

Appendix A
Two Day Business Case Course
 Typical agenda before customizing

Day 1 Morning (9.00 - 12.00)

INTRODUCTION

- Introductions 20 min
- Business case overview (39,000 feet) 35
- Overview of participant and state needs 10

REVIEW OF FINANCIAL CONCEPTS

- Essential business case financial concepts Part I 75
 (Includes 15 min coffee) break

DESIGNING THE CASE

- Introduction to the Case 30
 - Titles and subtitles – Addressee and author
 - Dates and timing – Subject statement
 - Case purpose – Purpose statement
 - Executive summary – Background, overview
- Introduction to subject, purpose, scope & boundaries,
 Workshop I assignment 10

MORNING TOTAL 180 min

LUNCH 45 min

Day 1 Afternoon (12.45 - 17.00)

- Small group workshop I - Subject, Purpose, Scope 45
- Return from workshop, present and discuss group results..... 20

FINANCIAL CONCEPTS

- Essential business case financial concepts Part II..... 75
 (includes 15 min coffee)

DESIGNING THE CASE (CONTINUED)

- Methods and Assumptions 35
 - Financial metrics – Cost and benefit models
 - Assumptions – Cost and benefit estimates
 - Data sources – Scenario design
 - Scope & boundaries
- Introduction of the state project cost model
 Workshop II assignment 10
- Workshop II - the cost model and assumptions 50
- Return from workshop, present and discuss group results..... 20

AFTERNOON TOTAL 255 min

TOTAL FOR DAY I 480 min

Day 2 Morning (9.00 - 12.00)

- Review of Day 1, overview of Day 2..... 10 min
- Analyzing costs and benefits (continued)..... 15
- Workshop III assignment 10
- Workshop III - the benefits model and rationale 60
(includes 15 min coffee)
- Present and discuss group results from workshop III 20

BUILDING THE CASE

- The Financial Model 55
 - Cash flow statement – Analysis of results
 - The dynamic model – Spreadsheet set up
- Workshop IV assignment 10

MORNING TOTAL 180 min
LUNCH 45 min

Day 2 Afternoon (12.45 - 17.00)

- Workshop IV - Constructing the financial model..... 60
- Return from workshop, present and discuss group results..... 20
- Nonfinancial results in the business case..... 35
(includes 15 min coffee)

PACKAGING AND PRESENTING THE CASE

- Sensitivity, risks, and contingencies 30
 - Simple analysis – Monte Carlo simulation
 - Sensitivity - rigorous – Contingencies & dependencies

PACKAGING AND PRESENTING THE CASE (CONTINUED)

- Conclusions and recommendations 15
 - Including non-financial results in the case
 - Conclusions that address business objectives
 - Conclusions based on evidence and analysis
 - Recommendations that address risks and contingencies
- Workshop V assignment 10
- Workshop V – Drawing conclusions, making recommendations 30
- Return from workshop, present and discuss group results..... 20
- Constructing the final report 15
- Summary and course evaluations..... 20

AFTERNOON TOTAL 255 min
TOTAL FOR DAY 2 480 min