

## Seminar Enrollment Details

**By FAX** Fax your completed enrollment card to **732-932-4703**.

**By E-MAIL** [ccpd@rci.rutgers.edu](mailto:ccpd@rci.rutgers.edu)

**By PHONE** Call us at **732-932-1458**.

**By MAIL** Mail your completed enrollment card (including the registration #) to:  
Rutgers, The State University of New Jersey  
Center for Continuing Professional Development  
55 Commercial Avenue, Suite 201  
New Brunswick, NJ 08901-1340

**By WEB** <http://ccpd.rutgers.edu>

**Building Effective Business Requirements Seminar Fee:** \$1295 per two-day seminar. The fee includes continental breakfast, lunch and breaks each day as well as all seminar materials. See Registration Form for Series Discount.

**CBAP® Exam Prep Fee:** \$1295 per two-day seminar. \$995 discounted with Business Analysis Excellence Series.

**Webinar Fee:** \$250 per webinar. See Registration Form for Series Discount.

**Method of Payment:** Payment is expected at the time of registration. Credit cards, purchase orders and checks are accepted.

**Cancellation Policy:** Enrollee substitutions are always accepted. Refunds, less a \$200 processing fee for 2-day seminars, will be given if cancellation notice is received at least 14 days prior to the seminar. Less than 14 days advance notice will result in forfeiture of entire fee.

**Hotel Accommodations** are not included in the seminar fee; however, lodging is available at the University Inn and Conference Center at Rutgers. For information and reservations, call **732-932-9144** and refer to this seminars for a special rate. Call 732-932-1458 for additional information on hotel accommodations in Atlantic City.

**Accessibility:** If you are an individual with a disability and will need an accommodation, please contact Margaret O'Donnell via email [ccpd@rci.rutgers.edu](mailto:ccpd@rci.rutgers.edu), via phone **732-932-1458** or via fax **732-932-4710**, at least two weeks before the seminar date to request your accommodation.

**Seminar Schedule:** from 9:00 a.m. to 4:30. each day

**Seminar Location:** University Inn and Conference Center at Rutgers, 178 Ryders Lane, New Brunswick, NJ 08901. (Call for information regarding Atlantic City location).

**SIGN UP FOR OUR FREE E-NEWSLETTER!**  
Call us today at **(732) 932-1458 x1**

## On-Site Training

These seminars can be conducted at your company ... using your data and processes ... customized to your individual needs. It's not only possible, it's cost-effective. Call Margaret O'Donnell at 732-932-1458, ext. 4218 to discuss how you can multiply the benefits and save money by bringing these seminars on-site. Ask about our complete curriculum.



Non-Profit Org.  
U.S. Postage  
PAID  
Baltimore, MD  
Permit # 3432

**RUTGERS**  
THE STATE UNIVERSITY  
OF NEW JERSEY

Center for Continuing  
Professional Development  
55 Commercial Avenue, Suite 201  
New Brunswick, NJ 08901-1340

## Business Analysis Excellence Series & Certification

### Building Effective Business Requirements

October 6-7, 2009  
Atlantic City, NJ

October 8-9, 2009  
New Brunswick, NJ

**NEW!**  
**CBAP®**  
**Exam Prep**

January 14-15, 2010  
New Brunswick, NJ

## Registration Details

- Building Effective Business Requirements (\$1295)**  
 October 6-7, 2009 • Atlantic City, NJ  
 October 8-9, 2009 • New Brunswick, NJ
- Strategic Requirements Alignment Webinar (\$250)**  
 **Eliciting Requirements Webinar (\$250)**  
 **Use Cases Webinar (\$250)**  
 **Verifying and Validating Requirements Webinar (\$250)**
- CBAP® Exam Prep (\$1295, or \$995 if taken along with the Business Analysis Excellence Series)**  
 January 14-15, 2010 • New Brunswick, NJ
- Business Analysis Excellence Series w/ webinars \$2,045 (Save \$250)**  
 **Business Analysis Excellence Certification (\$795)**

Please type or print the following information.

Registration # \_\_\_\_\_ (from mailing label)  
 Social Security # \_\_\_\_\_  
 Name \_\_\_\_\_  
 Name as it should appear on Certificate \_\_\_\_\_  
 Title \_\_\_\_\_  
 Organization \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
 Phone ( ) \_\_\_\_\_  
 After-Hours Emergency Phone ( ) \_\_\_\_\_  
 FAX ( ) \_\_\_\_\_  
 Email \_\_\_\_\_

### PAYMENT METHOD:

Total Fee: \_\_\_\_\_  
 Payment enclosed  Purchase Order  
 Credit Card  MC  VISA  Discover  AMEX  
 Cardholder's Signature: \_\_\_\_\_  
 Print name as it appears on card: \_\_\_\_\_  
 Amount: \_\_\_\_\_  
 Number: \_\_\_\_\_ Exp. Date \_\_\_\_\_

Make check payable to Rutgers, The State University of New Jersey.

**RUTGERS**  
THE STATE UNIVERSITY  
OF NEW JERSEY

Center for Continuing  
Professional Development  
55 Commercial Avenue, Suite 201  
New Brunswick, NJ 08901-1340

# Business Analysis Excellence Series & Certification



## BUILDING EFFECTIVE BUSINESS REQUIREMENTS

OCTOBER 6-7, 2009 • ATLANTIC CITY, NJ

OCTOBER 8-9, 2009 • NEW BRUNSWICK, NJ

**NEW!**

## ON-DEMAND WEBINARS

**NEW!**

## CBAP® EXAM PREP

JANUARY 14-15, 2010 • NEW BRUNSWICK, NJ

**“Business analyst practitioners are poised to have a dramatic impact on organizations’ ability to create more responsive business models while addressing the business/IT divide that plagues so many companies today.” – BPMINSTITUTE.ORG**

**IBA™** Endorsed Education  
Provider

**PMI** Project  
Management  
Institute

Visit our website for more information:

<http://ccpd.rutgers.edu>



## Building Effective Business Requirements

### How to Develop Specifications That Drive Quality Business Results

How important are effective business requirements? Studies have shown that at least half of product defects originate in the requirements. As much as 80 percent of rework on a development project can be traced back to requirement imperfections.

In today's environment, where every system dollar is scrutinized and squeezed, one of the greatest improvement opportunities for an IT organization is in defining the requirements correctly. Regardless of the development methodology, business requirements must clearly define what the system is supposed to do. **Building Effective Business Requirements** addresses a broad range of business analysis skills that will help you extract the right information from the business users and create requirements to support the design, development, testing, and deployment of successful system solutions.

#### Program Benefits...

##### What You Will Learn:

- Understand the business analyst's role in requirements gathering
- Analyze business processes to determine business requirements
- Harvest business need information from the user community effectively
- Create thorough and useful business requirements
- Use case and modeling techniques that can help hone requirements
- Integrate business requirements into a variety of system development methodologies
- Establish a traceability protocol to link business requirements to design, development, testing, and deployment activities
- Link requirements to business needs

#### Seminar Outline

##### BUILDING EFFECTIVE BUSINESS REQUIREMENTS

###### Importance of Requirements

- Why requirements are missed
- The costs of missed requirements
- IIBA Knowledge Area
- The role of the business analyst
- Project management
- SDLC/methodologies

###### Requirements Development

- Process flow
- Types of requirements
- Selecting the "right" requirement level
- The requirements process

###### Requirements Elicitation

- Characteristics of good information
- Where is the information
- Who are the "elicitees"
- Stakeholder identification
- Tools and techniques

###### Requirements Documentation

- Documentation sources
- Document contributions
- Use cases
- Requirements styles and situations

###### Requirements Validation

- Criteria
- Contents check
- Validation checks

###### CRUD(O)

###### Finalizing Requirements

- Characteristics of effective requirements
- Requirements traceability

###### Traceability Matrix

- Verification
- Keys to success

## Interested in our Business Analysis Excellence Series & Certification Program?

### Business Analysis Excellence Series & Certification

#### Building Effective Business Requirements

October 6-7, 2009 • Atlantic City, NJ  
October 8-9, 2009 • New Brunswick, NJ

**NEW!**

#### On-Demand Webinars

##### Strategic Requirements Alignment

##### Eliciting Requirements

##### Use Cases

##### Verifying and Validating Requirements

#### Business Analysis Certification Webinar

December 4, 2009 at 2:00 p.m. (only for certification participants)

To receive a certificate in Business Analysis Excellence, you must complete a two-day seminar and four webinars. Certification is optional.

To earn certification, you must complete the Business Analysis Excellence Series and solve a comprehensive case study. This study will require you to apply a wide variety of skills taught in the seminar and webinars.  
Call today for more information: 732-932-1458, x1.

### Rutgers Is Pleased To Announce:

**NEW!** On-Demand Webinars

Process Management and Business Analysis webinars that enable you to supplement your classroom training without leaving your desktop. These self-paced modules are up to two hours in length.

**NEW!** PMP® and CBAP® Exam Prep Seminars

Two-day training programs to help you prepare for and pass the Certified Business Analysis Professional (CBAP®) examination and the Project Management Institute (PMP®) examination.

Visit us online for detailed information and to register:

<http://ccpd.rutgers.edu>

## CBAP® Exam Prep



### A Two-Day Program

According to Duke University, the demand for Business Analysts is expected to grow 27% in the next five years. Certification by the International Institute of Business Analysis (IIBA™) will help you seize the opportunity and excel.

Our two-day training program will help you prepare for and pass the Certified Business Analysis Professional (CBAP®) examination using the new, 2.0 version of the Business Analysis Body of Knowledge (BABOK®). We will help you integrate your experiences with the BABOK to understand how the tools and methods should be applied. Retention will be much higher than simply trying to memorize formulas, techniques and multiple choice questions.

#### Who Will Benefit:

This seminar **is not** a "boot camp" for beginners.

You will benefit most if you have:

- Fulfilled your IIBA experience requirements or
- Completed Rutgers' Business Analysis Excellence Certificate Series

#### Seminar Outline

##### CBAP® EXAM PREP

- The IIBA and its history
- CBAP® Certification Prerequisites
- About the CBAP® Certification exam
- Preparing for the Test
- BABOK® Version 2.0 Review
  - Business Analysis Planning and Monitoring
  - Requirements Management and Communication
  - Enterprise Analysis
  - Elicitation
  - Requirements Analysis
  - Solution Assessment and Validation
  - Underlying Competencies
- BABOK® Reference Review
- Sample Test Questions

IIBA, the IIBA logo, Certified Business Analysis Professional, and the IIBA member logo are trademarks owned by International Institute of Business Analysis. BABOK® is a registered trademark owned by International Institute of Business Analysis. CBAP® and the CBAP® logo are certification marks owned by International Institute of Business Analysis.

#### Seminar Instructor:

**Jeff Minder** is a Business Analysis and Project Management instructor for Orion Development Group. He has more than 15 years of experience in project management and software development and 25 years of experience as a professional instructor. His areas of expertise include project management, systems analysis and design, agile software development, and the Information Technology Infrastructure Library (ITIL).

As a practitioner, Mr. Minder has successfully launched secure, database-driven Internet solutions for the Department of Homeland Security, governmental lotteries, healthcare providers, insurance companies and other clients in both the private and the public sectors. In 2004, Dell and the National Federation of Independent Businesses recognized Mr. Minder as one of the top 10 entrepreneurs in North America for the use of technology in support of customers.

Mr. Minder earned a BS (magna cum laude) in computer science with a minor in mathematics from Troy State University. He is a certified Project Management Professional (Project Management Institute).