# BCS Professional Certificate in Agile Business Analysis V3.0

## Syllabus

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

# BCS Professional Certificate in Agile Business Analysis

## Contents

# Change History

Any changes made to the syllabus shall be clearly documented with a change history log. This shall include the latest version number, date of the amendment and changes made. The purpose is to identify quickly what changes have been made.

| Version Number | Changes Made |
|---|---|
| Version 3.0<br>August 2024 | Syllabus update to reflect publication of Agile and Business Analysis, 2<sup>nd</sup> Edition |
| Version 2.3<br>June 2023 | Recommended reading - Business Analysis 3<sup>rd</sup> edition updated to 4<sup>th</sup> edition.<br>Broken links updated: Agile Manifesto, The DSDM Agile Project Framework Handbook |
| Version 2.2<br>February 2021 | Minor formatting. |
| Version 2.1<br>October 2020 | Updated exam details to reflect new MCQ format. |
| Version 2.0<br>October 2018 | Syllabus revisions:<br><br>• Sections 3 and 6: weightings changed<br>• Section 1: addition of the POPIT model<br>• Section 5: addition of business context diagrams; clarification of system context diagrams<br>• Section 6: minor rewording; removal of 6.3 and 6.4; addition of new 6.3<br>• Section 8: addition of relative sizing estimation approach; removal of 8.3<br>Section 10: addition of Adopting Agile |
| Version 1.0<br>October 2015 | Syllabus created. |

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# Introduction

The BCS Professional Certificate in Agile Business Analysis assesses competence regarding the philosophy, methods, principles and techniques of the Agile approach and its relevance to business analysis.

# Assessment Objectives

The examination leading to the BCS Professional Certificate in Agile Business Analysis has the following assessment objectives.

Candidates must be able to demonstrate that they can:

- Identify the services within the BA Service Framework
- Explain the four dimensions of business agility
- Explain the role of the agile business analyst
- Distinguish between a growth and fixed mindset
- State the elements within the Agile Manifesto
- Explain the six core Agile values
- Apply the 8 wastes of Lean
- Describe a range of agile methods
- Describe the stakeholders engaged in Agile projects
- Describe the Cynefin Framework and the Functional Model Map
- Explain the use of techniques used to analyse and model the business system
- Analyse business goals and their decomposition
- Explain and apply prioritisation techniques
- Explain 'slices' of the Requirements Engineering framework
- Identify techniques for iterative development and describe the prototyping technique
- Explain the definition of ready and the definition of done
- Identify and analyse user roles, personas and misuse characters
- Explain system modelling techniques
- Analyse, decompose and document user stories
- Explain user analysis techniques
- Identify types of requirements
- Explain the role and management of the solution, release and iteration backlog
- Explain the Wideband Delphi, relative sizing and planning poker estimation techniques
- Explain techniques and meetings used to plan, estimate and manage an iteration

# Target Audience

This certification is relevant for anyone wishing to understand the Agile approach from a business perspective. This includes business architects, business analysts, project managers and business managers.

# Eligibility for this Examination

There are no pre-requisites for sitting this examination although candidates should be prepared to be assessed in line with the assessment objectives listed in the previous section. While not compulsory, it is recommended that candidates attend a BCS accredited training course.

# Examination Format and Duration

| Type | 40 multiple choice questions |
|------|------------------------------|
| Duration | 1 hour and 30 minutes |
| Supervised | Yes |
| Open Book | No (no materials can be taken into the examination room) |
| Pass mark | 26/40 (65%) |
| Delivery | Online |

# Additional Time for Candidates requiring Reasonable Adjustments

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

# Additional Time for Candidates whose native Language is not that 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.

# Syllabus

For each top-level area of the syllabus, a percentage and K level is identified. The percentage is the exam coverage of that area, and the K level identifies the maximum level of knowledge that may be examined for that area.

**1.   Agile Philosophy (5%, K4)**

1.1     The Business Analysis Service Framework
1.2     Business agility
- Definition of business agility
- Four dimensions of business agility
1.3     The agile business analyst
- Enabling business agility
- Supporting agile software projects
- Agile manifesto for business analysts
1.4     Growth and fixed mindsets
- Definitions

**2.   Agile Principles (10%, K3)**

2.1     The three elements of agile delivery
- Mindset
- Practices: five rules of XP
- Methods
2.2     The Agile manifesto
2.3     The six core Agile values
- Collaborative working
- Self-managing teams: Tuckman & Jenson theory of group development
- Continuous improvement and analysis:
  - Kaizen
  - 8 Wastes of Lean (TIMWOODS)
  - PDSA
- Iterative development and incremental delivery
- Planning for and building in change
- Doing the right thing and the thing right

**3.   Agile Methods (10%, K3)**

3.1     Key elements in agile methods
3.2     Agile methods
- Scrum: three pillars of Scrum; the sprint; four key Scrum events; the Scrum team; three Scrum artefacts
- XP: five rules of XP
- DSDM/Agile PM: DSDM life cycle phases
- SAFe: overview description

## 4. Working with stakeholders and roles (10%, K3)

4.1 Stakeholder Engagement
- The nature of stakeholders
- The multi-skilled team

4.2 Stakeholder categories, roles and perspectives
- Business/governance stakeholders: Project sponsor; Business Managers; Project Manager; Programme Manager
- Architecture domain stakeholders: Business Architect; Solution Architect; Software/application Architect; Data Architect
- Development team stakeholders: Domain Expert; End-user; Team Leader; Software Developer; Software Tester
- External stakeholders: Customer; Supplier; Competitor; Regulator

## 5. Modelling the business context (10%, K4)

5.1 Business analysis and the business context

5.2 The Cynefin framework

5.3 The Functional Model Map (FMM)
- Three perspectives of the FMM
- Areas of relevance for business analysts

5.4 Modelling the business system
- POPIT™ model
- Business activity models
- Business use case models
- Business epics

## 6. Goal decomposition and prioritisation (10%, K4)

6.1 Goal and functional decomposition

6.2 Cockburn's levels of goal

6.3 The importance of prioritisation

6.4 Prioritisation techniques
- Kano
- MoSCoW
- WSJF

6.5 Prioritisation decomposition

## 7. Deciding the requirements approach (10%, K4)

7.1 The Requirements Engineering framework: requirements slices

7.2 The Product Owner role

7.3 Techniques for elaborating requirements iteratively

7.4 Prototyping
- The five prototyping dimensions
- Types of prototype

7.5 Definition of ready and definition of done

## 8. Modelling roles, stories and scenarios (15%, K4)

8.1 User research and analysis

8.2 User Roles
- Identifying and documenting user roles
- Analysing personas and misuse characters

8.3 Modelling the system context and scope
- Context diagram

- Use case diagram
8.4   User stories
- INVEST
- Hierarchy of user stories
- Compound stories
- Complex stories
- The 3Cs
8.5   Techniques
- Scenario analysis
- Behaviour-driven development
- Story mapping


## 9.   Organising and estimating requirements (10%, K3)

9.1   Types of requirements: Technical; General; Functional; Non-functional
9.2   The itemised backlogs
- The solution backlog
- The release backlog
- The iteration backlog
9.3   Ordering the backlog
9.4   Documenting non-functional requirements
9.5   Hierarchy of use cases and user stories
9.6   Estimation techniques:
- Wideband Delphi
- Relative sizing
- Planning poker


## 10.   Planning and managing iterations (10%, K4)

10.1   The iteration
10.2   Iterations and goals
10.3   Planning the iteration
- Calculating team velocity
10.4   Techniques to manage the iteration:
- Daily stand-ups
- Agile boards
- Burn down charts
- Iteration reviews
  o   Show and tell
  o   Retrospectives

# Levels of Knowledge / SFIA Levels / Blooms

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 on the website 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) |
|---|---|---|
| K7 | | Set strategy, inspire and mobilise |
| K6 | Evaluate | Initiate and influence |
| K5 | Synthesise | Ensure and advise |
| K4 | Analyse | Enable |
| K3 | Apply | Apply |
| K2 | Understand | Assist |
| K1 | Remember | Follow |

# Question Weighting

| Syllabus Area | Target number of questions |
|---|---|
| 1 – Agile Philosophy | 2 |
| 2 – Agile Principles | 4 |
| 3 – Agile Methods | 4 |
| 4 – Working with stakeholders and roles | 4 |
| 5 – Modelling the business context | 4 |
| 6 – Decomposing goals and prioritisation | 4 |
| 7 – Deciding the requirements approach | 4 |
| 8 – Modelling roles, stories and scenarios | 6 |
| 9 – Organising and estimating requirements | 4 |
| 10 – Planning and managing iterations | 4 |
| **Total** | **40 questions** |

# Recommended Reading List

**Title**             Agile and Business Analysis
**Author**          Lynda Girvan and Debra Paul
**Publication Date**    March 2024
**Publisher**         BCS Learning and Development Ltd

**Title**             Business Analysis 4$^{th}$ Edition
**Author**          Debra Paul and James Cadle
**Publisher**         BCS Learning & Development
**Publication Date**    24 July 2020

**Title**             Agile From First Principles
**Author**          Lynda Girvan and Simon Girvan
**Publisher**         BCS Learning & Development
**Publication Date**    May 2022

**Title**             User Stories Applied: For Agile Software Development
**Author**          Mike Cohn
**Publication Date**    March 2004
**Publisher**         Addison Wesley

**Title**             Mindset 6th Edition
**Author**          Carol S Dweck
**Publication Date**    January 2017
**Publisher**         Robinson

Agile Manifesto