BCS Professional Certificate in Stakeholder Engagement Syllabus

Version 2.1.2
August 2023

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 2.1.1. June 2023	Syllabus weightings summary table updated to correct typographical error
Version 2.1 June 2023	Recommended reading – two new titles added
Version 2.0 January 2019	Revised syllabus
Version 1.2 December 2016	Strapline regarding regulated statement has been added
Version 1.1 July 2016	Update to Pass Mark
Version 1.0 October 2015	Syllabus created

Introduction

The BCS Professional Certificate in Stakeholder Engagement assesses knowledge and understanding of key frameworks and techniques used when working with stakeholders. The particular focus of this certification is on the application of these frameworks and techniques by business analysts, when working with stakeholders on business change projects.

Assessment Objectives

Candidates should be able to:

- Identify types of stakeholder and recognise the need for stakeholder engagement
- Explain stakeholder prioritisation and management
- Explain stakeholder planning and monitoring
- Define the communication process
- Identify barriers to communication and describe the range of listening behaviours
- Explain the Tuckman and Jensen process for group formation
- Define the roles and stages of a facilitated workshop
- Describe a range of elicitation and visualisation techniques used in a facilitated workshop
- Define the nature of rapport and the rationale and techniques for building rapport
- Explain the creative problem-solving process
- Identify a range of creative thinking techniques
- Explain the process for managing expectations
- Describe the principled negotiation approach
- Explain the Thomas-Kilmann Conflict MODE instrument
- Explain integrative and distributive negotiation
- Explain different causes of conflict

Target Audience

This certification is relevant for anyone wishing to gain an understanding of the key concepts and techniques required to work effectively with stakeholders. The certification will be of benefit to anyone responsible for engaging with stakeholders on business change projects, in particular business analysts and project managers.

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.

Duration and Format of the Examination

The format for the examination is a 90 minute examination. It consists of 40 multiple-choice questions. The examination is closed book i.e. no materials can be taken into the examination room. The pass mark is 26/40 (65%).

Additional time for candidates requiring Reasonable Adjustments due to a disability

Candidates may request additional time if they require reasonable adjustments. Please refer to the underline reasonable adjustments policy for detailed information on how and when to apply.

Additional time 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.

If the examination is taken in a language that is not the candidate's native / official language then they are entitled to 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.

Format of Examination

Type	40 multiple choice questions.
Duration	1 Hour and 30 Minutes. Candidates are entitled to an additional 23 minutes if they are sitting an examination in a language that is not their native/official language.
Example Question	A business analyst has decided to use De Bono's six hats technique to structure a meeting. The analyst has decided to start the meeting with the red hat and then follow it with the white hat. Which of the following perspectives will the meeting consider when using the hats in this sequence? A. Process and emotion B. Ideas and facts C. Emotion and facts D. Ideas and criticism
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
Delivery	Paper based examination

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.   Stakeholders (15%, K4)

1.1   Types of stakeholder
1.2   Stakeholder analysis and prioritisation
1.3   Stakeholder planning and monitoring
1.4   Stakeholder perspectives

2.   Communication (10%, K4)

2.1   The communication process
2.2   Barriers to communication: semantic, physical, psychological
2.3   Active listening
2.4   Listening behaviours: judging, filtering, being right, rehearsing

3.   Working with stakeholder groups (10%, K4)

3.1   Group development process: forming, storming, norming, performing, adjourning
3.2   Learning styles: activist, pragmatist, reflector, theorist

4.   Facilitated workshops (10%, K4)

4.1   Benefits of facilitated workshops
4.2   Roles in a facilitated workshop
4.3   Stages of a facilitated workshop
4.4   Facilitated workshop planning
4.5   Running a facilitated workshop
4.6   Facilitation techniques: elicitation and visualisation

5.   Rapport (10%, K4)

5.1   The nature of 'rapport'
5.2   Mehrabian's elements in communication: Words (Verbal), Tone of Voice (Vocal), Body Language (Visual)
5.3   Techniques for creating and sustaining rapport
5.4   Building rapport using mirror, match, pace

6.   Creative problem-solving (10%, K4)

6.1   The creative problem-solving process
6.2   Barriers to creativity: perceptual, emotional, intellectual, cultural, environmental
6.3   Techniques for generating ideas
6.4   Managing the creative thinking process using de Bono's Six Hats

7. Managing expectations (10%, K4)

7.1 Categories of expectations
7.2 Sources of expectations: controllable and uncontrollable expectation creators
7.3 Process for managing expectations

8. Negotiating with stakeholders (15%, K4)

8.1 Principled negotiation
8.2 BATNA
8.3 Integrative and distributive negotiation

9. Managing conflict (10%, K4)

9.1 Roots of conflict – goals, judgements, values
9.2 Options for conflict resolution
9.3 Thomas-Kilmann conflict MODE instrument

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 – Stakeholders	6 (15%)
2 – Communications	4 (10%)
3 – Working with Stakeholder Groups	4 (10%)
4 – Facilitated Workshops	4 (10%)
5 – Rapport	4 (10%)
6 – Creative Problem-solving	4 (10%)
7 – Managing Expectations	4 (10%)
8 – Negotiating with Stakeholders	6 (15%)
9 – Managing Conflict	4 (10%)
Total	**40 Questions**

Recommended Reading List

Title	The Human Touch
Author	Philippa Thomas, Debra Paul and James Cadle
Publisher	BCS, Learning and Development Limited
Publication Date	2012
ISBN	9781906124915

Title	Business Analysis Techniques 3rd Edition
Author	James Cadle, Debra Paul, Jonathan Hunsley, Adrian Reed, David Beckham, Paul Turner
Publisher	BCS Learning & Development
Publication Date	August 2021
ISBN	9781780175690

Title	Six Thinking Hats
Author	Edward de Bono
Publisher	Penguin
Publication Date	November 2009
ISBN	9780141033051

Title	Getting to Yes: Negotiating an agreement without giving in
Author	Roger Fisher and William Ury.
Publisher	Random House Business
Publication Date	2012

Title	Negotiation: Your Mentor and Guide to Doing Business Effectively
Author	Harvard Business Essentials
Publisher	Harvard Business School Press
Publication Date	July 2013
ISBN	9781591391111

Title	Advanced Negotiation Techniques
Author	Steve Hay and Alan McCarthy
Publisher	Apress
Publication Date	2015
ISBN	9781484208519

Title	Toward a theory of stakeholder identification and salience
Author	Mitchell, Ronald K, Agle, Bradley R, Wood, Donna J
Publisher	Academy of Management Review
Publication Date	1997