPV) is a method used to determine the current net value of a future financial benefit, given an assumed inflation or interest rate. In other words, NPV is the total expected income or revenue from a project, minus the total expected cost of the project, considering the time-value of money.

Example: Which of the following two projects is better to select if NPV is used as the selection criterion?

- Project A has a NPV of $1,500 and will be completed in 5 years.
- Project B has a NPV of $1,000 and will be completed in 1 year.

Solution: Project A, since its NPV is higher; the fact that Project B has a shorter duration than Project A is not considered here, because time is already accounted for in the NPV calculations (i.e., due to the fact that it is the current, not future value that is being considered in the calculation).

3. Internal Rate of Return (IRR)

Internal Rate of Return (IRR) is a discount rate on an investment in which the present value of cash inflows is made equal to the present value of cash outflows for assessing a project's rate of return. When comparing projects, one with a higher IRR is typically better.

Though IRR is not used to justify projects as often as some other techniques, such as NPV, it is an important concept to know.

Example: Based on IRR, which project is most desirable?

- Project A, which has an IRR of 15% and will be completed in 5 years.
- Project B, which has an IRR of 10% and will be completed in 1 year.

Solution: Project A, since its IRR is higher; the fact that Project B has a shorter duration than Project A is not considered here because time is already considered in the IRR calculations (i.e., as with NPV, it is the current, not future value that is used to determine the IRR).

4.4.2 Planning for Value

After justifying and confirming the value of a project, the Product Owner should consider the organizational policies, procedures, templates, and general standards dictated by the Scrum Guidance Body (or similar organizational project board or office) when planning a project; at the same time maximizing Value-driven delivery. The onus for determining *how* the value is created falls on the business stakeholders (sponsor, customers, and/or users), while the Scrum Team concentrates on *what* is to be developed. Some common tools recommended by a Scrum Guidance Body might include the following:

1. Value Stream Mapping

Value Stream Mapping uses process flowcharts to illustrate the flow of steps needed to complete a process. This technique may be used to streamline a process by helping to identify and eliminate non-value-added elements and to increase efficiencies. Value Stream Mapping can be used to streamline Scrum processes, for example, to improve Sprint velocity.

Figure 4-3 shows a Value Stream Map that visualizes product development flow, helping identify bottlenecks and streamline value delivery.

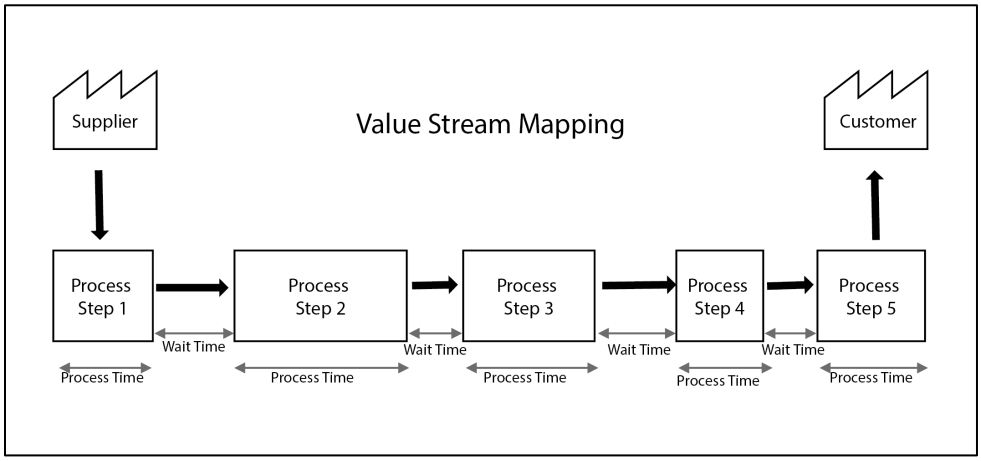

Figure 4-3: Value Stream Mapping

2. Customer Value-based Prioritization

Customer Value-based Prioritization places primary importance on the customer and strives to implement User Stories with the highest value first. Such high value User Stories are identified and moved to the top of the Prioritized Product Backlog. A team can use a variety of prioritization schemes to determine high-value features.

- **Simple Schemes**—Simple schemes involve labeling items as Priority "1", "2", "3" or "High", "Medium" and "Low" and so on. Although this is a simple and straightforward approach, it can become problematic because there is often a tendency to label everything as Priority "1" or "High". Even "High," "Medium," and "Low" prioritization schemes can encounter similar difficulties.

- **MoSCoW Prioritization**—The MoSCoW prioritization scheme derives its name from the first letters of the phrases "Must have," "Should have," "Could have," and "Won't have." This prioritization method is more effective than simple schemes. The labels are in decreasing order of priority with "Must have" features being those without which the product will have no value and "Won't have" features being those that, although they would be nice to have, are not necessary to be included.

- **Monopoly Money**—This technique involves giving the customer "monopoly money" or "false money" equal to the amount of the project budget and asking them to distribute it among the User Stories under consideration. In this way, the customer prioritizes based on what they are willing to pay for each User Story.

- **100-Point Method**—Dean Leffingwell and Don Widrig (2003) developed the 100-Point Method. It involves giving the customer 100 points they can use to vote for the features that they feel are most important.
- **Kano Analysis**—The Kano analysis was developed by Noriaki Kano (1984) and involves classifying features or requirements into four categories based on customer preferences:
    1. *Exciters/Delighters:* Features that are new, or of high value to the customer
    2. *Satisfiers:* Features that offer value to the customer
    3. *Dissatisfiers:* Features which, if not present, are likely to cause a customer to dislike the product, but do not affect the level of satisfaction if they are present
    4. *Indifferent:* Features that will not affect the customer in any way and should be eliminated

Figure 4-4 illustrates Kano Analysis, categorizing features into must-have, performance, and excitement attributes based on customer satisfaction and prioritization.

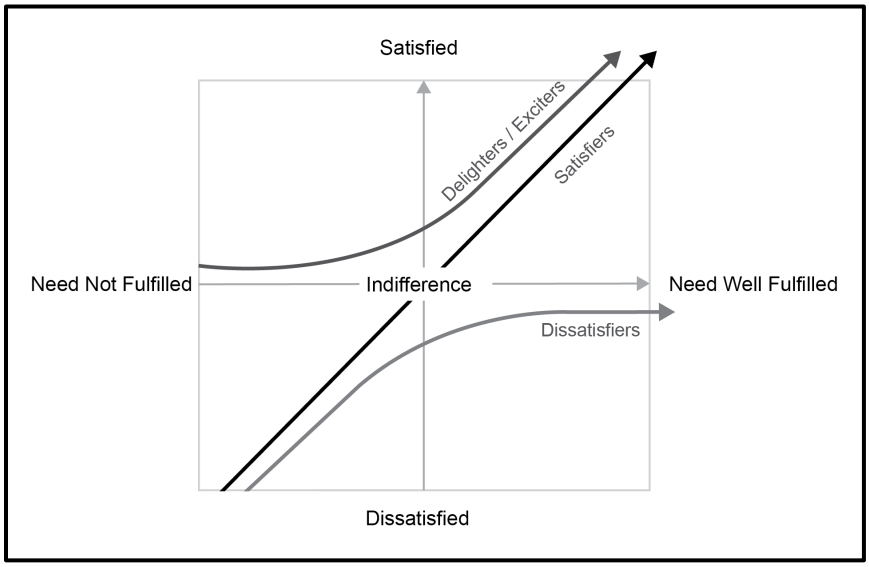

Figure 4-4: Kano Analysis

Interestingly, features usually move down the classification list over time; customers will come to expect features (e.g., cameras on phones) and these features will move from being exciters/delighters to satisfiers and eventually to dissatisfiers.

4.4.3 Relative Prioritization Ranking

A simple listing of User Stories in order of priority is an effective method for determining the desired User Stories for each iteration or release of the product or service. The purpose is to create a simple, single list with the goal of prioritizing features, rather than being distracted by multiple prioritization schemes.

This simple list also provides a basis for incorporating changes and identified risks when necessary. Each change or identified risk can be inserted in the list based on its priority relative to the other User Stories in the list. Typically, latest changes will be included at the expense of features that have been assigned a lower priority.

Defining the Minimum Marketable Features (MMF) is extremely important during this process, so that the first release or iteration happens as early as possible, leading to increased ROI. Normally, these User Stories would rank highest in priority.

4.4.4 Story Mapping

This technique is used to provide a visual outline of the product and its key components. Story Mapping, first formulated by Jeff Patton (2005), is commonly used to illustrate product roadmaps. Story maps depict the sequence of product-development iterations and map out which User Stories will be included in the first, second, third, and subsequent releases. When applying Scrum practices, it is well understood that this is only a current outlook and is expected to be reviewed and changed frequently.

The story map example in Figure 4-6 illustrates how the Scrum Team plans out different releases and assigns higher priority to the release happening in the near future. The team is expected to have a better understanding of the User Stories in the upcoming release, so the further out a release, the more likely details could change.

Figure 4-5 presents a Story Mapping diagram, organizing user stories by tasks and workflows to visualize the product from a user-centric perspective.

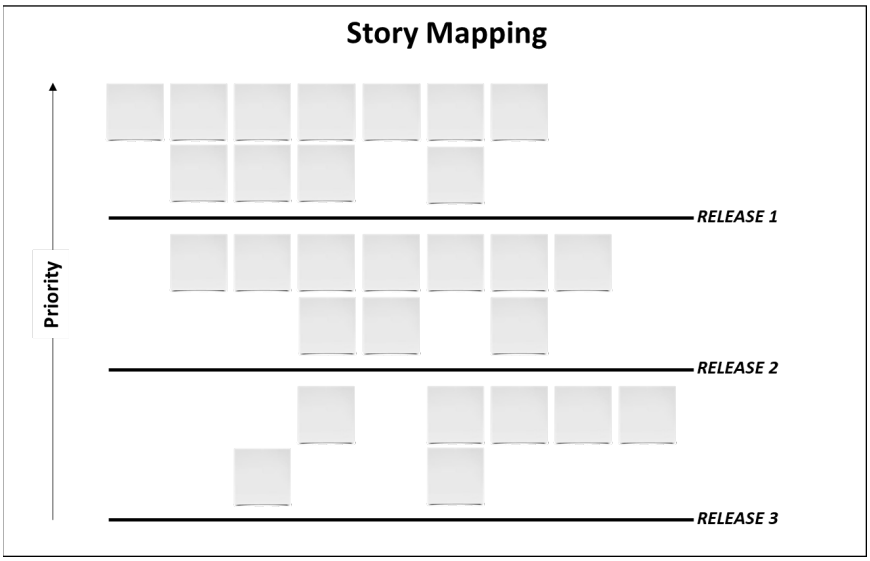

Figure 4-5: Story Mapping

4.5 Continuous Value Justification

Business value should be assessed regularly to determine whether the justification or viability of executing the project continues to exist. Frequent assessment of investment in the project relative to business value being created qualifies the continued viability of a project. The expected requirements from the project may change frequently, which can impact both project investment and value creation. A key aspect of Scrum is its ability to quickly adjust to chaos created by a rapidly changing business model. In projects with ambiguous user requirements and significant potential for frequent changes, Scrum provides considerable advantages over other development models. Monitoring the rate of delivering value is an important requirement for Scrum projects. Periodically tracking and reporting the creation of value assists in assessing project status and provides essential information to the customer and other business stakeholders.

4.5.1 Sprint Burndown or Burnup Chart

Burn Charts (Burndown or Burnup) are used to track progress in a Scrum project. A Burndown Chart is a graph that depicts the amount of work remaining in relation to the remaining time. Unlike the Burndown Chart, a Burnup Chart depicts what has been completed in relation to the remaining time. Burn Charts are used to track the Scrum Team's progress during a Sprint and to get an early indication if the team will be able to complete all the User Stories that were committed to for that Sprint. If the team members believe they will not be able to complete all the committed User Stories, they can act early during the Sprint to achieve the best possible outcome.

The initial Sprint Burndown Chart shows how the team envisions getting the work done. Because the team just committed to a set of User Stories and the associated tasks for the current Sprint, and because it is expected that the team meets its commitments, the initial planned burndown shows that on the last day of the Sprint, no work will be left to be done. That means that all work will ideally be done by the last day. The Burndown Chart should be updated by the team at the end of each day to show progress as work is completed.

Figure 4-6 shows a Sprint Burndown Chart, plotting remaining work against time to visualize sprint progress and identify potential delivery delays.

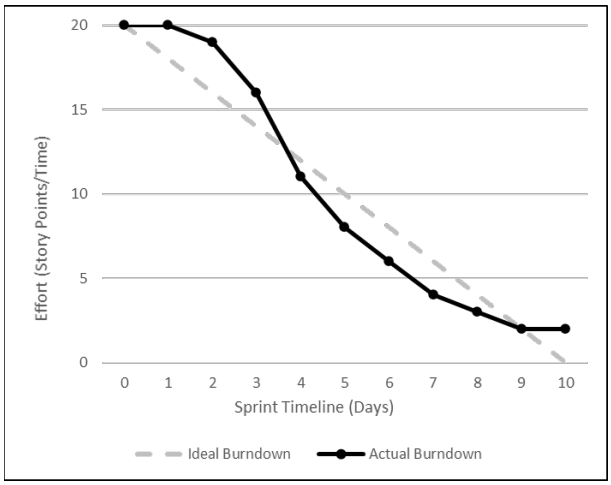

Figure 4-6: Sprint Burndown Chart

Figure 4-7 presents a Sprint Burnup Chart, comparing completed work versus scope changes over time, helping teams visualize progress against the sprint goal.

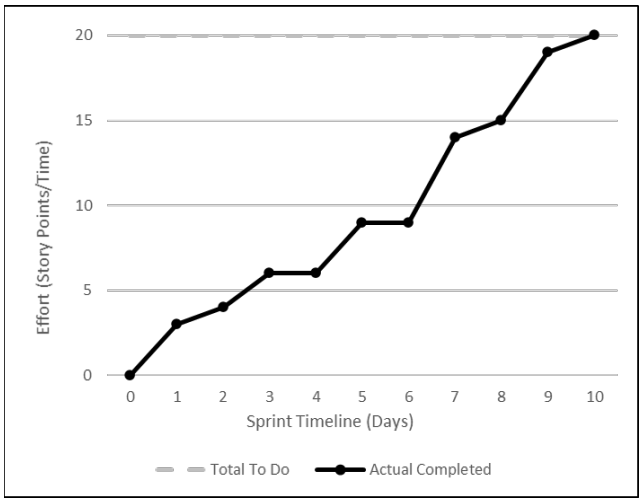

Figure 4-7: Sprint Burnup Chart

The Burndown Chart can be updated very easily, not only to show progress, but also to adjust for any over- or under-estimation of effort. It also provides a much better indication of a potential mismatch between remaining effort and remaining time, than a Burnup Chart does. Therefore, there are only very few Scrum teams that use Burnup Charts to track team progress during a Sprint.

4.5.2 Cumulative Flow Diagram (CFD)

A Cumulative Flow Diagram (CFD) is a useful tool for reporting and tracking project performance. It provides a simple, visual representation of project progress at a particular point in time. It is usually used to provide a higher-level status of the overall project and not daily updates for individual Sprints.

Figure 4-9 is an example of a CFD for a large project. It shows how many User Stories are yet to be created, in process of being created, and have been created. As customer requirements change, there is a change in the Cumulative User Stories which have to be delivered. Change points 1 and 2 are where the Product Owner removed existing user Stories in the Risk Adjusted Prioritized Product Backlog and Change points 3 and 4 are where the Product Owner added new User Stories in the Risk Adjusted Prioritized Product Backlog

This type of diagram can be a great tool for identifying roadblocks and bottlenecks within processes. For example, if the diagram shows one band becoming narrower while the previous band is becoming wider over time, there may be a bottleneck, and changes may be needed to increase efficiency and/or improve project performance.

Figure 4-8 is a sample Cumulative Flow Diagram (CFD), showing task distribution across workflow stages to highlight bottlenecks and process efficiency.

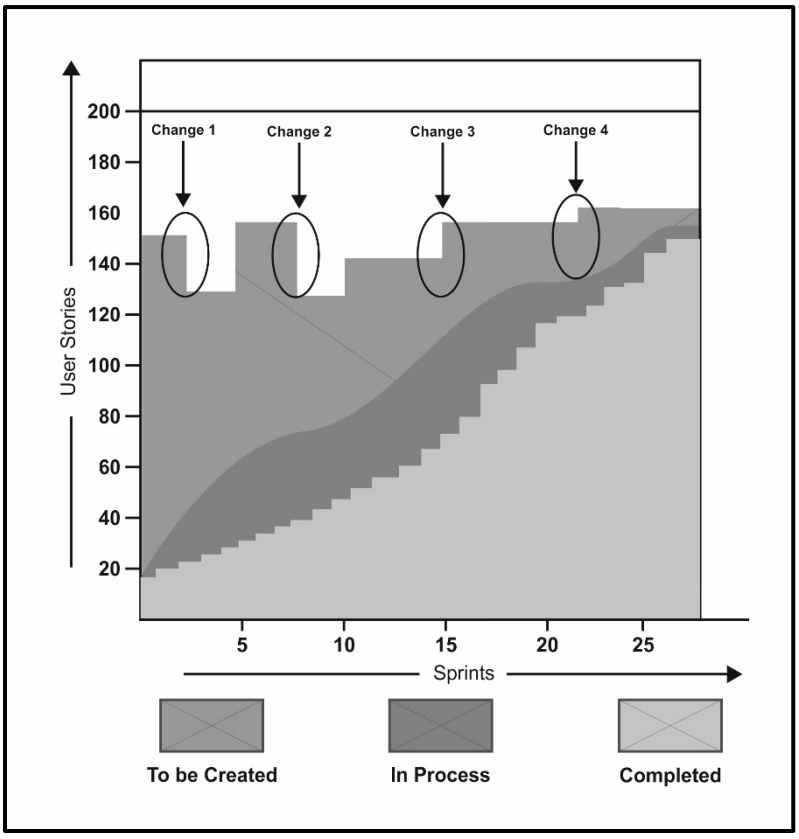

Figure 4-8: Sample Cumulative Flow Diagram (CFD)

4.6 Confirm Benefits Realization

Throughout a project, it is important to verify whether benefits are being realized. Whether the products of a Scrum project are tangible or intangible, appropriate verification techniques are required to confirm that the team is creating the deliverables that will achieve the benefits and value defined at the beginning of the project.

4.6.1 Prototypes, Simulations, and Demonstrations

Demonstrating prototypes to customers and simulating their functionalities are commonly used techniques for confirming value.

Often, after using the features or having them demonstrated, customers can more clearly determine whether the features are adequate and suitable for their needs. They might realize a need for additional features or may decide to modify previously defined feature requirements. In product development, this customer experience has come to be known as IKIWISI (I'll Know It When I See It).

Through demonstrations or access to early iterations, customers can also evaluate to what degree the team has successfully interpreted their requirements and met their expectations.

4.7 Summary of Responsibilities

Role	Responsibilities
Scrum Team	• Ensures that project deliverables are completed in accordance with agreed Acceptance Criteria • Performs Continuous Value Justification for projects
Product Owner/ Chief Product Owner	• Ensures value delivery for projects • Maintains the business justification for projects • Confirms and communicates project benefits to business stakeholders
Scrum Master/ Chief Scrum Master	• Ensures the desired outcomes of the project are communicated to and understood by the Scrum Team • Performs Continuous Value Justification for projects
Program Product Owner	• Ensures value delivery for programs • Creates the business justification for programs • Provides value guidance for projects within a program • Approves the business justification of projects within a program
Program Scrum Master	• Ensures the desired outcomes of the program are communicated and understood • Performs Continuous Value Justification for programs
Portfolio Product Owner	• Ensures value delivery for portfolios • Creates the business justification for portfolios • Provides value guidance for programs within portfolios • Approves the business justification of programs within a portfolio
Portfolio Scrum Master	• Ensures the desired outcomes of the portfolio are achieved • Performs Continuous Value Justification for portfolios
Business Stakeholder(s)	• Helps prioritize User Stories and requirements in the Prioritized Product Backlog • Communicates with Scrum Team and confirms realization of value at the end of every Sprint, Release, and the project
Scrum Guidance Body	• Establishes overall guidelines and metrics for evaluating value • Acts in a consulting capacity and provides guidance for projects, programs, and portfolios as required

Table 4-2: Summary of Responsibilities Relevant to Business Justification

4.8 Scrum vs. Traditional Project Management

Traditional projects emphasize on extensive upfront planning and adherence to the project plan created by the project manager. Usually, changes are managed through a formal change management system and value is created at the end of the project when the final product is delivered.

In Scrum projects, extensive long-term planning is not done prior to project execution. Planning is done in an iterative manner before each Sprint. This allows a quick and effective response to change, which results in lower costs and increased profitability and Return on Investment (ROI). Moreover, value-driven delivery (section 4.3) is a key benefit of the Scrum framework and provides significantly better prioritization and quicker realization of business value. Because of the iterative nature of Scrum development, there is always at least one release of the product with Minimum Marketable Features (MMF) available. Even if a project is terminated, there are usually some benefits or value created prior to termination.

The Essential Guide to Successfully Deliver Projects using Scrum

A Guide to the Scrum Body of Knowledge (SBOK® Guide) provides comprehensive guidelines for the successful implementation of Scrum—the most popular Agile product development and project delivery approach. Defined in the SBOK® Guide as a flexible framework, Scrum can be applied to portfolios, programs, or projects of any size or complexity across industries to deliver products, services, or other results.

This Fifth Edition is based on the collective knowledge gained from thousands of projects across diverse organizations and industries. It reflects contributions from a large number of experts in Scrum and project delivery. Feedback from the global Scrum community played a vital role in shaping improvements and additions, making the SBOK® Guide a truly collaborative effort.

Unlike other Scrum references, the SBOK® Guide is available for free on Scrumstudy.com, along with free certifications, webinars, videos, and study guides. It is ideal for professionals seeking a foundational understanding of Business Analysis or exploring careers in related fields. The Guide addresses real-life challenges faced by Scrum practitioners and explains how to solve them using modern tools and Artificial Intelligence (AI).

Designed to be accessible and engaging, the SBOK® Guide follows the 80-20 rule—80% of key concepts can be learned by reading just 20% of the content, with the remainder available for deeper reference. It is more readable than most Scrum books, which are often either too simplistic or overly detailed.

The SBOK® Guide serves as a reference for both experienced practitioners and those with no prior knowledge of Scrum or project delivery methods. Organized for easy navigation, the SBOK® Guide aims to inform, support, and inspire all readers through its rich, collaborative content.

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