



**Preparation Guide**

Edition 202104

Copyright © BCS, The Chartered Institute for IT 2021.

® BCS is a registered trademark of BCS.

Copyright © EXIN Holding B.V. 2021. All rights reserved.

EXIN® is a registered trademark.

No part of this publication may be reproduced, stored, utilized or transmitted in any form or by any means, electronic, mechanical, or otherwise, without the prior written permission from EXIN.



# Content

1. Overview	4
2. Exam Requirements	7
3. Literature	12
4. Levels of Knowledge / SFIA Levels	13
6. e-CF Mapping	14

# 1. Overview

EXIN BCS Business Analysis Foundation (BAF.EN)

## Scope

Candidates will be able to demonstrate knowledge and understanding of business analysis concepts, principles, and techniques in the following areas:

- What is business analysis
- The competencies of a business analyst
- The strategic context for business analysis
- The business analysis service framework
- Investigating the business situation
- Analyzing and managing stakeholders
- Improving business services and processes
- Defining the solution
- Making the business case
- Establishing the requirements
- Documenting and modelling requirements
- Validating and managing requirements
- Delivering the requirements
- Delivering the business solution

## Summary

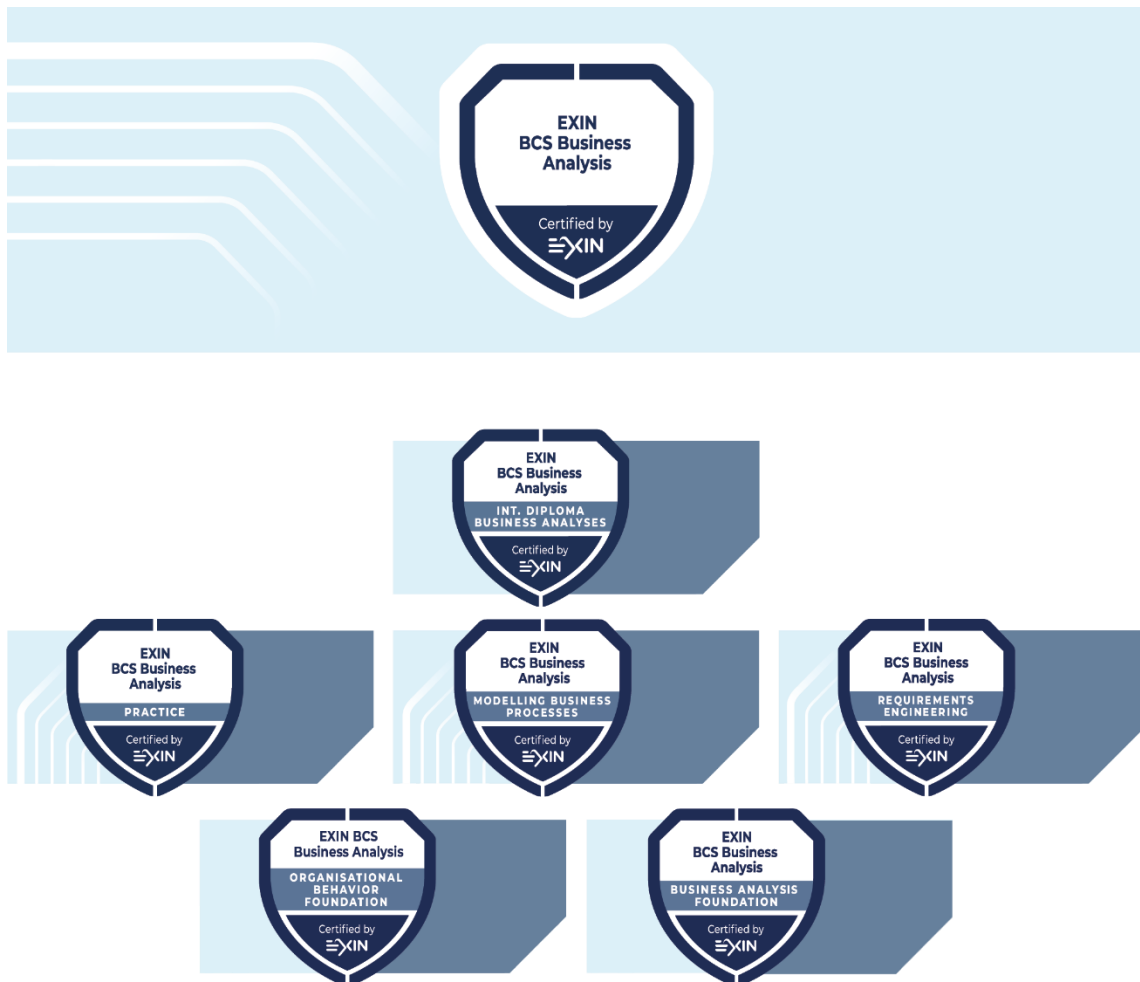
EXIN BCS Business Analysis Foundation covers the range of concepts, approaches and techniques that are applicable to business analysis.

This certification provides a foundation for the range of specialist EXIN BCS modular certificates in the areas of business analysis and business change. The certification can also be used as the knowledge-based specialist module for the Diploma in Business Analysis.

The preparation guide is based on the BCS publication Business Analysis, 4th edition, and it is recommended that this text is studied by those preparing to take this exam. The headings listed in the preparation guide relate to the relevant chapter headings, section headings and text included in this publication.

## Context

The EXIN BCS Business Analysis Foundation certification is part of the EXIN BCS Business Analysis qualification program.



## Target Group

This certification is relevant to anyone requiring an understanding of business analysis including business analysts, product owners, change managers, IT delivery project roles, business managers and their staff and those looking to move into a role in business analysis.

## Requirements for Certification

- Successful completion of the EXIN BCS Business Analysis Foundation exam.

Training by an accredited training organization is also strongly recommended.

## Examination Details

Examination type:	Multiple-choice Questions
Number of questions:	40
Pass mark:	65% (26/40 questions)
Open book:	No
Notes:	No
Electronic equipment/aides permitted:	No
Exam duration:	60 minutes

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

## Bloom Level

The EXIN BCS Business Analysis Foundation certification tests candidates at Bloom Level 1 and 2 according to Bloom's Revised Taxonomy:

- Bloom Level 1: Remembering – relies on recall of information. Candidates will need to absorb, remember, recognize and recall.
- Bloom Level 2: Understanding – a step beyond remembering. Understanding shows that candidates comprehend what is presented and can evaluate how the learning material may be applied in their own environment. This type of questions aims to demonstrate that the candidate is able to organize, compare, interpret and choose the correct description of facts and ideas.

## Training

### Contact Hours

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

### Indication Study Effort

56 hours (2 ECTS), depending on existing knowledge.

### Training Organization

You can find a list of our Accredited Training Organizations 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 Requirements	Weight
1. What is Business Analysis	5%
2. The Competencies of a Business Analyst	2.5%
3. The Strategic Context for Business Analysis	7.5%
4. The Business Analysis Service Framework	2.5%
5. Investigating the Business Situation	12.5%
6. Analyzing and Managing Stakeholders	10%
7. Improving Business Services and Processes	12.5%
8. Defining the Solution	7.5%
9. Making the Business Case	5%
10. Establishing the Requirements	10%
11. Documenting and Modelling Requirements	10%
12. Validating and Managing Requirements	5%
13. Delivering the Requirements	5%
14. Delivering the Business Solution	5%
<b>Total</b>	<b>100%</b>

## Exam Specifications

### 1 What is Business Analysis

The candidate can...

- 1.1 describe the business change lifecycle.
- 1.2 list the following principles of business analysis.
  - 1.2.1 root causes not symptoms
  - 1.2.2 business improvement not IT system change
  - 1.2.3 options not solutions
  - 1.2.4 feasible, contributing requirements, not meeting all requests
  - 1.2.5 entire business change lifecycle, not just requirements definition
  - 1.2.6 negotiation not avoidance
- 1.3 describe the variants of the business analyst role.

### 2 The Competencies of a Business Analyst

The candidate can...

- 2.1 explain the concept of the T-shaped professional.
- 2.2 identify the three areas of business analysis competency.

### 3 The Strategic Context for Business Analysis

The candidate can...

- 3.1 describe business analysis and the strategic context.
- 3.2 define the factors assessed using PESTLE to analyze an external environment.
- 3.3 identify the elements of the VMOST technique used to analyze an internal environment.
- 3.4 describe the following elements of performance measurement.
  - 3.4.1 critical success factors (CSFs)
  - 3.4.2 key performance indicators (KPIs)
- 3.5 describe the structure of a SWOT analysis.
- 3.6 describe the following techniques used in strategy execution.
  - 3.6.1 the POPIT model
  - 3.6.2 the purpose of the business model canvas

### 4 The Business Analysis Service Framework

The candidate can...

- 4.1 identify the following services in the Business Analysis Service Framework (BASF).
  - 4.1.1 situation investigation and problem analysis
  - 4.1.2 feasibility assessment and business case development
  - 4.1.3 business process improvement
  - 4.1.4 requirements definition
  - 4.1.5 business acceptance testing
  - 4.1.6 business change deployment
  - 4.1.7 stakeholder engagement

### 5 Investigating the Business Situation

The candidate can...

- 5.1 define workshops.
  - 5.1.1 advantages and disadvantages of workshops
  - 5.1.2 list techniques used for discovery workshops
  - 5.1.3 list techniques used for visualization workshops
- 5.2 define observation.
  - 5.2.1 advantages and disadvantages of observation
  - 5.2.2 formal observation
  - 5.2.3 shadowing
- 5.3 define interviews.
  - 5.3.1 advantages and disadvantages of interviewing



- 5.4 define scenarios.
  - 5.4.1 advantages and disadvantages of scenarios
- 5.5 define prototyping.
  - 5.5.1 advantages and disadvantages of prototyping
- 5.6 define user role analysis.
  - 5.6.1 advantages and disadvantages of user role analysis
  - 5.6.2 personas
- 5.7 define quantitative approaches.
  - 5.7.1 surveys or questionnaires
  - 5.7.2 activity sampling
  - 5.7.3 document analysis
- 5.8 describe the following two diagrammatic techniques used to record a business situation.
  - 5.8.1 rich pictures
  - 5.8.2 mind maps

## 6 Analyzing and Managing Stakeholders

The candidate can...

- 6.1 identify stakeholder categories using the stakeholder wheel.
- 6.2 describe the Power/Interest grid technique to analyze stakeholders.
  - 6.2.1 resulting stakeholder management strategies
- 6.3 describe stakeholder responsibilities using RACI.

## 7 Improving Business Services and Processes

The candidate can...

- 7.1 explain the business process hierarchy.
- 7.2 list the following techniques used to model the enterprise level processes.
  - 7.2.1 SIPOC
  - 7.2.2 value chain analysis
  - 7.2.3 value propositions
- 7.3 describe the following aspects of the event response level.
  - 7.3.1 business events
  - 7.3.2 creating business process models
  - 7.3.3 UML activity models
- 7.4 describe the following aspect of the actor-task level.
  - 7.4.1 analysis considerations at actor-task level
- 7.5 describe analysis of the following aspects of the as-is process model.
  - 7.5.1 identifying problems
  - 7.5.2 analyzing the handoffs
  - 7.5.3 analyzing the tasks and procedures
- 7.6 identify generic approaches to improving business processes.
- 7.7 define the purpose of customer journey maps.

## 8 Defining the Solution

The candidate can...

- 8.1 describe the gap analysis process.
- 8.2 explain the use of POPIT in gap analysis.
- 8.3 describe the process for developing options.
  - 8.3.1 types of options
- 8.4 describe the purpose of design thinking.
  - 8.4.1 divergent and convergent thinking

## 9 Making the Business Case

The candidate can...

- 9.1 describe the lifecycle for a business case in business case development.
- 9.2 identify the areas of feasibility assessment.

- 9.3 define the structure and contents of a business case.
  - 9.3.1 categories of costs and benefits
  - 9.3.2 impact assessment
  - 9.3.3 risk assessment
- 9.4 list the key features relevant to the production of a business case within an Agile context.
- 9.5 identify the elements of a CARDI log.
- 9.6 explain the purpose of the following investment appraisal techniques.
  - 9.6.1 payback
  - 9.6.2 discounted cash flow and net present value
  - 9.6.3 internal rate of return

## 10 Establishing the Requirements

The candidate can...

- 10.1 explain the requirements engineering framework.
- 10.2 identify the following actors in requirements engineering.
  - 10.2.1 the business representatives
  - 10.2.2 the project team
- 10.3 identify the types of requirement.
- 10.4 describe the hierarchy of requirements.
- 10.5 describe requirements elicitation techniques.
  - 10.5.1 the term tacit knowledge
- 10.6 identify the following elements of requirements analysis.
  - 10.6.1 requirements filters
  - 10.6.2 INVEST
  - 10.6.3 prioritizing requirements using MoSCoW
  - 10.6.4 business rules

## 11 Documenting and Modelling Requirements

The candidate can...

- 11.1 identify the following documentation styles.
  - 11.1.1 text-based documentation style
  - 11.1.2 diagrammatic
- 11.2 list elements of a requirements catalog.
- 11.3 describe the format of user stories.
- 11.4 describe the elements of the use case diagram used to model functional requirements.
- 11.5 describe the elements of a class model used to model data.
- 11.6 describe the product backlog in modelling and documentation in an Agile environment.
- 11.7 define the structure of the business requirements document.

## 12 Validating and Managing Requirements

The candidate can...

- 12.1 describe the following types of requirements validation.
  - 12.1.1 formal requirements validation
  - 12.1.2 the activities in the Agile requirements validation process
- 12.2 describe the following aspects of requirements management.
  - 12.2.1 traceability
  - 12.2.2 change control

### 13 Delivering the Requirements

The candidate can...

- 13.1 describe the following types of delivery lifecycle.
  - 13.1.1 the waterfall lifecycle
  - 13.1.2 the "V" model
  - 13.1.3 the incremental lifecycle
  - 13.1.4 the stages of the iterative lifecycle (Agile)
- 13.2 explain advantages and disadvantages of the lifecycles.

### 14 Delivering the Business Solution

The candidate can...

- 14.1 explain the role of the business analyst in the business change lifecycle.
- 14.2 describe the role of the business analyst during the design, development, and test stages.
- 14.3 describe the following approaches used in the implementation stage.
  - 14.3.1 SARAH model
  - 14.3.2 the purpose of the business readiness assessment
- 14.4 describe how the benefits plan is used in the realization stage.

## 3. Literature

### Exam Literature

The knowledge required for the exam is covered in the following literature:

- A. Debra Paul, James Cadle, Malcolm Eva, Craig Rollason, Jonathan Hunsley  
**Business Analysis**  
BCS Learning & Development (4th edition, July 2020)  
ISBN: 978 1 78017 510 2 (hardcopy)  
ISBN: 978 1 78017 512 6 (eBook)  
<http://shop.bcs.org>

### Additional Literature

- B. James Cadle, Debra Paul, Paul Turner  
**Business Analysis Techniques - 99 essential tools for success**  
BCS Learning & Development (September 2014)  
ISBN: 978 1 78017 273 6 (hardcopy)  
ISBN: 978 1 78017 275 0 (eBook)  
<http://shop.bcs.org>
- C. Lynda Girvan, Debra Paul  
**Agile and Business Analysis**  
BCS Learning & Development (February 2017)  
ISBN: 978 1 78017 322 1 (hardcopy)  
ISBN: 978 1 78017 324 5 (eBook)  
<http://shop.bcs.org>
- D. Debra Paul, Christina Lovelock  
**Delivering Business Analysis**  
BCS Learning & Development (September 2019)  
ISBN: 978 1 78017 468 6 (hardcopy)  
ISBN: 978 1 78017 470 9 (eBook)  
<http://shop.bcs.org>
- E. Adrian Reed  
**Business Analyst**  
BCS Learning & Development (August 2018)  
ISBN: 978 1 78017 428 0 (hardcopy)  
ISBN: 978 1 78017 430 3 (eBook)  
<http://shop.bcs.org>

### Comment

Additional literature is for reference and depth of knowledge only.

## 4. Levels of Knowledge / SFIA Levels

This preparation guide will provide candidates with the levels of difficulty / knowledge 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)

Level	Levels of Knowledge
K6	Evaluate
K5	Synthesise
K4	Analyse
K3	Apply
K2	Understand
K1	Remember

Level	Levels of Skill and Responsibility (SFIA)
7	Set strategy, inspire and mobilise
6	Initiate and influence
5	Ensure and advise
4	Enable
3	Apply
2	Assist
1	Follow

## 6. e-CF Mapping

All e-Competence Framework competences related to the EXIN BCS Business Analysis Foundation certification can be found below. Also indicated is the level of the competence and whether the competence is covered entirely, partially or superficially. For more information about the e-CF, please visit <http://www.ecompetences.eu/> or contact EXIN.

competence is covered
  partial coverage
  superficial coverage

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					

Copyright © EXIN Holding B.V.





Driving Professional Growth

**Contact EXIN**

[www.exin.com](http://www.exin.com)