BCS PROFESSIONAL CERTIFICATE IN BENEFITS PLANNING AND REALISATION

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BCS Professional Certificate in Benefits Planning and Realisation

Introduction

The BCS Professional Certificate in Benefits Planning and Realisation assesses knowledge and understanding of the lifecycle, activities and techniques used in the definition, planning and realisation of business benefits. These benefits are predicted to result from the introduction of business and information system changes. Understanding how to manage benefits in order to enable their realisation is critical for business analysts working in all aspects of the business change lifecycle.

Assessment Objectives

The examination leading to the BCS Professional Certificate in Benefits Planning and Realisation has the following assessment objectives.

Candidates must be able to demonstrate that they can:

- Recognise the context for benefits management
- Define a benefits management process
- Identify organisational drivers and business benefits
- Construct a benefits dependency network
- Build a business case and classify business benefits
- Undertake an investment appraisal
- Recognise the need for stakeholder and change management
- Explain the tasks required in implementing a benefits management approach
- Predict future issues in benefits management

Target Audience

This certification is relevant for anyone wishing to gain an understanding of the process and techniques used to plan, manage and realise business benefits predicted to result from business change initiatives. The certification is particularly relevant for business analysts, project managers, programme managers and business 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 90 minute examination. It consists of 40 multiple-choice questions. 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.

Calculators

Simple non-programmable calculators can be used during paper based examinations (to be provided by the candidate). Candidates taking on-line examinations will have access to an on screen calculator. No other calculators or mobile technology will be allowed.

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. The context of benefits management (10%, K4)
- Issues with the relationship of IS/IT delivery to benefits
- Dissatisfaction with current approaches to benefits delivery
- The characteristics of a benefits management approach
- Focusing on value and value networks
- Value chains and value networks
    - External value chain analysis
    - Internal value chain analysis
    - Alternative value change configurations

2. The benefits management process (10%, K4)
- The rationale for benefits management
- The origins of the benefits management approach and process
- An overview of the benefits management process
    - Identifying and structuring benefits
    - Planning benefits realisation
    - Executing the benefits plan
    - Reviewing and evaluating the results

3. Identifying drivers, benefits and establishing a benefits dependency network (30%, K4)
- Why: identifying business and organisational drivers
- Establishing investments objectives
- Linking business benefits to drivers
- What: the business benefits
  - Benefit owners
  - Change owners
- How: the benefits dependency network
  - Business changes
  - Enabling changes
  - IS/IT enablers
- Measurements and ownership
- Benefits and change template

4. Building the business case (25%, K4)
- The rationale of the business case
- A structure for analysing and describing benefits
  - Observable benefits
  - Measurable benefits
  - Quantifiable benefits
  - Financial benefits
- Quantifying the benefits
  - Overcoming the measurable to quantifiable barrier
- Financial benefits
  - Cost reductions
  - Revenue increases
- Investment appraisal
  - Payback
  - Net present value
  - Internal rate of return
- Risk Assessment
- Completing the business case
  - Linear lifecycle of a business case
  - Agile lifecycle of a business case

5. Stakeholders and change management (7.5%, K4)
- Assessing the feasibility of achieving the benefit
- Stakeholder analysis and management techniques
  - Power and influence
  - Benefits and change
- From stakeholder analysis to stakeholder management action
- Completing the benefits plan
- Approaches to managing change
- Matching management approach with stakeholder behaviours
- Change management strategies

6. Implementing a benefits management approach (15%, K4)
- Rationales for introducing benefits management
- Initiating and managing a benefits driven project
- Roles within benefits management
  - The project sponsor
  - The business project manager
  - The project management office

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6. Implementing a benefits management approach (15%, K4) (continued)
- Benefits management workshops
- The benefits plan and the project plan
- Reviewing and evaluating results
  - Benefits review meeting
- Establishing potential for further benefits
- Monitoring benefits after implementation
- A maturity model for organisational benefits

7. The future of benefits management (2.5%, K4)
- Characteristics of the benefits management approach
- Using benefits management to formulate and implement strategy
- Incorporating benefits management into strategic thinking
- Future trends in IS/IT and their implications for benefits management

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 – The Context of Benefits Management	4 (10%)
2 – The Benefits Management Process	4 (10%)
3 – Identifying Drivers, Benefits and Establishing a Benefits Dependency Network	12 (30%)
4 – Building the Business Case	10 (25%)
5 – Stakeholders and Change Management	3 (7.5%)
6 – Implementing a Benefits Management Approach	6 (15%)
7 – The Future of Benefits Management	1 (2.5%)
Total	**40 (100%)**

Why choose Amatis Training?

- 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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