

## Creating The Business Case For Erp System Acquisitions

Making the "hard" business case for human capital investments is one of HR's greatest challenges. In this groundbreaking work, human capital analytics and strategy expert Frank DiBernardino provides a powerful method that links human capital investment performance with shareholder value. Using the formulas and methods described in this book will change the nature of the conversation about human resource initiatives in the C-suite. They will help HR build a "hard" business case linked to the financials that demonstrate the measurable value of people-centered initiatives. Praise for *Optimize Human Capital Investments* "The Vienna Index is an excellent and efficient tool to capture and analyze the true cost and productivity of all of the human capital engaged in the organization. The Vienna approach provides reliable, comprehensive and complete measurement that is consistent globally. It is the future of human capital analytics." Thomas P. Clardy Formerly Senior Vice President Human Resources, QVC "As a former CFO who relied heavily on metrics to help support the management of disparate businesses, I welcome Frank DiBernardino's contribution to the management toolkit. For too long, managers have been limited by their inability to quantify, at an organizational level, the contribution of their human capital to the success of their business. With this book, Frank introduces us to a new way to measure and track our progress toward improving not only the efficiency, but also the effectiveness of an organization's human capital." Frank C. Zirnkilton, Jr. Managing Director Broad Reach Management LLC In my leadership role with the Graduate programs in Human Resource Development at Villanova, I am continually seeking innovations that will provide strategic advantage for human resource executives. Frank DiBernardino has provided a breakthrough contribution with the formulas and analytic methods described in *Optimize Human Capital Investments*. Frank has made the "hard" business case for human capital investments. HR leaders can use Frank's important contributions to the human capital analytics body of knowledge as the basis for making their own advancement to quantifying human capital. David P. Bush Ph.D. Director, Graduate Programs in Human Resource Development Villanova University

"You've got a great idea that will increase revenue or productivity--but how do you get approval to make it happen? By building a business case that clearly shows its value. Maybe you struggle to win support for projects because you're not sure what kind of data your stakeholders will trust, or naysayers always seem to shoot your ideas down at the last minute. Or perhaps you're intimidated by analysis and number crunching, so you just take a stab at estimating costs and benefits, with little confidence in your accuracy. To get any idea off the ground at your company you'll have to make a strong case for it. This guide gives you the tools to do that"--

*Creating a Business Case for Quality Improvement Research* focuses on issues related to improving the science supporting health care quality and eliminating communication barriers that prevent advances in the field. In 2007, the Institute of Medicine convened a workshop designed to identify the economic and business disciplines that encourage sustained efforts to improve the quality of health care. Workshop presenters and participants included representatives from academia, government and industry. A business case for quality improvement depends heavily on the progress made in the following areas: systems change and leadership, data transparency, funding, enhanced training programs and ongoing dialogue between industry officials, patients and their families. They identified a major barrier to these efforts as the nationwide institutional reluctance to invest in quality improvement and documentation of outcomes, due largely to limited resources and competing priorities as to how these resources are spent in the industry. Too often priorities are placed on creating highly-visible technology-driven programs, with less emphasis in meeting the needs and expectations of the patients. In *Creating a Business Case for Quality Improvement Research*, a diverse group of stakeholders identifies and assesses these and other challenges to attain a better understanding of how to create a high-value health care system for the general population.

The best time to stop projects or programs that will not be successful is before they are ever started. Research has shown that the focused use of realistic business case analysis on proposed initiatives could enable your organization to reduce the amount of project waste and churn (rework) by up to 40 percent, potentially avoiding millions of dollars lost on projects, programs, and initiatives that would fail to produce the desired results. This book illustrates how to develop a strong business case which links investments to program results and, ultimately, with the strategic outcomes of the organization. In addition, the book provides a template and example case studies for those seeking to fast-track the development of a business case within their organization. *Making the Case for Change: Using Effective Business Cases to Minimize Project and Innovation Failures* provides executive teams and change agents with the information required to make better business case decisions. This book can be used throughout the life cycle of the project to assist with gaining a better understanding of the following key knowledge areas for developing a business case: Understanding the present problem/improvement opportunity Documenting how the project, program, or initiative will add value to the organization Validating the data and the assumptions that the projected improvements are based upon Calculating the level of confidence that can be placed upon the conclusions that are reached Assessing the alternative solutions that were considered Weighing the costs vs. the benefits of the proposed initiative Analyzing and mitigating the risks to completing 100 percent of the projects goals Eliciting and prioritizing the requirements of key stakeholders and subject matter experts Identifying the key people that are involved in the proposed project and the skill

This issue will teach you about the concept of e-learning and how it can benefit your organization. Discover how to approach the decision makers in your organization, and present the best possible case for implementing e-learning into your training program. As with executives and managers in so many other business functions, pricing specialists are being challenged more and more to substantiate the added value of their activities. Pricing is a core function of every business, and needs not only to contribute positively to short- and long-term results, but also to document its impact to the bottom line. A fundamental part of this is the pricing ROI calculations. This book, edited by globally renowned thought leaders Andreas Hinterhuber and Stephan Liozu, is the first to outline contemporary theories and best practices of documenting pricing ROI. It provides proven methods, practices and theories on how to calculate the impact of pricing activities on performance. Marketing ROI is now a common concept: this collection proves to do the same for pricing. Hinterhuber & Liozu introduce the concept of pricing ROI, documenting and quantifying the return on pricing activities and on the pricing function itself is of increasing relevance today and in the future – in times of budget constraints. 20 world class specialists explore the concept of pricing ROI under both a theoretical perspective and a managerial perspective to shed much-needed light on how to measure and increase pricing ROI. This groundbreaking book will enlighten students and specialists of marketing and sales, pricing managers and executives alike.

"When business leaders, government officials, and other stakeholders come to the table in an environmental, health, or safety

dispute, acrimony often results, leading to expensive and time-consuming litigation. Not only does this waste precious resources, but rarely does the process produce the best outcome for any of the parties involved. For the past five years, the authors of this volume have conducted semi-annual seminars at the Massachusetts Institute of Technology and at Harvard to provide business leaders and regulators with the knowledge and skills they need to more effectively handle environmental, health, and safety negotiations. Their strategy, known as the "mutual gains approach," is a proven method of producing fairer, more efficient, more stable, and wiser results. *Negotiating Environmental, Health, and Safety Agreements* provides the first comprehensive introduction to this widely practiced and highly effective approach to environmental regulation. The book begins with an overview of the mutual gains approach, introducing important concepts and ideas from negotiation theory as well as the theory and practice of mediation. The authors then offer five model negotiations from their MIT-Harvard Public Disputes seminar, followed by a series of real-world negotiated environmental agreements that illustrate the kinds of outcomes possible when the mutual gains approach is employed. A collection of writings by leading experts provide valuable insights into the process, and appendixes offer both instructions for conducting model negotiation sessions and analysis of actual game results from earlier seminars. This is the only prescriptive text available for the many regulatees and regulators involved in environmental regulatory negotiations each year. Anyone involved with environmental negotiation—including corporate and public sector managers, students of environmental policy, environmental management, and business management—will find the book an essential resource. "

"This book provides simple costs and benefits analysis showing that the Semantic Web is prepared for e-business"--Provided by publisher. This report contains fifteen presentations from a workshop on best practices in managing diversity, hosted by the NAE Committee on Diversity in the Engineering Workforce on October 29-30, 2001. NAE (National Academy of Engineering) president William Wulf, IBM vice-president Nicholas Donofrio, and Ford vice-president James Padilla address the business case for diversity, and representatives of leading engineering employers discuss how to increase the recruitment, retention, and advancement of women and underrepresented minorities in engineering careers. Other speakers focus on mentoring, globalization, affirmative action backlash, and dealing with lawsuits. Corporate engineering and human resources managers attended the workshop and discussed diversity issues faced by corporations that employ engineers. Summaries of the discussions are also included in the report.

This book is an essential guide for anyone who wishes to develop successful business communication. It provides authentic and memorable workplace scenarios where learners become English communicators when solving authentic problems doing business together. The book aims to help learners: Use authentic workplace materials to solve problems using English Understand how language can be used as a lingua franca effectively when communicating Understand how intertextuality between shared spoken and written texts drives communication Improve communicative performance in spoken and written texts Become familiar with the communication realities of workplaces that are becoming increasingly technology driven and globalised This book will help learners become better equipped with communication strategies through its real life applicable and skills-based examples and will be a useful reference in the digital age.

Ten years on from the Rio Earth Summit, world leaders will gather again in Johannesburg for the World Summit on Sustainable Development in September. As planetary anxieties about globalization, poverty and climate change grow, where does the international business community stand? Are they a barrier to change or an engine for it? One outcome of Rio was *Changing Course*, the hugely influential book by Swiss industrialist Stephan Schmidheiny, which argued that business needed to be part of the solution to global environmental degradation. Now, Schmidheiny has joined with fellow prime movers in the World Business Council for Sustainable Development (WBCSD – the key business organization focusing on policy research and development in this crucial area), Chad Holliday, Chairman and CEO of DuPont; and Philip Watts, Chairman of Shell; to spell out the real business case for addressing sustainable development as a key strategic issue. The results are ground-breaking. For the first time, leading industrialists are arguing that not only is sustainable development good for business, the solving of environmental and social problems is essential for future growth. Drawing on a wealth of case studies and personal interviews from business leaders operating around the world, *Walking the Talk* clearly demonstrates that the vanguard who have operationalized leading-edge environmental and social initiatives are benefiting in a myriad of ways that benefit the bottom line – and the planet. The book argues that the time for rhetoric is over. The business of business has changed. Even more remarkably, the authors insist that a global partnership – between governments, business and civil society – is essential, if accelerating moves towards globalization are to maximize opportunities for all – especially the world's poor. As Chad Holliday recently stated in an address to the United Nations: "Given existing technology and products, for all six billion people on the planet to live like the average American, we would require the equivalent of three planet Earths to provide the material, create the energy and dispose of the waste." Such an option is evidently not available and the book argues that far more eco-efficient and socially equitable modes of development must be pursued in order to allow poorer nations to raise their standards of living. The solution provided by *Walking the Talk* is to mobilize markets in favour of sustainability, leveraging the power of innovation and global markets for the benefits of everyone – not just the developed world. This means a further liberalization of the market—a move that would be condemned by anti-globalization protestors. Yet, as the authors argue, business cannot succeed in failing societies. When the global market fails poor countries, where most of the world's people live, it will also eventually fail business. Subsidies for rich countries' products and tariffs against poor countries' products do not constitute a "free" market, or one that best serves people or business. Similarly, governments cannot subsidize fossil fuels or water and expect businesses, or ordinary citizens, to use them efficiently. So, a new, fair and equitable market is needed. A market that can work for all. The authors therefore call on protestors against globalization to stop protesting against the market and instead to campaign instead against the perverse policies that impoverish people and their environment. *Walking the Talk* explores the opportunities and challenges inherent in eco-efficiency (producing more with less), corporate social responsibility, and a transparent, "wired" world where reputations can be irreversibly damaged – or enhanced – in real time. It also devotes a chapter to ways in which corporations can and must "learn to change". It examines the new partnerships needed among companies, governments, and civil society to produce real change, and the ways in which these alliances can work for all concerned. And it argues that consumer choice and consumer information should be encouraged as a positive force for sustainable development. Only what is valued is carefully used and so creating markets for environmental goods and services may be the best way to protect scarce resources. This is especially true in efforts to mitigate the effects of climate change, where business-like approaches, such as the development of carbon trading, offer workable solutions to policy-makers. Whether small, medium or large, all businesses must innovate and change to meet the social and environmental challenges of the coming years. *Walking the Talk* provides a broad set of proven roadmaps to success as well as real-life inspiration for business to embrace the real challenge – to build a global economy that works for all the world's people.

A good business case is so much more than simply the means to justify a decision. A well-written and well-researched business case will secure funding; make sure any project stays on the right side of regulation; mobilize support for the cause; provide the platform for managing the project and the benchmark against which to measure progress. Ian Gambles' *Making the Business Case* shows you how to make sense of the task at hand, develop a strategy, articulate your options, define the benefits, establish the costs, identify the risks and make a compelling case. Just as with the best business cases, the text is concise, jargon-free and easy to read; illustrated throughout with practical examples drawn from real cases and including reflective exercises at the end of each chapter to help you consolidate what you have learned. At only 198 pages long, this is a jewel of a book; essential reading for the manager tasked with making the business case, the senior

manager who needs to understand and test it, and the project manager who is responsible for delivering whatever is agreed on.

**PROVEN STRATEGIES FOR CREATING CORPORATE SUSTAINABILITY PROGRAMS** Co-written by Six Sigma Black Belts and LEED Accredited Professionals, this pioneering guide reveals how to use the power of Six Sigma to develop and implement enterprise-wide green initiatives. Six Sigma Sustainability explains how typical Six Sigma DMAIC structures such as program governance, project charters, transfer functions, measurement systems, risk assessment, and process design support environmentally sound business practices. Real-world examples demonstrate how specific problems in areas such as carbon emissions, energy conservation, materials recycling, water use, and finance can be solved using Six Sigma tools. The detailed information in this practical resource helps you to deliver innovative programs that simultaneously reduce environmental impact and create business value. **COVERAGE INCLUDES:** Developing the business case for necessary investments in sustainability Sustainability leadership and the collaborative management model Applying the Six Sigma transfer function framework to identify critical drivers of success Sustainability measurement and reporting Designing a change management strategy and leveraging teams using the Six Sigma DMAIC framework Managing corporate real estate portfolios in compliance with green initiatives Case studies that show how to use Six Sigma methodologies to improve sustainability functions Design for Six Sigma--using the House of Quality and other essential Six Sigma design tools Stakeholder management--best practices for driving adoption of high quality solutions Providing the necessary background information and hands-on tools to build compelling business cases, this book will increase the reader's capability to champion new business development ideas, take them to senior management, and facilitate the decision process by understanding the key theories and practices of finance and corporate investments.

**DON'T LET YOUR WRITING HOLD YOU BACK.** When you're fumbling for words and pressed for time, you might be tempted to dismiss good business writing as a luxury. But it's a skill you must cultivate to succeed: You'll lose time, money, and influence if your e-mails, proposals, and other important documents fail to win people over. The HBR Guide to Better Business Writing, by writing expert Bryan A. Garner, gives you the tools you need to express your ideas clearly and persuasively so clients, colleagues, stakeholders, and partners will get behind them. This book will help you: • Push past writer's block • Grab—and keep—readers' attention • Earn credibility with tough audiences • Trim the fat from your writing • Strike the right tone • Brush up on grammar, punctuation, and usage

Delve into your data for the key to success Data mining is quickly becoming integral to creating value and business momentum. The ability to detect unseen patterns hidden in the numbers exhaustively generated by day-to-day operations allows savvy decision-makers to exploit every tool at their disposal in the pursuit of better business. By creating models and testing whether patterns hold up, it is possible to discover new intelligence that could change your business's entire paradigm for a more successful outcome. Data Mining for Dummies shows you why it doesn't take a data scientist to gain this advantage, and empowers average business people to start shaping a process relevant to their business's needs. In this book, you'll learn the hows and whys of mining to the depths of your data, and how to make the case for heavier investment into data mining capabilities. The book explains the details of the knowledge discovery process including: Model creation, validity testing, and interpretation Effective communication of findings Available tools, both paid and open-source Data selection, transformation, and evaluation Data Mining for Dummies takes you step-by-step through a real-world data-mining project using open-source tools that allow you to get immediate hands-on experience working with large amounts of data. You'll gain the confidence you need to start making data mining practices a routine part of your successful business. If you're serious about doing everything you can to push your company to the top, Data Mining for Dummies is your ticket to effective data mining.

A brief but complete outline of what belongs in a business case and why it belongs. It assumes no prior background in finance or business planning. The focus is on questions like these: How do I prove that one choice is the best business decision? How do I show that all important costs and benefits are included? How do I show that alternative action proposals are compared fairly? How do I establish value for benefits--even non financial benefits? How do I build a business case when I am in a government or non profit organization? How do I minimize risk and show management how to maximize business results?

**It's Personal: The Business Case for Caring** thoughtfully examines the Human Connection Movement(TM) in the workplace, which is fueled by a growing desire among employees to feel more connected to one another and as a result, better connected to their jobs. This movement, which is especially important given the challenges of today's new work-from-home environment, has transformed the role of employers into the benefactors of wellbeing. **It's Personal: The Business Case for Caring** serves as a strategic and tactical guide for company leaders who want to embrace this transformational change, improve employee engagement, and drive business results. Written by Lorna Borenstein, founder and CEO of the on-demand wellbeing engagement solution Grokker, **It's Personal: The Business Case for Caring** can be used by leaders to justify why creating a caring environment is a vital corporate strategy -- not just because it's the right thing to do but because it's the smart thing to do. The chapters have been organized to build one from the next, starting with an examination of employees' changing needs and concluding with the practical aspects of managing workforce culture and benefits. In addition to the author's insights -- backed by a combination of data and real-world experience -- **It's Personal: The Business Case for Caring** includes testimonials from business leaders at the most innovative employers, showcasing real-world examples of organizational caring in action. These guest perspectives from leaders at companies such as Aetna, Southwest Airlines, and Morningstar, each expound on a topic, key idea, or issue from within the chapter, helping to reinforce the book's unique global perspective. Designed to help readers understand the context for caring -- why now is the time to take a fresh look at the employer/employee relationship -- and appreciate leadership's role in not only culture change but in improving the life and work experiences of employees, **It's Personal: The Business Case for Caring** is at once inspirational, practical, and timely. The book will be appreciated by even the most time-crunched and under-resourced readers who want to do the right thing for their employees.

Love it? Hate it? Or, just don't care? How we feel about something dramatically affects how we interact with it. When we feel, we care. When we care, things happen. Companies that are thriving, not just surviving, are much more than a set of ruthlessly efficient and mechanistic processes -- they are a social system operated by people for people. The quality of

relationships, both inside and outside the organization is a far more important driver of sustainable success or failure than the quality of its control systems. The head is important, but it is the heart that matters most. If you want your customers to be brand ambassadors and your employees to brag about you to their friends, you need them to not just think you're great – you need them to feel you're great. You need them to love you – and for that, you need them to feel that you love them. For over a decade Marc Cox has been helping companies whose toxic cultures, miserable employees, and angry customers have all but destroyed them to rebuild their company spirit, discover the business case for love and build an organization that is wonderful to work for, brilliant to do business with and has the mindset of creating memorable employee and customer experiences. Underpinned by fresh insights and perspectives, robustly tested and refined by the real world experience of working with a wide range of companies and over 2,000 senior executives drawn from all parts of the world, and filled with fascinating and illustrative “love stories” the book will help you to make the business case for love. It will help you to find a more rewarding and invigorating way of working – both emotionally and financially. In short, it shows what happens when the love is put back into business.

This tutorial teaches you how to use the statistical programming language R to develop a business case simulation and analysis. It presents a methodology for conducting business case analysis that minimizes decision delay by focusing stakeholders on what matters most and suggests pathways for minimizing the risk in strategic and capital allocation decisions. Business case analysis, often conducted in spreadsheets, exposes decision makers to additional risks that arise just from the use of the spreadsheet environment. R has become one of the most widely used tools for reproducible quantitative analysis, and analysts fluent in this language are in high demand. The R language, traditionally used for statistical analysis, provides a more explicit, flexible, and extensible environment than spreadsheets for conducting business case analysis. The main tutorial follows the case in which a chemical manufacturing company considers constructing a chemical reactor and production facility to bring a new compound to market. There are numerous uncertainties and risks involved, including the possibility that a competitor brings a similar product online. The company must determine the value of making the decision to move forward and where they might prioritize their attention to make a more informed and robust decision. While the example used is a chemical company, the analysis structure it presents can be applied to just about any business decision, from IT projects to new product development to commercial real estate. The supporting tutorials include the perspective of the founder of a professional service firm who wants to grow his business and a member of a strategic planning group in a biomedical device company who wants to know how much to budget in order to refine the quality of information about critical uncertainties that might affect the value of a chosen product development pathway. What You'll Learn Set up a business case abstraction in an influence diagram to communicate the essence of the problem to other stakeholders Model the inherent uncertainties in the problem with Monte Carlo simulation using the R language Communicate the results graphically Draw appropriate insights from the results Develop creative decision strategies for thorough opportunity cost analysis Calculate the value of information on critical uncertainties between competing decision strategies to set the budget for deeper data analysis Construct appropriate information to satisfy the parameters for the Monte Carlo simulation when little or no empirical data are available Who This Book Is For Financial analysts, data practitioners, and risk/business professionals; also appropriate for graduate level finance, business, or data science students

How do you decide on the best course of action for your company to take advantage of new opportunities? By building a business case. This book provides a framework for building a business case. You'll learn how to: Clearly define the opportunity you'll want to address in your business case Identify and analyze a range of alternatives Recommend one option and assess its risks Create a high-level implementation plan for your proposed alternative Communicate your case to key stakeholders

This edited volume brings together finance industry perspectives from top global institutions, which focus on the bottom line for integrating ESG factors into the operations of the finance industry. Executives and senior practitioners answer the question: 'does following sustainable finance principles make commercial sense for a commercially-oriented financial institution, and if so, what evidence is there?'

Design: A Business Case challenges you to stimulate innovation in your own organization as an ongoing and integral dialogue between complementary skills—to bridge mind and matter, image and identity. Design thinking is a framework developed to ensure C-suite endorsement of the pursuit of design excellence in all actions undertaken by the organization. Design management is a rigorous and strategically anchored mechanism to capitalize on the investment in design as intellectual capital. And design – as we've always known it – is the skills, methods and creative capabilities needed to embody ideas and direction. Design thinking inspires, design management enables, design embodies. This book aims to build the bridges needed to reconcile the three, and to encourage organizational and professional environments in which their combined forces can thrive and reverberate.

In over 25 years of managing risks across a range of disciplines and industries, I have in only one instance, had adequate resources to implement appropriate risk strategies. That was following a terrorist attack on the Jakarta Embassy when the government of the day, insisted that all our overseas missions would be protected to a minimum standard. At the time, I was Manager, Property and Security for the Australian Trade Commission with a remit spanning 60 nations. In a few short months, my team and I built a \$56 million budget, and for a short period, our greatest challenge was spending the money fast enough to meet the program timelines. For the rest of my career, the biggest challenge has been finding adequate funding - and I have to say, that with research, practice and dedication, I've become rather good at it. Even without having met you, I'm going to suggest that finding sufficient funds to do what you know you need to do, is probably your biggest challenge right now. This book was designed with one purpose in mind - to help you get the resources you need to support the right risk treatments. It was born when a friend of mine asked me one day, "how can I demonstrate the business case for my risk treatments?" That simple question proved much more difficult to answer than I would have thought. It did however, prompt me to change one of my master's electives to conduct a research project into the business case for investments in risk management. That in turn, lead me to create a training course the

topic, and before long, the workbook from that course became this book. The book draws on research from a range of disciplines and using generous color graphics, is designed to take you through the full process of initiating, researching, developing, analysing, writing and finally presenting a business case. Although the focus is on business cases for risk treatments, you don't need to be a risk expert and the same concepts are applicable to any business case. It's been designed with simple tips to get you started including: - The 4C's of defining a problem? - The 4A's of defining a recommended solution - ESIEAP (The Hierarchy of Controls) to determine which type of risk treatment is better? - The 8 simple steps that you can do on a single sheet of paper to determine whether your proposed business case has merit. - How to use the 4A's, 4C's and ESIEAP to spot a poor business case in under 5 minutes (including self-assessing your business case before the boss does). If you've been struggling to get your IT project, portfolio planning, safety, security or finance business cases funded, then this is the book for you. In just a few short hours you can know all you need to know to develop a great business case.

A guide to getting the crucial business case right every time Showing professionals how to calculate the value of typical budgeting and funding requests quickly and easily, Making Technology Investments Profitable, Second Edition applies the "Value Realization" process, using proven strategies that maximize the business payoff from IT projects. Filled with case studies, this innovative book enables managers to confidently quantify, in a matter of minutes, the true business value of funding a desired project. New edition explains how to proactively manage the conversion of a business case's value promise to its value realization Includes dozens of new case studies on realizing maximum value from IT enabled investments from various industries and around the world New checklists and tables A dedicated Web site containing additional material, case studies, chat rooms, and blogs on the value-realization process The Second Edition provides senior executives, project managers, and technical staff with new insights on how to get the crucial business case right, while also explaining how to proactively manage the conversion of the business case's value promise into the value reality of a completed project.

This book first takes the reader through a simple example -- the 8 day BCA (Part 1). This illustration provides an easy to understand approach for a relatively simple decision support problem -- whether or not to upgrade existing office computers. It is deceptive, however, in that it acquaints the reader with many of the analysis tools that are actually used for much more complex business decisions -- and that are often found in expensive management studies. The book then progresses into an overview of the concepts behind these decision support approaches (Part 2). Featured are topics dealing with the historical development of the techniques, and with the inevitable need to reconcile human perceptions with mechanical calculations. A socio-technical theory is presented as a potential approach for reconciliation of human-mathematical aspects of business decisions. Next, comprehensive examples of specific decision support techniques illustrate calculations and algorithms for many of the most common business situations (Part 3). Examples for specific techniques include how to develop economic, statistical and risk analyses, human process modelling and network analysis. Also, simulation, linear programming and inventory models (for both consumables and repairable items) are illustrated. In these detailed examples the book reveals many of the secrets that professional consultants use for all sorts of business analysis situations. Finally, step-by-step procedures provide both descriptive report guidelines and an example final briefing for finished BCA reports (Part 4). Following this basic approach, the reader learns how to conduct their own business case analysis; or, alternatively, what they should expect when consultants are used. This comprehensive 'how to' approach that considers both behavioural and management science aspects to decision support situations. It provides a refreshing, rarely found combination of these business decision support approaches.

What if workforce diversity is more than simply the right thing to do in order to make society more integrated and just? What if diversity can also improve the bottom line of businesses and other organizations facing complex challenges in the knowledge economy? It can. And The Diversity Bonus shows how and why. Scott Page, a leading thinker, writer, and speaker whose ideas and advice are sought after by corporations, nonprofits, universities, and governments around the world, makes a clear and compellingly pragmatic case for diversity and inclusion. He presents overwhelming evidence that teams that include different kinds of thinkers outperform homogenous groups on complex tasks, producing what he calls "diversity bonuses." These bonuses include improved problem solving, increased innovation, and more accurate predictions--all of which lead to better performance and results. Page shows that various types of cognitive diversity--differences in how people perceive, encode, analyze, and organize the same information and experiences--are linked to better outcomes. He then describes how these cognitive differences are influenced by other kinds of diversity, including racial and gender differences--in other words, identity diversity. Identity diversity, therefore, can also produce bonuses. Drawing on research in economics, psychology, computer science, and many other fields, The Diversity Bonus also tells the stories of people and organizations that have tapped the power of diversity to solve complex problems. And the book includes a challenging response from Katherine Phillips of the Columbia Business School. The result changes the way we think about diversity in the workplace--and far beyond it.

Every company wants to improve the way it does business, to produce goods and services more efficiently, and to increase profits. Nonprofit organizations are also concerned with efficiency, productivity, and with achieving the goals they set for themselves. Every manager understands that achieving these goals is part of his or her job. BUSINESS PROCESS MANAGEMENT (or BPM) is what they call these activities that companies perform in order to improve and adapt processes that will help improve the way they do business. In this balanced treatment of the field of business process change, Paul Harmon offers concepts, methods, and cases for all aspects and phases of successful business process improvement. Updated and added for this edition are coverage of business process management systems, business rules, enterprise architectures and frameworks (SCOR), and more content on Six Sigma and Lean--in addition to new coverage of performance metrics. \* Extensive revision and update to the successful BPM book, addressing the growing interest in Business Process Management Systems, and the integration of process redesign and Six Sigma concerns. \* The best first book on business process, the most up-to-date book to read to learn how all the different process elements fit together. \* Presents a methodology based on the best practices available that can be tailored for specific needs and that maintains a focus on the human aspects of process redesign. \* Offers all new detailed case studies showing how these methods are implemented.

The Case Study method of teaching and learning, adopted by business schools and management centres globally, provides an important function in management education, but employing it effectively can often be a challenge. This book provides practical insights, tools and approaches for both case teaching and writing, drawing on perspectives from expert practitioners around the world. This book aims to critically examine different approaches to using case studies in group-

based, participant-centred learning environments, exploring good practices for case teaching and learning. It provides guidance for case writers on various approaches to structuring case data, presentational formats, and the use of technology in the construction of different types of cases. It also demonstrates the use of the case method as a tool for assessment, supporting students' own development of cases to showcase good practice in organisations. The final section of this book showcases some of the resources available, providing links and reviews of additional material that can support future case teaching and writing practice, including publication. The Case Study Companion is designed for lecturers using cases within their teaching across all management disciplines, as well as those training for Professional Development and Management Education qualifications. It will also be useful for postgraduate, MBA and Executive Education students wanting to make the most of case studies in their learning and assessments.

Frequently not enough attention is given to producing a comprehensive business case or to producing an economic justification for an information systems investment. In fact many organizations are not clear as to what constitutes a sound business case and how to go about producing one. This Professional level book for the Computer Weekly Professional Series will show how to go about justification for I.T. spend. This book is designed for all those who are involved in the decision to invest in information systems. This book is especially relevant to senior business executives, senior financial managers and IT executives. Business consultants, computer and corporate advisors will also find the ideas and material addressed in this text of particular benefit as will anyone involved in corporate and strategic planning. In addition, senior students such as those working towards their MBAs will find this book of use. A business case is a statement or a series of statements that demonstrate the economic value of a particular intervention, a course of action or a specific investment. A business case is not simply a financial forecast of the hardware and software costs and the expected benefits. A business case for an information systems investment involves a comprehensive understanding of both the likely resources as well as the business drivers which will assist business managers improve their performance and thereby obtain a stream of benefits from the investment. In general there are approximately six steps in producing a business case for an information systems investment. 1. Determine the high-level business outcomes that will be clearly and comprehensively expressed as a set of opportunities the organization can take advantage of, or problems that need to be rectified. 2. Identify the corporate critical success factors that will be supported or enhanced by the operation of the completed information systems project or investment. 3. Create a list of specific and detailed outcomes or benefits, their appropriate metrics, measuring methods and responsibility points that are represented by the stakeholders. 4. Quantify the contribution made by the outcomes, which requires associating numbers or benefit values with outcomes where this is possible. 5. Highlight the risks associated with the project. Fundamental to this new approach to developing a business case for information systems investment is the fact that it incorporates much more than the financial numbers which are typically found in the standard approach to a feasibility study. This approach looks behind the financial numbers to the improvements in business performance which are facilitated by information systems and which are the real drivers of the benefits. Furthermore, this approach to developing a business case allows the organization to manage the process so that the required results are achieved.

"Just the understanding and insights you will pick up about how people encounter and cope with combinations of technical, social, political, and economic opportunities and challenges make the book a joy to read and worth much more than the price of it alone." --Barry Boehm, from the Foreword This practical handbook shows you how to build an effective business case when you need to justify--and persuade management to accept--software change or improvement. Based on real-world scenarios, the book covers the most common situations in which business case analyses are required and explains specific techniques that have proved successful in practice. Drawing on years of experience in winning the "battle of the budget," the author shows you how to use commonly accepted engineering economic arguments to make your numbers "sing" to management. The book provides examples of successful business cases; along the way, tables, tools, facts, figures, and metrics guide you through the entire analytic process. Writing in a concise and witty style, the author makes this valuable guidance accessible to every software engineer, manager, and IT professional. Highlights include: How and where business case analyses fit into the software and IT life cycle process Explanations of the most common tools for business case analysis, such as present-value, return-on-investment, break-even, and cost/benefit calculation Tying the business process to the software development life cycle Packaging the business case for management consumption Frameworks and guidelines for justifying IT productivity, quality, and delivery cycle improvement strategies Case studies for applying appropriate decision situations to software process improvement Strategic guidelines for various business case analyses With this book in hand, you will find the facts, examples, hard data, and case studies needed for preparing your own winning business cases in today's complex software environment.

Insuring the value of IT ventures, from implementation through execution Over 50 percent of all Information Technology projects fail, not only costing companies considerable monetary investment but also thwarting key strategic initiatives for which the new technology was critical. This book helps executives and managers increase IT project success by using a process for identifying the true ROI value for proposed IT investments-"Real ROI"-then tracking project results against that standard. This guide provides an abundance of pragmatic tips, tools, and techniques to make the process easy to understand, focusing on implementing an ROI plan as well as on tracking IT investments and measuring results postimplementation.

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