BCS Certificate in Benefits Management and Business Acceptance Syllabus

Version 2.2

September 2012

Change History

Version Number	Changes Made
Version 2.2 September 2012	Updated the additional time requirements and removed the Definition of Terminology. Added a Section to cover excerpts from BCS books
Version 2.1 August 2012	Added in details of extra time for foreign language candidates
Version 2.0 August 2011	Updated new BCS logo and strapline. Changed from ISEB to BCS. Added table of contents, levels of knowledge, levels of skill and responsibility, format of the examination, change history and definition of terminology. Technical Content Changes: • CSFs and KPIs added • Section on benefits classification networks added • Investment appraisal techniques added • Testing aspects reduced and link to business case made more explicit

BCS Certificate in Business Management and Business Acceptance Syllabus

Contents

Introduction

This certificate is concerned with the delivery of successful software solutions, including the acceptance and implementation of a software solution, plus a rigorous approach to Benefits Management.

There are two key elements to the syllabus:

- Benefits Management. (75% of the syllabus)
- Acceptance testing (25% of the syllabus)

Candidates are required to have a broad knowledge of each of these elements and will be expected to demonstrate this knowledge in the examination for this certificate.

Objectives

Holders of the BCS BSD Certificate in Benefits Management and Business Acceptance should be able to carry out the following tasks.

Benefits Management

- Describe the contents of a business case
- Explain the importance of the alignment between the business strategy and the business case
- Describe at least four distinct categories of benefits
- Describe potential roles in benefits management
- Develop a benefits dependency network
- Undertake an investment appraisal
- Describe a benefits management process

Acceptance Testing

- Define a framework for effective acceptance testing
- Develop appropriate acceptance testing scenario test specifications
- Define prerequisites to acceptance testing

Eligibility for the Examination

There are no specific pre-requisites for entry to the examination; however candidates should possess the appropriate level of knowledge to fulfil the objective shown above.

Duration and Format of the Examination

The format for the examination is a one hour written examination based on a business scenario preceded by 15 minutes reading time. The examination is open book (you can take written material into the examination room). Candidates need to achieve a minimum of 50% pass the examination.

Candidates who are awarded a pass for the examination are awarded the BCS Certificate in Benefits Management and Business Acceptance.

Accreditation Guidelines for Examination Providers

This qualification is subject to the accreditation guidelines applied to all BCS BSD qualifications.

It is the view of BCS that, for full coverage to be achieved, training courses leading to the certificate should normally run for 21 hours.

Additional Time for Candidates requiring Reasonable Adjustments due to a temporary or permanent disability

Candidates may request additional time if they require reasonable adjustments in line with the BCS reasonable adjustments policy. It will be the Examination Provider's responsibility to make a decision regarding candidate eligibility and keep a record of the decision. This is subject to audit by BCS.

Additional Time for Candidates whose business language is not English

An additional 15 minutes will be allowed for candidates sitting the examination

- in a language that is not their mother tongue, **and**
- where the language of the exam is **not** their primary business language,

Foreign language candidates who meet the above requirements are also entitled to the use of a paper dictionary (to be supplied by the candidate).

It will be the Examination Provider's responsibility to make the decision regarding candidate eligibility and keep a record of the additional time allowed. Candidates must request additional time in advance of the examination to allow the Examination Provider enough time to make suitable arrangements with the invigilator.

Excerpts from BCS Books

Examination Providers may include excerpts from BCS books in the course materials. If you wish to use excerpts from the books you will need a license from BCS to do this. If you are interested in taking out a licence to use BCS published material you should contact the Head of Publishing at BCS outlining the material you wish to copy and the use to which it will be put.

Syllabus

1.   Introduction (5%)

1.1   The rationale for Benefits Management
1.2   The rationale for Business Acceptance
1.3   Lifecycle for solution development
- Analyse requirements
- Design solution
- Develop or procure solution
- Test solution

2.   Defining the Business Benefits (15%)

2.1   Developing the business case
2.2   Contents of a business case
2.3   Ensuring strategic fit
2.4   Critical Success Factors and Key Performance Indicators
2.5   The value chain and value propositions
2.6   Drivers for business change

3.   Benefits Classification and Networks (15%)

3.1   Benefits Classification
3.2   The measurement of anticipated benefits
3.3   Defining business benefits, business changes and enabling changes
3.4   The benefits dependency framework

4.   Planning for Benefits Management (15%)

4.1   Identifying benefit owners
4.2   Role and responsibilities of senior responsible owner
- Producing the delivery plan for the benefits
4.3   Stakeholders in benefits management
4.4   Identifying relevant costs
4.5   Investment appraisal – payback, net present value and internal rate of return
4.6   Determining discount rate

5.   Testing for Business Acceptance (5%)

5.1   The objectives of acceptance testing
5.2   Principles of testing
5.3   Roles and Responsibilities
5.4   Acceptance testing in the system development lifecycle
5.5   Functional and non-functional testing

6. Test Design Techniques (15%)

6.1 Test conditions and test cases
6.2 Models to design tests and establish coverage
6.3 Test cases from selected models
- Showing a clear traceability to the requirement
- Containing an expected result
6.4 Test procedure specification

7. Test Planning, Management and Confirmation (5%)

7.1 Test progress monitoring and control
- Test progress monitoring
- Test reporting
- Test control
7.2 Incident Management
7.3 Confirmation Testing

8. Reviewing the Business Case (10%)

8.1 Review gateways
8.2 Assessing the impact of changes
8.3 Revising the business case
8.4 Reassessing the benefits

9. Implementing the Business Change (5%)

9.1 Planning the implementation
9.2 Implementation strategies
9.3 Contingency planning
9.4 Managing stakeholders
9.5 Developing the required skills and knowledge

10. Benefits Delivery (10%)

10.1 Embedding the business changes
10.2 Reviewing the achievement of predicted benefits
10.3 Defining and enacting actions and adjustments
10.4 Confirming delivery of the benefits plan
10.5 Assessing the potential for further benefits delivery
10.6 Signing off the business case

Although the syllabus does not specify a defined benefits classification, examination providers are asked to note that at least four categories of benefit is expected. A simple distinction between tangible and intangible costs is insufficient.

Levels of Knowledge

This course will provide candidates with the levels of difficulty / knowledge highlighted within the following table, enabling them to develop the skills to operate at the levels of responsibility indicated.

The levels of knowledge are explained in the following text. Note that each K level subsumes lower levels. For example, a K4 level topic is one for which a candidate must be able to analyse a situation and extract relevant information. A question on a K4 topic could be at any level up to and including K4. As an example, a scenario requiring a candidate to analyse a scenario and select the best risk identification method would be at K4, but questions could also be asked about this topic at K3 and a question at K3 for this topic might require a candidate to apply one of the risk identification methods to a situation.

Level 1: Remember (K1)

The candidate should be able to recognise, remember and recall a term or concept but not necessarily be able to use or explain. Typical questions would use: define, duplicate, list, memorise, recall, repeat, reproduce, state.

Level 2: Understand (K2)

The candidate should be able to explain a topic or classify information or make comparisons. The candidate should be able to explain ideas or concepts. Typical questions would use: classify, describe, discuss, explain, identify, locate, recognise, report, select, translate, paraphrase.

Level 3: Apply (K3)

The candidate should be able apply a topic in a practical setting. The candidate should be able to use the information in a new way. Typical questions would use: choose, demonstrate, employ, illustrate, interpret, operate, schedule, sketch, solve, use, write.

Level 4: Analyse (K4)

The candidate should be able to distinguish/separate information related to a concept or technique into its constituent parts for better understanding, and can distinguish between facts and inferences. Typical questions would use: appraise, compare, contrast, criticise, differentiate, discriminate, distinguish, examiner, question, test.

Level 5: Synthesise (K5)

The candidate should be able to justify a decision and can identify and build patterns in facts and information related to a concept or technique, they can create new meaning or structure from parts of a concept. Typical questions would use: appraise, argue, defend, judge, select, support, value, evaluate.

Level 6: Evaluate (K6)

The candidate should be able to provide a new point of view and can judge the value of information and decide on its applicability in a given situation. Typical questions would use: assemble, contract, create, design, develop, formulate, write.

Levels of Skill and Responsibility (SFIA 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 1: Follow

Work under close supervision to perform routine activities in a structured environment. They will require assistance in resolving unexpected problems, but will be able to demonstrate an organised approach to work and learn new skills and applies newly acquired knowledge.

Level 2: Assist

Works under routine supervision and uses minor discretion in resolving problems or enquiries. Works without frequent reference to others and may have influence within their own domain. They are able to perform a range of varied work activities in a variety of structured environments and can identify and negotiate their own development opportunities. They can also monitor their own work within short time horizons and absorb technical information when it is presented systematically and apply it effectively.

Level 3: Apply

Works under general supervision and uses discretion in identifying and resolving complex problems and assignments. They usually require specific instructions with their work being reviewed at frequent milestones, but can determines when issues should be escalated to a higher level. Interacts with and influences department/project team members. In a predictable and structured environment they may supervise others. They can perform a broad range of work, sometimes complex and non-routine, in a variety of environments. They understand and use appropriate methods, tools and applications and can demonstrate an analytical and systematic approach to problem solving. They can take the initiative in identifying and negotiating appropriate development opportunities and demonstrate effective communication skills, sometimes planning, scheduling and monitoring their own work. They can absorb and apply technical information, works to required standards and understand and uses appropriate methods, tools and applications.

Level 4: Enable

Works under general direction within clear framework of accountability and can exercise substantial personal responsibility and autonomy. They can plan their own work to meet given objectives and processes and can influence their team and specialist peers internally. They can have some responsibility for the work of others and for the allocation of resources. They can make decisions which influence the success of projects and team objectives and perform a broad range of complex technical or professional work activities, in a variety of contexts. They are capable of selecting appropriately from applicable standards, methods, tools and applications and demonstrate an analytical and systematic approach to problem solving, communicating fluently orally and in writing, and can present complex technical information to both technical and non-technical audiences. They plan, schedule and monitor their work to meet time and quality targets and in accordance with relevant legislation and procedures, rapidly absorbing new technical information and applying it effectively. They have a good appreciation of the wider field of information systems, their use in relevant employment areas and how they relate to the business activities of the employer or client.

Level 5: Ensure and advise
Works under broad direction, being fully accountable for their own technical work and/or project/supervisory responsibilities, receiving assignments in the form of objectives. Their work is often self-initiated and they can establish their own milestones, team objectives, and delegates responsibilities. They have significant responsibility for the work of others and for the allocation of resources, making decisions which impact on the success of assigned projects i.e. results, deadlines and budget. They can also develop business relationships with customers, perform a challenging range and variety of complex technical or professional work activities and undertake work which requires the application of fundamental principles in a wide and often unpredictable range of contexts. They can advise on the available standards, methods, tools and applications relevant to own specialism and can make correct choices from alternatives. They can also analyse, diagnose, design, plan, execute and evaluate work to time, cost and quality targets, communicating effectively, formally and informally, with colleagues, subordinates and customers. They can demonstrate leadership, mentor more junior colleagues and take the initiative in keeping their skills up to date. Takes customer requirements into account and demonstrates creativity and innovation in applying solutions for the benefit of the customer.

Level 6: Initiate and influence
Have a defined authority and responsibility for a significant area of work, including technical, financial and quality aspects. They can establish organisational objectives and delegates responsibilities, being accountable for actions and decisions taken by them self and their subordinates. They can influence policy formation within their own specialism to business objectives, influencing a significant part of their own organisation and customers/suppliers and the industry at senior management level. They make decisions which impact the work of employing organisations, achievement of organisational objectives and financial performance, developing high-level relationships with customers, suppliers and industry leaders. They can perform highly complex work activities covering technical, financial and quality aspects. They contribute to the formulation of IT strategy, creatively applying a wide range of technical and/or management principles. They absorb complex technical information and communicate effectively at all levels to both technical and non-technical audiences, assesses and evaluates risk and understand the implications of new technologies. They demonstrate clear leadership and the ability to influence and persuade others, with a broad understanding of all aspects of IT and deep understanding of their own specialism(s). They take the initiative in keeping both their own and subordinates' skills up to date and to maintain an awareness of developments in the IT industry.

Level 7: Set strategy, inspire and mobilise
Have the authority and responsibility for all aspects of a significant area of work, including policy formation and application. They are fully accountable for actions taken and decisions made, by both them self and their subordinates. They make decisions critical to organisational success and influence developments within the IT industry at the highest levels, advancing the knowledge and/or exploitation of IT within one or more organisations. They develop long-term strategic relationships with customers and industry leaders, leading on the formulation and application of strategy. They apply the highest level of management and leadership skills, having a deep understanding of the IT industry and the implications of emerging technologies for the wider business environment. They have a full range of strategic management and leadership skills and can understand, explain and present complex technical ideas to both technical and non-technical audiences at all levels up to the highest in a persuasive and convincing manner. They have a broad and deep IT knowledge coupled with equivalent knowledge of the activities of those businesses and other organisations that use and exploit IT. Communicates the potential impact of emerging technologies on organisations and individuals and analyses the risks of using or not using

such technologies. They also assess the impact of legislation, and actively promote compliance.

Level	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

Format of the Examination
This syllabus has an accompanying examination at which the candidate must achieve a pass score to gain the BCS Certificate in Benefits Management and Business Acceptance.

Type	Written examination based on a business scenario
Duration	1 hour preceded by 15 minutes reading time. An additional 15 minutes will be allowed for candidates sitting the examination • in a language that is not their mother tongue, **and** • where the language of the exam is **not** their primary business language, Foreign language candidates who meet the above requirements are also entitled to the use of a paper dictionary (to be supplied by the candidate)
Pre-requisites	None
Supervised / Invigilated	Yes
Open Book	Yes
Pass Mark	50%
Distinction Mark	None
Delivery	Paper based examination

Recommended Reading List
Title: Benefits Management: Delivering Value from IS & IT Investments
Author: John Ward and Elizabeth Daniel
Publisher: John Wiley and Sons
Publication Date: November 2005
ISBN: 9780470094631

Title: The Effective Measurement and Management of IT Costs and Benefits (3rd Edition)
Author: Dan Remenyi, Arthur Money and Frank Bannister
Publisher: CIMA Publishing
Publication Date: February 2007
ISBN: 0750683287

Title: Managing Successful Programmes, Office for Government and Commerce
Author: Office for Government and Commerce (OGC)
URL: http://www.msp-officialsite.com