

Course Outline

Writing Effective Business Cases Course BA03: 2 days Instructor Led

About this course

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.

Audience profile

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.

At course completion

After completing this course, students will be able to:

- 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

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- Discuss methods for preparing for challenges during business case delivery

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APPENDIX A

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