# BCS Foundation Certificate in Business Analysis

## Specimen Paper 2020

Record your surname / last / family name and initials on the answer sheet.

**Specimen paper only 20 multiple-choice questions** – 1 mark awarded to each question. Mark only one answer to each question. There are no trick questions.

A number of possible answers are given for each question, indicated by either **A B C or D**. Your answers should be clearly indicated on the answer sheet.

Pass mark is 13/20
Time allowed 30 minutes

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**1**      In which stage of the business lifecycle are the requirements elicited?

**A**      Alignment.
**B**      Definition.
**C**      Design.
**D**      Implementation.


**2**      Which of the following is represented by the vertical bar in the model of a T-shaped professional?

**A**      Their professional qualifications.
**B**      Their holistic skill set.
**C**      Their general skills and expertise to enable broader communications.
**D**      The deep skills in their specialist discipline.


**3**      Which letter of the VMOST states the target state, without regard to how this will be achieved?

**A**      Vision.
**B**      Mission.
**C**      Objectives.
**D**      Tactics.


**4**      Which of the following services is **NOT** included in the Business Analysis Service Framework (BASF)?

**A**      Business acceptance testing.
**B**      Project management.
**C**      Feasibility assessment.
**D**      Business process improvement.


**5**      Which of the following techniques is useful to conduct during a discovery workshop?

**A**      Document Analysis.
**B**      Conducting a review.
**C**      Stepwise refinement.
**D**      Observation.

**6**     Which of the following techniques is defined as follows?

*"A quantitative form of observation used to establish how people divide their time at work into work tasks."*

**A**     Scenario analysis.
**B**     Document analysis
**C**     Questionnaires.
**D**     Activity sampling.


**7**     Which of the following is a VALID category of stakeholders as depicted on the stakeholder wheel?

**A**     Compliance, Regulators, Employees.
**B**     Developers, Partners, Owners.
**C**     Competitors, Customers, Managers.
**D**     Users, Testers, Architects.


**8**     A Business Analyst has identified a stakeholder who has low interest and some power/influence.

What would be the resulting stakeholder management strategy?

**A**     Watch.
**B**     Keep onside.
**C**     Keep satisfied.
**D**     Keep informed.


**9**     In which level(s) of the business hierarchy would a UML Activity Model be used?

**A**     Enterprise level only.
**B**     Enterprise level and Actor-task level.
**C**     Event-response level and Actor-task level.
**D**     Actor-task level only.

**10** Which of the following techniques would be appropriate to use to model the enterprise level processes?

**A** Organisation Chart.
**B** SIPOC.
**C** Value Proposition.
**D** UML Activity Diagram.

**11** Which generic business process improvement strategy identifies and eliminates congestion in the process which occurs when one actor in the process has too much work to do, therefore impacting the throughput of the entire process?

**A** Simplifying the process.
**B** Changing task sequence.
**C** Redesigning the process to include exceptions.
**D** Removing bottlenecks.

**12** When using the gap analysis process, what should be done once the existing and target situations have been compared?

**A** Identify gaps to be addressed.
**B** Assemble representations of the target situation.
**C** Consider possible actions to address the gaps.
**D** Assemble representations of the existing situation.

**13** Which of the following would you expect to see on a CARDI log?

**A** Authority.
**B** Decisions.
**C** Assumptions.
**D** Requirements.

**14**    Which element of the requirements engineering framework ensures that the desired level of traceability is achieved?

**A**    Requirements analysis.
**B**    Requirements validation.
**C**    Requirements documentation.
**D**    Requirements management.

**15**    Which type of requirement would specify the volume of data that needs to be stored?

**A**    Non-functional.
**B**    General.
**C**    Technical.
**D**    Functional.

**16**    To ensure that the most important functionality is delivered first, how are the user stories within a product backlog **TYPICALLY** ordered?

**A**    By priority.
**B**    By size.
**C**    By feature.
**D**    By user.

**17**    Which of the following statements in relation to a use case diagram is TRUE?

**A**    A use case diagram shows the associations between actors.
**B**    A use case diagram depicts actors which are linked to the functions via an arrow.
**C**    A use case diagram depicts a rectangular box which defines project scope.
**D**    A use case diagram depicts actors as being external to the system but interacting with the functions within it.

**18**    Which of the following statements in relation to requirements validation is TRUE?

**A**    Validation of requirements is likely to be conducted in the same way regardless of system development lifecycle or approach.
**B**    When using the agile approach, the backlog needs to be validated at inception to ensure that the backlog is sufficiently well formed. No other validation is required.
**C**    When using the agile approach, validation is concerned with ensuring that the requirements allocated to the iteration are in a sufficiently defined state for development.
**D**    When validating requirements in the waterfall lifecycle, sign-off is not required.

**19**    In which methodology are the feasibility study, analysis and design established early in the lifecycle, followed by the delivery of multiple modules of development, test and implementation phases?

**A**    Iterative (agile).
**B**    Incremental.
**C**    Waterfall.
**D**    "V" Model.

**20**    Which of the following statements related to the Business Analyst's role within the Business Change Lifecycle is FALSE?

**A**    A Business Analyst is only involved in the definition stage of a business change.
**B**    A Business Analyst would positively contribute to all stages of a business change.
**C**    Many activities within the alignment stage may be carried out by other roles, but the BA needs to understand the outputs of this stage regardless of who produced them.
**D**    A Business Analyst is well placed to assist with business readiness activities leading up to and during the Implementation stage.

**End of Paper**

# BCS Foundation Certificate in Business Analysis
## Answer Key and Rationale

| Question | Answer | Explanation / Rationale | Syllabus Section |
|---|---|---|---|
| **1** | **B** | A: Incorrect. Alignment is concerned with ensuring that the organisation's objectives and strategy are aligned with the external world.<br>B: Correct, the definition stage includes a closer look at business problems, formulation and presentation of options and the definition of requirements (which includes elicitation of requirements).<br>C: Incorrect. The design stage includes design specification, development and testing.<br>D: Incorrect. The implementation is concerned with deploying the solution and related business readiness activities. | 1.1 |
| **2** | **D** | A: Incorrect, although the T-shaped professional may have qualifications in their specialisms, it is usually their knowledge and experience in the specialism that is valuable to an organisation and therefore depicted in the vertical bar.<br>B: Incorrect, the holistic skill set does not relate uniquely to either the horizontal or vertical elements of the T-shaped professional model and is not what the model is aiming to represent. Holistic thinking is applicable to both but is better demonstrated using the POPIT™ model.<br>C: Incorrect, this is represented by the horizontal bar of the T-shape<br>D: Correct, the specialist skills are represented by the vertical bar of the T-shape. | 2.1 |
| **3** | **A** | A: Correct, the vision is a longer-term conceptual target state.<br>B: Incorrect, the mission is supported by a strategic plan.<br>C: Incorrect, the objectives must be achievable.<br>D: Incorrect, the tactics are planned in detail via project or business-as-usual activity. | 3.3 |
| **4** | **B** | A: Incorrect, Business acceptance is included in the framework because BA collaboration and involvement in defining tests is a valuable BA service.<br>B: Correct. Although on smaller projects, project management may be carried out by a BA , it is not part of the BA service (it would be part of the project management service and if carried out by a BA this would be a hybrid service).<br>C: Incorrect, Stakeholder engagement is a vital BA service<br>D: Incorrect, Business process improvement is a valuable BA service for redesigning new processes, defining process change and identifying required actions for deploying new processes. | 4.1 |

| Question | Answer | Explanation / Rationale | Syllabus Section |
|---|---|---|---|
| 5 | C | A: Incorrect, document analysis may be an input to a discovery workshop but is not usually a collaborative activity.<br>B: Incorrect, reviewing is a useful in validation workshops, but not discovery workshops.<br>C: Correct, stepwise refinement helps to uncover root causes during the discovery stage.<br>D: Incorrect, observation is carried out in the workplace setting, not in the workshop environment. | 5.1 |
| 6 | D | A: Incorrect, scenario analysis is a qualitative story telling technique used to establish the happy path and to uncover alternative and exception paths.<br>B: Incorrect, document analysis is a technique which involves reviewing source documents and is useful for clarifying key data items.<br>C: Incorrect, questionnaires are usually quantitative, but are not an observation technique because they are completed by the users or a potential target audience.<br>D: Correct, activity sampling is carried out by the BA who observes users and captures quantitative information such as the duration and frequency of tasks carried out. | 5.7 |
| 7 | C | A: Incorrect, regulators and employees are shown on the wheel, but not internal compliance.<br>B: Incorrect, owners and partners are shown on the wheel, but not developers.<br>C: Correct, customers and managers are included on the wheel. Competitors are also included; although they may not be engaged with, they may well have an interest in and be impacted by the business change.<br>D: Incorrect, testers and architects are not included. There is a customer category, but not specifically a category for users. | 6.1 |
| 8 | B | A: Incorrect, watch is the strategy for stakeholders with low interest and high power/influence.<br>B: Correct, keep onside is the strategy for stakeholders with any level of interest and some power/influence.<br>C: Incorrect, keep satisfied is the strategy for stakeholders with some interest and high power/influence.<br>D: Incorrect, keep informed is the strategy for stakeholders with some or high interest and low power/influence. | 6.2 |
| 9 | C | A: Incorrect, a UML activity model would not be used at the Enterprise level.<br>B: Incorrect, a UML activity model would not be used at the Enterprise level, although it can be used at the Actor-task level.<br>C: Correct, A UML activity diagram could be used to model at the Event-response level and at the Actor-task level.<br>D: Incorrect, UML Activity model is used to model the Event-response level as well as the Actor-task level. | 7.1 |

| Question | Answer | Explanation / Rationale | Syllabus Section |
|:---:|:---:|:---|:---:|
| **10** | **B** | A: Incorrect, an organisation chart shows a functional, rather than a process view of an organisation. <br> B: Correct, the SIPOC framework is used to show a contextual view of the processes within an enterprise. <br> C: Incorrect, value propositions need to be considered at the enterprise level, but they do not model processes. <br> D: Incorrect, UML activity diagram notation can be used to model the Event-response level processes and the Actor-response level, not the enterprise level processes. | 7.2 |
| **11** | **D** | A: Incorrect, simplifying the process may eliminate redundant tasks, but it is not specifically designed to reduce congestion. <br> B: Incorrect, changing the sequence of tasks can often speed up a process, but it is not specifically designed to reduce congestion. <br> C: Incorrect, redesigning the process to include exceptions, may improve the process for exception cases, but does not specifically aim to reduce congestion. <br> D: Correct, bottlenecks are when there is a mismatch between the capacity of an actor and the number of times he/she is expected to complete a task. | 7.6 |
| **12** | **A** | A: Correct, gaps are identified directly after comparing the existing and target situations. <br> B: Incorrect, this is a preceding stage. <br> C: Incorrect, this follows, but not directly. The gaps are identified, then possible actions are considered to address them. <br> D: Incorrect, this is a preceding stage. | 8.1 |
| **13** | **C** | A: Incorrect, the authority for the project would be indicated using a RACI. (The A on the CARDI log is for Assumptions). <br> B: Incorrect, it may be useful to document key project decisions, but it is not a standard CARDI log entry. (The D on the CARDI log is for Dependencies) <br> C: Correct, when there is no choice, but to proceed based on assumptions, the assumptions should be documented and monitored. <br> D: Incorrect, requirements are documented and managed separately. (The R of CARDI is for Risks) | 9.5 |
| **14** | **D** | A: Incorrect, this element involves checking for errors and omissions and aims to ensure the quality of requirements. <br> B: Incorrect, this element involves reviewing the requirements with key stakeholders to gain agreement and sign them off. <br> C: Incorrect, this element ensures that the requirements are sufficiently documented (textually and diagrammatically). <br> D: Correct, this element is concerned with managing changes to baselined requirements and ensuring that the desired level of traceability is achieved. | 10.1 |

| Question | Answer | Explanation / Rationale | Syllabus Section |
|----------|--------|------------------------|------------------|
| 15 | A | A: Correct, the non-functional requirements set out the level of service and performance required.<br>B: Incorrect, the general requirements define the polices and standards that the solution needs to adhere to.<br>C: Incorrect, the technical requirements state technical policies and constraints.<br>D: Incorrect, the functional requirements set out the features and functionality that is needed. | 10.3 |
| 16 | A | A: Correct. The backlog is usually ordered by priority, with the highest priority at the top so that they can be worked on first.<br>B: Incorrect. The size of each story is estimated, but the backlog is highly unlikely to be ordered by size.<br>C: Incorrect. There may be additional groupings to enable sorting or grouping by feature, but this does not usually dictate the order or the backlog.<br>D: Incorrect. The user of each story is recorded, but the backlog is unlikely to be ordered by user. | 11.6 |
| 17 | D | A: Incorrect, the diagram shows associations between the actors and the functions rather than between the actors themselves.<br>B: Incorrect, the actors are associated to the functions by a straight line, not an arrow<br>C: Incorrect, the rectangular box depicts the system boundary. It agrees the scope of the system rather than the scope of the project.<br>D: Correct, the actors are external to the system boundary and are associated to the functions (use cases) within it. | 11.4 |
| 18 | C | A: False. The validation is likely to be conducted differently depending on system development lifecycle (SDLC).<br>B: False. When using the agile approach, the backlog needs to be validated at inception to ensure that the backlog is sufficiently well formed, but other validation is required.<br>C: True.<br>D: False. Sign- off is necessary in the waterfall lifecycle to indicate approval needed before moving to the next stage. | 12.1 |
| 19 | B | A: Incorrect, in an iterative (agile) lifecycle, the requirements, analysis and design stages will be iterative rather than linear. The deployment will be incremental.<br>B: Correct, the incremental lifecycle is of a linear nature for the early stages with multiple increments of development, testing and deployment.<br>C: Incorrect, in a waterfall lifecycle there will only be one deployment.<br>D: Incorrect, in a "V" model lifecycle there will only be one deployment. | 13.1 |

| Question | Answer | Explanation / Rationale | Syllabus Section |
|---|---|---|---|
| **20** | **A** | A: False, the BA is involved in all stages.<br>B: True<br>C: True, ideally the BA is involved at the alignment stage, but if they are bought in at a later stage, the BA will need to understand the outputs of the alignment stage in order to fully understand the objectives and drivers for change.<br>D: True, the knowledge and experience that the BA has gained during his/her involvement with the project as well as the relationships they have built with stakeholders combined with their BA competencies places them ideally for assisting with business readiness planning and activity. | 14.1 |