EXIN

EXIN
BCS Business Analysis

INT. DIPLOMA
BUSINESS ANALYSIS

Certified by
EXIN

Preparation Guide

Edition 202106

Content

1. Overview

EXIN BCS International Diploma in Business Analysis (IDBA.EN)

Scope

The oral examination for the EXIN BCS International Diploma in Business Analysis certification is taken by candidates on successful completion of a set of written examinations. It focuses on the application of their knowledge and provides an opportunity to assess their interpersonal and problem-solving skills.

Summary

EXIN BCS International Diploma in Business Analysis provides a professional certification for business analysts. It sets a standard by which business analysts may be assessed. Holders of the certification will have had to demonstrate competency in a range of skills and techniques and will have passed examinations that assess performance across knowledge levels 2-5 and bloom levels 1-6.

Context

The EXIN BCS International Diploma in Business Analysis certification is part of the EXIN BCS Business Analysis qualification program.
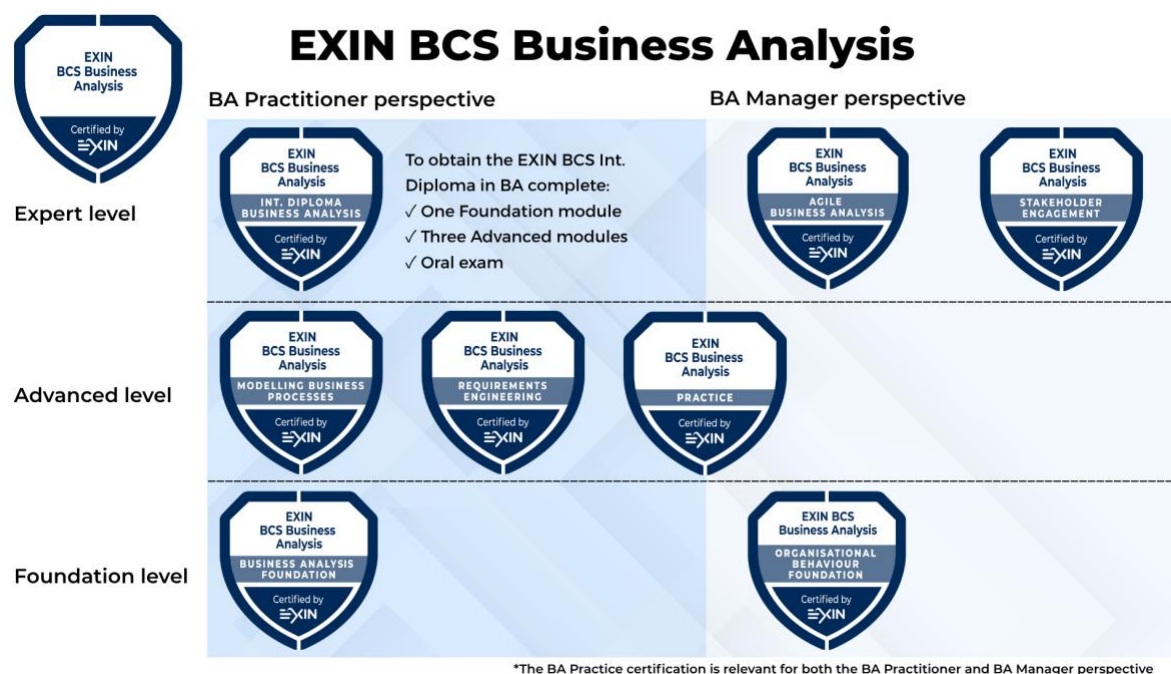
Target Group

This certification is aimed at business and IT professionals who wish to demonstrate that they have a detailed understanding of business analysis best practice.

Requirements for Certification

- Successful completion of the EXIN BCS International Diploma in Business Analysis exam.

The pre-requisites for this exam are:
- Successful completion of the EXIN BCS Business Analysis Practice exam.
- Successful completion of the EXIN BCS Requirements Engineering exam.
- Successful completion of one of the following exams:
    o EXIN BCS Business Analysis Foundation
    o EXIN BCS Business Change Foundation
    o BCS Foundation Certificate in Project Management
    o EXIN BCS Commercial Awareness Foundation (or BCS Organization Context; the predecessor to EXIN BCS Commercial Awareness Foundation)
- Successful completion of one of the following exams:
    o EXIN BCS Modelling Business Processes
    o BCS Certificate in Benefits Management and Business Acceptance
    o BCS Certificate in Systems Development Essentials
    o BCS Certificate in Systems Modelling Techniques
    o BCS Certificate in Data Management Essentials

Examination Details

Examination type:	Oral examination
Number of questions:	Not applicable
Open book:	No
Notes:	No
Electronic equipment/aides permitted:	No
Exam duration:	50 minutes

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

Bloom Level

The EXIN BCS International Diploma in Business Analysis certification tests candidates at Bloom Levels 5 and 6 according to Bloom's Revised Taxonomy:
- Bloom Level 5. Evaluate: Make judgements based on criteria and standards through checking and critiquing. This includes justifying a decision or course of action.
- Bloom Level 6. Create: Put elements together to form a coherent or functional whole; reorganize elements into a new pattern or structure through generating, planning, or producing. This includes generating new ideas, products, or ways of viewing things.

Training

Indication Study Effort

168 hours (6 ECTS), depending on existing knowledge.

Training Organization

You can find a list of our Accredited Training Organizations at www.exin.com.

2. Exam Requirements

1 The Business Context (K Level 4/5)
  1.1 The Rationale for Business Analysis
    1.1.1 Why is business analysis important?
    1.1.2 What benefits can business analysis offer organizations?
  1.2 The Holistic View of a Business System
    1.2.1 The importance of taking a holistic view
    1.2.2 Aspects of a holistic view
      • People
      • Process
      • Organization
      • Information and technology
  1.3 Competencies of a Business Analyst
    1.3.1 Business domain knowledge
    1.3.2 Personal and behavioral skills
    1.3.3 Professional skills
  1.4 Professionalism and Business Analysis
    1.4.1 The role of BCS in professional development of business analysts
    1.4.2 The importance of a code of conduct/professional standards
  1.5 Business Environment Analysis
    1.5.1 A technique to analyze the influences from the external business environment
    1.5.2 A technique to analyze the capability of the internal business environment
  1.6 SWOT Analysis
    1.6.1 Links to the internal business environment analysis (strengths and weaknesses)
    1.6.2 Links to the external business environment analysis (opportunities and threats)
      Using the SWOT analysis
  1.7 Business Performance Measurement
    1.7.1 Critical Success Factors (CSFs)
    1.7.2 Key Performance Indicators (KPIs)
    1.7.3 Performance targets
    1.7.4 The link between CSFs, KPIs and performance targets
    1.7.5 The Balanced Business Scorecard
  1.8 Business Analysis within the Lifecycle for Business Change
    1.8.1 Stages of the lifecycle:
      • Alignment
      • Definition
      • Design
      • Implementation: the emotional curve and organizational culture
      • Realization
    1.8.2 Key differences between Waterfall and Agile solution delivery

2 Business Analysis Techniques (K Level 4/5)

2.1 Investigating and Documenting Business Solutions

2.1.1 Investigation techniques[1]:
- Interviews
- Workshops
- Observation
- Shadowing
- Questionnaires
- Document analysis
- Focus groups
- Sampling
- Special purpose records
- Scenarios
- Prototyping

2.1.2 Advantages and disadvantages of the techniques

2.1.3 Applying the techniques to different business situations

2.1.4 At least one technique used to document existing business situations

2.2 Stakeholder Analysis

2.2.1 Techniques used to identify stakeholders

2.2.2 Categories of stakeholders:
- Business stakeholders – project sponsor, business managers, end-users, subject matter (domain) expert
- External stakeholders – customers, suppliers, regulators

2.2.3 One technique to analyze and prioritize stakeholders

2.2.4 Strategies for on-going stakeholder communication and management

2.2.5 Rationale for understanding stakeholder perspectives

2.2.6 One technique to analyze a stakeholder perspective

2.2.7 Approach to resolving conflicts in stakeholder perspective

2.3 Modelling Business Activities

2.3.1 Rationale for modelling a conceptual view of activities for a specific perspective

2.3.2 A technique to model a conceptual view of business activities
- Types of activities
- Dependencies between activities

2.3.3 Relationship between the business perspective and the corresponding business activities

2.4 Business Events

2.4.1 Types of business events:
- External
- Internal
- Time-based

2.4.2 Rationale for analyzing business events

2.5 Business Rules

2.5.1 Types of business rules:
- Constraints on the organization, including external legal and regulatory constraints
- Internal policies
- Internal procedures

2.5.2 Relevance of business rules to business process and system process modelling

---

[1] The technique to document a business situation must provide a means of representing the various aspects of the existing business situation, not just one view. For example, an 'as is' business process model may be a supplementary technique but would not provide sufficient information to document the entire business situation.

2.6   Gap Analysis
2.6.1   The process for gap analysis
2.6.2   Techniques used in gap analysis:
- To represent the existing business situation
- To represent the desired business situation
- To analyze areas of activity
- To identify potential actions for business improvement
2.6.3   Identifying actions and options for business change

3   Business Case Development (K Level 4/5)
3.1   Rationale for making a Business Case
3.2   Contents of a Business Case
3.2.1   Background description
3.2.2   Options and their descriptions (see 3.3)
3.2.3   Costs
- Areas of cost
- Tangible and intangible costs
- Quantifying costs
3.2.4   Benefits:
- Areas of business benefit
- Tangible and intangible benefits
- Quantifying benefits
3.2.5   Cost/benefit analysis using investment appraisal techniques (see 3.5)
3.2.6   Risks:
- Areas of risk
- Types of risk
- Risk analysis (see 3.6)
3.2.7   Impacts (see 3.7)
3.2.8   Recommendations – the preferred option
3.3   Options
3.3.1   Defining a range of options
3.3.2   The 'do nothing' option
3.3.3   Perspectives to evaluate feasibility: business, technical and financial
3.4   The Financial Case
3.4.1   Rationale for making the financial case
3.5   Investment Appraisal Techniques
3.5.1   Rationale for different investment appraisal techniques:
- Payback period or break-even analysis
- Discounted Cash Flow/Net Present Value analysis
- Internal Rate of Return analysis
3.6   Risk Analysis
3.6.1   Risk analysis
3.6.2   Assessing the impact of the risks
3.6.3   Assessing the probability of the risks
- Risk acceptance
- Risk avoidance
- Risk mitigation
3.7   Impact Analysis
3.7.1   Analyzing the impacts on the organization's culture and behavior
3.8   Lifecycle for the Business Case
3.8.1   Rationale for business case reviews/gateways
3.9   Terms of Reference
3.9.1   Rationale for terms of reference for the selected solution
3.9.2   Content of a terms of reference: business and project objectives

4   Requirements Definition (K Level 4/5)

    4.1   Requirements Engineering

        4.1.1   Rationale for requirements engineering

        4.1.2   Definition of a requirement

        4.1.3   Hierarchy of requirements

        4.1.4   Elements of the requirements engineering approach

        4.1.5   Requirements planning and estimating

    4.2   Requirements Elicitation

        4.2.1   Techniques to elicit requirements (see list of techniques in 2.1)

        4.2.2   Applying the techniques when eliciting requirements

        4.2.3   Knowledge types

- Tacit
- Non-tacit/Explicit
- Relevance of techniques when eliciting different knowledge types

    4.3   Requirements Analysis

        4.3.1   Separation between requirements analysis and elicitation

        4.3.2   Requirements analysis tasks

- Checking congruence with business objectives and the business case
- Checking feasibility
- Structuring the requirements
- Prioritization – the structure and application of a technique to allocate a priority to each requirement. The link between the prioritization technique and the lifecycle for delivery of the solution.
- Packaging requirements for delivery
- Use of scenarios and prototyping in requirements analysis
- Dealing with overlapping, duplicate and conflicting requirements

        4.3.3   Quality characteristics of the requirements:

- Testable
- Unambiguous
- Relevant
- Clear
- Complete
- Consistent
- Traceable

    4.4   Requirements Validation

        4.4.1   Rationale for requirements validation

        4.4.2   Requirements validation process

        4.4.3   Stakeholder concerns and responsibilities in requirements validation

5   Requirements Management and Documentation (K Level 4/5)

    5.1   Requirements Management

        5.1.1   Rationale for requirements management

        5.1.2   Elements of requirements management

- Identifying requirements
- Source of the requirement
- Owner of the requirement
- Cross-references for the requirement
- Change control
- Version control
- Storage of the documented requirements

        5.1.3   Traceability

- Vertical traceability
- Horizontal traceability

    5.2   Change Control

        5.2.1   Change control process

5.3   Version Control
    5.3.1   Configuration management process
    5.3.2   Levels of configuration item – individual requirement or document
    5.3.3   Version numbering

5.4   Tools in requirements management
    5.4.1   Functionality provided by tools
- Storage of documentation and models
- Linkage and cross-referencing
- Change and version control
- Access restrictions

5.5   Types of Requirements
    5.5.1   General business requirements
    5.5.2   Technical requirements
    5.5.3   Functional requirements
    5.5.4   Non-functional requirements

5.6   Legal Issues and Business Analysis[2]
    5.61   Data protection: rationale, principles, and impact on requirements
    5.6.2   Disability access: rationale, principles, and impact on requirements

5.7   Documenting Requirements
    5.7.1
- Requirements documentations styles
- Use case diagram (see 5.8)
- User stories: purpose, format, and content
- Data model (see 5.8)
- Requirements Catalog: purpose of the elements described for each requirement:
  - identifier
  - name
  - description
  - business area
  - type of requirement
  - author
  - source
  - owner
  - priority
  - rationale/justification
  - cross-referenced requirements
  - cross-referenced documents
  - acceptance criteria
  - status/resolution
  - version number and date

5.8   Requirements Modelling
    5.8.1   The rationale for modelling requirements: eliciting, analyzing, and validating requirements
    5.8.2   Purpose of use case models and data models
    5.8.3   Use case diagrams and descriptions
- The notation and structure including:
  - the actors
  - the use cases within the system scope
  - the associations between the actors and the use cases
  - the boundary of the system

---

[2] This examn requirement is not concerned with the detail of the relevant laws but the underlying rationale for each area and the relevance to the business analyst.

5.8.4   Modelling the system data requirements
- The notation and structure of a technique to model the system data requirements, including:
    o   the groupings of data
    o   the degree of the relationships between data groupings
    o   the types of optionality within relationships between data groupings
5.8.5   Business rules and the data model

6   Practitioner Specialism (K Level 2/3)
For the selected module:
6.1   Relevance to the Business Analyst Role
6.1.1   Use of the approach in business analysis work
6.1.2   Use of the techniques in business analysis work
6.2   Relevance of the Module to an Organization
6.3   Description of the Module
6.3.1   The approach adopted in the module:
- Rationale for the approach
- Overview of the approach
6.3.2   The techniques covered by the module
- Rationale for using the techniques
- Relevance of the techniques
- Application of the techniques

4. Assessment Design

Structure of the Examination

The examination is conducted by two oral examiners and lasts for 50 minutes. Candidates are not allowed to take any written material into the oral examination. The questions are concerned with the application of the business analysis techniques and approaches defined in this preparation guide and the practitioner specialist module preparation guide or syllabus nominated by the candidate.

Objectives of the Oral Examination

The objectives of this oral examination are:
- To assess the candidate's level of knowledge of the business analysis topics defined in this preparation guide.
- To assess the candidate's ability to apply the business analysis techniques defined in this preparation guide.

Examination and Training Organization Information

This certification is awarded by BCS and there is no training pre-requisite for the written or oral examinations. However, where the oral examiners identify omissions or errors in the training provided by EXIN or BCS accredited training organizations, feedback regarding such issues will be provided to the relevant organization.

Candidate Information

Candidates are not required to attend training courses prior to sitting the oral examination. However, it is recommended that candidates revise thoroughly the exam requirements. Although attendance at an Oral Examination Preparation Day offered by an accredited training organization is not mandatory, attendance is strongly recommended to gain a better understanding of the structure and format of the oral examination. An oral preparation day will also help candidates understand the rationale for the questioning approach adopted by the oral examiners.

Candidates who fail the oral examination are provided with feedback that identifies the particular areas of weakness identified during the oral examination.

4. Literature

Exam Literature

It is the responsibility of the oral examination candidate to ensure that they possess sufficient knowledge and understanding of the topic areas defined in exam requirements. The reading list below is provided to support candidates in their study and revision for the oral examination.

A. Debra Paul, Donald Yeates and James Cadle
Business Analysis
BCS (3rd edition, September 2014)
ISBN: 978-1780172774

B. James Cadle, Debra Paul and Paul Turner
Business Analysis Techniques
BCS (September 2014)
ISBN: 978-1780172736

C. John Ward and Elizabeth Daniel
Benefits Management: How to increase the business value of your IT projects
John Wiley and Sons (September 2012)
ISBN: 978-1119993261

D. James Cadle (ed)
Developing Information Systems
BCS (August 2014)
ISBN: 978-1780172453

E. Jim Arlow and Ila Neustadt
UML 2 and the Unified Process (2nd Edition)
Addison-Wesley (June 2005)
ISBN: 978-0321321275

5. Levels of Knowledge/SFIA Levels

Each exam requirement has been assigned a knowledge level based upon Bloom's taxonomy of knowledge in the cognitive domain (ref Taxonomy of Educational Objectives, Handbook 1 – The Cognitive Domain, Bloom et al., New York 1956). Bloom defined six levels of knowledge, which can be broadly interpreted as per the table below.

Level	Levels of Knowedge
K6	Evaluate
K5	Synthesize
K4	Analyze
K3	Apply
K2	Understand
K1	Remember

The knowledge levels that apply to these exam requirements are K2 – K5, which means that examination questions will test the candidate's understanding of the relevant topics at these levels only.

Example questions for each level are provided below.

Level	Sample Question
K2	What is the purpose of producing a business case before initiating a project?
K3	In the scenario just described, how would you organize a workshop to identify the solution requirements?
K4	If you were at the start of a new business analysis assignment to help improve the effectiveness of a particular business area, what would you do first?

Driving Professional Growth

Contact EXIN

www.exin.com