



Schulich
School of Business
Executive Education Centre

UPCOMING PROGRAM DATES
January 24 - April 13, 2019
14 days over 3 months

Location
Miles S. Nadal Management Centre
222 Bay Street, Toronto

Masters Certificate in **Business Analysis**

Get the solution right before
the project starts.

**New
Condensed
Format!**
Now 14 days over
just 3 months!

Join over 700+ graduates! Now featuring refreshed program content that prepares participants for both IIBA® and PMI® certification.

Program Leadership Insights

Ask the right questions of the right people to drill down to the answers needed to draft the right deliverable.

Plan, elicit, communicate, analyze, model, validate and manage user requirements through the project life cycle.

Apply critical thinking, creativity, problem solving and innovation to manage changes to deliverables and integrate people change activities.



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Why should critical projects start with a BA?

BAs ensure the design of the final product actually meets your needs before you start.

You wouldn't ask a general contractor to build an addition without consulting an architect. Similarly, **smart organizations don't ask their project manager to start implementing a project without first consulting their BA to discover the real requirements.** While business analysis has been around for a long time, the formal role has only been recognized for about 10 years. Before that, when projects failed to deliver results and nobody could figure out why, it was usually because no one had taken the time to really understand what was needed.



BAs help you get it right the first time.

The BA's job is to understand what is done now, how it is done, and where the problems and issues lie – making sure that all the requirements for the redesign are clear. **A good BA makes sure the project has everything it needs so when a Project Manager builds it, they build the right solution – the first time.** Superior BAs can save their organizations a considerable amount on redos. From business processes to software to products, they ensure all the relevant stakeholders are engaged from the beginning so that when it's delivered, everyone agrees it's "bang on."

BAs cut through the noise to get to the answer.

A well-trained Business Analyst is capable of drilling down to get the right answers by guiding people to determine exactly what they need. They figure out who has the power and who should be consulted – as well as who should be avoided for optimum results. **Once a professional BA has teased out the requirements and identified the solution that enables the organization to reach its goals – they can skillfully put this information in a form which stakeholders can consume – from the board of directors to the technical people in the trenches.** BAs generate the organizational 'buy-in' needed so that the solution is adopted by everyone.



Masters Certificate in Business Analysis

Effective Business Analysts are very much in demand today – in the technical arena, as well as the business side of projects. But **formal education is becoming a key requirement for all BAs**. The days of just ‘winging it’ are over.

The *Masters Certificate in Business Analysis* program **focuses on the ingredients vital to being an effective BA** – from planning, communicating, eliciting, and analyzing to validating and managing user requirements – throughout the project life cycle.

Our curriculum is **aligned with the latest versions of both the IIBA® Body of Knowledge (BABOK®), and the PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline**. We are confident that, upon graduation from our program, you will be ready to sit for the CBAP® and PMI-PBA® exams.

Your participation in this program is an investment that will pay major dividends for your organization and your career.

This intensive learning experience will help you:

- Expand and confirm the knowledge, tasks and techniques of an effective Business Analyst
- Become a creative, innovative and critical thinker
- Master the communication, analytical and modeling practices throughout the project life cycle
- Share and network with other business analysts
- Advance your career in business analysis
- Help prepare you for the IIBA certification process

“The MCBA program is the ideal forum to broaden the technical and people skills required to excel in the Business Analyst role... I would recommend this program to any Business Analyst aspiring to learn current business practices and techniques, and affirm existing skills!”

B. Korinek, Team Leader, Business Analyst, First Canadian Title

■ Overview of 14-day program

Achieve your Masters Certificate in as little as 14 days over 3 months.

January 24, 2019

Program Introduction and Business Analysis Framework

- On the opening day, we build the foundation of the certificate program by discussing the roles, responsibilities and challenges of the Business Analyst, and introduce the real-world case study.

February 8 - 9, 2019

Planning, Validating and Managing User Requirements

- Develop a plan that includes determining and estimating the requirement-gathering activities a BA typically performs, and how to control and manage changes to the deliverables.

February 21 - 23, 2019

Eliciting User Requirements

- Equip yourself with the ability to elicit and document user requirements by effectively communicating with all stakeholders.

March 7 - 9, 2019

Modelling the Business Problem and Solution

- Learn the key analysis models BAs use to analyze, formalize and validate business and system requirements, along with their purposes, strengths and when to apply them.

March 22 - 23, 2019

Communication Challenges

- Equip yourself with the essential communication skills required to get what’s in a stakeholder’s head out and portrayed in such a way that other people can understand it, establishing a shared understanding among stakeholders, giving them confidence to move forward with the selection and delivery of the most appropriate solution.

April 11 - 13, 2019

Filling in the Gaps and Program Simulation Execution

- Participants will write a final exam that consists of multiple choice questions and covers the basic knowledge of an effective BA. Participants in assigned teams will present their completed real-world case study, applying the knowledge and skills learned throughout the modules.

Visit us online to see detailed program content or register:
<http://sec.online/12048>

See detailed program content & register



National Program Director
David Barrett

Masters Certificate in Business Analysis



Unique Program Features and Benefits Include:

- Convenient class modules – applicable to every project, every day
- Study all six Business Analysis Body of Knowledge (BABOK®) areas to build your total skillset
- A wealth of instructor expertise
- Great networking and sharing of experiences to reinforce your learning
- Designed to advance your career-growth opportunities
- Receive 98 CDUs/PDUs towards your Continuing Certification Requirements

Green Program!

Participants will receive all program learning materials electronically, and are asked to bring a suitable tablet or laptop PC to class. Alternative arrangements are available upon request.

Find Out More Today!

Visit <http://seec.online/12048>

1. Watch a brief **video introduction** by National Program Director David Barrett.
2. Join David for a **free 1-hour online information session**. Once you register, you will be sent your login details.
3. For **program content-related questions**, ask David directly:
Tel: 416.736.5079
Toll free: 1.800.667.9380
email: dbarrett@schulich.yorku.ca

Participant Profile

- Business Analysts from all industries who are responsible for identifying, analyzing and managing business requirements, analyzing business processes and recommending solutions
- Business Analysts and Managers new to the role
- Business and Systems Analysts who lack formal training and need to close the gaps in their background
- Business or IT professionals who want to move into the Business Analyst role
- Project Managers
- Quality Assurance professionals; Product Managers+ Business Consultants

Registration Details

Program Dates

January 24 - April 13, 2019
14 days over 3 months

Program Location & Time

Nadal Management Centre,
222 Bay Street, Suite 500,
Toronto Dominion Centre,
Toronto, Ontario M5K 1K2

Sessions run: 8:30 a.m. - 5:00 p.m.

Masters Certificate Program Fee:

Full Program (14 days):

\$7,950 CDN + applicable taxes

- Fee includes program tuition, teaching materials, lunches and refreshments.
- A deposit of \$1,000 CDN is required to secure your place in the program.
- Full program fee is payable prior to start of program.
- Schulich Executive Education Centre's liability is limited to reimbursement of paid tuition fee.
- Contact us about a convenient tuition payment plan.
- Modules, speakers, topics, dates, fees, and locations are subject to change.

Optional Accommodations

Participants receive a special corporate rate at the Fairmont Royal York Hotel. For details, please visit the **Contact and Locations** section of our website.

Administrative Inquiries

Tel: 416.736.5079 |

Toll Free: 1.800.667.9380

email: exceedinfo@schulich.yorku.ca



98 PDUs/CDUs

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For more information, or to register online today, visit <http://seec.online/12048>

Masters Certificate in Business Analysis

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online to
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<http://seec.online/12048>

Detailed Program Content

Module 1 (1 day)

Program Introduction and Business Analysis Framework

On the opening day, we build the foundation of the certificate program by discussing the roles, responsibilities and challenges of the Business Analyst, and introduce the real-world case study.

WHAT YOU WILL LEARN:

- Understand the project/product life cycle and the role of the Business Analyst and the project team
- Learn the competencies of the Business Analyst

MODULE 2 (2 days)

Planning, Validating and Managing User Requirements

Develop a plan that includes determining and estimating the requirement-gathering activities a BA typically performs, and how to control and manage changes to the deliverables.

WHAT YOU WILL LEARN:

- Identify and analyze all relevant stakeholders
- Develop a Work Breakdown Structure (WBS) that is requirements-driven, focusing on planning, testing and managing responsibilities
- Develop a risk plan and a high-level test plan
- Learn strategies for managing change in the requirements

Module 3 (3 days)

Eliciting User Requirements

Equip yourself with the ability to elicit and document user requirements by effectively communicating with all stakeholders.

WHAT YOU WILL LEARN:

- Techniques to elicit, clarify, and prioritize requirements
- Write clear, complete and unambiguous requirements
- Identify types of requirements and what to do about them
- Manage the change-control process and requirements sign-off

Module 4 (3 days)

Modelling the Business Problem and Solution

Learn the key analysis models BAs use to analyze, formalize and validate business and system requirements, along with their purposes, strengths and when to apply them.

WHAT YOU WILL LEARN:

- Techniques to document, analyze and redesign processes
- How to build a logical data model to represent an organization's information requirements and business rules
- How to develop a Use Case Model, considered to be industry best practice in representing functional requirements



UPCOMING PROGRAM DATE:

Jan. 24 - April 13, 2019

14 days over 3 months • Register now!



Program Faculty (Complete bios online)

David Barrett

National Program Director, The Masters Certificate in Project Management, Schulich Executive Education Centre, Schulich School of Business, York University

Michel Cambron, PMP,

Michel is a consultant with expertise in the development of new products with international partners. He teaches business analysis and project management at the Université Laval.

Clément Côté, PMP,

Clément has more than 19 years of experience in planning, requirements management, cost control, estimating, development of analysis and project management systems, processes and methods.

Granville Gibbons, BA, MCPM, PMP, MCBA, CSM,

Granville is Vice President and Managing Director of Atocrates Consulting Services. He has 25+ years experience in project and delivery management for the banking and IT sectors, and he has extensive experience as a manager for both major banks in Bermuda (HSBC Bermuda and N. T. Butterfield & Son).

W.G.M. (Bud) Lush, MSc, PhD, CSM, FRCPM, CLP,

Bud has over 35 years of direct working and training experience, and specializes in integrated systems program management and corporate-enterprise-wide project management.

Debbie Showler, Dip HR, MCBA

Debbie specializes in creative problem solving. She has more than 16 years of business analysis experience.

Module 5 (2 days)

Communication Challenges

Equip yourself with the essential communication skills required to get what's in a stakeholder's head out and portrayed in such a way that other people can understand it; establishing a shared understanding among stakeholders, giving them confidence to move forward with the selection and delivery of the most appropriate solution.

WHAT YOU WILL LEARN:

- How to utilize effective communication to manage and deliver expected customer value and benefits
- How to create a Problem Statement that clearly defines the challenge
- How to perform Root Cause Analysis
- How to evaluate and select the most appropriate solution

Module 6 (3 days)

Filling in the Gaps and Program Simulation Execution

Participants will write a final exam that consists of multiple-choice questions and covers the basic knowledge of an effective BA. Participants, in assigned teams, will present their completed real-world case study, applying the knowledge and skills learned throughout the modules.

WHAT YOU WILL LEARN:

- Apply your BA knowledge and produce and present the deliverables needed to complete the case study successfully
- Gain insight into different approaches to the case study