



PMO SOUTH AFRICA  
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## BUSINESS CASE MANAGEMENT TRAINING COURSE 11 April 2013

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### BUSINESS CASE MANAGEMENT TRAINING COURSE

#### Course breakdown:

This programme is aimed at improving strategy delivery (benefits such as ROI) and delivering projects to maximum business value (time, cost, specification, risk and quality) through excellence in business case creation, approval, measurement and management.

A business case captures the reasoning for initiating a project or task. It is often presented in a well-structured written document, but may also sometimes come in the form of a short verbal argument or presentation. The logic of the business case is that, whenever resources such as money or effort are consumed, they should be in support of a specific business need or benefit. An example could be that a software upgrade might improve system performance, but the "business case" is that better performance would improve customer satisfaction, require less task processing time, or reduce system maintenance costs. A compelling business case adequately captures both the quantifiable and unquantifiable characteristics of a proposed project and how to measure ROI (return on investment).

Business cases can range from comprehensive and highly structured, as required by formal project management methodologies, to informal and brief. Information included in a formal business case could be the background of the project, the expected business benefits, the options considered (with reasons for rejecting or carrying forward each option), the expected costs of the project, a gap analysis and the expected risks. Consideration should also be given to the option of doing nothing including the costs and risks of inactivity. From this information, the justification for the project is derived. Note that it is not the job of the project manager to build the business case, this task is usually the responsibility of stakeholders, sponsors and business analysts and by default often becomes the job of the project manager.

#### Questions and Statements:

- Do you know how to create a correct and great business case, to ensure a successful project and strategic achievement through benefit achievement and thus maximum business value delivered?
- Do your staff members understand budgeting, capex and the strategy delivery pipeline process?
- Is the business case management portfolio correctly managed?
- Is ROI and other benefits on the approved business cases measured on a continuous basis and how?
- Are the benefits after the business case is implemented (project) measured for years afterwards and corrective action taken on future business cases?
- Are the right projects being done @ the right time, the first time?
- Do staff members understand the link between strategy delivery, business case management process (value maximisation) and project delivery (time, cost, scope, quality, risk & specification)?
- A poor or unsuccessful project is most often the result of a poor or weak business case?
- Weak or less profitable strategy delivery is often the result of poor business case management and weak business cases being approved?

Compiled by Sean Hay

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### The business case process should be designed to be:

- Adaptable - tailored to the size and risk of the proposal.
- Consistent - the same basic business issues are addressed by every project.
- Business oriented - concerned with the business capabilities and impact, rather than having a technical focus.
- Comprehensive - includes all factors relevant to a complete evaluation.
- Understandable - the contents are clearly relevant, logical and, although demanding, are simple to complete and evaluate.
- Measurable - all key aspects can be quantified so their achievement can be tracked and measured.
- Transparent - key elements can be justified directly.
- Accountable - accountabilities and commitments for the delivery of benefits and management of costs are clear.

### In this course you will learn:

- How to create a great business case.
- The importance of the business case.
- The effect the business case has on strategy delivery and business profitability.
- The effect a good or poor business case has on the successful delivery of a project.
- How the business case approval process should run.
- How to manage a portfolio of business cases.
- How to run a successful project from a good business case.
- How to correct a poor business case to be able to run your project successfully.

### Course Topics:

1. Corporate Budgeting and Strategy.
2. Corporate Process & Structuring.
3. Portfolio & Programme Management.
4. Business Case Management.
5. Change Control.
6. Financial Management / Cost Control.
7. Risk Management.
8. Delivery Focus.
9. Pipeline Management.
10. Resource Management.
11. What is a Business Case?
12. The Prince2 approach to the business case.
13. Business case content.
14. Essential elements of a business case.
15. Credibility, practical value and accuracy of a business case.
16. Cost and benefits of a business case.
17. Making assumptions.

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18. Estimating costs of a business case.
19. Estimating benefits & benefits measurement plan.
20. Financial value for non- financial objectives.
21. Calculating return on investment and other financial metrics.
22. Sensitivity analysis.
23. Risk Analysis.
24. Practical of a business case.

### Summary of your trainer Sean Hay:

- Experience:
  - First networking project – 1995 Consol plastics Durban.
  - First large Corporate project – 1999 Toyota MES System and year 2000.
  - Anglo Vaal mining – Master systems planning – 2002.
  - Derivco/Microgaming – PMO implementation, project software implementation and various online gambling projects – 2004.
  - New production lines – 2007 VW and Toyota.
  - Liberty Properties – Soccer 2012.
  - Plus many other projects & customers.
- Qualifications:
  - Master's Degree Project Management.
  - PMP (Project Management Professional) Trainer (Cheetah Learning USA).
  - Project Management Professional.
  - Prince 2 Practitioner.
  - National Diploma Management.
  - Diploma Business Analysis.
  - MCSE+i.
  - 60+ other certificates.

### Business Case Management Course is intended for:

- Executives.
- Managers.
- Anyone involved in the budgeting, capex or tender process.
- PMO staff.
- Project Managers.
- Business Analysts.
- Project Staff.

### Course Duration:

- 2 Days.

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