



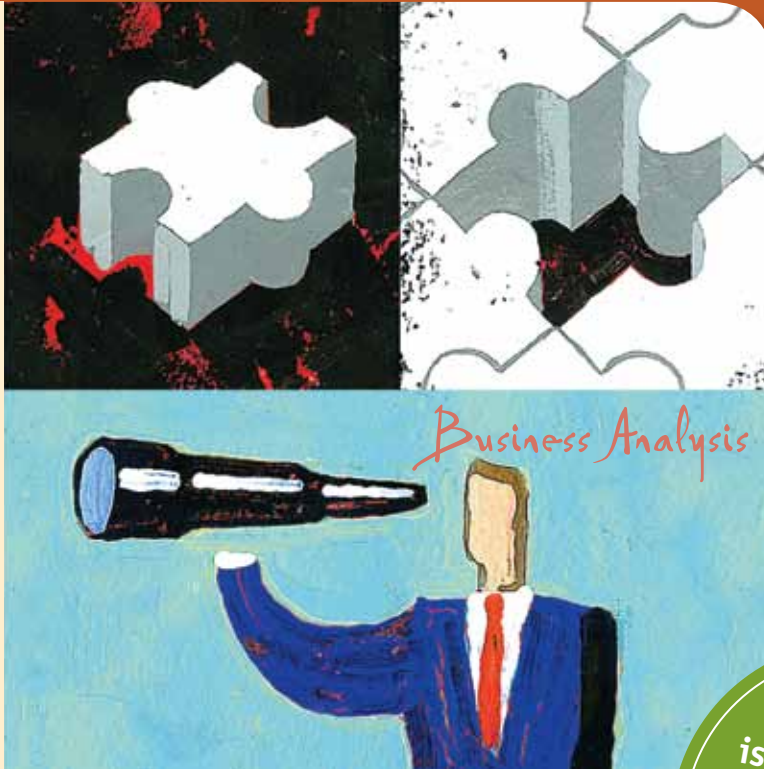
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Schulich
School of Business
York University
Executive Education Centre

IBA Endorsed Education
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Over 2000
Graduates
Canada-wide!

Receive 126
CDUs/PDUs
towards your
Continuing
Certification
Requirements.

**This Program
is Going 'Green'!**
Receive a complimentary
tablet PC to manage
your learning materials
paperlessly – yours to
keep afterwards!

The Masters Certificate in Business Analysis

WINNIPEG

Gain the competency, confidence and credibility to be a successful and sought-after Business Analyst or Business Systems Analyst.

Fall 2011 Program Dates

18 days over 6 months in convenient Friday/Saturday sessions

November 10, 2011 - March 31, 2012

The 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.

The Masters Certificate in Business Analysis equips you with **the knowledge and techniques to plan, elicit, communicate, analyze, model, validate and manage user requirements through the project life cycle. THE RESULT:** projects with cost savings, accurate time to market, and most importantly, solutions that meet the organization's business needs.

WINNIPEG FALL 2011 PROGRAM convenient Friday/Saturday Sessions	Module Dates
Module > 1 DAY Program Introduction and Business Analysis Framework†	Nov. 10, 2011
Module > 2 DAYS Enterprise Analysis†	Nov. 18 - 19
Module > 2 DAYS Creativity and Critical Thinking†	Dec. 2 - 3
Module > 2 DAYS Planning, Validating and Managing User Requirements†	Jan. 6 - 7, 2012
Module > 2 DAYS Communications Input: Questioning, Listening, Facilitating and Managing Conflict†	Jan. 20 - 21
Module > 2 DAYS Eliciting User Requirements†	Feb. 3 - 4
Module > 3 DAYS Modeling the Business Problem and Solution†	Feb. 23 - 25
Module > 2 DAYS Communications Output: Planning, Writing and Presenting†	Mar. 9 - 10
Module > 2 DAYS Simulation Execution	Mar. 30 -31

†These modules qualify for CDU credits from IIBA® and PDU credits from PMI®.

Download a registration form today at www.uwinnipeg.ca/index/dce-ps-mba

OUR NETWORK OF UNIVERSITY PARTNERS



Receive Canada's most respected business analysis certificate through our network of university partners in these cities:

WINNIPEG:
The University of Winnipeg
www.uwinnipeg.ca/index/dce-welcome



TORONTO:
Schulich School of Business,
York University
www.seec.schulich.yorku.ca



ST. JOHN'S:
Memorial University of Newfoundland
www.mun.ca/cmd



SAINT JOHN:
University of New Brunswick
cel.unb.ca/profdev



OTTAWA:
Sprott School of Business,
Carleton University
sprott.carleton.ca/ppd



EDMONTON & CALGARY:
Learning and Performance Institute
www.developyourpeople.com



SASKATOON & REGINA:
University of Saskatchewan
www.edwards.usask.ca/programs/bas



VICTORIA & VANCOUVER:
University of Victoria
www.business.uvic.ca/executive



MONTREAL & QUEBEC CITY:
Université Laval
www.fc.ulaval.ca



Enrollment Bonus – Receive a Personal Tablet PC!

Receive a complimentary tablet PC to use during the course – and keep afterwards!

- 'Go green' as you receive and manage your learning materials paperlessly, while enjoying enhanced note-taking convenience
- Stay connected with fellow participants and interact in our online community forum, featuring news, insights and commentary from faculty, industry experts, and former students

Top 5 Reasons Managers Choose Our Masters Certificate:

1 Convenient class modules: applicable to every project – every day:

“Schulich runs an exceptional MCBA program. It allows you to immediately implement solutions on the job.”

- D. Scarlett, Senior Business Analyst, Ontario Teachers Pension Board

2 Study all six Business Analysis Body of Knowledge (BABOK®) areas to build your total skill-set:

“Since the program, I have incorporated new BA influenced processes into our project best practices that delight customers and set us apart from our competition.”

- C. Irving, Product Works, Principal, Strategic Technology Management

3 A wealth of instructor expertise:

“The instructors teaching the courses are current with industry practices and they bring their personal experiences to the classroom, which I found incredibly valuable.”

- J. Shandler, Business Analyst, Information Technology Services, British Columbia Institute of Technology

4 Great networking & sharing of experiences to reinforce your learning:

“I’ve developed some great relationships with both teachers and classmates that will live on well past graduation.”

- E. Murakami, Manager, Process Leadership & Business Analytics, Campbell Company of Canada

5 Designed to advance your career growth opportunities:

“I’ve gained knowledge through the course which I have already applied. I’ve gained recognition within my company for this accomplishment.”

- Marjorie Pease, Manager, Information Services, Budget Car and Truck Rental

Take the first step towards a Masters Certificate today:

1 To Register

Download a registration form by visiting www.uwinnipeg.ca/index/dce-ps-mba (see Convenient Registration Options rear panel).

2 To Ask a Question About the Program

Contact Debra Wutke at Tel: 204.982.1167, or e-mail: d.wutke@uwinnipeg.ca

Join us for a free 1-hour online information session (see inside for dates). RSVP online at: www.MastersCertificateInBusinessAnalysis.com/uwinn

3 For Further Program-Related Information

Visit the program website at: www.MastersCertificateInBusinessAnalysis.com/uwinn

- watch a video message from the Program Director
- see what past participants have to say
- review the instructors and their areas of expertise
- see the list of participating organizations

WHY SHOULD YOU ATTEND?

This intensive learning experience can 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
- Prepare for the IIBA certification process

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

MESSAGE FROM THE PROGRAM DIRECTORS



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.

Our curriculum is aligned with the latest version of the IIBA® Body of Knowledge (BABOK®), and we are confident that upon graduation from our program, you will be ready to sit for the CBAP® exam.

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

David Barrett, Program Director

Centre of Excellence in Business Analysis
Schulich Executive Education Centre
Schulich School of Business, York University

Beverley Fingerhut, Program Director

Centre of Excellence in Business Analysis
Schulich Executive Education Centre
Schulich School of Business, York University

WHO SHOULD ATTEND?

- 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

MODULE

Duration: 1 day

Program Introduction and Business Analysis Framework

On the opening day, we build the foundation of the certificate program and discuss the role and responsibilities of the Business Analyst.

WHAT YOU WILL LEARN:

- Understand the project/product life cycle and the role of the Business Analyst
- Learn the competencies of the Business Analyst
- Determine the project team and team members' roles
- Review the knowledge areas of the International Institute of Business Analysis (IIBA) Body of Knowledge (BABOK)

MODULE

Duration: 2 days

Enterprise Analysis

Learn enterprise analysis skills to identify and evaluate business initiatives and support your solutions with effective analysis methods

WHAT YOU WILL LEARN:

- Learn how to see the “big picture” and help your executive stakeholders make the right decisions
- Evaluate proposed business initiatives for viability and organizational advantage
- Apply an enterprise analysis framework in a business case study
- Identify the organizational opportunities and risks within proposed initiatives
- Conduct a feasibility analysis and strategic fit assessment
- Define initial scope for a potential solution using multiple visual techniques
- Prepare a business case employing qualitative and quantitative analysis methods

MODULE

Duration: 2 days

Creativity and Critical Thinking

Learn to think “outside of the box” and apply critical thinking, creativity and innovation to your business analysis practices and solutions.

WHAT YOU WILL LEARN:

- Learn proven techniques to enhance your personal creativity and strategic thinking skills
- Determine root causes
- Draft a problem statement that clearly defines your challenge

IN-COMPANY TRAINING: Please note that any of *The Masters Certificate in Business Analysis* modules can be delivered in-company for groups of 10 or more. For more information, contact D. Wutke at 204.982.1167 or d.wutke@uwinnipeg.ca

MODULE

Duration: 2 days

Planning, Validating and Managing User Requirements

Develop a plan that includes determining and estimating the requirements 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

Duration: 2 days

Communications Input: Questioning, Listening, Facilitating and Managing Conflict

Effectively elicit requirements, recommend the business solution and achieve commitment by communicating and negotiating with all stakeholders, from user groups to technical teams.

WHAT YOU WILL LEARN:

- Ask the right questions from the start
- Apply effective listening and clarifying techniques
- Facilitate a group requirements session
- Learn to manage conflict and build consensus

MODULE

Duration: 2 days

Eliciting User Requirements

Equip yourself with the ability to gather, document and identify user requirements.

WHAT YOU WILL LEARN:

- Capture, clarify and confirm requirements
- Write clear, complete and unambiguous requirements
- Identify high-risk requirements and what to do about them
- Manage the change control process and requirements sign-off

MODULE

Duration: 3 days

Modeling 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

MODULE

Duration: 2 days

Communications Output: Planning, Writing and Presenting

Write effective, readable documents and present clear requirements and solutions by defining your objectives and your audience. Develop a communications plan to get buy-in from stakeholders.

WHAT YOU WILL LEARN:

- Write clear and concise requirements
- Assemble a requirements package, complete with executive summary and a plan for how requirements will be communicated
- Present requirements to different types of audiences and ensure that the contents are understood
- Create a communication plan detailing stakeholders, the information needed by each, and forms of communication

There will be a final exam between the Communications Output Module and the Simulation Module. The exam consists of multiple choice questions based on the course material

MODULE

Duration: 2 days

Simulation Execution

In Project Simulation, all participants in assigned teams present their completed real-world case study, applying the knowledge and skills learned throughout the modules.

WHAT YOU WILL LEARN:

- Gain insight into different approaches to the case study
- Relate concepts taught in the course to the case study
- Produce and present the deliverables needed to complete the project successfully

Find Out More at an Upcoming Information Session!**Join us for a free 1-hour online information session**

11:00 - 12:00 p.m. MST/MDT. Choose from one of these days:

Apr. 20, 2011	Jul. 20, 2011	Oct. 20, 2011
May 20, 2011	Aug. 22, 2011	Nov. 21, 2011
Jun. 20, 2011	Sep. 20, 2011	Dec. 20, 2011

Simultaneous website/telephone session. Once you register, you will be sent your login details. RSVP online at:

www.seec.schulich.yorku.ca/infosessions



WHAT PAST PARTICIPANTS SAY...

"The Business Analysis Masters Certificate program provided a unique approach to education delivery and allowed for learning to take place in a fun and interactive way. The real benefit to this program is the opportunities provided to work with a great group of people, both fellow students and instructors."

Louise Lusignan, Coordinator of Solution Support & Practise Standards, Manitoba eHealth

"With each module I'm learning new skills and tools that make me a better business analyst. Instruction is top notch and well delivered."

Ron Gimby, Business Analyst, Ambir Solutions

"I highly recommend the MCBA. It is a hands-on program that encompasses all the competencies of a Business Analyst and also serves as a valuable networking forum."

Linda Xavier-Alfred, Business Analyst, Infrastructure Ontario

"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!"

Barbara Korinek, Team Leader, Business Analyst
First Canadian Title

"The MCBA program was an excellent opportunity for me to learn how to be an effective Business Analyst. The in-class exercises allowed me to learn and master the soft and technical skills I need to better meet my organization's needs."

Mary Burney, Senior Systems Analyst
Canadian Institutes of Health Research

"Taking this program has given me the confidence and tools to move forward in my role as a Business Analyst. The instructors are current with industry practices and bring their real world experiences to the classroom, which I found incredibly valuable."

Judy Shandler, Business Analyst
British Columbia Institute of Technology

"I feel the MCBA program is comprehensive and covers all areas crucial to being an effective Business Analyst. I definitely gained valuable knowledge and was able to network with a group of excellent Business Analysts."

Henry Benjamin, Application Specialist, Information Technology, St. Michael's Hospital

PARTICIPATING ORGANIZATIONS (Partial List)

Join our growing list of participating organizations in *The Masters Certificate in Business Analysis* program:

ADP Canada	Ministry of Government Delivery Services
Advanced Micro Devices	Ministry of Community & Social Services
ADT Security Services	Ministry of Health
Aegon Canada	Ministry of Municipal Affairs
Altamira Investment Services	Ministry of Natural Resources
American Express	Ministry of Transportation
Angoss Software Corp	Morneau Sobeco
Bank of Montreal	Mother Parkers Tea & Coffee
Bell Canada	Nova Chemicals
Benjamin Moore	Navantis Inc
Bennett Jones LLP	Novelis Foil Products
Biovail Pharmaceuticals	Office of Legislative Counsel
Canada	Omron Canada
Blockbuster	Ontario College
Bombardier Aerospace	Ontario Lottery Corporation
Budget Car Rentals	Ontario Municipal Employees Retirement System
Campbell Company	Ontario Teacher's Pension Plan
CIBC	OPSEU Pension Trust
CitiFinancial	PeopleSoft
City of Toronto	PPG Canada
City of Vaughan	PricewaterhouseCoopers Inc.
CPAS Systems	Region of Peel
Davis & Henderson	Reuters Canada
Dell	Rogers Telecom
Durham College & UOIT	Royal Bank of Canada
EDS Canada	SAP Canada
Fidelity Information Services	Schneider Foods
First Canadian Title	Siemens
Fraser Milner Casgrain LLP	Softchoice Corp
Frito Lay Canada	St. Lawrence Cement
George Brown College	St. Michaels Hospital
Government of Ontario	Sun Life Financial
Hewlett Packard	TDS Automotive
HIROC Group	Teknion
Hoffman-La Roche	Telus
IBM Canada	Teranet Inc
Infrastructure Ontario	Veritas Software
Intelli Pro Computer System	Volvo Trucks Canada
Keane, Inc	Weston Foods
Kit Software	White Clarke North America
Liquor Control Board Canada	Winners
Loblaws Companies Ltd	Yellow Pages
Manulife Financial	
McLarens Canada	
Ministry of Education	
Ministry of Finance	

REGISTRATION DETAILS



CONVENIENT REGISTRATION OPTIONS

FAX REGISTRATION

Please **download and print a Registration Form** from www.uwinnipeg.ca/index/dce-ps-mba, complete and fax to 204.944.0115

MAIL REGISTRATION

Mail your downloaded Registration Form to
The University of Winnipeg
Division of Continuing Education
Buhler Centre, 460 Portage Avenue
Winnipeg, MB R3C 0E8

PHONE REGISTRATION

Telephone 204.982.1167

EMAIL REGISTRATION

Email your completed registration form to d.wutke@uwinnipeg.ca

PROGRAM DATES & LOCATION

Winnipeg Program: November 10, 2011 - March 31, 2012 [Fri/Sat]
All modules will take place in the same facility, location:
Radisson Hotel, 288 Portage Avenue, Winnipeg, MB R3C 0B8

Unless otherwise announced, all modules of the Masters Certificate in Business Analysis commence at 8:30 a.m. and end at 5:00 p.m.

FRAMED CERTIFICATE OF PROGRAM COMPLETION

You will receive a handsomely framed Certificate of Completion. Participants must attend all days of all program modules in order to receive the certificate.

PROGRAM FEE

\$8,295 CDN • 18 days

- **Program fee includes full 9-module program tuition, all teaching materials, tablet PC, lunches, and refreshments.**
- The University of Winnipeg's liability is limited to reimbursement of paid tuition fee.
- Full program fee is payable prior to start of program.

DEPOSITS, CANCELLATIONS, REPLACEMENTS AND TRANSFERS

IMPORTANT: A deposit of \$800 is required to secure your place in the program. Please include your credit card information on faxed or online registrations, or mail a cheque along with your completed program registration.

- A full refund will be issued for written cancellations received a minimum of 21 days before the program start date. Written cancellations received after this date will incur an administration charge of \$800. Non-attendance or withdrawal after program start date will incur a full program fee.
- If you are unable to attend the program you may transfer to the next session, **subject to the 21-day written notification** requirement or your organization may name a replacement candidate.
- Only one module transfer to another session will be permitted (subject to space availability) without penalty. Each subsequent transfer request has a \$200 administration fee.

Modules, speakers, topics, dates, fees, locations and applicable taxes are subject to change.

THE MASTERS CERTIFICATE IN BUSINESS ANALYSIS OUTSTANDING PROGRAM FACULTY

Ron Babin

Ron has 30 years of IT and management consulting experience in the classroom. Ron specializes in the field of enterprise business planning and is a Certified Management Consultant.

Christine Beaulieu

With 25 years experience in the implementation and management of business solutions for large companies in Québec, Christine is currently a senior consultant in communications, coaching and business process review.

Lesla Berec

Lesla is an award winning communication specialist with over 15 years experience in planning, creating and presenting business documents. She has taught business writing to clients in the public and private sectors.

Georges Bryson

Georges has more than 25 years of experience and is a recognized Change Leader for the development and introduction of new enterprise wide systems, processes, procedures and techniques.

Ken Buchanan

Ken has worked as a BA for over 10 years in the public, private and non-profit sectors. He has specialized in systems improvements, CRM software deployment, system modeling and training.

Gladys Carroll

Gladys has worked in an advisory role with diversified client bases worldwide for over 15 years. She specializes in training managers how to better manage change and organizational transition.

Roy Cook

Roy specializes in requirements planning, testing and managing. A highly accomplished six sigma black belt, he has managed a wide variety of business process simplification and improvement initiatives.

Clément Côté

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.

Diana Kawarsky

Diana has over 15 years experience working with Fortune 500 companies, universities & colleges. She has worked with over 15,000 business professionals to date, improving their creative thinking/problem solving, leadership and communications skills.

Doug Land

Doug teaches Project Management and Business Analysis in a variety of settings, including corporate and academic. His passion and specialty focus is on effective communications and human resources.

W.G.M. (Bud) Lush

Bud specializes in education, training and staff competency assessment for management projects, and is a guest simulation designer and lecturer at the U.S. Defense System's Management College.

Debbie Showler

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

Patrick van Abbema

Patrick is a senior business analyst with over 15 years of experience providing consulting, business process re-engineering and strategic expertise to clients in North America and Western Europe.

To **REGISTER** see our **CONVENIENT REGISTRATION OPTIONS** at left.
For **FURTHER INFORMATION**, look inside for **YOUR NEXT STEPS**