

BCS PRACTITIONER AWARD IN ENTERPRISE ARCHITECTURE

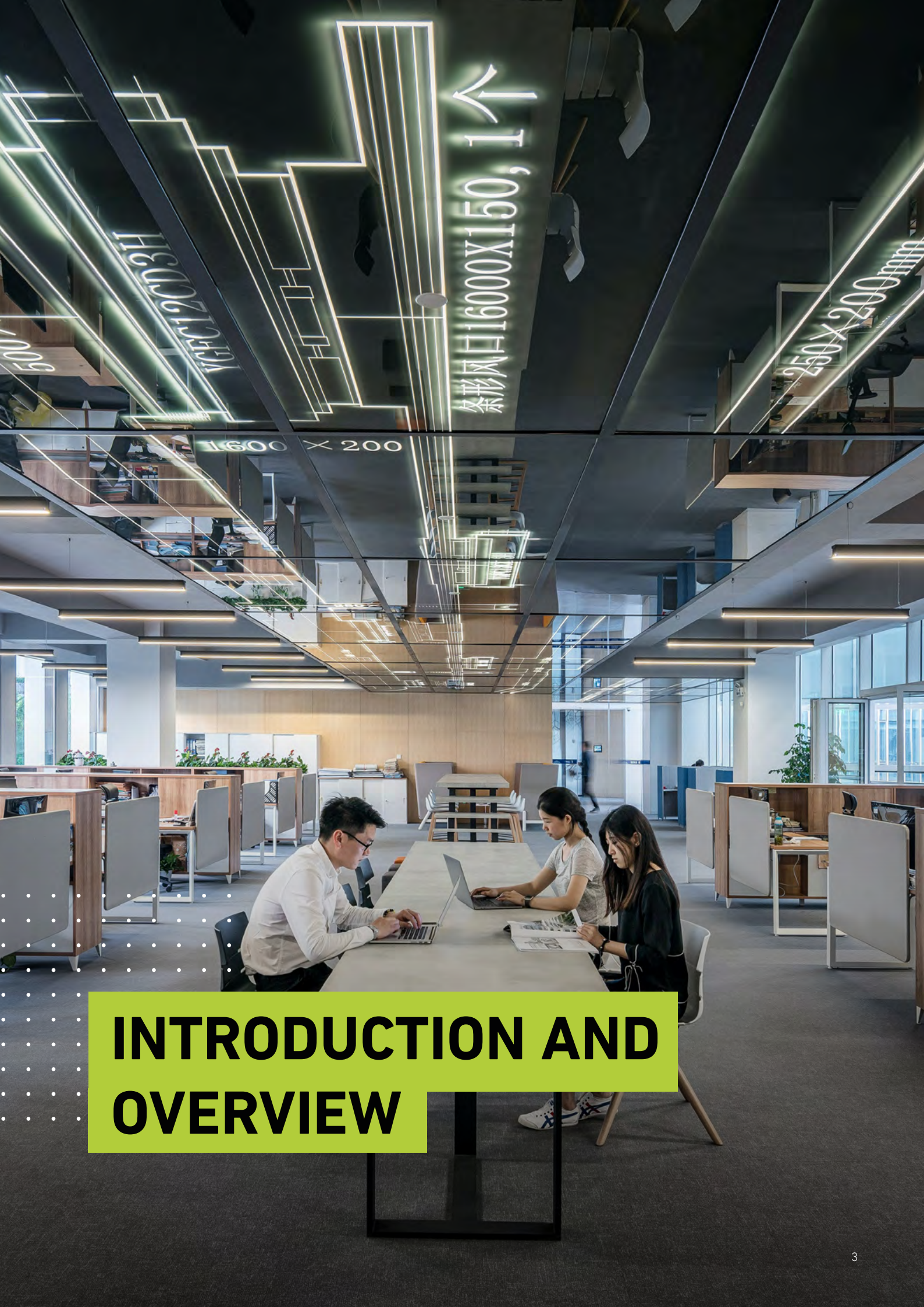
SYLLABUS

This professional certification is not regulated by the following United Kingdom Regulators - Ofqual, Qualifications Wales, CCEA or SQA.



CONTENTS

INTRODUCTION	04
LEARNING OUTCOMES	04
QUALIFICATION SUITABILITY	05
TRAINER CRITERIA	05
SFIA LEVELS	06
SYLLABUS	08
EXAMINATION FORMAT	15
QUESTION WEIGHTING	16
RECOMMENDED READING	17
USING BCS BOOKS	18
DOCUMENT CHANGE HISTORY	18



INTRODUCTION AND OVERVIEW

INTRODUCTION

What is enterprise architecture?

The field of enterprise architecture is interested in translating strategy into effective change. This is done by communicating and improving key principles that describe an organisation's future state to enable focused and continual development.

Enterprise Architects operate at a strategic level to implement the policies, processes and

business rules within an organisation, and ensure this is cascaded throughout architecture domains.

The Practitioner Award in Enterprise Architecture will give candidates an in-depth understanding of the role of enterprise architecture, including the activities undertaken by enterprise architects, analysing the organisation and implementing suitable governance.



LEARNING OUTCOMES

Upon completion of this award, candidates will be able to demonstrate a practical understanding of:

- The general values of architecture
- The key activities undertaken by an enterprise architect.
- How artefacts are used in business contexts.
- How enterprise architecture interacts with people and processes.
- Governance and decision-making processes.



QUALIFICATION SUITABILITY AND OVERVIEW

Centres must ensure that learners have the potential and opportunity to gain the qualification successfully. Candidates will need to have passed the BCS Foundation Certificate in Architecture Concepts and Domains, and have a good standard of written English and Maths.

This qualification is suitable for candidates who are looking to progress their career within an enterprise architecture role.

It can be taken in combination with other Practitioner Awards and the Practitioner Certificate in Enterprise and Solution Architecture.

Candidates can study for this certificate by attending a training course provided by a BCS accredited training provider or through self-study.

TOTAL QUALIFICATION TIME	GUIDED LEARNING HOURS	INDEPENDENT LEARNING	ASSESSMENT TIME
17 hours	15 hours	2 hours	30 minutes



TRAINER CRITERIA



It is recommended that to deliver this certification effectively, trainers should possess:

- The BCS Practitioner Award in Enterprise Architecture.
- A minimum of 2 years' training experience or 1 year with a recognised qualification.
- A minimum of 3 years' practical experience in the area of IT architecture.

SFIA LEVELS

This award provides candidates with the level of knowledge highlighted within the table, enabling them to develop the skills to operate successfully at the levels of responsibility indicated.

LEVEL	LEVELS OF KNOWLEDGE	LEVELS OF SKILLS 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

This syllabus has been linked to the SFIA knowledge skills and behaviours required at level 4 for an individual working in enterprise architecture. For further information regarding the SFIA Levels please visit: <https://www.bcs.org/it-careers/sfiaplus-it-skills-framework/>

SFIAPLUS

This syllabus has been linked to the SFIA knowledge skills and behaviours required at level 4 for an individual working in enterprise architecture.

ARCH4KSC38

The business environment relating to own sphere of work (own organisation and/or closely associated organisations, such as customers, suppliers, partners and competitors), in particular those aspects of the business that the specialism is to support (i.e. localised organisational awareness from a technical perspective).

ARCH4KSC21

Knowledge of the IT/IS infrastructure and the IT applications and service processes used within own organisation, including those associated with sustainability and efficiency.

ARCH4KSC39

The IT environment relating to own sphere of work (own organisation and/or closely associated organisations, such as customers, suppliers, partners), in particular own organisation's technical platforms and those that interface to them through the specialism, including those in closely-related organisations.

STPL5KSB05

Keeping organisational objectives and strategies in mind, and ensuring courses of action are aligned with the strategic context.

STPL5KSC04

Applying techniques that help investigating, analysing, modelling and recording a business area or system of interest.



SYLLABUS

1. GENERAL VALUES AND FRAMEWORKS OF ARCHITECTURE (10%) K

1.1 Describe the relationship between architectural domains and the business.

Indicative content

- a. Guiding values of architecture:
- bridge the gap between technology and business.
 - contribute to identifying the current state and target state.
 - align change to business requirements.

Guidance

The candidate should be able to explain that the actions undertaken in architecture are centred around business strategy. They should be able to identify how the values describing architecture can positively impact the relationship between technology, business, and other architectural domains.

1.2 Analyse the use of architectural frameworks.

Indicative content

- a. TOGAF (The Open Group Architecture Framework)
b. Zachman (The Zachman Framework)

Guidance

The candidate should be able to explain and analyse the use of TOGAF and Zachman frameworks in business contexts. This includes describing the structure, applications, benefits, and drawbacks.

2. ENTERPRISE ARCHITECTURE DEFINITIONS, PRINCIPLES, AND ARTEFACTS (20%) K4

2.1 Describe the role of enterprise architecture.

Indicative content

- a. The definition of enterprise architecture, “Enterprise architecture is the highest-level, most strategic type of architecture and its directives, such as principles, policies and business rules, must apply everywhere within the enterprise, including within solution architecture and the resulting solutions.” (Solution Architecture Foundations, Mark Lovatt. BCS. 2021).

Guidance

Enterprise architecture broadly encompasses the highest level of strategic change that underpins and links together all the domains, to support and align with the organisation’s strategy. Enterprise architecture examines all the activities and knowledge within an organisation, influencing key decision making to help achieve the mission, goals and objectives of the organisation.



2.2 Analyse how enterprise architecture values relate to specific scenarios.

Indicative content

- a. Guiding values of enterprise architecture:
- Improve business capabilities to align with strategic objectives.
 - Reduce complexity and variance of the technology landscape.
 - Engaging key stakeholders to understand business challenges and opportunities.
 - Ensure alignment across different architectural domains.

Guidance

The candidate should be able to identify the values of enterprise architecture. This includes analysing how these values relate to specific scenarios.

2.3 Identify key artefacts used in enterprise architecture.

Indicative content

- a. Business strategy.
- b. IT strategy.
- c. Business capability models.
- d. Enterprise architecture principles.
- e. Reference models (Current and target state).
- f. Roadmaps.
- g. Technology investment process.

Guidance

The candidate should be able to identify and describe key artefacts used within enterprise architecture and explain how they are used across the organisation to contribute towards strategic objectives.



3. A CRITICAL APPROACH (25%) K4

3.1 Analyse the use of principles in enterprise architecture.

Indicative content

- a. Common enterprise architecture principles.
- b. The purpose of enterprise architecture principles.

Guidance

The candidate should be able to understand that an enterprise architect develops principles to aid decision making. They should be able to identify common high-level enterprise architecture principles (e.g. reuse before lease before buy before build) in specific scenarios.

3.2 Analyse the use of roadmaps in specific contexts.

Indicative content

- a. The purpose of roadmaps.
- b. Current state and target state.
- c. Transitional state.

Guidance

The candidate should be able to identify how current state and target state are documented. They should be able to classify different states from analysing specific scenarios. This includes how current, target, and transitional states are related to a roadmap.

3.3 Analyse the investment process in specific contexts.

Indicative content

- a. Aligning investments to target state.
- b. Establishing timeframes.
- c. Avoiding additional complexity and variance.
- d. Avoiding duplication of functionality.
- e. Ensure investment adds value.

Guidance

The candidate should be able to identify the stages of the investment process in specific scenarios. This includes understanding the connection between the investment approach; for example, in conjunction with the project management office (PMO) and other aspects of the business (e.g. policies).

4. PEOPLE AND PROCESSES (25%) K4

4.1 Analyse conflicting viewpoints in specific contexts.

Indicative content

- a. Perceived value.
- b. Time.
- c. Cost.
- d. Competing objectives.

Guidance

The candidate should be able to understand how to navigate complex relationships and identify the reasons behind actions and behaviours.

4.2 Analyse how an investment portfolio score can promote effective decision making.

Indicative content

- a. Aligning to strategic objectives.
- b. Promoting objectivity.
- c. Presenting value for money.
- d. Risk management.

Guidance

The candidate should be able to explain how an investment portfolio score is generated and why it is beneficial to business. The candidate should also be able to identify the main elements of an investment portfolio score in specific scenarios.

4.3 Analyse methods of stakeholder management.

Indicative content

- a. Presentations.
- b. Business teams.
- c. Architectural domains.
- d. Informal relationship building.

Guidance

The candidate should be able to examine how enterprise architecture influences the activities of other stakeholders within an organisation. This includes the use of principles, strategies, and high-level roadmaps for business and technologies. They should also be able to identify appropriate approaches to interacting with stakeholders at different levels of the organisation.

5. GOVERNANCE (20%) K4

5.1 Analyse how enterprise architecture interacts with governance.

Indicative content

- a. Initiating compliance.
- b. End-point compliance.
- c. Internal/external compliance.
- d. Industry regulations.
- e. Artefacts (e.g. roadmaps, data catalogue, patterns and pattern libraries).

Guidance

The candidate should be able to appreciate the complexity of governing multiple artefacts across the organisation. The candidate should be aware of legislation and industry regulations relating to these artefacts.

5.2 Analyse architecture governance and decisions within the organisation, including an Architecture Review Board.

Indicative content

- a. Enterprise architect board.
- b. Technical design authority.
- c. Business design authority.
- d. Compliance reviews.
- e. Granting exceptions.
- f. Monitoring internal and external legislation.

Guidance

At a higher level, the enterprise architecture board may ask whether they are doing the right things for the enterprise. Lower-level boards (such as a solution architecture board or technical design authority) may debate whether specific actions are being done correctly.

The candidate should consider who is typically on the enterprise architect board and what distinctions there are between the business design authority and the technical design authority. They should consider how reviewing decisions and governance works in an agile world. This may also include escalations, devolution within requirements, contracts and charters.

EXAMINATION FORMAT

This award is assessed by completing an invigilated online exam that candidates will only be able to access at the date and time they are registered to attend.

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.

TYPE

20 MULTIPLE CHOICE AND
MULTIPLE RESPONSE
QUESTIONS

DURATION

30 MINUTES

SUPERVISED

YES
THIS AWARD WILL BE
SUPERVISED

OPEN BOOK

NO
(NO MATERIALS CAN
BE TAKEN INTO THE
EXAMINATION ROOM)

PASSMARK

65%
13/20

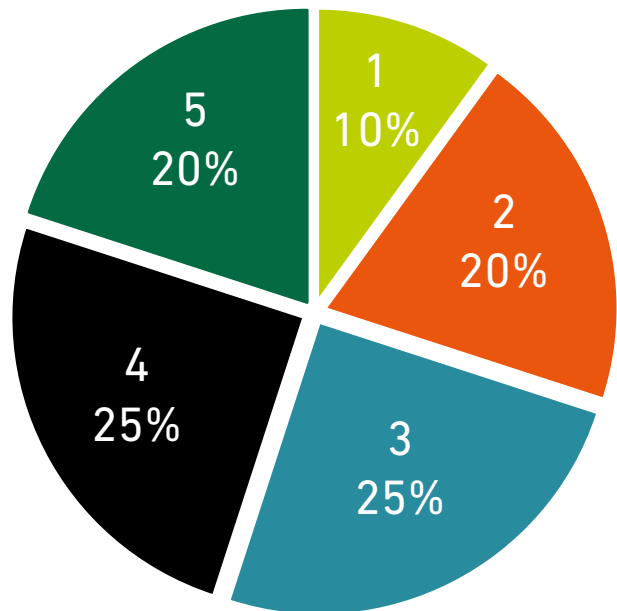
DELIVERY

DIGITAL

QUESTION WEIGHTING

Each primary subject heading in this syllabus is assigned a percentage weighting. The purpose of this is:

- Guidance on the proportion of content allocated to each topic area of an accredited course.
- Guidance on the proportion of questions in the exam.



Syllabus Area

- 1** General Values and Frameworks of Architecture
- 2** Enterprise Architecture Definitions, Principles, and Artefacts
- 3** A Critical Approach
- 4** People and Processes
- 5** Governance

Question Type

- Multiple choice and multiple response questions

RECOMMENDED READING

The following titles are suggested reading for anyone undertaking this award. Candidates should be encouraged to explore other available sources.

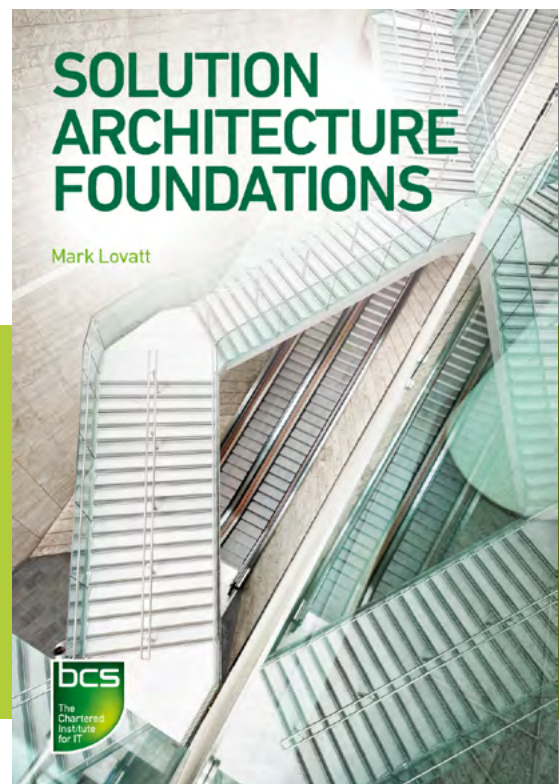
TITLE: Solution Architecture Foundations

AUTHOR: Mark Lovatt

PUBLISHER: BCS

PUBLICATION DATE: 2021

ISBN: 978-1-78017-5676



USING BCS BOOKS

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DOCUMENT 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	Document created.

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