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**EXIN BCS Foundation**  
**Certificate in Business Analysis**

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**Preparation Guide**

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Edition 201704



**BCS**  
**BUSINESS**  
**ANALYSIS**

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# 1. Overview

## EXIN BCS Business Analysis Foundation (BAF.EN)

### Scope

Candidates should be able to demonstrate knowledge and understanding of business analysis principles and techniques. Key areas are:

- the role and competencies of a business analyst
- strategy analysis
- business system and business process modelling
- stakeholder analysis
- investigation and modelling techniques
- requirements engineering
- business case development

This certification provides a foundation for the range of specialist BCS modular certificates in the areas of Business Analysis, IS Consultancy and Business Change. The certification can also be used as the knowledge-based specialist module for the International Diploma in Business Analysis. In addition, the certification provides foundation-level Business Analysis knowledge for specialists in other disciplines, particularly Project Managers and System Developers.

The syllabus is based on the BCS publication *Business Analysis, 3<sup>rd</sup> edition*, and it is recommended that this text is studied by those preparing to take this examination. The headings listed in the syllabus relate to the relevant chapter headings, section headings and text included in this publication.

### Summary

This certificate covers the range of concepts, approaches and techniques that are applicable to Business Analysis. Candidates are required to demonstrate their knowledge and understanding of these aspects of Business Analysis.

### Context

This Foundation in Business Analysis certificate can be studied alongside other BA Foundation certificates, prior to progressing to Practitioner level.

### Target group

The certificate is relevant to anyone requiring an understanding of Business Analysis including business analysts, business managers and their staff, business change managers and project managers.

### Requirements for certification

There are no specific pre-requisites for entry to the examination; however candidates should possess the appropriate level of knowledge to fulfil the objective shown above.

Accredited training is strongly recommended but is not a pre-requisite.

### Examination details

Examination type: Computer-based or paper-based multiple-choice questions

Number of questions: 40

Pass mark: 65%

Open book/notes: No

Electronic equipment/aides permitted: No

Time allotted for examination: 60 minutes

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

### Training

Candidates can study for this certificate in two ways: by attending a training course provided by Accredited Training Organization or by self-study. An accredited training course will require a minimum of 18 hours of study run over a minimum of three days. A reading list to support self-study is provided below.

### Contact hours

The recommended number of contact hours for this training course is 18. This includes group assignments, exam preparation and short breaks. This number of hours does not include homework, logistics for exam preparation and lunch breaks.

### Indication study effort

18 hours, depending on existing knowledge

### Training provider

You can find a list of our accredited training providers at [www.exin.com](http://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 requirement	Exam specification	Weight %
<b>1. What is Business Analysis</b>		<b>2.5</b>
1.1	The origins of business analysis	
1.2	The development of business analysis	
1.3	The scope of business analysis work	
1.4	Taking a holistic approach	
1.5	The role and responsibilities of a business analyst	
<b>2. The Competencies of a Business Analyst</b>		<b>2.5</b>
2.1	Personal qualities	
2.2	Business knowledge	
2.3	Professional techniques	
2.4	The development of competencies	
<b>3. Strategy Analysis</b>		<b>7.5</b>
3.1	The context for strategy	
3.2	The definition of strategy (Johnson, Scholes and Whittington 2008)	
3.3	Strategy development	
3.4	External environment analysis	
3.5	Internal environment analysis	
3.6	SWOT analysis	
3.7	Executing strategy	
<b>4. The Business Analysis Process Model</b>		<b>5</b>
4.1	An approach to problem-solving	
4.2	Stages of the business analysis process model	
4.3	Objectives of the process model stages	
4.4	Procedure for each process model stage	
4.5	Techniques used within each process model stage	

Exam requirement	Exam specification	Weight %
<b>5. Investigation techniques</b>		<b>15</b>
5.1 Interviews		
5.2 Observation		
5.3 Workshops		
5.4 Scenarios		
5.5 Prototyping		
5.6 Quantitative approaches		
5.7 Documenting the current situation		
<b>6. Stakeholder Analysis and Management</b>		<b>10</b>
6.1 Stakeholder categories and identification		
6.2 Analysing stakeholders		
6.3 Stakeholder management strategies		
6.4 Managing stakeholders		
6.5 Understanding stakeholder perspectives		
6.6 Business activity models		
<b>7. Modelling Business Processes</b>		<b>10</b>
7.1 Organisational context		
7.2 An alternative view of an organisation		
7.3 The organisational view of business processes		
7.4 Value propositions		
7.5 Process models		
7.6 Analysing the as-is process model		
7.7 Improving business processes (to-be business process)		
<b>8. Defining the solution</b>		<b>5</b>
8.1 Gap analysis		
8.2 Introduction to Business Architecture		
8.3 Definition of Business Architecture		
8.4 Business Architecture techniques		
<b>9. Making a Business and Financial Case</b>		<b>10</b>
9.1 The business case in the project lifecycle		
9.2 Identifying options		
9.3 Assessing project feasibility		
9.4 Structure of a business case		
9.5 Investment appraisal		

Exam requirement	Exam specification	Weight %
<b>10. Establishing the Requirements</b>		<b>7.5</b>
10.1 A framework for requirements engineering		
10.2 Actors in requirements engineering		
10.3 Requirements elicitation		
10.4 Requirements analysis		
10.5 Requirements validation		
<b>11. Documenting and Managing Requirements</b>		<b>7.5</b>
11.1 The requirements document		
11.2 The requirements catalogue		
11.3 Managing requirements		
<b>12. Modelling Requirements</b>		<b>7.5</b>
12.1 Modelling system functions		
12.2 Modelling system data		
<b>13. Delivering the Requirements</b>		<b>5</b>
13.1 Delivering the solution		
13.2 Context		
13.3 Lifecycles		
<b>14. Delivering the Business Solution</b>		<b>5</b>
14.1 BA role in the business change lifecycle		
14.2 Design stage		
14.3 Implementation stage		
14.4 Realisation stage		



## Exam specifications

<b>1.What is Business Analysis</b>		<b>(2.5%)</b>
1.1 The origins of business analysis		
1.2 The development of business analysis		
	<ul style="list-style-type: none"> <li>• The impact of outsourcing</li> </ul>	
	<ul style="list-style-type: none"> <li>• Competitive advantage of using IT</li> </ul>	
	<ul style="list-style-type: none"> <li>• Successful business change</li> </ul>	
	<ul style="list-style-type: none"> <li>• The importance of the business analyst</li> </ul>	
	<ul style="list-style-type: none"> <li>• Business analysts as internal consultants</li> </ul>	
1.3 The scope of business analysis work		
	<ul style="list-style-type: none"> <li>• The range of analysis activities</li> </ul>	
	<ul style="list-style-type: none"> <li>• Strategic analysis and definition</li> </ul>	
	<ul style="list-style-type: none"> <li>• IT systems analysis</li> </ul>	
	<ul style="list-style-type: none"> <li>• Business analysis</li> </ul>	
1.4 Taking a holistic approach		
1.5 The role and responsibilities of a business analyst		
	<ul style="list-style-type: none"> <li>• Definition of the business analyst role</li> </ul>	
	<ul style="list-style-type: none"> <li>• Further aspects of the business analyst role</li> </ul>	
<b>2. The Competencies of a Business Analyst</b>		<b>(2.5%)</b>
2.1 Personal qualities		
2.2 Business knowledge		
2.3 Professional techniques		
2.4 The development of competencies		
<b>3. Strategy Analysis</b>		<b>(7.5%)</b>
3.1 The context for strategy		
3.2 The definition of strategy (Johnson, Scholes and Whittington 2008)		
3.3 Strategy development		
3.4 External environment analysis		
	<ul style="list-style-type: none"> <li>• PESTLE analysis</li> </ul>	
	<ul style="list-style-type: none"> <li>• Porter’ s five forces model</li> </ul>	

3.5 Internal environment analysis		
	<ul style="list-style-type: none"> <li>• MOST analysis</li> </ul>	
	<ul style="list-style-type: none"> <li>• Resource Audit</li> </ul>	
	<ul style="list-style-type: none"> <li>• Boston Box</li> </ul>	
3.6 SWOT analysis		
3.7 Executing strategy		
	<ul style="list-style-type: none"> <li>• The McKinsey 7-S model</li> </ul>	
	<ul style="list-style-type: none"> <li>• The Balanced Business Scorecard</li> </ul>	
	<ul style="list-style-type: none"> <li>• Critical Success Factors and Key Performance Indicators</li> </ul>	
<b>4. The Business Analysis Process Model</b>		<b>(5%)</b>
4.1 An approach to problem-solving		
4.2 Stages of the business analysis process model		
	<ul style="list-style-type: none"> <li>• Investigate the situation</li> </ul>	
	<ul style="list-style-type: none"> <li>• Consider the perspectives</li> </ul>	
	<ul style="list-style-type: none"> <li>• Analyse the needs</li> </ul>	
	<ul style="list-style-type: none"> <li>• Evaluate the options</li> </ul>	
	<ul style="list-style-type: none"> <li>• Define the requirements</li> </ul>	
4.3 Objectives of the process model stages		
4.4 Procedure for each process model stage		
4.5 Techniques used within each process model stage		
<b>5. Investigation techniques</b>		<b>(15%)</b>
5.1 Interviews		
	<ul style="list-style-type: none"> <li>• Advantages and disadvantages of interviewing</li> </ul>	
	<ul style="list-style-type: none"> <li>• Preparing for interviewing</li> </ul>	
	<ul style="list-style-type: none"> <li>• Conducting the interview</li> </ul>	
	<ul style="list-style-type: none"> <li>• Following up the interview</li> </ul>	
5.2 Observation		
	<ul style="list-style-type: none"> <li>• Advantages and disadvantages of observation</li> </ul>	
	<ul style="list-style-type: none"> <li>• Formal observation</li> </ul>	
	<ul style="list-style-type: none"> <li>• Protocol analysis</li> </ul>	
	<ul style="list-style-type: none"> <li>• Shadowing</li> </ul>	
	<ul style="list-style-type: none"> <li>• Ethnographic studies</li> </ul>	

5.3 Workshops		
	<ul style="list-style-type: none"> <li>• Advantages and disadvantages of workshops</li> </ul>	
	<ul style="list-style-type: none"> <li>• Preparing for the workshop</li> </ul>	
	<ul style="list-style-type: none"> <li>• Facilitating the workshop</li> </ul>	
	<ul style="list-style-type: none"> <li>• Techniques</li> </ul>	
	<ul style="list-style-type: none"> <li>• Following the workshop</li> </ul>	
5.4 Scenarios		
	<ul style="list-style-type: none"> <li>• Advantages and disadvantages of scenarios</li> </ul>	
	<ul style="list-style-type: none"> <li>• Process for developing scenarios</li> </ul>	
	<ul style="list-style-type: none"> <li>• Documenting scenarios</li> </ul>	
5.5 Prototyping		
	<ul style="list-style-type: none"> <li>• Advantages and disadvantages of prototyping</li> </ul>	
5.6 Quantitative approaches		
	<ul style="list-style-type: none"> <li>• Surveys or Questionnaires</li> </ul>	
	<ul style="list-style-type: none"> <li>• Special Purpose Records</li> </ul>	
	<ul style="list-style-type: none"> <li>• Activity Sampling</li> </ul>	
	<ul style="list-style-type: none"> <li>• Document Analysis</li> </ul>	
5.7 Documenting the current situation		
	<ul style="list-style-type: none"> <li>• Rich Pictures</li> </ul>	
	<ul style="list-style-type: none"> <li>• Mind Maps</li> </ul>	
<b>6. Stakeholder Analysis and Management</b>		<b>(10%)</b>
6.1 Stakeholder categories and identification		
	<ul style="list-style-type: none"> <li>• Customers</li> </ul>	
	<ul style="list-style-type: none"> <li>• Partners</li> </ul>	
	<ul style="list-style-type: none"> <li>• Suppliers</li> </ul>	
	<ul style="list-style-type: none"> <li>• Competitors</li> </ul>	
	<ul style="list-style-type: none"> <li>• Regulators</li> </ul>	
	<ul style="list-style-type: none"> <li>• Owners</li> </ul>	
	<ul style="list-style-type: none"> <li>• Employees</li> </ul>	
	<ul style="list-style-type: none"> <li>• Managers</li> </ul>	
6.2 Analysing stakeholders		
	<ul style="list-style-type: none"> <li>• The Power/Interest Grid</li> </ul>	

6.3 Stakeholder management strategies		
	<ul style="list-style-type: none"> <li>No or low interest and no or low power/influence</li> </ul>	
	<ul style="list-style-type: none"> <li>Some or high interest but no or low power/influence</li> </ul>	
	<ul style="list-style-type: none"> <li>No or low to high interest but some power/influence</li> </ul>	
	<ul style="list-style-type: none"> <li>No or low interest but high power/influence</li> </ul>	
	<ul style="list-style-type: none"> <li>Some interest and high power/influence</li> </ul>	
	<ul style="list-style-type: none"> <li>High interest and high power/influence</li> </ul>	
6.4 Managing stakeholders		
	<ul style="list-style-type: none"> <li>Stakeholder plan/assessment</li> </ul>	
6.5 Understanding stakeholder perspectives		
	<ul style="list-style-type: none"> <li>Soft Systems Methodology</li> </ul>	
	<ul style="list-style-type: none"> <li>Analysing the perspectives</li> </ul>	
	<ul style="list-style-type: none"> <li>CATWOE</li> </ul>	
6.6 Business activity models		
	<ul style="list-style-type: none"> <li>Creating a business activity model</li> </ul>	
	<ul style="list-style-type: none"> <li>Types of activities - Plan, Enable, Do, Monitor, Control</li> </ul>	
	<ul style="list-style-type: none"> <li>Developing a consensus model</li> </ul>	
<b>7. Modelling Business Processes</b>		<b>(10%)</b>
7.1 Organisational context		
	<ul style="list-style-type: none"> <li>Functional view of an organisation</li> </ul>	
7.2 An alternative view of an organisation		
7.3 The organisational view of business processes		
7.4 Value propositions		
7.5 Process models		
	<ul style="list-style-type: none"> <li>Business events</li> </ul>	
	<ul style="list-style-type: none"> <li>Developing the business process model</li> </ul>	
7.6 Analysing the as-is process model		
7.7 Improving business processes (to-be business process)		
	<ul style="list-style-type: none"> <li>Business rules</li> </ul>	
	<ul style="list-style-type: none"> <li>Simplify the process</li> </ul>	
	<ul style="list-style-type: none"> <li>Remove bottlenecks</li> </ul>	
	<ul style="list-style-type: none"> <li>Change the sequence of tasks</li> </ul>	
	<ul style="list-style-type: none"> <li>Redefine process boundary</li> </ul>	

	<ul style="list-style-type: none"> <li>Automate the processing</li> </ul>	
	<ul style="list-style-type: none"> <li>Redesign the process</li> </ul>	
<b>8. Defining the solution</b>		<b>(5%)</b>
8.1 Gap analysis		
	<ul style="list-style-type: none"> <li>Identifying areas of concern</li> </ul>	
	<ul style="list-style-type: none"> <li>Framework for gap analysis (elements of POPIT model)</li> </ul>	
	<ul style="list-style-type: none"> <li>Formulating options</li> </ul>	
8.2 Introduction to Business Architecture		
8.3 Definition of Business Architecture		
8.4 Business Architecture techniques		
	<ul style="list-style-type: none"> <li>Definition of a capability model</li> </ul>	
	<ul style="list-style-type: none"> <li>Definition of a value stream</li> </ul>	
<b>9. Making a Business and Financial Case</b>		<b>(10%)</b>
9.1 The business case in the project lifecycle		
9.2 Identifying options		
9.3 Assessing project feasibility		
	<ul style="list-style-type: none"> <li>Business feasibility</li> </ul>	
	<ul style="list-style-type: none"> <li>Technical feasibility</li> </ul>	
	<ul style="list-style-type: none"> <li>Financial feasibility</li> </ul>	
9.4 Structure of a business case		
	<ul style="list-style-type: none"> <li>Contents of a business case</li> </ul>	
	<ul style="list-style-type: none"> <li>Categories of costs and benefits</li> </ul>	
	<ul style="list-style-type: none"> <li>Impact assessment</li> </ul>	
	<ul style="list-style-type: none"> <li>Risk assessment</li> </ul>	
9.5 Investment appraisal		
	<ul style="list-style-type: none"> <li>Payback</li> </ul>	
	<ul style="list-style-type: none"> <li>Discounted cash flow and Internal rate of return</li> </ul>	
<b>10. Establishing the Requirements</b>		<b>(7.5%)</b>
10.1 A framework for requirements engineering		
10.2 Actors in requirements engineering		
	<ul style="list-style-type: none"> <li>The business representatives</li> </ul>	
	<ul style="list-style-type: none"> <li>The project team</li> </ul>	

10.3 Requirements elicitation	
<ul style="list-style-type: none"> <li>• Tacit and explicit knowledge</li> </ul>	
<ul style="list-style-type: none"> <li>• Requirements elicitation techniques</li> </ul>	
10.4 Requirements analysis	
<ul style="list-style-type: none"> <li>• Requirements filters</li> </ul>	
<ul style="list-style-type: none"> <li>• SMART requirements</li> </ul>	
10.5 Requirements validation	
<b>11. Documenting and Managing Requirements</b>	<b>(7.5%)</b>
11.1 The requirements document	
<ul style="list-style-type: none"> <li>• Structure</li> </ul>	
<ul style="list-style-type: none"> <li>• Content of the requirements document</li> </ul>	
11.2 The requirements catalogue	
<ul style="list-style-type: none"> <li>• Types of requirements; general, technical, functional and non-functional</li> </ul>	
<ul style="list-style-type: none"> <li>• Hierarchy of requirements</li> </ul>	
<ul style="list-style-type: none"> <li>• Documenting a requirement</li> </ul>	
11.3 Managing requirements	
<ul style="list-style-type: none"> <li>• Elements of requirements management</li> </ul>	
<b>12. Modelling Requirements</b>	<b>(7.5%)</b>
12.1 Modelling system functions	
<ul style="list-style-type: none"> <li>• Use case diagrams</li> </ul>	
12.2 Modelling system data	
<ul style="list-style-type: none"> <li>• Entity Relationship Diagrams <ul style="list-style-type: none"> <li>○ Entities, attributes and relationships</li> <li>○ Types of relationships</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• Class Models <ul style="list-style-type: none"> <li>○ Objects and classes</li> <li>○ Attributes</li> <li>○ Associations</li> </ul> </li> </ul>	

<b>13. Delivering the Requirements</b>		<b>(5%)</b>
13.1 Delivering the solution		
13.2 Context		
13.3 Lifecycles		
	<ul style="list-style-type: none"> <li>• The waterfall lifecycle</li> </ul>	
	<ul style="list-style-type: none"> <li>• The ‘V’ model lifecycle</li> </ul>	
	<ul style="list-style-type: none"> <li>• Incremental lifecycle</li> </ul>	
	<ul style="list-style-type: none"> <li>• Iterative systems development lifecycle</li> </ul>	
<b>14. Delivering the Business Solution</b>		<b>(5%)</b>
14.1 BA role in the business change lifecycle		
14.2 Design stage		
	<ul style="list-style-type: none"> <li>• Information and Technology <ul style="list-style-type: none"> <li>○ Development</li> <li>○ Testing</li> <li>○ Design</li> </ul> </li> </ul>	
14.3 Implementation stage		
	<ul style="list-style-type: none"> <li>• SARAH model</li> </ul>	
14.4 Realisation stage		
	<ul style="list-style-type: none"> <li>• Contents of the benefits plan</li> </ul>	

### 3. Question Weighting

Syllabus Area	Target number of questions
What is business analysis?	1
The competencies of a Business Analyst	1
Strategy Analysis	3
The Business Analysis Process Model	2
Investigation Techniques	6
Stakeholder Analysis and Management	4
Modelling Business Processes	4
Defining the solution	2
Making a business and financial case	4
Establishing the Requirements	3
Documenting and Managing Requirements	3
Modelling Requirements	3
Delivering the Requirements	2
Delivering the business solution	2
<b>Total</b>	<b>40 Questions</b>



## 4. Levels of Knowledge / SFIA Levels

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

The levels of knowledge and SFIA levels are explained in on the website [www.bcs.org/levels](http://www.bcs.org/levels)

The levels of knowledge above will enable candidates to develop the following levels of skill to be able to operate at the following levels of responsibility (as defined within the SFIA framework) within their workplace:

Level	Levels of Knowledge	Levels of Skill and Responsibility (SFIA)
7		Set strategy, inspire and mobilise
6	Evaluate	Initiate and influence
5	Synthesise	Ensure and advise
4	Analyse	Enable
3	<b>Apply</b>	<b>Apply</b>
2	<b>Understand</b>	<b>Assist</b>
1	<b>Remember</b>	<b>Follow</b>

## 5. e-CF Mapping

The mapping of this certificate against the [e-Competence Framework](#).

EXIN BCS Foundation Certificate in Business Analysis							
		e-Competence level	1	2	3	4	5
A.1.	IS and Business Strategy Alignment						
A.3.	Business Plan Development						
B.5.	Documentation Production						
D.10.	Information and Knowledge Management						
D.11.	Needs Identification						
E.4.	Relationship Management						
E.5.	Process Improvement						

	competence is covered
	partial coverage
	superficial coverage

## 6. Literature

<b>Title</b>	Business Analysis (3 <sup>rd</sup> Edition)
<b>Author</b>	Debbie Paul, James Cadle and Don Yeates
<b>Publisher</b>	BCS Learning & Development
<b>Publication Date</b>	October 2014
<b>ISBN</b>	Paperback: ISBN-13 978-1-78017-277-4 PDF ISBN-13 978-1-78017-278-1 EPUB : ISBN-13 978-1-78017-279-8 Kindle : ISBN-13 978-1-78017-280-4
<b>URL</b>	<a href="http://shop.bcs.org">http://shop.bcs.org</a>

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