

BCS FOUNDATION CERTIFICATE IN ORGANISATIONAL BEHAVIOUR

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BCS Foundation Certificate in Organisational Behaviour



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Introduction

The BCS Foundation Certificate in Organisational Behaviour provides an entry level qualification for anyone wishing to gain an understanding of the complex factors which shape the way organisations operate.

It includes the principles of organisational design and operating models, as well as group and individual performance, culture and behaviour. The certificate will also enable candidates to understand key principles of finance at both business and project level.

Assessment Objectives

Candidates will be able to demonstrate knowledge and understanding of Organisational Behaviours in the following areas:

1. Organisational Principles including delivering value, structure, budgets, jobs, management and rules
2. Operating models including structures and boundaries
3. Organisational motivation, behaviour and culture
4. Group formation, dynamics and networks
5. Principles of financial reporting including balance sheet, income statement, cash flow, costing and pricing
6. Project finance including costs and benefits, payback, discounted cash flow and internal rate of return

Target Audience

The Foundation Certificate is for people who want to gain a general understanding of the structure, operation and behaviour of organisations, including business and project finance. Suitable for business analysts, business managers and anyone working in business change. 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. Organisational Principles (17.5%, K2)

- Explain delivering value:
 - Competitive advantage – Porter's Five Forces
 - Value proposition
 - Value stream analysis (not LEAN)
- Explain organisation structuring:
 - Elements of organisation structure
 - The six structure levels
 - The Leavitt Diamond
- Explain budgets and departmentalised businesses:
 - The purpose of budgets
 - Reasons for departmentalisation
 - Cost centres and profit centres
- Describe types of jobs:
 - Work specialisation
 - Flat and tall hierarchies
 - Span of control
- Describe line management, staff and functional relationships
- Explain formalisation of rules and procedures
- Explain centralisation v decentralisation:
 - Advantages
 - Disadvantages

2. Operating Models (15%, K2)

- Explain organisation structures and their characteristics:
 - Functional
 - Divisional – product or service/geography/customer
 - Matrix
 - Team-based – cross functional/project

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2. Operating Models (15%, K2) Continued

- Recognise organisational boundaries:
 - Boundaryless organisations
 - Outsourcing
 - Offshoring
 - Hollow organisation structures
 - Modular organisation structures
 - Virtual organisations
 - Collaborations and strategic alliances
 - Agile organisations

3. Organisational Motivation, Behaviour and Culture (20%, K2)

- Explain organisational motivation (Object Management Group (OMG) business motivation model)
- Describe the Organisational Behaviour Field Map
- Explain organisational effectiveness and the balanced scorecard.
- Describe understanding and analysing culture:
 - Organisational cultural types:
 - Deal and Kennedy model of corporate culture
 - Handy's model of organisational culture
 - Strong, weak and appropriate cultures (Gordon and DiTomaso Chatman et al, O'Reilly):
 - Groysberg's internal and external company factors
 - National cultures:
 - Brooks factors affecting national culture
 - Hofstede five dimensions of national culture
 - The cultural web

4. Group Formation (10%, K2)

- Explain groups and group dynamics
- Describe formal and informal groups:
 - Groups and group tasks
 - Characteristics of formal groups
 - Homan's theory of group formation
 - Tuckman and Jensen's theory of group development
 - Characteristics of informal groups
 - Social networks of informal groups

5. Principles of Financial Reporting (20%, K2)

- Describe statement of financial position (balance sheet):
 - Purpose and structure
 - The nature, purpose and types of capital
 - Current and non-current liabilities
 - Current and non-current assets
- Explain income and expenditure (income statement, profit and loss account):
 - The importance of Operating Profit
 - Revenue (turnover)
 - Cost of Sales
 - Administrative expenses
 - Profit after tax
- Describe cash flow:
 - Cash flow forecasting
 - Use of cash flow in decision making
 - Cash flow and profit

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5. Principles of Financial Reporting (20%, K2) Continued

- Explain costing and pricing:
 - Fixed and variable costs
 - Direct and indirect costs
 - Break even and contribution analysis

6. Project Finance (17.5%, K2)

- Describe the rationale for and the techniques used for evaluating a financial case:
 - Costs and benefits:
 - Tangible and intangible
 - Benefits classification: Financial, Quantifiable, Measurable and Observable
 - Payback:
 - Rationale for a payback calculation
 - Payback and Risk
 - Limitations of Payback
 - Discounted Cash Flow/Net Present Value:
 - Rationale for a discounted cash flow/net present value calculation
 - The NPV Decision Rule
 - Internal Rate of Return (IRR):
 - Rationale for IRR
 - How IRR is used
 - The IRR Decision Rule

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 - Organisational Principles	7 (17.5%)
2 - Operating models	6 (15%)
3 - Organisational Motivation, Behaviour and Culture	8 (20%)
4 - Group Formation	4 (10%)
5 - Principles of Financial Reporting	8 (20%)
6 - Project Finance	7 (17.5%)
Total	40 (100%)

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 - All Diploma courses have ONE full 40 question mock exam paper
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- Engaging content – includes examples, games, exercises, multiple choice questions and case studies
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