PROGRAM OBJECTIVE

The Business Analyst Certificate Program focuses on the skills needed to identify business requirements and to develop appropriate solution strategies. The business analyst is the primary and key liaison between business and information technology functions within an organization. Analysts gather business requirements from various individuals in the organization and translate them into functional system design specifications that can be successfully executed by IT development teams. The courses in this program address these skills from several perspectives including those of systems integrators, project managers, and end-user stakeholders. In particular, the program addresses:

- Scope containment – Participants learn to define and validate the business functional requirements in the initial project management phase in order to reduce change and rework during development and implementation.
- Time efficiency – Participants explore ways to reduce product and process life cycles by identifying and removing process redundancies, identifying opportunities for automation (usually using IT solutions), taking advantage of economies of scale, and other means.
- Cost savings – Participants learn how increasing business process efficiency and using IT solutions more effectively can lead to substantial cost savings, enterprise-wide.

The certificate program includes a comprehensive set of core courses designed to provide a complete overview of all facets of business analysis ranging from gathering and documenting requirements to communicating with stakeholders. Professionals in both business functional areas and IT would benefit from this program.

PROGRAM NEED

The rapid growth in the deployment of information technology solutions in business settings over the past ten years has thrust business analysts into increasingly prominent roles within many organizations. This is due to the fact that without business analysts over 70% of IT/process improvement projects fail. The business analyst must be knowledgeable about an organization’s business processes and must be able to assist IT professionals in implementing those processes using computers and software. Business analysts are key to increasing project success rates and determining which projects to pursue that would provide the most investment value.

Today, business analysis involves a set of well-defined skills and knowledge that combine topics from traditional business and IT disciplines. Because the IT world changes so rapidly, many business analysts need to update their knowledge. The Business Analyst Certificate Program provides a concise learning opportunity for individuals wishing to enhance their abilities in performing business analysis as they seek new opportunities or growth in this career. This is the first program of its kind in Orange County.

CERTIFICATE REQUIREMENTS

To receive the Business Analyst Certificate, you must compete all the required courses (12.5 units) and a minimum of 2.5 units of elective courses as shown in the grid with a grade of “C” or better in each course.

We recommend that students take Fundamentals of Business Analysis during their first quarter of study because this course provides an overview of a wide range of business analyst activities, which sets the context for the other courses. Otherwise, there is no specific order in which the courses should be completed. Each course is self-contained.

TARGET AUDIENCE

The target audience consists of professionals in business analyst positions, software system architects, product marketers, project managers, QA Analysts, business systems planners, computer systems officers, computer resource specialists, programmer analysts, and other professionals who work on process improvement projects.

REQUIRED COURSE DESCRIPTIONS

Fundamentals of Business Analysis
MGMT X481.1 (2.5 Units)

This course is designed to give people new to the business analyst role or those who supervise business analysts a basic understanding of the functions and business impact of this role. The course provides a special focus on business analysis functions as they relate to the development of information technology solutions and the business analysis project life cycle. Course topics include the role of the business analyst, gathering and documenting user requirements, modeling the business, business case analysis, process modeling, quality management and testing.

Requirements Planning and Project Management for Business Analysts
MGMT X481.2 (2.5 Units)

Project management has been proven to be the most effective method of delivering products within cost, schedule, and resource constraints. This intensive and hands-on course gives you the skills to ensure your projects are completed on time and on budget while giving the user the product they expect. You will gain a strong working knowledge of the basics of project management and be able to immediately use that knowledge to effectively manage work projects. In addition, this course will cover whom to plan for and deliver appropriate and timely communication to effectively manage multiple stakeholders, task and project prioritization and grouping and efficient resource allocation using the theory of constraints. These topics focus on selecting the most effective strategies and responses whether multiple small independent projects, portfolios, or large programs are encountered.
Requirements Gathering, Analysis, and Documentation
MGMT X481.3 (3 Units)
This course focuses on the analysis and documentation of requirements and the role of the business analyst. Topics include: capturing requirements in a business requirements document; project vision and scope; identifying users; types of requirements; elicitation techniques (context diagram, concept of operations etc); structuring end user requirements; and documenting user requirements.

Communicating Technical Requirements
MGMT X481.4 (2.5 Units)
Communication skills are essential in all organizational roles. The business analyst role requires additional skills and expertise in communicating technical concepts to others from different professional groups, hierarchical positions, or internal departments. Topics include: advocating ideas upward through more effective issue analysis and argument selection; creating compelling briefings and technical presentations; organizing thoughts and ideas for effecting technical presentations; getting people to feel urgency and make decisions and separating a “real” opportunity from a ‘resource drain’. Course includes role-plays, activities and interactive discussions.

Testing, Verification and Validation
MGMT X481.6 (2 Units)
This course focuses on testing, test plans and on differentiating the roles of verification and validation in achieving quality. Verification and validation are the backbone of test plans. Tasks include: reviews, inspections, testing, defect reporting, and user acceptance testing. Participants develop a test plan and write and review test cases at the business level.

ELECTIVE COURSES

Overview of Information Technologies for Business Analysts
MGMT X481.5 (2 Units)
An important goal for most organizations is to automate business processes by implementing IT solutions. One important role of the business analyst is to work with both management and IT staff members in developing these solutions. Consequently, business analysts must have a thorough understanding of what the technology can do and what kinds of problems it can solve. This course provides an overview of various elements of IT technology to the degree needed by business analysts to carry out their jobs. Topics include fundamental computer concepts, networks and communications, operating systems, relational databases, the Internet and World Wide Web, software programming concepts, and evaluating commercially available software solutions.

Management Leadership and Team Building in the Project Environment
MGMT X474.9 (3 Units)
Project leaders must often operate effectively in a high responsibility/low authority environment. Whether you are leading or will be asked to lead a project team, this course will help you acquire the management and leadership skills necessary to lead successful projects with confidence. Learn how to build high-performance project teams through effective leadership and influence, utilize management skills to encourage productivity and cooperation, apply communication and negotiation strategies to resolve conflicts, and implement creative problem-solving techniques to ensure project success. This class will be very interactive and will require the active involvement of the participants in realistic project related activities.

Problem Solving and Decision Making
MGMT X493.7 (2 Units)
This course provides a conceptual framework for approaching decision-making situations with clarity and confidence. Participants build competence in two specific areas: making effective decisions based on the accurate assessment of the problem and preparing to effectively develop and analyze creative alternatives. In addition, students learn how to work on the right problem, develop and structure objectives, understand the consequences, and make appropriate tradeoffs. Using case studies and on-the-job situations encountered by the class, students explore successful models and proven techniques that are readily transferable to their own situations.

Introduction to Unified Modeling Language
I&C SCI X471.71 (3 Units)
Learn how to use the Unified Modeling Language (UML), an important aid to software development with an object-oriented programming language. This course, of interest to managers and QA engineers as well as to students and users of object-oriented languages such as C++ and Java, focuses on the use of UML to specify, visualize, construct, and document the artifacts of software systems and business models. The ability to work with UML is especially important for individuals responsible for the analysis and design of object-oriented systems. Students learn the fundamental concepts of UML (based on the work of Booch, Jacobson, and Rumbaugh) and how the UML notation is used to represent systems. Students also have an opportunity to apply what they learn in a series of laboratory exercises using a graphical design tool. Topics in this course include use-case diagrams, sequence diagrams, class diagrams, collaboration diagrams, statechart diagrams, activity diagrams, and implementation diagrams. This course serves as excellent preparation for further study in object-oriented analysis, design, and programming.

Managing Business Process Improvement Projects
MGMT X474.10 (2.5 units)
Business Process Improvement (BPI) is the structured methodology that leads to incremental process improvements within the context of Continuous Process Improvement (CPI). BPI can be performed within levels of an organization. Through a series of training activities, you will learn how to lead others through a structured approach to Business Process Improvement by designing, documenting, and implementing a Business Process Improvement Project. You will then determine the process flow of a project, evaluate ineffective use of time and then change the process for improved effectiveness. The areas to be covered include the tools of Business Process Improvement, which are largely based upon the Kepner-Tregoe Problem Solving and Decision Model. Other topics will include the use of Competitive Benchmarking, Flow Analysis Techniques, and standardized tool sets of TQM (SPC, Pareto Charts, Histograms, etc.). A team or individual project will be assigned to allow students to apply the techniques to their own organization’s processes and procedures.
# QUARTERLY SCHEDULE OF COURSES

<table>
<thead>
<tr>
<th>COURSE #</th>
<th>REQUIRED COURSES</th>
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<td>Communicating Technical Requirements</td>
<td>2.5</td>
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<tr>
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<tr>
<td>I&amp;C SCI X471.71</td>
<td>Introduction to Unified Modeling Language</td>
<td>3</td>
<td>O</td>
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<tr>
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<td>2.5</td>
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**ELECTIVE COURSES**

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<th>COURSE #</th>
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Note: Schedules are subject to change.  
C = Classroom  ■  O = Online  
W = Winter  ■  SP = Spring  ■  SU = Summer  ■  F = Fall

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**Program Fees**

The total cost of the program varies depending on whether or not you take the program online and on which electives you choose. For budgeting purposes, you can use the following estimates.

These figures are provided to help you budget your education. The actual fees that you pay may be slightly different. Course fees may be changed at any time without prior notice.

<table>
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<th>Type of Expense</th>
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<tr>
<td>Elective Course</td>
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<td>Certificate Candidacy Fee</td>
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<td>$125</td>
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<tr>
<td>Books</td>
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<td>$500</td>
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<td>Parking*</td>
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<td><strong>Total Estimated Cost</strong></td>
<td><strong>$4,769</strong></td>
<td><strong>$4,900</strong></td>
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</table>

*$34 per quarter for evening parking privileges

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Check our catalog or web site (extension.uci.edu) for most current schedule.
ONLINE FORMAT FREQUENTLY ASKED QUESTIONS

What is an online course?
An online course utilizes the Internet and a web browser as a means of creating a learning environment outside of the traditional classroom. The lectures and discussions will take place on a Distance Learning Center Web site. You will be able to access your course lectures (text based) and communicate with your classmates and instructors through the use of a discussion forum (message board). The online courses follow a classroom structure of covering a lesson a week. You can access your course Web site anytime of the day and place where you have access to the Internet.

Who can take online courses?
Anyone can take an online course as long as they have access to a computer with Internet capabilities, have an active email account and have a basic understanding of how a computer works. An online student also has to be motivated to participate in discussion forums and regularly check the Web site and keep up with the course work.

What happens if I fall behind or complete the course early?
It is okay to be a week ahead or behind. You must remember that participation is a very important aspect of your final evaluated grade for the course. Active participation requires you to post and respond to your instructor and fellow classmates’ comments on the discussion forum. If you are too far behind, posting to an old topic will be revisiting something that the majority of your classmates might have discussed.

Are there specific dates that I need to log on to the Web site?
There is a set beginning and end date for your online course. It is suggested that you logon at least 3 times a week to check the discussion forums, to read over assignments and lectures. This is the “asynchronous” aspect of the course.

There might be occasion when the instructor will set a chat time ("synchronous") where he/she assigns a specific date and time for all the students to try to meet in the chat room to ask questions.

All assignments, quizzes, exams, and projects must be completed within the time frame of the course. The instructor will set individual due dates for your assignments, projects and tests.

How many hours a week do I have to devote to my online course?
Just like a classroom course, to get the most out of any type of learning you must commit a certain amount of time to complete the course. You will most likely spend approximately 10 hours a week going over class lectures, doing assignments and spending time on the discussion forum. Time required for each course will vary.

Will I be able to see my online instructor or communicate with him/her via telephone?
Unless there is an extreme instance, all communications with your instructor will be done either through email, the discussion forums or the chat sessions. Please do not expect your instructor to telephone you.

How do I communicate with my instructor?
You communicate with your instructor by either email, discussion forums, or chat sessions. Students are highly encouraged to use these modes of communications, as faxed or mailed assignments are not accepted.

What happens if I have trouble accessing the URL with my login and password?
Contact the Distance Learning Center (DLC) office at unex-online@uci.edu or 949-824-7613 and we will assess and work to fix any problems in the most expeditious manner. In order to better serve you, please note the problem as it occurred.

Will having a firewall at home or at work prevent me from working on my online course?
Although, this very seldom occurs, your firewall may prevent you from posting to the discussion forum while allowing you to read the lectures and other resources.

Do I need to have cookies enabled?
Yes, it is necessary to have your cookies enabled. To best protect your computer it is suggested that you vary your cookie options to ensure the most secure level.

Can I access my course from anywhere?
You can access the course anywhere that you have Internet access. Some companies have firewalls that prevent you from participating in the chat sessions. Please check with your company before you attempt to access the course.

I have enrolled and I entered my key, but it still won’t let me in.
Many of you will have enrolled prior to the course start date. Courses will not appear until the course start date. Please note that the first week is considered an orientation week where you can become familiar with the course tools. Always make sure to enter a category for the current quarter that you are signed up for. Many times, previous quarters will be available for past students.

When is the last day to drop the course?
The last day to drop a course follows the standard provided in the UCI Extension catalog. There will be an administrative fee accessed for any withdrawals within the allowable period. Please refer to the Extension website at http://unex.uci.edu/services/registration/drops for more information.

What happens if I can’t finish a course?
We understand that certain situations can occur. Please refer to the UCI Extension catalog for procedures, etc.

Please visit our website at http://unex.uci.edu for more information about our certificate programs and course offerings.
How do online courses work?
Once you begin your course, you will find that with the use of the course tools, you will be able to navigate from the lecture to the discussion forums or to the weekly outline. You will be able to maneuver through the Web site to post/read assignments and to download/upload files from your instructor. Your instructor will primarily be contacting you by email or through the discussion forum. Once you begin your course, you will find that with your instructor’s help, you will find the benefits of taking a course online.

Help files are found on the Distance Learning Center website with instructions on accessing your online course with information about tools use.

Do I need to purchase books or any additional items?
Some courses do require that you purchase books or software. Please contact the UCI Bookstore for more information about the books for your courses at (949) 824-7810.

What happens after I sign up for a course, how do I get started?
If you enroll through the Web site at http://unex.uci.edu you will receive a confirmation email from our Student Services office with information regarding the steps needed to create your login and password, URL to access your course, and the enrollment key to enter your course.

If you have faxed or telephoned your enrollment, you will receive by U.S. mail a confirmation of your course enrollment. On that confirmation you will find the information regarding access to your online course.

I signed up for this quarter’s term and I can’t fine my online course!
Your online course will not be available until the actual course start date. The first week of the course is an orientation week, you will have this time to review the syllabus and become familiar with the course tools.

What is an enrollment key?
An enrollment key is required only for the first time that you enter your online course. Your enrollment key will be given at the same time as the information regarding your course access.

Will the platform for online courses be changing continually every quarter?
There will be changes periodically. Changes occur mainly as a result of student and instructor feedback to our Web site. This is done to maximize the tools.

Is my online course an instructor led course?
Like a traditional course, your online course has an instructor that will conduct the course by giving assignments, answering questions, leading discussions and assigning grades.

Can I get a degree online?
At this time, you can only receive a Master’s Degree in Criminology, Law and Society.

Students intending to transfer UC Irvine Extension course credit for a degree at another college or university should verify acceptance of the course with that institution.

What kind of grade options do I have?
The grading options are exactly the same as that of classroom courses.

Who do I contact if I am having problems with the instructor?
Please contact the DLC office at (949) 824-7613 or unex-online@uci.edu. Your instructor should be very explicit on the course syllabus or welcome message as to their availability. If the instructor is going out of town or will be away from the computer for an extended period of time, he/she must notify the class.

Why do I get emails of the discussion forum postings?
If you are receiving emails from the discussion forums, you are subscribed to that particular forum. You can change this option by going to the forums sections on the left side of the course site under Activities. By selecting forum, you will be able to see all the forums created and to turn on/off the subscription function. There may be a forum that you will not be able to change. More than likely, that will be a place where the instructor will post announcements.

I like getting the forum subscribed emails, but the responses I made are not on the course Web site.
If you prefer to receive the subscribed emails from the forum, please do not reply to the email directly, but post your reply to the specific forum where the posting originated. This will ensure that others, including your instructor, will see your reply or comment.

I am confused and frustrated, I can’t seem to find my way around the Web site. What can I do?
Call us at (949) 824-7613. We will be happy to walk you through the tools and show you everything you need to know.
的信息会议:
课程名称：业务分析 fundamentals of business analysis
授课时间：12月28日中午至下午1点
地点：在线
费用：免费

储备您的空间在线延伸extension.uci.edu/events

业务分析 fundamentals of business analysis
课程代码：MGMT X481.1 (2.50)

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<th>开课时间</th>
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<th>注册号</th>
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<td>January 8-March 9</td>
<td>Online class</td>
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<td>00141</td>
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<td>2</td>
<td>Paul J. Lu, PMP, D.B.A.</td>
<td>Mondays, January 8-February 26, 6-10pm; 6 meetings</td>
<td>Room 103, University Extension, UCI Campus</td>
<td>$590</td>
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需求规划和产品管理 for business analysts
课程代码：MGMT X481.2 (2.5)

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需求收集、分析和文档
课程代码：MGMT X481.3 (3)

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<td>2</td>
<td>Paul J. Lu, PMP, D.B.A.</td>
<td>Friday &amp; Saturdays, March 2-10, 8am-4pm; 4 meetings</td>
<td>Room 204, UCI Learning Center, 200 S Manchester, Orange</td>
<td>$610</td>
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沟通技术需求
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<td>3</td>
<td>Steve Buchwald, M.A.</td>
<td>Wednesdays, January 17-March 7, 6:30-9:30pm; 8 meetings</td>
<td>Room 220, Physical Sciences Classroom Building, UCI Campus</td>
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概述信息技术
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测试、验证和验证
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<td>James E. Pederson, M.B.A.</td>
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