

BCS INTERNATIONAL DIPLOMA - ORAL PREPARATION WORKSHOP

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BCS International Diploma in Business Analysis - Oral Preparation Workshop



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Introduction

The BCS International Diploma in Business Analysis is an internationally recognised certification that enables candidates to validate their knowledge, skills and ability. The Diploma is designed for business and IT professionals who want to demonstrate they have a detailed understanding of business analysis best practice and sets a standard against which business analysts may be assessed.

This workshop is designed to give you the best possible opportunity to pass your Oral exam to gain your BCS International Diploma in Business Analysis on the first attempt!

Workshop Objectives

While the syllabus is expressed in terms of separate sections, candidates will understand from the workshop:

1. What to expect on the day.
2. What the examiner is expecting from the candidate
3. Example questions based on a variety of business situations to mimic the live exam
4. Both 2 and 3 will cover every bullet point in the syllabus
5. Mock exam for Business Analysis Practice
6. Mock exam for Requirements Engineering
7. Mock exam for Modelling Business Processes
8. How to link techniques from different sections of the syllabus together
9. A way to have a natural conversational flow and not be bound by the sequence of the syllabus

Target Audience

This certification is relevant for anyone wishing to gain the BCS International Diploma in Business Analysis and has met the entry criteria.

Eligibility for the Examination

Pass certificates in:

- Core modules:
 - Business Analysis Practice
 - Requirements Engineering
- One knowledge-based module from the following:
 - Foundation in Business Analysis
 - Foundation in Business Change
 - Foundation in Organisational Behaviour
- One practitioner-based module from the following:
 - Modelling Business Processes
 - Benefits Management and Business Acceptance
 - Data Management Essentials
 - System Modelling Techniques

Duration and Format of the Workshop

This is a one-day workshop and can be booked via [our website](#).



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. The Business Context (K Level 4/5)

- The rationale for business analysis:
 - Why is business analysis important?
 - What benefits can business analysis offer organisations?
- The holistic view of a business system:
 - The importance of taking a holistic view
 - Aspects of a holistic view:
 - People
 - Process
 - Organisation
 - Information and Technology
- Competencies of a business analyst:
 - Business domain knowledge
 - Personal and behavioural skills
 - Professional skills
- Professionalism and business analysis:
 - The role of BCS in professional development of business analysts
 - The importance of a code of conduct/ Professional standards
- Business environment analysis
 - A technique to analyse the influences from the external business environment.
 - A technique to analyse the capability of the internal business environment.
- SWOT analysis:
 - Links to the internal business environment analysis (strengths and weaknesses).
 - Links to the external business environment analysis (opportunities and threats).
 - Using the SWOT analysis.
- Business performance measurement:
 - Critical Success Factors (CSFs)
 - Key Performance Indicators (KPIs)
 - Performance targets
 - The link between CSFs, KPIs and performance targets
 - The Balanced Business Scorecard



1. The Business Context (K Level 4/5) Continued

- Business analysis within the lifecycle for business change
 - Stages of the lifecycle:
 - Alignment
 - Definition
 - Design
 - Implementation:
 - The emotional curve
 - Organisational culture
 - Realisation
 - Key differences between linear and Iterative solution delivery approaches

2. Business Analysis Techniques (K Level 4/5)

- Investigating and documenting business situations
- Investigating and documenting business situations
- Investigation techniques:
 - Interviews
 - Workshops
 - Observation
 - Document analysis
 - Scenario analysis
 - Surveys/questionnaires
- Advantages and disadvantages of the techniques
- Applying the techniques to different business situations.
- Applying techniques used to document existing business situations:
 - Customer journey maps
 - Rich pictures
 - Mind maps
- Stakeholder analysis
 - Techniques used to identify stakeholders
 - Categories of stakeholder:
 - Business stakeholders – project sponsor, business managers, end-users, subject matter (domain) expert
 - External stakeholders – customers, suppliers, regulators
 - One technique to analyse and prioritise stakeholders
 - Strategies for on-going stakeholder communication and management
 - Rationale for understanding stakeholder perspectives
 - One technique to analyse a stakeholder perspective
 - Approach to resolving conflicts in stakeholder perspective
 - Use of a RACI matrix in stakeholder management
- Modelling business activities
 - Rationale for modelling a conceptual view of activities for a specific perspective
 - A technique to model a conceptual view of business activities:
 - Types of activities
 - Dependencies between activities
 - Relationship between the business perspective and the corresponding business activities
- Business events
 - Types of business event:
 - External
 - Internal
 - Time-based
 - Rationale for analysing business events



- Business rules
 - Types of business rule:
 - Constraints on the organisation, including external legal and regulatory constraints
 - Internal policies
 - Internal procedures
 - Relevance of business rules to business process and system process modelling
- Gap analysis
 - The process for gap analysis
 - Techniques used in gap analysis:
 - To represent the existing business situation
 - To represent the desired business situation
 - To analyse areas of activity
 - To identify potential actions for business improvement
 - Identifying actions and options for business change
 - Use of Divergent and Convergent Thinking in the delivery of the 'To-be' environment

3. Business Case Development (K Level 4/5)

- Rationale for making a business case
 - The rationale for a business case in the context of an organisation's needs
- Contents of a business case
 - Background description
 - Options and their descriptions (see below)
 - Costs
 - Areas of cost
 - Tangible and intangible costs
 - Benefits
 - Areas of business benefit,
 - Tangible and intangible benefits,
 - Cost/benefit analysis using investment appraisal techniques (see below)
 - Risks
 - Areas of risk
 - Types of risk
 - Risk analysis
 - Impacts (see below)
 - Recommendations – the preferred option
- Options
 - Defining a range of options
 - The 'do nothing' option
 - Perspectives to evaluate feasibility: business, technical and financial
- The financial case
 - Rationale for making the financial case
- Investment appraisal techniques
 - Rationale for different investment appraisal techniques:
 - Payback period or break-even analysis
 - Discounted Cash Flow/Net Present Value analysis
- Risk analysis
 - Assessing the impact of the risks
 - Assessing the probability of the risks
 - Risk management approaches:
 - Risk acceptance
 - Risk avoidance
 - Risk mitigation
 - Risk transfer



- Impact analysis
 - Analysing the impacts on the organisation's culture and behaviour
- Lifecycle for the business case
 - Rationale for business case reviews/gateways

4. Requirements Definition (K Level 4/5)

- Requirements engineering
 - Rationale for requirements engineering
 - Definition of a requirement
 - Hierarchy of requirements
 - Elements of the requirements engineering approach
 - Requirements planning and estimating
- Requirements elicitation
 - Techniques to elicit requirements (see list of techniques above)
 - Applying the techniques when eliciting requirements
 - Knowledge types:
 - Tacit
 - Non-tacit/Explicit
 - Relevance of techniques when eliciting different knowledge types
- Requirements analysis
 - Separation between requirements analysis and elicitation
 - Requirements analysis tasks
 - Checking congruence with business objectives and the business case
 - Checking feasibility
 - Structuring the requirements
 - Prioritisation – the structure and application of a technique to allocate a priority to each requirement. The link between the prioritisation technique and the lifecycle for delivery of the solution
 - Packaging requirements for delivery
 - Use of scenarios and prototyping in requirements analysis
 - Dealing with overlapping, duplicate and conflicting requirements
 - Quality characteristics of the requirements
 - Testable
 - Unambiguous
 - Relevant
 - Clear
 - Complete
 - Consistent
 - Traceable
 - User analysis and profiling
- Requirements validation
 - Rationale for requirements validation
 - Requirements validation process
 - Stakeholder concerns and responsibilities in requirements validation



5. Requirements Management and Documentation (K Level 4/5)

- Requirements management
 - Rationale for requirements management
 - Elements of requirements management
 - Identifying requirements
 - Source of the requirement
 - Owner of the requirement
 - Cross-references for the requirement
 - Change control
 - Version control
 - Storage of the documented requirements
 - Traceability
 - Vertical traceability
 - Horizontal traceability
 - Ownership
- Change control
 - Change control process
 - Sources of change
- Version control
 - Configuration management process
 - Levels of configuration item – individual requirement or document
 - Version numbering
- Tools in requirements management
 - Functionality provided by tools:
 - Storage of documentation and models
 - Linkage and cross-referencing
 - Change and version control
 - Access restrictions
- Types of requirements:
 - Business requirements:
 - General business requirements
 - Technical requirements
 - Solution requirements:
 - Functional requirements
 - Non-functional requirements
- Legal issues and business analysis
 - Data protection: rationale, principles and impact on requirements
 - Disability access: rationale, principles and impact on requirements
- Documenting requirements
 - Requirements documentation styles both text-based and diagrammatic
 - Use case diagram (see below)
 - User stories: purpose, format and content
 - Data model:
 - Requirements Catalogue: purpose of the elements described for each requirement:
 - Identifier
 - Name
 - Description
 - Business area
 - Type of requirement
 - Author
 - Source
 - Owner
 - Priority
 - Rationale/justification
 - Cross-referenced requirements



5. Requirements Management and Documentation (K Level 4/5) Continued

- Cross-referenced documents
- Acceptance criteria
- Status/resolution
- Version number and date
- Requirements modelling
- The rationale for modelling requirements: eliciting, analysing and validating requirements
- Conceptual models
- Purpose of use case models and data models
- Use case diagrams and descriptions:
 - The notation and structure including:
 - The actors
 - The use cases within the system scope
 - The associations between the actors and the use cases
 - The boundary of the system
- Modelling the system data requirements:
 - The notation and structure of a technique to model the system data requirements, including:
 - The groupings of data
 - The degree of the relationships between data groupings
 - The types of optionality within relationships between data groupings
 - The application for a CRUD matrix
- Business rules and the data model
- Prototyping as a modelling tool and for requirements elicitation and elaboration

6. Practitioner Specialism (K Level 2/3)

- Relevance to the business analyst role:
 - Use of the approach in business analysis work
 - Use of the techniques in business analysis work
- Relevance of the module to an organisation
 - Relevance to organisational context of the approach
 - Rationale for the specific module and how it is used in organisations
- Description of the module
 - The approach adopted in the module:
 - Rationale for the approach
 - Overview of the approach
 - The techniques covered by the module:
 - Rationale for using the techniques
 - Relevance of the techniques
 - Application of the techniques

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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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Exam format

Type	Oral
Duration	50 minutes
Pre-requisite for Workshop/Exam	Candidates must have passed both core modules, plus one knowledge-based and one practitioner-based module.
Closed book	Yes, reading material is not allowed during the oral exam
Passmark	Pass or fail
Delivery	Interview by two oral examiners

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 - 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
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