BCS Foundation Certificate in Business Change Syllabus

Version 4.1
Oct 2019

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

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 4.1 Oct 2019	Removal of Benefits Management: How to Increase the Business Value of IT Projects from reading list as business benefits contained in the Business Analysis Techniques: 99 Essential Tools for Success
Version 4.0 July 2019	Refresh of syllabus content. All syllabus sections converted to learning objectives. Target audience included. Knowledge levels amended to K1 and K2. Reading list extended. Additional material streamlined.
Version 3.6 December 2016	Strapline regarding regulated statement has been added
Version 3.5 July 2016	Updated recommended reading list to remove IT Enabled Business Transformation and to update Business Analysis Techniques to 99 Essential Tools
Version 3.4 March 2015	Updated language requirements for extra time and use of dictionaries. Added trainer criteria and class room size. Standardised the trainer requirements.
Version 3.3 December 12	Updated the Reasonable Adjustments Requirements for foreign language candidates
Version 3.2 September 2012	The addition of business change frameworks, models and techniques
Version 3.1 July 2012	Name changed from IT Enabled Business Change. Added in details of extra time for foreign language candidates. Sections 7 & 8 removed. Sections 1 – 6 extended. Section 1 was 15% now 10%. Section 2 was 15% now 20%. Section 3 was 10% now 20%. Section 4 was 15% now 20% Section 5 was 15 % remains 15%.
Version 3.0	Added Learning hours to Format of the Examination. ISEB replaced with BCS throughout the document. No change to the technical content of the syllabus.
Version 2.0	Re-formatted based on new branding guidelines – no change to content.

Introduction

The BCS Foundation Certificate in Business Change provides an entry qualification for anyone wishing to gain an understanding of the holistic nature of business change.

The syllabus is based upon a business change lifecycle which incorporates the processes, frameworks and techniques used in business change activities.

The BCS Foundation Certificate in Business Change will be awarded to candidates who are able to demonstrate knowledge and understanding of the activities within the Business Change lifecycle.

Target Audience

This Foundation Certificate is for people who want to understand business change. This includes relevant processes, frameworks and techniques. Suitable for Business Analysts, Subject Matter Experts, Project Managers, Business Managers, Business Change Managers and Product Owners. This list is not exhaustive and many other roles may benefit.

Levels of Knowledge / SFIA Levels

This syllabus will provide candidates with the levels of difficulty / knowledge 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 further explained on the website www.bcs.org/levels.

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

Learning Outcomes

Candidates should be able to demonstrate knowledge and understanding of Business Change processes, frameworks and techniques in the following areas:

1. Business Change Principles
2. Business Alignment
3. Business Improvement Definition
4. Business Change Design and Development
5. Business Change Implementation
6. Benefits Management and Realisation

Study Format and Duration

Candidates can study for this certificate in two ways:
- Attending an accredited training course. This will require a minimum of 18 hours of study over a minimum of three days.
- Self-study. Self-study resources include online learning and recommended reading (see syllabus Reading List).

Eligibility for the Examination

There are no pre-requisites for entry to the examination, although accredited training is strongly recommended.

Examination Format and Duration

Type	40 Multiple Choice questions
Duration	60 minutes
Supervised	Yes
Open Book	No (no materials can be taken into the examination room)
Passmark	26/40 (65%)
Delivery	Online or paper based.

Additional Time

For Candidates Requiring Reasonable Adjustments Due to a Disability.

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, then they 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 Organisations

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.

Courses do not have to follow the same order as the syllabus and additional exercises may be included, if they add value to the training course.

Question Weighting

Syllabus Area	Target number of questions
Business Change Principles	2
Business Alignment	8
Business Improvement Definition	10
Business Change Design and Development	8
Business Change Implementation	6
Benefits Management and Realisation	6
Total	**40 Questions**

Trainer Criteria

Criteria	• Hold the Certificate in Business Change • Have 10 days training experience or hold a train the trainer qualification • Have a minimum of 3 years practical experience in business change

Classroom Size

Trainer to candidate ratio	1:16

Excerpts from BCS Books

Accredited Training Organisations may include excerpts from BCS books in course materials. To use excerpts from the books, a licence from BCS is required, which will be considered on request by contacting the Head of Publishing at BCS.

Syllabus

Learning Objectives

1. Business Change Principles (5%)

Candidates will be able to:

1.1. Explain the degrees of business change
    1.1.1. Venkatraman's Business Transformation Model
1.2. Describe the business change lifecycle

2. Business Alignment (20%)

Candidates will be able to:

2.1. Identify the three aspects specific to an organisation with which any business change must align:
    2.1.1. The external environment
    2.1.2. The enterprise architecture
    2.1.3. VMOST (vision, mission, objectives, strategy and tactics)

2.2. Explain the process and techniques used to develop a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats).
    2.2.1. Techniques to analyse the external environment
        2.2.1.1. PESTLE analysis
        2.2.1.2. Porters Five Forces analysis
    2.2.2. Techniques to analyse the internal environment
        2.2.2.1. VMOST
        2.2.2.2. Resource Audit

2.3. Describe frameworks used when analysing organisational culture
    2.3.1. Handy's Model of Organisational Culture
    2.3.2. The Cultural Web

2.4. Describe Hofstede's Dimensions of National Culture

2.5. Explain the balanced scorecard, critical success factors (CSF) and key performance indicators (KPI).

3. Business Improvement Definition (25%)

Candidates will be able to:

3.1. Explain the applicability, advantages and disadvantages of the following investigation techniques:
    3.1.1. Interviews
    3.1.2. Observation
    3.1.3. Workshops
    3.1.4. Scenarios
    3.1.5. Surveys
    3.1.6. Document analysis

3.2. Describe the techniques to analyse the root causes of problems
    3.2.1. Fishbone (Ishikawa) diagrams
    3.2.2. Mind Maps
    3.2.3. Rich Pictures

3.3. Identify categories of stakeholder: Stakeholder Wheel

3.4. Explain techniques to analyse and manage stakeholders
    3.4.1. Power/Interest Grid
    3.4.2. CATWOE
    3.4.3. RACI Chart

3.5. Explain the gap analysis process, comparing existing and target states

3.6. Explain the process for evaluating options
    3.6.1. Identifying options
    3.6.2. Evaluating feasibility: business feasibility, technical feasibility and financial feasibility

3.7. Describe the contents and structure of a business case
    3.7.1. Background and objectives
    3.7.2. Options
    3.7.3. Categories of costs and benefits
    3.7.4. Impact assessment
    3.7.5. Risk assessment

3.8. Distinguish between investment appraisal techniques
    3.8.1. Payback
    3.8.2. Discounted cash flow
    3.8.3. Internal rate of return

3.9. Distinguish between the change programme and the change project

3.10. Requirements
    3.10.1. Describe requirements definition
    3.10.2. Describe the Requirements Engineering Framework: Elicitation, Analysis, Validation, Documentation and Management
    3.10.3. Describe the types of Requirement: General, Technical, Functional and Non-Functional
    3.10.4. Represent the scope of the selected option: Use case diagrams

4.   Business Change Design and Development (20%)

Candidates will be able to:

4.1. Describe the POPIT (People, Organisation, Process, Information and Technology) model
    4.1.1. People
        4.1.1.1. Identify the people related areas to be considered within a Business Change initiative
            o skills
            o recruitment
            o staff development
            o motivation and reward

       4.1.2. Organisation
           4.1.2.1. Describe types of organisational structures by
- function geography or product
- flat and tall structures
- centralised and decentralised

           4.1.2.2. Explain the impact of business change on team structures and roles

       4.1.3. Process
           4.1.3.1. Distinguish between a functional and process view
           4.1.3.2. Describe the components of a business process model (Swimlane diagram):
- actors
- tasks
- swimlanes
- process flow
- initiating business event
- decisions
- outcome

           4.1.3.3. Distinguish between current (as is) and improved (to be) business process models.

       4.1.4. Information:
           4.1.4.1. Explain the rationale for data modelling
           4.1.4.2. Describe the components of a Class Model
- classes
- attributes
- associations

       4.1.5. Technology:
           4.1.5.1. Explain the advantages and disadvantages of bespoke software development and off-the-shelf software package procurement
           4.1.5.2. Describe the Waterfall lifecycle
           4.1.5.3. Describe the Agile approach to software development
- iterative development
- incremental delivery

4.2   Describe testing in the business change process
    4.2.1   Describe the extended "V" model.

5.   Business Change Implementation (15%)

Candidates will be able to:

5.1.   Explain business readiness assessment
    5.1.1. POPIT model
    5.1.2. Force Field Analysis
    5.1.3. Kotter approach to change

5.2.   Describe the process for implementing the solution
    5.2.1. Implementation approaches
         5.2.1.1. Direct changeover (or "big bang")
         5.2.1.2. pilot
         5.2.1.3. parallel running
         5.2.1.4. phased
    5.2.2. Lewin's Model of Organisational Change – unfreeze, transition, freeze

5.3. Explain responses to change
        5.3.1. Emotional impact of changes: SARAH model
        5.3.2. The conscious competence learning model

5.4 Explain the purpose of post-implementation review

6. Benefits Management and Realisation (15%)

Candidates will be able to:

6.1. Describe benefits management process/lifecycle

6.2. Describe benefits categories
        6.2.1. financial
        6.2.2. quantifiable
        6.2.3. measurable
        6.2.4. observable

6.3. Describe the role of the Benefit Owner

6.4. Describe the contents of the benefits plan

6.5. Explain the purpose, conduct and outcomes of a benefits review

Reading List

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

Title: Business Analysis Techniques: 99 Essential Tools for Success (2nd Edition)
Authors: Debra Paul & James Cadle
Publisher: BCS
Publication Date: September 2014
ISBN: 978-1780172736
URL: http://shop.bcs.org

Title: Professional Issues in Information Technology (2nd Edition)
Author: Frank Bott
Publisher: BCS
Publication Date: January 2014
ISBN: 978-1-78017-180-7
URL: http://shop.bcs.org

Additional Guidance

1. Business Change Principles

Venkatraman's Business Transformation Model

Venkatraman's model shows five degrees of IT Enabled Business Transformation. These levels represent increasing levels of business change and benefits:

Evolutionary	Localised Exploitation	Deployment of individual systems. For example, the use of a specific system such as a sales support package within a customer services environment.
	Integral Integration	Use of IT across a business process. May include a replacement of existing systems by an integrated package, for example to link distribution to customer services.
Revolutionary	Business Process Redesign	IT is used as a lever to redesign the organisation and the business processes.
	Business Network Redesign	Use of IT to change the relationships and information exchange across the participants in a business network of organisations.
	Business Scope Redefinition	The use of IT to redefine the business scope, including partnerships with other organisations.

3. Business Improvement Definition

3.9 Distinguish between the change programme and the change project

Change programme
A change programme is a temporary enterprise composed of a number of inter-dependent projects and provides a means of co-ordinating the work of these projects in order to deliver defined business outcomes.

Change project
A change project is a temporary enterprise created to achieve specified objectives and deliver required products while working within a defined scope and set of constraints.

5. Business Change Implementation

This part of the syllabus concerns the activities that should be employed in the implementation of business change programmes.

Implementation approaches

Approaches to implementing business change:
- Pilot
- Parallel running
- Phased
- 'Big bang'

Post Implementation Review

A post implementation review takes place shortly after the business changes have been delivered and considers the following questions:
- Do the business changes satisfy the business need?
- How was the change project conducted and who was involved?
- Are there any lessons to be learnt?