



# **BCS EXIN Professional Certificate in SIAM™ Syllabus**

**Version 3.0  
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# Contents

Introduction .....	4
Target Audience.....	4
Levels of Knowledge / SFIA Levels .....	5
Learning Outcomes.....	5
Study Format and Duration .....	6
Eligibility for the Examination .....	6
Examination Format and Duration .....	6
Additional time .....	7
Guidelines for Accredited Training Providers.....	7
Question Weighting.....	7
Trainer Criteria .....	8
Classroom Size.....	8
Invigilator to Candidate Ratio during examination .....	8
Syllabus .....	9
Learning Objectives .....	9
1. Discovery and Strategy (32.5%).....	9
2. Plan and Build (30%).....	9
3. Implement (15%) .....	10
4. Run and Improve (12.5%).....	10
5. SIAM practices across the stages (10%).....	10
Recommended Reading List.....	11
List of Basic Concepts .....	14

## 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 3.0 March 2020	<p>Includes the new SIAM™ Professional Body of Knowledge (SIAM™ BoK).</p> <ul style="list-style-type: none"> <li>• 1.3.3 has not been reworded, but questions related to this specification have been renewed to be based on the renewed section 2.4 from the SIAM™ BoK.</li> <li>• 2.1.6 has not been reworded, but will include the new sections. Questions related to this specification are renewed to be based on the renewed section 3.1 from the SIAM™ BoK.</li> <li>• 4.1.2 has not been reworded, but will include the new content written on how to solve issues with providers. Questions related to this specification have been renewed based on the renewed section 5.3 from the SIAM™ BoK.</li> </ul> <p>The list of basic concepts has been slightly rearranged and includes 2 new concepts:</p> <ul style="list-style-type: none"> <li>• contract management</li> <li>• trust-based approach</li> </ul> <p>The exam literature now includes the renewed EXIN BCS SIAM™ Professional Case Study as study literature, and a note to emphasise familiarity with the case study prior to the exam has been added. A majority of the exam questions is based on the case study.</p>
Version 2.0 January 2018	Released as Final
Version 1.2 December 2017	Corrected eligibility section
Version 1.1 December 2017	Corrected minor typographical error
Version 1.0 December 2017	Initial (Draft) Version for external release

## Introduction

Service Integration and Management (SIAM) is a methodology used to manage and seamlessly integrate multiple service providers to ensure a single business-facing IT organisation.

The BCS EXIN Professional Certificate in SIAM™ tests a candidate's knowledge and skills of the activities in the four stages of the SIAM roadmap. A candidate who successfully completes the BCS EXIN Professional Certificate in SIAM™ can analyse, plan, build and inspect a multi-service provider environment.

## Target Audience

This certification is aimed at professionals worldwide who have an interest in the practices of Service Integration and Management or want to apply or improve this methodology in an organisation. The content of this certification is appropriate for customer organisations who will commission SIAM models, staff who provide retained capabilities in a customer organisation, service integrators, and service providers working within a SIAM ecosystem.

The target audience includes, but is not limited to:

- Service Managers and Practitioners
- Service Provider Portfolio Managers
- Process Managers
- Project Managers
- Change Managers
- Service Level Managers
- Business Relationship Managers
- Program Managers
- Supplier Managers
- Service Architects
- Process Architects
- Business Change Practitioners
- Organisational Change Practitioners
- SIAM consultants

## Levels of Knowledge / SFIA Levels

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 (SFIA)
<b>K7</b>		Set strategy, inspire and mobilise
<b>K6</b>	Evaluate	Initiate and influence
<b>K5</b>	Synthesise	Ensure and advise
<b>K4</b>	Analyse	Enable
<b>K3</b>	Apply	Apply
<b>K2</b>	Understand	Assist
<b>K1</b>	Remember	Follow

## Learning Outcomes

The EXIN BCS SIAM™ Professional certification tests a candidate's knowledge of the application of SIAM™ to situations and the candidate's ability to further analyse the SIAM concepts in the following areas:

- The Discovery and Strategy stage
- The Plan and Build stage
- The Implement stage
- The Run and Improve stage
- SIAM practices across the stages

## Study Format and Duration

Candidates can study for this certificate in two ways:

- Attending an accredited training course. This will require a minimum of 21 hours of study over a minimum of three days. This includes practical assignments, exam preparation and short breaks. It does not include lunch breaks, homework, and the exam.
- Self-study. Self-study resources include online learning and recommended reading (see syllabus Reading List). Indicative study effort 112 hours, depending on existing knowledge.

## Eligibility for the Examination

There are no specific pre-requisites for entry to the examination, however attendance at an accredited training course is strongly recommended, including completion of the Practical Assignments. A thorough knowledge of SIAM is required. Previous completion of the SIAM™ Foundation exam also is strongly recommended,

A good level of knowledge about IT Service Management is also recommended.

## Examination Format and Duration

Type	40 Multiple Choice Questions
Duration	90 minutes.
Pre-requisites	Accredited training is strongly recommended, but is not a pre-requisite
Supervised	Yes
Open Book	No
Pass Mark	26/40 (65%)
Calculators	Calculators cannot be used during this examination.
Delivery	Digital or paper-based examination

## Additional time

### For candidates requiring reasonable adjustments

Please refer to the [reasonable adjustments policy](#) for detailed information on how and when to apply.

### 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
- 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.

## Guidelines for Accredited Training Providers

Each major subject heading in this syllabus is assigned a percentage weighting. The purpose of this is:

- 1) Guidance on the proportion of content allocated to each topic area of an accredited course.
- 2) Guidance on the proportion of questions in the exam.

Courses do not have to follow the same order as the syllabus and additional exercises may be included, if they add value to the training course.

## Question Weighting

Syllabus Topic Areas	Weight	No question in exam
<b>1. Discovery and Strategy</b>	<b>32.5%</b>	<b>13</b>
1.1 Elements of a SIAM Governance Framework	7.5%	3
1.2 Analysis of the Current Situation	10%	4
1.3 Key Elements of a SIAM Strategy	15%	6
<b>2. Plan and Build</b>	<b>30%</b>	<b>12</b>
2.1 Design a Detailed SIAM Model	20%	8
2.2 Plan a SIAM Implementation	10%	4
<b>3. Implement</b>	<b>15%</b>	<b>6</b>
3.1 Different Scenarios Supporting a SIAM Implementation	10%	4
3.2 Ongoing Organisational Change Management	5%	2
<b>4. Run and Improve</b>	<b>12.5%</b>	<b>5</b>
4.1 Operate, Assure and Improve a SIAM Ecosystem	12.5%	
<b>5. SIAM Practices Across the Stages</b>	<b>10%</b>	<b>4</b>
5.1 Application of SIAM Practices	10%	
<b>Total</b>	<b>100%</b>	<b>40</b>

## Trainer Criteria

Criteria	<ul style="list-style-type: none"><li>• Hold the BCS EXIN Professional Certificate in SIAM™</li><li>• Have 10 days' training experience or have a train the trainer qualification</li><li>• Have a minimum of 3 years' practical experience in the relevant subject area</li></ul>
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## Classroom Size

Trainer to candidate ratio	1:16
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## Invigilator to Candidate Ratio during examination

Trainer to candidate ratio	1:25
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# Syllabus

## Learning Objectives

### 1. Discovery and Strategy (32.5%)

#### 1.1 Elements of a SIAM governance framework (7.5%)

The candidate can:

- 1.1.1 Interpret the characteristics of governance in a SIAM ecosystem
- 1.1.2 Differentiate SIAM governance roles
- 1.1.3 Choose governance approaches for monitoring and measuring service performance

#### 1.2 Analysis of the current situation (10%)

The candidate can:

- 1.2.1 Analyse existing services, service groupings, service providers and the marketplace
- 1.2.2 Explain how to assess current capability
- 1.2.3 Classify the influences for deciding on the SIAM model and sourcing approach

#### 1.3 Key elements of a SIAM strategy (15%)

The candidate can:

- 1.3.1 Interpret strategic drivers for SIAM
- 1.3.2 Differentiate critical success factors for SIAM
- 1.3.3 Interpret the principles and policies for roles and responsibilities
- 1.3.4 Select an appropriate SIAM strategy
- 1.3.5 Illustrate how to gain and maintain buy-in to a SIAM strategy
- 1.3.6 Describe the content of the business case and the transition project for SIAM

### 2. Plan and Build (30%)

#### 2.1 Design a detailed SIAM model. (20%)

The candidate can:

- 2.1.1 Analyse organisation specific service models and process models
- 2.1.2 Select an appropriate sourcing approach and SIAM structure
- 2.1.3 Describe detailed roles and responsibilities
- 2.1.4 Select a performance measurement and reporting framework
- 2.1.5 Select a collaboration model
- 2.1.6 Analyse contract considerations for SIAM

## **2.2 Plan a SIAM implementation. (10%)**

The candidate can:

2.2.1 Describe the challenges for organisational change

2.2.2 Differentiate between approaches for onboarding of services and service providers

2.2.3 Analyse the most appropriate tooling strategy and integration methods for a SIAM ecosystem

## **3. Implement (15%)**

### **3.1 Different scenarios supporting a SIAM implementation. (10%)**

The candidate can:

3.1.1 Choose between the big bang approach, and a phased approach based on the benefits and risks of these approaches

3.1.2 Explain how to transition to the approved SIAM model

### **3.2 Ongoing organisational change management. (5%)**

The candidate can:

3.2.1 Choose ways to influence morale and motivation

## **4. Run and Improve (12.5%)**

### **4.1 Operate, assure and improve a SIAM ecosystem.**

The candidate can:

4.1.1 Analyse structural elements at different levels

4.1.2 Select appropriate mechanisms to address issues and improve provider and integrator performance

4.1.3 Apply audit and compliance mechanisms

## **5. SIAM practices across the stages (10%)**

### **5.1 The candidate can apply SIAM practices.**

The candidate can:

5.1.1 Apply all SIAM practices for the Discovery & Strategy stage

5.1.2 Apply all SIAM practices for the Plan & Build stage

5.1.3 Apply all SIAM practices for the Implementation stage

5.1.4 Apply all SIAM practices for the Run & Improve stage

# Recommended Reading List

## Exam Literature

- A. Simon Dorst, Michelle Major-Goldsmith and others  
**Service Integration and Management (SIAM™) Professional Body of Knowledge**  
Scopism Limited (Second Edition, December 2019)

Freely available on <https://www.scopism.com/free-downloads/>

- B. BCS EXIN SIAM™ Professional – Case Study  
EXIN (2020)

This Case Study is freely available on:

[www.bcs.org](http://www.bcs.org)

## Additional Literature

- C. Scopism Limited  
**Service Integration and Management (SIAM™) Foundation Body of Knowledge**  
Van Haren Publishing (Second Edition, December 2019)  
ISBN: 9789401806459 (hardcopy)

Freely available on <https://www.scopism.com/free-downloads/>.

- D. **BCS EXIN SIAM™ Professional – Case Study Analysis**  
EXIN (2020)

This Case Study Analysis is freely available on:

[www.bcs.org](http://www.bcs.org)

## Comment

Additional literature is for reference and depth of knowledge only.

Please ensure familiarity with the case study before attempting the exam. All questions rely on insights and situations coming from the case study.

Please note that the Service Integration and Management (SIAM™) Professional Body of Knowledge and the Service Integration and Management (SIAM™) Foundation Body of Knowledge cannot be used commercially. However, ATP's are given a license to use these files to develop course materials and associated marketing. They may not create other commercial products and services based on these files without permission from Scopism.

## Literature reference

Syllabus Topic Areas		Reference
<b>1. Discovery and Strategy</b>		
1.1	Elements of a SIAM Governance Framework	
1.1.1	interpret the characteristics of governance in a SIAM ecosystem.	A: Chapter 2.3
1.1.2	differentiate SIAM governance roles.	A: Chapter 2.2, 2.3
1.1.3	choose governance approaches for monitoring and measuring service performance.	A: Chapter 2.3
1.2	Analysis of the Current Situation	
1.2.1	analyse existing services, service groupings, service providers and the marketplace.	A: Chapter 2.5
1.2.2	explain how to assess current capability.	A: Chapter 2.5
1.2.3	classify the influences for deciding on the SIAM model and sourcing approach.	A: Chapter 2.5
1.3	Key Elements of a SIAM Strategy	
1.3.1	interpret strategic drivers for SIAM.	A: Chapter 2.6
1.3.2	differentiate critical success factors for SIAM.	A: Chapter 2.7
1.3.3	interpret the principles and policies for roles and responsibilities.	A: Chapter 2.4
1.3.4	select an appropriate SIAM strategy.	A: Chapter 2.5, 2.6
1.3.5	illustrate how to gain and maintain buy-in to a SIAM strategy.	A: Chapter 2.6
1.3.6	describe the content of the business case and the transition project for SIAM.	A: Chapter 2.2, 2.7
<b>2. Plan and Build</b>		
2.1	Design a Detailed SIAM Model	
2.1.1	analyse organisation specific service models and process models.	A: Chapter 3.1
2.1.2	select an appropriate sourcing approach and SIAM structure.	A: Chapter 1.6, 3.1
2.1.3	describe detailed roles and responsibilities.	A: Chapter 3.1
2.1.4	select a performance measurement and reporting framework.	A: Chapter 3.1
2.1.5	select a collaboration model.	A: Chapter 3.1
2.1.6	analyse contract considerations for SIAM.	A: Chapter 3.1
2.2	Plan a SIAM Implementation	
2.2.1	describe the challenges for organisational change.	A: Chapter 3.2
2.2.2	differentiate between approaches for onboarding of services and service providers.	A: Chapter 3.3
2.2.3	analyse the most appropriate tooling strategy and integration methods for a SIAM ecosystem.	A: Chapter 3.1, 3.4

<b>3. Implement</b>			
	3.1	Different Scenarios Supporting a SIAM Implementation	
	3.1.1	choose between a big-bang approach and a phased approach, based on the benefits and risks of these approaches.	A: Chapter 4.1
	3.1.2	explain how to transition to the approved SIAM model.	A: Chapter 4.2
	3.2	Ongoing Organisational Change Management	
	3.2.1	choose ways to influence morale and motivation.	A: Chapter 4.3
<b>4. Run and Improve</b>			
	4.1	Operate, Assure and Improve a SIAM Ecosystem	
	4.1.1	analyse structural elements at different levels.	A: Chapter 5.1, 5.2
	4.1.2	select appropriate mechanisms to address issues and improve provider and integrator performance.	A: Chapter 2.3, 5.3, 5.5
	4.1.3	apply audit and compliance mechanisms.	A: Chapter 5.4
<b>5. SIAM Practices Across the Stages</b>			
	5.1	Application of SIAM Practices	
	5.1.1	apply all SIAM practices of the Discovery & Strategy stage.	A: Chapter 2.8
	5.1.2	apply all SIAM practices of the Plan & Build stage.	A: Chapter 3.5
	5.1.3	apply all SIAM practices of the Implementation stage.	A: Chapter 4.4
	5.1.4	apply all SIAM practices of the Run & Improve stage.	A: Chapter 5.7

## List of Basic Concepts

This list contains the terms and abbreviations with which candidates should be familiar.

*Please note that knowledge of these terms alone does not suffice for the exam; the candidate must understand the concepts and be able to provide examples*

aggregation	estoppel
Agile	ethical wall
agile retrospective	exit services schedule
agile SIAM	external service provider
Association for Project Management (APM)	externally sourced service integrator
balanced scorecard	framework
benchmark	function
benefits realisation management	future mode of operation (FMO)
benefits realisation plan	gaming the system
Best of Breed	governance
blue/red/amber/green reporting (BRAG)	governance Board
board	governance framework
boolean	governance library
business case	governance model
business process improvement (BPI)	greenfield (site or operation)
business-as-usual (BAU)	hangout
capability	heat map
capability assessment	hybrid service integrator
capital expenditure (CAPEX)	incumbent
cloud services	Infrastructure-as-a-Service (IaaS)
COBIT	insourcing
code of conduct	intelligent client function
collaboration agreement	interdependency
commodity service	interim operating model
common data dictionary	interim service plan
common law	internal service provider
conflict of interest (Col) plan	internally sourced service integrator
contract	ISO/IEC 20000
contract management	ITIL
cross-functional team	Kaizen
current mode of operation (CMO)	Kanban
customer (organisation)	kanban board
Cynefin	keeping the lights on
dashboard	Kepner-Tregoe problem analysis
data room	key performance indicator (KPI)
disaggregation	layers (SIAM layers)
early life support (ELS)	lead supplier service integrator
ecosystem	leading and lagging indicators
enterprise architecture	Lean (systems) thinking
enterprise process framework (EPF)	liquidated damages
enterprise service bus	management methodology
entity relationship diagram (ERD)	man-marking
escalation	MECE (mutually exclusive, collectively exhaustive)
model (SIAM model)	service improvement plan (SIP)
MoSCoW	service integration (SI)
multi-sourcing	Service Integration and Management (SIAM)

multi-sourcing integration (MSI)	service integrator
OBASHI	service integrator layer
offboarding	service line
on the fly	service management
onboarding	service management and integration (SMAI)
operational expenditure (OPEX)	service management integration (SMI)
operational level agreement (OLA)	service manager
Operations manual	service model
organisational change management (OCM)	service orchestration
OSI (open systems interconnect)	service outcomes
outcome	service owner
output	service provider
outsourcing	service provider category
performance management and reporting framework	SFIA (Skills Framework for the Information Age)
Platform-as-a-Service (PaaS)	shadow IT
practice	SIAM ecosystem
prime vendor	SIAM environment
process	SIAM governance lead role
process forum	SIAM library
process manager	SIAM model
process model	SIAM operational lead role
process modelling	SIAM scorecard
process owner	SIAM structures
program management	skills map
project management	social network
quality gates	Software-as-a-Service (SaaS)
RACI (Responsible, Accountable, Consulting, Informed)	sourcing
red/amber/green reporting (RAG)	stakeholder
request for information (RfI)	stakeholder map
request for proposal (RfP)	statement of requirements (SoR)
responsibility	statement of works (SoW)
results chain	strategy
retained capability / capabilities	structural element
risk management	subject matter expert (SME)
roadmap	supplier
role	swim lanes
run book	theory of constraints (ToC)
Scrum	tooling strategy
scrum master	tower
separation of duties / separation of concerns	town hall meeting
service	training needs analysis (TNA)
service aggregation	transformation
service assets	transition
service boundaries	trust-based approach
service consumer	visual management
service credits	war room approach
service dashboard	waterfall
service definition	watermelon effect (watermelon reporting)
service element	win-win
service grouping	working group