# metadata
## training

# BUSINESS CASE AND COURSE SYLLABUS: BCS FOUNDATION IN BUSINESS CHANGE

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# Need to know

**Course name:**

BCS Foundation in Business Change

**Course price:**

£995+VAT weekday virtual, £1195+VAT weekday classroom, £1395+VAT weekend virtual

**Course duration:**

3 days midweek, 2 days weekend

**Course dates:**

Click here to see upcoming dates for this course

**Payment options:**

Payment is taken via our website by card or bank transfer. Other payment options can be discussed.

## Key skills learned:

- To appreciate the principles, process and roles involved in business change.
- To understand the importance of aligning the organisation with external and internal influences and the approaches used to do this.
- To understand the business analysis approach and techniques used to identify business improvements.
- To design the inter-related elements required to implement successful business change.
- To understand the processes that should be employed to deploy business change effectively.
- To manage the classification, review and realisation of benefits.

## The impact this will have on learners

The BCS Foundation Certificate in Business Change delivers a holistic view of the business change lifecycle and the activities, techniques and models employed when carrying out business change work.

The confidence boost that formal training can bring will also mean better employee output because they will need less direction and support to achieve success in their role.

## The positive impact this will have on your business

- Business improvements identified faster
- Business change deployed more effectively
- Higher productivity
- Increased efficiency
- Less reliance on senior team members
- More company loyalty

## Benefits at a glance of training with Metadata Training:

- Flexible training to fit any schedule
- Mid week or weekend courses
- Small class sizes for maximum learning experience
- Exam price included in the course price
- Take the exam when suits the learner best
- 5* support

## Success stories

**Click here to read reviews for Metadata Training**

# Syllabus overview

1. Business Change Principles (5%)

2. Business Alignment (20%)

3. Business Improvement Definition (25%)

4. Business Change Design And Development (20%)

5. Business Change Implementation (15%)

6. Benefits Management And Realisation (15%)

# Full syllabus

## 1. Business Change Principles (5%)

**Candidates will be able to:**

**1.1** Explain the degrees of business change

    a. Venkatraman's Business Transformation Model

**1.2** Describe the business change lifecycle

## 2. Business Alignment (20%)

**Candidates will be able to:**

**2.1** Identify the three aspects specific to an organisation with which any business change must align:

    a. The external environment
    b. The enterprise architecture
    c. VMOST (vision, mission, objectives, strategy and tactics)

**2.2** Explain the process and techniques used to develop a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats).

    a. Techniques to analyse the external environment
- PESTLE analysis
- Porters Five Forces analysis

    b. Techniques to analyse the internal environment
- VMOST
- Resource Audit

**2.3** Describe frameworks used when analysing organisational culture

    a. Handy's Model of Organisational Culture
    b. The Cultural Web

**2.4** Describe Hofstede's Dimensions of National Culture

**2.5** Explain the balanced scorecard, critical success factors (CSF) and key performance indicators (KPI).

## 3. Business Improvement Definition (25%)

**Candidates will be able to:**

**3.1** Explain the applicability, advantages and disadvantages of the following investigation techniques:

> a. Interviews
> b. Observation
> c. Workshops
> d. Scenarios
> e. Surveys
> f. Document analysis

**3.2** Describe the techniques to analyse the root causes of problems

> a. Fishbone (Ishikawa) diagrams
> b. Mind Maps
> c. Rich Pictures

**3.3** Identify categories of stakeholder: Stakeholder Wheel

**3.4** Explain techniques to analyse and manage stakeholders

> a. Power/Interest Grid
> b. CATWOE
> c. RACI Chart

**3.5** Explain the gap analysis process, comparing existing and target states

**3.6** Explain the process for evaluating options
    a. Identifying options
    b. Evaluating feasibility: business feasibility, technical feasibility and financial feasibility

**3.7** Describe the contents and structure of a business case
    a. Background and objectives
    b. Options
    c. Categories of costs and benefits
    d. Impact assessment
    e. Risk assessment

**3.8** Distinguish between investment appraisal techniques
    a. Payback
    b. Discounted cash flow
    c. Internal rate of return

**3.9** Distinguish between the change programme and the change project

**3.9** Requirements
    a. Describe requirements definition
    b. Describe the Requirements Engineering Framework: Elicitation, Analysis, Validation, Documentation and Management
    c. Describe the types of Requirement: General, Technical, Functional and NonFunctional
    d. Represent the scope of the selected option: Use case diagrams

## 4. Business Change Design and Development (20%)

**Candidates will be able to:**

**4.1** Describe the POPIT (People, Organisation, Process, Information and Technology) model
    a. People
        • Identify the people related areas to be considered within a Business Change initiative
            ◦ skills
            ◦ recruitment
            ◦ staff development
            ◦ motivation and reward

b. Organisation
- Describe types of organisational structures by
  - function geography or product
  - flat and tall structures
  - centralised and decentralised
- Explain the impact of business change on team structures and roles

c. Process
- Distinguish between a functional and process view
- Describe the components of a business process model (Swimlane diagram):
  - actors
  - tasks
  - swimlanes
  - process flow
  - initiating business event
  - decisions
  - outcome
- Distinguish between current (as is) and improved (to be) business process models.

d. Information
- Explain the rationale for data modelling
- Describe the components of a Class Model
  - classes
  - attributes
  - associations

e. Technology
- Explain the advantages and disadvantages of bespoke software development and off-the-shelf software package procurement
- Describe the Waterfall lifecycle
- Describe the Agile approach to software development
  - iterative development
  - incremental delivery

## **4.2** Describe testing in the business change process

a. Describe the extended "V" model.

## 5. Business Change Implementation (15%)

**Candidates will be able to:**

**5.1** Explain business readiness assessment
- a. POPIT model
- b. Force Field Analysis
- c. Kotter approach to change

**5.2** Describe the process for implementing the solution
- a. Implementation approaches
  - Direct changeover (or "big bang")
  - pilot
  - parallel running
  - phased
- b. Lewin's Model of Organisational Change – unfreeze, transition, freeze

**5.3** Explain responses to change
- a. Emotional impact of changes: SARAH model
- b. The conscious competence learning model

**5.4** Explain the purpose of post-implementation review

## 6. Benefits Management and Realisation (15%)

**Candidates will be able to:**

**6.1** Describe benefits management process/lifecycle

**6.2** Describe benefits categories
- a. financial
- b. quantifiable
- c. measurable
- d observable

**6.3** Describe the role of the Benefit Owner

**6.4** Describe the contents of the benefits plan

**6.5** Explain the purpose, conduct and outcomes of a benefits review

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# Examination format

This certificate is assessed through completion of an invigilated online exam which candidates will only be able to access at the date and time they are registered to attend.

| | |
|---|---|
| **Type** | 40 Multiple Choice and Multiple Response questions |
| **Duration** | 60 minutes |
| **Supervised** | Yes |
| **Open Book** | No (no materials can be taken into the examination room) |
| **Passmark** | 26/40 (65%) |
| **Delivery** | Digital or paper based. |
| **Calculators** | Simple non-programmable calculators can be used during the examination. |

Adjustments and/or additional time can be requested in line with the BCS reasonable adjustments policy for candidates with a disability, or other special considerations including English as a second language.

# Got more questions?

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Book a call with a
course adviser 👆