

BCS PROFESSIONAL CERTIFICATE IN BUSINESS ANALYSIS SERVICE DELIVERY

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BCS Professional Certificate in Business Analysis Service Delivery



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Introduction

The BCS Professional Certificate in Business Analysis Service Delivery assesses competence with regard to the creation and management of a Business Analysis Service, including setting strategy, defining services provided, and continuous improvement of the service.

Assessment Objectives

The examination leading to the BCS Professional Certificate in Business Analysis Service Delivery has the following assessment objectives.

Candidates must be able to demonstrate and understanding of:

- The concept of the BA Service
- How to recruit and develop business analysts
- Tools, frameworks and skills to lead and operate the service
- Standardisation through templates and support tools
- How to approach performance and quality measurement

Target Audience

The certificate is relevant to anyone wishing to gain an understanding of the principles and rationale for the creation and maintenance of a BA Service, including senior and lead business analysts, business analysis managers and leaders, practice leaders, heads of profession, chapter leaders, service delivery managers and change managers.

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 90-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%).



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. Introducing the BA Service (10%, K3)

- 1.1. Define the Business Analysis as a Service concept
- 1.2. Distinguish between different BA Service structures
- 1.3. Describe the 3rd wave model for business analysis
- 1.4. Describe the BA Service Framework
- 1.5. Define the terms Value and the Value Proposition
- 1.6. Identify the Value Proposition attributes

2. Recruiting and Retaining Business Analysts (10%, K3)

- 2.1. Describe and interpret recruitment strategy and planning
- 2.2. Define the three business analysis skill areas
- 2.3. Describe the business analyst recruitment pipeline options
- 2.4. Distinguish between the levels of the career pathway for business analysts
- 2.5. Explain the business analysis succession planning process

3. Developing Business Analysts and enabling high-performance (20%, K4)

- 3.1. Explain the concept of a T-shaped professional
- 3.2. Explain skill development frameworks
- 3.3. Define the benefits and issues of a community of practice
- 3.4. Distinguish between a fixed and growth mindset
- 3.5. Describe and apply performance tools
 - 3.5.1. Performance management matrix
 - 3.5.2. GROW model
 - 3.5.3. Johari window
 - 3.5.4. Kahler's 5 drivers
- 3.6. Explain the term Emotional Intelligence
- 3.7. Explain the term Active Listening



4. Applying BA Standards and software Tools (10%, K3)

- 4.1. Define the benefits and issues of standards and templates
- 4.2. Describe a prioritisation approach to creating and maintaining templates
 - 4.2.1. Action priority matrix
- 4.3. Identify categories of support tools
- 4.4. Describe support tool maturity model levels and issues

5. Leading the Business Analysis Service (10%, K4)

- 5.1. Define the role and skills of a BA leader
- 5.2. Describe and apply tools for BA Leadership
 - 5.2.1. Business Model Canvas
 - 5.2.2. VMOST
- 5.3. Describe and apply leadership frameworks and models
 - 5.3.1. Three circles model for the BA Service
 - 5.3.2. Challenge support model

6. Operating the Business Analysis Service (15%, K4)

- 6.1. Explain BA Service management responsibilities
- 6.2. Describe and apply the BA consulting cycle
- 6.3. Describe and analyse resourcing models and profiles

7. Understanding Customers and Culture (10%, K4)

- 7.1. Describe and apply categories of customer
- 7.2. Identify and explain customer service dimensions
- 7.3. Describe and analyse customer expectations of the BA Service
- 7.4. Explain the Iceberg Model of culture
- 7.5. Describe the BA Service Charter

8. Improving BA Service Quality and Measuring Performance (15%, K4)

- 8.1. Explain a quality culture
- 8.2. Identify and explain the eight types of waste
- 8.3. Describe and apply service maturity and assessment models
 - 8.3.1. The Business Analysis Maturity Model
 - 8.3.2. The CMMI adapted for a BA Service
- 8.4. Describe the quality management cycle and techniques
- 8.5. Describe and analyse leading and lagging measures
- 8.6. Describe and apply the Balanced Scorecard

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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 - Introducing the BA Service	4 (10%)
2 - Recruiting and Retaining Business Analysts	4 (10%)
3 - Developing Business Analysts and enabling high-performance	8 (20%)
4 - Applying BA Standards and software Tools	4 (10%)
5 - Leading the Business Analysis Service	4 (10%)
6 - Operating the Business Analysis Service	6 (15%)
7 - Understanding Customers and Culture	4 (10%)
8 - Improving BA Service Quality and Measuring Performance	6 (15%)
Total	40 (100%)

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