



Making IT
good for society

BCS Professional Certificate in Stakeholder Engagement Detailed Guidance

**Version 2.0
January 2019**

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 January 2019	Syllabus update
Version 1.0 October 2015	Detailed Guidance Created

BCS Professional Certificate in Stakeholder Engagement

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. Stakeholders (15%)	5
2. Communication (10%).....	5
3. Working with Stakeholder Groups (10%)	5
4. Facilitated Workshops (10%)	5
5. Rapport (10%)	5
6. Creative Problem-Solving (10%).....	6
7. Managing expectations (10%).....	6
8. Negotiating with Stakeholders (15%)	6
9. Managing Conflict (10%).....	6
Excerpts from BCS Books.....	7

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 Stakeholder Engagement.

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 12 hours of study run over a minimum of 2 days.

Trainer Criteria

Summary of Criteria	<ul style="list-style-type: none">• Hold the BCS Professional Certificate in Stakeholder Engagement• 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. Stakeholders (15%)

- Types of stakeholder
 - [Business Analysis Techniques](#) (Cadle et al):
 - Stakeholder wheel; Power Interest Grid; RASCI charts; Stakeholder management planning
- Stakeholder analysis and prioritisation
 - [Toward a theory of stakeholder identification and salience](#): defining the principle of who and what really counts (Mitchell et al)
- Stakeholder planning and monitoring
- Stakeholder perspectives
 - [Business Analysis Techniques](#) (Cadle et al):
 - World View analysis (within CATWOE technique)

2. Communication (10%)

- The communication process
- Barriers to communication: semantic, physical, psychological
 - [The Human Touch](#) (Thomas et al) Chapter 7
- Active listening
 - [The Human Touch](#) (Thomas et al) Chapter 7
- Listening behaviours: judging, filtering, being right, rehearsing
 - [The Human Touch](#) (Thomas et al) pages 53 and 94

3. Working with Stakeholder Groups (10%)

- Group development process
 - [The Human Touch](#) (Thomas et al) Chapters 3 and 12
- Learning Styles: activist, pragmatist, reflector, theorist
 - [Business Analysis Techniques](#) (Cadle et al): Learning Styles

4. Facilitated Workshops (10%)

- Benefits of facilitated workshops
- Roles in a facilitated workshop
- Stages of a facilitated workshop
- Facilitated workshop planning
- Running a facilitated workshop
- Facilitation techniques: elicitation and visualisation
 - [The Human Touch](#) (Thomas et al) Chapter 12
 - [Business Analysis Techniques](#) (Cadle et al): Workshops

5. Rapport (10%)

- The nature of 'rapport'
- Mehrabian's elements in communication: Words (Verbal), Tone of Voice (Vocal), Body Language (Visual)
- Techniques for creating and sustaining rapport
- Building rapport using mirror, match, pace
 - [The Human Touch](#) (Thomas et al) Chapter 2

6. Creative Problem-Solving (10%)

- The creative problem-solving process
- Barriers to creativity: perceptual, emotional, intellectual, cultural, environmental
- Techniques for generating ideas
- Managing the creative thinking process using de Bono's Six Hats
 - [The Human Touch](#) (Thomas et al) Chapter 13
 - [Six Thinking Hats](#) (De Bono)

7. Managing expectations (10%)

- Categories of expectations
- Sources of expectations: controllable and uncontrollable expectation creators
- Process for managing expectations
 - [The Human Touch](#) (Thomas et al) Chapter 11

8. Negotiating with Stakeholders (15%)

- Principled negotiation
- BATNA
- Integrative and distributive negotiation
 - [Getting to Yes: Negotiating an agreement without giving in](#) (Fisher and Ury)
 - [The Human Touch](#) (Thomas et al) Chapter 4
 - [Negotiation: Your Mentor and Guide to Doing Business Effectively](#) (Harvard Business Essentials)

9. Managing Conflict (10%)

- Roots of conflict: goals, judgements, values
- Options for conflict resolution
- Thomas-Kilmann conflict MODE instrument
 - [Business Analysis Techniques](#) (Cadle et al): Thomas Kilmann MODE instrument
 - [The Human Touch](#) (Thomas et al) Chapter 4

Excerpts from BCS Books

Accredited Training Organisations may include excerpts from BCS books in the course materials. If you wish to use excerpts from the books you will need a licence from BCS to do this. If you are interested in taking out a licence to use BCS published material you should contact the Head of Publishing at BCS outlining the material you wish to copy and the use to which it will be put.