Practitioner Certificate in Software Asset Management Syllabus

Contents

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Change History

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<th>Changes Made</th>
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<tr>
<td>Version 2.1</td>
<td>Updates to the following sections: Learning Objectives; Introduction; Understand the Scope of SAM; Making a Business Case; Planning; Maintain Control; Software Licensing Overview. Updates to Reasonable Adjustments Requirements</td>
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<tr>
<td>Version 2.0</td>
<td>Re-formatted based on new branding guidelines – no change to content.</td>
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Introduction

The BCS Practitioner Certificate in Software Asset Management (SAM) syllabus and qualification is designed to provide Software Asset Managers, who work in the typically complex computing environment of medium to large companies, the knowledge to implement and maintain an effective SAM programme.

Learning Objectives

Holders of the BCS Practitioner Certificate in Software Asset Management will be able to demonstrate their competence in planning, implementing, and maintaining a SAM programme and have the ability to:

- Understand the risks, costs, challenges and benefits associated with SAM;
- Understand the different types of licensing metrics commonly used by commercial software vendors;
- Recognise the potential problems that arise when implementing a SAM programme;
- Gather the appropriate information about the organisation’s environment;
- Make a comprehensive Business Case for SAM;
- Understand the key SAM processes required to ensure an effective SAM programme;
- Specify the requirements for evaluating and selecting the correct tools for SAM;
- Develop and communicate the organisation’s Software Policy
- Understand how SAM interfaces with IT Service Management
- Plan for the development and implementation of all relevant SAM policies, procedures and tools
- Establish and maintain a SAM database,
- Understand how to control all activities associated with the software lifecycle;
- Detect, escalate and manage all exceptions with SAM policies, processes, procedures and licence rights;
- Manage all relationships within the business and with partners/suppliers to agreed service levels;
- Continually assess the effectiveness of policies and procedures.

Entry Criteria

- BCS Certificate in Software Asset Management Essentials
- Course attendance at the Practitioner Certificate in Software Asset Management Essentials
- At least three months of experience in all phases of SAM
- A comprehensive understanding of ITIL® Best Practices SAM
The Format and Duration of the Examination

The examination is a three hour closed-book written paper preceded by 15 minutes reading time consisting of 5 questions based on 1 scenario.

The pass mark is 60%, and a Distinction is 80%.

The examination will be based on the syllabus in this document. Examination questions will be drawn from all topics in the syllabus, and coverage of any given topic can be expected to be in proportion to the amount of time allocated to that topic in the syllabus.

Notice to Training Providers

Each major subject heading in this syllabus is assigned an allocated time. The purpose of this is two-fold: first, to give both guidance on the relative proportion of time to be allocated to each section of an accredited course and an approximate minimum time for the teaching of each section; second, to guide the proportion of questions in the exam. Training Providers may spend more time than is indicated and candidates may spend more time again in reading and research.

The total time specified is 40 hours of lecture and practical work.

Courses do not have to follow the same order as the syllabus. Courses may be run as a single module or broken down into two or three smaller modules.

This syllabus is structured into sections relating to major subject headings and numbered with a single digit section number. Each section is allocated a minimum contact time for presentation.

Additional Time for candidates requiring reasonable adjustments due to a temporary or permanent disability

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 business language is not English

An additional 45 minutes will be allowed for candidates sitting the examination:

- in a language which is not their mother tongue, and
- where the language of the exam is not their primary business language

Foreign language candidates who meet the requirements above are also entitled to the use of a paper dictionary (to be supplied by the candidate). Electronic dictionaries are not permitted.

The candidate registration form asks for the candidate to state if they think they are entitled to additional time, if they are BCS will automatically allocate additional time.
Syllabus

1. **Introduction – 4 hours**

Understand the overall business benefits that can be achieved by managing software assets effectively. In addition, understand the risks associated with the mismanagement of these assets.

On completion of this section of the course the candidate should be able to:

- Identify the need for SAM and understand the SAM principles
- Recognise the industry standards and available best practice for SAM
- Understand the risks, costs, challenges and benefits associated with SAM

2. **Understand the Scope of SAM – 4 hours**

Prior to planning and implementing an effective SAM programme, understand the overall scope, approach, key dependencies, challenges and critical success factors required to deploy SAM effectively.

On completion of this section of the course the candidate should be able to:

- Recognise the different stages of the software life cycle
- Understand the different categories of software and their associated rights
- Recognise all the key relationships and partners associated with SAM
- Understand how SAM integrates with IT Service Management
- Identify all key dependencies and interfaces required to implement effective SAM
- Understand the key SAM processes
- Discuss the different approaches and expected outcomes required
- Recognise the common challenges and pitfalls of implementing SAM
- Identify the importance of awareness and training
- Recognise the possible effects on an organisation’s culture
- Identify how best to implement a SAM project

3. **Making a Business Case – 8 hours**

Understand how to gather the necessary information required to document a comprehensive Business Case, detailing how the business would benefit from implementing an effective SAM programme and then being able to communicate that to the business.

On completion of this section of the course the candidate should be able to:

- Develop a vision and strategy for SAM
- Align to organisation’s business and governance strategy
- Perform a Risk Assessment
- Analyse the Gap between current and desired future state
- Determine the requirements for SAM
- Clearly identify business benefit from SAM
- Document the Business Case
- Sell the Business Case
4. **Planning – 8 hours**

Understand how to prepare for an effective SAM programme, ensuring appropriate preparation and planning is made for the effective and efficient accomplishment of all SAM objectives.

On completion of this section of the course the candidate should be able to:

- Identify the scope and size of the task
- Identify sponsor and key stakeholder requirements
- Develop and prioritise an outline project plan aligned to the Business Case
- Establish key objectives and deliverables and milestones
- Identify and manage the projects key dependencies
- Understand the SAM processes and procedures required
- Understand the metrics to be stored in the SAM databases and their inclusion in the Definitive Media Library and Configuration Management System
- Determine key performance indicators and critical success factors
- Identify project resource requirements
- Identify and implement a ‘Stopgap’ process
- Produce a communication plan to raise awareness within the organisation
- Produce an Implementation Plan
- Review the SAM tools and data sources
- Define the agreed reporting content and the frequency of distribution
- Establish critical success factors to monitor the effectiveness of the SAM implementation

5. **Implementation – 8 hours**

Understand how to implement the agreed project plan ensuring that the project meets all of the project deliverables.

On completion of this section of course the candidate should be able to:

- Develop an overall software policy encompassing all aspects of software
- Understand how to effectively distribute and enforce the software policy
- Confirm IT Infrastructure and change controls are in place to ensure SAM tools remain operational
- Implement and configure the SAM tools and data sources
- Create an effective procedure for the protection and retention of all software licences and media
- Implement the agreed SAM processes and ensure roles and responsibilities are effectively assigned
- Collect and analyse the software audit data
- Establish the organisation’s compliance status and understand the procedures to remedy any associated risk
- Monitor and review all objectives and measure the deliverables against the defined key performance indicators
- Establish and implement service level management for software asset management
- Manage the transition from implementation to business as usual.
6. Establish and Maintain Control – 4 hours

Understand how to establish and maintain the management system and infrastructure within which the SAM processes are implemented and ensure that responsibility for management of software assets is recognised at the corporate board level, and that appropriate mechanisms are in place to ensure the proper discharge of this responsibility.

On completion of this section of the course the candidate should be able to:

- Understand how to continually maintain and monitor the SAM processes
- Establish a method of continued improvement for each SAM process
- Prevent complacency and regression within each process
- Understand how to facilitate the SAM processes ensuring that the overall SAM objectives and benefits are being achieved
- Understand how to detect, escalate and manage all exceptions to SAM policies, processes, and procedures

7. Software Licensing Overview – 4 hours

Understand the basics of Licensing and recognise the common characteristics of each type of licence agreement.

On completion of this section of the course the candidate should be able to:

- Establish when a licence is required
- Understand the responsibilities, liabilities and the rights associated with using software
- Understand the different types of licence agreements (e.g. perpetual, upgrade, client access licenses and maintenance)
- Prevent the procurement of counterfeit software
- Understand the software distribution chain and where to go to get license help
- Recognise what constitutes a ‘Proof of licence’
- Understand the different technologies now available for delivering applications to users and the license implications
Levels of Knowledge

This course will provide candidates with the levels of difficulty / knowledge highlighted within the following table, enabling them to develop the skills to operate at the levels of responsibility indicated.

The levels of knowledge are explained in the following text. Note that each K level subsumes lower levels. For example, a K4 level topic is one for which a candidate must be able to analyse a situation and extract relevant information. A question on a K4 topic could be at any level up to and including K4. As an example, a scenario requiring a candidate to analyse a scenario and select the best risk identification method would be at K4, but questions could also be asked about this topic at K3 and a question at K3 for this topic might require a candidate to apply one of the risk identification methods to a situation.

Level 1: Remember (K1)

The candidate should be able to recognise, remember and recall a term or concept but not necessarily be able to use or explain. Typical questions would use: define, duplicate, list, memorise, recall, repeat, reproduce, state.

Level 2: Understand (K2)

The candidate should be able to explain a topic or classify information or make comparisons. The candidate should be able to explain ideas or concepts. Typical questions would use: classify, describe, discuss, explain, identify, locate, recognise, report, select, translate, paraphrase.

Level 3: Apply (K3)

The candidate should be able apply a topic in a practical setting. The candidate should be able to use the information in a new way. Typical questions would use: choose, demonstrate, employ, illustrate, interpret, operate, schedule, sketch, solve, use, write.

Level 4: Analyse (K4)

The candidate should be able to distinguish/separate information related to a concept or technique into its constituent parts for better understanding, and can distinguish between facts and inferences. Typical questions would use: appraise, compare, contrast, criticise, differentiate, discriminate, distinguish, examiner, question, test.

Level 5: Synthesise (K5)

The candidate should be able to justify a decision and can identify and build patterns in facts and information related to a concept or technique, they can create new meaning or structure from parts of a concept. Typical questions would use: appraise, argue, defend, judge, select, support, value, evaluate.

Level 6: Evaluate (K6)

The candidate should be able to provide a new point of view and can judge the value of information and decide on its applicability in a given situation. Typical questions would use: assemble, contract, create, design, develop, formulate, write.
Levels of Skills and Responsibility (SFIA 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 1: Follow

Work under close supervision to perform routine activities in a structured environment. They will require assistance in resolving unexpected problems, but will be able to demonstrate an organised approach to work and learn new skills and applies newly acquired knowledge.

Level 2: Assist

Works under routine supervision and uses minor discretion in resolving problems or enquiries. Works without frequent reference to others and may have influence within their own domain. They are able to perform a range of varied work activities in a variety of structured environments and can identify and negotiate their own development opportunities. They can also monitor their own work within short time horizons and absorb technical information when it is presented systematically and apply it effectively.

Level 3: Apply

Works under general supervision and uses discretion in identifying and resolving complex problems and assignments. They usually require specific instructions with their work being reviewed at frequent milestones, but can determines when issues should be escalated to a higher level. Interacts with and influences department/project team members. In a predictable and structured environment they may supervise others. They can perform a broad range of work, sometimes complex and non-routine, in a variety of environments. They understand and use appropriate methods, tools and applications and can demonstrate an analytical and systematic approach to problem solving. They can take the initiative in identifying and negotiating appropriate development opportunities and demonstrate effective communication skills, sometimes planning, scheduling and monitoring their own work. They can absorb and apply technical information, works to required standards and understand and uses appropriate methods, tools and applications.

Level 4: Enable

Works under general direction within clear framework of accountability and can exercise substantial personal responsibility and autonomy. They can plan their own work to meet given objectives and processes and can influence their team and specialist peers internally. They can have some responsibility for the work of others and for the allocation of resources. They can make decisions which influence the success of projects and team objectives and perform a broad range of complex technical or professional work activities, in a variety of contexts. They are capable of selecting appropriately from applicable standards, methods, tools and applications and demonstrate an analytical and systematic approach to problem solving, communicating fluently orally and in writing, and can present complex technical information to both technical and non-technical audiences. They plan, schedule and monitor their work to meet time and quality targets and in accordance with relevant legislation and procedures, rapidly absorbing new technical information and applying it effectively. They have a good appreciation of the wider field of information systems, their use in relevant employment areas and how they relate to the business activities of the employer or client.
Level 5: Ensure and advise
Works under broad direction, being fully accountable for their own technical work and/or project/supervisory responsibilities, receiving assignments in the form of objectives. Their work is often self-initiated and they can establish their own milestones, team objectives, and delegates responsibilities. They have significant responsibility for the work of others and for the allocation of resources, making decisions which impact on the success of assigned projects i.e. results, deadlines and budget. They can also develop business relationships with customers, perform a challenging range and variety of complex technical or professional work activities and undertake work which requires the application of fundamental principles in a wide and often unpredictable range of contexts. They can advise on the available standards, methods, tools and applications relevant to own specialism and can make correct choices from alternatives. They can also analyse, diagnose, design, plan, execute and evaluate work to time, cost and quality targets, communicating effectively, formally and informally, with colleagues, subordinates and customers. They can demonstrate leadership, mentor more junior colleagues and take the initiative in keeping their skills up to date. Takes customer requirements into account and demonstrates creativity and innovation in applying solutions for the benefit of the customer.

Level 6: Initiate and influence
Have a defined authority and responsibility for a significant area of work, including technical, financial and quality aspects. They can establish organisational objectives and delegates responsibilities, being accountable for actions and decisions taken by them self and their subordinates. They can influence policy formation within their own specialism to business objectives, influencing a significant part of their own organisation and customers/suppliers and the industry at senior management level. They make decisions which impact the work of employing organisations, achievement of organisational objectives and financial performance, developing high-level relationships with customers, suppliers and industry leaders. They can perform highly complex work activities covering technical, financial and quality aspects. They contribute to the formulation of IT strategy, creatively applying a wide range of technical and/or management principles. They absorb complex technical information and communicate effectively at all levels to both technical and non-technical audiences, assesses and evaluates risk and understand the implications of new technologies. They demonstrate clear leadership and the ability to influence and persuade others, with a broad understanding of all aspects of IT and deep understanding of their own specialism(s). They take the initiative in keeping both their own and subordinates' skills up to date and to maintain an awareness of developments in the IT industry.

Level 7: Set strategy, inspire and mobilise
Have the authority and responsibility for all aspects of a significant area of work, including policy formation and application. They are fully accountable for actions taken and decisions made, by both them self and their subordinates. They make decisions critical to organisational success and influence developments within the IT industry at the highest levels, advancing the knowledge and/or exploitation of IT within one or more organisations. They develop long-term strategic relationships with customers and industry leaders, leading on the formulation and application of strategy. They apply the highest level of management and leadership skills, having a deep understanding of the IT industry and the implications of emerging technologies for the wider business environment. They have a full range of strategic management and leadership skills and can understand, explain and present complex technical ideas to both technical and non-technical audiences at all levels up to the highest in a persuasive and convincing manner. They have a broad and deep IT knowledge coupled with equivalent knowledge of the activities of those businesses and other organisations that use and exploit IT. Communicates the potential impact of emerging technologies on organisations and individuals and analyses the risks of using or not using such technologies. They also assess the impact of legislation, and actively promote compliance.
Format of the Examination

This syllabus has an accompanying examination at which the candidate must achieve a pass score to gain the BCS Practitioner Certificate in Software Asset Management.

<table>
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<tr>
<th>Type</th>
<th>Written Examination: 5 questions based on 1 scenario</th>
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<td>Supervised/Invigilated</td>
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<tr>
<td>Open Book</td>
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</tr>
<tr>
<td>Pass Mark</td>
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