EXIN

EXIN
BCS Business Analysis

MODELLING BUSINESS PROCESSES

Certified by
EXIN

Preparation Guide

Edition 202307

Content

1. Overview

EXIN BCS Modelling Business Processes (MBP.EN)

Scope

Upon completion of the certification candidates will be able to demonstrate an understanding of:
- the context in which business process modelling occurs
- how to construct organizational models of business process at the enterprise level
- the use of modelling techniques at the event-response level
- the use of modelling techniques at the actor-task level
- the approaches used for improving business processes
- considerations when managing and implementing change

Summary

The EXIN BCS Modelling Business Processes certification is designed for those who wish to gain understanding of a range of business process modelling and analysis techniques, know how they are used, and identify when to use them.

This certification explores the context in which modelling techniques are used to improve business processes, examines how modelling occurs at the three levels of the business process hierarchy and considers how change can be managed and implemented.

Context

The EXIN BCS Modelling Business Processes certification is part of the EXIN BCS Business Analysis qualification program.
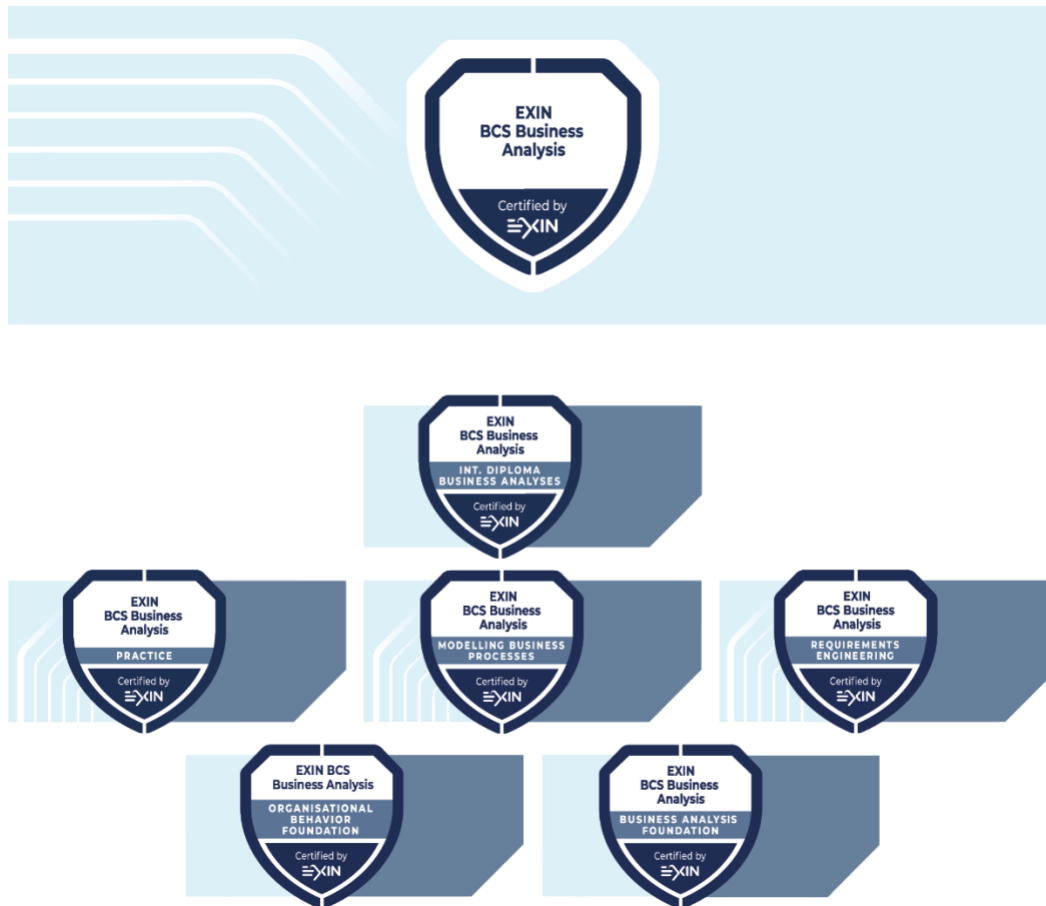
Target group

This qualification has been designed to provide valuable learning for those in roles such as business analysts, business managers and members of their team, business change managers and project managers. This certification provides value for candidates in entry-level, associate and management level roles.

Requirements for certification

- Successful completion of the EXIN BCS Modelling Business Processes exam.

Completion of the EXIN BCS Business Analysis Practice and EXIN BCS Requirements Engineering exams is recommended.

Examination details

Examination type:	Multiple-choice questions
Number of questions:	40
Pass mark:	65% (26/40 questions)
Open book:	No
Notes:	No
Electronic equipment/aides permitted:	No
Exam duration:	60 minutes

The Rules and Regulations for EXIN's examinations apply to this exam.

Bloom level

The EXIN BCS Modelling Business Processes certification tests candidates at Bloom levels 3 and 4 according to Bloom's revised taxonomy:

- Bloom level 3: Application – shows that candidates have the ability to make use of information in a context different from the one in which it was learned. This type of questions aims to demonstrate that the candidate is able to solve problems in new situations by applying acquired knowledge, facts, techniques and rules in a different, or new way. These questions usually contain a short scenario.
- Bloom level 4: Analysis – shows that candidates have the ability to break learned information into its parts to understand it. This Bloom level is mainly tested in the Practical Assignments. The Practical Assignments aim to demonstrate that the candidate is able to examine and break information into parts by identifying motives or causes, make inferences and find evidence to support generalizations.

Training

Candidates can choose to study for this exam from one of two ways: by either attending a training course provided by an EXIN accredited training organization, or by self-study. Accredited training is strongly recommended.

Contact hours

The recommended number of contact hours for this training course is 12. This includes group assignments, exam preparation and short breaks. This number of hours does not include lunch breaks, homework and the exam.

Indication study effort

84 hours (3 ECTS), depending on existing knowledge.

Training organization

You can find a list of our accredited training organizations at www.exin.com.

2. Exam requirements

The exam requirements are specified in the exam specifications. The following table lists the topics of the module (exam requirements) and the subtopics (exam specifications).

Exam requirements	Exam specifications	Weight
1. The context for business processing modelling		15%
	1.1 Demonstrate understanding of the purpose and benefits of business process modelling	
	1.2 Identify the three levels of the business process hierarchy	
	1.3 Explain the importance of the process view versus the functional view of an organization	
2. Modelling at the enterprise level		15%
	2.1 Interpret the construction of an organizational model of business process	
	2.2 Explain how the processes on the organizational model support the delivery of the value proposition	
3. Modelling at the event-response level		30%
	3.1 Interpret the construction of a business process model	
	3.2 Explain why using a standard notation set is important	
	3.3 Apply knowledge to distinguish between modelling business process terms and describe how they relate to each other	
	3.4 Demonstrate that a task typically involves one person (actor) at one place at one time, and that it is represented as a single 'box' on a process model	
	3.5 Identify the different types of business events	
	3.6 Explain the purpose of process performance measures and the difference between internal performance measures and customers' expectations of performance	
4. Modelling at the actor-task level		15%
	4.1 Construct a task description	
	4.2 Demonstrate an ability to document the steps and business rules within a task	
5. Improving business processes		20%
	5.1 Apply approaches to improving business processes	
	5.2 Show understanding of the need to challenge business rules and assumptions when improving or automating business processes	
	5.3 Identify the areas of a business process that may contribute to unsatisfactory performance	
	5.4 Explain the need to test processes through use of business scenario analysis.	
	5.5 Prepare a gap analysis on a 'to be' business process model, in order to identify the functional requirements that could be supported by an IT solution	
6. Managing and implementing change		5%
	6.1 Describe the considerations of introducing a new process design	
	6.2 Discuss the use of implementation strategies for implementing business change	
	Total	**100%**

Exam specifications

1   The context for business processing modelling
The candidate can…
1.1   demonstrate understanding of the purpose and benefits of business process modelling.
   Indicative content
   a. Benefits for customers
   b. Benefits for business staff
   c. Benefits for the organization
   Guidance
   Candidates should be able to explain the reasons for using business process models and what value these bring to various stakeholders and the organization.
1.2   identify the three levels of the business process hierarchy.
   Indicative content
   a. Enterprise level
   b. Event-response level
   c. Actor-task level
   Guidance
   Business process models provide an organized hierarchy of the value stream and the business processes and tasks. Candidates should be able to describe the activities and processes each level represents and how they relate to each other.
1.3   explain the importance of the process view versus the functional view of an organization.
   Indicative content
   a. Organization chart
   b. Enterprise-level process
   Guidance
   Deconstructing organizations into functional departments and mapping the ways in which products or services are created are two approaches that enable organizations to manage business processes. Candidates should be able to explain of the advantages and disadvantages of each view.

2   Modelling at the enterprise level
The candidate can…
2.1   interpret the construction of an organizational model of business process.
   Indicative content
   a. Porter's value chain
   b. Value proposition
   c. SIPOC
   d. Harmon's Organizational Model
   Guidance
   Candidates should demonstrate understanding of activities, elements and areas of models residing at the enterprise level and explain what business processes they represent.

2.2 explain how the processes on the organizational model support the delivery of the value proposition.

Indicative content
a. Product/service attributes that define the product itself (functionality, price, quality, choice, availability, or timing)
b. Customer relationship aspects
c. Image and reputation aspects

Guidance
A value proposition is a key concept for organizations. Its areas of focus clarify outcomes offered by an organization, demonstrate that what is delivered will meet what customers desire or need, and differentiates organizations from their competitors. An understanding of the organization's value proposition is essential in helping analysts define the focus and objectives of the business process hierarchy.

3 Modelling at the event-response level

The candidate can…

3.1 interpret the construction of a business process model.

Indicative content
a. Event
b. Actor
c. Task
d. Swimlane
e. Decision point
f. Fork and join
g. Outcome
h. Process flow
i. Timeline

Guidance
Candidates can expect to be tested on their ability to interpret a business process model and explain the role of each element. This may include selecting the correct element.

3.2 explain why using a standard notation set is important.

Indicative content
a. UML (Unified Modelling Language)
b. BPMN (Business Process Model and Notation)

Guidance
All standards for modelling business processes have a defined notation set that includes common elements such as layout, symbols, and sequencing. Whether using UML or BPMN, it is important to have a standard way of writing process to promote a consistent understanding of operations within and across organizations, avoid ambiguity, improve communication, and enable continuous service improvement. Candidates are required to explain the benefits of standardization and be able to identify the consequences of disregarding conventions.

3.3 apply knowledge to distinguish between modelling business process terms and describe how they relate to each other.

Indicative content
a. Process
b. Task
c. Step

Guidance
The terms 'process', 'task' and 'step' relate to levels within the business process hierarchy. Candidates will be expected to classify aspects of a given scenario as items to be modelled as 'processes', 'tasks' or 'steps'.

3.4   demonstrate that a task typically involves one person (actor) at one place at one time, and that it is represented as a single 'box' on a process model.

> **Indicative content**
> a. OPOPOT (one person, one place, one time).
> **Guidance**
> Each instance of a task is carried out by an actor in one location at a single point in time. This convention is applied to aid the clarity and readability of a process model as it avoids the need to draw each step in a task as an individual box.

3.5   identify the different types of business events.

> **Indicative content**
> a. External
> b. Internal
> c. Time-based
> **Guidance**
> Business events occur outside the business process under consideration and trigger the process to begin. The events may be internal to the organization or take place outside of it. Some events are time-related where a business process is automatically initiated at a point in time. Candidates are required to describe and classify various types of events.

3.6   explain the purpose of process performance measures and the difference between internal performance measures and customers' expectations of performance.

> **Indicative content**
> a. Financial
> b. Customer experience
> c. Process efficiency
> **Guidance**
> Process measures are used to monitor the organization's performance when delivering products and services and to identify where improvements are required. Measurements should be defined at the three levels of the process hierarchy (enterprise level, event-response level, and actor-task level). Candidates should understand issues that may arise if organizations focus on internal performance measures at the expense of customer concerns.

4   Modelling at the actor-task level
The candidate can…
4.1   construct a task description.

Indicative content
a. The name of the task
b. The actor (or role) carrying out the task
c. The trigger or business event that initiates the task
d. Any inputs to the task
e. The outputs expected from the task
f. The costs associated with the task
g. The measures that are applicable to the task
h. The standards that constrain the task
i. A detailed breakdown of the steps within the task
j. The business rules that are to be followed in performing the task

Guidance
The actor-task level of the process hierarchy is concerned with the work conducted within each individual task. While an 'as is' business process model provides insights into some issues, further investigation is required to understand improvements needed. Each task within the business process model needs to be analyzed, with consideration given to each aspect. To clarify the steps involved in completing a task, candidates should identify and describe the appropriate method of modelling (Structured English, UML activity diagrams, use case descriptions).

4.2   demonstrate an ability to document the steps and business rules within a task.

Indicative content
a. UML activity diagram notation
b. Structured English
c. Use case descriptions

Guidance
Candidates need to be able to interpret the following standard ways of modelling at the task level: UML activity diagram notation, Structured English, and use case descriptions. Candidates may be asked to identify inconsistencies and mistakes that are presented to them in accordance with a scenario.

Candidates need to be able to interpret the following Structured English constructs:
Sequence: DO...ENDO
Selection: IF...ENDIF, IF...THEN...ELSE...ENDIF
Iteration: DOWHILE...ENDWHILE, DOUNTIL...ENDUNTIL

5   Improving business processes

The candidate can…

5.1   apply approaches to improving business processes.

Indicative content
a. Simplification
b. Redesign
c. Bottleneck removal
d. Change task sequence
e. Redefine boundary
f. Automate processing
g. Robotic Process Automation (RPA)

Guidance
Generic business process improvement strategies may be applied individually or in combination and candidates are expected to identify suitable improvement strategies for given processes or scenarios. RPA is the building, deployment and management of software robots that emulate human actions interacting with digital systems and software. Candidates are expected to identify that RPA should be used for simple repetitive tasks performed by humans on singular or across multiple IT systems. Candidates should also identify RPA's advantages such as increased consistency, accuracy, and quality of data entry, as well as increased time and cost effectiveness.

5.2   show understanding of the need to challenge business rules and assumptions when improving or automating business processes.

Indicative content
a. Internal procedures
b. External constraints
c. Policies

Guidance
Business analysts should avoid making assumptions and should be prepared to challenge existing process models. Candidates should be examined on their ability to evaluate given processes and identify aspects that should be challenged.

5.3   identify the areas of a business process that may contribute to unsatisfactory performance.

Indicative content
a. Lack of required skills
b. Insufficient resources
c. Lack of ownership
d. Lack of supporting systems
e. Constraints posed by out-of-date business rules

Guidance
Candidates should show understanding of the reason business initiative improvements may fail to be adopted by an organization.

5.4   explain the need to test processes through use of business scenario analysis.

Indicative content
a. Strengths of scenario analysis

Guidance
Scenario analysis involves telling the story of a task or transaction. Scenarios are useful when analyzing or redesigning business processes as they help both the staff member and the analyst to think through the steps followed to carry out a piece of work. This enables them to visualize the steps more clearly and to identify where the standard approach may need to deviate.

5.5 prepare a gap analysis on a 'to-be' business process model in order to identify the functional requirements that could be supported by an IT solution.

      Indicative content
      a. Functional requirements
      Guidance
      IT solutions can be used as an enabler to support business process. Candidates will be given a scenario and asked to identify functional requirements within a process that could be supported by an IT system.

6   Managing and implementing change
The candidate can…

6.1 describe the considerations of introducing a new process design.

      Indicative content
      a. POPIT (People, Organization, Process, Information, Technology)
      b. The value of POPIT in impact assessment
      Guidance
      The POPIT model shows the different aspects to be considered when analyzing business improvements and identifying required business changes. All areas of the model should be analyzed to uncover where problems lie and what improvements might be necessary if the business is to become more effective and efficient. Candidates should be able to explain the importance of considering all elements when introducing a new process design.

6.2 discuss the use of implementation strategies for implementing business change.

      Indicative content
      a. Direct changeover
      b. Parallel running
      c. Pilot running
      d. Phased implementation
      Guidance
      For change implementation to be successful, the strategy most appropriate in the given context must be selected. Candidates need to consider the advantages and disadvantages of available strategies and choose the one most suitable.

3. Levels of knowledge/SFIA levels

This award provides candidates with the level of knowledge highlighted within the table, enabling candidates to develop the skills to operate successfully at the levels of responsibility indicated.

Level	Levels of knowledge	Levels of skill and responsibility (SFIA)
K7		Set strategy, inspire, and mobilize
K6	Evaluate	Initiate and influence
K5	Synthesize	Ensure and advise
K4	Analyze	Enable
K3	Apply	Apply
K2	Understand	Assist
K1	Remember	Follow

SFIA plus

This syllabus has been linked to the SFIA knowledge skills and behaviors required at level 4 for an individual working in requirements definition and management and business modeling.

KSB01	Acquiring a proper understanding of a problem or situation by breaking it down systematically into its component parts and identifying the relationships between these parts. Selecting the appropriate method/tool to resolve the problem and reflecting critically on the result, so that what is learnt is identified and assimilated.
KSB02	Acquiring understanding and insights regarding the underlying issues in complex problems or situations through the development of abstract representations, the identification of patterns and the analysis of hypotheses.
KSC04	Applying techniques which help investigating, analyzing, modelling and recording a business area or system of interest. Example, but not limited to: business environment analysis and process modelling.
KSC09	Using tools (manual or automated) to record the structure, relationships and use of information within an organization. Examples, but not limited to class diagram and relational data model.
KSC19	Applying standards, practices, codes, and assessment and certification programs relevant to the IT industry and the specific organization or business domain.

Further detail around the SFIA levels can be found at www.bcs.org/levels.

4. e-CF mapping

All e-Competence Framework competences related to the EXIN BCS Modelling Business Processes certification can be found below. Also indicated is the level of the competence and whether the competence is covered entirely, partially or superficially. For more information about the e-CF, please visit https://itprofessionalism.org/ or contact EXIN.

| ■ competence is covered | ■ partial coverage | ■ superficial coverage |

e-Competence Level		1	2	3	4	5
A.1.	IS and Business Strategy Alignment				■	
D.10.	Information and Knowledge Management			■		
D.11.	Needs Identification				■	
E.5.	Process Improvement				■	
E.7.	Business Change Management			■		

5. Literature

Exam literature

The knowledge required for the exam is covered in the following literature:

A. Debra Paul and James Cadle
Business Analysis
BCS (4th edition, July 2020)
ISBN: 978-1-78017-510-2
https://shop.bcs.org/store/221/detail/workgroup?id=3-221-9781780175102

Additional literature

B. James Cadle, Debra Paul, Jonathan Hunsley, Adrian Reed, David Beckham and Paul Turner
Business Analysis Techniques: 123 Essential Tools for Success
BCS (3th edition, August 2021)
ISBN: 978-1-78017-569-0

Comment

Additional literature is for reference and depth of knowledge only.

Contact EXIN

www.exin.com