BCS Certificate in Modelling Business Processes Syllabus

Version 3.3

March 2015

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 and Date	Changes Made
Version 3.3 March 2015	Updated language requirements for extra time and use of dictionaries and update to Reading List. Added trainer requirements and class size for ATOs
Version 3.2 September 2012	Updated the additional time requirements and removed definition of terminology Included a section to cover excerpts from BCS books
Version 3.1 August 2012	Added in details of extra time for foreign language candidates
Version 3.0 August 2011	Updated BCS logos and strapline. Standardised headings. Added table of contents, levels of knowledge, levels of skill and responsibility, format of the examination, change history and definition of terminology. Technical Content: Removed Section 2.5 Importance of metrics and measurements.

BCS Certificate in Modelling Business Processes Syllabus

Contents

Introduction

This certificate focuses on the investigation, modelling, analysis and improvement of business processes. The BCS publication, *Business Analysis* (2nd Edition, 2010), defines business processes as 'the means by which an organisation carried out its internal operations and delivers its products and services to its customers'. Candidates are required to appreciate the hierarchy for business processes, and apply business process modelling techniques within a framework for business process improvement.

A technique should be examined for each level of the hierarchy. For each technique, the candidate should be able to:

- Explain the principles of the technique
- Document the process according to the correct use of the technique
- Interpret the documentation derived from the use of the technique
- Identify when the technique should be used

Candidates may be expected to apply any of the techniques defined in the syllabus in the examination for this certificate. Each examination must include a question requiring candidates to build a business process model showing actors, tasks and the flow of the work for a specific business process. In addition, each examination must cover at least three of the other five areas of the syllabus.

Please note that software engineering techniques for modelling activities or data flows, such as Data Flow Diagrams, are not acceptable for modelling business processes. It is essential that the technique chosen to model business processes shows the sequence and flow of the business process.

Objectives

Holders of the BCS Certificate in Modelling Business Processes should be able to:

- Identify and model core business processes at an organisational level
- Identify and model business processes at the process level
- Identify the events that trigger the business processes
- Identify the outcomes from the business processes
- Model the actors, tasks and process flows that comprise a business process
- Analyse the tasks within a business process
- Identify the business rules applied within tasks
- Analyse the performance issues of individual tasks
- Identify the performance measures applied within a business process
- Analyse and improve business processes

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 (open book) examination based on a business scenario with 15 minutes reading time.

Candidates who are awarded a pass for the examination are awarded the BCS Certificate in Modelling Business Processes.

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. Training courses leading to the certificate should normally run for 14 hours. The course can be delivered a number of different ways from traditional class-room based training to online e-learning.

Additional time for candidates requiring Reasonable Adjustments due to a 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 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.

It will be the Examination Provider's responsibility to make the decision regarding candidate eligibility and keep a record of the additional time allowed. Candidates must request additional time in advance of the examination to allow the Examination Provider enough time to make suitable arrangements with the invigilator.

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.   The context for business process modelling (5%)

1.1 Purpose of business process modelling
1.2 Process for business process modelling
  ▪ Identification
  ▪ Modelling
  ▪ Analysis
  ▪ Improvement
  ▪ Implementation
  ▪ Control
1.3 Approaches to business process modelling
1.4 The hierarchy of business processes – organisation, process and task levels
1.5 Differences between the process view and the functional view of an organisation
1.6 Advantages of the process view

2.   Organisational model of processes (20%)

2.1 Strategic context for business processes
2.2 Relationships between processes, including those at the same level and between levels of hierarchy
2.3 Building an organizational view of processes
2.4 Delivering value to customers and the value proposition

3.   Modelling the business processes (30%)

3.1 Selected business process modelling technique
  ▪ Notation – actors, tasks, process flows, decisions
  ▪ Rules
3.2 Modelling as-is business processes
3.3 Events that trigger business processes
  ▪ External business events
  ▪ Internal business events
  ▪ Time-based business events
3.4 The outcomes from business processes
3.5 Timelines for business processes
3.6 Business process measures

4.   Documenting tasks (15%)

4.1 Identifying tasks – one person, one place, one time
4.2 Documenting steps to complete the tasks
4.3 Documenting business rules
4.4 Task performance measures

5.   Evaluating and improving business processes (20%)

5.1   Identifying problems with the as-is business processes
5.2   Analysing the process flow
5.3   Analysing the handoffs
5.4   Analysing the tasks
5.5   Staff performance issues
5.6   Challenging the business rules
5.7   Modelling the to-be business processes
5.8   Approaches to business process improvement

6.   Transition (10%)

6.1   Integration of business process modeling and requirements definition
6.2   Implementation issues
- Approaches – pilot run, direct changeover, parallel
- Organisational design
- Role definition
- Staff development
- Managing change implementation

Levels of Knowledge

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 at www.bcs.org/levels

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

This syllabus has an accompanying examination at which the candidate must achieve a pass score to gain the BCS Certificate in Modelling Business Processes.

Type	Written examination based on a business scenario
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
Supervised / Invigilated	Yes
Open Book	Yes
Pass Mark	50%
Distinction Mark	None
Calculators	Calculators cannot be used during the examination
Delivery	Paper based examination

Trainer Criteria

Criteria	• Hold the Modelling Business Processes Certificate • Have 10 days training experience or a train the trainer qualification • Have a minimum of 2 years practical modelling business processes experience

Classroom Size

Trainer to candidate ratio	1:16

Recommended Reading List

Title: Business Analysis (3rd Edition)
Author: Debra Paul, Donald Yeates and James Cadle
Publisher: BCS
Publication Date: 2010
ISBN: 9781906124618
URL: http://shop.bcs.org

Title: Business Analysis Techniques: 72 Essential Tools for Success
Author: James Cadle, Debbie Paul and Paul Turner
Publisher: BCS
Publication Date: February 2010
ISBN: 9781906124236
URL: http://shop.bcs.org

Title: Business Process Change (2nd Edition)
Author: Paul Harmon
Publisher: Morgan Kaufman
Publication Date: August 2007
ISBN: 0123741521

Title: Improving Performance: How to manage the white space on the organisation chart
Author: Geary A. Rummler and Alan P. Brache
Publisher: Jossey Bass
Publication Date: May 1995
ISBN: 0787900907

Title: Workflow Modeling (2nd Edition)
Author: Alec Sharpe And P McDermott
Publisher: Artech House
Publication Date: November 2008
ISBN: 1596931922

Title: The Fifth Discipline: The Art and Practice of the Learning Organisation (2nd Edition)
Author: Peter Senge
Publisher: Random House Business
Publication Date: April 2006
ISBN: 1905211201

Title: Competitive Advantage
Author: Michael Porter
Publisher: The Free Press
Publication Date: January 2004
ISBN: 0743260872

Title: The Six Sigma Way Team Fieldbook: An Implementation Guide for Process Improvement Teams
Author: Peter S. Pande, Robert P. Neuman and Roland R. Cavanagh
Publisher: McGraw-Hill Professional
Publication Date: January 2002
ISBN: 9780071373142