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.

<table>
<thead>
<tr>
<th>Version Number</th>
<th>Changes Made</th>
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</thead>
<tbody>
<tr>
<td>Version 2.0</td>
<td>Syllabus update</td>
</tr>
<tr>
<td>January 2019</td>
<td></td>
</tr>
<tr>
<td>Version 1.0</td>
<td>Detailed Guidance</td>
</tr>
<tr>
<td>October 2015</td>
<td>Created</td>
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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

<table>
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<th>Summary of Criteria</th>
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<td>Hold the BCS Professional Certificate in Stakeholder Engagement</td>
<td>Have 10 days training experience or have a train the trainer qualification</td>
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<td>Have a minimum of 3 years practical experience in the subject area</td>
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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

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

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