



Preparation Guide

Edition 202401

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Content

| | |
|--------------------------------------|----|
| 1. Overview | 4 |
| 2. Exam requirements | 7 |
| 3. Levels of Knowledge / SFIA Levels | 9 |
| 4. e-CF mapping | 10 |
| 5. Literature | 11 |

1. Overview

EXIN BCS Stakeholder Engagement Professional (BAPROSE.EN)

Scope

EXIN BCS Stakeholder Engagement Professional certification confirms that the candidate can use and implement key frameworks and techniques when working with stakeholders to ensure business acceptance of projects.

The EXIN BCS Stakeholder Engagement Professional certification validates a candidate's knowledge on:

- stakeholders
- communication
- working with stakeholder groups
- facilitated workshops
- rapport
- creative problem-solving
- managing expectations
- negotiating with stakeholders
- managing conflict

Summary

The EXIN BCS Stakeholder Engagement Professional assesses knowledge and understanding of key frameworks and techniques used when working with stakeholders. The particular focus of this certification is on the application of these frameworks and techniques by business analysts, when working with stakeholders on business change projects.

Candidates should be able to:

- identify types of stakeholders and recognize the need for stakeholder engagement
- explain stakeholder prioritization and management
- explain stakeholder planning and monitoring
- define the communication process
- identify barriers to communication and describe the range of listening behaviors
- explain the Tuckman and Jensen process for group formation
- define the roles and stages of a facilitated workshop
- describe a range of elicitation and visualization techniques used in a facilitated workshop
- define the nature of rapport and the rationale and techniques for building rapport
- explain the creative problem-solving process
- identify a range of creative thinking techniques
- explain the process for managing expectations
- describe the principled negotiation approach
- explain the Thomas-Kilmann Conflict MODE instrument
- explain integrative and distributive negotiation
- explain different causes of conflict

Context

The EXIN BCS Stakeholder Engagement Professional certification is part of the EXIN BCS Business Analysis qualification program.



Target group

This certification is relevant for anyone wishing to gain an understanding of the key concepts and techniques required to work effectively with stakeholders. The certification will be of benefit to anyone responsible for engaging with stakeholders on business change projects, in particular business analysts and project managers.

Requirements for certification

- Successful completion of the EXIN BCS Stakeholder Engagement Professional exam.



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: | 90 minutes |

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

Bloom level

The EXIN BCS Stakeholder Engagement Professional certification tests candidates at Bloom levels 2, 3 and 4 according to Bloom's revised taxonomy:

- Bloom level 2: Understanding – a step beyond remembering. Understanding shows that candidates comprehend what is presented and can evaluate how the learning material may be applied in their own environment. This type of questions aims to demonstrate that the candidate is able to organize, compare, interpret and choose the correct description of facts and ideas.
- 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 down 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

112 hours (4 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 | Weight |
|------------------------------------|-------------|
| 1. Stakeholders | 15% |
| 2. Communication | 10% |
| 3. Working with stakeholder groups | 10% |
| 4. Facilitated workshops | 10% |
| 5. Rapport | 10% |
| 6. Creative problem-solving | 10% |
| 7. Managing expectations | 10% |
| 8. Negotiating with stakeholders | 15% |
| 9. Managing conflict | 10% |
| Total | 100% |

Exam specifications

1 Stakeholders

- 1.1 Types of stakeholders
- 1.2 Stakeholder analysis and prioritization
- 1.3 Stakeholder planning and monitoring
- 1.4 Stakeholder perspectives

2 Communication

- 2.1 The communication process
- 2.2 Barriers to communication: semantic, physical, psychological
- 2.3 Active listening
- 2.4 Listening behaviors: judging, filtering, being right, rehearsing

3 Working with stakeholder groups

- 3.1 Group development process: forming, storming, norming, performing, adjourning
- 3.2 Learning styles: activist, pragmatist, reflector, theorist

4 Facilitated workshops

- 4.1 Benefits of facilitated workshops
- 4.2 Roles in a facilitated workshop
- 4.3 Stages of a facilitated workshop
- 4.4 Facilitated workshop planning
- 4.5 Running a facilitated workshop
- 4.6 Facilitation techniques: elicitation and visualization

5 Rapport

- 5.1 The nature of 'rapport'
- 5.2 Mehrabian's elements in communication: words (verbal), tone of voice (vocal), body language (visual)
- 5.3 Techniques for creating and sustaining rapport
- 5.4 Building rapport using mirror, match, pace

6 Creative problem-solving

- 6.1 The creative problem-solving process
- 6.2 Barriers to creativity: perceptual, emotional, intellectual, cultural, environmental
- 6.3 Techniques for generating ideas
- 6.4 Managing the creative thinking process using de Bono's six hats

7 Managing expectations

- 7.1 Categories of expectations
- 7.2 Sources of expectations: controllable and uncontrollable expectation creators
- 7.3 Process for managing expectations

8 Negotiating with stakeholders

- 8.1 Principled negotiation
- 8.2 BATNA
- 8.3 Integrative and distributive negotiation

9 Managing conflict

- 9.1 Roots of conflict – goals, judgements, values
- 9.2 Options for conflict resolution
- 9.3 Thomas-Kilmann conflict MODE instrument

3. Levels of Knowledge / SFIA Levels

This award provides candidates with the level of knowledge highlighted within the table, enabling them 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 |
| | | |

4. e-CF mapping

All e-Competence Framework competences related to the EXIN BCS Stakeholder Engagement Professional 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.9. | Innovating | | | | | |
| D.8. | Contract Management | | | | | |
| D.11. | Needs Identification | | | | | |
| E.4. | Relationship Management | | | | | |

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5. Literature

Exam literature

- A. Philippa Thomas, Debra Paul and James Cadle
The Human Touch
BCS Learning and Development Ltd (2012)
ISBN: 978 1906124915
- B. James Cadle, Debra Paul, Jonathan Hunsley, Adrian Reed, David Beckham, Paul Turner
Business Analysis Techniques 3rd Edition
BCS Learning and Development Ltd (August 2021)
ISBN: 978 1780175690
- C. Edward de Bono
Six Thinking Hats
Penguin (November 2009)
ISBN: 978 0141033051
- D. Roger Fisher and William Ury
Getting to Yes: Negotiating an Agreement without Giving in
Random House Business (2012)
ISBN: 978 1847940933
- E. Harvard Business Essentials
Negotiation: Your Mentor and Guide to Doing Business Effectively
Harvard Business School Press (July 2013)
ISBN: 978 1591391111
- F. Steve Hay and Alan McCarthy
Advanced Negotiation Techniques
Apress (2015)
ISBN: 978 1484208519
- G. Ronald K. Mitchell, Bradley R. Agle and Donna J. Wood
Toward a Theory of Stakeholder Identification and Salience
Academy of Management Review (1997)
<https://www.jstor.org/stable/259247?origin=crossref>

Literature matrix

| Exam requirements | Reference |
|------------------------------------|------------|
| 1. Stakeholders | B, G |
| 2. Communication | A |
| 3. Working with stakeholder groups | A, B |
| 4. Facilitated workshops | A, B |
| 5. Rapport | A |
| 6. Creative problem-solving | A, C |
| 7. Managing expectations | A |
| 8. Negotiating with stakeholders | A, D, E, F |
| 9. Managing conflict | A, B |



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