# BCS FOUNDATION CERTIFICATE IN DIGITAL BUSINESS CHANGE

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# BCS Foundation Certificate in Digital Business Change

## Introduction

The BCS Foundation Certificate in Digital Business Change is relevant to anyone wanting to develop an understanding of all aspects of the planning, implementation and review of digital and business change. This includes, but is not limited to, those working in business analysis, project management and change management roles.

This is a foundation certificate which will:

- assess the learner's ability to identify, describe and explain key concepts within the business change lifecycle;
- assess the learner's ability to recognise and describe the considerations of digital and business change;
- enable learners to progress in their professional development.

## Assessment Objectives

Upon completion of this award, learners will be able to demonstrate knowledge and understanding of:

1. Aligning change to the external environment, internal strategy and the enterprise architecture
2. Techniques for identifying the need or opportunity for change
3. Establishing, validating and categorising change requirements
4. The ethical considerations of digital change
5. The Agile Manifesto and Agile development practices

## Target Audience

This Foundation Certificate is for people who want to understand business change, this includes relevant processes, frameworks and techniques. Suitable for Business Analysts, Subject Matter Experts, Project Managers, Business Managers, Business Change Managers and Product Owners. This list is not exhaustive and many other roles may benefit.

## 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. Change Principles (5%, K2)**
- Describe the business change lifecycle
- Describe drivers of change
  - External drivers, internal drivers
- Describe risk appetite and risk categories
  - Risk appetite
    - Risk averse, risk neutral, risk-taking
  - Risk categories
    - Strategic, compliance, operational, financial, reputational

**2. Aligning Change with the Business (20%, K2)**
- Describe techniques to analyse the external environment:
  - PESTLE analysis
  - Porters Five Forces model
- Describe techniques to analyse the internal environment
  - VMOST
  - Resource Audit
- Describe the components and purpose of a SWOT analysis
  - Strengths, weaknesses, opportunities, threats
  - Internal and external factors
- Describe the cultural web framework for analysing organisational culture
- Describe organisational performance measurement techniques
  - The balanced scorecard.
  - Critical success factors (CSFs)
  - Key performance indicators (KPIs)
- Describe the components of an organisation's enterprise architecture
  - Enterprise architecture domains.
    - Business architecture — Applications architecture — Data architecture
    - Infrastructure architecture — Software infrastructure — Security architecture
- Describe ethical considerations of digital change
  - Sustainability and responsible computing
  - The triple bottom line

**3. Identifying Change (27.5%, K2)**
- State the purpose, advantages and disadvantages of qualitative and quantitative investigation techniques
- Qualitative techniques
  - Workshops, observation, interviews, scenarios, prototyping, user role analysis
- Quantitative techniques
  - Surveys, activity sampling, document analysis
- Describe techniques used to record business situations
  - Fishbone diagrams
  - Mind maps
  - Rich pictures
- Identify stakeholder categories using the stakeholder wheel
- Describe the use of the power/interest grid to analyse and manage stakeholders
- Describe business process modelling
  - Business events, Tasks, Actors, Swimlanes, Sequence, Decision points, Outcomes
- Describe customer journey mapping
  - Role, Persona, Goal, Stages of the customer journey, Touchpoints, Emotional responses, Potential opportunities for improvement
- Explain the use of POPIT in the gap analysis process
  - Compare the current and target states, Identify gaps to be addressed
- Explain the process for developing options
  - Identify, shortlist, evaluate
  - Types of option
    - Basic, Extended, Exhaustive
- Describe the three main areas for evaluating the feasibility of options
  - Business feasibility, technical feasibility, financial feasibility
- Describe the fundamental differences in identifying change in Agile environments
  - Iterative and incremental
  - Each iteration is like a short project
  - The product backlog
- Describe the design thinking approach to generating options and designing solutions
- The stages of design thinking and associated techniques
- Divergent and convergent thinking
- The Double Diamond model
  - Discover, Define, Develop, Deliver

**4. Change Requirements (12.5%, K2)**
- Describe the process of establishing change requirements
  - The requirements engineering framework
    - Elicitation, Analysis, Validation, Documentation, Management
- Identify the key roles and responsibilities in establishing requirements
  - Business representatives
    - Project sponsor, Product owner, Subject matter expert, Business staff
  - Project team
    - Project manager, Business analyst, Developer, Software tester
- Identify the different types of requirement
  - Business, solution
  - General, Technical, Functional, Non-functional
- Describe the principles of user-centred design
  - The design is based upon an explicit understanding of users, tasks and environments
  - Users are involved throughout design and development
  - The design is driven and refined by usercentred evaluation
  - The process is iterative
  - The design addresses the whole user experience
  - The design team includes multidisciplinary skills and perspectives

**4. Change Requirements (12.5%, K2) Continued**
- Identify the four design principles of Web Content Accessibility Guidelines (WCAG)
  - Perceivable, Operable, Understandable, Robust
- Describe configuration management and change control
  - Configuration management
  - Change control

**5. The Business Case (7.5%, K2)**
- Describe the structure and content of a business case
  - Introduction
  - Management summary
  - Description of the current situation
  - Options considered
    - Analysis of costs and benefits
    - Impact assessment
    - Risk assessment
  - Recommendations
- Describe the payback investment appraisal technique
  - Layout, benefits, costs, yearly cash flow, cumulative cash flow
- Describe business case development within an Agile environment
  - The key features relevant to business case production in an Agile environment
  - The MoSCoW approach to prioritisation
    - Must have
    - Should have
    - Could have
    - Want to have, but won't have this time

**6. Design and development (10%, K2)**
- Describe linear and incremental development lifecycles
  - Linear development lifecycles
    - The waterfall lifecycle.
    - The 'V' model.
  - The incremental lifecycle
- Describe the Agile development lifecycle
  - Stages of the Agile lifecycle
    - Establish business need and evaluate options
    - Establish the solution backlog
    - Plan the solution increment
    - Develop the solution
    - Deploy and evaluate the solution increment
  - Advantages and disadvantages
- Describe the four overarching values of the Agile Manifesto
  - Individuals and interactions over processes and tools
  - Working software over comprehensive documentation
  - Customer collaboration over contract negotiation
  - Responding to change over following a plan
- Describe techniques involved in business acceptance testing
  - Acceptance criteria for testing
  - Test design
    - Test cases and test scripts
    - A/B testing

## 7. Change Implementation (10%, K2)
- Describe the CPPOLDAT framework for assessing an organisation's readiness for change
  - Customer
  - Product
  - Process
  - Organisation
  - Location
  - Data
  - Application
  - Technology
- Describe strategies used for implementing the identified solution
  - Direct changeover (big bang)
  - Pilot running
  - Parallel running
  - Phased implementation
- Identify stages of the human response to change
  - SARAH
    - Shock
    - Anger
    - Rejection
    - Acceptance
    - Hope
- Describe techniques used to gather feedback after implementation
  - Feedback grid.
    - What worked well?
    - What did not work well?
    - What questions do you have?
    - What ideas can you suggest?
  - Project review
    - Post-project review, Post-implementation review

## 8. Benefits management (7.5%, K2)
- Identify typical examples of benefits
  - Tangible, Intangible
- Describe the elements of a benefits plan
  - Context/vision
  - Benefits profiles
  - Benefits dependency network
  - Responsibilities
  - Tracking procedures
  - Benefit owner
- Describe the purpose and processes of a benefits review
  - Scheduled review, unscheduled review
  - Benefits realisation report

# BCS Foundation Certificate in Digital Business Change

## 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 Digital Business Change

## Question Weighting

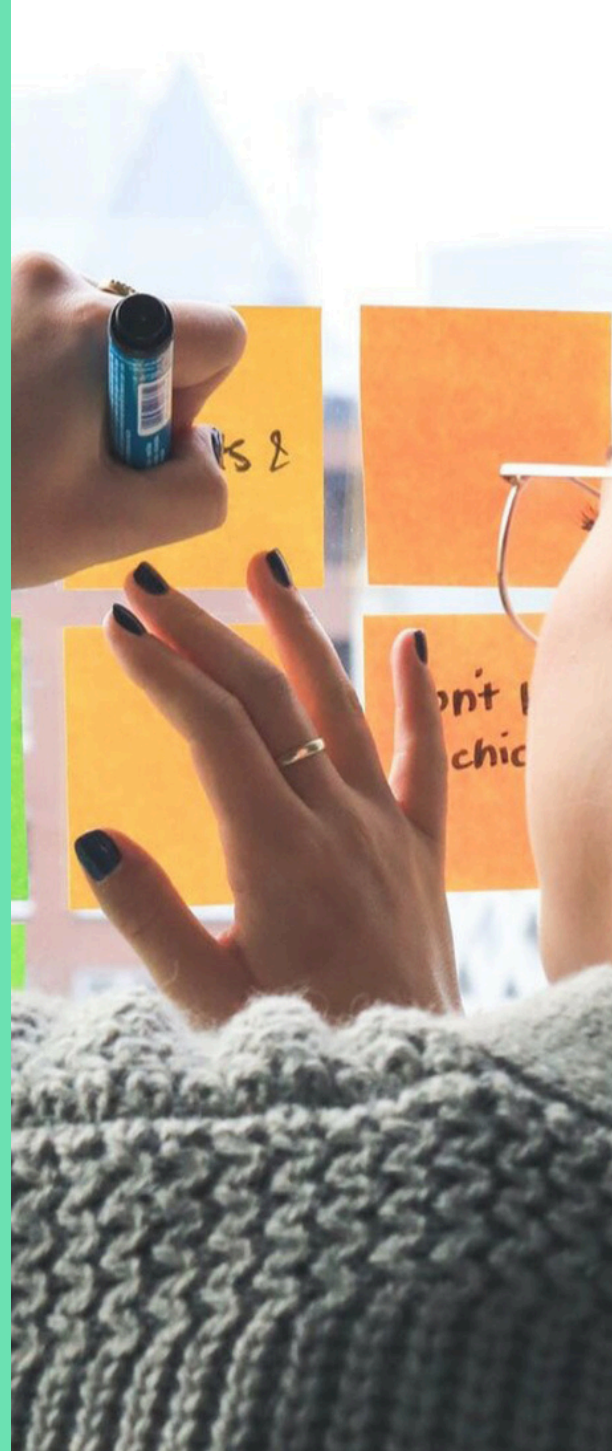| Syllabus Area | Target number of questions (weighting) |
|---|---|
| 1 – Change Principles | 2 (5%) |
| 2 – Aligning Change with the Business | 8 (20%) |
| 3 – Identifying Change | 11 (27.5%) |
| 4 – Change Requirements | 5 (12.5%) |
| 5 – The Business Case | 3 (7.5%) |
| 6 – Design and Development | 4 (10%) |
| 7 – Change Implementation | 4 (10%) |
| 8 – Benefits Management | 3 (7.5%) |
| **Total** | **40 (100%)** |

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  - 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 sample 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
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