COURSE OVERVIEW PM0542
PMI Professional in Business Analysis (PMI-PBA)
PMI Exam Preparation Training

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

Course Date/Venue
Session 1: May 25-29, 2025/Tamra Meeting Room, Al Bandar Rotana Creek, Dubai, UAE
Session 2: August 17-21, 2025/Tamra Meeting Room, Al Bandar Rotana Creek, Dubai, UAE

Course Reference
PM0542

Course Duration/Credits
Five days/3.5 CEUs/35 PDHs

Course Description


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

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

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

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

Course Objectives

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

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

Exclusive Smart Training Kit - H-STK®

*Participants of this course will receive the exclusive "Haward Smart Training Kit" (**H-STK®**). The **H-STK®** consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

Who Should Attend

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

PMI Recognition of Haward Courses

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

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

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

Exam Eligibility & Structure

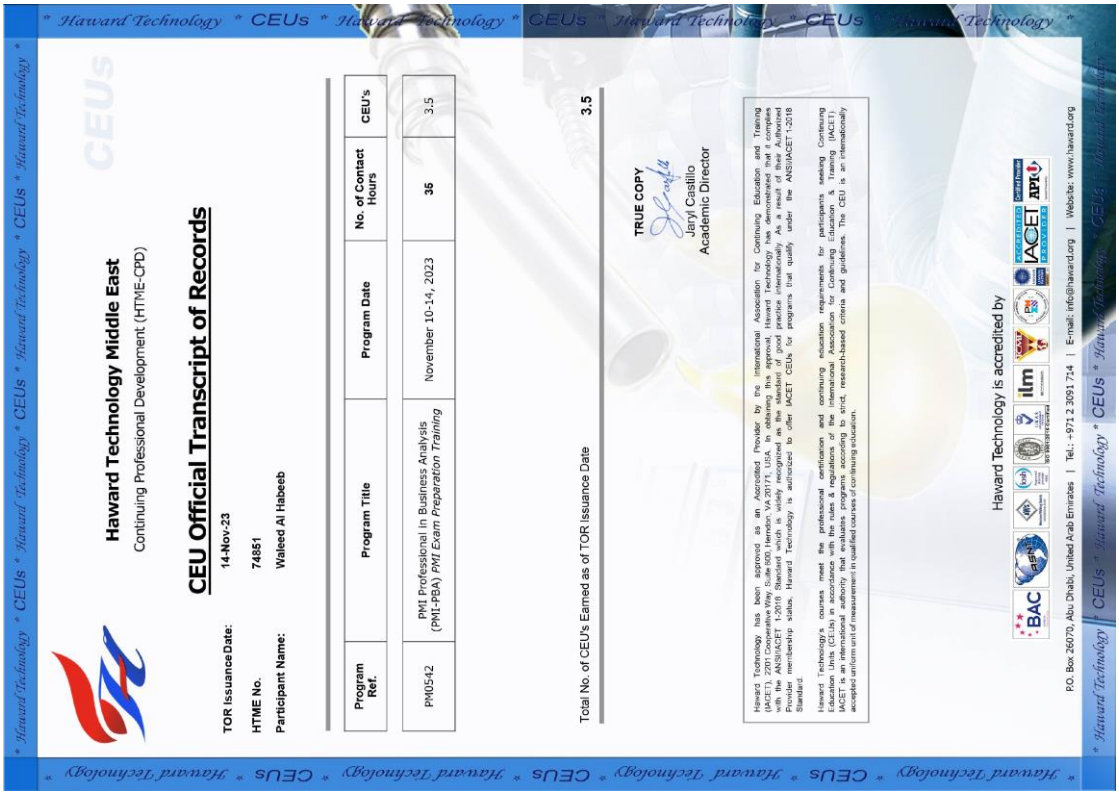
Exam Candidates shall have the following minimum prerequisites:-

Educational Background	Business Analysis Experience	Training in Business Analysis
Secondary degree (High school diploma, associate's degree or global equivalent))	60 months working as a practitioner of business analysis. This experience must have been earned in the last 8 years.	35 contact hours earned in the topic of business analysis practices.
OR		
Bachelor's degree or higher degree (or global equivalent).	36 months working as a practitioner of business analysis. This experience must have been earned in the last 8 years	35 contact hours earned in the topic of business analysis practices
OR		
Bachelor's or postgraduate degree from a GAC accredited program (bachelor's or master's degree or global equivalent)	Minimum two years/24 months unique nonoverlapping professional business analysis experience experience*	35 contact hours of formal education

PMI-PBA Certificate(s)

(1) PMI-PBA certificates will be issued to participants who successfully passed the PMI-PBA exam.

(2) Official Transcript of Records will be provided to the successful delegates with the equivalent number of ANSI/IACET accredited Continuing Education Units (CEUs) earned during the course.



Certificate Accreditations

Certificates are accredited by the following international accreditation organizations: -

- Project Management Institute (PMI)

  Haward Technology is an **Authorized Training Partner** of the **Project Management Institute (PMI)** (USA). We are strictly complying with the quality requirements and standards of PMI. Haward Technology is approved by PMI to issue contact hours and PDUs for those courses following the PMI requirements in addition to all PMI Project Management courses. Our trainers are Authorized by PMI to deliver the PMI Accredited courses and certification programs. As an Authorized Training Partner, Haward Technology has access to the latest and up-to-date PMI materials and resources available in the field of Project Management that will definitely improve the chances of success for participants attending Haward Technology courses.

  The PMI Authorized Training Partner seal is a registered mark of **Project Management Institute, Inc.**

- British Accreditation Council (BAC)

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

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

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

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

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

Course Instructor

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

Mr. Manuel Dalas, PEng, MSc, BSc, is a **Senior Process Engineer** with almost **30 years** of industrial experience within the **Oil & Gas**, **Refinery**, **Petrochemical** and **Refinery** industries. His expertise widely includes in the areas of **Process Engineering & Systems Failure** Analysis, **Equipment & Mechanical Integrity**, **Process Failure** Prevention, **Engineering Modifications & Systems Failures**, Root Cause Failure Analysis (**RCFA**) Techniques, **Methodology Selection** based on Specific Scenarios, **Process Plant** Optimization, **Revamping & Debottlenecking**, **Process Plant** Troubleshooting & Engineering Problem Solving, **Process Plant** Operations, **Mass & Material Balance**, **Oil & Gas Processing**, **Process Plant** Performance & Efficiency, **Crude Distillation** Process Saturated Gas Process Technology, **Crude Dehydration & Desalting**, **Crude** Stabilization Operations, **Heat Exchangers & Fired Heaters** Operation & Troubleshooting, **Pressure Vessels** Maintenance & Operation, **Piping Support**, **Ironworks**, **Rotating & Static Equipment** (**Pumps**, **Valves**, **Boilers**, **Pressure Vessels**, **Tanks**, **Bearings**, **Compressors**, **Pipelines**, **Motors**, **Turbines**, **Gears**, **Seals**), **Hydrogen Sulphide Stripping**, **Crude Oil De Salting** Process, **Gas Conditioning**, **NGL Recovery & NGL Fractionation**, **Flare** Systems, Pre-Fabrication of **Steel Structure**, Alloy Piping Pre-Fabrication, **Vertical Columns/Pressure Vessels**, **Distillation Column**, **Steel Structures**, **Construction** Management, **Building** Structures and **Electrical-Mechanical Equipment**. Currently, he is the **Technical Consultant** of the **Association of Local Authorities** of **Greater Thessaloniki** wherein he oversees mechanical engineering services while focusing on system reviews and improvements. His role involves a strategic approach to enhancing operational efficiencies and implementing robust solutions in complex engineering environments.

During his career life, Mr. Dalas has gained his practical and field experience through his various significant positions and dedication as the **Technical Manager**, **Construction Manager**, **Senior Process Engineer**, **Process Safety Engineer**, **Process Design Engineer**, **Project Engineer**, **Production Engineer**, **Construction Engineer**, **Consultant Engineer**, **Technical Consultant**, **Safety Engineer**, **Mechanical Engineer**, **External Collaborator**, **Deputy Officer** and **Senior Instructor/Trainer** for various companies including the Alpha Astika, Anamorfosis Technical Firm, EKME, ASTE, Elof Consulting and Hypergroup.

Mr. Dalas is a **Registered Professional Engineer** and has a **Master's** degree in **Energy System** from the **International Hellenic University** and a **Bachelor's** degree in **Mechanical Engineering** from the **Mechanical Engineering Technical University**, **Greece** along with a **Diploma** in **Management & Production Engineering** from the **Technical University** of **Crete**. Further, he is a **Certified Internal Verifier/Assessor/Trainer** by the **Institute of Leadership and Management** (**ILM**), a **Certified Project Manager Professional** (**PMI-PMP**), a **Certified Instructor/Trainer**, a **Certified Energy Auditor** for **Buildings**, **Heating & Climate Systems**, a **Member** of the **Hellenic Valuation Institute** and the **Association of Greek Valuers** and a **Licensed Expert Valuer Consultant** of the **Ministry of Development and Competitiveness**. He has further delivered numerous trainings, courses, seminars, conferences and workshops internationally.

Training Methodology

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

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

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

Training Fee

US$ 5,500 per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day. In addition to the Course Manual, participants will receive an e-book "*PMI PBA Exam Practice Test and Study Guide*", "*Mastering the New PMI Certified Associate in Project Management (CAPM) Exam 2023 Version*" and "*Business Analysis for Practitioners A Practice Guide Second Edition*" published by CRC Press, Taylor and Francis Group, Routledge, Taylor and Francis Group and Project Management Institute.

Exam Fee

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

Accommodation

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

Course Program

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

Day 1

0730 – 0800	*Registration & Coffee*
0800 – 0815	*Welcome & Introduction*
0815 – 0830	***PRE-TEST***
0830 – 1015	***Introduction to Business Analysis*** *What is Business Analysis • A Business Analyst • Overview and Purpose of this Guide (Intended Audience for this Guide, The Value of Business Analysis, Understanding Role Boundaries, the Standard for Business Analysis, Using the Standard in Conjunction with Other PMI Products, Common Vocabulary) • Foundational Elements (Relationship Between Products & Projects, Product & Project Life Cycles)*
1015 - 1030	*Break*
1030 – 1130	***PMI Professional in Business Analysis*** *How Business Analysis Supports Portfolio, Program & Project Management • Business Value*
1130 - 1230	***PMI Professional in Business Analysis (cont'd)*** *Components of this Guide (Business Analysis Processes, Business Analysis Process Groups, Business Analysis Knowledge Areas, Business Analysis Tailoring) • Exercise: Identifying Business Needs & Objectives*
1230 – 1330	*Lunch*

1330 – 1415	***The Environment in which Business Analysis is Conducted*** *Overview • Enterprise Environmental Factors (External to the Organization, Internal to the Organization) • Organizational Process Assets (Processes, Policies & Procedures, Corporate Knowledge Base, Team & Subject Matter Expert (SME) Knowledge)*
1415 – 1430	*Break*
1430 - 1550	***The Environment in which Business Analysis is Conducted (cont'd)*** *The Impact of Organizational Systems on How Business Analysis is Conducted (Overview, Organizational Systems, Project Life Cycles & Business Analysis, How Organizations Support Business Analysis Practices)*
1550 – 1600	***Recap***
1600	*End of Day One*

Day 2

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

Day 3

0730 – 0830	***Assess Current State (cont'd)*** *Support Charter Development (Support Charter Development: Collaboration Point) • Exercise: Needs Assessment*
0830 - 0930	***Stakeholder Engagement*** *Key Concepts for Stakeholder Engagement (Identify Stakeholders, Identify Stakeholders: Collaboration Point, Conduct Stakeholder Analysis, Determine Stakeholder Engagement & Communication Approach, Determine Stakeholder Engagement & Communication Approach: Tailoring Considerations, Determine Stakeholder Engagement & Communication Approach: Collaboration Point)*

0930 - 0945	*Break*
0945 – 1100	***Stakeholder Engagement (cont'd)*** *Conduct Business Analysis Planning (Conduct Business Analysis Planning: Collaboration Point, Prepare for Transition to Future State, Prepare for Transition to Future State: Collaboration Point)*
1100 - 1200	***Stakeholder Engagement (cont'd)*** *Manage Stakeholder Engagement & Communication (Manage Stakeholder Engagement & Communication: Collaboration Point, Assess Business Analysis Performance, Assess Business Analysis Performance: Collaboration Point)*
1200 – 1300	*Lunch*
1300 – 1410	***Stakeholder Engagement (cont'd)*** *Exercise: Stakeholder Engagement*
1410 – 1425	*Break*
1425 - 1550	***Elicitation*** *Key Concepts for Elicitation • Determine Elicitation Approach • Determine Elicitation Approach: Inputs • Determine Elicitation Approach: Tailoring Considerations • Determine Elicitation Approach: Collaboration Point • Prepare for Elicitation*
1550 – 1600	***Recap***
1600	*End of Day Three*

Day 4

0730 – 0805	***Elicitation (cont'd)*** *Conduct Elicitation • Conduct Elicitation: Tailoring Considerations • Conduct Elicitation: Collaboration Point • Confirm Elicitation Results • Exercise: Elicitation Techniques*
0805 - 0930	***Analysis*** *Key Concepts for Analysis • Determine Analysis Approach • Determine Analysis Approach: Tailoring Considerations • Determine Analysis Approach: Collaboration Point • Create & Analyze Models • Context Diagram • Data Dictionary • Data Flow Diagram*
0930 - 0945	*Break*
0945 - 1100	***Analysis (cont'd)*** *Modeling Elaboration • Organizational Chart • Process Flows • Prototypes, Wireframes & Display-Action-Response Models • State Table & State Diagram • Story Mapping • Use Case Diagram • User Interface Flow*
1100 – 1200	***Analysis (cont'd)*** *Create & Analyze Models: Tailoring Considerations • Create & Analyze Models Collaboration Point • Define & Elaborate Requirements • Business Rules Catalog • User Story • Define & Elaborate Requirements: Collaboration Point • Define Acceptance Criteria • Define Acceptance Criteria: Tailoring Considerations*
1200 – 1300	*Lunch*
1300 – 1415	***Analysis (cont'd)*** *Define Acceptance Criteria: Collaboration Point • Verify Requirements • Verify Requirements: Tailoring Considerations • Verify Requirements: Collaboration Point • Validate Requirements • Validate Requirements: Tailoring Considerations • Validate Requirements: Collaboration Point • Prioritize Requirements & other Product Information*

1415 – 1430	*Break*
1430 - 1550	***Analysis (cont'd)*** *Story Mapping • Prioritize Requirements & Other Product Information: Tailoring Considerations • Prioritize Requirements & other Product Information: Collaboration Point • Identify & Analyze Product Risks • Identify & Analyze Product Risks: Tailoring Considerations • Identify & Analyze Product Risks: Collaboration Point • Assess Product Design Options • Assess Product Design Options: Tailoring Considerations • Assess Product Design Options: Collaboration Point*
1550 – 1600	***Recap***
1600	*End of Day Four*

Day 5

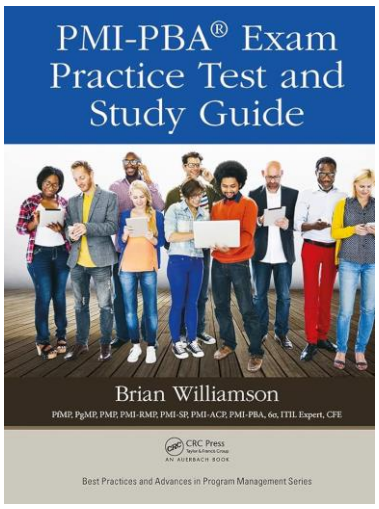
0730 - 0830	***Traceability & Monitoring*** *Key Concepts for Traceability & Monitoring • Determine Traceability & Monitoring Approach • Determine Traceability & Monitoring Approach: Tailoring Considerations • Determine Traceability & Monitoring Approach: Collaboration Point • Establish Relationships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

MOCK Exam

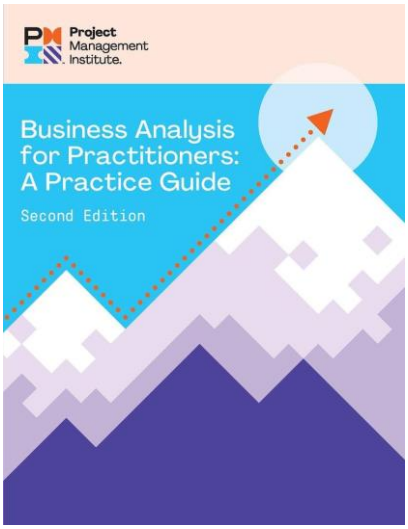
Upon the completion of the course, participants have to sit for a MOCK Examination similar to the exam of the Certification Body through Haward's Portal. Each participant will be given a username and password to log in Haward's Portal for the MOCK Exam during the 30 days following the course completion. Each participant has only one trial for the MOCK exam within this 30-day examination window. Hence, you have to prepare yourself very well before starting your MOCK exam as this exam is a simulation to the one of the Certification Body.

Book(s)

As part of the course kit, the following e-book will be given to all participants:



Title: PMI PBA Exam Practice Test and Study Guide
ISBN: 978-1032476551
Author: Brian Williamson
Publisher: CRC Press, Taylor & Francis Group



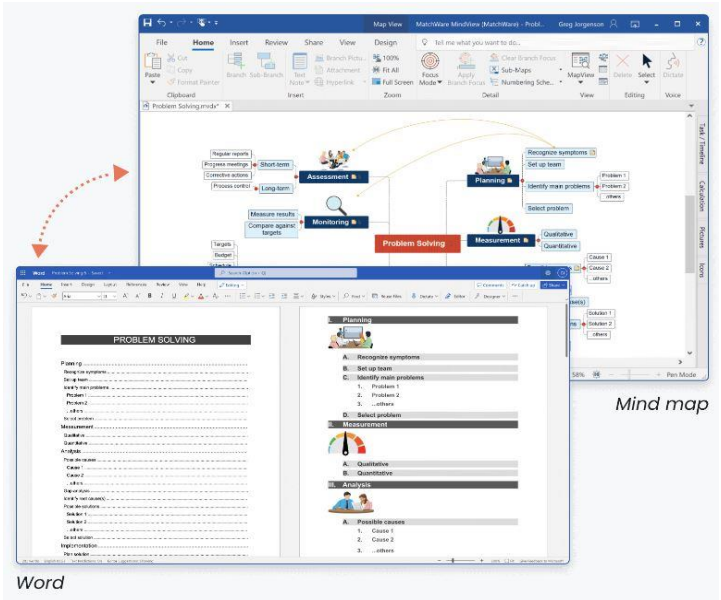
Title: Business Analysis For Practitioners A Practice Guide Second Edition
ISBN: 978-1628258080
Authors: Project Management Institute
Publisher: Project Management Institute

Simulator (Hands-on Practical Sessions)

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

Microsoft Office Project
Enterprise Project Management Solution

MS Project



Mindview Software

Course Coordinator

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