



Building Business Cases HF896S

HPE course number	HF896S
Course length	2 days
Delivery mode	ILT
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A solid business case is critical to ensure an organization is investing in the right projects. It provides the information to determine that the project will deliver value and align with organizational priorities compared to alternative investments. In today's climate of constrained resources, organizations must work on the highest-value opportunities. The business case assesses the costs and benefits of a potential initiative. It provides the justification for the project in terms of value added to the organization as a result of the solution, and is used to prioritize opportunities.

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Audience

- This course is intended for project managers (PMs), business analysts (BAs), or anyone responsible for justifying undertaking a specific project or initiative

- List ways to estimate the benefits of a project
- Categorize benefits
- Describe various techniques for calculating a project's value

Prerequisites

- Crafting High-Quality Requirements (HE555S)
- Principles of Business Analysis (HE551S)

Benefits to you

- Improve your skills in gaining approvals for projects
- Demonstrate how your project adds value to the company
- Use a rigorously stated business case document to drive alignment with all stakeholders

Course objectives

Upon completion of this course, students will be able to:

- Identify the framework for completing an analysis
- Describe the components of a business and technology assessment
- Explain techniques used in assessing risk
- Discuss the relationship between estimating and prioritization

*Realize Technology Value with Training, IDC Infographic 2037, Sponsored by HPE, January 2016

Detailed course outline

Module 1: Analysis Framework

- Types of Project Definitions
- Project Genesis Model
- Overall Project Management Processes
- Definition
- Purpose
- Best Practices
- The Project Variables
- Initial vs. Detailed Planning
- Rolling Wave Planning
- Action Plan

Module 2: Business and Technology Assessment

- Team Organization
- Stakeholder Identification
- Conflict Arena Map
- Stakeholder Analysis
- Skill Matrix
- Matrix Organizational Structure
- Projectized Organizational Structure
- Questions and Scope
- Problem Analysis
- Requirements Deconstruction
- Questions and Planning
- Product Scope vs. Project Scope
- Objectives and Scope
- Project Objectives
- Project Categories
- Scope Partitioning/Strategy
- Project Life Cycles
- Deliverable Breakdown
- Action Plan

Module 3: Risk Assessment

- Cultural Change
- Risk Management Process
- Risk Questionnaire
- Two Key Risk Areas
- Risk Matrix
- Risk Register
- Action Plan

Module 4: Prioritization

- DeBono Prioritization
- Prioritization
- Prioritization Scalability
- Strategic Project Prioritization
- Initial Work Forecasts
- Corroborative Estimating
- PERT Estimating
- Use the WAVE
- Comparison Estimating
- Algorithmic Methods
- Action Plan

Module 5: Documenting the Business Case

- Financial Assessment Bookmark
- First Phase Plan Bookmark
- The Documentation Process
- Business Case Document
- Action Plan

Module 6: Estimating the Benefits

- Cost-Benefit Analysis Module 7:
 - Definition
 - Project Life Cycles: Cost-Benefit Reviews
 - The Process
 - Cost Issues
 - Life-Cycle Cost (LCC)
 - What Are You Estimating?
 - Project Cost
 - Estimate the Project
 - The Process
 - Operational Costs
 - Operational Costs Forecast
 - Action Plan
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Course data sheet

Module 7: Analyzing Benefits

- The Process
- Analysis Factors
- Benefit Categories
- Tangible, Hard Benefits
- Tangible, Soft Benefits
- Tangible, One-Time Savings
- Tangible, Fixed Costs
- Tangible, Variable Costs
- Nonbelievability Items
- Difficult-to-Quantify Items
- Benefit Categories
- Forecast Annual Benefits
- Benefits Consideration
- Analysis Begins
- Action Plan

Module 8: Cost-Benefit Results

- Presentation Techniques
 - Break-Even Point
 - Would You Authorize This Project?
 - Break-Even Point Analysis
 - Net Present Value (NPV)
 - Internal Rate of Return (IRR)
 - Future Value (FV)
 - Present Value (PV)
 - Net Present Value (NPV)
 - Weighted Cost of Capital (WCC)
 - What-Ifs
 - Cost-Benefit Follow-Up
 - Portfolio Management Maturity
 - Next Steps
 - Action Plan
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Next steps

- Verifying and Validating the Solution (HE556S)
- Requirements Management for Project Managers (HE548S)

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