



Peak Performance Group, Inc.



Developing a Business Case

Project managers and business analysts must be able to develop and defend a business case justifying their projects. Additionally, program managers are asked to verify the benefits realization stated in a business case against their programs. Developing a Business Case provides the program manager, project manager and/or business analyst with hands-on practice developing and documenting a project business case. As part of the course, participants receive detailed templates for developing a business case document and the associated economic spreadsheets. Participants then use the templates to develop a business case based on a robust case study. This course also provides participants with the necessary skills for evaluating, comparing and prioritizing business cases for the purposes of building an annual project portfolio.

Please bring a laptop to class.

You will need at least the 2003 version of Microsoft® Excel® loaded onto the laptop for course exercises.

You will not need to connect to the internet to download templates and tools.

Course Length: 2 days

What you will learn:

- Prepare and document business cases for discretionary or nondiscretionary projects
- Evaluate business cases using quantitative and qualitative criteria
- Compare business cases based on cost/benefits
- Prioritize business cases for the purpose of building a project slate

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Course Topics

- **Purpose of the Business Case**
 - The main body of the document
 - Project description (template—Microsoft® Excel 2003)
 - Stand-alone economics (template—Microsoft® Excel 2003)
- **Issuing the Business Case**
 - Initially during enterprise analysis
 - Updated during the solution development life cycle (SDLC)
 - Upon defining solution requirements (waterfall SDLC)
 - Iteratively during each solution increment (agile SDLC)
- **Business Case Analysis and Ranking Projects**
 - Discretionary and nondiscretionary projects
 - Hurdle rates to filter discretionary projects consideration
 - Project slate development process
- **Project Economics**
 - Create a project income stream using cost, benefits and duration
 - Calculate economic indicators
 - Payback period
 - Return on investment (ROI)
 - Net present value (NPV)
 - Cost-benefit ratio (CBR)
 - Internal rate of return (IRR) for a project
- **Project Portfolio Development**
 - Comparative analysis or criteria-based grid techniques
- **Evaluate and select projects for execution based on business contributions and economics**

BABOK® Guide knowledge areas covered in this course:

- Business Analysis Planning and Monitoring
- Elicitation
- Requirements Management and Communication
- Enterprise Analysis
- Requirements Analysis
- Solution Assessment and Validation