

Commercial Awareness

Commercial Awareness is a Foundation Certificate from the BCS Professional Certifications portfolio (formerly ISEB Certifications). It is also a knowledge based specialist module of the widely respected Higher Certificate - the BCS Diploma in Business Analysis.

This course considers the work of the business analyst in a business change project and the aspects of the organisation that may impact the Business Analyst's role. It considers organisational financial management and the business case for change, including Investment Appraisal and Evaluation of a Financial Case. It examines the organisation's internal and external structures, addressing the principles of organisation structure and behaviour and explores changing organisational boundaries, including different operating models.

Benefits to the individual

- Recognised qualification in its own right and also module for BCS Diploma in Business Analysis
- Gain a broader understanding of their organisation and the business domain within which their work takes place

Benefits to the business

- Business Analysts have a greater understanding of their organisation meaning they can fulfil their role more effectively
- Allows businesses to examine their operating model and organisational structure and identify where improvements could be made

Audience

Those involved in business analysis and require a level of understanding of the business context within which they operate

Business Analysts & Systems Analysts

Business Managers, Project Managers & Team Leaders

Quality Assurance & Quality Control Managers
Developers

Course duration

Two days

Pre-requisites

There are no pre-requisites for the course. Some evening work is required during the course.



Course objectives

This course will enable delegates to:

- Evaluate a financial case, understand costing, pricing and business performance ratios
- Understand cash flow forecasting, budgeting and interpret financial accounting documents
- Use Porter's Five Forces, Value Chains, the BCG Matrix and Balanced Scorecard
- Explain the different management structures and organisational architectures
- Define the elements of cultural analysis approaches
- Prepare for the BCS Certificate in Commercial Awareness

Exam details

Delegates can take an optional one-hour multiple-choice examination at the end of the course. Successful candidates are awarded the BCS Certificate in Commercial Awareness.

Course content

The Business Case for Change

- Investment Appraisal
- Evaluating a Financial Case
- Discounted Cash Flow / Net Present Value
- Internal Rate of Return

Budgeting, Costing and Pricing

- Cash flow forecasting and management
- Fixed and variable costs / direct and indirect costs
- Break even and Contribution Analysis
- Budgeting and management ratios

Financial Reporting and Analysis

- Balance Sheet
- Income and Expenditure / Profit and Loss
- Cash Flow Statement
- Financial Ratios: profitability; liquidity; gearing

Marketing Analysis and Competitive Advantage

- External and internal analysis techniques
- Organisational behaviour and culture
- Organisational effectiveness
- The Balanced Scorecard

Organisational Behaviour and Culture

- International cultures
- Groups and group dynamics
- Social networks and the Cultural Web

Principles of Organisational Structure

- Organisation structures and their characteristics
- The Six Structure Levels, The Leavitt Diamond
- The principles of management
- Line, staff and functional relationships
- Formalisation of rules and procedures
- Operating models
- Organisational boundaries, outsourcing, offshoring