

Course Title: Writing Effective Business Cases

2 Day Workshop – Course BA03

BA03 – Writing Effective Business Cases



Course ID: BA03

Credits: 14 PDUs/CDUs

Course Duration: 2 days

Course Level: Intermediate

Prerequisites: This course is suitable for mid-level and experienced individuals who need to develop and justify the business case. It is recommended that participants complete the BA01 – Business Analysis Essentials course prior to enrolling.

Course Abstract: Learn the steps to effective business case development and support your strategic business recommendations with sound budgeting and financial back-up. The one course you need to make high-impact recommendations and receive full management support for your ideas.

Course Objectives:

Students will be provided a deep exploration of how to perform pre-project activities necessary to develop a well-structured business case. The course begins by providing students an understanding of the business analyst's role in pre-project activities. Techniques are provided to support the business analyst in analyzing the current state business environment, identifying the current business problem (or opportunity) and creating a 'situation statement' to communicate to decision makers why a change is required in the business. Students then explore how to go about determining a desired future state and identifying the needed changes and capabilities that will support the enterprise in achieving the business need. A thorough exploration of the business case is presented, including feasibility analysis and the various areas of a solution option the business analyst must explore in order to build a convincing business case. Students learn the components of a well-structured business case and walk away understanding how to logically present a business case and obtain buy-in. Techniques are also discussed to help prepare a business analyst for the challenges that often are presented when delivering business cases to management.

Note: This course is compliant with IIBA's Business Analysis Body of Knowledge (BABOK® Guide) version 3 standard in business analysis and is aligned with and upholds the practices as discussed in PMI's Business Analysis for Practitioners: A Practice Guide.

Included:

- Full Student Guide
- Requirements templates

Intended Audience: This course is intended for intermediate business and requirements analysts who are looking to improve their business case development and presentation skills. This course is also a great

fit for project managers and product owners who work closely with business analysts or who perform some form of business case work themselves.

Learning Objectives:

- Understand the role of the business analyst within the business case process
- Understand the main professional associations and standards that support business analysts in the industry
- Discuss the benefits of business case creation
- Explore how to define the business need
- Describe the role of the business analyst in supporting the enterprise to determine how to optimally invest in the right project initiatives
- Explain how to identify stakeholders and the significance to the pre-project activities
- Discuss the importance of analyzing the enterprise
- Describe and explore the activities performed to assess the current business environment
- Explain how a business analyst describes a ‘future’ state environment including how to identify gaps in enterprise capabilities
- Present and explore how to define the scope of a solution
- Describe the activities performed and techniques used to determine viable solution options
- Explore various techniques for evaluating solution options including feasibility and risk analysis
- Thoroughly understand the purpose of conducting a feasibility assessment
- Discuss and practice a number of business analysis techniques that support the business case process
- Explore the components of a business case
- Describe how the business case supports decision makers in making go/no-go decisions
- Demonstrate how to assemble the output from pre-project activities into a well-structured business case
- Present techniques for presenting business cases to top level managers and obtaining buy-in
- Discuss methods for preparing for challenges during business case delivery

Day 1 – Agenda:

Morning

Agenda 11

Logistics & Introductions 12

Course Objectives 13

Discussion – Past Project Challenges 14

Module 1: Introduction 15

Module Learning Objectives 16

What is Business Analysis 17

Polling Question 18

International Institute of Business Analysis 19

BABOK® Guide Components 20

Project Management Institute	21
Business Analysis for Practitioners: A Practice Guide	22
BABOK® Guide Knowledge Areas	23
Benefits of Business Analysis	24
Polling Question	25
A Business Analyst can Influence Project Success Factors	26
Challenges of Business Analysis	27
Polling Question	28
Polling Question	29
Purpose of a Business Case	30
Exercise 1a: What Should a Business Case Include	31
Define the Business Case Elements	32
What to Look Out For	34
Who is Involved	35
Exercise 1b: Review Business Case Outline	36
Module Learning Objectives	37
Module 2: Pre-Project Activities & the Business Analyst	38
Module Learning Objectives	39
The Definition of a Business Analyst	40
The Role of a Business Analyst	42
Responsibilities of a BA	43
BA Role vs. PM Role	44
Business Analysis vs. Systems Analysis	45
Business Analysis Competencies	46
Polling Question	47
Business Analyst Role and Stakeholders	48
Exercise 2a: Review the Case Study	49
 Afternoon	
What is a Stakeholder?	50
The Importance of Stakeholders	51
Stakeholder Identification	52
Tips for Identifying Stakeholders	53
Other Stakeholder Tips	54
Stakeholder Identification/Analysis	55
Exercise 2b: Identify Roles and Responsibilities	56
Stakeholder Map	57
Stakeholder Matrix & Onion Diagrams	58 A
Stakeholder Map	59
Onion Diagram	61
Exercise 2c: Why do we Need to Understand the Enterprise?	62 Why
Study the Enterprise?	63 What

is Enterprise Architecture? 64 What is
 Strategy Analysis? 67 About
 Strategy Analysis 68 Purpose
 of Strategy Analysis 69 When to
 Perform Strategy Analysis 70 Strategic
 Planning 71 Module
 Summary..... 72

Module 3: The Needs Assessment Process 73

Module Learning Objectives 74

Business Need Defined 75
 Define Business Need 76
 The Needs Assessment Process 77
 Problem or Opportunity..... 78
 Exercise 3a: Problem/Opportunity Identification 79
 Understanding Why 80
 Situation Statements 81
 Business Need and Current State 82
 Determine the Stakeholders 83
 Polling Question 84
 Goals and Objectives 85
 Polling Question 86
 Exercise 3b: Give 3 Examples of Business Goals 87
 Define Business Need Techniques 88
 Exercise 3c: Identify the Business Need 89
 Definition of Strategy Analysis 90
 When Business Strategy is not Driving Project Definition 91
 Typical Project Profile 92
 The Executive Paradox 93
 Solution to the Paradox 94
 Exercise 3d: Describe 3 Outcomes You Would Expect from the Case Study 95 The
 Four “Ares” 96
 Understand How to Create a Business Model 97
 Business Model Example 98
 Exercise 3e: Create a Business Model 99 The
 Business Case Approach..... 100
 Financial and Strategic Measurement Tools 101
 Module Summary..... 102

Day 2 – Agenda
Morning

Module 4: Determining the Required Capabilities & Defining Solution Scope 103

Module Learning Objectives 104

Business Need and Current State	105
Purpose of Analyzing the Current State	106
Analyzing Current Capabilities and Process	107
Capabilities Defined	108
Techniques for Analyzing the Current State	109
Define the Future State	111
Define the Future State	112
Techniques for Defining the Future State	113
Assess Capability Gaps	115
Stakeholders Involved when Reviewing Capability Gaps	116
Discussion: Assessing New Capabilities	117
Defining Solution Scope	118
Determining Scope Boundary	119
How to Define Solution Scope	120
Defining Solution Scope	121
Project Scope and Product Scope	122
Scope Modeling	123
Techniques Used to Define Scope	124
Define Scope Boundaries	125
Modeling Scope: Context Diagram	127
Exercise 4a: Create a Context Diagram from the Case Study	128
Communicating Solution Scope to Stakeholders	129
Stakeholders Participating in Scope Activities	130
Exercise 4b: Discuss Managing Expectations	132
Module Summary.....	133
Module 5: Assessing Feasibility & Proposing Solution Options	134
Module Learning Objectives	135
Financial Analysis	136
Purpose of Financial Analysis	137
Costs versus Benefits	138
Financial Models	139
Timing for Assessing Financial Benefits	140
Afternoon	
Risk	141
Assessing Risks	142
Risk Process	143
Exercise 5a: Identifying Risks	144 Risk
Analysis	145
Capturing and Categorizing Risks	146
Risk Strategies	147
Tolerance for Risk	148

Determining Solution Options	149
Solution Option Process	150
Determining and Analyzing Solution Options	151
Brainstorming.....	152
Conducting an Outcomes Focused Brainstorming Session	153
Stakeholders Involved in Determining Solution Options	155
Exercise 5b: Determining Solution Options	156
Feasibility Analysis	157
Discussion: Ranking Solution Options	158
Discussion: Recommending the Most Viable Option.....	159
Exercise 5c: Assess the Most Viable Options	160
Solution Approach Definition.....	162
Exercise 5d: Review the Business Case Templates	163
Module Summary.....	164
Module 6: Packaging & Presenting the Business Case	165
Module Learning Objectives	166
Circumventing a Business Case	167
Documenting the Business Case	168
Value of the Business Case Process	169
Business Case Components	170
Business Case Techniques	173
Build a Convincing Business Case.....	175
Discussion: Identifying Decision Criteria	176
Exercise 6a: Supporting a Go/No Go Decision	177
Packaging the Business Case	178
Planning Business Case Delivery	179
Discussion: Planning Stakeholder Buy-in	180
Information and Communication Needs in the Business Case Process	181
Presenting your Business Case	182
Exercise 6b: Anticipating and Responding to Challenges	183
Module Summary.....	184
Module 7: Course Wrap Up	185
Course Summary	186
Questions	187
Additional Resources	188
Thank You	189

APPENDIX A
 Templates