

Preparation Guide

Edition 202208

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1. Overview

EXIN BCS Organisational Behaviour Foundation (OBF.EN)

Scope

EXIN BCS Organisational Behaviour Foundation is a certification that validates a professional's knowledge about:

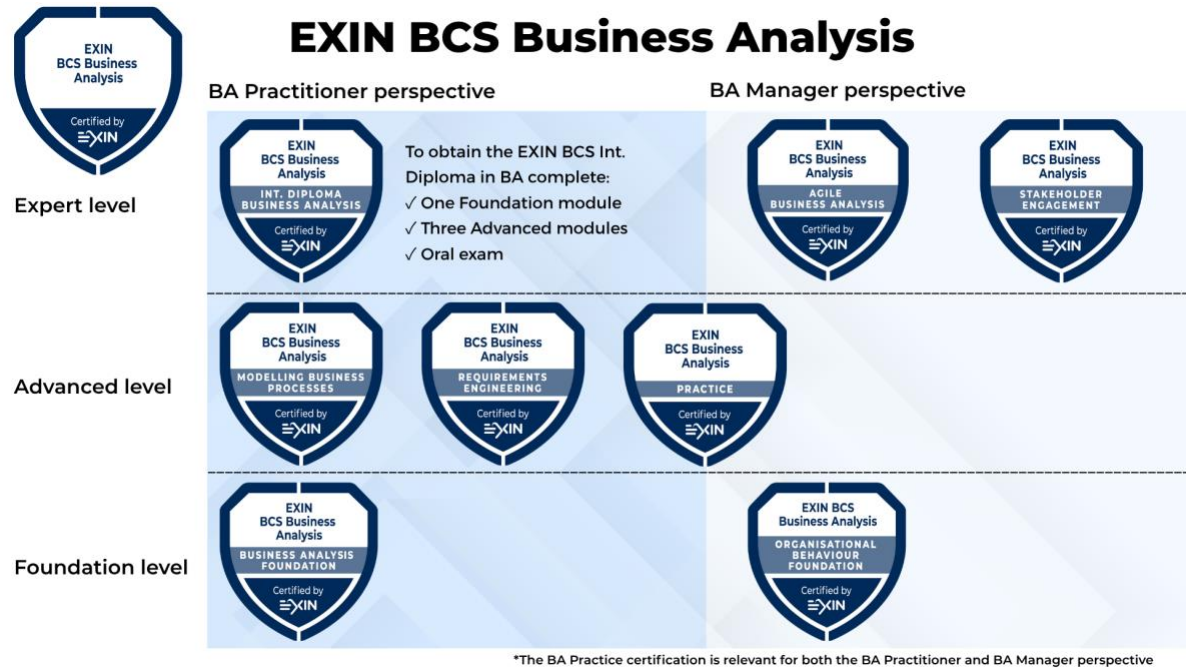
- organizational principles
- operating models
- organizational motivation, behavior and culture
- group formation
- principles of financial reporting
- project finance

Summary

The BCS Foundation Certificate in Organisational Behaviour provides an entry level qualification for anyone wishing to gain an understanding of the complex factors which shape the way organizations operate. It includes the principles of organizational design and operating models, as well as group and individual performance, culture and behavior. This certification will also enable candidates to understand key principles of finance at both business and project level.

Context

The EXIN BCS Organisational Behaviour Foundation certification is part of the EXIN BCS Business Analysis qualification program.



Target group

EXIN BCS Organisational Behaviour is for people who want to gain a general understanding of the structure, operation and behavior of organizations, including business and project finance. Suitable for business analysts, business managers and anyone working in business change. This list is not exhaustive, and many other roles may benefit.

Requirements for certification

- Successful completion of the EXIN BCS Organisational Behaviour Foundation exam.

Examination details

Examination type:	Multiple-choice Questions
Number of questions:	40
Pass mark:	65% (26/40 questions)
Open book:	No
Notes:	No
Electronic equipment/aides permitted:	A simple calculator may be used
Exam duration:	60 minutes

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

Bloom level

The EXIN BCS Organisational Behaviour Foundation certification tests candidates at Bloom level 1 and 2 according to Bloom's Revised Taxonomy:

- Bloom level 1: Remembering – relies on recall of information. Candidates will need to absorb, remember, recognize and recall.
- Bloom level 2: 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

Contact hours

The recommended number of contact hours for this training course is 14. This includes group assignments, exam preparation and short breaks. This number of hours does not include lunch breaks, homework and the exam.

Indication study effort

28 hours (1 ECTS), 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 requirements	Exam specifications	Weight
1. Organizational principles		**17.5%**
	1.1 Explain delivering value	
	1.2 Explain organization structuring	
	1.3 Explain budgets and departmentalized businesses	
	1.4 Describe types of jobs	
	1.5 Describe line management, staff and functional relationships	
	1.6 Explain formalization of rules and procedures	
	1.7 Explain centralization versus decentralization	
2. Operating models		**15%**
	2.1 Explain organization structures and their characteristics	
	2.2 Recognize organizational boundaries	
3. Organizational motivation, behavior and culture		**20%**
	3.1 Explain organizational motivation (Object Management Group (OMG) Business Motivation Model)	
	3.2 Describe the organizational behavior field map	
	3.3 Explain organizational effectiveness and the Balanced Scorecard	
	3.4 Describe understanding and analyzing culture	
4. Group formation		**10%**
	4.1 Explain groups and group dynamics	
	4.2 Describe formal and informal groups	
5. Principles of financial reporting		**20%**
	5.1 Describe statement of financial position (Balance Sheet)	
	5.2 Explain income and expenditure (income statement, profit and loss account)	
	5.3 Describe cash flow	
	5.4 Explain costing and pricing	
6. Project Finance		**17.5%**
	6.1 Describe the rationale for and the techniques used for evaluating a financial case	
	Total	**100%**

Exam specifications

1 Organizational principles

The candidate can…

1.1 explain delivering value.
- 1.1.1 Competitive advantage – Porter's five forces
- 1.1.2 Value proposition
- 1.1.3 Value stream analysis (not Lean)

1.2 explain organization structuring.
- 1.2.1 Elements of organization structure
- 1.2.2 The six structure levels
- 1.2.3 The Leavitt Diamond

1.3 explain budgets and departmentalized businesses.
- 1.3.1 The purpose of budgets
- 1.3.2 Reasons for departmentalization
- 1.3.3 Cost centers and profit centers

1.4 describe types of jobs.
- 1.4.1 Work specialization
- 1.4.2 Flat and tall hierarchies
- 1.4.3 Span of control

1.5 describe line management, staff and functional relationships.

1.6 explain formalization of rules and procedures.

1.7 explain centralization versus decentralization.
- 1.7.1 Advantages
- 1.7.2 Disadvantages

2 Operating models

The candidate can…

2.1 explain organization structures and their characteristics.
- 2.1.1 Functional
- 2.1.2 Divisional – product or service/geography/customer
- 2.1.3 Matrix
- 2.1.4 Team-based – cross-functional/cross-project

2.2 recognize organizational boundaries.
- 2.2.1 Boundaryless organizations
- 2.2.2 Outsourcing
- 2.2.3 Offshoring
- 2.2.4 Hollow organization structures
- 2.2.5 Modular organization structures
- 2.2.6 Virtual organizations
- 2.2.7 Collaborations and strategic alliances
- 2.2.8 Agile organizations

3 Organizational motivation, behavior and culture

The candidate can…

3.1 explain organizational motivation (Object Management Group (OMG) business motivation model).
3.2 describe the organizational behavior field map.
3.3 explain organizational effectiveness and the balanced scorecard.
3.4 describe understanding and analyzing culture.
- 3.4.1 Organizational cultural types
  - Deal and Kennedy's model of corporate culture
  - Handy's model of organizational culture
- 3.4.2 Strong, weak and appropriate cultures (Gordon and DiTomaso Chatman et al, O'Reilly)
  - Groysberg's internal and external company factors
- 3.4.3 National cultures
  - Brooks factors affecting national culture
  - Hofstede five dimensions of national culture
- 3.4.4 The cultural web

4 Group formation

The candidate can…

4.1 explain groups and group dynamics.
4.2 describe formal and informal groups.
- 4.2.1 Groups and group tasks
- 4.2.2 Characteristics of formal groups
- 4.2.3 Homan's theory of group formation
- 4.2.4 Tuckman and Jensen's theory of group development
- 4.2.5 Characteristics of informal groups
- 4.2.6 Social networks of informal groups

5 Principles of financial reporting

The candidate can…

5.1 describe statement of financial position (balance sheet).
- 5.1.1 Purpose and structure
- 5.1.2 The nature, purpose and types of capital
- 5.1.3 Current and non-current liabilities
- 5.1.4 Current and non-current assets

5.2 explain income and expenditure (income statement, profit and loss account).
- 5.2.1 The importance of operating profit
- 5.2.2 Revenue (turnover)
- 5.2.3 Cost of Sales
- 5.2.4 Administrative expenses
- 5.2.5 Profit after Tax

5.3 describe cash flow.
- 5.3.1 Cash flow forecasting
- 5.3.2 Use of cash flow in decision making
- 5.3.3 Cash flow and profit

5.4 explain costing and pricing.
- 5.4.1 Fixed and variable costs
- 5.4.2 Direct and indirect costs
- 5.4.3 Breakeven and contribution analysis

6 Project finance

The candidate can…

6.1 describe the rationale for and the techniques used for evaluating a financial case.

6.1.1 Costs and benefits

- Tangible and intangible
- Benefits classification
  - Financial
  - Quantifiable
  - Measurable
  - Observable

6.1.2 Payback

- Rationale for a payback calculation
- Payback and Risk
- Limitations of a Payback

6.1.3 Discounted cash flow/net present value (NPV)

- Rationale for a discounted cash flow/net present value (NPV) calculation
- The NPV Decision Rule

6.1.4 Internal Rate of Return (IRR)

- Rationale for IRR
- How IRR is used
- The IRR Decision Rule

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					
D.5.	Sales Proposal Development					
D.7.	Data Science and Analytics					
D.9.	Personnel Development					
E.1.	Forecast Development					

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5. Literature

Exam literature

The knowledge required for the exam is covered in the following literature:

A. Prof David A Buchanan and Dr Andrzej A Huczynski
Organizational Behaviour 10th Edition
Pearson Education Limited (2019)
ISBN: 9781292251578 (hardcopy)

B. Michael Blackstaff
Finance for IT Decision Makers: A Practical Handbook
BCS (September 2012)
ISBN: 9781780171227 (hardcopy)
ISBN: 9781780171241 (ebook)
http://shop.bcs.org

C. James Cadle, Debra Paul and Paul Turner
Business Analysis Techniques: 99 Essential Tools for Success
BCS (September 2014)
ISBN: 9781780172736 (hardcopy)
ISBN: 9781780172750 (ebook)
http://shop.bcs.org

D. Debra Paul, Donald Yeates and James Cadle (ed.)
Business Analysis 3rd Edition
BCS (September 2014)
ISBN: 9781780172774 (hardcopy)
ISBN: 9781780172798 (ebook)
http://shop.bcs.org

E. Visual Paradigm
What is Business Motivation Model (BMM)?
https://www.visual-paradigm.com/guide/project-management/what-is-business-motivation-model/



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