BCS PRACTITIONER CERTIFICATE IN BUSINESS ANALYSIS PRACTICE

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BCS Practitioner Certificate in Business Analysis Practice

Introduction

The BCS Practitioner Certificate in Business Analysis Practice is for candidates who want to develop or further their skills in the understanding and application of the skills required in pre-project work. The learning in this certificate is shaped to place emphasis on valuable business analysis skills and toolkit, rather than the Business Analyst role. Focusing on these skills should ensure alignment with business objectives, strategic business analysis and a fit-for-purpose solution.

Assessment Objectives

Upon achievement of the certificate, candidates will be able to demonstrate a practical understanding of:

1. The strategic context for business analysis
2. How and when to select and apply a range of techniques and tools to analyse the current state of a business
3. How to establish the target state of a business
4. The value of ongoing stakeholder engagement and analysis
5. The purpose and content of the business case

Target Audience

This qualification has been designed to provide valuable learning for those in roles such as business analyst, business architect, business systems analyst, data analyst, enterprise analyst, management consultant, process analyst, product manager, product owner, project manager, and systems analyst.

Eligibility for the Examination

There are no pre-requisites for entry to the examination, although candidates should be prepared to be assessed in line with the objectives listed in the previous section. Candidates can study for the certificate by:

- Using our self-study material (approximately 20 hours)
- Attending our instructor-led BCS accredited training course (3-days)

Duration and Format of the Examination

The format for the examination is a supervised 60-minute multiple choice assessment. The examination is closed book i.e. no materials can be taken into the examination room. The pass mark is 26/40 (65%).

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Additional time for Candidates Requiring Reasonable Adjustments

Candidates may request additional time if they require reasonable adjustments. Please refer to the reasonable adjustments policy for detailed information on how and when to apply.

Additional time for Candidates Whose Native Language is not that of the Examination

If the examination is taken in a language that is not the candidate's native / official language then they are entitled to 25% extra time.

If the examination is taken in a language that is not the candidate's native / official language then they are entitled to use their own paper language dictionary (whose purpose is translation between the examination language and another national language) during the examination. Electronic versions of dictionaries will not be allowed into the examination room.

Syllabus

For each top-level area of the syllabus a percentage and K level is identified. The percentage is the exam coverage of that area, and the K level identifies the maximum level of knowledge that may be examined for that area.

1. Strategic Context for Business Analysis (20%) (K3)
- Explain the purpose of an organisation's vision:
  - Defines target state
  - Purpose and direction
- Apply a suitable technique to analyse the internal environment of an organisation:
  - VMOST; Resource audit
- Apply a suitable technique to analyse the external environment of an organisation:
  - Porter's Five Forces; PESTLE
- Prepare a SWOT analysis:
  - Strengths, weaknesses, opportunities, threats
  - Internal and external
- Use tools to measure performance:
  - Balanced scorecard (BSC)
  - Critical success factors (CSFs)
  - Key performance indicators (KPIs)
  - Targets

2. Analysing and Managing Stakeholders (20%) (K3)
- Explain the activities required to engage stakeholders:
  - Identify stakeholders
  - Challenge and inform stakeholders
  - Negotiate stakeholder conflicts
  - Engage with stakeholders
  - Written and verbal communication
  - Support stakeholders and facilitate meetings and record outputs
- Identify generic stakeholder categories using the stakeholder wheel:
  - Partners; Suppliers; Regulators; Employees; Managers; Owners; Competitors; Customers
- Use the CATWOE technique to analyse stakeholder perspectives and identify similarities and differences
- Categorise stakeholders in terms of their power and influence and level of interest
  - Power/interest grid
- Choose an appropriate stakeholder management strategy:
  - Watch; Keep satisfied; Constant active management; Keep onside; Keep informed; Ignore
  - RACI

3. Analysing the Current State (15%) (K3)
- Choose suitable methods to research the business situation
  - Background research
- Identify a suitable quantitative or qualitative investigation technique:
  - Interviews; Workshops; Observation; Document analysis; Scenario analysis; Surveys/questionnaires; Data analysis
- Identify advantages and disadvantages of the different investigation techniques
  - Environment.
  - Project
- Use tools to represent the current business situation:
  - Customer journey maps
  - Rich pictures
  - Empathy maps
  - Mind maps

4. Establishing the Target State (15%) (K2/3)
- Use a business activity model:
  - How to construct
  - What, not how
- Identify the 5 activities included in a BAM:
  - Planning; Enabling; Doing; Monitoring; Controlling
- Explain the need for a consensus BAM:
  - Stakeholder buy-in
  - Agreed perspective
- Explain the three types of business events:
  - Internal; External; Time-based
- Explain the use of a target operating model (TOM)
  - POPIT™
  - Gap analysis

5. Designing and Defining the solution. (15%) (K3)
- Identify the stages of Design Thinking:
  - Empathise
  - Define
  - Ideate
  - Prototype
  - Evaluate
  - Create
- Describe the use of divergent and convergent thinking:
  - Double Diamond model
- Explain the process of gap analysis:
  - Comparing current and target state
  - Developing options and process
- Distinguish between areas of feasibility:
  - Business
  - Technical
  - Financial

6. Developing a Business Case (15%) (K2)

- Explain the rationale for the development of a business case
  - Purpose and use
- Identify the contents of a business case:
  - Introduction; Management summary; Description of current state; Options considered:
    - Analysis of costs and benefits
    - Impact assessment
    - Risk assessment
  - Recommendation.
- Identify tangible and intangible costs and benefits:
  - Cost benefit analysis
- Identify risks and their potential impact:
  - Types of risk; Risk analysis; Risk impact
- Explain the rationale for the financial case and the appraisal techniques:
  - Payback; Discounted cash flow and net present value
- Relate the business case to the business change lifecycle:
  - The business change lifecycle

Levels of Knowledge / SFIA Levels / Blooms

This course will provide candidates with the levels of difficulty / knowledge skill highlighted within the following table, enabling them to develop the skills to operate at the levels of responsibility indicated. The levels of knowledge and SFIA levels are explained in on the website www.bcs.org/levels. The levels of knowledge above will enable candidates to develop the following levels of skill to be able to operate at the following levels of responsibility (as defined within the SFIA framework) within their workplace:

Levels	Levels of Knowledge	Levels of Skill and Responsibility (SFIA)
K7		Set strategy, inspire and mobilise
K6	Evaluate	Initiate and influence
K5	Synthesise	Ensure and advise
K4	Analyse	Enable
K3	Apply	Apply
K2	Understand	Assist
K1	Remember	Follow

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Question Weighting

Syllabus Area	Target number of questions (weighting)
1 – Strategic Context for Business Analysis	8 (20%)
2 – Analysing and Managing Stakeholders	8 (20%)
3 – Analysing the Current State	6 (15%)
4 – Establishing the Target State	6 (15%)
5 – Defining the Solution	6 (15%)
6 – Developing a Business Case	6 (15%)
Total	**40 (100%)**

Why choose
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- High pass rate
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- Unique to market:
  - Our training App (iOS or Android) supports candidates through the courses allowing the freedom to learn anywhere
  - The same case study is used throughout all practitioner and professional courses so that candidates can see how different tools & techniques are applied to business situations in the same organisation
  - All Diploma courses have TWO full BCS 40 question sample exam papers
  - All Diploma courses have ONE full 40 question mock exam paper
  - All Advanced Diploma courses have ONE full 40 question mock exam paper
  - All graphics are professionally designed and suitable for anyone who is colour blind
  - All courses are professionally narrated – invaluable for auditory learners and anyone with dyslexia
- All courses are academically excellent – authored by BCS oral examiners/practitioners with decades of experience
- Engaging content – includes examples, games, exercises, multiple choice questions and case studies
- BCS accredited partner
- ISO9001:2015 certified
- Cyber Essentials certified
- Near zero carbon footprint
- What our customers say:
  - YouTube
  - Google

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