

**COURSE OVERVIEW PM0542**

**Professional in Business Analysis (PMI-PBA)**

*PMI Exam Preparation Training*

**Course Title**

Professional in Business Analysis (PMI-PBA)  
PMI Exam Preparation Training

**Course Date/Venue**

Session 1: September 15-19, 2024/Boardroom  
1, Elite Byblos Hotel Al Barsha,  
Sheikh Zayed Road, Dubai, UAE  
Session 2: December 15-19, 2024/Boardroom  
1, Elite Byblos Hotel Al Barsha,  
Sheikh Zayed Road, Dubai, UAE



**Course Reference**

PM0542

**Course Duration/Credits**

Five days/3.5 CEUs/35 PDHs

**Course Description**



***This practical and highly-interactive course includes various practical sessions and exercises. Theory learnt will be applied using our state-of-the-art simulators.***

This course is designed to provide participants with a detailed and up-to-date overview of PMI Professional in Business Analysis (PMI-PBA). It covers the role of business analyst and the foundational elements; how business analysis supports portfolio, program and project management; the business value, business analysis processes and knowledge areas and tailoring; the enterprise environmental factors and organizational process assets; the impact of organizational systems on how business analysis is conducted; and the business analysis collaboration across organizational functional areas.



Further, the course will also discuss the business analyst competencies including analytical skills, expert judgement, communication skills, personal skills and leadership skills; the key concepts for needs assessment, assessing current state, facilitating product roadmap development, assembling business case and supporting charter development; the stakeholder engagement, conducting stakeholder analysis and business analysis planning; managing stakeholder engagement and communication; and assessing business analysis performance.



During this interactive course, participants will learn the key concepts for elicitation and the elicitation approach and preparing and conducting elicitation; creating and analyzing models, context diagram, data flow diagram, modeling elaboration and organizational chart; the process flows, prototypes, wireframes and display-action-response models, story mapping and user interface flow; the traceability and monitoring approach, establishing relationships and dependencies; the force field analysis, selecting and approving requirements and managing changes to requirements and other product information; and the solution performance, product portfolio matrix and solution acceptance for release.

### **Course Objectives**

Upon the successful completion of this course, each participant will be able to:-

- Get prepared for the next PMI-PBA exam and have enough knowledge and skills to pass such exam in order to get the PBA certification from the Project Management Institute (PMI)
- Discuss business analysis, the role of business analyst and the foundational elements
- Explain how business analysis supports portfolio, program and project management
- Recognize business value and business analysis processes, knowledge areas and tailoring
- Identify enterprise environmental factors and organizational process assets
- Explain the impact of organizational systems on how business analysis is conducted
- Discuss business analysis collaboration across organizational functional areas
- Recognize business analyst competencies covering analytical skills, expert judgement, communication skills, personal skills and leadership skills
- Identify key concepts for needs assessment, assess current state, facilitate product roadmap development, assemble business case and support charter development
- Apply stakeholder engagement as well as conduct stakeholder analysis and business analysis planning
- Manage stakeholder engagement and communication and assess business analysis performance
- Discuss key concepts for elicitation, determine elicitation approach and prepare and conduct elicitation
- Create and analyze models and illustrate context diagram, data flow diagram, modeling elaboration and organizational chart
- Recognize process flows, prototypes, wireframes and display-action-response models, story mapping and user interface flow
- Determine traceability and monitoring approach as well as establish relationships and dependencies
- Carryout force field analysis, select and approve requirements and manage changes to requirements and other product information
- Evaluate solution performance, apply product portfolio matrix and obtain solution acceptance for release

### PMI Recognition of Haward Courses

The Project Management Institute (PMI) recognizes Haward's Certificates and Continuing Education Units (CEUs).

The recognition and acceptance of our PDUs/CEUs fall under Categories E, F and G of PMI's "Professional Education" section at the PMP Application. Hence, what the delegates simply need to do is to complete this section as part of the PMP Application and submit it to PMI upon the receipt of Haward's certificates and ANSI/IACET's CEUs. PMI will automatically accept the delegates with 35 Contract Honors as a fulfillment of the required Professional Education.

**Haward Technology**, being the first **Authorized Provider** of the International Association for Continuing Education & Training (**IACET-USA**) in the Middle East, is authorized to award ANSI/IACET **CEUs** that are automatically accepted and recognized by the Project Management Institute (**PMI**).

### Exclusive Smart Training Kit - H-STK®



Participants of this course will receive the exclusive "Haward Smart Training Kit" (**H-STK®**). The **H-STK®** consists of a comprehensive set of technical content which includes **electronic version** of the course materials, sample video clips of the instructor's actual lectures & practical sessions during the course conveniently saved in a **Tablet PC**.

### Who Should Attend

This course provides an overview of all significant aspects and considerations of Certified Analyst for project managers, project team leaders and those who perform business analysis.

### Exam Eligibility & Structure

Exam Candidates shall have the following minimum prerequisites:-

Educational Background	Business Analysis Experience	Training in Business Analysis
Secondary degree (high school diploma, associate's degree or the global equivalent)	<ul style="list-style-type: none"> <li>7,500 hours (5 years) working as a practitioner of business analysis</li> </ul> <p>This experience must have been earned in the last 8 years</p>	<ul style="list-style-type: none"> <li>35 contact hours</li> </ul> <p>Hours must have been earned in business analysis practices</p>
Bachelor's degree or higher degree (or global equivalent)	<ul style="list-style-type: none"> <li>4,500 hours (3 years) working as a practitioner of business analysis</li> </ul> <p>This experience must have been earned in the last 8 years</p>	<ul style="list-style-type: none"> <li>35 contact hours</li> </ul> <p>Hours must have been earned in business analysis practices</p>

### Course Certificate(s)

Internationally recognized certificates will be issued to all participants of the course who completed a minimum of 80% of the total tuition hours.

### Certificate Accreditations


Certificates are accredited by the following international accreditation organizations: -

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The International Accreditors for Continuing Education and Training (IACET - USA)

Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units (CEUs)** in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

Haward Technology Middle East will award **3.5 CEUs** (Continuing Education Units) or **35 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

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British Accreditation Council (BAC)

Haward Technology is accredited by the **British Accreditation Council for Independent Further and Higher Education** as an **International Centre**. BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

### Training Fee

**US\$ 5,500** per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

### Exam Fee

**US\$ 740** per Delegate + **VAT**.

### Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

### Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:



**Dr. Chris Le Roux, PhD, MSc, BSc, PMI-PMP, PMI-CAPM** is a **Senior Project & Management Consultant** with over **45 years** of teaching, training and industrial experience. His expertise lies extensively in the areas of **Project & Contracts Management Skills, Project & Construction Management, Project Planning, Scheduling & Control, Project Management, Project Delivery & Governance Framework, Project Management Practices, Project Management Disciplines, Project Risk Management, Risk Identification Tools & Techniques, Project Life Cycle, Project Stakeholder & Governance, Project Management Processes, Project Integration Management, Project Management Plan, Project Work**

**Monitoring & Control, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Quality Assurance, Project Human Resource Management, Project Communications Management, Contract Management, Tender Development, Contract Standards & Laws, Dispute Resolution & Risk Identification, Myers-Briggs Type Indicator (MBTI), Organization Development Consultation, Advanced Debriefing of Emotional Trauma, Interpersonal Motivation, Model Based Interviewing, Leadership Orientation Programme, Coaching & Motivation, Creative Thinking & Problem-Solving Techniques, Emotional Intelligence, Presentation Skills, Communication & Interpersonal Skills, Effective Communication & Influencing Skills, Effective Business Writing Skills, Writing Business Documents, Business Writing (Memo & Report Writing), Leadership & Team Building, Psychology of Leadership, Interpersonal Skills & Teamwork, Coaching & Mentoring, Innovation & Creativity, Office Management & Administration Skills, Controlling Your Time & Managing Stress, Crisis Management, Strategic Human Resources Management, Change Management, Negotiation Skills, Strategic Planning, Risk Analysis & Risk Management, Global Diverse & Virtual Teams Operation, Exceeding Customer Expectations, Corporate Governance Best Practice, Business Performance Management & Improvement, Building Environment of Trust & Commitment, Win-Win Negotiation Strategies, Quality Improvement & Resource Optimization, Neuro Linguistic Programming (NLP), Personal Resilience Developing, Effective Role Modelling & Development, Managing Dynamic Work Environments, Organizational Development, Career Management, Situation & Behaviour Analysis, Interpersonal Motivation Skills, Inventory Management and Financial Administration.** Further, he is also well-versed in Water Supply System Security, Vulnerability & Terrorism, Integrated Security Systems, Incident Threat Characterization & Analysis, Physical Security Systems, Security Crisis, Security Emergency Plan, Command & Control System, Preventive Actions and Situation Analysis. He was the **Psychologist & Project Manager** wherein he was responsible in the project management and private psychology practices.

During his career life, Dr. Le Roux has gained his academic and field experience through his various significant positions and dedication as the **Director, Medico Legal Assessor Psychologist, Training & Development General Manager, Project Manager, Account Manager, Commercial Sales Manager, Manager, Sales Engineer, Project Specialist, Psychology Practitioner, Senior HR Consultant, Senior Lecturer, Senior Consultant/Trainer, Business Consultant, Assistant Chief Education Specialist, ASI Coordinator, Part-time Lecturer/Trainer, PMP & Scrum Trainer, Assessor & Moderator, Team Leader, Departmental Head, Technical Instructor/Qualifying Technician, Apprentice Electrician: Signals and Part-Time Electrician** from various companies and universities such as the South African Railway (SAR), Department of Education & Culture, **ESKOM**, Logistic Technologies (Pty. Ltd), Human Development: Consulting Psychologies (HDCP) & IFS, Mincon, Eagle Support Africa, Sprout Consulting, UKZN, Grey Campus, Classis Seminars, CBM Training, just to name a few.

Dr. Le Roux has a **PhD in Commerce Major in Leadership in Performance & Change**, a **Master's degree in Human Resource Management**, a **Bachelor's degree (with Honours) in Industrial Psychology**, a **National Higher Diploma** and a **National Technical Diploma in Electrical & Mechanical Engineering**. Further, he is a **Certified Project Management Professional (PMI-PMP)**, a **Certified Associate in Project Management (PMI-CAPM)**, a **Certified Scrum Master Trainer** by the VMedu, a **Certified Instructor/Trainer** and a **Certified Internal Verifier/Assessor/Trainer** by the **Institute of Leadership & Management (ILM)**. Moreover, he is a **Registered Industrial Psychologist** by the Health Professions Council of South Africa (HPCSA), a **Registered Educator** by the South African Council for Educators (SACE) and a **Registered Facilitator, Assessor & Moderator** with Education, Training and Development Practices (ETDP) SETA. He has further delivered numerous trainings, courses, seminars, conferences and workshops globally.

### Training Methodology

All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

- 30% Lectures
- 20% Practical Workshops & Work Presentations
- 30% Hands-on Practical Exercises & Case Studies
- 20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

### Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the course for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

#### **Day 1**

0730 – 0800	Registration & Coffee
0800 – 0815	Welcome & Introduction
0815 – 0830	<b>PRE-TEST</b>
0830 – 1015	<b>Introduction to Business Analysis</b> <i>What is Business Analysis • A Business Analyst • Overview and Purpose of this Guide (Intended Audience for this Guide, The Value of Business Analysis, Understanding Role Boundaries, the Standard for Business Analysis, Using the Standard in Conjunction with Other PMI Products, Common Vocabulary) • Foundational Elements (Relationship Between Products &amp; Projects, Product &amp; Project Life Cycles)</i>
1015 - 1030	Break
1030 – 1130	<b>PMI Professional in Business Analysis</b> <i>How Business Analysis Supports Portfolio, Program &amp; Project Management • Business Value</i>
1130 - 1230	<b>PMI Professional in Business Analysis (cont'd)</b> <i>Components of this Guide (Business Analysis Processes, Business Analysis Process Groups, Business Analysis Knowledge Areas, Business Analysis Tailoring) • Exercise: Identifying Business Needs &amp; Objectives</i>
1230 – 1330	Lunch
1330 – 1415	<b>The Environment in which Business Analysis is Conducted</b> <i>Overview • Enterprise Environmental Factors (External to the Organization, Internal to the Organization) • Organizational Process Assets (Processes, Policies &amp; Procedures, Corporate Knowledge Base, Team &amp; Subject Matter Expert (SME) Knowledge)</i>
1415 – 1430	Break
1430 - 1550	<b>The Environment in which Business Analysis is Conducted (cont'd)</b> <i>The Impact of Organizational Systems on How Business Analysis is Conducted (Overview, Organizational Systems, Project Life Cycles &amp; Business Analysis, How Organizations Support Business Analysis Practices)</i>
1550 – 1600	<b>Recap</b>
1600	End of Day One

**Day 2**

0730 – 0810	<b>The Environment in which Business Analysis is Conducted (cont'd)</b> Business Analysis Collaboration Across Organizational Functional Areas • Exercise: Analyzing EEFs And OPAs In Business Analysis
0810 - 0900	<b>The Role of the Business Analyst</b> Overview • Definition of a Business Analyst (Evolution of the Role) • The Business Analyst's Sphere of Influence (Overview, The Product, The Organization, Business Analysis & Industry Knowledge, Professional Development, Educating Across Disciplines)
0900 - 0915	Break
0915 – 1000	<b>The Role of the Business Analyst (cont'd)</b> Business Analyst Competencies (Overview, Analytical Skills, Expert Judgment, Communication Skills, Personal Skills, Leadership Skills, Tool Knowledge) • Exercise: Role of a Business Analyst
1100 - 1200	<b>Needs Assessment</b> Key Concepts for Needs Assessment • Identify Problem or Opportunity • Identify Problem or Opportunity: Collaboration Point
1200 – 1300	Lunch
1300 – 1500	<b>Assess Current State</b> Assess Current State: Collaboration Point • Determine Future State (Tailoring Considerations, Collaboration Point, Determine Viable Options & Provide Recommendation, Determine Viable Options & Provide Recommendation: Collaboration Point)
1500 – 1515	Break
1515 - 1550	<b>Assess Current State (cont'd)</b> Facilitate Product Roadmap Development (Facilitate Product Roadmap: Collaboration Point) • Assemble Business Case
1550 – 1600	<b>Recap</b>
1600	End of Day Two

**Day 3**

0730 – 0830	<b>Assess Current State (cont'd)</b> Support Charter Development (Support Charter Development: Collaboration Point) • Exercise: Needs Assessment
0830 - 0930	<b>Stakeholder Engagement</b> Key Concepts for Stakeholder Engagement (Identify Stakeholders, Identify Stakeholders: Collaboration Point, Conduct Stakeholder Analysis, Determine Stakeholder Engagement & Communication Approach, Determine Stakeholder Engagement & Communication Approach: Tailoring Considerations, Determine Stakeholder Engagement & Communication Approach: Collaboration Point)
0930 - 0945	Break
0945 – 1100	<b>Stakeholder Engagement (cont'd)</b> Conduct Business Analysis Planning (Conduct Business Analysis Planning: Collaboration Point, Prepare for Transition to Future State, Prepare for Transition to Future State: Collaboration Point)
1100 - 1200	<b>Stakeholder Engagement (cont'd)</b> Manage Stakeholder Engagement & Communication (Manage Stakeholder Engagement & Communication: Collaboration Point, Assess Business Analysis Performance, Assess Business Analysis Performance: Collaboration Point)
1200 – 1300	Lunch
1300 – 1410	<b>Stakeholder Engagement (cont'd)</b> Exercise: Stakeholder Engagement

1410 - 1425	<i>Break</i>
1425 - 1550	<b>Elicitation</b> <i>Key Concepts for Elicitation • Determine Elicitation Approach • Determine Elicitation Approach: Inputs • Determine Elicitation Approach: Tailoring Considerations • Determine Elicitation Approach: Collaboration Point • Prepare for Elicitation</i>
1550 - 1600	<b>Recap</b>
1600	<i>End of Day Three</i>

**Day 4**

0730 - 0805	<b>Elicitation (cont'd)</b> <i>Conduct Elicitation • Conduct Elicitation: Tailoring Considerations • Conduct Elicitation: Collaboration Point • Confirm Elicitation Results • Exercise: Elicitation Techniques</i>
0805 - 0930	<b>Analysis</b> <i>Key Concepts for Analysis • Determine Analysis Approach • Determine Analysis Approach: Tailoring Considerations • Determine Analysis Approach: Collaboration Point • Create &amp; Analyze Models • Context Diagram • Data Dictionary • Data Flow Diagram</i>
0930 - 0945	<i>Break</i>
0945 - 1100	<b>Analysis (cont'd)</b> <i>Modeling Elaboration • Organizational Chart • Process Flows • Prototypes, Wireframes &amp; Display-Action-Response Models • State Table &amp; State Diagram • Story Mapping • Use Case Diagram • User Interface Flow</i>
1100 - 1200	<b>Analysis (cont'd)</b> <i>Create &amp; Analyze Models: Tailoring Considerations • Create &amp; Analyze Models Collaboration Point • Define &amp; Elaborate Requirements • Business Rules Catalog • User Story • Define &amp; Elaborate Requirements: Collaboration Point • Define Acceptance Criteria • Define Acceptance Criteria: Tailoring Considerations</i>
1200 - 1300	<i>Lunch</i>
1300 - 1415	<b>Analysis (cont'd)</b> <i>Define Acceptance Criteria: Collaboration Point • Verify Requirements • Verify Requirements: Tailoring Considerations • Verify Requirements: Collaboration Point • Validate Requirements • Validate Requirements: Tailoring Considerations • Validate Requirements: Collaboration Point • Prioritize Requirements &amp; other Product Information</i>
1415 - 1430	<i>Break</i>
1430 - 1550	<b>Analysis (cont'd)</b> <i>Story Mapping • Prioritize Requirements &amp; Other Product Information: Tailoring Considerations • Prioritize Requirements &amp; other Product Information: Collaboration Point • Identify &amp; Analyze Product Risks • Identify &amp; Analyze Product Risks: Tailoring Considerations • Identify &amp; Analyze Product Risks: Collaboration Point • Assess Product Design Options • Assess Product Design Options: Tailoring Considerations • Assess Product Design Options: Collaboration Point</i>
1550 - 1600	<b>Recap</b>
1600	<i>End of Day Four</i>



**Day 5**

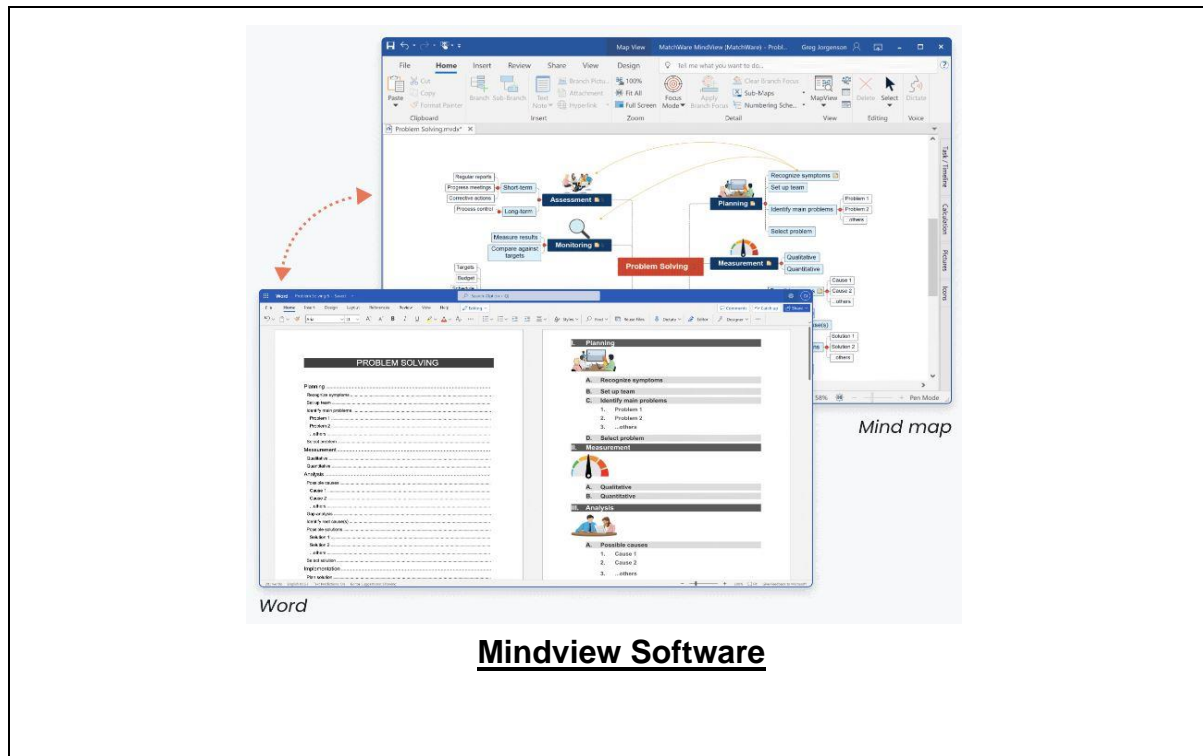
0730 - 0830	<b>Traceability &amp; Monitoring</b> Key Concepts for Traceability & Monitoring • Determine Traceability & Monitoring Approach • Determine Traceability & Monitoring Approach: Tailoring Considerations • Determine Traceability & Monitoring Approach: Collaboration Point • Establish Relationships & Dependencies
0830 - 0930	<b>Traceability &amp; Monitoring (cont'd)</b> Establish Relationships & Dependencies: Tailoring Considerations • Establish Relationships & Dependencies: Collaboration Point • Select & Approve Requirements • Force Field Analysis • Select & Approve Requirements: Tailoring Considerations
0930 - 0945	Break
0945 - 1015	<b>Traceability &amp; Monitoring (cont'd)</b> Select & Approve Requirements: Collaboration Point • Manage Changes to Requirements & Other Product Information • Manage Changes to Requirements & Other Product Information: Tailoring Considerations • Manage Changes to Requirements & Other Product Information: Collaboration Point
1015 - 1200	<b>Solution Evaluation</b> Key Concepts for Solution Evaluation • Evaluate Solution Performance • Product Portfolio Matrix • Evaluate Solution Performance: Tailoring Considerations • Evaluate Solution Performance: Collaboration Point
1200 - 1300	Lunch
1300 - 1400	<b>Solution Evaluation (cont'd)</b> Determine Solution Evaluation Approach • Determine Solution Evaluation Approach: Tailoring Considerations • Determine Solution Evaluation Approach: Collaboration Point • Evaluate Acceptance Results & Address Defects • Evaluate Acceptance Results & Address Defects: Tailoring Considerations
1400 - 1415	Break
1415 - 1515	<b>Solution Evaluation (cont'd)</b> Evaluate Acceptance Results & Address Defects: Collaboration Point • Obtain Solution Acceptance for Release • Obtain Solution Acceptance for Release: Tailoring Considerations • Obtain Solution Acceptance for Release: Collaboration Point • References
1515 - 1530	<b>Course Conclusion</b>
1530 - 1545	<b>POST-TEST</b>
1545 - 1600	Presentation of Course Certificates
1600	End of Course

**MOCK Exam**

Upon the completion of the course, participants have to sit for a MOCK Examination similar to the exam of the Certification Body through Haward's Portal. Each participant will be given a username and password to log in Haward's Portal for the MOCK exam during the 7 days following the course completion. Each participant has only one trial for the MOCK exam within this 7-day examination window. Hence, you have to prepare yourself very well before starting your MOCK exam as this exam is a simulation to the one of the Certification Body.

### **Simulator (Hands-on Practical Sessions)**

Practical sessions will be organized during the course for delegates to practice the theory learnt. Delegates will be provided with an opportunity to carryout various exercises using the “MS Project” and Mindview Software”.



### **Course Coordinator**

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