

BEING AN IT BUSINESS PARTNER

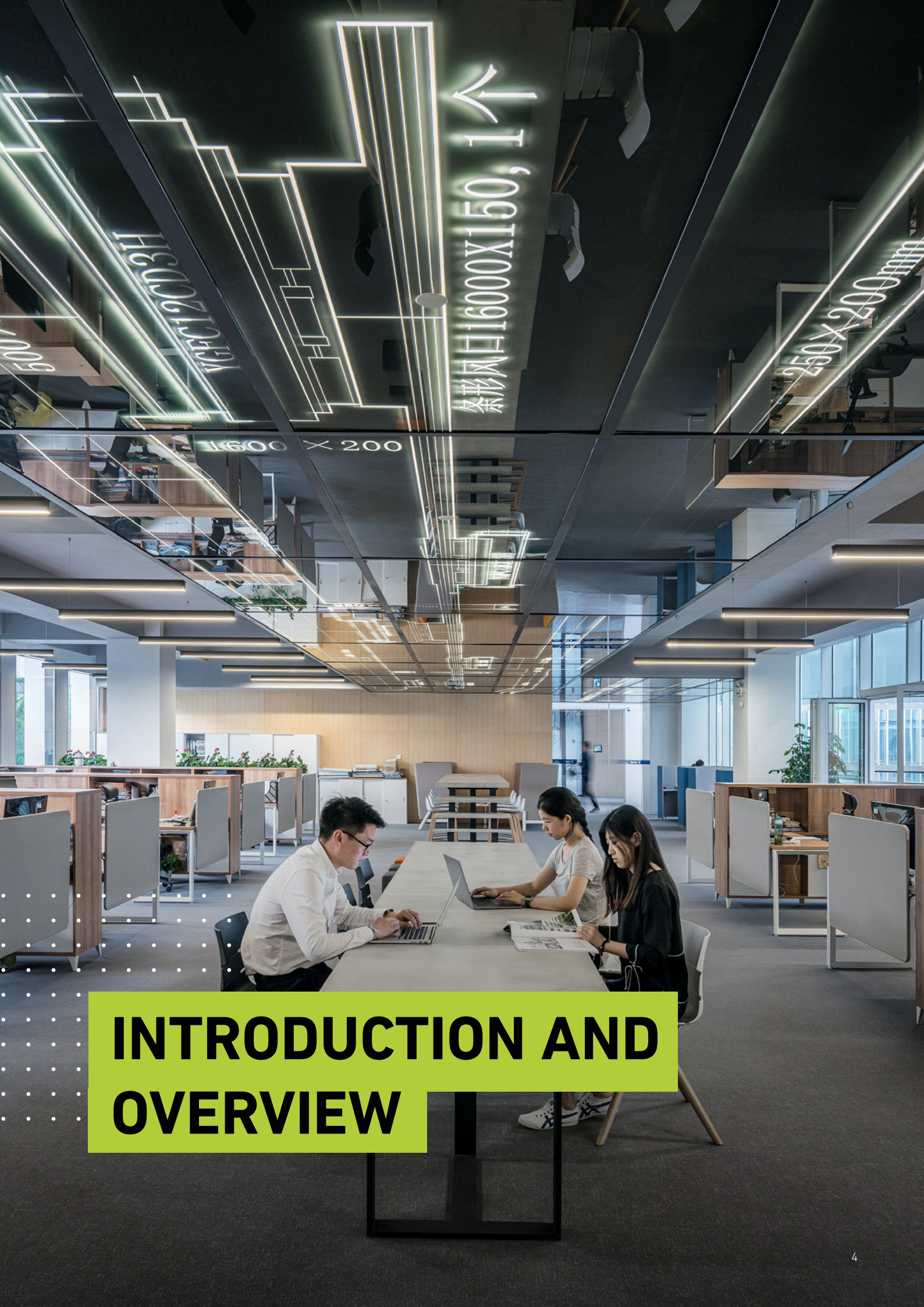
BCS PRACTITIONER CERTIFICATE

This professional certification is not regulated by the following United Kingdom Regulators - Ofqual, Qualification in Wales CCEA of SQA.



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INTRODUCTION AND OVERVIEW

INTRODUCTION

With digital transformation at the forefront of many organisational strategies, there is an ever-growing need for IT professionals to be equipped with the skills and behaviours necessary to step into a leadership role.

This practitioner level award encourages individuals in digital and technical roles to develop the practical behaviours required to succeed in leading a project or team. Candidates will explore how to plan for and implement change from a digital perspective while supporting and developing themselves and others.



LEARNING OUTCOMES

By completing this award/certificate learners will be able to demonstrate a practical understanding of:

- The role and impact of an IT Business Partner.
- How to plan for and drive change through assessing potential solutions.
- How to support and manage teams through change implementation.



QUALIFICATION SUITABILITY AND OVERVIEW

To undertake this certification, candidates must have passed the three awards which precede this certificate, namely:

- BCS Practitioner Award in Business Skills for the IT Professional
- BCS Practitioner Award in Collaborating with Business Teams
- BCS Practitioner Award in Leading with an IT Mindset

Candidates will also need a good standard of written English and Maths. Centres must ensure that learners have the potential and opportunity to gain the qualification successfully.

This qualification is suitable for candidates who are looking to progress their careers into a leadership or senior role with responsibility for

managing projects or teams. It can be taken as a standalone qualification, or in combination with other units and modules as part of a wider programme, such as an Apprenticeship.

This is an occupationally focused qualification which will:

- test a learner’s ability to make judgements on suitable behavioural responses in a given scenario.
- demonstrate a practical understanding of key concepts across the topic areas.
- enable a learner to progress in their career.

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
50 hours	35 hours	15 hours	1 hour



TRAINER CRITERIA



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

- Ten days of training experience or have a Train the Trainer qualification.
- A minimum of 3 years of practical experience in the subject area.

SFIA LEVELS

This award provides candidates with the level of knowledge highlighted below, 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 mapped to the CITP standard as follows:

A1

Works under broad direction.

A2

Is fully responsible for meeting allocated technical and/or project/supervisory objectives.

A3

Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities.

For further information regarding the SFIA Levels:

[Chartered IT Professional \(CITP\)|BCS](#)

B1

Influences organisation, customers, suppliers, partners and peers on the contribution of their own specialism.

B2

Builds appropriate and effective business relationships.

B3

Makes decisions that impact the success of assigned work, i.e. results, deadlines and budget.

B4

Has significant influence over the allocation and management of resources appropriate to a given assignment.

C1

Performs an extensive range and variety of complex technical and/or professional work activities.

C3

Understands the relationship between their own specialism and the wider customer/ organisational requirements.

D1

Advises on the available standards, methods, tools and applications relevant to their own specialism and can make an appropriate choice from alternatives.

D2

Analyses, designs, plans, executes and evaluates work to time, cost and quality targets and takes all requirements into account when making proposals.

D3

Analyses requirements and advises on scope and options for continuous operational improvement.

D4

Assesses and evaluates risk.

D5

Demonstrates creativity, innovation and ethical thinking when applying a solution for the benefit of a customer/ stakeholder.

D6

Communicates effectively, both formally and informally.

D7

Demonstrates leadership and facilitates collaboration between stakeholders who have diverse objectives.

STAKEHOLDER RELATIONSHIP MANAGEMENT

SFIAPLUS AND CITP

This syllabus has been linked to the SFIA knowledge, skills and behaviours required at level 4 for an individual working in the following subject areas:

KSB12

Understanding commercial considerations and ensuring alignment with them when making decisions or recommending actions.

KSB13

Understanding the needs of the internal or external customer and keeping these in mind when taking actions or making decisions.

KSB14

Being proactive, anticipating opportunities for systems, service or product improvement or development and taking appropriate action(s).

KSB18

Understanding the hierarchy and culture of own, customer, supplier and partner organisations, and being able to identify the decision makers and influencers.

KSB24

Working collaboratively with others to achieve a common goal.

KSB31

The principles, processes and practices associated with consultancy in the IT environment.

KSC38

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).

KSD16

Methods and techniques for preparing and presenting business cases, requests for proposal (RFP) invitations to tender (ITT) and statements of requirements/work both verbally, and in writing.

STAKEHOLDER RELATIONSHIP MANAGEMENT

KSD31

Methods and techniques associated with planning and monitoring progress of projects.

KSD85

Establishing relationships, analysing perspectives and managing stakeholders from a variety of backgrounds and disciplines. Adapting stakeholder engagement style to meet the needs of different

audiences. The identification of key business stakeholders and an assessment of their level of power and interests, and their perspectives to inform the way(s) in which they should be considered and managed.

WORKFORCE PLANNING

KSD13

Methods and techniques for appraising an individual's performance and potential.

KSB18

Understanding the hierarchy and culture of own, customer, supplier and partner organisations and being able to identify the decision makers and influencers.

KSD06

The activities, structure, and position in the organisation of the functions or departments for which services are provided.

CHANGE PLANNING

KSB19

Understanding the needs, objectives and constraints of those in other disciplines and functions.

KSD01

Methods and techniques for the assessment and management of business risk including safety-related risk.

KSD94

Change management methods, models, tools, assessments, and processes to establish and align the major factors involved in organisational change, and communicate the key outcomes required for successful individual change.

KSB01

Acquiring a proper understanding of a problem or situation by breaking it down systematically into its component parts, and identifying the relationships

between these parts. Selecting the appropriate method/tool to resolve the problem and reflecting critically on the result, so that what is learnt is identified and assimilated.

FINANCIAL MANAGEMENT

KSB12

Understanding commercial considerations and ensuring alignment with them when making decisions or recommending actions.

KSB17

Applying specific quality standards to all tasks undertaken to ensure that deliverables are accurate and complete.

KSD15

Principles, methods, techniques and tools for the preparation and monitoring of budgets to manage costs and ensure cost-effectiveness and value for money.

KSD74

The analysis and reporting of financial costs and forecasts against budgets.



SYLLABUS

SYLLABUS

1. DRIVING AN IT PERSPECTIVE (10%) K4

1.1 Describe the role of an IT business partner.

Indicative content

- a. Expert in a digital or IT discipline.
- b. Leader of teams or owner of projects.
- c. Ambassador for digital solutions and transformation.

Guidance

An IT business partner ensures that potential business value from digital services is captured, optimised and communicated. Candidates should be able to understand, anticipate, influence, and define digital demand for services, and shape the digital service's portfolio of services and product offerings.

1.2 Analyse the impact of having an IT business partner on an organisation.

Indicative content

- a. Translate complex topics for non-technical peers.
- b. Drive innovation and digital transformation.
- c. Provide a digital-first perspective on organisational issues.

Guidance

The impact an IT business partner would have in the digital transformation of a business will often benefit a company with increased revenue and decreased operating costs. Another benefit of digitisation would be improved customer satisfaction, reducing unemployment, improving quality of life, and boosting citizens' access to public services.

SYLLABUS

2. PLANNING FOR CHANGE IN YOUR ORGANISATION (20%) K4

2.1 Interpret a scenario to identify a need for change.

Indicative content

- a. Current situation.
- b. Desired situation.
- c. Market and consumer trends.
- d. Legal, regulatory or ethical requirements to change.
- e. Unplanned change and reactivity.

Guidance

Candidates will understand how to bridge the gap between performance, improving products and services to meet customers' needs, obeying contract law, and avoiding illegal activity such as misrepresentation. They will also understand unforeseen organisational changes, which are often made necessary by shifts in the organisational environment, and how to react to these positively.

2.2 Analyse the type of change required.

Indicative content

- a. Transformation.
- b. Business as usual (BAU).
- c. Impact on people, resources, services.
- d. Timescales.

Guidance

Managing a successful organisational change can increase morale among workers and drive positive teamwork and job enrichment. These factors can directly and positively affect productivity and quality of work while shortening production cycles and reducing costs.

2.3 Analyse the suitability of colleagues to support the change.

Indicative content

- a. Project sponsor.
- b. Specialists.
- c. Finance.
- d. Roles including;
 - Champion
 - Supporter
 - Neutral
 - Critic
 - Opponent
 - Blocker

Guidance

Communicating with your team about why change is significant and explaining the benefits to the organisation and employees will motivate and support those who need a clear outline, route and milestones, painting a compelling picture of the importance of change.

2.4 Interpret the term “deliverables” in a project context.

Indicative content

- a. What can be provided.
- b. Agreed output/outcomes.

Guidance

Deliverables are the quantifiable goods or services that need to be provided at the various stages of a project and upon completion. Deliverables help keep projects on course and allow for an efficient allocation of time and money.



SYLLABUS

3. PROPOSING A SOLUTION (25%) K4

3.1 Analyse the purpose and need for a business case.

Indicative content

- a. Securing approval and budget for a solution.
- b. Explaining a problem and presenting potential solutions.
- c. Driving interest and gaining support for a project.
- d. Exploring risks, costs, impacts and benefits associated with a problem and solution.

Guidance

These are all critical factors in analysing a business case. The primary purpose of a business case analysis is to assess a decision or action. In business terms, the essential criteria for this purpose are costs, risks, and benefits.

3.2 Describe the contents of a business case.

Indicative content

- a. Introduction.
- b. Management summary.
- c. Description of the current state.
- d. Options considered.
- e. Analysis of costs and benefits.
- f. Impact assessment.
- g. Risk assessment.
- h. Recommendation.

Guidance

Candidates will be able to describe the contents of a business case, allowing them to create a clear and well-structured example. The project's stakeholders can monitor both the project and its environment to determine if the project continues to make organisational sense.

3.3 Analyse the risks, costs and benefits associated with your proposed solution.

Indicative content

- a. Risk analysis.
 - Risk assessment
 - Risk owners
- b. Risk management strategies.
 - Accept
 - Mitigate
 - Avoid
 - Transfer
- c. Financial costs and benefits.
 - Forecasting
 - Margin for error

Guidance

A cost-benefit analysis is a systematic process that businesses use to analyse which decisions to make and which to forgo. The cost-benefit analyst sums the potential rewards expected from a situation or action and then subtracts the total costs associated with that action.

3.4 Describe the metrics which could be used to assess the success of your solution.

Indicative content

- a. Budget vs actual spend.
- b. Timelines.
- c. Customer/user satisfaction.
- d. Quality assurance.
- e. Delivered solution vs requirements.

Guidance

Quality metrics in project management are benchmarking tools that help companies determine whether or not their project management efforts are effective. These metrics include budget versus spend, timeliness, customer satisfaction, quality assurance, and delivered solutions versus requirements.

SYLLABUS

4. LEADING TEAMS AND PROJECTS IN YOUR ORGANISATION (25%) K4

4.1 Analyse the similarities and differences between a 'leader' and a 'manager'.

Indicative content

- a. Coaching, influencing, and directing.
- b. Ability to achieve desired outcomes.
- c. Culture.

Guidance

While leaders can inspire and motivate others through positive interactions, managers may be more focused on conflict resolution and team building through people management. A manager's job is to ensure their team is getting along and can collaborate effectively.

4.2 Interpret relevant professional standards or legal requirements.

Indicative content

- a. BCS Code of Conduct.
- b. Organisational guidelines.
- c. Sector specific legislation.
- d. Limits on activities.

Guidance

The project standards should provide adequate details to ensure all team members can identify project objectives and relate them to their fulfilment. Laid-down objectives are an essential prerequisite for the timely and successful completion of projects which follow professional standards and legal requirements.

4.3 Analyse the suitability of performance management tools and techniques.

Indicative content

- a. Performance appraisals:
 - Purpose
 - Frequency
 - Value
 - Outcome
- b. Performance improvement plans:
 - Coaching tool or sanction
 - Effectiveness
- c. Personal development plans:
 - Setting goals
 - Accountability

Guidance

Performance appraisals are essential for the growth of both the company and the employee and should be used to motivate and engage employees. It helps the organisation find out whether the employee is being productive while simultaneously helping the employee find out where their career is heading. It is an essential part of HR management.

4.4 Analyse the need to escalate a decision or task.

Indicative content

- a. Limits of own authority.
- b. The need for specialist advice and skills.
- c. Organisational hierarchy.
- d. Financial limits – approval.

Guidance

The benefits of escalating issues at work raises awareness of the situation to your management team. Candidates should be able to appreciate the advantages of involving management in finding a solution.

4.5 Analyse the presence of equality, diversity and inclusion in a team.

Indicative content

- a. Representation.
- b. Opportunities for all.
- c. Adjustments to tasks or requirements.

Guidance

When equality, diversity and inclusion are present in the workplace, the business will become more successful. Employees will be invested, motivated and content, while bullying, harassment and discrimination will be eliminated, avoiding legal cases.

SYLLABUS

5. IMPLEMENTING CHANGE IN YOUR ORGANISATION (20%) K4

5.1 Analyse how change can impact the culture in a workplace.

Indicative content

- a. Morale.
- b. Staff turnover.
- c. Celebrating success and achievement.
- d. Accountability and ownership.
- e. Reflection and lessons learned.
- f. How change could impact that culture, and how the culture could impact the change.

Guidance

Resistance can be overcome, at least in part, using organisational culture. If the change strengthens the underlying values of a culture, then members of the culture are more likely to accept the change. The use of cultural rituals and sagas also helps make change more palpable to an organisation.

5.2 Analyse the suitability of implementation styles.

Indicative content

- a. Types of implementation.
 - Big bang
 - Parallel
 - Pilot
 - Phased
- b. How implementation of change impacts;
 - Teams
 - Service
 - Systems

Guidance

Candidates will be able to understand different implementation styles and gain further knowledge on the suitability it brings to teams, services and systems.

5.3 Explain the importance of ownership and accountability when implementing change.

Indicative content

- a. The difference between responsibility and accountability.
- b. Leading through change.
- c. Problem solving.

Guidance

Candidates will understand the difference between ownership and accountability, which means individuals and teams take accountability for the quality and success of both the output and outcomes of their work.



PROBLEM SOLVING

IF YOU SOLVE PROBLEMS, YOU WILL EXPERIENCE BETTER COLLABORATION BETWEEN TEAM MEMBERS, REMOVING THE NEED FOR REWORKS. COLLABORATION ALSO FOSTERS CONTINUOUS IMPROVEMENT IN A BUSINESS.

BCS COURSEWARE

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. This exam contains video content. Full transcripts are provided.

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 SCENARIO BASED
2-MARK QUESTIONS.

DURATION

60 MINUTES

SUPERVISED

YES
THIS AWARD WILL BE
SUPERVISED

OPEN BOOK

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

PASSMARK

(65%)
26/40

DELIVERY

DIGITAL FORMAT ONLY.

TECHNICAL

EXAM CONTAINS VIDEO.
MINIMUM BANDWIDTH 1.5 MBPS.
3MBPS RECOMMENDED.

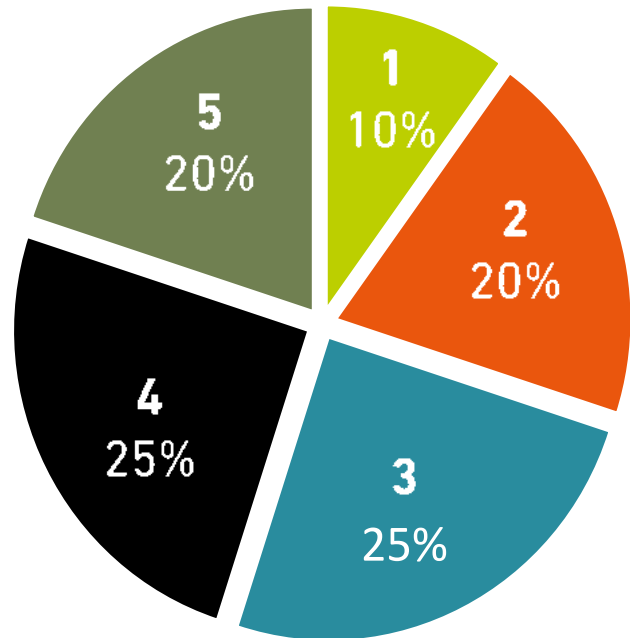
ADDITIONAL

HEADPHONE USE IS
RECOMMENDED.

QUESTION WEIGHTING

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

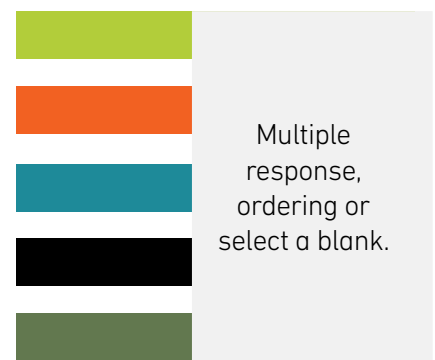
- Guidance on the proportion of content allocated to each topic area of an accredited course.
- Guidance on the proportion of questions in the exam.



Syllabus Area

- 1** Driving an IT perspective.
- 2** Planning for change in your organisation.
- 3** Proposing a solution.
- 4** Leading teams and projects in your organisation.
- 5** Implementing change in your organisation.

Question Type



RECOMMENDED READING

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

TITLE: The Human Touch
AUTHOR: Philippa Thomas, Debra Paul, James Cadle
PUBLISHER: BCS
PUBLISHER DATE: 13 Dec 2012
ISBN: 9781906124915

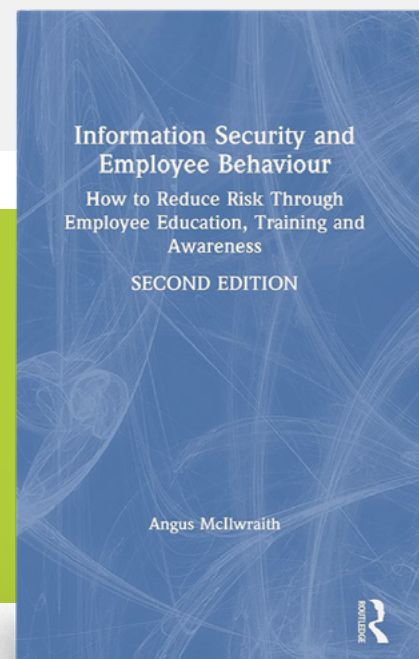
TITLE: Business Analysis (4th Edition)
AUTHOR: Debra Paul and James Cadle
PUBLISHER: BCS
PUBLISHER DATE: July 2020
ISBN: 9781780175102

TITLE: Information Security and Employee Behaviour
AUTHOR: Angus McIlwraith
PUBLISHER: Routledge
PUBLISHER DATE: August 23, 2021
ISBN: 9781032055916

[BCS Article 10 Business Concepts IT People Need to Know](#)

[BCS Article Digital Transformation and Mentorship](#)

[BCS Video Series How to Be A Good Leader](#)



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	Created.

For further information please contact:

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