



**EXIN
BCS Business
Analysis**

PRACTICE

Certified by


Preparation Guide

Edition 201902

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1. Overview

EXIN BCS Business Analysis Practice (BAP.EN)

Scope

After successfully completing the EXIN BCS Business Analysis Practice, candidates should be able to demonstrate knowledge, understanding and application of Business Analysis Practice principles and techniques in the following areas:

- The breadth of the role of a Business Analyst (BA), the value of the role to organizations and the skills required of a BA to support successful business change.
- The processes and techniques of strategy analysis.
- Investigation of an organization's business systems in order to uncover the problems and issues occurring within them.
- The importance of, and techniques used within, stakeholder management and the need for analyzing perspectives.
- Conceptual modelling through the use of business activity models.
- Recommendations for business improvements and how they may be identified through gap analysis between desired and current business models.
- The role of a business case within the business change lifecycle, including the contents of a business case for the development and implementation of business changes.

Summary

This exam covers the range of concepts, approaches and techniques that are applicable to the EXIN BCS Business Analysis Practice certification and is relevant to anyone requiring a broad understanding of the subject.

The focus of this exam is on using a holistic approach to the investigation and improvement of business situations, with a view to developing effective, feasible business solutions.

Context

The certificate EXIN BCS Business Analysis Practice is part of the EXIN BCS Business Analysis qualification program.



Target group

- For people who already have a business analysis role and want to gain a deeper understanding of business analysis strategy and application.
- For business analysts, business managers and members of their team, business change managers and project managers.

Requirements for certification

- Successful completion of the EXIN BCS Business Analysis Practice exam.

Examination details

Examination type:	Multiple-choice questions
Number of questions:	40
Pass mark:	65%
Open book/notes:	No
Electronic equipment/aides permitted:	No
Time allotted for examination:	60 minutes

The Rules and Regulations for EXIN's examinations apply to this exam.

Bloom level

The EXIN BCS Business Analysis Practice certification tests candidates at Bloom Level 3 and Level 4 according to Bloom's Revised Taxonomy:

- Bloom Level 3: Remembering – relies on recall of information. Candidates will need to absorb, remember, recognize and recall. This is the building block of learning before candidates can move on to higher levels.
- Bloom Level 4: Understanding – a step beyond remembering. Understanding shows that candidates comprehend what is presented and can evaluate how the learning material may be applied in their own environment. This type of questions aims to demonstrate that the candidate is able to organize, compare, interpret and choose the correct description of facts and ideas.

Training

Candidates can choose to study for this exam from one of two ways: by either attending a training course provided by an EXIN accredited training organization, or by self-study. Accredited training is strongly recommended.

Contact hours

The recommended number of contact hours for this training course is 18. This includes group assignments, exam preparation and short breaks. This number of hours does not include homework, logistics for exam preparation and lunch breaks.

Indication study effort

120 hours, depending on existing knowledge.

Training organization

You can find a list of our accredited training organizations at www.exin.com.

2. Exam requirements

The exam requirements are specified in the exam specifications. The following table lists the topics of the module (exam requirements) and the subtopics (exam specifications).

Exam requirement	Exam specification	Weight
1. Rationale for Business Analysis		5%
	1.1 Explain the role of the BA throughout the stages of the business change lifecycle.	
	1.2 Understand the scope of the BA role within the context of the range of analysis activities: strategic analysis and definition, business analysis, and IT systems analysis.	
	1.3 Identify that there are three areas of competency for a BA: personal qualities, business knowledge and professional techniques.	
2. Understanding the Strategic Context		15%
	2.1 Apply the MOST technique to analyze the internal environment of an organization.	
	2.2 Apply the resource audit technique to analyze the internal environment of an organization.	
	2.3 Apply the PESTLE technique to analyze the external environment of an organization.	
	2.4 Apply Porter's Five Forces technique to analyze the external environment of an organization.	
	2.5 Explain the purpose of a SWOT analysis.	
	2.6 Identify strengths, weaknesses, opportunities and threats for a given scenario.	
	2.7 Define and explain the relationship between the terms Critical Success Factor, Key Performance Indicator, and Performance Target.	
	2.8 Define the elements of the balanced business scorecard and describe how it may be used to identify Critical Success Factors and Key Performance Indicators.	
3. Understanding the Current Situation		15%
	3.1 Identify the generic stakeholder categories defined in the stakeholder wheel.	
	3.2 Identify relevant investigation techniques for a given scenario.	
	3.3 Explain the rationale for taking a holistic view when investigating a business situation.	
	3.4 Interpret the business situation represented in: rich pictures, mind maps and fishbone diagrams.	
4. Stakeholder Analysis and Management		20%
	4.1 In a given scenario, describe stakeholders in terms of their power/influence and level of interest.	
	4.2 Select an appropriate stakeholder management strategy based on the position on the Power/Interest Grid.	
	4.3 Apply the CATWOE technique to explore stakeholder business perspectives.	
	4.4 Explain different stakeholder business perspectives based on elements of CATWOE to identify similarities and differences in their worldviews.	

5. Analyzing and Modelling Business Activities		25%
	5.1 Explain the rationale for building conceptual models of a business situation.	
	5.2 Understand how to construct a conceptual business activity model, based on a given scenario.	
	5.3 Show understanding of how the five types of high level activity within a business activity model (and the dependencies between them) represent a stakeholder's business perspective.	
	5.4 Explain the role of the planning activities in determining performance targets for a business system represented in the business activity model.	
	5.5 Explain the role of the enabling activities, in acquiring and replenishing resources for a business system represented in the business activity model.	
	5.6 Explain the role of the doing activities in conducting the work of the transformation, as defined in the stakeholder's CATWOE.	
	5.7 Explain the role of monitoring and control activities, in regulating a business system represented in the business activity model.	
	5.8 Explain the three types of business events.	
	5.9 In a given business activity model, identify the business events that will be handled by a particular business activity.	
	5.10 Explain the rationale for the consensus business activity model.	
6. Identifying Potential Solutions		10%
	6.1 In a given business scenario, distinguish between the different categories of business rule.	
	6.2 Describe the process for carrying out gap analysis, through comparison of the conceptual business activity model and existing business situation.	
	6.3 Define the components of a new business model.	
7. Building the Business Case		10%
	7.1 Explain the rationale for the development of a business case.	
	7.2 Describe the contents of a business case.	
	7.3 Interpret a scenario in order to identify tangible and intangible costs and benefits, risks and impacts.	
	7.4 Understand the rationale for the development of the financial case and the appraisal techniques.	
	7.5 Explain where a business case sits within the business change lifecycle and the rationale for reviewing it at each stage.	
Total		100%

Exam specifications

1 Rationale for Business Analysis (5%)

The candidate can...

- 1.1 Explain the role of the BA throughout the stages of the business change lifecycle.
- 1.2 Understand the scope of the BA role within the context of the range of analysis activities: strategic analysis and definition, business analysis, and IT systems analysis.
- 1.3 Identify that there are three areas of competency for a BA: personal qualities, business knowledge and professional techniques.

2 Understanding the Strategic Context (15%)

The candidate can...

- 2.1 Apply the MOST technique to analyze the internal environment of an organization.
- 2.2 Apply the resource audit technique to analyze the internal environment of an organization.
- 2.3 Apply the PESTLE technique to analyze the external environment of an organization.
- 2.4 Apply Porter's Five Forces technique to analyze the external environment of an organization.
- 2.5 Explain the purpose of a SWOT analysis.
- 2.6 Identify strengths, weaknesses, opportunities and threats for a given scenario.
- 2.7 Define and explain the relationship between the following terms:
 - 2.7.1 Critical Success Factor.
 - 2.7.2 Key Performance Indicator.
 - 2.7.3 Performance Target.
- 2.8 Define the elements of the balanced business scorecard and describe how it may be used to identify Critical Success Factors and Key Performance Indicators.

3 Understanding the Current Situation (15%)

The candidate can...

- 3.1 Identify the generic stakeholder categories defined in the stakeholder wheel.
- 3.2 Identify relevant investigation techniques for a given scenario:
 - 3.2.1 Interviews.
 - 3.2.2 Workshops.
 - 3.2.3 Observation.
 - 3.2.4 Document analysis.
 - 3.2.5 Scenario analysis.
 - 3.2.6 Surveys or questionnaires.
- 3.3 Explain the rationale for taking a holistic view when investigating a business situation.
- 3.4 Interpret the business situation represented in: rich pictures, mind maps and fishbone diagrams.

4 Stakeholder Analysis and Management (20%)

The candidate can...

- 4.1 In a given scenario, describe stakeholders in terms of their power/influence and level of interest.
- 4.2 Select an appropriate stakeholder management strategy based on the position on the Power/Interest Grid.
- 4.3 Apply the CATWOE technique to explore stakeholder business perspectives.
- 4.4 Explain different stakeholder business perspectives based on elements of CATWOE to identify similarities and differences in their worldviews.

5 Analyzing and Modelling Business Activities (25%)

The candidate can...

- 5.1 Explain the rationale for building conceptual models of a business situation.
- 5.2 Understand how to construct a conceptual business activity model, based on a given scenario.
- 5.3 Show understanding of how the five types of high level activity within a business activity model (and the dependencies between them) represent a stakeholder's business perspective.
- 5.4 Explain the role of the planning activities in determining performance targets for a business system represented in the business activity model.
- 5.5 Explain the role of the enabling activities, in acquiring and replenishing resources for a business system represented in the business activity model.
- 5.6 Explain the role of the doing activities in conducting the work of the transformation, as defined in the stakeholder's CATWOE.
- 5.7 Explain the role of monitoring and control activities, in regulating a business system represented in the business activity model.
- 5.8 Explain the three types of business events:
 - 5.8.1 External.
 - 5.8.2 Internal.
 - 5.8.3 Time-based.
- 5.9 In a given business activity model, identify the business events that will be handled by a particular business activity.
- 5.10 Explain the rationale for the consensus business activity model.

6 Identifying Potential Solutions (10%)

The candidate can...

- 6.1 In a given business scenario, distinguish between the different categories of business rule:
 - 6.1.1 External constraints.
 - 6.1.2 Internal policies.
 - 6.1.3 Internal procedures.
- 6.2 Describe the process for carrying out gap analysis, through comparison of the conceptual business activity model and existing business situation.
- 6.3 Define the components of a new business model:
 - 6.3.1 Process.
 - 6.3.2 Organization.
 - 6.3.3 People.
 - 6.3.4 Information.
 - 6.3.5 Technology.

7 Building the Business Case (10%)

The candidate can...

- 7.1 Explain the rationale for the development of a business case.
- 7.2 Describe the contents of a business case, including:
 - 7.2.1 Background description.
 - 7.2.2 Options, and their descriptions.
 - 7.2.3 Costs, including:
 - Areas of cost;
 - Tangible and intangible costs;
 - Quantifying costs.
 - 7.2.4 Benefits, including:
 - Areas of business benefit;
 - Tangible and intangible benefits;
 - Quantifying benefits.
 - 7.2.5 Cost/benefit analysis using investment appraisal techniques.
 - 7.2.6 Risks, including:
 - Areas of risk;
 - Types of risk;
 - Risk analysis.
 - 7.2.7 Impacts.
 - 7.2.8 Recommendations – the preferred option.
- 7.3 Interpret a scenario in order to identify the following:
 - 7.3.1 Tangible and intangible costs.
 - 7.3.2 Tangible and intangible benefits.
 - 7.3.3 Risks.
 - 7.3.4 Impacts.
- 7.4 Understand the rationale for the development of the financial case and the following appraisal techniques:
 - 7.4.1 Payback.
 - 7.4.2 Discounted cash flow.
 - 7.4.3 Internal rate of return.
- 7.5 Explain where a business case sits within the business change lifecycle and the rationale for reviewing it at each stage.

3. Levels of Knowledge / SFIA Levels

This preparation guide will provide candidates with the levels of difficulty highlighted within the following table, enabling them to develop the skills to operate at the highlighted level of responsibility (as defined within the SFIA framework) within their workplace. The levels of knowledge and SFIA levels are further explained on the website www.bcs.org/levels.

Level	Levels of Knowledge	Levels of Skill and Responsibility (SFIA)
7		Set strategy, inspire and mobilize
6	Evaluate	Initiate and influence
5	Synthesize	Ensure and advise
4	Analyze	Enable
3	Apply	Apply
2	Understand	Assist
1	Remember	Follow

4. e-CF Mapping

The mapping of this exam against the [e-Competence Framework](#).

competence is covered
 partial coverage
 superficial coverage

e-Competence Level		1	2	3	4	5
A.1.	IS and Business Strategy Alignment					
A.3.	Business Plan Development					
A.5.	Design Architecture					
D.11.	Needs Identification					
E.4.	Relationship Management					
E.5.	Process Improvement					
E.7.	Business Change Management					

5. Literature

Exam literature

The knowledge required for the EXIN BCS Business Analysis Practice exam is covered in the following literature:

- A. Debra Paul, James Cadle and Donald Yeates
Business Analysis
BCS (3rd edition, September 2014)
ISBN: 978-1-78017-278-1

Additional literature

- B. Debra Paul, James Cadle and Paul Turner
Business Analysis Techniques
BCS (2nd edition, September 2014)
ISBN: 978-1-780172-73-6

Comment

Additional literature is for reference and depth of knowledge only.

Contact EXIN

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