



# **CSSE 372 Software Project Management: Introduction to Business Cases**

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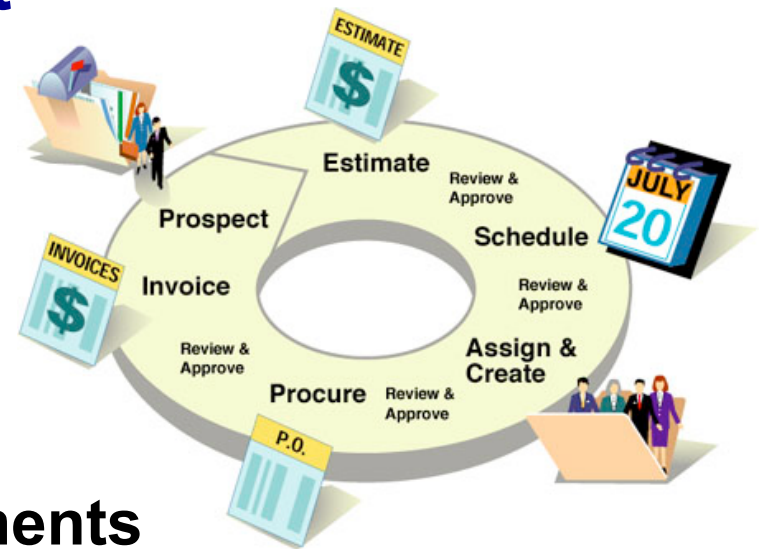
# Are you sure your management knows what they are talking about?



# Objectives: Fundamental Elements

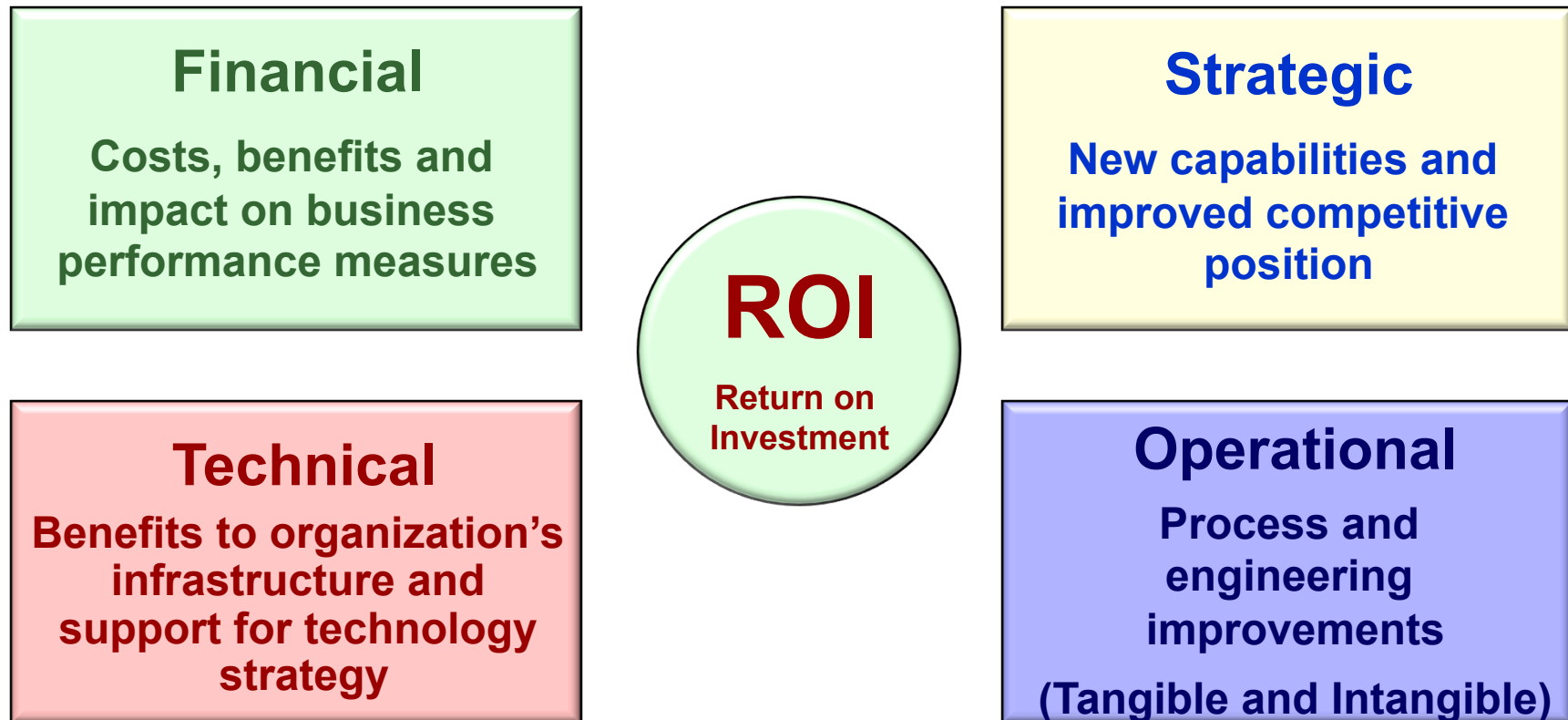
## Identify fundamental elements of Software Project Management

- Define key elements of a business case
- Examine contents of a business case
- Discuss case study on requirements and the business case



# What is a Business Case?

A business case outlines the overall costs and risks and compares them to the benefits that justify the initial and on-going commitment of time, resources, and funding for a software project.





# Fundamentals of the Business Case

- View software as a business
- Use business measures to justify improvements

<b>Reduce</b>	<b>Avoid/Cut</b>
Time to Market	Cost
Productivity	Quality
<b>Increase</b>	<b>Improve</b>

- Making the leap forward often involves overcoming the resistance to change

# What's in a Business Case? (1 of 2)

- Problem or situation addressed by the proposed project (window of opportunity)
- Features and scope of the proposed initiative
- Options considered and the rationale for choosing the solution proposed
- Proposed project's conformity with existing policies, etc.



# What's in a Business Case? (2 of 2)

- High-level, initial implementation plan
- Expected costs and budget
- Anticipated benefits and outcomes
- Potential risks and exit strategy



# Business-Related Questions

- Will this proposal save money, cut costs, increase productivity, speed development or improve quality?
- Have you looked at the financial implications of the proposal?
- What's the proposal impact on bottom line? culture? operations?
- Are our competitors doing this? If so, what are the results they are achieving?
- Who are the stakeholders and are they supportive of the proposal?



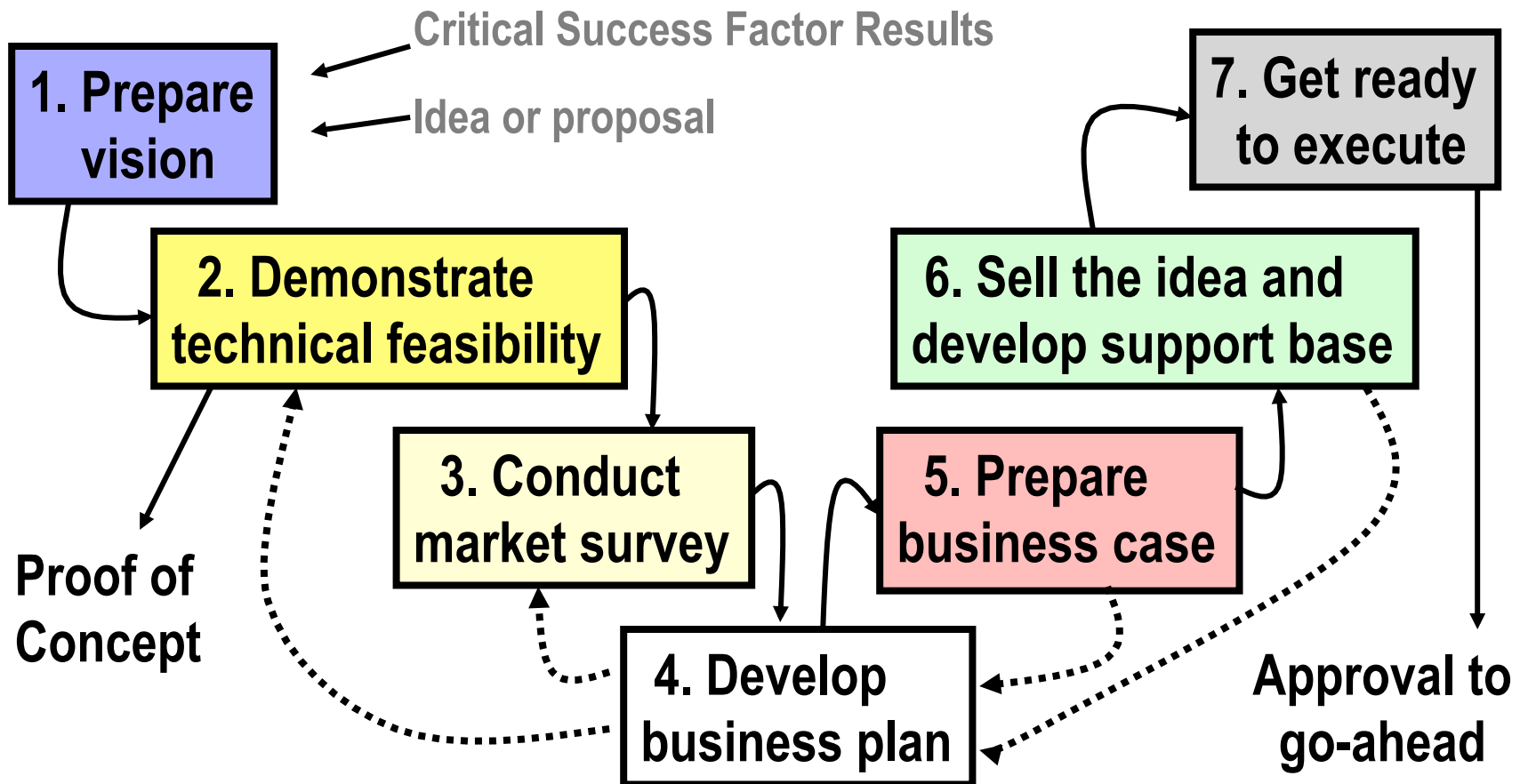


# **Business Cases Supply Evidence**

**Business Case = materials prepared for decision-makers to show that the proposed idea is a good one and it makes sound financial sense**

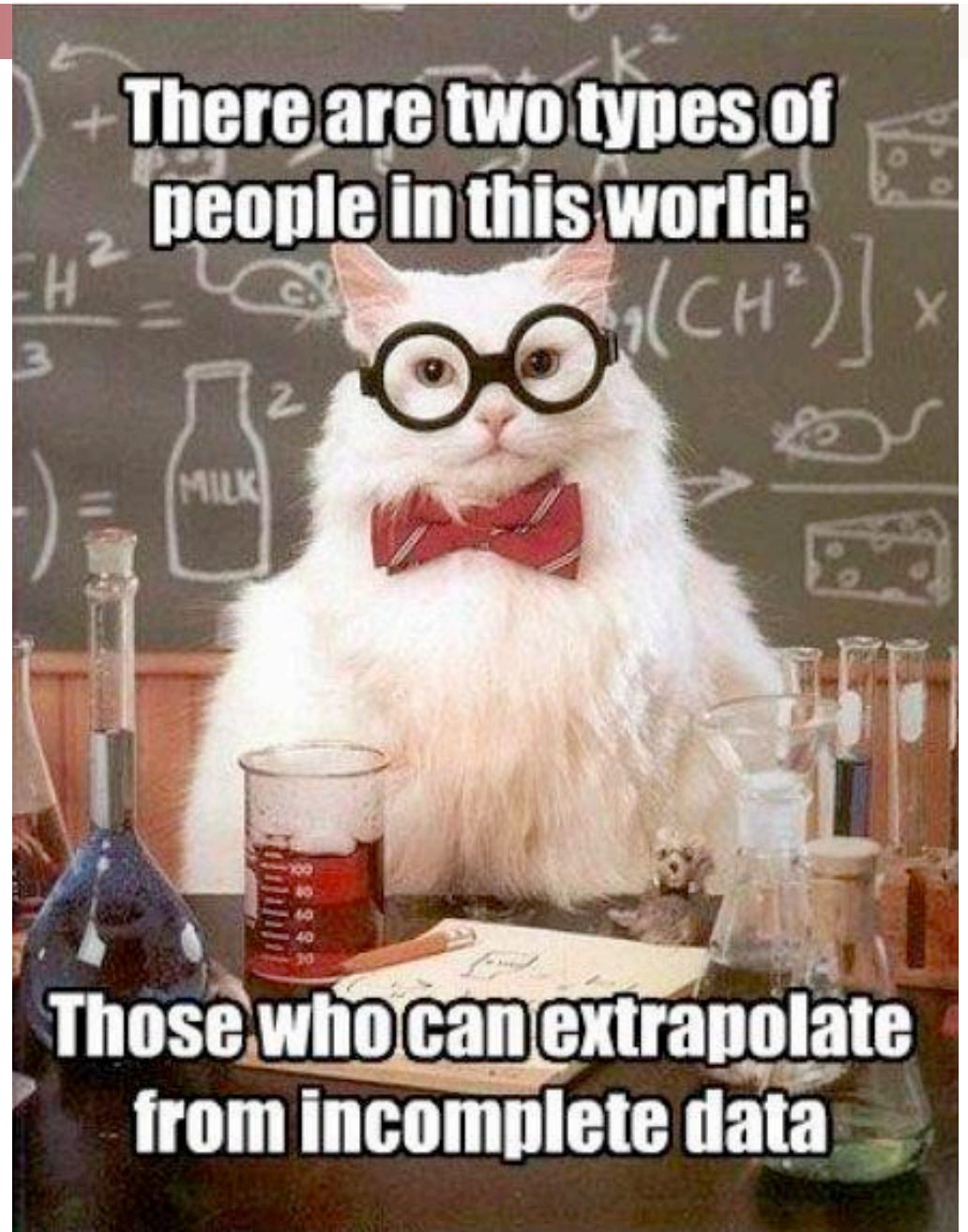
- **Most software engineers prepare detailed technical rather than business justifications**
  - **Hence, many of their worthwhile proposals are rejected by management**
  - **Business cases increase the chances of success**

# The Business Planning Process



*I found one to go  
along with:*

*“There are 10 types of  
people in the world,  
those who understand  
binary  
and those who don’t.”*





# **Paper: Requirements and the Business Case** by Suzanne Robertson

- **What is the thrust or message of the paper?**
- **What do Scope, Goals, and Stakeholders have in common?**
- **Where does the Business Case come from?**
- **What relationship exists between requirements (needs) and the Business Case?**
- **What is the take-away message regarding Software Project Management?**



# Homework and Reading Reminders

- Read Chapter 2 of Text