BCS PROFESSIONAL CERTIFICATE IN STAKEHOLDER ENGAGEMENT

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BCS Professional Certificate in Stakeholder Engagement

Introduction

The BCS Professional Certificate in Stakeholder Engagement assesses knowledge and understanding of key frameworks and techniques used when working with stakeholders.

The particular focus of this certification is on the application of these frameworks and techniques by business analysts when working with stakeholders on business change projects.

Assessment Objectives

The examination leading to the BCS Professional Certificate in Stakeholder Engagement has the following assessment objectives.

Candidates should be able to:

- identify types of stakeholder and recognise the need for stakeholder engagement;
- explain stakeholder prioritisation and management;
- explain stakeholder planning and monitoring; define the communication process;
- identify barriers to communication and describe the range of listening behaviours;
- explain the Tuckman and Jensen process for group formation;
- define the roles and stages of a facilitated workshop;
- describe a range of elicitation and visualisation techniques used in a facilitated workshop;
- define the nature of rapport and the rationale and techniques for building rapport;
- Define equality, diversity, inclusion and unconscious bias;
- Explain empathy maps
- explain the process for managing expectations;
- describe the principled negotiation approach;
- explain the Thomas-Kilmann Conflict MODE instrument;
- explain integrative and distributive negotiation;
- explain different causes of conflict.

Target Audience

This certification is relevant for anyone wishing to gain an understanding of the key concepts and techniques required to work effectively with stakeholders. The certification will be of benefit to anyone responsible for engaging with stakeholders on business change projects, in particular business analysts and project managers. 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)

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 (2-days)

Duration and Format of the Examination

The duration of the examination is 90 minutes. 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.

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. Managing Stakeholders (15%, K4)

1.1 Stakeholder categories
1.2 Stakeholder analysis and prioritisation
1.3 Stakeholder planning and monitoring
1.4 Stakeholder perspectives
1.5 RACI analysis

2. Communication (10%, K4)

2.1 The communication process
2.2 Barriers to communication: semantic, physical, psychological
2.3 4As communication planning
2.4 Active listening
2.5 Listening behaviours: judging, filtering, being right, rehearsing

3. Working with stakeholder groups (10%, K4)

3.1 Group development process: forming, storming, norming, performing, adjourning
3.2 Learning styles: activist, pragmatist, reflector, theorist

4. Facilitated workshops (10%, K4)

4.1 Benefits of facilitated workshops
4.2 Roles in a facilitated workshop
4.3 Stages of a facilitated workshop
4.4 Facilitated workshop planning
4.5 Running a facilitated workshop
4.6 Facilitation techniques: elicitation and visualisation

5. Rapport (10%, K4)

5.1 The nature of 'rapport'
5.2 Mehrabian's elements in communication: Words (Verbal), Tone of Voice (Vocal), Body Language (Visual)
5.3 Techniques for creating and sustaining rapport
5.4 Building rapport using mirror, match, pace

6. Ensuring equality (10%, K4)

6.1 Equality, diversity and inclusion: definitions
6.2 Empathy maps
6.3 Unconscious bias

7. Managing expectations (10%, K4)

7.1 Categories of expectations
7.2 Sources of expectations: controllable and uncontrollable expectation creators
7.3 Process for managing expectations

8. Negotiating with stakeholders (15%, K4)

8.1 Principled negotiation
8.2 BATNA
8.3 Integrative and distributive negotiation

9. Managing conflict (10%, K4)

9.1 Roots of conflict – goals, judgements, values
9.2 Options for conflict resolution
9.3 Thomas-Kilmann conflict styles

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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 – Stakeholders	6 (15%)
2 – Communications	4 (10%)
3 – Working with Stakeholder Groups	4 (10%)
4 – Facilitated Workshops	4 (10%)
5 – Rapport	4 (10%)
6 – Creative Problem-solving	6 (15%)
7 – Managing Expectations	4 (10%)
8 – Negotiating with Stakeholders	6 (15%)
9 – Managing Conflict	4 (10%)
Total	**40 (100%)**

Why choose
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  - All Diploma courses have ONE 40 question mock exam paper
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  - All Advanced Diploma courses have ONE 40 question mock exam paper
  - All graphics are professionally designed and suitable for anyone who is colour blind
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- 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
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