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Need to know

Course name:

BCS International Diploma in Business Analysis

Course price:

From £3,495+VAT

Course duration:

One year - 12 days of training

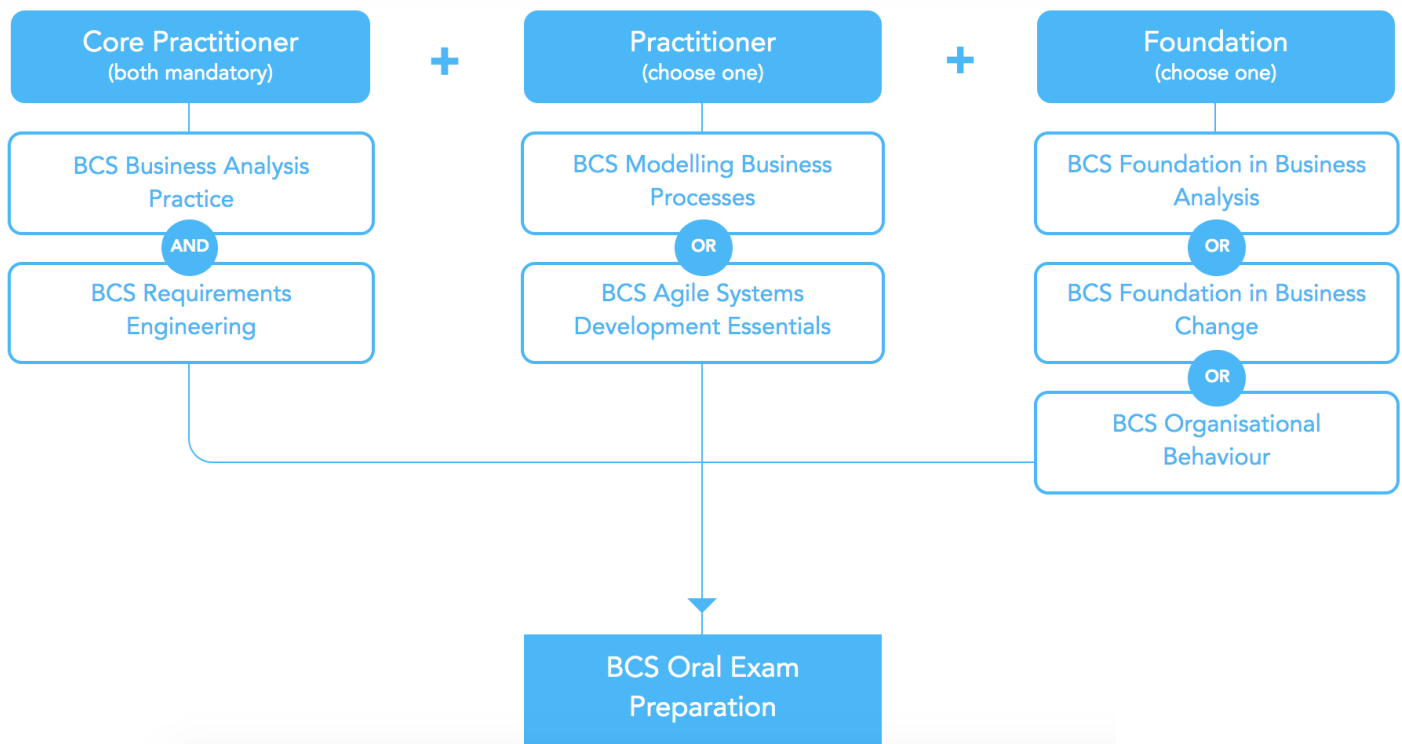
Course dates:

[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.

Course structure:



Key skills learned:

- The role and competencies of a business analyst
- Strategy analysis
- Business process modelling
- Stakeholder analysis
- Investigation and modelling techniques
- Requirements engineering
- Agile BA techniques
- Business case development
- Management of business change

The impact this will have on learners

The BCS International Diploma in Business Analysis teaches concepts, tools, and techniques to make business analysis work for your organisation and to deliver business improvement and change.

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

- Theoretical knowledge to support practical skills, even in beginner BAs
- 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



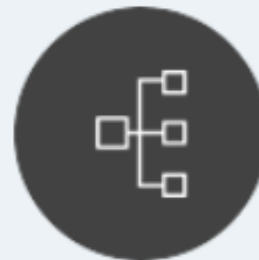
1. The Business Context



2. Business Analysis Techniques



3. Business Case Development



4. Requirements Definition



5. Requirements Management And
Documentation



6. Practitioner Specialism

Full syllabus

1. The business context

1.1 The rationale for business analysis

- a. Why is business analysis important?
- b. What benefits can business analysis offer organisations?

1.2 The holistic view of a business system

- a. The importance of taking a holistic view
- b. Aspects of a holistic view
 - People
 - Process
 - Organisation
 - Information and Technology

1.3 Competencies of a business analyst

- a. Business domain knowledge
- b. Personal and behavioural skills
- c. Professional skills

1.4 Professionalism and business analysis

- a. The role of BCS in professional development of business analysts
- b. The importance of a code of conduct/ Professional standards

1.5 Business environment analysis

- a. A technique to analyse the influences from the external business environment.
- b. A technique to analyse the capability of the internal business environment.

1.6 SWOT analysis

- a. Links to the internal business environment analysis (strengths and weaknesses).
- b. Links to the external business environment analysis (opportunities and threats).
- b. Using the SWOT analysis.

1.7 Business performance measurement

- a. Critical Success Factors (CSFs)
- b. Key Performance Indicators (KPIs)
- c. Performance targets
- d. The link between CSFs, KPIs and performance targets
- e. The Balanced Business Scorecard

1.8 Business analysis within the lifecycle for business change

- a. Stages of the lifecycle:
 - Alignment
 - Definition
 - Design
 - Implementation: the emotional curve and organisational culture
 - Realisation
- b. Key differences between Waterfall and Agile solution delivery

2. Business analysis techniques

2.1 Investigating and documenting business situations

- a. Investing and documenting business situations
- b. Investigation techniques:
 - Interviews
 - Workshops
 - Observation
 - Document analysis
 - Scenario Analysis
 - Surveys/questionnaires
- c. Advantages and disadvantages of the techniques
- d. Applying the techniques to different business situations
- e. Applying techniques used to document existing business situations:
 - Customer journey maps
 - Rich pictures
 - Mind maps

2.2 Stakeholder analysis

- a. Techniques used to identify stakeholders
- b. Categories of stakeholder:
 - Business stakeholders – project sponsor, business managers, end-users, subject matter (domain) expert
 - External stakeholders – customers, suppliers, regulators
- c. One technique to analyse and prioritise stakeholders
- d. Strategies for on-going stakeholder communication and management
- e. Rationale for understanding stakeholder perspectives
- f. One technique to analyse a stakeholder perspective
- g. Approach to resolving conflicts in stakeholder perspective
- h. Use of a RACI matrix in stakeholder management

2.3 Modelling business activities

- a. Rationale for modelling a conceptual view of activities for a specific perspective
- b. A technique to model a conceptual view of business activities
 - Types of activities
 - Dependencies between activities
- c. Relationship between the business perspective and the corresponding business activities

2.4 Business events

- a. Types of business event
 - External
 - Internal
 - Time-based
- b. Rationale for analysing business events

2.5 Business rules

- a. Types of business rule
 - Constraints on the organisation, including external legal and regulatory constraints
 - Internal policies
 - Internal procedures
- b. Relevance of business rules to business process and system process modelling

2.6 Gap analysis

- a. The process for gap analysis
- b. Techniques used in gap analysis:
 - to represent the existing business situation
 - to represent the desired business situation
 - to analyse areas of activity
 - to identify potential actions for business improvement
- c. Identifying actions and options for business change
- d. Use of Divergent and Convergent Thinking in the delivery of the 'To-be' environment.

3. Business case development

3.1 Rationale for making a business case

- a. The rationale for a business case in the context of an organisation's needs.

3.2 Contents of a business case

- a. Background description
- b. Options and their descriptions (see 3.3)
- c. Costs:
 - areas of cost
 - tangible and intangible costs
- d. Benefits:
 - areas of business benefit,
 - tangible and intangible benefits,
- e. Cost/benefit analysis using investment appraisal techniques (see 3.5)
- f. Risks:
 - areas of risk
 - types of risk
 - risk analysis (see 3.6)
- g. Impacts (see 3.7)
- h. Recommendations – the preferred option

3.3 Options

- a. Defining a range of options
- b. The 'do nothing' option
- c. Perspectives to evaluate feasibility: business, technical and financial

3.4 The financial case

- a. Rationale for making the financial case

3.5 Investment appraisal techniques

- a. Rationale for different investment appraisal techniques:
 - Payback period or break-even analysis
 - Discounted Cash Flow/Net Present Value analysis

3.6 Risk analysis

- a. Assessing the impact of the risks
- b. Assessing the probability of the risks
- c. Risk management approaches
 - risk acceptance
 - risk avoidance
 - risk mitigation
 - risk transfer

3.7 Impact analysis

- a. Analysing the impacts on the organisation's culture and behaviour

3.8 Lifecycle for the business case

- a. Rationale for business case reviews/gateways

4. Requirements definition

4.1 Requirements engineering

- a. Rationale for requirements engineering
- b. Definition of a requirement
- c. Hierarchy of requirements
- d. Elements of the requirements engineering approach
- e. Requirements planning and estimating

4.2 Requirements elicitation

- a. Techniques to elicit requirements (see list of techniques in 2.1)
- b. Applying the techniques when eliciting requirements in both linear and iterative approaches
- c. Knowledge types
 - Tacit
 - Non-tacit/Explicit
 - Relevance of techniques when eliciting different knowledge types

4.3 Requirements analysis

- a. Separation between requirements analysis and elicitation
- b. Requirements analysis tasks:
 - Checking congruence with business objectives and the business case
 - Checking feasibility
 - Structuring the requirements
 - Prioritisation – the structure and application of a technique to allocate a priority to each requirement. The link between the prioritisation 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
- c. Quality characteristics of the requirements
 - testable
 - unambiguous
 - relevant
 - clear
 - complete
 - consistent
 - traceable
- d. User analysis and profiling

4.4 Requirements validation

- a. Rationale for requirements validation
- b. Requirements validation process
- c. Stakeholder concerns and responsibilities in requirements validation

5. Requirements management and documentation

5.1 Requirements management

- a. Rationale for requirements management
- b. 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
- c. Traceability
 - Vertical traceability
 - Horizontal traceability
- d. Ownership

5.2 Change control

- a. Change control process
- b. Sources of change

5.3 Version control

- a. Configuration management process
- b. Levels of configuration item – individual requirement or document
- c. Version numbering

5.4 Tools in requirements management

- a. Functionality provided by tools:
 - Storage of documentation and models
 - Linkage and cross-referencing
 - Change and version control
 - Access restrictions

5.5 Types of requirements

- a. Business requirements:
 - General business requirements
 - Technical requirements
- b. Solution requirements:
 - Functional requirements
 - Non-functional requirements

5.6 Legal issues and business analysis

- a. Data protection: rationale, principles and impact on requirements
- b. Disability access: rationale, principles and impact on requirements

5.7 Documenting requirements

- a. Requirements documentation styles
 - Use case diagram: (see 5.8)
 - User stories: purpose, format and content
 - Data model: (see 5.8)
- b. Requirements Catalogue: 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

- a. The rationale for modelling requirements: eliciting, analysing and validating requirements
- b. Conceptual models
- c. Purpose of use case models and data models
- d. 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
- e. Modelling the system data requirements
 - The notation and structure of a technique to model the system data requirements, including:
 - the groupings of data
 - the degree of the relationships between data groupings
 - the types of optionality within relationships between data groupings
 - the application of a CRUD matrix
- f. Business rules and the data model
- g. Prototyping as a modelling tool and for requirements elicitation and elaboration

6. Practitioner specialism

6.1 Relevance to the business analyst role

- a. Use of the approach in business analysis work
- b. Use of the techniques in business analysis work

6.2 Relevance of the module to an organisation

6.3 Description of the module

- a. The approach adopted in the module:
 - Rationale for the approach
 - Overview of the approach
- b. The techniques covered by the module:
 - Rationale for using the techniques
 - Relevance of the techniques
 - Application of the techniques

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 | Oral |
| Duration | 50 minutes |
| Supervised | No. Conducted by two oral examiners. |
| Open Book | No (no materials can be taken into the examination room) |
| Passmark | Pass or fail |
| Delivery | Interview by two oral examiners |
| Pre-requisite | Candidates must have passed written examinations in the two core modules, one knowledge-based specialist module and one practitioner module. |

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?



020 7272 3726



info@metadatatraining.co.uk

Book a call with a
course adviser

