



BCS EXIN Professional Certificate in SIAM™ Syllabus

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



BCS EXIN Professional Certificate in SIAM™

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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 2.1 November 2019	Amendment to Course Format and Duration
Version 2.0 January 2018	Released as Final
Version 1.2 December 2017	Corrected eligibility section
Version 1.1 December 2017	Corrected minor typographical error
Version 1.0 December 2017	Initial (Draft) Version for external release



Introduction

BCS EXIN SIAM™ Professional

Service Integration and Management (SIAM) is a methodology used to manage multiple service providers and to integrate them seamlessly to provide a single business-facing IT organisation.

The BCS EXIN SIAM™ Professional Certificate tests a candidate's knowledge and skills of the activities in the four stages of the SIAM roadmap. A candidate who successfully completes the BCS EXIN SIAM™ Professional Certificate can analyse, plan, build and inspect a multi-service provider environment.

Service Integration and Management (SIAM) also has a synonym: multi-sourcing integration (MSI). Within the scope of this certification, only the term Service Integration and Management is used.

The certificate BCS EXIN SIAM™ Professional Certificate is part of the BCS EXIN SIAM™ qualification program.

Objectives

The BCS EXIN SIAM™ Professional Certificate tests a candidate's knowledge of the application of Service Integration and Management (SIAM) to situations and the candidate's ability to further analyse the SIAM concepts.

Specific Learning Objectives of the SIAM™ Professional Certificate

- The Discovery and Strategy stage
- The Plan and Build stage
- The Implement stage
- The Run and Improve stage
- SIAM practices across the stages

Target Audience

This certification is aimed at professionals worldwide who have an interest in the practices of Service Integration and Management or that want to implement this methodology in an organisation.

The content of this certification is appropriate for customer organisations who will commission SIAM models, staff who provide retained capabilities in a customer organisation, service integrators, and service providers working within a SIAM ecosystem.

The potential audiences for this certification are:

- Service Managers and Practitioners
- Service Provider Portfolio Managers
- Process Managers
- Project Managers
- Change Managers
- Service Level Managers
- Business Relationship Managers
- Program Managers
- Supplier Managers
- Service Architects
- Process Architects
- Business Change Practitioners
- Organisational Change Practitioners and
- SIAM consultants

Course Format and Duration

Candidates can study for this certificate by attending an accredited training course provided by an Accredited Training Provider (ATP). An accredited training course will require a minimum of 21 hours of study run over a minimum of 3 days.

Eligibility for the Examination

- A thorough knowledge of SIAM is required. Previous completion of the SIAM™ Foundation exam is strongly recommended
- Accredited SIAM™ Professional training, including successful completion of the Practical Assignments

A good level of knowledge about IT Service Management is also recommended.

Format of the Examination

- 90 minute 'closed book'
- 40 multiple choice questions
- Pass mark is 26/40 (65%)

The examination will be based on the syllabus in this document. Examination questions will be drawn from all topics in the syllabus, and coverage of any given topic can be expected to be in proportion to the amount of time allocated to that topic in the syllabus.

Additional time

For candidates requiring reasonable adjustments

Please refer to the [reasonable adjustments policy](#) for detailed information on how and when to apply.

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, candidates are entitled to:

- 25% extra time
- 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.

Guidelines for Accredited Training Providers

Each major subject heading in this syllabus is assigned an allocated time. The purpose of this is two-fold: first, to give both guidance on the relative proportion of time to be allocated to each section of an accredited course and an approximate minimum time for the teaching of each section; second, to guide the proportion of questions in the exam. Accredited Training Providers may spend more time than is indicated and candidates may spend more time again in reading and research. Courses do not have to follow the same order as the syllabus. Courses may be run as a single module or broken down into two or three smaller modules.

This syllabus is structured into sections relating to major subject headings and numbered with a single digit section number. Each section is allocated a minimum contact time for presentation.

Accredited Training Providers may include additional exercises where they believe these add value to the training course.

The recommended number of contact hours for this training course is 21 (twenty-one). This includes group assignments, exam preparation and short breaks.

This number of hours does not include additional candidate time, for example, spent on homework, logistics for exam preparation and lunch breaks.

Indication of candidate study effort

60 hours, depending upon existing knowledge

Use of Calculators

No calculators or mobile technology are acceptable.

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. Discovery and Strategy (32.5%, K3-4)

- 1.1** The candidate can design the elements of a SIAM governance framework (7.5%)

The candidate can:

- 1.1.1 Interpret the characteristics of governance in a SIAM ecosystem
- 1.1.2 Differentiate SIAM governance roles
- 1.1.3 Choose governance approaches for monitoring and measuring service performance

- 1.2** The candidate can analyse the current situation (10%)

The candidate can:

- 1.2.1 Analyse existing services, service groupings, service providers and the marketplace
- 1.2.2 Explain how to assess current capability
- 1.2.3 Classify the influences for deciding on the SIAM model and sourcing approach

- 1.3** The candidate can define key elements of a SIAM strategy (15%)

The candidate can:

- 1.3.1 Interpret strategic drivers for SIAM
- 1.3.2 Differentiate critical success factors for SIAM
- 1.3.3 Interpret the principles and policies for roles and responsibilities
- 1.3.4 Select an appropriate SIAM strategy
- 1.3.5 Illustrate how to gain and maintain buy-in to a SIAM strategy
- 1.3.6 Describe the content of the business case and the transition project for SIAM

2. Plan and Build (30%, K3-4)

2.1 The candidate can design a detailed SIAM model. (15%)

The candidate can:

- 2.1.1 Analyse organisation specific service models and process models
- 2.1.2 Select an appropriate sourcing approach and SIAM structure
- 2.1.3 Describe detailed roles and responsibilities
- 2.1.4 Select a performance measurement and reporting framework
- 2.1.5 Select a collaboration model
- 2.1.6 Analyse contract considerations for SIAM

2.2 The candidate can plan for a SIAM implementation. (10%)

The candidate can:

- 2.2.1 distinguish Describe the challenges for organisational change
- 2.2.2 outline Differentiate between approaches for onboarding of services and service providers
- 2.2.3 Analyse the most appropriate tooling strategy and integration methods for a SIAM ecosystem

3. Implement (15%, K3-4)

3.1 The candidate can illustrate how different scenarios can support a SIAM implementation. (10%)

The candidate can:

- 3.1.1 Choose between the big bang approach, and a phased approach based on the benefits and risks of these approaches
- 3.1.2 Explain how to transition to the approved SIAM model

3.2 The candidate can apply ongoing organisational change management. (5%)

The candidate can:

- 3.2.1 Choose ways to influence morale and motivation

4. Run and Improve (12.5%, K3-4)

4.1 The candidate can operate, assure and improve a SIAM ecosystem. (12.5%)

The candidate can:

- 4.1.1 Analyse structural elements at different levels
- 4.1.2 Select appropriate mechanisms to address issues and improve provider and integrator performance
- 4.1.3 Apply audit and compliance mechanisms

5. SIAM practices across the stages (10%, K3-4)

5.1 The candidate can apply SIAM practices. (10%)

The candidate can:

- 5.1.1 Apply all SIAM practices for the Discovery & Strategy stage
- 5.1.2 Apply all SIAM practices for the Plan & Build stage
- 5.1.3 Apply all SIAM practices for the Implementation stage
- 5.1.4 Apply all SIAM practices for the Run & Improve stage

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)
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

Syllabus Area	Target number of questions
1. Discovery and Strategy	13 in total comprising
1.1	3
1.2	4
1.3	6
2. Plan and Build	12 in total comprising
2.1	8
2.2	4
3. Implement	6 in total comprising
3.1	4
3.2	2
4. Run and Improve	5 in total comprising
4.1	5
5. SIAM Practices across the stages	4 in total
Total	40 Questions

Format of Examination

Type	40 Multiple Choice Questions
Duration	90 minutes. An additional 15 minutes will be allowed for candidates sitting the examination in a language that is not their native /mother tongue
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	21 Hours
Delivery	Paper based or computer-based examination

Trainer Criteria

Criteria	<ul style="list-style-type: none"> • Hold the BCS EXIN Professional Certificate in SIAM™ • Have 10 days' training experience or have a train the trainer qualification • Have a minimum of 3 years' practical experience in the subject area
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Classroom Size

Trainer to candidate ratio	1:15
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Invigilator to Candidate Ratio during examination

Trainer to candidate ratio	1:25
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Recommended Reading List

Exam Literature

- A. Simon Dorst, Michelle Major-Goldsmith and others
Service Integration and Management Professional Body of Knowledge (SIAM™
Professional BoK).
Van Haren Publishing: 2017 (first edition)

Freely available on <https://www.scopism.com/free-downloads/>

- B. The exam will be based on a Case Study. This Case Study is freely available on:
<http://www.bcs.org/>

Additional Literature

- C. Scopism Limited
Service Integration and Management Foundation Body of Knowledge (SIAM™
Foundation BoK).
Van Haren Publishing: March 2017 (first edition)
[ISBN-13: 978-9401801027 \(printed book\)](#)
[ISBN-13: 978-9401801034 \(eBook\)](#)

Also freely available on <https://www.scopism.com/free-downloads/>

Please note that this download consists of two documents.

Please note that the SIAM™ Professional Body of Knowledge, the SIAM™ Foundation Body of Knowledge and the SIAM™ Process Guides cannot be used commercially. However, ATP's are given a license to use these files to develop course materials and associated marketing. They may not create other commercial products and services based on these files without permission from Scopism.

Comment

Additional literature is for reference and depth of knowledge only.

Literature reference

Exam requirement		Literature	Size
1. Discovery and Strategy			32.5%
1.1	The candidate can design the elements of a SIAM governance framework		7.5%
1.1.1	Interpret the characteristics of governance in a SIAM ecosystem	A: Chapter 2.3	
1.1.2	Differentiate SIAM governance roles	A: Chapter 2.2	
1.1.3	Choose governance approaches for monitoring and measuring service performance	A: Chapter 2.3	
1.2	The candidate can analyse the current situation		
1.2.1	Analyse existing services, service groupings, service providers and the market place	A: Chapter 2.5	
1.2.2	Explain how to assess current capability	A: Chapter 2.5	10%
1.2.3	Classify the influences for deciding on the SIAM model and sourcing approach	A: Chapter 2.5	
1.3	The candidate can define key elements of a SIAM strategy		15%
1.3.1	Interpret strategic drivers for SIAM	A: Chapter 2.6	
1.3.2	Differentiate critical success factors for SIAM	A: Chapter 2.7	
1.3.3	Interpret the principles and policies for roles and responsibilities	A: Chapter 2.4	
1.3.4	Select an appropriate SIAM strategy	A: Chapter 2.5, 2.6	
1.3.5	Illustrate how to gain and maintain buy-in to a SIAM strategy	A: Chapter 2.6	
1.3.6	Describe the content of the business case and the transition project for SIAM	A: Chapter 2.2, 2.7	
2. Plan and Build			30%
2.1	The candidate can design a detailed SIAM model		20%
2.1.1	Analyse organisation specific service models and process models	A: Chapter 3.1	
2.1.2	Select an appropriate sourcing approach and SIAM strategy	A: Chapter 1.6, 3.1 (C: Chapter 3)	

	2.1.3	Describe detailed roles and responsibilities	A: Chapter 3.1	
	2.1.4	Select a performance measurement and reporting framework	A: Chapter 3.1	
	2.1.5	Select a collaboration model	A: Chapter 3.1	
	2.1.6	Analyse contract considerations for SIAM	A: Chapter 3.1	
Exam requirement			Literature	Size
	2.2	The candidate can plan for a SIAM implementation		10%
	2.2.1	% 2.2.1 Describe the challenges for organisational change	A: Chapter 3.2	
	2.2.2	Differentiate between approaches for onboarding of services and service providers	A: Chapter 3.3	
	2.2.3	Analyse the most appropriate tooling strategy and integration methods for a SIAM ecosystem	A: Chapter 3.4, 3.5	
3. Implement				15%
	3.1	The candidate can illustrate how different scenarios can support a SIAM implementation		10%
	3.1.1	Choose between the big bang approach, and a phased approach based on the benefits and risks of these approaches	A: Chapter 4.1	
	3.1.2	Explain how to transition to the approved SIAM model	A: Chapter 4.2	
	3.2	The candidate can apply ongoing change management		5%
	3.2.1	Choose ways to influence morale and motivation	A: Chapter 4.3	
4. Run and Improve				12.5%
	4.1	The candidate can operate, assure and improve a SIAM ecosystem		12.5%
	4.1.1	Analyse structural elements at different levels	A: Chapter 5.1, 5.2	
	4.1.2	Select appropriate mechanisms to address issues and improve provider and integrator performance	A: Chapter 2.3, 5.3, 5.5	
	4.1.3	Apply audit and compliance mechanisms	A: Chapter 5.4	

5. SIAM practices across the stages				10%
5.1	The candidate can apply SIAM practices			10%
5.1.1	Apply all SIAM practices for the Discovery and Strategy stage		A: Chapter 2.8	
5.1.2	Apply all SIAM practices for the Plan and Build stage		A: Chapter 3.5	
5.1.3	3 Apply all SIAM practices for the Implement stage		A: Chapter 4.4	
5.1.4	Apply all SIAM practices for the Run and Improve stage		A: Chapter 5.7	

List of Basic Concepts

This list contains the terms and abbreviations with which candidates should be familiar.

Please note that knowledge of these terms alone does not suffice for the exam; the candidate must understand the concepts and be able to provide examples

Aggregation	Business case
Agile	Business process improvement (BPI)
Agile retrospective	Capability
Agile SIAM	Capability assessment
Association for Project Management (APM)	Capital expenditure (CAPEX)
Back to the drawing board	Cloud services
Balanced Scorecard	COBIT®
Benchmark	Code of conduct
Benefits realization management	Collaboration agreement
Benefits realization plan	Commodity service
Best of Breed	Common data dictionary
Better the devil you know	Common Law
Blue/Red/Amber/ Green reporting (BRAG)	Conflict of Interest (Col) plan
Board	Contract
Boolean	Cross-functional team

Business as usual (BAU)	Current mode of operation (CMO)
Customer (organisation)	Cynefin
Dashboard	ISO/IEC 20000
Data room	ITIL®
Disaggregation	Kaizen
Early life support (ELS)	Kanban
Ecosystem	Kanban board
Enterprise architecture	Keeping the lights on
Enterprise process framework (EPF)	Kepner-Tregoe problem analysis
Enterprise service bus	Key performance indicator (KPI)
Entity relationship diagram (ERD)	Layers (SIAM layers)
Escalation	Lead supplier service integrator
Estoppel	Leading and Lagging indicators
Ethical wall	Lean (systems) thinking
Exit services schedule	Lift and shift
External service provider	Liquidated damages
Externally sourced service integrator	Management methodology
Framework	Man-marking
Function	MECE
Future mode of operation (FMO)	Microsoft Operations Framework (MOF)
Gaming the system	Model (SIAM model)
Governance	MoSCoW
Governance Board	Multi-sourcing
Governance framework	Multi-sourcing integration (MSI)
Governance Library	OBASHI
Governance model	Offboarding
Greenfield (site or operation)	On the fly
Hangout	Onboarding
Heat Map	Open Systems Interconnect (OSI)
Hybrid service integrator	Operational expenditure (OPEX)
Incumbent	Operational level agreement (OLA)
Infrastructure as a Service (IaaS)	Operations manual

Insourcing	Organisational change management (OCM)
Intelligent client function	Outcome
Interdependency	Output
Interim operating model	Outsourcing
Interim service plan	Performance management and reporting framework
Internal service provider	Platform as a Service (PaaS)
Internally sourced service integrator	Practice
Prime vendor	Service management and integration (SMAI)
Process	Service management integration (SMI)
Process forum	Service manager
Process manager	Service model
Process model	Service orchestration
Process modelling	Service outcomes
Process owner	Service owner
Program management	Service provider
Project management	Service provider category
Quality gates	SFIA
RACI	Shadow IT
Red/Amber/ Green reporting (RAG)	SIAM ecosystem
Request for information (RFI)	SIAM environment
Request for proposal (RFP)	SIAM governance lead role
Results chain	SIAM library
Retained capability/ capabilities	SIAM model
Risk management	SIAM operational lead role
Roadmap	SIAM scorecard
Run book	SIAM structures
Scrum	Skills
Scrum master	Social network
Separation of duties/concerns	Software as a Service (SaaS)
Service	Sourcing

Service assets	Stakeholder
Service boundaries	Stakeholder map
Service consumer	Staring contest
Service credits	Statement of requirements (SoR)
Service dashboard	Statement of works (SoW)
Service definition	Strategy
Service element	Structural element
Service grouping	Subject matter expert (SME)
Service improvement plan (SIP)	Supplier
Service Integration (SI)	Swim lanes
Service Integration and Management (SIAM)	Theory of Constraints (ToC)
Service integrator	Tooling strategy
Service integrator layer	Tower
Service line	Town hall meeting
Service management	Training needs analysis (TNA)
Transformation	Waterfall
Transition	Watermelon effect (Watermelon reporting)
Visual Management	Win-win
War room approach	Working group