Contact Information

UBC Sauder Continuing Business Studies
UBC Certificate in Business Analysis

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This program handbook is current as of June 2017. Note that future editions of this program handbook will contain changes to program requirements and policies that supersede those outlined in this handbook, except where participants are notified otherwise. In addition, this program will have ongoing changes that are not necessarily included in the program handbook.
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Program Overview

Introduction

The UBC Certificate in Business Analysis is a part-time, 100% online program for business and IT professionals who wish to develop competencies in business analysis. The program provides a foundation of business analysis techniques and ties these together in the context of real-world business challenges. The curriculum is aligned with International Institute of Business Analysis™ (IIBA®) A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) with emphasis on leadership skills and case studies.

UBC Sauder Continuing Business Studies is an Endorsed Education Provider™ (EEP™) of IIBA.

Program Approach

The UBC Certificate in Business Analysis recognizes the diverse interests of participants and the needs of organizations in the rapidly evolving marketplace. The program takes a process-oriented approach to business activities and organizational design, and concentrates on teaching students how to understand, critically analyze and implement businesses analysis techniques.

Business analysis is the investigation of an organization using a set of tasks and techniques to identify business needs and possible solutions. In organizations across the globe, from financial, telecommunications, insurance, and biotechnology to professional services, information technology projects have become the lifeblood of organizations today. To stay abreast of the fierce competition in the local and global marketplace, we examine how a business analyst delivers business strategies that support organizational goals, as well as their need to be identified and implemented to gain a competitive edge. The business analysis professional also identifies the needs of the individual stakeholders and recommends solutions that satisfy the organization’s goals and strategies.

The goal of the UBC Certificate in Business Analysis program is to help learners develop and apply the skills and techniques needed to elicit, assess, critically analyze and validate requirements to meet the business needs. Building on the BABOK® Guide industry standard, participants learn how to synthesize organizational information, build a shared understanding between the business stakeholders and the project team and effectively facilitate solutions, as well as communicate courses of action to achieve an organization’s goals.

The role of the business analyst is not an entirely technical one. It involves as many soft skills as hard skills. To assess an organization’s needs, it is important to be a creative and effective communicator, to have the ability to work with people of all backgrounds in all levels of the organization and to facilitate discussions to draw out the information required.
Organizations are increasingly turning to business analysts in search of better ways of doing business. Whether it is requirements analysis, continuous process improvement, or more fundamental business process reengineering, the implementation of new business activities, new technologies and new organizational structures helps to ensure that companies stay competitive in the integrated global economy.

**Who Should Take This Program?**

The UBC Certificate in Business Analysis is designed for individuals with business experience who want to build or increase their knowledge, skills and abilities in business analysis. Students must have a post-secondary education, a business background gained through education and/or experience, and management experience with budgetary responsibilities. In addition, participants must be knowledgeable about the Internet, download and install software and be conversant with computer technology in general. Program participants must also have fluency in the English language* (business English written and oral skills) before entering the program.

*Note: a TOEFL or IELTS English Language score may be requested.

The program is especially tailored to address the learning needs of:

- experienced business analysts facing new challenges
- analysts who need to increase their requirements elicitation, stakeholder engagement, writing, reporting and modelling skills
- anyone currently managing business operations and needing to understand the use and application of business process and technologies to support business activities
- business managers adding business analysis expertise to their skill set
- new analysts just starting in the industry
- anyone preparing to obtain IIBA® Entry Certificate in Business Analysis™ (ECBA®), Certified Business Analysis Professional™ (CBAP®) or Certification of Competency in Business Analysis™ (CCBA®), or Certified Business Analysis Thought Leader™ (CBATL®) designations

This includes those with the following job titles:

- business analysts and business systems analysts
- project, product or program managers
- financial and operations managers
- usability, programmer and QA analysts and
- others who are involved in or facilitate business process improvement projects.

Prior experience in business analysis is not essential.
Benefits to Participants

The program offers benefits to those seeking to:

- become a business analyst while the discipline is young and the market is not yet saturated
- leap ahead in their career with new business analysis and management skills and techniques
- transition from the various types of analyst positions on the market into a career with brand recognition
- enhance their performance and ability to contribute to the company’s bottom-line results.

Curriculum

The program curriculum consists of a series of seven online courses focused on business analysis related topics. These courses are referred to as certificate-credit courses to differentiate them from university degree-credit or continuing education non-credit courses. Certificate-credit courses are measured in hours of instruction.

Program Length

Approximately 288 hours of study are required to complete all courses in the UBC Certificate in Business Analysis program.

Required Courses

- Fundamentals of Business Analysis
- Business Analysis Planning and Project Management
- Written Business Analysis Communications
- Requirements Gathering, Analysis and Documentation
- Management, Leadership and Team Building for Business Analysts and Program Managers
- Stakeholder Engagement for Business Analysts and Program Managers
- Change Management and Process Implementation

Curriculum is subject to change.

Course and Program Prerequisites

Course Prerequisites: Fundamentals of Business Analysis is a required prerequisite for Business Analysis Planning and Project Management; Written Business Analysis Communications; and Requirements Gathering, Analysis and Documentation.
It is recommended that Fundamentals of Business Analysis is completed before taking Management, Leadership and Team Building for Business Analysts and Program Managers, and Stakeholder Engagement for Business Analysts and Program Managers, but it is not required.

Change Management and Process Implementation may be taken without the pre-requisite.

**Program Prerequisites:** Applicants must have post-secondary education, a business background gained through education and/or experience and management experience with budgetary responsibilities.

**Course Descriptions**

**Fundamentals of Business Analysis**

Starting with foundational knowledge of the role and function of the business analyst, identify, analyze and design business analysis processes to improve business workflows in both waterfall and agile methodologies. Through examination of a case study, apply interviewing and elicitation techniques, explore Enterprise Resource Planning (ERP) systems and make recommendations. Construct a business analysis plan that incorporates process-modelling diagrams. The course follows International Institute of Business Analysis™ (IIBA®) industry standards and includes a PDF version of A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) as well as a copy of the Agile Extension to the BABOK® Guide.

This is a fundamentals course that prepares participants for the next six courses of the UBC Certificate in Business Analysis by introducing key terminology and concepts addressed in the later more detailed courses of this program.

**Business Analysis Planning and Project Management**

Project management techniques and frameworks are valuable tools when applied to business analysis. Look at project scope, including planning, management, change control, and evaluation from an applied business analysis perspective. Discover how to organize and manage resources in such way that the project is completed and objectives are met within defined scope, quality, time and cost constraints.

**Prerequisite:** Fundamentals of Business Analysis

**Written Business Analysis Communications**

Develop writing skills that meet communication best practices in the context of a BA role. In a clear, concise, and compelling manner learn to produce documents that are accessible and understandable to non-technical audiences. Effectively communicate findings and provide feedback that satisfies both
internal and external reporting standards. In addition to business writing and editing, create other forms of visual and Web 2.0 communications and presentations.

**Prerequisite:** Fundamentals of Business Analysis

**Requirements Gathering, Analysis and Documentation**

Develop a requirements-gathering approach to enterprise and systems analysis, starting with a clear problem statement that identifies the direction for potential solutions. Examine a variety of systems solutions and learn to apply best practice methods, processes, and tools involved in gathering, managing, analyzing, evaluating, validating, and verifying requirements to ensure success. Interpret these requirements in the context of the business, functional and non-functional requirements. Learn to write audience-appropriate requirements documentation and make recommendations for the best business solutions.

**Prerequisite:** Fundamentals of Business Analysis

**Management, Leadership and Team Building for Business Analysts and Program Managers**

Examine organizational behaviour and focus on effective leadership and management skills, including coaching and cross-functional team building in the context of business analysis and program management job functions, and case studies. Develop strategies for dealing with uncertainty around a program, managing competing interests, and building and motivating high performance teams. Rich with examples and discussion points, this course inspires leadership and puts practical management tools in your hands.

Students work as part of a team on real-world-based scenario assignments and projects, mirroring the experience of working in virtual teams. A peer review will be used to bias the team-based marks based on individual participation on the team assignments/projects.

**Recommended Prerequisite:** Fundamentals of Business Analysis or Program Management Governance

**Stakeholder Engagement for Business Analysts and Program Managers**

Identifying, analyzing and managing stakeholder relationships are critical for today's business professionals. Develop skills to identify key internal and external individuals or groups and discover tools to help you organize stakeholder data in a systematic and sustainable format. Conduct stakeholder analysis and create a stakeholder management plan that supports engagement activities and metrics that define success. Explore the lifecycle of stakeholder involvement in organizational activities, including techniques to help identify influencers and decision-makers and various tools for organizing stakeholder data.
**Recommended Prerequisite:** Fundamentals of Business Analysis or Program Management Governance

**Change Management and Process Implementation**
Develop a unique skill set that puts you ahead of the average business analyst. Within the organizational context, identify business concerns through requirements gathering and analysis, then propose and model effective solutions with measurable reportable outcomes. Discover how to test and forecast key metrics, validate outcomes against previous models and metrics, report on outcomes to stakeholders and, as appropriate, propose a change in management strategies. The course also employs several templates and guides that you can continue to use in your career as a business analyst.

**Prerequisite:** Fundamentals of Business Analysis

**Curriculum Developers and Online Tutors**
The courses in the UBC Certificate in Business Analysis are developed by qualified professionals with high business acumen and experience in the field of study and adult education. The knowledge they bring to the program comes from years of teaching and professional experience gained in the field.

UBC Sauder’s online tutors are business professionals experienced in online adult education. They are charged with the online instruction and guidance of students on a one-to-one and group basis. The online tutors guide and grade through continuous email communication, online discussions, assignments and projects to ensure that students get the most out of their learning experience.

**Learning Methods**
Course material is presented in an information-intensive way, focusing on concepts and techniques. Participants are expected to practice and apply what they learn in order to develop an in-depth understanding of business analysis, which can only be gained with experience and concept application.

**Assessment Methods**
Program participants are assessed according to University assessment guidelines to ensure successful acquisition of skills and concepts presented in course materials. Assessment is based on participation, tests, assignments and projects.
Graduation Criteria

To be granted the UBC Certificate in Business Analysis, participants must successfully complete required coursework and demonstrate competency in business analysis by earning a minimum passing grade of 60% in each of the seven courses.

As in a typical educational program, students are obligated to make up for incomplete or failed courses by retaking the course on their own time and at their own expense.

Course Completion Prior to Program Application

Participants may take the Fundamentals of Business Analysis course prior to applying to the UBC Certificate in Business Analysis but must be accepted into the program before registering for remaining business analysis courses.

In order to receive certificate credit for courses taken prior to applying to the program, participants must complete all assignments, quizzes and other forms of assessment in the course.

Course Substitution

Participants may request permission to substitute a course that is not on the approved list of courses for credit toward the certificate. To apply for a course substitution, complete and submit a Course Substitution Form at continuingstudies.sauder.ubc.ca/student-information/request-forms/course-substitution-request. Course substitutions must be approved by the Program Leader.

Professional Development Units

UBC Sauder Continuing Business Studies is an Endorsed Education Provider of International Institute of Business Analysis. Each course is approved for Continuing Development Units (CDUs) as follows:

- Fundamentals of Business Analysis (36 CDUs)
- Business Analysis Planning and Project Management (40 CDUs)
- Written Business Analysis Communications (40 CDUs)
- Requirements Gathering, Analysis, and Documentation (40 CDUs)
- Stakeholder Engagement for Business Analysts and Program Managers (24 CDUs)
- Management, Leadership, and Team Building for Business Analysts and Program Managers (40 CDUs)
- Change Management and Process Implementation (36 CDUs)

All seven courses are approved for Professional Development Units (PDUs) provided by the Project Management Institute (PMI®).
Program Details and Fees

Program Fees
A $200 CAD non-refundable administration fee is payable once you are admitted to the program. This fee confirms your registration in the program. There is no fee to submit an application form.

Course fees are paid on a course-by-course basis ($740 - $1,410 CAD per course). Total certificate cost including the administration fee is $8,155CAD. Fees are due at the time of course registration and may be paid by Visa, MasterCard, debit card, cash or cheque. See the current course calendar or view cstudies.ubc.ca/business-analysis for each term’s course timetable and fees. Participants should be aware that materials and software related to courses may constitute an additional cost in some cases.

No deferral of the administration fee or course fees is allowed. Fees are subject to change.

Program Format
UBC Certificate in Business Analysis courses are delivered 100% online. The part-time curriculum encompasses a significant amount of reading, including case studies, lectures and white papers in conjunction with online learning activities such as group discussions, independent study, videos and research. Participants are assessed on tests, participation, individual and group projects.

Participants choose their own course load for each term but it is recommended that students do not enrol in more than one course at a time. Note that the program completion timelines are dependent on course scheduling and the availability of courses.

Continuing Studies has three terms: fall, winter, and spring/summer. The fall term extends from September to December, the winter term from January to April, and the spring/summer term from May to August.

Participants must complete all requirements for graduation within two years of admission to the UBC Certificate in Business Analysis.

Online Participation Guidelines
UBC Sauder Continuing Business Studies’ online learning courses and programs are designed, developed and delivered in both 100% online and blended (combining face to face and online components) formats. Our courses are based on adult learning principles which state that adult learners:
- are self-directed
- are motivated to learn
- bring prior learning experience into the environment
- learn by doing
- require relevant and realistic problems to solve, and
- benefit from specific and timely feedback from the learning community.

Our goal is to help foster a positive learning experience. To this end, participants are expected to have a “presence” online, and to become part of the learning community by contributing to the online discussion forums and participating in any interactive aspects of the program. In some cases, this contribution is subject to formal assessment; the specific grade attributed to this part of your course is outlined in the course overview. In addition to this formal (graded) participation, you can also contribute a presence in your course by paying attention to the following points:

- log into your course at least once/day to ensure you are receiving updates and messages
- post a personal profile and keep it updated as the course progresses
- use good “netiquette” when posting messages online
- manage your time effectively so that you give yourself time to reflect on postings from your peers
- use professional language in all of your online correspondence
- remember that peer-to-peer learning is one of the benefits of online learning; don’t rely on your online tutor to provide all the answers.

Program Policies

The policies in this section apply to participants enrolled in the UBC Certificate in Business Analysis program.

Changes to the Curriculum

The courses that comprise the UBC Certificate in Business Analysis will change over time to reflect the needs of participants, developments in the field of business analysis and program management, and the availability and best use of UBC resources. There is therefore no guarantee that the above listed courses will be available over the life of the program. As the curriculum changes, the total cost of the program may also change to reflect the actual costs of program delivery.

To receive the UBC Certificate in Business Analysis, participants must complete the required curriculum and the number of instructional hours in effect at the date of admission to the program. The most
current information on program requirements will be posted to the program website (continuingstudies.sauder.ubc.ca/study-topic/business-analysis).

As certificate programs evolve, the following guidelines apply to minor changes:

- participants are expected to complete the overall requirements that were mandatory at the date of their acceptance into the program, as the curriculum changes over time
- participants who have completed courses that are subsequently removed from the program curriculum will receive credit for those courses
- participants will be notified of options for completing under old or new program requirements in the event of a major program change.

**Extensions**

Under exceptional circumstances, extensions may be granted. To apply for an extension, complete the Program Extension form at continuingstudies.sauder.ubc.ca/student-information/request-forms/program-extension.

**Limited Enrolment**

A limited number of applicants are admitted to the UBC Certificate in Business Analysis program. Admission may be limited by the availability of courses and online tutors. Meeting minimum requirements does not ensure admission to the program.

**Availability of Courses**

Please be aware that early registration is advised for all courses, as they are also available to non-certificate (general public) participants.

**Prior Learning Assessment**

The UBC Certificate in Business Analysis is intended to be a professional development program that builds upon the existing knowledge and experience of learners. For exemption from required courses, requests for prior learning assessment (PLA) will be evaluated on an individual basis. To apply for PLA, complete and submit a Prior Learning Assessment form online at continuingstudies.sauder.ubc.ca/student-information/request-forms/prior-learning-assessment. In cases where PLA is granted, participants are expected to complete the equivalent hours through substitute courses.
**Academic Integrity**

UBC Sauder Continuing Business Studies is committed to academic integrity and takes academic misconduct seriously. Penalties for cheating, plagiarizing or other academic misconduct may include dismissal from the program or course with a failing grade and no refund of fees. For information about UBC’s policy on this matter, see [universitycounsel.ubc.ca/policies/policy85.pdf](http://universitycounsel.ubc.ca/policies/policy85.pdf).

**Professional Conduct**

UBC Sauder Continuing Business Studies fosters positive learning environments that respect the diversity of individuals and apply standards in keeping with appropriate conduct in professional workplaces. Students are expected to adhere to professional standards of behaviour. In particular, the ability to work respectfully in a team environment and with other students, instructors and staff is essential. UBC Continuing Studies reserves the right to require a student to withdraw from a program at any time for unsatisfactory professional conduct. In such cases there will be no refund of tuition.

**Use of Information Technology**

Participants must abide by the UBC Responsible Use of Information Technology guidelines. For details, see [it.ubc.ca/service_catalogue/information_security/security/security_policies.html](http://it.ubc.ca/service_catalogue/information_security/security/security_policies.html).

**Computer Access**

It is expected that participants of this program have a computer with Internet access. It is also expected that participants have the latest version of a reputable antivirus software program (e.g., McAfee VirusScan, Norton AntiVirus) installed on their computer. This is to protect the computer security of UBC students and instructors who will be communicating with you digitally throughout the program. Participants must also have access to a flowcharting type of software like Microsoft Visio®, Microsoft PowerPoint® or SmartDraw to complete some assignments.

**Withdrawal and Cancellation Policy**

**Withdrawing from a Course**

UBC Sauder Continuing Business Studies requires notice of withdrawal from a course at least three business days before the course begins. Notification may be made in writing or by phoning the registration office at 604-822-1420. Be sure to include your name and student number, the course
number and start date. After receiving such notification, UBC Sauder Continuing Business Studies will issue a refund. An administration charge of $50 and any non-refundable charges will be deducted for each course.

**Withdrawing from the Program**

Participants may withdraw from the program at any time but should notify Client Services in writing of the reasons for withdrawal.

*Note: The administration fee of $200, paid upon acceptance to the program, is non-refundable.*

**Course Cancellations**

UBC Sauder Continuing Business Studies is sometimes forced to cancel courses due to insufficient enrolment or other reasons. If this occurs, a full refund is processed (no administrative fees will be deducted) and sent to the participant automatically. UBC Sauder Continuing Business Studies does not guarantee that a particular course will be offered in a specific term.

**Admission Information**

The UBC Certificate in Business Analysis has a formal admission procedure to ensure quality education and student support services. The admissions process also helps to ensure that the qualifications, needs, intentions, and expectations of participants are adequately matched to the program’s objectives and capabilities.

**Application Process**

In order to apply to the program, individuals must complete the application form and submit it with supporting documents to the address indicated. An application form is located online at https://continuingstudies.sauder.ubc.ca/about-us or through the UBC Certificate in Business Analysis website at continuingstudies.sauder.ubc.ca/programs/business-analysis-certificate.

In addition to completing the form thoroughly, applicants should also provide the following to support their application:

- a résumé or curriculum vitae documenting education achievements, recent work and volunteer experience
• a detailed letter of intent that specifies goals, interests, program expectations, and comments on their level of computer knowledge and experience (minimum 300 words, maximum 800 words)
• names and phone numbers of three professional and/or educational references.

Applications to the program are accepted on an ongoing basis and are reviewed by the admissions committee on a regular basis.

Contact Us

For more information about the program or the application process, please contact us.

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Email: cbstudies@sauder.ubc.ca
Online Application Form: continuingstudies.sauder.ubc.ca/programs/business-analysis-certificate.
Administration

The UBC Certificate in Business Analysis was developed by a diverse group of academics and representatives from the public and private sectors. An advisory committee, consisting of university faculty and staff and leading practitioners from the private sector, guides the development of the curriculum for each program. This collaboration ensures the creation of educational programs that are academically strong with a real-world orientation. Program staff ensures that the certificate curriculum continues to evolve as new business practices and processes emerge.

Program Administration

Raquel Collins, Associate Director, UBC Sauder Continuing Business Studies
Graham McIntosh, Director, UBC Sauder Continuing Business Studies

Program Development Advisory Committee

Stacey Cerniuk, President and CEO, Annex Consulting Group Inc.
Aaron Cruikshank, Executive Director, HiVE Vancouver
Michael DeSandoli, Principal Consultant, Starfish Channel Builders
Denise Holleran-Boswell, President, Collaborators In Knowledge Inc.

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