

Critical Thinking for Business Analysis



<https://www.analystscorner.org/>

Overview

In today's complex business world, clear reasoning is a competitive advantage. Critical Thinking for Business Analysts helps professionals cut through ambiguity, recognise bias, and make sound, evidence-based decisions. Through real-world case studies and interactive lessons, you'll explore deductive, inductive, and abductive reasoning, learn to build valid arguments, and spot logical fallacies before they derail projects.

Designed for analysts, consultants, and decision-makers, this course strengthens your ability to question assumptions, link facts to conclusions, and communicate reasoning that wins trust.

We'll explore critical thinking frameworks each giving us tools to question assumptions, test reasoning, and build sound arguments. We'll also look at logical fallacies, the traps in reasoning that sneak into the thinking process and break it from within – and will learn how to spot them before they do damage.

The course will offer a variety of means to test your skills, including quizzes and case studies.

You'll see how different types of reasoning appear in real business situations.

By the end of this course, you will not just write better requirements – you'll think better. And in complex organisations, that's the real competitive advantage.

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

1. Apply logical reasoning frameworks to analyse ambiguous business problems.
2. Identify and challenge assumptions, biases, and logical fallacies in stakeholder discussions.
3. Distinguish between deductive, inductive, and abductive reasoning and use each appropriately in business analysis tasks.
4. Construct clear, evidence-based arguments to support recommendations and decision-making.

5. Design and test hypotheses (including A/B tests) to validate solutions and improve analytical rigour.

Audience

- Business analysts
- Product Owners and Managers
- Consultants and Advisors
- Project managers
- Aspiring Analysts or Graduates

This course will offer

1. Practical frameworks for logical and critical thinking in business analysis.
2. Real-world case studies showing reasoning in stakeholder conflicts and decision-making.
3. Hands-on practice with deductive, inductive, and abductive reasoning.
4. Techniques to identify and avoid biases and logical fallacies in arguments.
5. Methods for problem framing, hypothesis creation, and A/B testing.
6. Tools to design, validate, and communicate sound business rules and recommendations.
7. Guidance on applying logic to everyday BA tasks.

Note: Analyst's Corner is an Endorsed Education Provider™ by IIBA®, which means the materials and references to IIBA® and its publications used in this course are licensed for us to do so. By enrolling in this course you support legal use of intellectual property and contribute to the development of the business analysis profession.

Level

This course forms a part of Analyst's Corner **Business Analysis Capability Ladder** - a structured multi-step approach to building strong business analysis skills and expertise.

The **Ladder** consists of 4 distinct rungs tailored to people at different stages of their professional lifecycle:

- **Foundation:** Learn the ropes of business analysis | Build the baseline for professional career
- **Progression:** Deepen your analysis expertise | Scale your toolkit and analytical rigour
- **Specialisation:** Develop strategic specialisms | Cultivate niche expertise in high-value domains
- **Leadership:** Gain authority and leadership | Lead business analysis for your team or organisation

Each rung consists of multiple training courses and an assessment; finishing the whole **Ladder** provides the depth of practical knowledge that rivals traditional academic BA programs.

This course is one of the courses on the **Progression** rung.

Duration

The course consists of:

- 4.5 hours of pre-recorded video lessons
- 1.5 hrs of quizzes, tests and exercises

Syllabus

Module 1: Introduction to logical reasoning

IIBA® Knowledge Areas alignment	Business analysis knowledge (KA7) Underlying Competencies: Analytical Thinking and Problem Solving
PMI® Talent Triangle alignment	Power Skills: interpersonal skills such as collaborative leadership, communication, an innovative mindset, for-purpose orientation, and empathy.

Title	Type
Introduction to the course	video
Why logical thinking matters	video
Logical thinking examples	video
Structures thinking for better analysis	video
Quiz: introduction to logical thinking	quiz

Module 2: Deductive reasoning

IIBA® Knowledge Areas alignment	Business analysis knowledge (KA7) Underlying Competencies: Analytical Thinking and Problem Solving
PMI® Talent Triangle alignment	Power Skills: interpersonal skills such as collaborative leadership, communication, an innovative mindset, for-purpose orientation, and empathy.

Title	Type
Introduction to reasoning	video
Deductive reasoning	video
Argument analysis	video
Deductive reasoning for business rules	video
Quiz: deductive reasoning	quiz

Module 3: Non-deductive reasoning

IIBA® Knowledge Areas alignment	Business analysis knowledge (KA7) Underlying Competencies: Analytical Thinking and Problem Solving
PMI® Talent Triangle alignment	Power Skills: interpersonal skills such as collaborative leadership, communication, an innovative mindset, for-purpose orientation, and empathy.

Title	Type
Introduction to non-deductive reasoning	video
Inductive reasoning	video
Types of inductive reasoning	video
Hypothesis creation	video
Hypothesis testing	video
A/B Testing	video
Abductive reasoning	video
Quiz: Non-deductive reasoning	quiz

Module 4: Common logical fallacies

IIBA® Knowledge Areas alignment	Business analysis knowledge (KA7) Underlying Competencies: Analytical Thinking and Problem Solving
PMI® Talent Triangle alignment	Power Skills: interpersonal skills such as collaborative leadership, communication, an innovative mindset, for-purpose orientation, and empathy.

Title	Type
What are logical fallacies	video
Affirming the consequent	video
Denying the antecedent	video
False dilemma	video

Circular reasoning	video
Hasty generalisation	video
Biased sample	video
False cause (Post Hoc)	video
Overconfidence in trends	video
Overfitting explanation	video
Confirmation bias	video
Cross-cutting fallacies	video
Quiz: logical fallacies	quiz

Module 5: Case studies and exercises

IIBA® Knowledge Areas alignment	Business analysis knowledge (KA7) Underlying Competencies: Analytical Thinking and Problem Solving
PMI® Talent Triangle alignment	Power Skills: interpersonal skills such as collaborative leadership, communication, an innovative mindset, for-purpose orientation, and empathy.

Title	Type
Requirements conflict case study	video
When “what everyone wants” is an exaggeration case study	video
The dashboard dilemma - overview of the case study	video
Quiz: the dashboard dilemma case study analysis	quiz
Spot the fallacy - overview of the case study	video
Quiz: spot the fallacy case study analysis	quiz

Module 6: Critical thinking frameworks

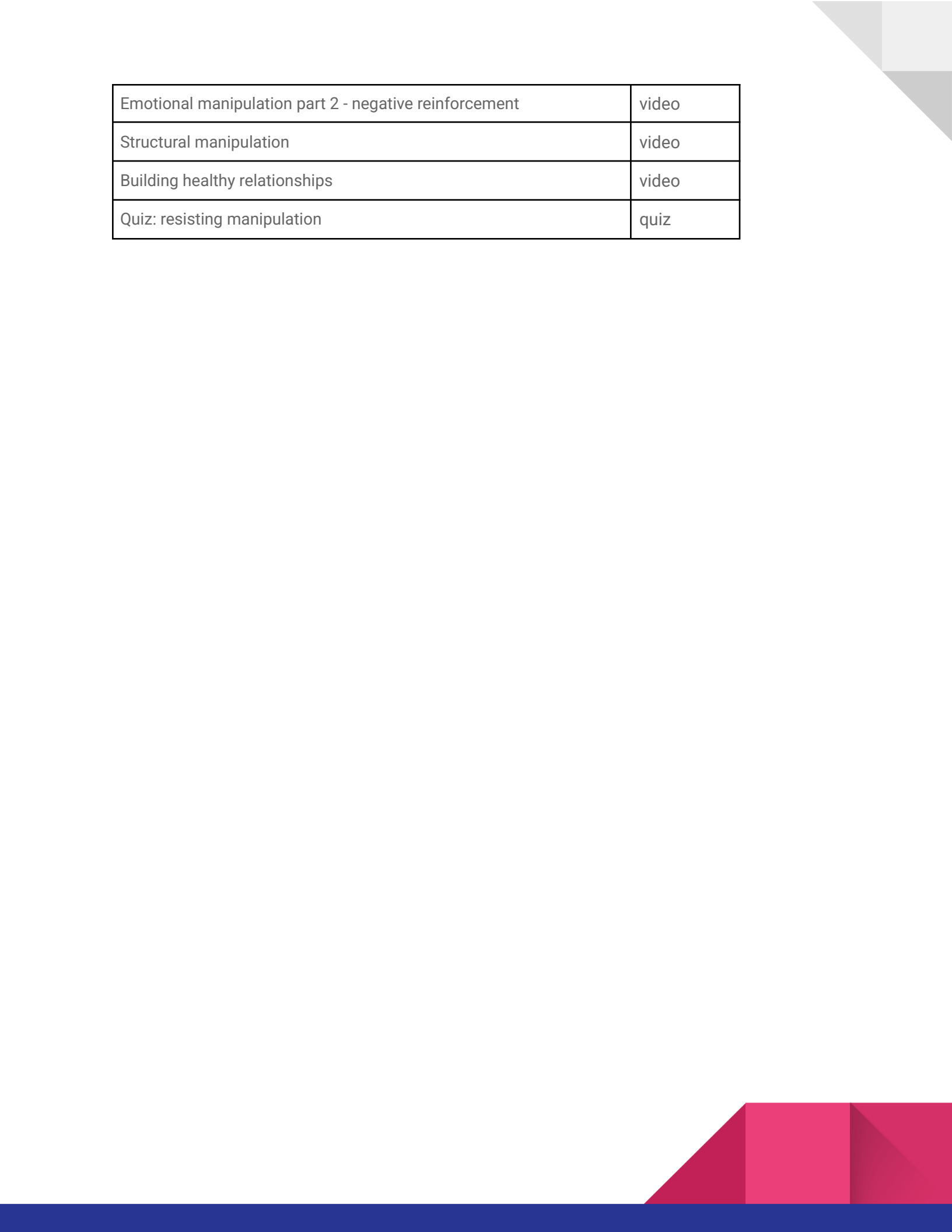
IIBA® Knowledge Areas alignment	Business analysis knowledge (KA7) Underlying Competencies: Analytical Thinking and Problem Solving
PMI® Talent Triangle alignment	Power Skills: interpersonal skills such as collaborative leadership, communication, an innovative mindset, for-purpose orientation, and empathy.

Title	Type
Introduction to critical thinking frameworks	video
RED	video
Paul-Elder	video
Links to further learning on Paul-Elder model	reading + video
Toulmin model	video
Six thinking hats	video
Critical thinking role play: Become a trusted adviser to a business manager	assignment

Module 7: Resisting manipulation

IIBA® Knowledge Areas alignment	Business analysis knowledge (KA7) Underlying Competencies: Analytical Thinking and Problem Solving
PMI® Talent Triangle alignment	Power Skills: interpersonal skills such as collaborative leadership, communication, an innovative mindset, for-purpose orientation, and empathy.

Title	Type
Introduction to the topic of manipulations	video
What is a manipulation?	video
Logical manipulation	video
Emotional manipulation part 1 - positive reinforcement	video

The page features decorative geometric shapes in the corners. The top right corner has a series of overlapping light gray squares. The bottom right corner has a series of overlapping magenta and pink squares. A solid dark blue bar runs along the bottom edge of the page.

Emotional manipulation part 2 - negative reinforcement	video
Structural manipulation	video
Building healthy relationships	video
Quiz: resisting manipulation	quiz