EXIN

EXIN
BCS Business Analysis

STAKEHOLDER ENGAGEMENT

Certified by

EXIN

Preparation Guide

Edition 202505

Content

1. Overview

EXIN BCS Stakeholder Engagement Professional (BAPROSE.EN)

Scope

EXIN BCS Stakeholder Engagement Professional certification confirms that the candidate can use and implement key frameworks and techniques when working with stakeholders to ensure business acceptance of projects.

The EXIN BCS Stakeholder Engagement Professional certification validates a candidate's knowledge on:
- Managing stakeholders
- Communicating with stakeholders
- Working with stakeholder groups
- Facilitating workshops
- Building rapport
- Ensuring equality
- Managing expectations
- Negotiating with stakeholders
- Managing conflict

Summary

The EXIN BCS Stakeholder Engagement Professional certification assesses knowledge and understanding of key frameworks and techniques used when working with stakeholders. The particular focus of this certification is on the application of these frameworks and techniques by business analysts, when working with stakeholders on business change projects.

Candidates should be able to:

- identify types of stakeholder and recognize the need for stakeholder engagement.
- explain stakeholder prioritization and management.
- explain stakeholder planning and monitoring.
- define the communication process.
- identify barriers to communication and describe the range of listening behaviors.
- explain the Tuckman and Jensen process for group formation.
- define the roles and stages of a facilitated workshop.
- describe a range of elicitation and visualization techniques used in a facilitated workshop.
- define the nature of rapport and the rationale and techniques for building rapport.
- define equality, diversity, inclusion and unconscious bias.
- explain empathy maps.
- explain the process for managing expectations.
- describe the principled negotiation approach.
- explain the Thomas-Kilmann Conflict MODE.
- explain integrative and distributive negotiation.
- explain different causes of conflict.

Context

The EXIN BCS Stakeholder Engagement Professional certification is part of the EXIN BCS Business Analysis qualification program.
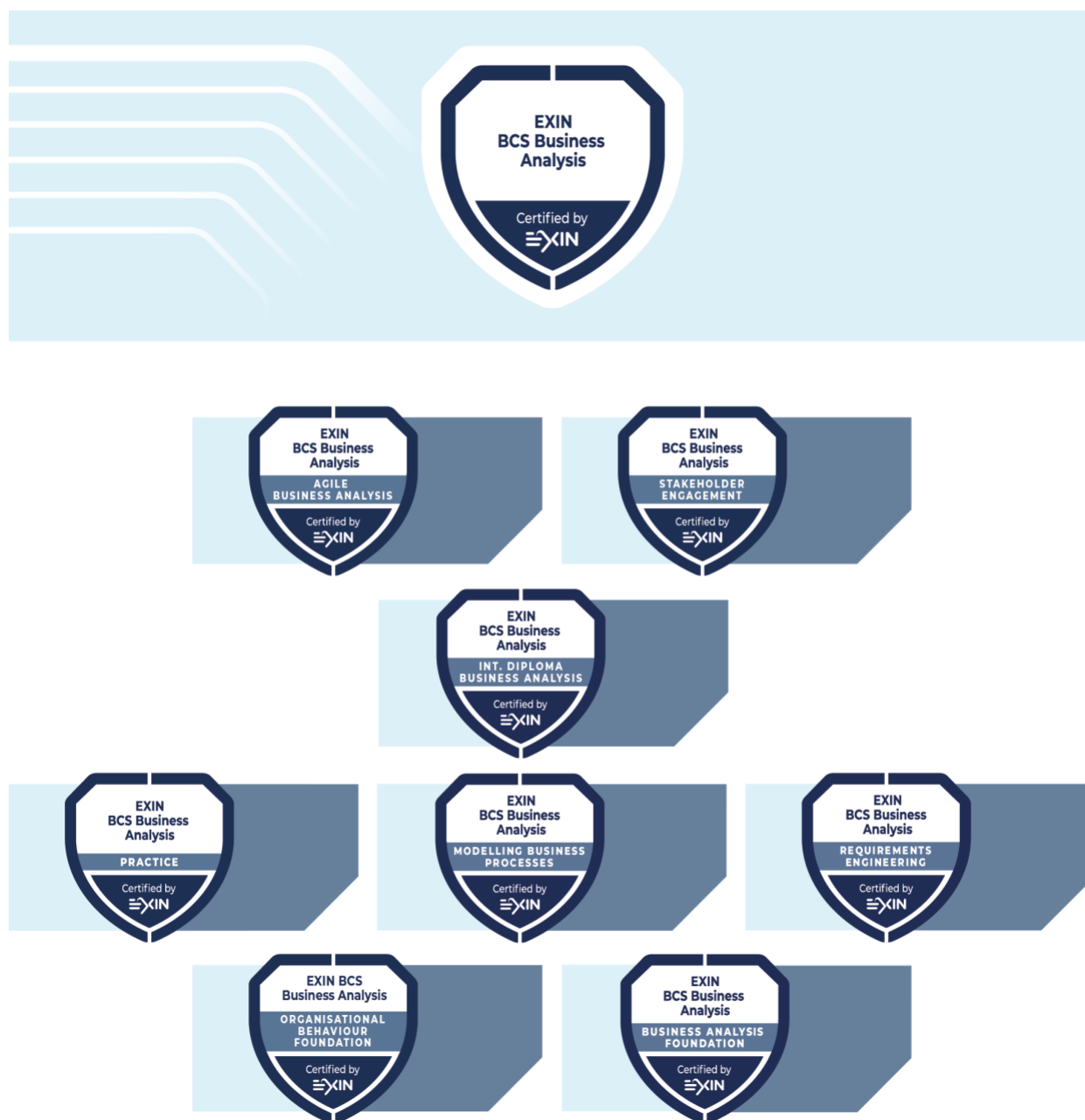
Target group

This certification is relevant for anyone wishing to gain an understanding of the key concepts and techniques required to work effectively with stakeholders. The certification will be of benefit to anyone responsible for engaging with stakeholders on business change projects, in particular business analysts and project managers.

Requirements for certification

- Successful completion of the EXIN BCS Stakeholder Engagement Professional 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:	No
Exam duration:	90 minutes

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

Bloom level

The EXIN BCS Stakeholder Engagement Professional certification tests candidates at Bloom levels 2,3 and 4 according to Bloom's revised taxonomy:
- 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.
- Bloom level 3: Application – shows that candidates have the ability to make use of information in a context different from the one in which it was learned. This type of questions aims to demonstrate that the candidate is able to solve problems in new situations by applying acquired knowledge, facts, techniques and rules in a different, or new way. These questions usually contain a short scenario.
- Bloom level 4: Analysis – shows that candidates have the ability to break learned information down into its parts to understand it. This Bloom level is mainly tested in the Practical Assignments. The Practical Assignments aim to demonstrate that the candidate is able to examine and break information into parts by identifying motives or causes, make inferences and find evidence to support generalizations.

Training

Contact hours

The recommended number of contact hours for this training course is 12. 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

112 hours (4 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		Weight
1. Managing stakeholders		15%
2. Communicating with stakeholders		10%
3. Working with stakeholder groups		10%
4. Facilitating workshops		10%
5. Building rapport		10%
6. Ensuring equality		10%
7. Managing expectations		10%
8. Negotiating with stakeholders		15%
9. Managing conflict		10%
	Total	**100%**

Exam specifications

1 Managing stakeholders
1.1 Stakeholder categories
1.2 Stakeholder analysis and prioritization
1.3 Stakeholder planning and monitoring
1.4 Stakeholder perspectives
1.5 RACI analysis

2 Communicating with stakeholders
2.1 The communication process
2.2 Barriers to communication: semantic, physical, psychological
2.3 4As communication planning
2.4 Active listening
2.5 Listening behaviors: judging, filtering, being right, rehearsing

3 Working with stakeholder groups
3.1 Group development process: forming, storming, norming, performing, adjourning
3.2 Learning styles: activist, pragmatist, reflector, theorist

4 Facilitating workshops
4.1 Benefits of facilitated workshops
4.2 Roles in a facilitated workshop
4.3 Stages of a facilitated workshop
4.4 Facilitated workshop planning
4.5 Running a facilitated workshop
4.6 Facilitation techniques: elicitation and visualization

5 Building rapport
5.1 The nature of 'rapport'
5.2 Mehrabian's elements in communication: Words (Verbal), Tone of Voice (Vocal), Body Language (Visual)
5.3 Techniques for creating and sustaining rapport
5.4 Building rapport using mirror, match, pace

6 Ensuring equality
6.1 Equality, diversity, and inclusion: definitions
6.2 Empathy maps
6.3 Unconscious bias

7 Managing expectations
7.1 Categories of expectations
7.2 Sources of expectations: controllable and uncontrollable expectation creators
7.3 Process for managing expectations

8 Negotiating with stakeholders
8.1 Principled negotiation
8.2 BATNA
8.3 Integrative and distributive negotiation

9 Managing conflict
9.1 Roots of conflict – goals, judgements, values
9.2 Options for conflict resolution
9.3 Thomas-Klimann conflict styles

3. Levels of Knowledge / SFIA levels

This course will provide candidates with the levels of knowledge highlighted within the following table, enabling them to develop the skills to operate at the levels of responsibility indicated.

Level	Levels of Knowledge	Levels of Skill and Responsibility (SFIA)
K7		Set strategy, inspire, and mobilize
K6	Evaluate	Initiate and influence
K5	Synthesize	Ensure and advise
K4	Analyze	Enable
K3	Apply	Apply
K2	Understand	Assist
K1	Remember	Follow

4. e-cF mapping

All e-Competence Framework competences related to the EXIN BCS Stakeholder Engagement Professional certification can be found below. Also indicated is the level of the competence and whether the competence is covered entirely, partially or superficially. For more information about the e-CF, please visit https://itprofessionalism.org/ or contact EXIN.

	competence is covered		partial coverage		superficial coverage

e-Competence Level		1	2	3	4	5
A.9.	Innovating				▨	
D.8.	Contract Management			▨		
D.11.	Needs Identification			▨		
E.4.	Relationship Management				▨	

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5. Literature

Exam literature

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

A. Philippa Thomas, Debra Paul and James Cadle
   The Human Touch
   BCS Learning and Development Ltd (2012)
   ISBN: 978 1906124915

B. James Cadle, Debra Paul, Jonathan Hunsley, Adrian Reed, David Beckham, Paul Turner
   Business Analysis Techniques 3rd Edition
   BCS Learning and Development Ltd (August 2021)
   ISBN: 978 1780175690

C. Roger Fisher and William Ury
   Getting to Yes: Negotiating an Agreement without Giving in
   Random House Business (2012)
   ISBN: 978 1847940933

D. Ronald K. Mitchell, Bradley R. Agle and Donna J. Wood
   Toward a Theory of Stakeholder Identification and Salience
   Academy of Management Review (1997)
   https://www.jstor.org/stable/259247?origin=crossref

E. acas.co.uk
   Equality, diversity and inclusion: What they are
   https://www.acas.org.uk/improving-equality-diversity-and-inclusion

F. Kong.D, T.Dirks, K.T & Ferrin.D.L
   Interpersonal trust within negotiations: Meta-analytic evidence, critical contingencies and directions for future research
   Academy of Management Journal, 57, 1235-1255 (2014)

Comment

Additional literature is for reference and depth of knowledge only.

Literature matrix

Exam requirements	Exam specifications	Reference
1. Managing stakeholders		B, D
2. Communicating with stakeholders		A, B
3. Working with stakeholder groups		A, B
4. Facilitating workshops		A, B
5. Building rapport		A
6. Ensuring equality		B, E
7. Managing expectations		A
8. Negotiating with stakeholders		B, C, F
9. Managing conflict		A, B

Contact EXIN

www.exin.com