

# **BCS Professional Certificate in Business Architecture Syllabus**

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Regulators - Ofqual, Qualification in Wales, CCEA or SQA

# BCS Professional Certificate in Business Architecture Syllabus

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## 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 2.0 October 2018	Syllabus refresh including structure, content and references
Version 1.1 December 2016	Strapline regarding regulated statement has been added
Version 1.0 October 2015	Syllabus created

## Introduction

The BCS Professional Certificate in Business Architecture assesses competence with regard to the philosophy, principles and techniques of Business Architecture, and its relevance to business analysis within the context of business change programmes.

## Assessment Objectives

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

Candidates must be able to demonstrate that they can:

- Define the term 'business architecture' and explain the objectives for business architecture
- Describe the relationship between business architecture and the data, applications and infrastructure architectures
- Explain the roles involved in business architecture
- Define the key artefacts of a business architecture
- Explain the frameworks for business architecture (as defined in the syllabus)
- Distinguish between the terms capability, competency and capacity
- Describe the components of the OMG motivation model
- Describe an organisation map
- Demonstrate the application of the business model canvas
- Distinguish between the three strata for capability definition
- Explain and apply the capability map technique and business capabilities
- Explain and apply value stream analysis and value network analysis
- Demonstrate the application of RACI analysis
- Describe and apply the cultural web
- Define the elements of an information concepts model
- Develop an information concepts model for a given scenario
- Explain and illustrate the relationships between the key artefacts of a business architecture
- Describe the use of business architecture in assessing the impact of and enabling business changes

## Target Audience

This certification is relevant for anyone wishing to gain an understanding of the principles, rationale and techniques of the Business Architecture discipline, including business architects, business analysts, project managers, business change managers and business managers.

## Eligibility for the Examination

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

## Duration and Format of the Examination

The format for the examination is a 90-minute assessment comprising two sections. Section A comprises 20 multiple-choice questions worth 2 marks each and is worth 40 marks in total. Section B requires short answer responses to questions and is worth 60 marks in total.

The examination is closed book i.e. no materials can be taken into the examination room. The pass mark is 65/100 (65%) overall, with a minimum of 20/40 (50%) in Section A and 30/60 (50%) in Section B.

## Additional time for Candidates Requiring Reasonable Adjustments

Candidates may request additional time if they require 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.

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.

## Format of the Examination

Type	Section A comprises 20 multiple-choice questions worth 2 marks each and is worth 40 marks in total. Section B requires short answer responses to questions and is worth 60 marks in total.
Duration	1 Hour and 30 Minutes. Candidates are entitled to an additional 23 minutes if they are sitting an examination in a language that is not their native/official language.
Example Question	<p><b>Section A:</b> Which of the following concepts may be defined at both foundation and group levels?</p> <p><b>A. Capability</b> B. Competence C. Capacity D. Competency</p> <p><b>Section B:</b> The following elements have been identified during the development of a Business Model Canvas for the music streaming company. Match the elements shown below to the relevant areas of the Canvas.</p> <ul style="list-style-type: none"> <li>✓ Record labels – <b>Key Partners</b></li> <li>✓ Music fans – <b>Customer Segments</b></li> <li>✓ Free streaming of music – <b>Value Proposition</b></li> <li>✓ Subscription fees – <b>Revenue Streams</b></li> </ul>
Pre-requisites	Accredited training is strongly recommended but is not a pre-requisite
Supervised	Yes
Open Book	No
Pass Mark	65/100 (65%) overall, with a minimum of 20/40 (50%) in Section A and 30/60 (50%) in Section B
Distinction Mark	None
Calculators	Calculators cannot be used during this examination
Delivery	Paper-based examination

# 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. The Business Architecture Domain (10%, K3)

- 1.1 The rationale for business architecture: definition and objectives for business architecture
- 1.2 Architecture principles
- 1.3 Relationship of business architecture with the data, applications and infrastructure architectures
- 1.4 Roles in business architecture
  - 1.4.1 Business Architect,
  - 1.4.2 Programme Manager
  - 1.4.3 Business Analyst
  - 1.4.4 Business Change Manager
  - 1.4.5 Solution Architect
  - 1.4.6 Subject Matter Expert
  - 1.4.7 External Supplier

## 2. Business Architecture frameworks (5%, K2)

- 2.1 Artefacts of a business architecture: capability map; value stream; organisation map; information concepts model; value network
- 2.2 Business architecture views: organisation; capability; value/process; information; people
- 2.3 Frameworks
  - 2.3.1 Zachman: Contextual and conceptual rows
  - 2.3.2 TOGAF 9.2: ADM & Content Framework by ADM phases
  - 2.3.3 Business Architecture Guild: Aspects of the business represented by business architecture
  - 2.3.4 AssistKD POPIT model

## 3. Business Motivation/Organisation view (10%, K4)

- 3.1 Rationale for business motivation view
- 3.2 OMG business motivation model
- 3.3 Business model canvas
- 3.4 Organisation map: business units; functions

## 4. Capability View (25%, K4)

- 4.1 Business capability modelling.  
Three strata of a business capability model:
  - 4.1.1 strategic;
  - 4.1.2 core/customer facing;
  - 4.1.3 support



- 4.2** Levels of capability
  - 4.2.1 Level 1: Foundation
  - 4.2.2 Level 2: Capability groups
  - 4.2.3 Level 3: Business capabilities
- 4.3** Defining capabilities: SUAWE
- 4.4** Business capability, competency and capacity

## **5. Value/Process View (20%, K4)**

- 5.1** Business services and value propositions
- 5.2** Value chain analysis
- 5.3** Value stream analysis
- 5.4** Value network analysis
- 5.5** Relationships between capabilities, value streams and processes

## **6. People View (10%, K3)**

- 6.1** RACI analysis
- 6.2** Functional, divisional and matrix organisation structures
- 6.3** Business culture analysis
  - 6.3.1 The cultural web
  - 6.3.2 Organisational culture
  - 6.3.3 National culture

## **7. Information View (15%, K4)**

- 7.1** Meta data, data and information
- 7.2** Information concepts modelling
- 7.3** Relationships between information concepts and capabilities and value streams

## **8. Business architecture and business change (5%, K3)**

- 8.1** BCS Business Change Lifecycle
- 8.2** Use of the business architecture to evaluate and enable change initiatives
- 8.3** Organisational memory: acquisition, retention and retrieval

## 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 in on the website [www.bcs.org/levels](http://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
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 marks
1 – The Business Architecture Domain	10
2 – Business Architecture Frameworks	5
3 – Business Motivation/Organisation View	10
4 – Capability View	25
5 – Value/Process View	20
6 – Competency/People View	10
7 – Information and Technology Views	15
8 – Business Architecture and Business Change	5
<b>Total</b>	<b>100</b>

There is a variable number of questions in Section B, and a variable number of marks for each question. A syllabus area may be tested in Section A and / or Section B.

## Recommended Reading List

**Title** [Business Analysis](#)  
**Author** Debra Paul, James Cadle and Donald Yeates (eds)  
**Publisher** BCS, Learning and Development Limited  
**Publication Date** September 2014  
**ISBN** 9781780172274

**Title** [A guide to the Business Architecture Body of Knowledge \(BIZBOK® Guide\)](#)  
**Author** Business Architecture Guild

*(Note – the Business Architecture Guild typically make the first chapter of the latest BIZBOK and the glossary available to download for free to non-members)*

**Title** [The Business Architecture Quick Guide: A Brief Guide for Game Changers](#)  
**Author** Business Architecture Guild  
**Publisher** Meghan-Kiffer Press  
**Publication Date** February 2018  
**ISBN** 9780929652603

**Title** [Business Analysis Techniques: 99 Essential Tools for Success](#)  
**Author** James Cadle, Debra Paul and Paul Turner  
**Publisher** BCS, Learning and Development Limited  
**Publication Date** September 2014  
**ISBN** 9781780172736

**Title** [Business Model Generation](#)  
**Author** Alexander Osterwalder and Yves Pigneur  
**Publisher** John Wiley and Sons  
**Publication Date** August 2010  
**ISBN** 978 0470876411

**Title** [Competitive Advantage: Creating and Sustaining Superior Performance](#)  
**Author** Michael E. Porter  
**Publisher** Free Press  
**Publication Date** January 1985  
**ISBN** 978-0029250907

**Title** [Exploring Corporate Strategy: Text and Cases](#)  
**Author** Gerry Johnson, Kevan Scholes and Richard Whittington  
**Publisher** Pearson  
**Publication Date** December 2013  
**ISBN** 978 1292002545

**Title** [Organizational Behaviour](#)  
**Author** David A Buchanan and Andrzej A Huczynski  
**Publisher** Pearson  
**Publication Date** July 2013  
**ISBN** 978 0273774815

**Title** [The Future of Knowledge: Increasing Prosperity through Value Networks](#)  
**Author** Verna Allee  
**Publisher** Butterworth-Heinemann  
**Publication Date** September 2003  
**ISBN** 978 0750675918

<b>Title</b>	<a href="#"><u>Developing Information Systems</u></a>
<b>Author</b>	James Cadle (editor)
<b>Publisher</b>	BCS
<b>Publication Date</b>	August 2014
<b>ISBN</b>	978 1780172453

## Additional Reading

TOGAF 9.2 - [The Open Group Architecture Framework](#) TOGAF Forum, The Open Group, ISBN 978-9401802833 and downloadable for licensed, free, individual use

UML Resource Page, Object Modelling Group, <http://www.uml.org/>

Zachman Framework - Official Concise Definition, John Zachman, Zachman International, Online at <https://www.zachman.com/about-the-zachman-framework>