



BCS Foundation Certificate in Business Analysis Syllabus

**Version 3.7
December 2015**

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
V3.7 December 2015	Removed reference to on-line delivery organisations
V3.6 March 2015	Merger of previous Sections 6 & 7. Added new Sections 8 & 14. Section 13 moved to Section 9. Standardised the trainer requirements
V3.5 August 2014	Updated to reflect the changes to the Business Analysis Book (3 rd Edition)
V3.4 November 2013	Updated trainer requirements with new pass mark. Document control sheet updated to reflect staff changes.
V3.3 November 2012	Mistakenly added reading time to last update, this has now been removed
V3.2 September 2012	Updated details for foreign language candidates Removed definition of terminology. Updated a section to cover excerpts from BCS books
V3.1 July 2012	Added in details of extra time for foreign language candidates

BCS Foundation Certificate in Business Analysis

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Background

This certificate covers the range of concepts, approaches and techniques that are applicable to Business Analysis. Candidates are required to demonstrate their knowledge and understanding of these aspects of Business Analysis.

The certificate is relevant to anyone requiring an understanding of Business Analysis including business analysts, business managers and their staff, business change managers and project managers.

Objectives

Candidates should be able to demonstrate knowledge and understanding of business analysis principles and techniques. Key areas are:

- the role and competencies of a business analyst
- strategy analysis
- business system and business process modelling
- stakeholder analysis
- investigation and modelling techniques
- requirements engineering
- business case development

This certification provides a foundation for the range of specialist BCS modular certificates in the areas of Business Analysis, IS Consultancy and Business Change. The certification can also be used as the knowledge-based specialist module for the Diploma in Business Analysis. In addition, the certification provides foundation-level Business Analysis knowledge for specialists in other disciplines, particularly Project Managers and System Developers.

The syllabus is based on the BCS publication *Business Analysis, 3rd edition*, and it is recommended that this text is studied by those preparing to take this examination. The headings listed in the syllabus relate to the relevant chapter headings, section headings and text included in this publication.

Course Format and Duration

Candidates can study for this certificate in two ways: by attending a training course provided by Accredited Training Organisation or by self-study. An accredited training course will require a minimum of 18 hours of study run over a minimum of three days. A reading list to support self-study is provided below.

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 multiple-choice examination consisting of 40 questions. The examination is closed book (no materials can be taken into the examination room). The pass mark is 26/40 (65%).

Additional time for candidates requiring Reasonable Adjustments due to a disability

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 language is not the language 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.

Excerpts from BCS Books

Accredited Training Organisations 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. What is Business Analysis (2.5%)

- 1.1 The origins of business analysis
- 1.2 The development of business analysis
 - The impact of outsourcing
 - Competitive advantage of using IT
 - Successful business change
 - The importance of the business analyst
 - Business analysts as internal consultants
- 1.3 The scope of business analysis work
 - The range of analysis activities
 - Strategic analysis and definition
 - IT systems analysis
 - Business analysis
- 1.4 Taking a holistic approach
- 1.5 The role and responsibilities of a business analyst
 - Definition of the business analyst role
 - Further aspects of the business analyst role

2. The Competencies of a Business Analyst (2.5%)

- 2.1 Personal qualities
- 2.2 Business knowledge
- 2.3 Professional techniques
- 2.4 The development of competencies

3. Strategy Analysis (7.5%)

- 3.1 The context for strategy
- 3.2 The definition of strategy (Johnson, Scholes and Whittington 2008)
- 3.3 Strategy development
- 3.4 External environment analysis
 - PESTLE analysis
 - Porter's five forces model
- 3.5 Internal environment analysis
 - MOST analysis
 - Resource Audit
 - Boston Box
- 3.6 SWOT analysis
- 3.7 Executing strategy
 - The McKinsey 7-S model
 - The Balanced Business Scorecard
 - Critical Success Factors and Key Performance Indicators

4. The Business Analysis Process Model (5%)

- 4.1 An approach to problem-solving
- 4.2 Stages of the business analysis process model
 - Investigate the situation
 - Consider the perspectives
 - Analyse the needs
 - Evaluate the options
 - Define the requirements
- 4.3 Objectives of the process model stages
- 4.4 Procedure for each process model stage
- 4.5 Techniques used within each process model stage

5. Investigation techniques (15%)

- 5.1 Interviews
 - Advantages and disadvantages of interviewing
 - Preparing for interviewing
 - Conducting the interview
 - Following up the interview
- 5.2 Observation
 - Advantages and disadvantages of observation
 - Formal observation
 - Protocol analysis
 - Shadowing
 - Ethnographic studies
- 5.3 Workshops
 - Advantages and disadvantages of workshops
 - Preparing for the workshop
 - Facilitating the workshop
 - Techniques
 - Following the workshop
- 5.4 Scenarios
 - Advantages and disadvantages of scenarios
 - Process for developing scenarios
 - Documenting scenarios
- 5.5 Prototyping
 - Advantages and disadvantages of prototyping
- 5.6 Quantitative approaches
 - Surveys or Questionnaires
 - Special Purpose Records
 - Activity Sampling
 - Document Analysis
- 5.7 Documenting the current situation
 - Rich Pictures
 - Mind Maps

6. Stakeholder Analysis and Management (10%)

- 6.1** Stakeholder categories and identification
 - Customers
 - Partners
 - Suppliers
 - Competitors
 - Regulators
 - Owners
 - Employees
 - Managers
- 6.2** Analysing stakeholders
 - The Power/Interest Grid
- 6.3** Stakeholder management strategies
 - No or low interest and no or low power/influence
 - Some or high interest but no or low power/influence
 - No or low to high interest but some power/influence
 - No or low interest but high power/influence
 - Some interest and high power/influence
 - High interest and high power/influence
- 6.4** Managing stakeholders
 - Stakeholder plan/assessment
- 6.5** Understanding stakeholder perspectives
 - Soft Systems Methodology
 - Analysing the perspectives
 - CATWOE
- 6.6** Business activity models
 - Creating a business activity model
 - Types of activities – Plan, Enable, Do, Monitor, Control
 - Developing a consensus model

7. Modelling Business Processes (10%)

- 7.1** Organisational context
 - Functional view of an organisation
- 7.2** An alternative view of an organisation
- 7.3** The organisational view of business processes
- 7.4** Value propositions
- 7.5** Process models
 - Business events
 - Developing the business process model
- 7.6** Analysing the as-is process model
- 7.7** Improving business processes (to-be business process)
 - Business rules
 - Simplify the process
 - Remove bottlenecks
 - Change the sequence of tasks
 - Redefine process boundary
 - Automate the processing
 - Redesign the process

8. Defining the solution (5%)

- 8.1** Gap analysis
 - Identifying areas of concern
 - Framework for gap analysis (elements of POPIT model)
 - Formulating options
- 8.2** Introduction to Business Architecture
- 8.3** Definition of Business Architecture
- 8.4** Business Architecture techniques
 - Definition of a capability model
 - Definition of a value stream

9. Making a Business and Financial Case (10%)

- 9.1** The business case in the project lifecycle
- 9.2** Identifying options
- 9.3** Assessing project feasibility
 - Business feasibility
 - Technical feasibility
 - Financial feasibility
- 9.4** Structure of a business case
 - Contents of a business case
 - Categories of costs and benefits
 - Impact assessment
 - Risk assessment
- 9.5** Investment appraisal
 - Payback
 - Discounted cash flow and Internal rate of return

10. Establishing the Requirements (7.5%)

- 10.1** A framework for requirements engineering
- 10.2** Actors in requirements engineering
 - The business representatives
 - The project team
- 10.3** Requirements elicitation
 - Tacit and explicit knowledge
 - Requirements elicitation techniques
- 10.4** Requirements analysis
 - Requirements filters
 - SMART requirements
- 10.5** Requirements validation

11. Documenting and Managing Requirements (7.5%)

11.1 The requirements document

- Structure
- Content of the requirements document

11.2 The requirements catalogue

- Types of requirements; general, technical, functional and non-functional
- Hierarchy of requirements
- Documenting a requirement

11.3 Managing requirements

- Elements of requirements management

12. Modelling Requirements (7.5%)

12.1 Modelling system functions

- Use case diagrams

12.2 Modelling system data

- Entity Relationship Diagrams
 - Entities, attributes and relationships
 - Types of relationships
- Class Models
 - Objects and classes
 - Attributes
 - Associations

13. Delivering the Requirements (5%)

13.1 Delivering the solution

13.2 Context

13.3 Lifecycles

- The waterfall lifecycle
- The 'V' model lifecycle
- Incremental lifecycle
- Iterative systems development lifecycle

14. Delivering the Business Solution (5%)

14.1 BA role in the business change lifecycle

14.2 Design stage

- Information and Technology
 - Design
 - Development
 - Testing

14.3 Implementation stage

- SARAH model

14.4 Realisation stage

- Contents of the benefits plan

Levels of Knowledge / SFIA Levels

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 (SFIA)
7		Set strategy, inspire and mobilise
6	Evaluate	Initiate and influence
5	Synthesise	Ensure and advise
4	Analyse	Enable
3	Apply	Apply
2	Understand	Assist
1	Remember	Follow

Question Weighting

Syllabus Area	Target number of questions
What is business analysis?	1
The competencies of a Business Analyst	1
Strategy Analysis	3
The Business Analysis Process Model	2
Investigation Techniques	6
Stakeholder Analysis and Management	4
Modelling Business Processes	4
Defining the solution	2
Making a business and financial case	4
Establishing the Requirements	3
Documenting and Managing Requirements	3
Modelling Requirements	3
Delivering the Requirements	2
Delivering the business solution	2
Total	40 Questions

Format of Examination

Type	Multiple choice, 40 Questions.
Duration	1 Hour. Candidates are entitled to an additional 15 minutes if they are sitting an examination in a language that is not their native/official language.
Pre-requisites	Accredited training is strongly recommended but is not a pre-requisite
Supervised	Yes
Open Book	No
Pass Mark	26/40 (65%)
Calculators	Calculators cannot be used during this examination.
Learning Hours	18 Hours
Delivery	Paper based examination and on-line

Trainer Criteria

Criteria	<ul style="list-style-type: none">• Hold the BCS Foundation Certificate in Business Analysis• Have 10 days training experience or have a train the trainer qualification• Have a minimum of 3 years practical experience in business analysis
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Classroom Size

Trainer to candidate ratio	1:16
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Recommended Reading List

Title	Business Analysis (3 rd Edition)
Author	Debbie Paul, James Cadle and Don Yeates
Publisher	BCS Learning & Development
Publication Date	October 2014
ISBN	Paperback: ISBN-13 978-1-78017-277-4 PDF ISBN-13 978-1-78017-278-1 EPUB : ISBN-13 978-1-78017-279-8 Kindle : ISBN-13 978-1-78017-280-4
URL	http://shop.bcs.org