

- 18 days over 4 months, or
- Take any of the 8 modules on a standalone basis

Masters Certificate in **Business Analysis**

Get the solution right the first time.

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.

Presented in Ottawa by

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 currently, 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 re-dos. 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 vital ingredients to be an effective BA** – from planning, communicating, eliciting, and analyzing to validating and managing the user requirements – throughout the project life cycle.

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
- PLUS, receive 126 CDUs/PDUs towards your Continuing Certification Requirements.

“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 Course Modules

Achieve your Masters Certificate in as little as 18 days over 5 months, or complete all individual modules at your own pace within three years. Any of the individual 2 or 3-day sessions may also be taken as a standalone program.

MODULE 1: March 3, 2021

Program Introduction and Business Analysis Framework

Foundation aspects of roles, responsibilities and challenges of the Business Analyst; real world case study introduction

MODULE 2: March 12 - 13, 2021

Creativity & Critical Thinking

Learn to see “the big picture” and to think “outside the box”; apply critical thinking, creativity and innovation.

MODULE 3: March 26 - 27, 2021

Planning, Validating & Managing User Requirements

Develop a plan that includes determining and estimating the requirements; control and manage changes to deliverables.

MODULE 4: April 8 - 10, 2021

Eliciting User Requirements

Elicit and document user requirements by effectively communicating with stakeholders.

MODULE 5: April 22 - 24, 2021

Modelling the Business Problem

Analysis models to analyze, formalize and validate business and system requirements, and when to apply them.

MODULE 6: May 7 - 8, 2021

Communicating the Solution

Write effective, readable documents and present clear requirements and solutions by defining your objectives and your audience.

MODULE 7: May 28 - 29, 2021

The Business Analyst as a Change Agent

Integrate people change activities into your business analysis practices and significantly influence project success.

MODULE 8: June 10 - 12, 2021

Filling in the Gaps and Program Simulation Execution

Write a final exam that consists of multiple choice questions and covers the basic knowledge of an effective BA; present completed real-world case study.

Visit us online to see detailed program content or register:
<http://seec.online/12951>

See detailed program content & register





Program Director
David Barrett

Masters Certificate in Business Analysis

Find Out More Today!

Visit <http://seec.online/12951>

1. Watch a brief **video introduction** by 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



Unique Program Features and Benefits Include

- Convenient class modules – applicable to every project, every day
- A wealth of instructor expertise
- Great networking and sharing of experiences to reinforce your learning
- Designed to advance your career growth opportunities
- Receive 126 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.

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

March 3 – June 12, 2021

Certificate and Training Options

- Masters Certificate Fast Track (18 days over four months)
- Masters Certificate Flexible Option (complete all 8 modules within 3 years of initial enrollment)
- Individual stand alone modules

Program Location & Time

Sprott School of Business,
Carleton University, 310 Dunton Tower,
1125 Colonel By Drive, Ottawa, ON K1S 5B6

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

Fast Track Option Fee:

\$9,450 CDN + HST

Stand Alone Modules Fees (+ HST):

2-day: \$1,950; 3-day: \$2,395

- Fee includes program tuition, teaching materials, lunches and refreshments.
- A deposit of \$800 CDN is required to secure your place in the program.
- Full program fee is payable upon notification of acceptance, prior to start of program.
- Our liability is limited to reimbursement of paid tuition fee.
- Contact us about multiple registration discounts from one organization, or a convenient tuition payment plan.
- Modules, speakers, topics, dates, fees, and locations are subject to change.

Administrative Inquiries

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For more information, or to register online today, visit <http://seec.online/12951>