BCS FOUNDATION CERTIFICATE IN BUSINESS ANALYSIS

Choose between self-study, instructor-led or onsite courses

We'd love to hear from you

hello@amatistraining.com
amatistraining.com
+44 (0)1225 836084

BCS Foundation Certificate in Business Analysis Syllabus

Introduction

The role of a Business Analyst (BA) is full of variety and is broad in scope. This certificate is introduces a range of concepts, approaches and techniques that are relevant in business analysis today.

This certificate provides a foundation for the range of BCS Practitioner Certificates in various Business Analysis related specialisms and may be used as the knowledge-based specialist module in the BCS Diploma in Business Analysis.

Assessment Objectives

Upon completion, learners should be able to demonstrate knowledge and understanding of:

- The role and competencies of a Business Analyst.
- The strategic context for business analysis and the BA service framework.
- How to investigate the current and target business states.
- Defining a solution and preparing a business case.
- Eliciting and managing requirements.
- Delivering a solution.

Target Audience

Job roles relevant to this certification include:

- Business Analyst
- Junior Business Analyst
- Change Manager
- Project Manager

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%).

BCS Foundation Certificate in Business Analysis Syllabus

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 and the K level identifies the maximum level of knowledge that may be examined for that area.

1. What is Business Analysis (5%: K2)
- Describe the business change lifecycle
- List the following principles of business analysis:
  - Root causes not symptoms
  - Business improvement not IT system change
  - Options not solutions
  - Feasible, contributing requirements, not meeting all requests
  - Entire business change lifecycle, not just requirements definition
  - Negotiation not avoidance
- Describe the variants of the business analyst role
  - Enterprise.
  - Technical/systems.
  - Digital.
  - Project.
  - Proxy product owner

2. The Competencies of a Business Analyst (2.5%: K2)
- Explain the concept of the T-shaped Professional
- Identify the three areas of business analysis competency:
  - Personal qualities.
  - Business knowledge.
  - Professional technique

3. The Strategic Context for Business Analysis (7.5%: K2)
- Describe business analysis and the strategic context
- Define the factors assessed using PESTLE to analyse an external environment
- Identify the elements of the VMOST technique used to analyse an internalenvironment
- Describe the following elements of performance measurement:
  - Critical success factors
  - Key Performance Indicators (KPIs)
- Describe the structure of a SWOT analysis
- Describe the following techniques used in strategy execution
- The POPIT model
- The purpose of the business model canvas

4. The Business Analysis Service Framework (2.5%: K2)
- Identify the following services in the Business Analysis Service Framework (BASF):
  - Situation investigation and problem analysis
  - Feasibility assessment and business case development
  - Business process improvement
  - Requirements definition
  - Business acceptance testing
  - Business change deployment
  - Stakeholder engagement

5. Investigating the Business Situation (12.5%: K2)
- Define workshops:
  - Advantages and disadvantages of workshops
  - List techniques used for discovery workshops
  - List techniques used for visualisation workshops
- Define observation:
  - Advantages and disadvantages of observation
  - Formal observation
  - Shadowing
- Define interviews:
  - Advantages and disadvantages of interviewing
- Define scenarios:
  - Advantages and disadvantages of scenarios
- Define prototyping:
  - Advantages and disadvantages of prototyping
- Define user role analysis:
  - Advantages and disadvantages of user role analysis
  - Personas
- Define quantitative approaches:
  - Surveys or questionnaires
  - Activity sampling
  - Document analysis
- Describe the following two diagrammatic techniques used to record a business situation:
  - Rich pictures
  - Mind map

6. Analysing and Managing Stakeholders (10%: K2)
- Identify stakeholder categories using the stakeholder wheel
- Describe the Power/Interest grid technique to analyse stakeholders:
  - Resulting stakeholder management strategies:
  - Watch
  - Keep satisfied
  - Constant active management
  - Keep onside
  - Keep informed
  - Ignore
- Describe stakeholder responsibilities using RACI:
  - Responsible
  - Accountable
  - Consulted
  - Informed

7. Improving Business Services and Processes (12.5%: K2)
- Explain the business process hierarchy:
  - Enterprise level
  - Event-response level
  - Actor-task level
- List the following techniques used to model the enterprise level processes:
  - SIPOC
  - Value chain analysis
  - Value propositions
- Describe the following aspects of the event response level:
  - Business events
  - Creating business process models
  - UML activity models
- Describe the following aspect of the actor-task level:
  - Analysis considerations at actor-task level
- Describe analysis of the following aspects of the as-is process model:
  - Identifying problems
  - Analysing the handoffs
  - Analysing the tasks and procedures
- Identify generic approaches to improving business processes:
  - Simplification
  - Redesign
  - Bottleneck removal
  - Change task sequence
  - Redefine boundary
  - Automate processing
- Define the purpose of customer journey maps:
  - Provides an external perspective
  - Customer-focused

8. Defining the solution (7.5%: K2)
- Describe the gap analysis process:
  - Comparing current to target state
  - Identify gaps to be addressed
- Explain the use of POPIT in gap analysis
- Describe the process for developing options:
  - Identify, shortlist, evaluate, produce business case
- Describe the purpose of design thinking:
  - Stages of design thinking:
    - Empathise
    - Define
    - Ideate
    - Prototype
    - Evaluate
    - Create
  - Divergent and convergent thinking
    - Discover
    - Define
    - Develop
    - Deliver

9. Making the Business Case (5%: K2)
- Describe the lifecycle for a business case in business case development
- Identify the areas of feasibility assessment:
  - Business
  - Technical
  - Financial
- Define the structure and contents of a business case:
  - Introduction
  - Management or executive summary
  - Description of current state
  - Options considered:
    - Options described
    - Analysis of costs and benefits
    - Impact assessment
    - Risk assessment
  - Recommendations
  - Appendices/supporting information
- List the key features relevant to the production of a business case within an Agile environment
- Identify the elements of a CARDI Log
- Explain the purpose of the following investment appraisal techniques:
  - Payback
  - Discounted cash flow and net present value

10. Establishing the Requirements (10%: K2)
- Explain the requirements engineering (RE) framework
- Identify the following actors in requirements engineering:
  - The business representatives
  - The project team
- Identify the types of requirement
- Describe the hierarchy of requirements:
  - Link to strategy and legal obligations
- Describe requirements elicitation techniques:
  - Tacit and explicit knowledge
  - Elicitation techniques
    - Workshops
    - Modelling
    - Prototyping
    - Interviews
    - Document analysis
- Identify the following elements of requirements analysis:
  - Requirements filters
  - INVEST
  - Prioritising requirements using MoSCoW
  - Business rules

11. Documenting and Modelling Requirements (10%: K2)
- Identify the following documentation styles
  - Text-based documentation style
  - Diagrammatic
- List elements of a requirements catalogue
- Describe the format of user stories
- Describe the elements of the use case diagram used to model functional requirements
- Describe the elements of a class model used to model data
- Describe the product backlog in modelling and documentation in an Agile environment
- Define the structure of the business requirements document

12. Validating and Managing Requirements (5%: K2)
- Describe the following types of requirements validation:
  - Formal
  - Agile (less formal, iterative)
- Describe the following aspects of requirements management:
  - Traceability:
    - Horizontal
    - Vertical
  - Change control

13. Delivering the Requirements (5%: K2)
- Describe the following types of delivery lifecycle:
  - The waterfall lifecycle
  - The "V" model
  - The incremental lifecycle
  - The stages of the iterative lifecycle (Agile)
- Explain advantages and disadvantages of the above lifecycles:
  - Control
  - Definition
  - Pace
  - Clarity

14. Delivering the Business Solution (5%: K2)
- Explain the role of the business analyst in the business change lifecycle
- Describe the role of the business analyst during the design, development andtest stages:
  - Design:
    - Communication
    - Modelling
    - Provide clarity
    - Collaboration
  - Development:
    - Advice and queries
    - Problem solving
  - Test:
    - Acceptance criteria
    - Test criteria
- Describe the following approaches used in the implementation stage:
  - Business readiness assessment:
    - McKinsey 7S Framework
    - CPPOLDAT
  - Transition and migration:
    - Direct changeover (big bang)
    - Parallel
    - Pilot
    - Phased
  - People's response to change:
    - SARAH
- Describe how the benefits plan is used in the realisation stage:
  - Context/vision
  - Benefits profiles
  - Benefits dependency network
  - Responsibilities
  - Tracking procedures

BCS Foundation Certificate in Business Analysis Syllabus

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

BCS Foundation Certificate in Business Analysis Syllabus

Question Weighting

Syllabus Area	Target number of questions (weighting)
1 – What is Business Analysis?	2 (5%)
2 – The Competencies of a Business Analyst	1 (2.5%)
3 – The Strategic Context for Business Analysis	3 (7.5%)
4 – The Business Analysis Service Framework	1 (2.5%)
5 – Investigating the Business Situation	5 (12.5%)
6 – Analysing and Managing Stakeholders	4 (10%)
7 – Improving Business Services and Processes	5 (12.5%)
8 – Defining the Solution	3 (7.5%)
9 – Making the Business Case	2 (5%)
10 – Establishing the Requirements	4 (10%)
11 – Documenting and Modelling Requirements	4 (10%)
12 – Validating and Managing Requirements	2 (5%)
13 – Delivering the Requirements	2 (5%)
14 – Delivering the Business Solution	2 (5%)
Total	**40 (100%)**

Why choose
Amatis Training?

- High pass rate
- Online exams at your location
- Instant results
- 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](#)

We'd love to
hear from you

hello@amatistraining.com
amatistraining.com
+44 (0)1225 836084

BCS
The Chartered Institute for IT

Accredited Training Partner