

**bcS** Accredited  
Training Partner

BCS, UK  
The Chartered Institute for IT

# BCS FOUNDATION CERTIFICATE IN BUSINESS ANALYSIS

[www.FIBAAR.org](http://www.FIBAAR.org)

**A 30-Hour Training Program  
for MBA Students**



**Fyzics Business Consultants Pvt. Ltd.**

An Accredited Training Partner of BCS, UK

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## About BCS

BCS, mission to ensure everyone's experience with technology is positive. It's something BCS has been committed to since 1957. BCS are 68,000 members in 150 countries, and a wider community of business leaders, educators, practitioners and policy-makers all committed to our mission. As a charity with a royal charter, our agenda is to lead the IT industry through its ethical challenges, to support the people who work in the industry, and to make IT good for society.

At BCS, we're ensuring the digital journey is safe and positive for everyone, by raising standards of competence and conduct across the IT industry and tackling the ethical challenges we face along the way. Everything we do at BCS is built on our five strategic pillars, which make it possible for us to raise standards and realise greater potential in the technology industry.

- **Supporting careers**  
We're creating a diverse and sustainable IT profession with opportunities for development and progression at every step.
- **Sharing expertise**  
We offer an inclusive environment; a space where you can communicate and collaborate, with like and unlike-minds, to kickstart innovation.
- **Improving education**  
We're equipping society with the knowledge, skills and understanding to remain resilient and thrive in the digital world.
- **Influencing practice**  
We tackle the big issues in IT, connecting industry, education and government to shape policy and bring about ethical change.
- **Driving standards**  
We bring out the best in people, recognising talent at every level through our professional registration, qualifications and frameworks.

## About Fhysics

Fhysics Business Consultants Private Limited, specialises in Business Analysis, Supply Chain Management and New Product Development. Fhysics offers Consulting, Certifications, Executive Development Programs and Conferences in BA, SCM and NPD domains.

Our consulting service includes Business Analysis, Strategic Business Plan, Business Advisory Services, Standard Operating Procedures, Process Mapping, Supply Chain Design and Optimisation and Building NPD Capability for organisations across the globe. Fhysics partnered with BCS, UK; APICS, USA; IREB, Germany; PDMA, USA and IIBA, Canada.

## Our Certifications

1. Business Analysis, BCS, UK
2. Artificial Intelligence, BCS, UK
3. Certified Supply Chain Professional [CSCP], APICS, USA
4. Certified in Production and Inventory Management [CPIM], APICS, USA
5. Certified in Logistics Transportation and Distribution [CLTD], APICS, USA
6. New Product Development Professional [NPDP], PDMA, USA

## Certification Process

# BCS Foundation Certificate in Business Analysis



### Number of Questions

40 Questions from the 14 Chapters



### Exam Centre

Appear for the Examination at Physics Centres across India.



### No Prerequisite

Ideally suited to those who want to make a career in business analysis



### No Recertification

Life Time Certification with No PDU Requirements



### Course Duration

Available in Classroom and Online Formats - 18 Hours of Case Study based training.



### Syllabus

Master the 14-Chapters to succeed in the examination.



### Exam Type

Online Examination with Multiple Choice Questions (MCQs)



### Exam Duration

60 Minutes Examination with 15 Minutes Additional Time for Non-Natives



### Pass Percentage

Score 65% and Above to Secure a Pass



## Course Curriculum

### Chapter-1: What is Business Analysis?

1.1 Introduction

1.2 The Origins of Business Analysis

1.3 The Development of Business Analysis – The impact of outsourcing, Competitive advantage of using IT, Successful business change, The importance of the business analyst, Business analysts as internal consultants

1.4 The Scope of Business Analysis Work – The range of analysis activities, Strategic analysis and definition, IT systems analysis, Business analysis, Realising business benefits, Taking a holistic approach, Agile systems development, Supporting business change

1.5 The Role and Responsibilities of a Business Analyst

1.6 The Business Analysis Maturity Model

1.7 Professionalism and Business Analysis – Qualifications, Standards, Continuing Professional Development, Professional Body

1.8 The Future of Business Analysis

### Chapter-2: The Competencies of a Business Analyst

2.1 Introduction

2.2 Personal Qualities – Communication, Relationship building, Influencing, Team working, Political awareness, Analytical skills and critical thinking, Attention to detail, Problem solving, Leadership, Self-belief

2.3 Professional Development – Business finance, Business case development, Domain knowledge, Subject matter expertise, Principles of information technology, Organisation structures, Supplier management, Business architecture

2.4 Professional techniques – Project management, Strategy analysis, Stakeholder analysis and management, Investigation techniques, Requirements engineering, Business modelling, Data modelling, Gap analysis, Facilitation skills, Portfolio management, Benefits management, Agile thinking

2.5 The Right Skills for the Right Situation

2.6 How Can I Develop My Skills? – Training, Self-Study, Workplace experience, Industry engagement

2.7 Industry Skills Frameworks – Skills Framework for the Information Age (SFIA), The business analysis skill

2.8 Industry Qualifications – BCS, The Chartered Institute for IT, BCS Foundation in Business Analysis and BCS International Diploma in Business Analysis

### Chapter-3: Strategy Analysis

3.1 Introduction

3.2 The Context for Strategy

3.3 What is Strategy?

3.4 Strategy Development

3.5 External Environment Analysis – PESTLE Analysis, Porter's Five Forces Model

3.6 Internal Environment Analysis – MOST, The Boston Box

3.7 SWOT Analysis

3.8 Executing Strategy – McKinsey's 7-S Model, The Balanced Business Scorecard

### Chapter-4: The Business Analysis Process Model

4.1 Introduction

4.2 An Approach to Problem Solving – Mess finding, Data finding, Problem finding, Idea finding, Solution finding and Acceptance finding

4.3 The Business Analysis Process Model

4.4 Investigate Situation – Investigation techniques, Documenting business situations, Stage summary

Consider Perspectives – Stakeholder identification and analysis, Stakeholder perspectives, Business activity modelling, Stage summary

**4.5** Analysis Needs – Analysing activities, Analysing business processes, Stage summary

**4.6** Evaluate Options – Identify potential options, Assess feasibility, Stage summary

**4.7** Define Requirements – Requirements engineering, Modelling systems, Stage summary

**4.8** Deliver Changes – Delivering the requirements, implementing the business changes, Stage summary

## **Chapter-5: Investigation Techniques**

**5.1** Introduction

**5.2** Prior Research – Study website, Study Company reports, Study procedure manuals and documentation, Study the organization chart

**5.3** Investigation Techniques – Qualitative and Quantitative

**5.4** Interviews – Advantages and disadvantages of interviewing, Preparation for interviewing, STOP model,

**5.5** Conducting the interview (introduction, body of the interview and closure), Following up the interview

**5.6** Observation – Advantages and disadvantages of observation, Formal observation, Protocol analysis, Shadowing, Ethnographic studies

**5.7** Workshops – Advantages and disadvantages of workshops, Preparing for the workshop, Facilitating the workshop, Techniques (brainstorming, round robin, brain writing, sticky note exercises, stepwise refinement, syndicate groups), Following the workshop

**5.8** Focus Groups

**5.9** Scenarios – Advantages and disadvantages of scenarios, Process of developing scenarios, documenting scenarios

**5.10** User Analysis

**5.11** Prototyping – Advantages and disadvantages of prototyping

**5.12** Quantitative Approaches – Surveys or questionnaires (heading section, classification section, data section), Special purpose records, Activity sampling, Document analysis

**5.13** Suitability of Techniques

**5.14** Documenting the Current Situation – Rich pictures, Mind maps, Business process models, Spaghetti maps, Fishbone diagrams

## **Chapter-6: Stakeholder Analysis and Management**

**6.1** Introduction

**6.2** Stakeholder Categories and Identification – Stakeholder wheel (customers, partners, suppliers, competitors, regulators, owners, employees, managers and other stakeholders)

**6.3** Analyzing Stakeholders

**6.4** Stakeholder Management Strategies – No or low interest and no or low power/influence, some or high interest but no or low power/influence, No or low to high interest but some power/influence, No or low interest but high power/influence, Some interest and high power/influence, High interest and high power/influence, individuals and groups or stakeholders

**6.5** Summary or Stakeholder Management Strategies

**6.6** Managing Stakeholders – Name of stakeholder, Current power/influence, Current interest, Issues and interests, Current attitude, Desired support, Desired role, Desired actions, Messages to convey, Actions and communications

**6.7** Defining Stakeholder Involvement – RACI and RASCI Charts

**6.8** Using Social Media in Stakeholder Management

**6.9** Understanding Stakeholder Perspectives – Introduction, Soft systems methodology, Analysing the perspectives – CATWOE, Illustrating the perspectives – business activity models, A note on notation for business activity models, Activity ‘threads’ in business activity models

## **Chapter-7: Modelling Business Processes**

### **7.1 Introduction**

### **7.2 Organisational Context**

### **7.3 An Alternative View of An Organisation**

### **7.4 The Organisational View of Business Processes**

### **7.5 Porter's Value Chain**

### **7.6 Value Propositions**

### **7.7 Business Process Models – Business events, Developing the business process model, Analysing tasks, Hierarchy of process models, beginning and ending the process**

### **7.8 Analysing The AS IS Process – Identifying problems, Analysing the hand-offs, Analysing the processing, Other factors causing inadequate performance of a process**

### **7.9 Improving Business Processes – Business rules, Simplify the process, Extend the processing, Remove bottlenecks, Change the sequence of tasks, Redefine process boundary, Automate the processing, Redesign the process**

### **7.10 Process Measurement – Internal measures, External measures, Process and task measures, Performance issues Business Process Model and Notation**

### **7.11 Six Sigma**

## **Chapter-8: Defining the Solution**

### **8.1 Introduction**

### **8.2 Gap Analysis - Identifying areas of concern, Framework of gap analysis, Processes, Information and technology (IT support, accessibility, alignment with the enterprise architecture), Organisation, People (skills, recruitment, staff development, motivation and reward)**

### **8.3 Formulating Options**

### **8.4 Defining Business Requirements**

### **8.5 Introduction to Business Architecture**

### **8.6 Definition of Business Architecture**

### **8.7 Structure of a Business Architecture**

### **8.8 Business Architecture Techniques – Business capability modelling, Value stream analysis**

## **Chapter-9: Making a Business and Financial Case**

### **9.1 Introduction**

### **9.2 The Business Case in the Project Lifecycle**

### **9.3 Identifying Options**

### **9.4 Assessing Project Feasibility – Business feasibility, Technical feasibility, Financial feasibility**

### **9.5 Structure of a Business Case – Introduction, Management summary, Description of the current situation, Option**

### **9.6 considered, Analysis of cost and benefits, Tangible costs, Intangible costs, Tangible benefits, Intangible benefits,**

### **9.7 Avoided costs, Presenting the financial cost and benefits, Impact assessment, Risk assessment,**

### **9.8 Recommendations, Appendices and supporting information**

### **9.9 Investment Appraisal**

### **9.10 Presentation of a Business Case**

### **9.11 RAID and Cardilogs**

## **Chapter-10: Establishing the Requirements**

### **10.1 Introduction**

### **10.2 The Problems with the Requirements – Objectives, Scope, Constraints, Authority, Resources**

### **10.3 A Framework for Requirements Engineering**

### **10.4 Actors – The business representatives, The project team**

### **10.5 Requirements Elicitation – Tacit knowledge (skills, taken for granted information, front-story / back-story,**

### **10.6 conceptualizing requirements, your finger - you fool, intuitive understanding)**

### **10.7 Requirements Elicitation Techniques**



- 10.8 Building Requirements List
- 10.9 Requirements Analysis – Requirements filters
- 10.10 Requirements Validation
- 10.11 Agile Approach to Requirements – Levels of agile requirements

## **Chapter-11: Documenting and Managing Requirements**

- 11.1 Introduction
- 11.2 The Importance of Documentation
- 11.3 The Requirements Document – Structure, Content of the requirements document (introduction and
- 11.4 background, business process models, function models, data model, requirements catalogue, glossary of terms)
- 11.5 The Requirements Catalogue – Types of requirements (general requirements, business constraints, business policies, legal, branding, cultural, language), Technical requirements (hardware, software, interoperability, internet), Functional requirements (data entry, data maintenance, procedure, retrieval), Non-functional requirements (speed of performance, level of security, access, permissions and constraints, backup and recovery, archiving and retention, maintainability, business continuity, availability, usability, accessibility, capacity), Hierarchy of requirements, Documenting a requirement (requirement identifier, requirement name, requirement description, source, owner, author, type of requirement, priority, business area, stakeholders, associated non-functional requirements, acceptance criteria, related requirements, related documents, comments, rationale, resolution, version history)
- Managing Requirements – Requirements identification, Cross referencing, Origin and ownership, Configuration management (configuration identification, configuration control, configuration management in an agile environment), Change control, Software support

## **Chapter-12: Modelling Requirements**

- 12.1 Introduction
- 12.2 Modelling Business Use Cases
- 12.3 Modelling System Use Cases – Actors, Use Case, System Boundary, Associations, The <include> and <extend> constructs
- 12.4 Modelling System Data
- 12.5 Entity Relationship Diagrams – Physical, Conceptual, Active, Attributes, Relationships, One-to-many relationships, One-to-one relationships, Optionality, Many-to-many relationships, Relationship names, Exclusive relationships, Alternative notation
- 12.6 Class Models – Objects, Classes, Associations, Generalisation and inheritance
- 12.7 Modelling in Agile Approaches
- 12.8 The Use of Models in System Maintenance

## **Chapter-13: Delivering the Requirements**

- 13.1 Introduction
- 13.2 Delivering the Solution – Context, Lifecycle, Approach, Roles, Deliverables, Techniques
- Context
- 13.3 Delivery Lifecycle – The concept of a systems development lifecycle, The waterfall lifecycle, The ‘V’ model, Extended ‘V’ model, Incremental delivery, Iterative systems development (evolutionary, empowerment and collaboration, fitness for purpose, testing all the time, re-factoring, incremental delivery, prioritization, timeboxing, Advantages and disadvantages of lifecycles, Developing the business solution
- 13.4 Development and Delivery Approach – Software development approaches (unified process, scrum), The importance of prioritization, Software package approach
- 13.5 Roles
- 13.6 Deliverables
- 13.7 Techniques

## **Chapter-14: Delivering the Business Solution**

**14.1** Introduction

**14.2** Stages of the Business Change Lifecycle – Alignment, Definition, Design, Implementation, Realisation

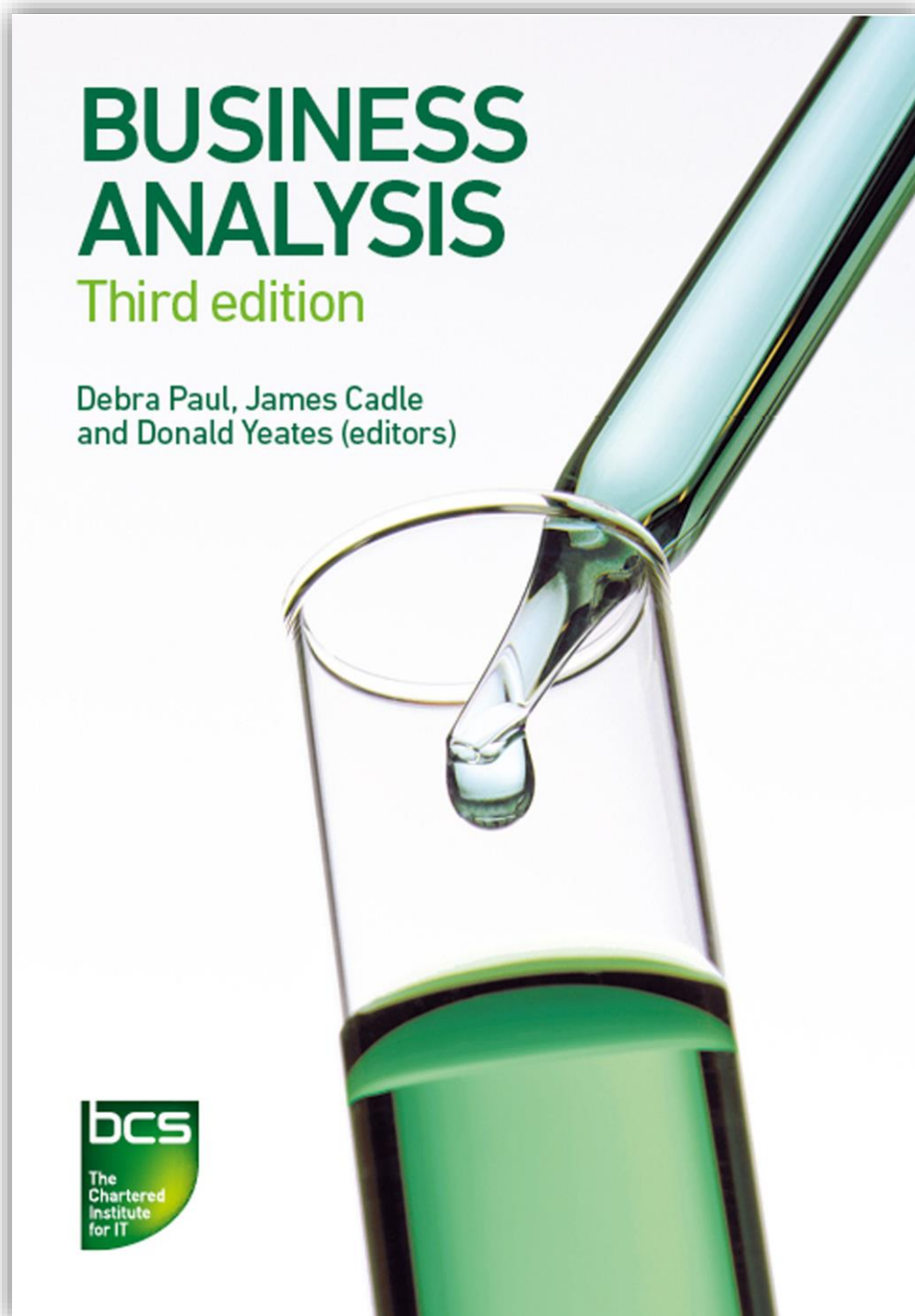
BA Role in the Business Change Lifecycle – Design stage, Implementation stage, Realisation stage, Managing the business cases, Benefits reviews

## Recommended Textbook

**Name of the Book:** Business Analysis

**Edition:** Third Edition

**Author:** Debra Paul, James Cadle and Donald Yeates



## Teaching Methodology

- Classroom Presentations
- Case Study Based Discussions
- Team Presentations
- Assignments
- Assessments

## Assignments

- A Start-Up Business Plan – 10 Marks
- Software Selection Process – 10 Marks
- Process Map – 10 Marks
- Standard Operating Procedure – 10 Marks

## Assessments

### Assessment-1

Mid-Term Assessment between Week-5 and Week-6 [20 Marks]

#### Syllabus

- Chapter-1: What is Business Analysis?
- Chapter-2: The Competencies of a Business Analyst
- Chapter-3: Strategy Analysis
- Chapter-4: The Business Analysis Process Model
- Chapter-5: Investigation Techniques
- Chapter-6: Stakeholder Analysis and Management
- Chapter-7: Modelling Business Processes

### Assessment-2

End of The Term Assessment [40 Marks]

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- Chapter-1: What is Business Analysis?
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- Chapter-6: Stakeholder Analysis and Management
- Chapter-7: Modelling Business Processes
- Chapter-8: Defining the Solution
- Chapter-9: Making a Business and Financial Case
- Chapter-10: Establishing the Requirements
- Chapter-11: Documenting and Managing Requirements
- Chapter-12: Modelling Requirements
- Chapter-13: Delivering the Requirements
- Chapter-14: Delivering the Business Solution

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