



BCS Professional Certificate in Business Architecture V3.0

Detailed Guidance

BCS Professional Certificate in Business Architecture

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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 3.0 March 2025	Syllabus updated
Version 2.1 August 2024	Updated Reading list
Version 2 October 2018	Updated in line with revised syllabus
Version 1.0 October 2015	Detailed Guidance Finalised

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 Business Architecture.

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 Business Architecture• Have 10 days training experience or have a train the trainer qualification• Have a minimum of 3 years practical experience in the subject area
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Classroom Size

Trainer to candidate ratio	1:12
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Invigilator to Candidate Ratio during examination

Trainer to candidate ratio	1:16
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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](#).

Syllabus topic	Reference
1. The Business Architecture Domain (10%)	
1.1 Definition of business architecture	Business Architecture (Hunsley et al) Chapter 1 - The Business Architecture Domain: Definition of Business Architecture.
1.2 Rationale for business architecture	Business Architecture (Hunsley et al) Chapter 1 - The Business Architecture Domain: Rationale for Business Architecture.
1.3 Principles for using business architecture	Business Architecture (Hunsley et al) Chapter 1 - The Business Architecture Domain: Principles for Using Business Architecture.
1.4 Relationship between business architecture with the data, application(s) and infrastructure architectures	Business Architecture (Hunsley et al) Chapter 1 - The Business Architecture Domain: Relationship Between Business Architecture and Other Architectural Domains.
1.5 Business architecture service framework	Business Architecture (Hunsley et al) Chapter 2 - Building Business Architecture Competence: Business Architecture Service Framework.
1.6 T-shaped business architect	Business Architecture (Hunsley et al) Chapter 2 - Building Business Architecture Competence: T-Shaped Business Architect.
2. Business Architecture frameworks (10%)	
2.1 Business architecture blueprints	Business Architecture (Hunsley et al) Chapter 3 - Business Architecture Frameworks: Business Architecture Blueprints.
2.2 Business architecture views	Business Architecture (Hunsley et al) Chapter 3 - Business Architecture Frameworks: Business Architecture Views.
2.3 Enterprise and business architecture frameworks	Business Architecture (Hunsley et al) Chapter 3 - Business Architecture Frameworks: Enterprise and Business Architecture Frameworks.
2.3.1 The Zachman Framework	

2.3.2 The TOGAF enterprise architecture framework: TOGAF ADM 2.3.3. Business Architecture Guild: core business architecture domains 2.3.4 AssistKD POPIT™ model	
3. Business Motivation/Organisation view (10%)	
3.1 Rationale for business motivation view	Business Architecture (Hunsley et al) Chapter 4 – Motivation and Organisation View of Business Architecture: Rationale for Business Motivation Analysis.
3.2 Techniques for business motivation analysis 3.2.1 VMOST 3.2.2 OMG business motivation model 3.2.3 Stakeholder perspective analysis	Business Architecture (Hunsley et al) Chapter 4 – Motivation and Organisation View of Business Architecture: Techniques for Business Motivation Analysis.
3.3 Business model analysis 3.3.1 Business model canvas	Business Architecture (Hunsley et al) Chapter 4 – Motivation and Organisation View of Business Architecture: Business Model Analysis.
3.4 Ecosystem analysis 3.4.1 Internal/external service ecosystem diagrams	Business Architecture (Hunsley et al) Chapter 4 – Motivation and Organisation View of Business Architecture: Ecosystem Analysis.
4. Capability view (20%)	
4.1 Business capability model strata: 4.1.1 Strategic; direction setting 4.1.2 Primary: customer facing 4.1.3 Support: non-customer facing	Business Architecture (Hunsley et al) Chapter 5 – Capability View of Business Architecture: Business Capability Modelling.
4.2 Business capability taxonomy 4.2.1 Capability groups/nested capability groups 4.2.2 Business capabilities	Business Architecture (Hunsley et al) Chapter 5 – Capability View of Business Architecture: Business Capability Modelling.
4.3 Business capability quality criteria 4.3.1 SUAVE	Business Architecture (Hunsley et al) Chapter 5 – Capability View of Business Architecture: Business Capability Modelling.

<p>4.4 Elements of individual business capabilities</p> <p>4.4.1 Skilled personnel</p> <p>4.4.2 Facilities and equipment</p> <p>4.4.3 Processes, routines and standards</p> <p>4.4.4 Authority</p> <p>4.4.5 Information</p>	<p>Business Architecture (Hunsley et al)</p> <p>Chapter 5 – Capability View of Business Architecture: Elements of Individual Business Capabilities.</p>
<p>4.5 Business capability: existence, maturity, capacity, performance</p>	<p>Business Architecture (Hunsley et al)</p> <p>Chapter 5 – Capability View of Business Architecture: Business Capability Analysis.</p>
<p>5. Process/Service View (20%)</p>	
<p>5.1 Value proposition dimensions</p> <p>5.1.1 Suitability: features, pricing, quality</p> <p>5.1.2 Convenience: choice, availability</p> <p>5.1.3 Personal affiliation: image/brand, relationship</p>	<p>Business Architecture (Hunsley et al)</p> <p>Chapter 5 – Process/Service View of Business Architecture: Service Definition and Value Propositions.</p>
<p>5.2 Value chain analysis</p>	<p>Business Architecture (Hunsley et al)</p> <p>Chapter 5 – Process/Service View of Business Architecture: Value Stream Analysis, Porter's Value Chain.</p>
<p>5.3 Value stream analysis</p>	<p>Business Architecture (Hunsley et al)</p> <p>Chapter 5 – Process/Service View of Business Architecture: Value Stream Analysis, The Value Stream Diagram.</p>
<p>5.4 Value network analysis</p>	<p>Business Architecture (Hunsley et al)</p> <p>Chapter 5 – Process/Service View of Business Architecture: Value Network Analysis.</p>
<p>5.5 Relationships between capabilities, value streams and processes</p>	<p>Business Architecture (Hunsley et al)</p> <p>Chapter 5 – Process/Service View of Business Architecture: Value Stream Analysis, Mapping Value Streams to Capabilities.</p>

6. People View (10%)	
6.1 Key terminology related to the competency view 6.1.1 Capability/Capabilities 6.1.2 Competency/competencies 6.1.3 Competence/competences 6.1.4 Capacity	Business Architecture (Hunsley et al) Chapter 6 – People/Organisational Competency View of Business Architecture: Definition of Competency Terms and Concepts.
6.2 Analysing functions and roles	Business Architecture (Hunsley et al) Chapter 6 – People/Organisational Competency View of Business Architecture: Organisational Competency Analysis.
6.3 RACI analysis	Business Architecture (Hunsley et al) Chapter 9 – Business Architecture as a Service: The Value Proposition Concept.
6.4 Organisational culture 6.4.1 Culture pyramid	Business Architecture (Hunsley et al) Chapter 6 – People/Organisational Competency View of Business Architecture: Situations and the Organisational Competency View, Organisational Culture.
7. Information View (15%)	
7.1 Meta data, data and information	Business Architecture (Hunsley et al) Chapter 7 – Information View of Business Architecture: Metadata, Data and Information.
7.2 Ethics and information	Business Architecture (Hunsley et al) Chapter 7 – Information View of Business Architecture: Metadata, Data and Information, Ethics and Information.
7.3 Business information modelling 7.3.1 Business information models 7.3.2 Three levels of information modelling: Conceptual, Logical, Physical	Business Architecture (Hunsley et al) Chapter 7 – Information View of Business Architecture: Business Information Modelling.
7.4 Relationships between information concepts, capabilities and value streams	Business Architecture (Hunsley et al) Chapter 7 – Information View of Business Architecture: Links with Other Business Architecture Artefacts.

8. Business architecture and business change (5%)	
8.1 BCS Business Change Lifecycle	Business Architecture (Hunsley et al) Chapter 9 – Business Architecture as a Service: Business Architecture and the Business Change Lifecycle.
8.2 Business architecture service ecosystem 8.2.1 Business architecture and business analysis dependencies and overlaps 8.2.2 Business architecture and Service Design, Change Management, Project Management	Business Architecture (Hunsley et al) Chapter 10 – Business Architecture and the Business Change Ecosystem.
8.3 Organisational memory: acquire, retain and retrieve	Business Architecture (Hunsley et al) Chapter 4 – Motivation and Organisation View of Business Architecture: Knowledge Management and Organisational Memory.