

# BCS Certificate in Benefits Management and Business Acceptance Syllabus

**Version 2.6**  
**December 2016**

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

## 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 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	<p>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.</p> <p>Technical Content Changes:</p> <ul style="list-style-type: none"> <li>• CSFs and KPIs added</li> <li>• Section on benefits classification networks added</li> <li>• Investment appraisal techniques added</li> <li>• Testing aspects reduced and link to business case made more explicit</li> </ul>

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## Introduction

This certificate is concerned with the delivery of successful software solutions, including the acceptance and implementation of a software solution, plus a rigorous approach to Benefits Management.

There are two key elements to the syllabus:

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

Candidates are required to have a broad knowledge of each of these elements and will be expected to demonstrate this knowledge in the examination for this certificate.

## Non-Examinable Parts of the Syllabus

The following areas of the syllabus are non-examinable and should not be covered in the examination questions:

Section	Area
1.1	The rationale for Benefits Management
1.2	The rationale for Business Acceptance
1.3	Lifecycle for solution development
2.1	Developing the business case
4.6	Determining discount rate
5.1	The objectives of acceptance testing
5.2	Principles of testing
5.3	Roles and responsibilities
5.4	Acceptance testing in the system development lifecycle
5.5	Functional and non-functional testing
7.1	Test progress, monitoring and control
7.2	Incident management
7.3	Confirmation testing
8.1	Review gateways
10.6	Signing off the business case

## Objectives

Holders of the BCS Certificate in Benefits Management and Business Acceptance 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

## Duration and Format of the Course

Candidates can study for this certificate in two ways: by attending training courses provided by BCS Examination Providers or by self-study.

It is the view of BCS that, for full coverage to be achieved, training courses leading to the certificate should normally run for 21 hours.

The course can be delivered a number of different ways from traditional class-room based training to online e-learning.

## Eligibility for the Examination

There are no specific pre-requisites for entry to the examination; however candidates should possess the appropriate level of knowledge to fulfil the objective shown above.

## Duration and Format of the Examination

The format for the examination is a one hour written examination based on a business scenario preceded by 15 minutes reading time. The examination is open book (you can take written material into the examination room). Candidates need to achieve a minimum of 50% pass the examination. Candidates who are awarded a pass for the examination are awarded the BCS Certificate in Benefits Management and Business Acceptance.

## Additional time for candidates requiring Reasonable Adjustments due to disability

Candidates may request additional time if they require reasonable adjustments in line with the BCS [reasonable adjustments policy](#). It will be the Examination Provider's responsibility to make a decision regarding candidate eligibility and keep a record of the decision. This is subject to audit by BCS.

## Additional time for candidates whose native 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

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

## Excerpts from BCS Books

Examination Providers 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

## 1. Introduction (5%)

- 1.1 The rationale for Benefits Management
- 1.2 The rationale for Business Acceptance
- 1.3 Lifecycle for solution development
  - Analyse requirements
  - Design solution
  - Develop or procure solution
  - Test solution

## 2. Defining the Business Benefits (15%)

- 2.1 Developing the business case
- 2.2 Contents of a business case
- 2.3 Ensuring strategic fit
- 2.4 Critical Success Factors and Key Performance Indicators
- 2.5 The value chain and value propositions
- 2.6 Drivers for business change

## 3. Benefits Classification and Networks (15%)

- 3.1 Benefits Classification
- 3.2 The measurement of anticipated benefits
- 3.3 Defining business benefits, business changes and enabling changes
- 3.4 The benefits dependency framework

## 4. Planning for Benefits Management (15%)

- 4.1 Identifying benefit owners
- 4.2 Role and responsibilities of senior responsible owner
  - Producing the delivery plan for the benefits
- 4.3 Stakeholders in benefits management
- 4.4 Identifying relevant costs
- 4.5 Investment appraisal – payback, net present value and internal rate of return
- 4.6 Determining discount rate

## 5. Testing for Business Acceptance (5%)

- 5.1 The objectives of acceptance testing
- 5.2 Principles of testing
- 5.3 Roles and Responsibilities
- 5.4 Acceptance testing in the system development lifecycle
- 5.5 Functional and non-functional testing



## **6. Test Design Techniques (15%)**

- 6.1 Test conditions and test cases
- 6.2 Models to design tests and establish coverage
- 6.3 Test cases from selected models
  - Showing a clear traceability to the requirement
  - Containing an expected result
- 6.4 Test procedure specification

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

- 7.1 Test progress monitoring and control
  - Test progress monitoring
  - Test reporting
  - Test control
- 7.2 Incident Management
- 7.3 Confirmation Testing

## **8. Reviewing the Business Case (10%)**

- 8.1 Review gateways
- 8.2 Assessing the impact of changes
- 8.3 Revising the business case
- 8.4 Reassessing the benefits

## **9. Implementing the Business Change (5%)**

- 9.1 Planning the implementation
- 9.2 Implementation strategies
- 9.3 Contingency planning
- 9.4 Managing stakeholders
- 9.5 Developing the required skills and knowledge

## **10. Benefits Delivery (10%)**

- 10.1 Embedding the business changes
- 10.2 Reviewing the achievement of predicted benefits
- 10.3 Defining and enacting actions and adjustments
- 10.4 Confirming delivery of the benefits plan
- 10.5 Assessing the potential for further benefits delivery
- 10.6 Signing off the business case

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.

## Levels of Knowledge / SFIA Levels

This course 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.

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

## Format of the Examination

Type	Scenario based written examination
Duration	1 hour preceded by 15 minutes reading time. Candidates are entitled to an additional 15 minutes if they are sitting the examination in a language that is not their native/official language.
Pre-requisites	None, although accredited training is strongly recommended
Supervised / Invigilated	Yes
Open Book	Yes
Pass Mark	50%
Calculators	Calculators cannot be used during this examination
Distinction Mark	None
Delivery	Paper based examination

## Trainer Criteria

Criteria	<ul style="list-style-type: none"> <li>• Hold the BCS Certificate in Benefits Management</li> <li>• Have 10 days training experience or have a train the trainer qualification</li> <li>• Have a minimum of 3 years practical experience in benefits management and business acceptance</li> </ul>
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## Classroom Size

Trainer to candidate ratio	1:16
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## Reading List

**Title:** Business Analysis 3<sup>rd</sup> 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>