BCS Professional Certificate in Business Analysis Service Delivery Syllabus

Version 1.0
June 2023

This profession certification is not regulated by the following United Kingdom Regulators - Ofqual, Qualification in Wales, CCEA or SQA

BCS Professional Certificate in Business Analysis Service Delivery

Contents

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 1.0 June 2023	Syllabus created

Introduction

The BCS Professional Certificate in Business Analysis Service Delivery assesses competence with regard to the creation and management of a Business Analysis Service, including setting strategy, defining services provided, and continuous improvement of the service.

The syllabus is based on the BCS publication *Delivering Business Analysis: The BA Service Handbook,* 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.

Qualification Suitability and Overview

Total Qualification Time	Guided Learning Hours	Independent Learning	Assessment Time
26.5 hours	21 hours	4 hours	1.5 hours

Target Audience

The certificate is relevant to anyone wishing to gain an understanding of the principles and rationale for the creation and maintenance of a BA Service, including senior and lead business analysts, business analysis managers and leaders, practice leaders, heads of profession, chapter leaders, service delivery managers and change managers.

Trainer Criteria Summary of criteria:
- Hold the BCS Professional Certificate in Business Analysis Service Delivery
- Have 10 days training experience or have a 'Train the Trainer' qualification
- Have a minimum of 3 years practical experience in the subject area

Learning Outcomes

Upon completion of the certificate candidates will be able to demonstrate an understanding of:
- the concept of the BA Service
- how to recruit and develop business analysts
- tools, frameworks and skills to lead and operate the service
- standardisation through templates and support tools
- how to approach performance and quality measurement.

Eligibility for the 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.

Format of the Examination

Type	40 Multiple Choice Questions
Duration	90 minutes
Supervised	Yes
Open Book	No (no materials can be taken into the examination room)
Pass Mark	26/40 (65%)
Delivery	Online examination

Adjustments and/or additional time can be requested in line with the BCS Reasonable Adjustments Policy for candidates with a disability or other special considerations, including English as a second language.

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. **Introducing the BA Service (10%) K3**

    1.1. Define the Business Analysis as a Service concept

    1.2. Distinguish between different BA Service structures

    1.3. Describe the 3rd wave model for business analysis

    1.4. Describe the BA Service Framework

    1.5. Define the terms Value and the Value Proposition

    1.6. Identify the Value Proposition attributes

2. **Recruiting and Retaining Business Analysts (10%) K3**

    2.1. Describe and interpret recruitment strategy and planning

    2.2. Define the three business analysis skill areas

    2.3. Describe the business analyst recruitment pipeline options

    2.4. Distinguish between the levels of the career pathway for business analysts

    2.5. Explain the business analysis succession planning process

3. **Developing Business Analysts and enabling high-performance (20%) K4**

    3.1. Explain the concept of a T-shaped professional

    3.2. Explain skill development frameworks

    3.3. Define the benefits and issues of a community of practice

    3.4. Distinguish between a fixed and growth mindset

    3.5. Describe and apply performance tools

        3.5.1. Performance management matrix

        3.5.2. GROW model

        3.5.3. Johari window

        3.5.4. Kahler's 5 drivers

    3.6. Explain the term Emotional Intelligence

    3.7. Explain the term Active Listening

4. **Applying BA Standards and software Tools (10%) K3**

    4.1. Define the benefits and issues of standards and templates

    4.2. Describe a prioritisation approach to creating and maintaining templates

4.2.1. Action priority matrix

4.3. Identify categories of support tools

4.4. Describe support tool maturity model levels and issues

5. **Leading the Business Analysis Service (10%) K4**

   5.1. Define the role and skills of a BA leader

   5.2. Describe and apply tools for BA Leadership

      5.2.1. Business Model Canvas

      5.2.2. VMOST

   5.3. Describe and apply leadership frameworks and models

      5.3.1. Three circles model for the BA Service

      5.3.2. Challenge support model

6. **Operating the Business Analysis Service (15%) K4**

   6.1. Explain BA Service management responsibilities

   6.2. Describe and apply the BA consulting cycle

   6.3. Describe and analyse resourcing models and profiles

7. **Understanding Customers and Culture (10%) K4**

   7.1. Describe and apply categories of customer

   7.2. Identify and explain customer service dimensions

   7.3. Describe and analyse customer expectations of the BA Service

   7.4. Explain the Iceberg Model of culture

   7.5. Describe the BA Service Charter

8. **Improving BA Service Quality and Measuring Performance (15%) K4**

   8.1. Explain a quality culture

   8.2. Identify and explain the eight types of waste

   8.3. Describe and apply service maturity and assessment models

      8.3.1. The Business Analysis Maturity Model

      8.3.2. The CMMI adapted for a BA Service

   8.4. Describe the quality management cycle and techniques

   8.5. Describe and analyse leading and lagging measures

   8.6. Describe and apply the Balanced Scorecard

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

Each major subject heading in this syllabus is assigned a percentage weighting. The purpose of this is:
1) Guidance on the proportion of content allocated to each topic area of an accredited course.
2) Guidance on the proportion of questions in the exam.

Syllabus Area	Questions & Syllabus Weighting
1 - Introducing the BA Service	4 (10%)
2 - Recruiting and Retaining Business Analysts	4 (10%)
3 - Developing Business Analysts and enabling high-performance	8 (20%)
4 - Applying BA Standards and software Tools	4 (10%)
5 - Leading the Business Analysis Service	4 (10%)
6 - Operating the Business Analysis Service	6 (15%)
7 - Understanding Customers and Culture	4 (10%)
8 - Improving BA Service Quality and Measuring Performance	6 (15%)
Total	**40 (100%)**

Using 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.

Recommended Reading List

Title	Delivering Business Analysis
Author	Debra Paul and Christina Lovelock
Publisher	BCS Learning & Development
Publication Date	16 September 2019
ISBN	Paperback: 13: 9781780174686
URL	http://shop.bcs.org

Additional Reading

Title	Business Analysis (4th Edition)
Author	Debra Paul and James Cadle
Publisher	BCS Learning & Development
Publication Date	24 July 2020
ISBN	Paperback: 13: 9781780175102
URL	http://shop.bcs.org