

PBA: Professional Business Analyst

18 – 22 January 2027
Lyon (France)

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Introduction

The role of the Professional Business Analyst has become increasingly critical in modern organizations, serving as a key link between business needs and strategic objectives. As organizations continue to embrace digital transformation, manage increasingly complex operations, and respond to evolving stakeholder expectations, business analysts are expected to do far more than gather requirements. They play a vital role in identifying business needs, analyzing challenges and opportunities, facilitating communication across departments, supporting informed decision-making, and ensuring that business initiatives align with organizational strategy.

Successful business analysis relies on structured methodologies and proven techniques for identifying business needs, analyzing data, managing requirements, evaluating alternatives, and measuring the value delivered by business solutions. It also requires strong analytical thinking, stakeholder engagement, effective communication, process analysis, requirements documentation, and change management skills to deliver practical solutions that generate sustainable business value and improve organizational performance.

The PBA: Professional Business Analyst course is designed to provide participants with the knowledge and practical skills required to perform business analysis according to internationally recognized best practices. The course covers the complete business analysis lifecycle, beginning with business needs identification and analysis, followed by requirements elicitation, documentation, analysis, stakeholder management, business process analysis, solution evaluation, and benefits realization. It also focuses on strengthening analytical thinking, improving decision quality, and enabling organizations to successfully execute strategic initiatives and projects while achieving long-term business value.

Course Objectives

By the end of this training course, participants will be able to:

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- Understand the fundamental concepts and principles of business analysis and its role in organizational success.
- Identify business needs and analyze business problems and opportunities using structured methodologies.
- Elicit business requirements from stakeholders using appropriate techniques.
- Analyze, classify, document, and validate business requirements effectively.
- Manage requirements throughout their entire lifecycle while ensuring alignment with business objectives.
- Analyze stakeholders and evaluate their influence, interests, and expectations.
- Apply business process analysis techniques to identify improvement opportunities.
- Evaluate business alternatives and recommend solutions that maximize organizational value.
- Develop comprehensive business cases that support strategic decision-making.
- Measure solution performance and evaluate the achievement of expected business outcomes.
- Use key performance indicators to monitor initiatives and project performance.
- Strengthen collaboration among business units and stakeholders to ensure successful initiatives.
- Enhance analytical thinking and data-driven decision-making capabilities.
- Support organizational transformation through the application of business analysis best practices.

Course Outlines

Day 1: Business Analysis Fundamentals and the Role of the Business Analyst

- Introduction to Business Analysis.
- The role and responsibilities of the Business Analyst.
- The Business Analysis Lifecycle.
- The relationship between Business Analysis and Strategic Management.
- Identifying business needs, challenges, and opportunities.
- Core principles and foundations of Business Analysis.
- Stakeholder identification and their role in successful initiatives.

Day 2: Requirements Elicitation and Stakeholder Management

- Planning requirements elicitation activities.
- Techniques for gathering business requirements.
- Requirements classification and analysis.
- Professional requirements documentation practices.
- Requirements validation and approval.
- Managing requirement changes throughout the project lifecycle.
- Stakeholder management and communication strategies.

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A graphic of a chessboard with several chess pieces. A gold king piece is prominent in the foreground, with a silver pawn and a gold pawn nearby. The board is white and grey, with concentric circles in the background.

Day 3: Business Process Analysis and Solution Evaluation

- Analyzing current business processes.
- Identifying opportunities for process improvement.
- Conducting gap analysis between current and future states.
- Designing business solutions that address organizational needs.
- Evaluating alternative solutions.
- Developing effective business cases.
- Measuring the expected value of proposed solutions.

Day 4: Requirements Management and Business Data Analysis

- Managing the requirements lifecycle.
- Requirements prioritization and change management.
- Business data analysis to support decision-making.
- Using key performance indicators to evaluate results.
- Assessing the organizational impact of implemented solutions.
- Preparing business analysis reports.
- Monitoring solution implementation and evaluating outcomes.

Day 5: Business Performance Improvement and Value Realization

- Aligning business analysis with strategic objectives.
- Improving organizational decision quality.
- Managing organizational change associated with business initiatives.
- Evaluating the success of business initiatives and projects.
- Enhancing organizational performance through business analysis.
- International best practices in Business Analysis.
- Developing an action plan to improve Business Analysis practices within the organization.

Why Attend This Course: Wins & Losses!

- Gain a comprehensive understanding of modern Business Analysis principles and practices.
- Develop the ability to identify business needs and translate them into clear, actionable requirements.
- Strengthen requirements elicitation, analysis, documentation, and management skills.
- Improve business process analysis capabilities and identify performance improvement opportunities.
- Enhance data analysis skills to support informed business decisions.
- Build stronger stakeholder engagement and expectation management capabilities.
- Improve the ability to evaluate business solutions and measure the value they deliver.
- Increase the success rate of organizational initiatives through the effective application of Business Analysis methodologies.

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A graphic of a chessboard with several chess pieces. A large gold king piece is in the foreground, with a silver pawn and a silver knight behind it. The board is checkered, and there are concentric circles in the background.

Conclusion

Business Analysis has become one of the essential disciplines that enables organizations to improve operational performance, support strategic decision-making, and achieve long-term business objectives. As business environments continue to evolve and become increasingly complex, organizations require skilled business analysts who can apply structured methodologies, deliver valuable insights, and bridge the gap between business needs and practical solutions.

The PBA: Professional Business Analyst course provides a comprehensive framework covering every stage of the Business Analysis lifecycle, from identifying business needs and managing requirements to analyzing business processes, evaluating solutions, measuring business outcomes, and driving continuous improvement. Participants will strengthen their analytical thinking, documentation capabilities, stakeholder engagement skills, and decision-support techniques while learning internationally recognized Business Analysis best practices.

By applying the knowledge and techniques gained throughout this course, participants will be better equipped to improve Business Analysis practices within their organizations, strengthen collaboration across departments, support strategic initiatives, and deliver business solutions that create measurable value. These competencies will enable organizations to improve decision quality, optimize business performance, support sustainable growth, and respond effectively to evolving business challenges.

FAQ

What is a Business Analyst, and what do they do?

A Business Analyst is a professional who identifies business needs, analyzes challenges, gathers and manages requirements, and recommends solutions that improve organizational performance. This course explains what is a Business Analyst, what does a Business Analyst do, and how professionals in roles such as Business Systems Analyst, Business Process Analyst, Business Operations Analyst, and Business Intelligence Analyst contribute to successful business transformation and strategic decision-making.

What skills will participants develop in this Business Analyst course?

This Business Analyst course provides practical Business Analyst training in requirements elicitation, stakeholder management, business process analysis, solution evaluation, data analysis, and requirements lifecycle management. Participants also strengthen their analytical thinking, communication, documentation, and decision-making skills to support successful business initiatives.

Does this course help prepare for Business Analyst certification?

Yes. The course follows internationally recognized Business Analysis best practices and provides a strong foundation for professionals seeking a Business Analyst certification or a Professional Business Analyst certification. It is also valuable for those pursuing a Certified Professional Business Analyst credential by developing the core competencies required for certification and real-world practice.

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A graphic of a chessboard with several chess pieces (king, queen, rook, knight, and pawns) in gold and silver, arranged on the board.

How does Business Analysis improve organizational performance?

Business Analysis helps organizations identify opportunities, optimize business processes, improve operational efficiency, and support data-driven decision-making. Through structured analysis, stakeholder collaboration, and solution evaluation, Business Analysts enable organizations to implement initiatives that deliver measurable business value and sustainable performance improvements.

Who should attend this Business Analyst training course?

This Business Analyst training course is ideal for aspiring and experienced Business Analysts, Business Systems Analysts, Business Process Analysts, Business Operations Analysts, Business Intelligence Analysts, project managers, and professionals involved in organizational improvement or digital transformation. It is also suitable for individuals looking to advance their careers through Business Analyst courses and internationally recognized Business Analysis practices.

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