



BCS Foundation Certificate in Organisational Behaviour Syllabus

Version 3.1
January 2020

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

Contents

Change History	3
Introduction.....	4
Target Audience	4
Levels of Knowledge / SFIA Levels	4
Learning Outcomes	4
Study Format and Duration.....	5
Eligibility for the Examination	5
Additional Time.....	5
Trainer Criteria	6
Classroom Size	6
Excerpts from BCS Books	7
Syllabus.....	8
Learning Objectives.....	8
Recommended Reading List	11

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 3.1 Jan 2020	Removal of 3.4.2.1 Miller's strong cultures. Addition of reference to use of calculators.
Version 3.0 Dec 2019	Renamed from BCS Foundation Certificate in Commercial Awareness to BCS Foundation Certificate in Organisational Behaviour. Reduced finance content and increased organisational behaviour content. Revised order of syllabus bringing organisational behaviour elements to the fore. Updated reading list. Recommended study period increased from 14 to 18 hours (3-day course).
Version 2.4 Jan 2017	Update to 'Calculators' section of <i>Format of the Examination</i> to confirm that they are allowed during the examination. Strapline 'Making IT Good for Society' removed.
Version 2.3 Dec 2016	Strapline regarding regulated statement has been added
Version 2.1 July 2016	Updated recommended reading list for 'Organizational Behaviour' to reflect latest edition
Version 2.0 Feb 2016	Updated recommended reading list and notes to syllabus for 'Business analysis Techniques: 99 Essential tools for Success'
Version 1.9 June 2015	Corrected the course duration from 21 hours to 14 hours.
Version 1.8 Mar 2015	Updated language requirements for extra time and use of dictionaries. Updated Reading List. Updated the trainer criteria.
Version 1.7 Mar 2013	Updated section 3.1, 3.2 and 3.3 to align with new edition of Blackstaff text book as follows: 3.1 Statement of Financial Position (Balance Sheet) Purpose and Structure; The nature, purpose and types of Capital; Current and non-current liabilities; Current and non-current assets 3.2 Income and Expenditure (Income Statement, Profit and Loss Account) The importance of operating profit; Revenue (turnover); Cost of sales Administrative expenses; Profit after tax 3.3 Statement of Cash Flows (Cash Flow Statement)
Version 1.6 Dec 2012	Mistakenly added 15 minutes reading time, this has now been removed
Version 1.5 Sept 2012	Updated the reasonable adjustments requirements Updated a section to cover excerpts from BCS books
Version 1.4 Aug 2012	Added in details of extra time for foreign language candidates and that candidates are allowed the use of calculators (provided by BCS only) in the examination.
Version 1.3 Feb 2012	Minor additions made to Part 1 and Part 2. Updated page numbers.

Introduction

The BCS Foundation Certificate in Organisational Behaviour provides an entry level qualification for anyone wishing to gain an understanding of the complex factors which shape the way organisations operate. It includes the principles of organisational design and operating models, as well as group and individual performance, culture and behaviour. The certificate will also enable candidates to understand key principles of finance at both business and project level.

Target Audience

The Foundation Certificate is for people who want to gain a general understanding of the structure, operation and behaviour of organisations, including business and project finance. Suitable for business analysts, business managers and anyone working in business change. This list is not exhaustive and many other roles may benefit.

Levels of Knowledge / SFIA Levels

This syllabus 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 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

Candidate will be able to demonstrate knowledge and understanding of Organisational Behaviours in the following areas:

1. Organisational Principles including delivering value, structure, budgets, jobs, management and rules.
2. Operating models including structures and boundaries.
3. Organisational motivation, behaviour and culture.
4. Group formation, dynamics and networks.
5. Principles of financial reporting including balance sheet, income statement, cash flow, costing and pricing.
6. Project finance including costs and benefits, payback, discounted cash flow and internal rate of return.

Study Format and Duration

Candidates can study for this certificate in two ways:

- Attending an accredited training course. This will require a minimum of 18 hours of study over a minimum of three days.
- Self-study. Self-study resources include online learning and recommended reading (see syllabus Reading List).

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	40 Multiple Choice questions
Duration	60 minutes
Supervised	Yes
Open Book	No (no materials can be taken into the examination room)
Passmark	26/40 (65%)
Calculators	Simple non-programmable calculators can be used during the examination.
Delivery	Digital or paper based.

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.

Calculators

Simple non-programmable calculators can be used during paper-based examinations (to be provided by the candidate). Candidates taking on-line examinations will have access to an on-screen calculator. No other calculators or mobile technology will be allowed.

Guidelines for Accredited Training Organisations

Each major subject heading in this syllabus is assigned a percentage weighting. The purpose of this is:

- 1) Guidance on the proportion of content allocated to each topic area 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.

Question Weighting

Syllabus Area	Syllabus Weighting	Target number of questions per exam
1. Organisational principles	17.5%	7
2. Operating models	15%	6
3. Organisational motivation, behaviour and culture	20%	8
4. Group formation	10%	4
5. Principles of financial reporting	20%	8
6. Project finance	17.5%	7
Total	100%	40 Questions

Trainer Criteria

Criteria	<ul style="list-style-type: none">• Hold the BCS Foundation Certificate in Organisational Behaviour (formerly Commercial Awareness)• Have a minimum of 2 years' training experience or 1 year with a recognised qualification• Have a minimum of 3 years' practical experience in the relevant subject area
----------	---

Classroom Size

Trainer to candidate ratio	1:16
----------------------------	------

Excerpts from BCS Books

Accredited Training Organisations may include excerpts from BCS books in the course materials. If you wish to use excerpts from the books you will need a license from BCS to do this. If you are interested in taking out a licence to use BCS published material, you should contact the Head of Publishing at BCS outlining the material you wish to copy and the use to which it will be put.

Syllabus

Learning Objectives

1. Organisational Principles (17.5%)

Candidates will be able to:

- 1.1. Explain delivering value
 - 1.1.1. Competitive advantage – Porter’s Five Forces
 - 1.1.2. Value proposition
 - 1.1.3. Value stream analysis (not LEAN)
- 1.2. Explain organisation structuring
 - 1.2.1. Elements of organisation structure
 - 1.2.2. The six structure levels
 - 1.2.3. The Leavitt Diamond
- 1.3. Explain budgets and departmentalised businesses
 - 1.3.1. The purpose of budgets
 - 1.3.2. Reasons for departmentalisation
 - 1.3.3. Cost centres and profit centres
- 1.4. Describe types of jobs
 - 1.4.1. Work specialisation
 - 1.4.2. Flat and tall hierarchies
 - 1.4.3. Span of control
- 1.5. Describe line management, staff and functional relationships
- 1.6. Explain formalisation of rules and procedures
- 1.7. Explain centralisation v decentralisation
 - 1.7.1. Advantages
 - 1.7.2. Disadvantages

2. Operating models (15%)

Candidates will be able to:

- 2.1. Explain organisation structures and their characteristics
 - 2.1.1. Functional
 - 2.1.2. Divisional – product or service/ geography/ customer
 - 2.1.3. Matrix
 - 2.1.4. Team-based – cross functional/ project

- 2.2. Recognise organisational boundaries**
 - 2.2.1. Boundaryless organisations
 - 2.2.2. Outsourcing
 - 2.2.3. Offshoring
 - 2.2.4. Hollow organisation structures
 - 2.2.5. Modular organisation structures
 - 2.2.6. Virtual organisations
 - 2.2.7. Collaborations and strategic alliances
 - 2.2.8. Agile organisations

3. Organisational motivation, behaviour and culture (20%)

Candidates will be able to:

- 3.1.** Explain organisational motivation (Object Management Group (OMG) business motivation model)
- 3.2.** Describe the Organisational Behaviour Field Map.
- 3.3.** Explain organisational effectiveness and the balanced scorecard.
- 3.4.** Describe understanding and analysing culture
 - 3.4.1. Organisational cultural types
 - 3.4.1.1. Deal and Kennedy model of corporate culture
 - 3.4.1.2. Handy's model of organisational culture
 - 3.4.2. Strong, weak and appropriate cultures (Gordon and DiTomaso Chatman et al, O'Reilly)
 - 3.4.2.1. Groysberg's internal and external company factors
 - 3.4.3. National cultures
 - 3.4.3.1. Brooks factors affecting national culture
 - 3.4.3.2. Hofstede five dimensions of national culture
 - 3.4.4. The cultural web

4. Group formation (10%)

Candidates will be able to:

- 4.1.** Explain groups and group dynamics
- 4.2.** Describe formal and informal groups
 - 4.2.1. Groups and group tasks
 - 4.2.2. Characteristics of formal groups
 - 4.2.3. Homan's theory of group formation
 - 4.2.4. Tuckman and Jensen's theory of group development
 - 4.2.5. Characteristics of informal groups
 - 4.2.6. Social networks of informal groups

5. Principles of financial reporting (20%)

Candidates will be able to:

5.1. Describe statement of financial position (balance sheet)

- 5.1.1. Purpose and structure
- 5.1.2. The nature, purpose and types of capital
- 5.1.3. Current and non-current liabilities
- 5.1.4. Current and non-current assets

5.2. Explain income and expenditure (income statement, profit and loss account)

- 5.2.1. The importance of Operating Profit
- 5.2.2. Revenue (turnover)
- 5.2.3. Cost of Sales
- 5.2.4. Administrative Expenses
- 5.2.5. Profit after Tax

5.3. Describe cash flow

- 5.3.1. Cash flow forecasting
- 5.3.2. Use of cash flow in decision making
- 5.3.3. Cash flow and profit

5.4. Explain costing and pricing

- 5.4.1. Fixed and variable costs
- 5.4.2. Direct and indirect costs
- 5.4.3. Break even and contribution analysis

6. Project finance (17.5%)

Candidates will be able to:

6.1. Describe the rationale for and the techniques used for evaluating a financial case.

- 6.1.1. Costs and benefits
 - 6.1.1.1. Tangible and intangible
 - 6.1.1.2. Benefits classification
 - 6.1.1.2.1. Financial
 - 6.1.1.2.2. Quantifiable
 - 6.1.1.2.3. Measurable
 - 6.1.1.2.4. Observable
- 6.1.2. Payback
 - 6.1.2.1. Rationale for a payback calculation
 - 6.1.2.2. Payback and Risk
 - 6.1.2.3. Limitations of Payback
- 6.1.3. Discounted Cash Flow /Net Present Value
 - 6.1.3.1. Rationale for a discounted cash flow/net present value calculation
 - 6.1.3.2. The NPV Decision Rule
- 6.1.4. Internal Rate of Return (IRR)
 - 6.1.4.1. Rationale for IRR
 - 6.1.4.2. How IRR is used
 - 6.1.4.3. The IRR Decision Rule

Recommended Reading List

Title: Organizational Behaviour 10th Edition
Author: Prof David A Buchanan and Dr Andrzej A Huczynski
Publisher: Pearson Education Limited
Publication Date: 2019
ISBN: 978-1-292-25157-8

Title: Finance for IT Decision Makers: A Practical Handbook
Author: Michael Blackstaff
Publisher: BCS
Publication Date: September 2012
ISBN: 1902505735
URL: <http://shop.bcs.org>

Title: Business Analysis Techniques: 99 Essential Tools for Success
Author: James Cadle, Debbie Paul and Paul Turner
Publisher: BCS
Publication Date: September 2014
ISBN: 978-1780172736
URL: <http://shop.bcs.org>

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>

Object Management Group (OMG) business motivation model
[https://www.omg.org/oceb/BMM_Overview-Core_Concepts_\[081208\].pdf](https://www.omg.org/oceb/BMM_Overview-Core_Concepts_[081208].pdf)