BCS Professional Certificate in Business Architecture Syllabus

Version 3.0
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Change History

Any changes made to the syllabus shall be clearly documented with a change history log. This shall include the latest version number, date of the amendment and changes made. The purpose is to identify quickly what changes have been made.

Version Number	Changes Made
Version 3.0 (1.1) September 2025	Updated Learning Outcome 5.1.1 to include Functionality.
Version 3.0 (1.0) March 2025	Syllabus refresh including structure, content and references
Version 2.3 Nov 2023	Exam Format updated.
Version 2.2 June 2023	Recommended reading - Business Analysis 3rd edition updated to 4th edition. Business Analysis Techniques updated. 'Developing Information Systems' removed. Broken links updated: Zachman Framework
Version 2.1 January 2022	Exam Format updated.
Version 2.0 October 2018	Syllabus refresh including structure, content and references
Version 1.1 December 2016	Strapline regarding regulated statement has been added
Version 1.0 October 2015	Syllabus created

Introduction

The BCS Professional Certificate in Business Architecture assesses competence regarding the philosophy, principles and techniques of Business Architecture, and its relevance to business analysis within the context of business change programmes.

Assessment Objectives

The examination leading to the BCS Professional Certificate in Business Architecture has the following assessment objectives.

Candidates must be able to demonstrate that they can:

- Define the term ‘business architecture’
- Explain the rationale and principles for business architecture
- Describe the relationship between business architecture and data, application(s) and infrastructure architectures
- Describe the business architecture service framework
- Define the T-shaped business architect
- Define business architecture blueprints and views
- Explain the frameworks for business architecture (as defined in the syllabus)
- Explain the rationale for the business motivation view
- Explain and apply the techniques for business motivation analysis (as described in the syllabus)
- Demonstrate the application of the business model canvas
- Define internal and external ecosystems
- Distinguish between the three strata for capability definition
- Explain and apply the business capability taxonomy
- Describe business capability quality criteria
- Describe the elements of individual business capabilities
- Define the business capability existence, maturity, capacity and performance
- Explain and apply value proposition dimensions
- Explain and apply value chain analysis, value stream analysis and value network analysis
- Describe the relationships between capabilities, value streams and processes
- Define the key terminology related to the competency view (as defined in the syllabus)
- Analyse functions and roles
- Demonstrate the application of RACI analysis
- Describe and apply the culture pyramid
- Define the terms metadata, data and information
- Describe the link between ethics and information
- Define the elements of a business information model
- Develop an information concepts model for a given scenario
- Explain and illustrate the relationships between the key artefacts of a business architecture
- Describe the use of business architecture in assessing the impact of and enabling business changes
- Describe the business architecture service ecosystem

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Target Audience

This certification is relevant for anyone wishing to gain an understanding of the principles, rationale and techniques of the Business Architecture discipline, including business architects, business analysts, project managers, business service designers, business change managers and business managers.

Eligibility for this Examination

There are no pre-requisites for sitting this examination although candidates should be prepared to be assessed in line with the objectives listed in the previous section. While not compulsory, it is recommended that candidates attend a BCS accredited training course.

Examination Format and Duration

Type	40 Multiple Choice Questions
Duration	90 minutes
Supervised	Yes
Open Book	No
Pass Mark	26/40 (65%)
Calculators	Calculators cannot be used during this examination
Delivery	Online examination

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.

The candidate is also 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.

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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 Architecture Domain (10%, K3)

1.1 Definition of business architecture
1.2 Rationale for business architecture
1.3 Principles for using business architecture
1.4 Relationship between business architecture with the data, application(s) and infrastructure architectures
1.5 Business architecture service framework
1.6 T-shaped business architect

2. Business Architecture frameworks (10%, K2)

2.1 Business architecture blueprints
2.2 Business architecture views
2.3 Enterprise and business architecture frameworks
- 2.3.1 The Zachman Framework
- 2.3.2 The TOGAF enterprise architecture framework: TOGAF ADM
- 2.3.3 Business Architecture Guild: core business architecture domains
- 2.3.4 AssistKD POPIT™ model

3. Business Motivation/Organisation view (10%, K4)

3.1 Rationale for business motivation view
3.2 Techniques for business motivation analysis
- 3.2.1 VMOST
- 3.2.2 OMG business motivation model
- 3.2.3 Stakeholder perspective analysis

3.3 Business model analysis
- 3.3.1 Business model canvas

3.4 Ecosystem analysis
- 3.4.1 Internal/external service ecosystem diagrams

4. Capability View (20%, K4)

4.1 Business capability model strata
- 4.1.1 Strategic: direction setting
- 4.1.2 Primary: customer-facing
- 4.1.3 Support: non-customer facing

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4.2 Business capability taxonomy
- 4.2.1 Capability groups/nested capability groups
- 4.2.2 Business capabilities

4.3 Business capability quality criteria
- 4.3.1 SUAVE

4.4 Elements of individual business capabilities
- 4.4.1 Skilled personnel
- 4.4.2 Facilities and equipment
- 4.4.3 Processes, routines and standards
- 4.4.4 Authority
- 4.4.5 Information

4.5 Business capability: existence, maturity, capacity, performance

5. Process/Service View (20%, K4)

5.1 Value proposition dimensions
- 5.1.1 Suitability: features (functionality), pricing, quality
- 5.1.2 Convenience: choice, availability
- 5.1.3 Personal affiliation: image/brand, relationship

5.2 Value chain analysis

5.3 Value stream analysis

5.4 Value network analysis

5.5 Relationships between capabilities, value streams and processes

6. People View (10%, K3)

6.1 Key terminology related to competency view
- 6.1.1 Capability/Capabilities
- 6.1.2 Competency/competencies
- 6.1.3 Competence/competences
- 6.1.4 Capacity

6.2 Analysing functions and roles

6.3 RACI analysis

6.4 Organisational culture
- 6.4.1 Culture pyramid

7. Information View (15%, K4)

7.1 Metadata, data and information

7.2 Ethics and information

7.3 Business information modelling
- 7.3.1 Business information models
- 7.3.2 Three levels of information modelling: Conceptual, Logical, Physical

7.4 Relationships between information concepts, capabilities and value streams

8. Business architecture and business change (5%, K3)

8.1 BCS Business Change Lifecycle

8.2 Business architecture service ecosystem
- 8.2.1 Business architecture and business analysis dependencies and overlaps
- 8.2.2 Business architecture and Service Design, Change Management and Project Management

8.3 Organisational memory: acquire, retain and retrieve

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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:

Level	Levels of Knowledge	Levels of Skill and Responsibility
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

Question Weighting

Syllabus Area	Target number of questions
1 – The Business Architecture Domain	4
2 – Business Architecture Frameworks	4
3 – Business Motivation/Organisation View	4
4 – Capability View	8
5 – Process/Service View	8
6 – People View	4
7 – Information View	6
8 – Business Architecture and Business Change	2
Total	**40 questions**

Recommended Reading List

Title	Business Architecture
Author	Jonathan Hunsley, Debra Paul, Victoria Banner, Michael Greenhalgh, Vicky Rothwell
Publisher	BCS Learning & Development
Publication Date	20 January 2025
ISBN	9781780176703

Title	Business Analysis 4th Edition
Author	Debra Paul and James Cadle
Publisher	BCS Learning & Development
Publication Date	24 July 2020
ISBN	9781780175102

Additional Reading

Title	A Guide to the Business Architecture Body of Knowledge (BIZBOK® Guide)
Author	Business Architecture Guild

(Note – the Business Architecture Guild typically make the first chapter of the latest BIZBOK and the glossary available to download for free to non-members)

Title	Business Analysis Techniques: 123 Essential Tools for Success
Author	James Cadle, Debra Paul, Jonathan Hunsley, Adrian Reed, David Beckham, Paul Turner.
Publisher	BCS, Learning and Development Limited
Publication Date	16 August 2021
ISBN	9781780175690

Title	Business Model Generation
Author	Alexander Osterwalder and Yves Pigneur
Publisher	John Wiley and Sons
Publication Date	August 2010
ISBN	978 0470876411

TOGAF - The Open Group Architecture Framework TOGAF Forum, The Open Group

Zachman Framework - Official Concise Definition, John Zachman, Zachman International, Online at https://zachman-feac.com/zachman/about-the-zachman-framework