



BCS Professional Certificate in Agile Business Analysis Detailed Guidance

**Version 2.0
October 2018**

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 2.0 October 2018	Updated for new syllabus
Version 0.1 October 2015	Detailed Guidance created

BCS Professional Certificate in Agile Business Analysis

Contents

Change History	2
Introduction	4
Target Audience.....	4
Course Format and Duration.....	4
Trainer Criteria	4
Classroom Size.....	4
Invigilator to Candidate Ratio during examination	4
Detailed Guidance	5
1. Agile Philosophy (10%, K4).....	5
2. Agile Principles (5%, K3).....	5
3. Agile Methods (10%, K3)	5
4. Understanding Stakeholders (10%, K3)	6
5. Agile Modelling (20%, K4).....	6
6. Decomposing and organising business goals (5%, K4).....	6
7. Agile requirements (20%, K4)	6
8. Managing requirements (2.5%, K3).....	7
9. Managing the iteration (15%, K4).....	7
10. BA role in Agile projects (2.5%, K3)	8

Introduction

- The aim of this document is to provide information to possible Accredited Training Organisations (ATOs) to help them to understand the requirements for gaining accreditation. It covers the basic requirements for the training course and for the trainers who will deliver it
- It references where the information for each syllabus topic may be found in the Recommended Reading List.
- For full information on accreditation, please refer to the BCS ATO Accreditation Regulations

Target Audience

This documentation is relevant to any training organisation wishing to develop a training course and become accredited for the BCS Professional Certificate in Agile Business Analysis.

Course Format and Duration

Candidates can study for this certificate in two ways: by attending an accredited training course provided by an Accredited Training Organisation or by self-study. An accredited training course will require a minimum of 21 hours of study run over a minimum of 3 days.

Trainer Criteria

Summary of Criteria	<ul style="list-style-type: none">• Hold the BCS Professional Certificate in Agile Business Analysis• Have 10 days training experience or have a train the trainer qualification• Have a minimum of 3 years practical experience in the subject area
---------------------	--

Classroom Size

Trainer to candidate ratio	1:12
----------------------------	------

Invigilator to Candidate Ratio during examination

Trainer to candidate ratio	1:16
----------------------------	------

Detailed Guidance

The guidance below shows where more information may be found about a particular Syllabus topic in the Recommended Reading List.

The full Syllabus and Recommended Reading List may be found on the [BCS website](#).

1. Agile Philosophy (10%, K4)

- The rationale for adopting an Agile approach
 - Definition of Agile
 - 3 pillars of Agile
 - www.scrumalliance.org (SCRUM Alliance)
- The Agile manifesto
 - [Agile Manifesto](#)
- The three overarching aspects of Agile
 - Principles
 - Methods
 - Techniques
 - [Agile and Business Analysis](#) (Girvan and Paul)
- Business Analysis thinking and how it is relevant in Agile business
 - Systems thinking
 - Service thinking
 - Lean business analysis
 - [Agile and Business Analysis](#) (Girvan and Paul)
 - [Systems thinking, systems practice](#) (Checkland)
 - [Service thinking](#) (Hastings and Saperstein)
- The POPIT model
 - [Business Analysis 3rd Edition](#) (Paul et al):

2. Agile Principles (5%, K3)

- The 12 core Agile principles, collaborative working, self-organising teams
- Iterative development & incremental delivery
 - [Agile and Business Analysis](#) (Girvan and Paul)
 - www.scrumalliance.org (SCRUM Alliance)

3. Agile Methods (10%, K3)

- Elements of a method
 - [Agile and Business Analysis](#) (Girvan and Paul)
- Defined V empirical methods
 - [Agile and Business Analysis](#) (Girvan and Paul)
- Characteristics of Agile methods
 - Product development methods
 - SCRUM
 - XP
 - Lean software
 - Scaled methods
 - DSDM
 - SAFe
 - [Agile and Business Analysis](#) (Girvan and Paul)

- Advantages & disadvantages of agile methods.
 - [Agile and Business Analysis](#) (Girvan and Paul)

4. Understanding Stakeholders (10%, K3)

- Stakeholder groups
 - Business Stakeholders: Project sponsor; Business Managers; Business Architect
 - Project Stakeholders: Project Manager; Programme Manager
 - Technical Stakeholders: Technical Architect
 - Development Team: Subject Matter Expert; End-users; Business Analyst; Designer; Team Leader; Solution Developer; Solution Tester
 - [Agile and Business Analysis](#) (Girvan and Paul)

5. Agile Modelling (20%, K4)

- Rational and principles of agile modelling
 - [Agile and Business Analysis](#) (Girvan and Paul)
- Levels of definition
 - Black box
 - White box
 - [Agile and Business Analysis](#) (Girvan and Paul)
- Hierarchy of models using the Functional Model Map
 - Enterprise view
 - Business activity models
 - Business use case diagrams
 - Business context diagrams
 - System level view
 - Systems context diagrams
 - System use case diagrams
 - System component view
 - component designs
 - [Agile and Business Analysis](#) (Girvan and Paul)
- MoSCoW prioritisation
 - [Agile and Business Analysis](#) (Girvan and Paul)

6. Decomposing and organising business goals (5%, K4)

- Goal decomposition and functional decomposition
- Benefits of a goal decomposition approach when using Agile
- Iterations, releases and goals
 - [Agile and Business Analysis](#) (Girvan and Paul)

7. Agile requirements (20%, K4)

- Hierarchy of requirements and how this relates to agile projects
 - General
 - Technical
 - Functional
 - Non-functional
 - [Agile and Business Analysis](#) (Girvan and Paul)
- User Roles

- Identifying and documenting user roles
- Personas and extreme characters
- [Agile and Business Analysis](#) (Girvan and Paul)
- User Stories
 - 3 Cs
 - INVEST
 - Techniques to elicit user stories:
 - Interviews
 - Surveys
 - Observation
 - Story-writing workshops
 - Scenario analysis
 - Defining user stories
 - Hierarchy of user stories
 - Themes
 - Epics
 - User story
 - Patterns for splitting epics: compound and complex
 - Documenting non-functional requirements
 - [User Stories Applied](#) (Mike Cohn)
 - [Agile and Business Analysis](#) (Girvan and Paul)
 - [Business Analysis 3rd Edition](#) (Paul et al)

8. Managing requirements (2.5%, K3)

- The solution backlog
 - [Agile and Business Analysis](#) (Girvan and Paul)
- Managing the backlog
 - [User Stories Applied](#) (Mike Cohn)
- Estimation techniques
 - Wideband Delphi
 - Relative sizing
 - Planning poker
 - [Agile and Business Analysis](#) (Girvan and Paul)

9. Managing the iteration (15%, K4)

- Planning an iteration
 - Iteration planning meeting
 - [Agile and Business Analysis](#) (Girvan and Paul)
- Calculating and utilising velocity
 - [Agile and Business Analysis](#) (Girvan and Paul)
- Techniques to manage an iteration
 - Daily stand-ups
 - Agile boards
 - Kanban
 - Burn down charts
 - Iteration reviews
 - Show and tell
 - Retrospectives
 - [Agile and Business Analysis](#) (Girvan and Paul)
 - [User Stories Applied](#) (Mike Cohn)
 - www.scrumalliance.org (SCRUM Alliance)

10. BA role in Agile projects (2.5%, K3)

- Agile business analysis
 - The business view
 - The system view
 - Transition between the views
 - Exploring the system view: Scenarios; Storyboards; Wireframes; Prototyping
 - [Agile and Business Analysis](#) (Girvan and Paul)
- The Generalising Specialist
 - [Disciplined Agile Delivery](#) (Ambler)
- Agile adoption
 - The POPIT model
 - The system of interest model
 - [Agile and Business Analysis](#) (Girvan and Paul)
 - [Disciplined Agile Delivery](#) (Ambler)