



# **BCS Professional Certificate in Agile Business Analysis V3.0**

## **Detailed Guidance**

## 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 September 2024	Syllabus updated in line with the new Agile Business Analysis second edition book
Version 2.0 October 2018	Updated for new syllabus
Version 0.1 October 2015	Detailed Guidance created

# BCS Professional Certificate in Agile Business Analysis

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## Introduction

- The aim of this document is to provide information to possible Accredited Training Organisations (ATOs) to help them to understand the requirements for gaining accreditation. It covers the basic requirements for the training course and for the trainers who will deliver it.
- It references where the information for each syllabus topic may be found in the recommended reading list.
- For full information on accreditation, please refer to the BCS ATO Accreditation Regulations.

## Target Audience

This documentation is relevant to any training organisation wishing to develop a training course and become accredited for the BCS Professional Certificate in Agile Business Analysis.

## Course Format and Duration

Candidates can study for this certificate in two ways: by attending an accredited training course provided by an Accredited Training Organisation or by self-study. An accredited training course will require a minimum of 21 hours of study, run over a minimum of three days.

## Trainer Criteria

Summary of Criteria	<ul style="list-style-type: none"><li>• Hold the BCS Professional Certificate in Agile Business Analysis</li><li>• Have 10 days' training experience, or have a train the trainer qualification</li><li>• Have a minimum of three years' practical experience in the subject area</li></ul>
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## Classroom Size

Trainer to candidate ratio	1:12
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## Invigilator to Candidate Ratio during examination

Trainer to candidate ratio	1:16
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## Detailed Guidance

The guidance below shows where more information may be found about a particular syllabus topic in the recommended reading list.

The full syllabus and recommended reading list may be found on the [BCS website](#).

Syllabus topic	Reference
<b>1. Agile Philosophy (5%, K4)</b>	
1.1 The Business Analysis Service Framework	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
1.2 Business agility <ul style="list-style-type: none"> <li>• Definition of business agility</li> <li>• Four dimensions of business agility</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
1.3 The agile business analyst <ul style="list-style-type: none"> <li>• Enabling business agility</li> <li>• Supporting agile software projects</li> <li>• Agile manifesto for business analysts</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
1.4 Growth and fixed mindsets <ul style="list-style-type: none"> <li>• Definitions</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul) <a href="#">Mindset 6th Edition</a> (Dweck)
<b>2. Agile Principles (10%, K3)</b>	
2.1 The three elements of agile delivery <ul style="list-style-type: none"> <li>• Mindset</li> <li>• Practices: five rules of XP</li> <li>• Methods</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul); Agile Practices and Agile Methods (P.24)
2.2 The Agile manifesto	<a href="#">Agile and Business Analysis</a> (Girvan & Paul) <a href="#">Agile Manifesto</a>
2.3 The six core Agile values <ul style="list-style-type: none"> <li>• Collaborative working</li> <li>• Self-managing teams: Tuckman &amp; Jenson theory of group development</li> <li>• Continuous improvement and analysis:               <ul style="list-style-type: none"> <li>○ Kaizen</li> <li>○ 8 Wastes of Lean (TIMWOODS)</li> <li>○ PDSA</li> </ul> </li> <li>• Iterative development and incremental delivery</li> <li>• Planning for and building in change</li> <li>• Doing the right thing and the thing right</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul); Adopting an Agile Mindset

<b>3. Agile Methods (10%, K3)</b>	
3.1 Key elements in agile methods	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
3.2 Agile methods <ul style="list-style-type: none"> <li>Scrum: three pillars of Scrum; the sprint; four key Scrum events; the Scrum team; three Scrum artefacts</li> <li>XP: five rules of XP</li> <li>DSDM/Agile PM: DSDM life cycle phases</li> <li>SAFe: overview description</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul): Popular agile methods and approaches
<b>4. Working with stakeholders and roles (10%, K3)</b>	
4.1 Stakeholder Engagement <ul style="list-style-type: none"> <li>The nature of stakeholders</li> <li>The multi-skilled team</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
4.2 Stakeholder categories, roles and perspectives <ul style="list-style-type: none"> <li>Business/governance stakeholders: Project sponsor; Business Managers; Project Manager; Programme Manager</li> <li>Architecture domain stakeholders: Business Architect; Solution Architect; Software/application Architect; Data Architect</li> <li>Development team stakeholders: Domain Expert; End-user; Team Leader; Software Developer; Software Tester</li> <li>External stakeholders: Customer; Supplier; Competitor; Regulator</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
<b>5. Modelling the business context (10%. K4)</b>	
5.1 Business analysis and the business context	<a href="#">Agile and Business Analysis</a> (Girvan & Paul); The business context
5.2 The Cynefin framework	<a href="#">Agile and Business Analysis</a> (Girvan & Paul); (p.66)
5.3 The Functional Model Map (FMM) <ul style="list-style-type: none"> <li>Three perspectives of the FMM</li> <li>Areas of relevance for business analysts</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul) (p.71)
5.4 Modelling the business system <ul style="list-style-type: none"> <li>POPIT™ model</li> <li>Business activity models</li> <li>Business use case models</li> <li>Business epics</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul); Modelling artefacts and techniques, POPIT™ (p.254)

<b>6. Goal decomposition and prioritisation (10%, K4)</b>	
6.1 Goal and functional decomposition	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
6.2 Cockburn's levels of goal	<a href="#">Agile and Business Analysis</a> (Girvan & Paul); Understanding goal levels
6.3 The importance of prioritisation	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
6.4 Prioritisation techniques <ul style="list-style-type: none"> <li>• Kano</li> <li>• MoSCoW</li> <li>• WSJF</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
6.5 Prioritisation decomposition	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
<b>7. Deciding the requirements approach (10%, K4)</b>	
7.1 The Requirements Engineering framework: requirements slices	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
7.2 The Product Owner role	<a href="#">Agile and Business Analysis</a> (Girvan & Paul) (p.147)
7.3 Techniques for elaborating requirements iteratively	<a href="#">Agile and Business Analysis</a> (Girvan & Paul) (p.149)
7.4 Prototyping <ul style="list-style-type: none"> <li>• The five prototyping dimensions</li> <li>• Types of prototype</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul) (p.150)
7.5 Definition of ready and definition of done	<a href="#">Agile and Business Analysis</a> (Girvan & Paul) (p.152)
<b>8. Modelling roles, stories and scenarios (15%, K4)</b>	
8.1 User research and analysis	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
8.2 User Roles <ul style="list-style-type: none"> <li>• Identifying and documenting user roles</li> <li>• Analysing personas and misuse characters</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
8.3 Modelling the system context and scope <ul style="list-style-type: none"> <li>• Context diagram</li> <li>• Use case diagram</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
8.4 User stories <ul style="list-style-type: none"> <li>• INVEST</li> <li>• Hierarchy of user stories</li> <li>• Compound stories</li> <li>• Complex stories</li> <li>• The 3Cs</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul); User stories <a href="#">User Stories Applied:</a> (Cohn)
8.5 Techniques <ul style="list-style-type: none"> <li>• Scenario analysis</li> <li>• Behaviour-driven development</li> <li>• Story mapping</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)

<b>9. Organising and estimating requirements (10%, K3)</b>	
9.1 Types of requirements: Technical; General; Functional; Non-functional	<a href="#">Agile and Business Analysis</a> (Girvan & Paul) <a href="#">Business Analysis 4th Edition</a> (Paul & Cadle); Types of requirement
9.2 The itemised backlogs <ul style="list-style-type: none"> <li>• The solution backlog</li> <li>• The release backlog</li> <li>• The iteration backlog</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
9.3 Ordering the backlog	<a href="#">Agile and Business Analysis</a> (Girvan & Paul) (p.207) <a href="#">User Stories Applied:</a> (Cohn)
9.4 Documenting non-functional requirements	<a href="#">Agile and Business Analysis</a> (Girvan & Paul) (p.211) <a href="#">Business Analysis 4th Edition</a> (Paul & Cadle) Types of requirement
9.5 Hierarchy of use cases and user stories	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
9.6 Estimation techniques: <ul style="list-style-type: none"> <li>• Wideband Delphi</li> <li>• Relative sizing</li> <li>• Planning poker</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
<b>10. Planning and managing iterations (10%, K4)</b>	
10.1 The iteration	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
10.2 Iterations and goals	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
10.3 Planning the iteration <ul style="list-style-type: none"> <li>• Calculating team velocity</li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul)
10.4 Techniques to manage the iteration: <ul style="list-style-type: none"> <li>• Daily stand-ups</li> <li>• Agile boards</li> <li>• Burn down charts</li> <li>• Iteration reviews <ul style="list-style-type: none"> <li>○ Show and tell</li> <li>○ Retrospectives</li> </ul> </li> </ul>	<a href="#">Agile and Business Analysis</a> (Girvan & Paul) <a href="#">User Stories Applied:</a> (Cohn)