



BCS Certificate in Benefits Management and Business Acceptance Syllabus

Version 3.0
July 2017

This profession certification is not regulated by the following United Kingdom Regulators - Ofqual, Qualification in Wales, CCEA or SQA

Change History

The purpose of this log is to provide a single point of reference, where a summary of any change is recorded. All changes made to the syllabus will include the latest version number, date of the amendment and a summary of the changes made.

Version Number	Changes Made
Version 3.0 July 2017	Finalised.
Version 2.9 July 2017	New 4.3 added. Old 4.3 now 4.4 and so on. Old 4.6 removed.
Version 2.8 June 2017	Non-examinable areas grid removed. Trainer criteria removed. Learning outcome wording revisited.
Version 2.7 May 2017	Syllabus updated to incorporate new style guide.
Version 2.6 December 2016	Strapline regarding regulated statement has been added.
Version 2.5 July 2016	Updated Reading List.
Version 2.4 March 2015	Updated language requirements for extra time and use of dictionaries. Updated Reading List. Standardised the trainer requirements.
Version 2.3 October 2013	Included a section which identifies which areas of the syllabus which are non-examinable.
Version 2.2 September 2012	Updated the additional time requirements and removed the Definition of Terminology. Added a Section to cover excerpts from BCS books.
Version 2.1 August 2012	Added in details of extra time for foreign language candidates.
Version 2.0 August 2011	Updated new BCS logo and strapline. Changed from ISEB to BCS. Added table of contents, levels of knowledge, levels of skill and responsibility, format of the examination, change history and definition of terminology. Technical Content Changes: <ul style="list-style-type: none"> • CSFs and KPIs added • Section on benefits classification networks added • Investment appraisal techniques added • Testing aspects reduced and link to business case made more explicit

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Introduction

This certificate concentrates on two key areas:

- Benefits Management (75% of the syllabus)
- Acceptance testing (25% of the syllabus)

The purpose of this certificate is to confer the main concepts of successful solution implementation, ensuring that participants are fully equipped to support solution delivery. One of the most important aspects of solution design and delivery is Benefits Management. This concerns initially identifying the benefits to be gained, and then measuring the success of the project post-implementation through Benefits Realisation.

All projects contain a testing phase to ensure that the designed solution meets the defined requirements, and that the proposed benefits of implementing the solution are still achievable. This is referred to as Acceptance Testing.

All candidates are required to have a broad knowledge of each of the above elements and will be expected to demonstrate their knowledge of these areas in the examination for this certificate.

Levels of Knowledge / SFIA Levels

This syllabus will provide candidates with the levels of difficulty highlighted within the following table, enabling them to develop the skills to operate at the highlighted level of responsibility (as defined within the SFIA framework) within their workplace. The levels of knowledge and SFIA levels are further explained on the website www.bcs.org/levels.

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	Apply	Apply
2	Understand	Assist
1	Remember	Follow

Learning Outcomes

Holders of this BCS certificate should be able to demonstrate knowledge, understanding and application of Benefits Management and Business Acceptance principles and techniques. They should be able to carry out the following tasks:

Benefits Management

- Describe the contents of a business case.
- Explain the importance of the alignment between the business strategy and the business case.
- Describe at least four distinct categories of benefits.
- Describe potential roles in benefits management.
- Develop a benefits dependency network.
- Undertake an investment appraisal.
- Describe a benefits management process.

Acceptance Testing

- Define a framework for effective acceptance testing.
- Develop appropriate acceptance testing scenario test specifications.
- Define prerequisites to acceptance testing.

Course Format and Duration

Candidates can choose to study for this certificate from one of two ways: by either attending a training course provided by a BCS Accredited Training Organisation, or by self-study.

BCS recommends that for full coverage of the syllabus to be achieved, training courses leading to the certificate should normally run for a minimum of 21 hours.

Eligibility for the Examination

There are no specific pre-requisites for entry to the examination, although accredited training is strongly recommended.

Examination Format and Duration

Type	Written, scenario based.
Duration	60 minutes.
Supervised	Yes.
Open Book	Yes.
Pass Mark	(50%).
Calculators	Calculators cannot be used during this examination.
Delivery	Paper based examination, initially.

Additional Time

For Candidates Requiring Reasonable Adjustments Due to a Disability

Please refer to the [reasonable adjustments policy](#) for detailed information on how and when to apply.

For Candidates Whose Language is Not the Language of the Examination

If the examination is taken in a language that is not the candidate's native/official language, then they are entitled to:

- 25% extra time.
- Use their own **paper** language dictionary (whose purpose is translation between the examination language and another national language) during the examination. Electronic versions of dictionaries will **not** be allowed into the examination room.

Guidelines for Accredited Training Organisations

Each major subject heading in this syllabus is assigned an allocated percentage of study time. The purpose of this is:

- 1) Guidance on the proportion of time allocated to each section of an accredited course.
- 2) Guidance on the proportion of questions in the exam.

Courses do not have to follow the same order as the syllabus and additional exercises may be included, if they add value to the training course.

Syllabus

Although the syllabus does not specify a defined benefits classification, examination providers are asked to note that at least four categories of benefit is expected. A simple distinction between tangible and intangible costs is insufficient.

Learning Objectives

1. Introduction (5%)

Candidates will be able to:

- 1.1 Explain the rationale for Benefits Management during the Solution Development Lifecycle.
- 1.2 Explain the rationale for Business Acceptance during the Solution Development Lifecycle.
- 1.3 Describe the following stages of the Solution Development Lifecycle:
 - 1.3.1 Requirements Analysis.
 - 1.3.2 Solution Design.
 - 1.3.3 Solution Development/Procurement.
 - 1.3.4 Solution Testing and Assurance.

2. Defining the Business Benefits (15%)

Candidates will be able to:

- 2.1 Explain the rationale for developing a Business Case.
- 2.2 Describe the contents of a Business Case.
- 2.3 Identify benefits that align to the business strategy for a given scenario.
- 2.4 Define Critical Success Factors and Key Performance Indicators.
- 2.5 Explain the content and structure of Porter's Value Chain.
- 2.6 Identify the drivers for Business Change, within a given scenario.

3. Benefits Classification and Networks (15%)

Candidates will be able to:

- 3.1 Demonstrate an understanding of the Ward and Daniel classification scheme.
- 3.2 Explain how anticipated benefits can be measured.
- 3.3 Explain the following terms used in benefits management:
 - 3.3.1 Business benefits.
 - 3.3.2 Business changes.
 - 3.3.3 Enabling Changes.
- 3.4 Construct a Benefits Dependency Network for a given scenario.

4. Planning for Benefits Management (15%)

Candidates will be able to:

- 4.1** Identify the different types of benefit owner involved in Benefits Management.
- 4.2** Describe the role and responsibilities of the senior responsible owner.
- 4.3** Define the contents of a benefits delivery plan.
- 4.4** Identify the different types of stakeholder involved in benefits management.
- 4.5** Identify the different types of costs relevant to benefits management for a given scenario.
- 4.6** Describe the following investment appraisal techniques:
 - 4.5.1 Payback period.
 - 4.5.2 Discounted Cash Flow/ Net Present Value.
 - 4.5.3 Internal Rate of Return.

5. Testing for Business Acceptance (5%)

Candidates will be able to:

- 5.1** Explain the objectives of acceptance testing.
- 5.2** Describe the principles of acceptance testing.
- 5.3** Identify the key roles and responsibilities involved in acceptance testing, in a given scenario.
- 5.4** Explain the use of acceptance testing in the System Development Lifecycle (SDLC).
- 5.5** Describe functional and non-functional testing.

6. Test Design Techniques (15%)

Candidates will be able to:

- 6.1** Explain the terms 'test conditions' and 'test cases'.
- 6.2** Show understanding of the use of models to design tests and establish coverage.
- 6.3** Construct models used to design tests and test coverage, which:
 - 6.3.1 Show clear traceability to the original requirement.
 - 6.3.2 Contain an expected result.
- 6.4** Describe the function of a Test Procedure Specification for a given scenario.

7. Test Planning, Management and Confirmation (5%)

Candidates will be able to:

- 7.1** Explain the rationale for test progress monitoring and control, including:
 - 7.1.1 The importance of monitoring test progress.
 - 7.1.2 The importance of test reporting.
 - 7.1.3 The importance of control in testing.
- 7.2** Apply the concept of incident management to a given scenario.
- 7.3** Apply the concept of confirmation testing to a given scenario.

8. Reviewing the Business Case (10%)

Candidates will be able to:

- 8.1** Define the rationale for review gateways.
- 8.2** Explain how the impact of changes can be assessed.
- 8.3** Identify aspects of the business case that should be revised in light of changes to a given scenario.
- 8.4** Describe the rationale and approach for reassessing benefits.

9. Implementing the Business Change (5%)

Candidates will be able to:

- 9.1** Explain the importance of planning when implementing change.
- 9.2** Apply implementation strategies to a given scenario.
- 9.3** Explain contingency planning within the context of a given scenario.
- 9.4** Describe the rationale and approach for stakeholder management.
- 9.5** Identify areas of skills and knowledge to be developed by the business staff, in order to enable the implementation of a business change.

10. Benefits Delivery (10%)

Candidates will be able to:

- 10.1** Explain how business changes can be embedded.
- 10.2** Explain the rationale of reviewing the achievement of predicted benefits.
- 10.3** Define the actions and adjustments required to deliver the benefits identified for a given scenario.
- 10.4** Explain the rationale for confirming the delivery of the benefits plan.
- 10.5** Based on a given scenario, identify further benefits that may be realised.
- 10.6** Explain the rationale for 'signing off' the business case.

Reading List

Title: Business Analysis 3rd Edition

Author: Debra Paul, Donald Yeates and James Cadle

Publisher: BCS

Publication Date: September 2014

ISBN: 978-1780172774

URL: <http://shop.bcs.org>

Title: Benefits Management: Delivering Value from IS & IT Investments

Author: John Ward and Elizabeth Daniel

Publisher: John Wiley and Sons

Publication Date: September 2007

ISBN: 978-0470062494

URL: <http://eu.wiley.com/WileyCDA/WileyTitle/productCd-0470062495.html>

Title: Managing Successful Programmes, Office for Government and Commerce

Author: Office for Government and Commerce (OGC), Rod Sowden

Publisher: Stationery Office

Publication Date: September 2007

ISBN: 978-0113310401

URL: <http://www.msp-officialsite.com>