

# Business analysis **programs**

Skills and tools for identifying the right  
work to achieve strategic initiatives





# Welcome to the **business analysis** course catalog

In today's increasingly complex marketplace, business analysts are critical to keeping an organization in line with its strategy and design solutions while recognizing and addressing the full scope of changes the organization needs to make.

While it was originally a discipline that helped elicit business requirements and distill them into a language that problem-solvers could use, business analysis is now a collection of important skills for to any organization or industry.



We hope you enjoy browsing this catalog and finding the right courses for your or your team's professional development goals!

Ready to join a course?



# Why choose us for your learning partner?

## ACCREDITED TRAINING

Our courses are accredited, bringing international standards to our training. In addition, they are backed by our academic partner, Duke University, meaning you can be confident in their quality and academic integrity.

## CERTIFICATE PROGRAM

You can earn recognition for your accomplishments and the steps you take to raise your performance and benefit your career. **Contact us** for more information on certificates and certificate paths.

## PERSONAL TRAINING CONSULTATION

When you're investing in training, it's vital that you choose the correct areas to make the most of your investment. Our experienced team will consult with you on your background, experience, challenges, and goals to select the most suitable course or program for your career development and organizational needs.

## GLOBAL REACH AND RECOGNITION

With over 40 years of experience, we have the deepest and richest 'vault' of project training programs for all roles and across industries.

## OUR INSTRUCTORS

Each of our instructors brings vast experience and expertise within their field and a deep passion for teaching. Individual perspectives come to life in each classroom.

## Our Course Topics

Choose from an extensive and holistic curriculum that allows you to refine both your technical and leadership skills. We offer targeted coursework in areas including:



**Project and program management**



**Adaptive project leadership**



**Lean and Agile**



**Business analysis**



**Business skills**



**Contract management**

[View scheduled courses now](#)



# Training delivery options

We understand that full-time working professionals are busy, and that people learn in different ways and at different speeds. By catering to specific training needs, we can help your people learn using the method that works best for their schedules, budgets, and learning preferences.

## SELF-PACED E-LEARNING

e-Learning brings you high-quality course content in a convenient online format. Learning objectives are supported with quality e-Learning interactions, all crafted in an up-to-date format.

## VIRTUAL INSTRUCTOR-LED COURSES (VILT)

Join the classroom at the same time as other participants and instructors from remote locations, allowing for an engaging learning experience.

## ON-SITE INSTRUCTOR-LED COURSES (ILT)

Bring training on-site for your teams or whole organization for a totally focused course experience.

## PUBLIC CLASSROOMS

Scheduled year-round, these courses offer you the chance to meet professionals in person and a hands-on way to learn.

[View e-Learning and VILT courses now](#)



# Virtual Instructor-Led Training

Virtual Instructor-Led Training (VILT) is training conducted live online in a virtual classroom that allows for real-time interaction with instructors and class participants.

This format incorporates expert content, interactive exercises, and engaging instruction from anywhere you'd like to learn.

VILT is our most popular format. 

## WHY VILT?



# Duke Certificate Program

You can earn recognition for your accomplishments and the steps you take to raise your performance and benefit your career.



GET CERTIFIED



**Business Analysis Foundational Certificate**

Complete three courses within two years.



**Business Analysis Professional Certificate**

Complete seven courses within four years.

## WHY EARN A CERTIFICATE?

### Gain expertise in a thriving discipline

Take advantage of top-notch academic research, practical content, and convenient training delivery. Choose from end-to-end certificate programs designed to build competencies at all levels of project delivery.

### Show off your accomplishments

Earn the professional recognition you deserve. Upon completion of a certificate program, you are eligible to add your credentials to your signature.

### Stand out from the competition

Build your skills, increase your earning potential, and broaden your career opportunities by obtaining a certificate from Duke, consistently ranked among the top ten universities in the United States.

Duke<sup>CE</sup>

For additional certificate details, see page 23; or for support customizing your or your team's learning path, contact one of our experts



# Business analysis courses



## Instructor-Led Training

- Analyzing Benefits and Refining Solutions.
- Business Data Modeling.
- Business Process Modeling.
- Defining Business Needs and Solution Scope.
- Developing Use Cases.



## Virtual Instructor-Led Training



## Digital/ e-Learning

- Eliciting and Managing Requirements.
- Enterprise Business Analysis.
- Facilitation Techniques for Business Analysis.
- Fundamentals of Business Analysis.
- Testing Techniques for Tracing and Validating Requirements.

# Analyzing Benefits and Refining Solutions

## MODALITY



# Business Data Modeling

## MODALITY



### PROGRAM DESCRIPTION

#### Even good solutions need an upgrade.

In this course, you'll learn to use your business analysis skills to assess solutions and optimize their business value. If you're supporting solutions without knowing the logic of why they were developed, or their original requirements, this course will help you understand what's needed to transition to new or improved solutions.

### PROGRAM DESCRIPTION

**Business Data Modeling** explores business rules, policies and procedures and how they can be modeled effectively. Participants will learn entity relationship diagramming, super and sub-types, attributive and associative entities, and documenting data constraints. The logical data modeling approaches taught in this class are designed to focus the attention on the important requirements of the business that are discovered through significant user involvement during the analysis phase. It also provides an understanding of how data elements are constructed and how to create models without being limited by technology or organizational structure.



### LEARNING OBJECTIVES

- Describe how project-and program-level solutions provide benefits that contribute to enterprise strategic goals.
- Measure, track, evaluate, and manage the solutions that are intended to deliver the required benefits.
- Define the role of change management, continuous improvement, and technology in how successfully solutions are implemented.



### BEHAVIORAL COMPETENCIES

- Develops talent.
- Drives results.
- Global perspective.
- Instills trust.
- Manages complexity.



### SKILLS

- Analyze alternatives and recommend solutions.
- Analyze current state/AS-IS state.
- Business requirements analysis.
- Define future state/TO-BE state.
- Measure solution performance.
- Perform gap analysis.
- Project benefits management.



### LEARNING OBJECTIVES

- Explain how a lack of effective data analysis and usage can affect the risk exposure, cost control, and profitability of your organization.
- Explain the role of the business analyst in gathering data-related requirements from stakeholders.
- Create, communicate, and validate conceptual data models with your business stakeholders.
- Create normalized logical data models as a hand-off to solution delivery.



### BEHAVIORAL COMPETENCIES

- Develops talent.



### SKILLS

- Business data modeling.
- Customer service delivery.
- Database administration.
- Document and model user requirements.

# Business Process Modeling

## MODALITY



### PROGRAM DESCRIPTION

#### Be a change agent for process improvement.

In this highly interactive course, you'll have the opportunity to perform the four phases of a process improvement project (define, analyze, implement, and control), derived from the industry's leading process improvement models. Upon completion, you'll be prepared to create new process benchmarks and measurements for new processes.



### LEARNING OBJECTIVES

- Describe the Process Modeling Management (PMM) framework.
- Define key PMM terms and concepts.
- Conduct major activities performed during each phase of PMM, including workflow modeling.
- Perform the business analyst's role and responsibilities in PMM.
- Apply PMM methodologies and techniques specific to the business analyst's role and responsibilities.



### BEHAVIORAL COMPETENCIES

- Develops talent.
- Optimizes work processes.



### SKILLS

- Customer service delivery.
- Document and model user requirements.
- Performance improvement.

# Defining the Business Needs and Solution Scope

## MODALITY



### PROGRAM DESCRIPTION

#### Present a better business case.

In this intermediate to advanced course, you'll learn to identify business needs and analyze the benefits of various solution options to present a convincing business case. Increase your understanding of how effective projects and programs align with organizational strategy, and who makes or informs decisions on which projects and programs to invest in.



### LEARNING OBJECTIVES

- Explain how the concepts of business needs and value drive change initiatives.
- Describe the importance of business cases to solution recommendation.
- Use current state analysis to identify business needs, goals, and objectives.
- Relate the discipline of benefits management to solution recommendation.
- Utilize stakeholder and capability analysis to plan future states.
- Conduct feasibility assessments on solution alternatives.
- Develop and present business cases for or against potential solutions.



### BEHAVIORAL COMPETENCIES

- Action oriented.
- Business insight.
- Cultivates innovation.
- Customer focus.
- Drives results.
- Drives vision and purpose.
- Global perspective.
- Instills trust.
- Manages complexity.
- Situational adaptability.
- Strategic mindset.



### SKILLS

- Analytical processes.
- Analyze alternatives and recommend solutions.
- Analyze current state/AS-IS state.
- Business requirements analysis.
- Define future state/TO-BE state.
- Perform gap analysis.
- Project business acumen.
- Requirements elicitation and facilitation.
- Requirements traceability and management.

# Developing Use Cases

## MODALITY



### PROGRAM DESCRIPTION

**Developing Use Cases** provides business analysts with the required competencies for identifying and modeling use cases, which serve as vehicles for eliciting, analyzing, documenting, and communicating functional requirements. Participants will practice creating use cases using the Unified Modeling Language (UML®) to graphically represent the interactions between use cases and actors. The course is designed for those who perform the function of business analysis (BA) and those who need to manage or participate in use case modeling.



### LEARNING OBJECTIVES

- Employ use cases to elicit, analyze, document and communicate functional requirements for software.
- Use the Unified Modeling Language (UML) to create use case diagrams.
- Determine when to employ use case modeling.
- Prioritize use cases based on their importance to the business and on technical considerations.
- Describe ways to develop consistent vocabulary between use cases and objects.
- Ensure use case quality.



### BEHAVIORAL COMPETENCIES

- Develops talent.



### SKILLS

- Customer service delivery.
- Document and model user requirements.
- Performance improvement.
- Use case development (models).
- User story development (models).

# Eliciting and Managing Requirements

## MODALITY



### PROGRAM DESCRIPTION

**Put your powers of inquiry to work.**  
A key step in your career is to learn to ask the right project questions and know how to act on what you learn. Those talents are not only needed by formal business analysts. If you're responsible for achieving specific project outcomes to solve business problems, you can benefit from this course.



### LEARNING OBJECTIVES

- Explain the critical role of business analysis with respect to requirements management.
- Validate solution scope.
- Use appropriate modeling techniques in requirements management work.
- Plan requirements elicitation and analysis to maximize efficiency and estimate the required effort.
- Determine the most appropriate techniques for eliciting requirements at different points in the analysis cycle.
- Analyze various kinds of requirements into complete, coherent, and organized requirements documentation.
- Build consensus in order to validate and finalize the requirements.
- Manage the requirements throughout the project lifecycle.



### BEHAVIORAL COMPETENCIES

- Balances stakeholders.
- Collaborates.
- Drives engagement.
- Global perspective.
- Instills trust.
- Manages complexity.
- Nimble learning.
- Optimizes work processes.
- Plans and aligns.
- Situational adaptability.
- Values differences.



### SKILLS

- Action planning.
- Analytical processes.
- Business requirements analysis.
- Culture of innovation.
- Customer service delivery.
- Document/model user requirements.
- Information management.
- Managing change.
- Planning and organizing.
- Research methods.
- Validate requirements.
- Verify requirements.

# Enterprise Business Analysis

## MODALITY



### PROGRAM DESCRIPTION

#### Increase the value of your contribution.

Using the Enterprise Business Analysis approach, you can become a vital contributor, helping your organization determine sound investments and enhance its project portfolio. Explore how it helps the strategic alignment of investments and deals with change. This course will broaden your ability to address many of the organizational issues you're likely to encounter.



### LEARNING OBJECTIVES

- Know how to apply business analysis at the enterprise level.
- Understand how to model the components of the enterprise and how they work together.
- Identify what your customers consider to be good value and use it to assist in formulating strategy.
- Explain how an organization can enhance the effectiveness of its people and its assets through enterprise analysis.
- Apply enterprise analysis to implement improvement initiatives.



### BEHAVIORAL COMPETENCIES

- Business insight.
- Cultivates innovation.
- Drives vision and purpose.
- Global perspective.
- Manages ambiguity.
- Manages complexity.
- Optimizes work processes.
- Organizational savvy.
- Situational adaptability.
- Strategic mindset.
- Values differences.



### SKILLS

- Business requirements analysis.
- Commercial acumen.
- Define product/process change strategy.
- Enterprise readiness assessment.
- Governance of business analysis activities.
- Measure solution performance.
- Perform gap analysis.
- Performance improvement.
- Project benefits management.
- Strategic planning.

# Facilitation Techniques for Business Analysis

## MODALITY



### PROGRAM DESCRIPTION

#### Facilitate with a plan.

How much time do you spend gathering information for business analysis? Learn to become an effective facilitator to better help your stakeholders define their needs and shape them into quantifiable requirements. Gain the confidence to create a plan, build consensus, manage conflict, maintain session focus, and evaluate results.



### LEARNING OBJECTIVES

- Define facilitation in the context of business analysis.
- Identify opportunities for facilitation in business analysis.
- Explain the role and responsibilities of a facilitator.
- Plan a facilitation session.
- Choose appropriate facilitation techniques for a given session.
- Conduct a facilitation session using best practices.
- Manage conflict during a session.



### BEHAVIORAL COMPETENCIES

- Balances stakeholders.
- Being resilient.
- Communicates effectively.
- Cultivates innovation.
- Customer focus.
- Demonstrates self-awareness.
- Drives engagement.
- Interpersonal savvy.
- Manages ambiguity and complexity.
- Manages conflict.
- Situational adaptability.



### SKILLS

- Presentation skills.
- Requirements elicitation and facilitation.
- Verbal communication.

# Fundamentals of Business Analysis

## MODALITY



### PROGRAM DESCRIPTION

#### Learn the skills your job requires.

Are you an accidental business analyst? Or just starting off? In this course, you'll gain new insight into the field's disciplined set of knowledge, skills, and techniques. Learn to identify and assess solution options, make recommendations, and define solution scope — and how to continuously increase its business value.



### LEARNING OBJECTIVES

- Describe the discipline of business analysis.
- Explain major functions in the scope of business analysis:
  - Defining business needs.
  - Requirements management.
- Benefits management.
- Enterprise analysis.
- Describe how business analysis can contribute to your organization and your individual work and responsibilities.



### BEHAVIORAL COMPETENCIES

- Business insight.
- Drives engagement.
- Drives results.
- Drives vision and purpose.
- Instills trust.
- Nimble learning.
- Optimizes work processes.
- Organizational savvy.
- Plans and aligns.
- Situational adaptability.
- Values differences.



### SKILLS

- Analyze alternatives and recommend solutions.
- Business requirements analysis.
- Customer service delivery.
- Document and model user requirements.
- Governance of business analysis activities.
- Information and business advice.
- Perform gap analysis.
- Planning and organizing.
- Validate and verify requirements.

# Testing Techniques for Tracing and Validating Requirements

## MODALITY



### PROGRAM DESCRIPTION

**Testing Techniques for Tracing and Validating Requirements** explains the role of business analysis in the testing process. Participants learn the steps required to both validate requirements and analyze models with stakeholders, and to verify that the solution conforms to the technical specifications. The course emphasizes the importance of establishing a testing methodology and helps those who perform business analysis trace those requirements throughout the testing process. As part of the planning process, participants develop a master test plan that includes the test goals and test strategies.



### LEARNING OBJECTIVES

- Explain and apply the role of business analysis in the testing process.
- Validate business requirements documentation and analyze models with stakeholders.
- Verify that the solution conforms to technical specifications.
- Recognize the importance of a testing methodology.
- Decide what to test, and trace those requirements throughout the solution development life cycle (SDLC).
- Develop and execute a test plan.
- Describe various testing techniques.
- Explain how business analysis informs and contributes to testing.
- Discuss the testing process from user and acceptance testing to component testing.
- Explain the relationship between test strategies, test plans, test cases, and test scenarios.



### SKILLS

- Customer service delivery.
- IT testing.
- Measure solution performance.
- Validate requirements.
- Verify requirements.

# Bring training on-site to your organization

We look at your training needs holistically and can offer a plan fit your business needs.

We offer training solutions to improve each of the discipline areas needed to transform an organization from good to great. By working directly with your organization using a consultative and adaptive approach, we develop learning solutions that address your specific business requirements to bring out the best performance in your projects and people.

If you have ten or more attendees, we can bring training to the location of your choice, anywhere in the world. Depending on your specific organizational business requirements, we can deliver targeted training in 13 different languages and one or more of the following formats:

## CONTEXTUALIZED TRAINING

We can contextualize the training to reflect your specific industry, corporate culture, business goals, and objectives.

## OFF-THE-SHELF TRAINING

We can bring our traditional classroom courses to a location of your choice — this is the most efficient option in terms of implementation and cost.

## BLENDED TRAINING

We can deliver a range of training methods by combining classroom-based courses with online learning solutions at all stages of the program.

# Certificate details Business Analysis

## Foundational certificate

### BUSINESS ANALYSIS

COMPLETE THREE COURSES WITHIN TWO YEARS

#### Must be taken

- Fundamentals of Business Analysis.

#### One must be taken from this program

- Business Analysis.

#### One may be taken from these programs

- Agile.
- Business Skills.
- Contract Management.
- Project Management.
- Program Management.

## Professional certificate

### BUSINESS ANALYSIS

COMPLETE SEVEN COURSES WITHIN FOUR YEARS

#### Must be taken

- Fundamentals of Business Analysis.

#### Four must be taken from this program

- Business Analysis.

#### Two may be taken from these programs

- Agile.
- Business Skills.
- Contract Management.
- Project Management.
- Program Management.

## About Korn Ferry

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

