



## **Master's Certificate in Business Analysis**

Upon completion of the seven classes listed below, the participant will receive a Master's Certificate in Business Analysis from Pace University.

Pace University offers high-value International Institute of Business Analysis (IIBA<sup>®</sup>) aligned training programs in a field of fast-growing interest in the business community and with IT projects in particular. With the advent of the IIBA's standard *A Guide to the Business Analysis Body of Knowledge (BABOK<sup>®</sup>)*, Business Analysts (BAs) now have a worldwide standard to follow, as well as the ability to earn a new professional designation, the *Certified Business Analysis Professional (CBAP<sup>®</sup>)*.

Each of these 2-day classes is in alignment with the IIBA<sup>®</sup> standard, the *BABOK<sup>®</sup> Version 2*. Even though single courses can be taken by themselves, each course complements the others and the entire track will earn attendees a Master's Certificate. Taken as a whole, the track will contribute to success as a Business Analyst and prepare individuals for the IIBA's *Certified Business Analysis Professional (CBAP<sup>®</sup>)* certification examination.

### ***1. Business Analysis Fundamentals***

### ***BAB011***

Business Analysis represents a critical factor in project success. Disconnects can exist between the producers of the solution and the business users who need the functionality that the solution will provide. The Business Analyst is the conduit between these two worlds, bridging the communication gap with their unique grasp of both sides of the project.

This 2-day fundamentals course is designed around the six knowledge areas identified by the International Institute of Business Analysis: Business Analysis Planning and Monitoring, Elicitation, Requirements Management and Communication, Enterprise Analysis, Requirements Analysis, and Solution Assessment and Validation. The course will introduce you to the complex world of the Business Analyst, and it includes a step-by-step tour of an actual IT project from the perspective of a Business Analyst. Upon completion of the course, the participant will:

- Understand the philosophy, methods and terminology of business analysis
- Know the six knowledge areas of the IIBA's Body of Knowledge
- Recognize the BA's focus on requirements elicitation, facilitation, analysis and communication
- Know where the BA's activities fit into the project lifecycle
- Understand the depth of knowledge needed to be a BA

## ***2. Business Analysis Planning and Monitoring***

***BAB012***

Before the Business Analyst begins work, many decisions are made concerning the project. These decisions concern how the project will be handled, how the team will work together, and how the requirements will be elicited.

This 2-day course, designed around the first knowledge area identified by the International Institute of Business Analysis, will introduce you to the complex world of project-level decision making. What methods will be used to elicit requirements? Who will impact this project? What will our sources of information be? The strategic thinking that goes into requirements risk assessment, requirements work planning, and communication will permeate the project to its completion, and affect every aspect of the BA's work. Upon completion of the course, the participant will:

- Understand the team roles for the project
- Know how to plan for requirements activities
- Understand requirements risk planning
- Recognize how to plan for requirements communication
- Know how to monitor and report on requirements activities

## ***3. Elicitation***

***BAB013***

This is the most important task that a Business Analyst is faced with. If the requirements are not elicited and produced properly in the beginning, the cost of fixing those mistakes later in the project will be high.

In this 2-day course, the student will learn what project requirements are and how to go about eliciting them. The various techniques for eliciting requirements from the project stakeholders will be looked at in detail, along with methods for testing the requirements for completeness and correctness. Upon completion of the course, the participant will:

- Understand what requirements are and where they come from
- Know the difference between business and functional requirements
- Understand how to utilize the many methods of requirements elicitation
- Comprehend the problems that come with the elicitation process
- Understand the methods for requirements validation

#### ***4. Requirements Management and Communication***

***BAB014***

Once the project is underway, it is time to implement and manage the plans that were created during the requirements planning process. As the elicitation effort proceeds and the scope of the project changes, these changes must be tracked and handled properly. Traceability and requirements re-use must be tracked as well. Throughout the process, the requirements must be properly documented and communicated back to the stakeholders, to ensure that they are all on board with the project as it moves forward. Upon completion of the course, the participant will:

- Understand the structure and creation of the requirements package
- Recognize how to manage requirements scope changes
- Identify and manage risks to the requirements
- Understand the different communications methods available
- Know how to conduct a formal requirements review

#### ***5. Enterprise Analysis***

***BAB015***

Before the Business Analyst begins work, many decisions are made at the Enterprise level. Business needs, problems or opportunities must be identified, the basic nature of appropriate solutions to these problems must be understood, and the necessary investments must be justified prior to commencement of any project.

This 2-day course will introduce you to the complex world of project decision-making. Why is this project happening? What has changed to cause so much work? The strategic thinking that goes into project scoping and feasibility studies will permeate the project to its completion, and affect every aspect of the BA's work. Upon completion of the course, the participant will:

- Understand the importance of the efforts necessary to define a business need
- Know how to contribute significantly to a Feasibility Study
- Understand the methodologies of Project Scoping
- Know how to assist in the preparation of the Decision Package for a project

## **6. Requirements Analysis**

**BAB016**

An excellent way to record requirements information is to use the many diagramming models available to the Business Analyst. These diagrams serve two vital purposes – documentation of the information gathered, and testing of the requirements. By putting the requirements down on paper and holding them up to the hard cold light of reality, the analyst locates, identifies and corrects problems. A picture is worth a thousand words!

This two-day course is designed to provide the BA with the knowledge and tools needed to diagram and model requirements, as well as to prioritize and organize them to meet the project and stakeholder needs. Upon completion of the course, the participant will:

- Recognize the philosophy, methods and terminology of requirements analysis
- Understand the importance and purpose of prioritizing and organizing requirements during analysis
- Understand how to work within the framework of the UML Use Case diagram
- Know how to use Entity Relationship Diagrams and Process Flows to analyze requirements
- Comprehend and use UML Class and Activity diagrams

## **7. Solution Assessment and Validation**

**BAB017**

Once a project's requirements are elicited and verified, once the results are documented and analyzed, the detailed design of the solution begins. At this point, the Business Analyst's job is complete, right?

**Wrong!** No one on the team knows more about the business aspects of this project than the BA. No one else is better prepared to assist with the selection of the solution, to monitor development to ensure that it continually meets the project requirements, and to oversee and assist with implementation. The Business Analyst must be completely familiar with the Quality Assurance activities that take place, and must be prepared to assist with and participate in those testing activities. Upon completion of this 2-day course, the participant will:

- Recognize the purpose of looking at alternate solutions
- Know the steps needed to determine which is the correct solution
- Understand how to prepare and supervise solution testing
- Know how to support the implementation of the solution
- Comprehend the post-implementation review process