

Business Case Master-Class

Course Code: BC-MC

Benefits

- Preparation of sound business cases is a fundamental input to sound selection of the right projects. Right projects are fundamental to correctly charting the strategic direction of the business.
- This course teaches you everything required to gather, assemble and present the business case plus everything you need to review the submissions in an approvals forum.

Who Should Attend?

- Project Managers and Business Analysts charged with authoring project justification documents.
- Finance, Audit and Governance staff involved in the preparation, review or approval of benefits cases.
- Sponsors and Owners commissioning, overseeing and depending upon excellence in business case use.
- Project staff and post-project staff using the business case.

You Will Learn To

- Assess and reject or accept and commit to a business case.
- Produce complete, well structured cases for presentation & approval.
- Develop well balanced justifications using best practices within a structured 6 step process.
- Gather, analyse and organise inputs to the Business Case development process.
- Implement appraisal techniques for financial and strategic evaluation of any business case.
- Employ best-practices in post-change benefits harvesting.

Duration

Management Overview: 1 Day
 Full course: 3 Days

0900 to 1630 formal class hours (1630 onward informal/ optional time for discussion of “topics raised on the day” and demonstration of relevant software tools if wanted), 1600 finish on last day

Course Includes

- Instructor-led tuition from a highly experienced project manager.
- Delegate pack: course notes, project management templates, case studies, classroom exercises.
- Certificate of training course attendance.
- USB drive containing Project Management resources.
- Lunch, tea and coffee.

Public Courses (2009/10)

	Sep 2009	Oct 2009	Nov 2009	Dec 2009	Jan 2010	Feb 2010	Mar 2010	Apr 2010	May 2010	Jun 2010	Jul 2010	Aug 2010
London	8	6	3	8	12	9	9	13	4	8	6	10
Reading	15	13	10	15	19	16	16	20	11	15	13	17
Edinburgh	22	20	17	22	26	23	23	27	18	22	20	24

Cost (all prices are exclusive of VAT @ 15% or 17.5%)

	1 Day Course Fees Per Delegate	3 Day Course Fees Per Delegate
London	£350 + VAT	£850 + VAT
Reading	£350 + VAT	£850 + VAT
Edinburgh	£350 + VAT	£850 + VAT

Terms and Conditions include full and cleared payment prior to the course start date.

In-house Custom Tailored Courses – Call us on +44 (0)870 351 89 56 for an in-house training quotation.

Course Content: BC-MC

Basic Concepts

- Producing a business case to achieve approval.
- What do we already know about “business cases”?
- What is the purpose of the business case?
- What is the minimal and maximal content of a business case?
- What are the typical problems that must be overcome to consistently create great business cases?
- Issues the BC development process must address.

Producing a Business Case for successful approval - A structured 6 step process:

Provide context and the route-map for the rest of the course:

1. Knowing the end point of the planned business change.
2. Gather data that supports or weakens justification.
3. Analyse data for strategic, political, financial, commercial and emotional significance.
4. Structuring and presenting the BC to decision makers.
5. Using the Business Case to guide and direct change.
6. Post change: Harvesting the benefits.

Step 1 - Knowing the end point of the business change

- Identifying, gathering, analysing, influencing stakeholder, Stakeholder identification.

Step 2 - Gather data that supports and denies justification

- Identify the data available, needed and used in business case.
- Sources of data, and techniques for data gathering.

Step 3 - Analyse data for strategic, political, financial, commercial and emotional significance

- What is the balance between and role of fact versus emotion in decision making?
- Recognising business drivers and imperatives, Strength and silence of political and emotion drivers.
- Appraisal techniques, Financial evaluation, Commercial and strategic evaluation.
- Significance of options including “Do Nothing”.

Step 4 - Structuring and presenting the Business Case to decision makers

- Identify the variety of decision maker needs.
- When and where to include detail versus overview.
- The role of numbers, pictures, graphs and text, Documents versus presentation versus road shows versus...
- Pitfalls in assessment and decision making, Create and present a Business Case.
- Business Case Acceptance or Amendment or Rejection, Selection of “Best” versus “Good enough”.

Step 5 - Using the Business Case to guide and direct change

- Business Case as trigger for change, Impact of change on the business case.

Step 6 - Post change: Harvesting the benefits

- How do we recognise post-change benefits?
- Best-practices in harvesting benefits.
- Reviewing post-change achievements claimed in the business case.
- Lessons Learned and the Learning Organisation.
- How will you implement benefits from your change?

Course Review