BCS.PC-BA-FBA-20.v2026-07-23.q51

Exam Code:	PC-BA-FBA-20
Exam Name:	BCS Foundation Certificate in Business Analysis V4.0
Certification Provider:	BCS
Free Question Number:	51
Version:	v2026-07-23
# of views:	136
# of Questions views:	510
https://www.freepdfdumps.com/BCS.PC-BA-FBA-20.v2026-07-23.q51.html	

NEW QUESTION: 1

In option development, which of the following is NOT a type of option considered?

A. Basic option

B. Extended option

C. Executive option

D. Exhaustive option.

Answer: D (LEAVE A REPLY)

When developing options for a business change, the business analyst must consider a range of solution types, which often fall into categories to ensure all possibilities are explored. While the exact naming conventions can vary, the following three core types are commonly considered and often named as:

Basic (or "Do Minimum") option: A low-cost, minimal-effort option to address the problem without major change (often including the "Do Nothing" or "Do Nothing Different" option for comparison).

Extended (or "Do Something" option): The preferred or main option, representing the full-scale, major change recommended to achieve the business objectives.

Executive (or "Commercial Off-The-Shelf (COTS)") option: An option based on purchasing an existing system or service, rather than custom-building a solution.Exhaustive option is NOT a standard or recognised category of business change option within the BCS syllabus.

(Reference: BCS Business Analysis Practice - Business Case, Identifying Options)

NEW QUESTION: 2

A customer journey is most likely to be used in which of the following situations?

A. To understand the value chain.

B. To identify process improvements.

C. To understand the customer ' s perspective.

D. To help balance employee and customer interactions.
Answer: C (LEAVE A REPLY)
A customer journey is used to understand the experience from the customer's point of view as they interact with an organisation, product, service, or process. It helps identify customer touchpoints, expectations, frustrations, emotions, and pain points across the end-to-end journey. Although customer journey analysis may later highlight process improvements, its most direct purpose is not internal process redesign. Value chain analysis is used to understand organisational activities that create value, not customer experience. Balancing employee and customer interactions may be a secondary consideration, but it is not the core purpose. The customer journey technique is especially useful in service improvement, digital transformation, and customer experience work because it exposes what the customer sees and feels, rather than only what the organisation's internal process model shows.

NEW QUESTION: 3
Which of the following requirement categories would be found in a requirements catalogue?
a) Functional.
b) Non-functional.
c) General
d) Technical
A. a only.
B. a and b only
C. a, b and c only
D. a, b, c and d.
Answer: (SHOW ANSWER)
A Requirements Catalogue (or Requirements Specification) serves as the central repository for all documented requirements for a solution. BCS guidance categorises requirements hierarchically. At the highest level are the Business Requirements (often called General Requirements (c) and Technical Requirements (d)).
These constrain the lower-level Solution Requirements, which consist of Functional Requirements (a) (what the system must do) and Non-functional Requirements (b) (quality attributes like performance, security, and usability). Since the catalogue aims to provide a complete picture of the business need and the proposed solution ' s capabilities, it must contain all four categories: Functional, Non-functional, General (Business), and Technical requirements.
(Reference: BCS Requirements Engineering - Requirements Categorisation and Documentation)

NEW QUESTION: 4

At a recent Board Meeting the Directors of an office fitting company ratified the company's mission as:
To meet or undercut all our competitors' prices'
Which of the following is MOST LIKELY to be the company's vision?
A. To offer the best value office fitting service
B. To reduce the cost of office fitting by 5%.
C. To increase the company's market share.
D. To be the premier office fitting company
Answer: (SHOW ANSWER)
A mission statement defines the organization's purpose and primary objectives, often focusing on what the organization does and how it operates in the present. In contrast, a vision statement outlines the long-term aspirations of the organization-what it aims to become in the future. The mission provided-"To meet or undercut all our competitors' prices"-is focused on price competitiveness, which is a tactical approach rather than a strategic aspiration.
Let's analyze each option:
A . To offer the best value office fitting service: While this aligns somewhat with the mission, it is more of a value proposition or operational goal rather than a visionary statement. It lacks the aspirational and long-term focus that defines a vision.
B . To reduce the cost of office fitting by 5%: This is a specific, measurable objective, but it is too narrow and tactical to qualify as a vision. Visions are broader and not tied to specific metrics.
C . To increase the company's market share: Increasing market share is a strategic goal, but it is still an intermediate step toward achieving something greater. It does not capture the overarching ambition of the company.
D . To be the premier office fitting company: This option reflects a long-term aspiration and aligns with the characteristics of a vision statement. It expresses the desire to achieve leadership and excellence in the industry, which is consistent with the mission of being competitive on price while aiming for a higher status.
According to the BCS Business Analysis Framework , a vision statement should inspire and guide the organization toward its ultimate goal. Therefore, D is the most appropriate choice.

NEW QUESTION: 5
What activities are shown on a value chain analysis?
A. Primary and secondary activities.
B. Activity sampling.
C. Primary activities and support activities.
D. Stakeholder management.
Answer: C (LEAVE A REPLY)

Value chain analysis examines how an organisation creates value for customers through a set of linked activities. Porter's value chain separates activities into primary activities and support activities.
Primary activities are directly involved in creating, delivering, marketing, and servicing products or services, such as inbound logistics, operations, outbound logistics, marketing and sales, and service.
Support activities enable the primary activities to operate effectively, such as procurement, technology development, human resource management, and infrastructure. Activity sampling is an investigation technique, not a value chain category. Stakeholder management concerns engagement with stakeholder groups and does not show operational value creation. The phrase "primary and secondary activities" is not the standard value chain distinction. The correct terminology is primary activities and support activities.

NEW QUESTION: 6
What is the purpose of the business readiness assessment?
A. Analysing if the business area is sufficiently prepared to accept the business change.
B. Checking that the user acceptance testing has been completed and there are no outstanding defects.
C. Ensuring that all of the requirements have been fully traced throughout the lifecycle.
D. Evaluating market conditions to ensure they have not changed whilst the product was in development.
Answer: A (LEAVE A REPLY)
The Business Readiness Assessment is a key activity conducted during the Implementation or Business Change Deployment stage of the project. Its primary purpose is to determine whether the target business areas, including the People, Organisation, and Processes, are sufficiently prepared to accept the business change and begin operating the new solution in the 'To Be' state. This involves checking factors such as whether staff have been trained, new processes are documented, communication has been effective, and necessary resources are in place. This assessment informs the 'Go/No Go' decision for the system's launch, ensuring a smooth transition to the new way of working.
(Reference: BCS Business Analysis Practice - Business Change Deployment, Business Readiness)

NEW QUESTION: 7
Functional and non-functional requirements can be described as which of the following?
A. The principles followed by the project.
B. The constraints within which the solution must operate.
C. An elaboration of the General and Technical requirements.
D. The highest level in the hierarchy of requirements.
Answer: C (LEAVE A REPLY)

Functional and non-functional requirements sit within the detailed requirements area and describe what the solution must do and how well it must perform. Functional requirements define required behaviour, services, processing, calculations, or interactions. Non-functional requirements define qualities and constraints such as performance, security, usability, availability, and reliability. In a requirements hierarchy, these requirements are developed from broader business, general, and technical requirement categories. Option B is too narrow because it describes mainly non-functional requirements, not functional requirements. Option D is wrong because the highest level is the business need or business requirement. Option A refers to project principles, not solution requirements. Therefore, functional and non-functional requirements are best described as an elaboration of General and Technical requirements.

NEW QUESTION: 8

Business Analyst competencies are divided into three groups. Which of these is NOT one of the groups?

A. Personal qualities.

B. Professional techniques.

C. Business knowledge.

D. IT skills.

Answer: (SHOW ANSWER)

Business analyst competencies are commonly grouped into personal qualities, business knowledge, and professional techniques. Personal qualities include communication, analytical thinking, facilitation, influencing, and relationship-building. Business knowledge covers understanding the organisation, industry, strategy, finance, processes, and business context. Professional techniques include modelling, requirements engineering, stakeholder analysis, investigation techniques, and business case development. IT skills may be useful for some business analysts, especially those working on digital or software-enabled change, but IT skills are not one of the three main competency groups. Treating IT skills as a core group would narrow the business analyst role too much, because business analysis is concerned with business change, not only technology delivery. Therefore, option D is not one of the three competency groups.

NEW QUESTION: 9

What does vertical traceability trace?

A. The requirement from inception to delivery

B. The development and implementation of the requirement

C. The requirement in the requirements hierarchy

D. Where a requirement originated

Answer: (SHOW ANSWER)

Traceability links requirements to other project artefacts. There are two main types: horizontal and vertical.

Horizontal traceability (Option A) links a requirement forward to its design, code, and test cases, and backward to its source (Option D), tracing its lifecycle from inception to delivery. Vertical traceability concerns tracing a requirement up or down the requirements hierarchy (C). This ensures that lower-level requirements (e.g., functional) are aligned with and fully support the higher-level business objectives, policies, and strategy. For example, it traces a solution requirement up to the business requirement it satisfies, validating that every low-level detail is necessary and justified by a high-level business need.
(Reference: BCS Requirements Engineering - Requirements Traceability)

NEW QUESTION: 10
What is the first step in the gap analysis process?
A. Assemble representations of existing situation.
B. Consider possible actions to address the gaps.
C. Compare representations of the existing and target situations.
D. Identify gaps to be addressed.
Answer: (SHOW ANSWER)
Gap analysis is a structured process used to identify the differences between the current state (as-is) and the desired future state (to-be). The first step in this process involves understanding the current situation.
Key Steps in Gap Analysis:
* Assemble representations of the existing situation: This involves documenting the current state, including processes, systems, and capabilities.
* Compare representations of the existing and target situations: After understanding the current state, it is compared with the desired future state to identify gaps.
* Identify gaps to be addressed: Once gaps are identified, they are prioritized based on their impact and feasibility.
* Consider possible actions to address the gaps: Finally, potential solutions or actions are developed to bridge the identified gaps.
Evaluation of Each Option:
* A. Assemble representations of existing situation: Understanding the current state is the foundational step in gap analysis. Without this, there is no baseline for comparison.
Conclusion: This is correct .
* B. Consider possible actions to address the gaps: This is a later step in the process, not the first.
Conclusion: This is not correct .
* C. Compare representations of the existing and target situations: Comparison occurs after the current state has been documented. Conclusion: This is not correct .
* D. Identify gaps to be addressed: Identifying gaps follows the documentation and comparison steps.
Conclusion: This is not correct .
Final Recommendation:

The first step in the gap analysis process is:
A). Assemble representations of existing situation.

NEW QUESTION: 11
Which of the following statements is FALSE in relation to the hierarchy of requirements?
A. The requirements hierarchy enables detailed requirements to be linked to the business need.
B. The requirements hierarchy shows the order in which requirements should be developed.
C. Requirements are driven by the organisation ' s values, strategy and objectives.
D. The requirements hierarchy links different requirements to each other.
Answer: B (LEAVE A REPLY)
The hierarchy of requirements organizes requirements into levels (e.g., business needs, stakeholder requirements, solution requirements) to ensure alignment and traceability.
Let's evaluate each statement to determine which is false .
Key Characteristics of the Requirements Hierarchy:
* Linking Requirements: The hierarchy ensures that detailed requirements are connected to higher-level business needs and objectives.
* Order of Development: The hierarchy does not dictate the sequence in which requirements should be developed; it focuses on relationships and dependencies.
* Driven by Strategy: Requirements are derived from the organization ' s values, strategy, and objectives.
* Traceability: The hierarchy links different types of requirements to ensure consistency and alignment.
Evaluation of Each Statement:
* A. The requirements hierarchy enables detailed requirements to be linked to the business need:
This is true; the hierarchy ensures traceability between high-level and detailed requirements.
Conclusion: This is true .
* B. The requirements hierarchy shows the order in which requirements should be developed: The hierarchy does not specify the development order; it focuses on relationships and dependencies.
Conclusion: This is false .
* C. Requirements are driven by the organisation ' s values, strategy and objectives: This is true; requirements must align with organizational goals. Conclusion: This is true .
* D. The requirements hierarchy links different requirements to each other: This is true; the hierarchy ensures traceability and alignment across levels. Conclusion: This is true .
Final Recommendation:
The false statement is:

B). The requirements hierarchy shows the order in which requirements should be developed.

NEW QUESTION: 12

In relation to analysis at the actor-task level, which of the following statements is FALSE?

A. Tasks can be analysed using value chain analysis.

B. Tasks can be decomposed into steps.

C. Tasks have inputs and outputs.

D. Specific performance measures may be applied at the task level.

Answer: A (LEAVE A REPLY)

Actor-task level analysis looks at detailed work performed by specific actors, roles, or users. At this level, a task can be broken into smaller steps, inputs and outputs can be identified, and performance measures can be applied to assess efficiency, quality, or timeliness. Therefore, options B, C, and D are valid statements about actor-task analysis. Value chain analysis, however, is not used at this detailed actor-task level. It is an enterprise-level technique used to understand how organisational activities create value for customers. It examines primary and support activities across the business, not the detailed steps performed by a particular actor. Because value chain analysis belongs at a higher level of business process analysis, option A is the false statement.

NEW QUESTION: 13

Which of the following statements about the workshop investigation technique are TRUE?

a) Permits the impartial, long-term observation of business activities.

b) Allows statements and assertions to be immediately cross-checked with other participants.

c) Provides an effective means of achieving consensus among stakeholders.

d) Provides an opportunity to collect accurate quantitative data about business processes.

A. a, c and d only

B. b, c and d only

C. a and d only

D. b and c only.

Answer: D (LEAVE A REPLY)

The true statements about workshops are b and c. Workshops are collaborative, structured meetings involving multiple stakeholders. Statement (b) is true because having multiple stakeholders present allows the facilitator (often the BA) to immediately cross-check and resolve conflicting information or assumptions in real-time.

Statement (c) is true because the group environment, led by a skilled facilitator, is highly effective for discussing differing viewpoints and working towards a consensus or agreed-upon outcome. Statement (a) is false as this describes formal observation, not a workshop. Statement (d) is false; workshops are primarily used to gather qualitative information (opinions, requirements, process logic), not to collect accurate quantitative data (e.g., process timings or volumes), which is usually obtained from documents or system logs. (Reference: BCS Foundation Certificate in Business Analysis / BCS Business Analysis Practice - Investigative Techniques, Workshops)

NEW QUESTION: 14

Which of the following statements CORRECTLY describes a benefits dependency network?

A. An overall representation of business objectives, the benefits that are required to contribute to the delivery of those objectives and the business changes that are expected to achieve those benefits.

B. A comprehensive list of the project benefits and links to the individual stakeholders who made the initial request.

C. A detailed breakdown of the costs associated with each expected benefit of the business solution.

D. A complete traceability table for all requirements, including the expected benefit for each requirement.

Answer: A (LEAVE A REPLY)

A benefits dependency network shows how business objectives, expected benefits, enabling business changes, and supporting outputs are connected. It helps analysts and stakeholders understand how a proposed change is expected to create value. The technique is useful because benefits are rarely achieved simply by delivering a system or product; they depend on business changes such as process redesign, behaviour change, training, new roles, or organisational adoption. Option B is too narrow because a benefits dependency network is not merely a stakeholder-benefit list. Option C describes cost breakdown, not benefit dependency. Option D describes requirements traceability, which is a different requirements management technique. The correct description is an overall representation linking objectives, benefits, and the business changes needed to realise those benefits.

NEW QUESTION: 15

In relation to "personas", which statement is true?

A. They are equivalent for a RACI chart.

B. Users can only adopt one role or persona.

C. They are taken from generic user roles.

D. They are required for decision analysis.

Answer: C (LEAVE A REPLY)

Personas are fictional but evidence-based representations of typical users or customer groups. They help business analysts and design teams understand user goals, behaviours, needs, frustrations, and motivations. Personas are often developed from user research and can be based on generic user roles, then enriched with characteristics that make them realistic and useful for analysis. They are not equivalent to a RACI chart because RACI defines responsibility, accountability, consultation, and information responsibilities for tasks. A single real user may also perform multiple roles, so option B is too restrictive. Personas are useful in user-centred design and requirements analysis, but they are not mandatory for decision analysis. Therefore, the true statement is that personas are taken from generic user roles.

NEW QUESTION: 16

In the lifecycle for a business case, what precedes the initial business case?

A. Requirements analysis and specification

B. Solution development and implementation

C. Feasibility study

D. Solution design

Answer: (SHOW ANSWER)

The development of a Business Case is often an iterative process. Before significant investment is made in creating the detailed Initial Business Case (often called the Outline Business Case or OBC), a preliminary assessment is required to ensure the proposed change is viable. This assessment is the Feasibility study (or Feasibility Assessment). A feasibility study quickly evaluates the proposed initiative to confirm it is technically possible, financially justifiable, and strategically aligned (Business Feasibility). The outcomes of this study determine whether it is worthwhile to proceed to the more detailed, full business case development.

The other options (A, B, D) occur after the initial business case is approved and investment is committed.

(Reference: BCS Business Analysis Practice - Business Case Lifecycle)

NEW QUESTION: 17

Which statement in relation to the Requirements Engineering (RE) Framework is TRUE?

A. It is only suitable for use with waterfall projects.

B. It shows five iterative stages that a business analyst needs to carry out to establish the requirements.

C. Using the Requirements Engineering Framework does not help to define requirements.
D. It shows steps in the requirements engineering process that a business analyst must follow sequentially.
Answer: (SHOW ANSWER)
The Requirements Engineering (RE) Framework is a structured approach used by business analysts to define, document, and manage requirements. It consists of five iterative stages: Investigate Situation, Consider Perspectives, Analyze Needs, Evaluate Options, and Define Requirements .
Key Considerations:
* Suitability for Waterfall Projects Only: The RE Framework is flexible and can be adapted to both waterfall and Agile methodologies.
* Iterative Stages: The framework emphasizes iteration and refinement, making it suitable for evolving requirements.
* Defining Requirements: The framework explicitly supports the definition and management of requirements.
* Sequential Steps: While the stages are presented in a sequence, they are iterative and not strictly linear.
Evaluation of Each Option:
* A. It is only suitable for use with waterfall projects: The RE Framework can be applied to both waterfall and Agile projects. Conclusion: This is not correct .
* B. It shows five iterative stages that a business analyst needs to carry out to establish the requirements: This accurately describes the RE Framework ' s structure and purpose.
Conclusion:
This is correct .
* C. Using the Requirements Engineering Framework does not help to define requirements: The framework is specifically designed to define and manage requirements.
Conclusion: This is not correct .
* D. It shows steps in the requirements engineering process that a business analyst must follow sequentially: While the stages are presented in a sequence, they are iterative and not strictly sequential.
Conclusion: This is not correct .

NEW QUESTION: 18
The project sponsor is responsible for which of the following?
A. Scheduling tasks with their start and end times, recognising dependencies between tasks.
B. Monitoring the progress of project tasks and addressing any slippages.
C. Ensuring that the project is completed on time and within budget.
D. Delivering the specific and agreed business benefits predicted in the business case.
Answer: D (LEAVE A REPLY)

The project sponsor owns the business justification for the change and is accountable for ensuring that the initiative delivers the intended business value. The sponsor champions the change, secures funding, provides strategic direction, resolves high-level issues, and remains focused on benefits realisation.
Scheduling tasks, monitoring task progress, managing slippage, and controlling delivery against time and budget are mainly project management responsibilities. A project manager manages the delivery plan; the sponsor is concerned with whether the change produces the expected business benefits. The business case normally defines those benefits, and the sponsor is responsible for ensuring they are achieved or appropriately managed. Therefore, the sponsor's responsibility is best represented by delivering the specific and agreed business benefits predicted in the business case.

NEW QUESTION: 19
Which of the following statements about formal observation as an investigation technique are TRUE?
It helps the analyst to...
a) ... negotiate and resolve conflicting requirements
b) ... understand the physical business environment
c) ... obtain buy-in from a range of stakeholders
d) ... identify tacit knowledge in business practice.
A. a, b and c only.
B. a, b and d only.
C. c and d only.
D. b and d only
Answer: (SHOW ANSWER)
The true statements about formal observation are b and d. Formal observation is when a business analyst watches an individual or group perform their work. Statement (b) is true as observing the environment directly helps the analyst understand the physical business environment and how it influences the work.
Statement (d) is true because observation is particularly effective for identifying tacit knowledge (unspoken or unwritten rules, shortcuts, or skills) that the worker may take for granted or find difficult to articulate during an interview. Statement (a) is false as observation is a passive technique, not suitable for actively negotiating or resolving conflicts, which is better suited for workshops or interviews. Statement (c) is false as observation does not actively engage a wide range of stakeholders to obtain buy-in.
(Reference: BCS Foundation Certificate in Business Analysis / BCS Business Analysis Practice - Investigative Techniques, Observation)

NEW QUESTION: 20
Which generic business improvement strategy involves eliminating redundant tasks?
A. Change task sequence.

B. Simplification.
C. Redefine boundary.
D. Bottleneck removal.
Answer: (SHOW ANSWER)
To identify the generic business improvement strategy that involves eliminating redundant tasks, we need to analyze each option:
Key Considerations:
* Change task sequence: This strategy involves reordering tasks to improve efficiency but does not necessarily eliminate redundancy.
* Simplification: This strategy focuses on streamlining processes by removing unnecessary or redundant tasks, making workflows more efficient.
* Redefine boundary: This strategy involves changing the scope or boundaries of a process, which may or may not involve eliminating redundant tasks.
* Bottleneck removal: This strategy targets specific constraints or bottlenecks in a process but does not focus on eliminating redundant tasks.
Evaluation of Each Option:
* A. Change task sequence: Changing the order of tasks does not inherently eliminate redundancy.
Conclusion: This is not correct .
* B. Simplification: Simplification directly involves identifying and removing redundant or unnecessary tasks to streamline processes. Conclusion: This is correct .
* C. Redefine boundary: Redefining boundaries changes the scope of a process but does not specifically target redundancy. Conclusion: This is not correct .
* D. Bottleneck removal: Removing bottlenecks addresses constraints but does not focus on eliminating redundant tasks. Conclusion: This is not correct .

NEW QUESTION: 21
Which technique uses an iterative approach to uncover innovative options?
A. Design thinking.
B. Fishbone diagram.
C. Rich pictures.
D. Mind maps.
Answer: A (LEAVE A REPLY)
Design thinking is a human-centered, iterative approach used to uncover innovative solutions by focusing on user needs and exploring multiple possibilities. It emphasizes creativity, collaboration, and experimentation.
Key Characteristics of Techniques:
* Design Thinking: Uses an iterative process (empathize, define, ideate, prototype, test) to generate innovative options.
* Fishbone Diagram: A root cause analysis tool, not focused on innovation.

* Rich Pictures: A visual representation of a situation, useful for understanding context but not for generating innovative options.
* Mind Maps: A brainstorming tool that organizes ideas hierarchically, but it does not inherently follow an iterative approach.
Evaluation of Each Option:
* A. Design thinking: Design thinking explicitly uses an iterative approach to uncover innovative options. Conclusion: This is correct .
* B. Fishbone diagram: Fishbone diagrams focus on identifying root causes, not innovation.
Conclusion: This is not correct .
* C. Rich pictures: Rich pictures visualize complex situations but do not inherently foster innovation.
Conclusion: This is not correct .
* D. Mind maps: Mind maps organize ideas but do not follow an iterative, innovative process like design thinking. Conclusion: This is not correct .
Final Recommendation:
The technique that uses an iterative approach to uncover innovative options is:
A). Design thinking.

NEW QUESTION: 22
Which is the first step in the gap analysis process?
A. Assemble representations of target or desired situation
B. Identify gaps to be addressed.
C. Assemble representations of existing situation.
D. Consider possible actions to address the gaps.
Answer: (SHOW ANSWER)
Gap analysis is a technique for comparing the current state of the business ('As Is') with the desired future state ('To Be') to identify what is missing and what needs to change. The logical first step is to establish the current starting point. Therefore, the process begins by:
Assemble representations of existing situation (The 'As Is' model). This involves investigating and documenting the current processes, organisation, people, information, and technology (POPIT).
Assemble representations of target or desired situation (The 'To Be' model).
Identify gaps to be addressed (The difference between As Is and To Be).
Consider possible actions to address the gaps (Developing the recommendations).
(Reference: BCS Business Analysis Practice - Gap Analysis)

NEW QUESTION: 23
Which of the following is a KEY principle of Business Analysis?
A. Present options not solutions.
B. Understand the symptoms of the problem being defined.

C. Focus on requirements definition only.
D. Integrate IT changes together with project requirements to improve efficiency.
Answer: (SHOW ANSWER)
One of the key principles of business analysis is to present stakeholders with options rather than prescribing a single solution. This approach ensures that stakeholders can make informed decisions based on their priorities and constraints.
Key Principles of Business Analysis:
* Present Options Not Solutions: Business analysts should provide multiple viable options, allowing stakeholders to choose the best course of action.
* Understand Symptoms: While understanding symptoms is important, it is part of problem analysis, not a key principle.
* Focus on Requirements Definition Only: Business analysis encompasses more than just defining requirements; it includes understanding problems, analyzing options, and ensuring value delivery.
* Integrate IT Changes: While integrating IT changes is valuable, it is not a universal principle of business analysis.
Evaluation of Each Option:
* A. Present options not solutions: This is a fundamental principle of business analysis, emphasizing stakeholder choice. Conclusion: This is correct .
* B. Understand the symptoms of the problem being defined: Understanding symptoms is part of problem analysis but not a standalone principle. Conclusion: This is not correct .
* C. Focus on requirements definition only: Business analysis involves more than just requirements definition. Conclusion: This is not correct .
* D. Integrate IT changes together with project requirements to improve efficiency: While integration is valuable, it is not a universal principle of business analysis. Conclusion: This is not correct .

NEW QUESTION: 24

Which best explains the Requirements Engineering Framework?
A. Requirements are based on the desired solution.
B. It facilitates better defined requirements.
C. It only considers technical requirements.
D. It outlines the structure of the business case.
Answer: (SHOW ANSWER)
The Requirements Engineering Framework provides a structured approach for discovering, analysing, validating, documenting, and managing requirements. Its purpose is not to force requirements around a pre-selected solution, because business analysis should first understand the business need and problem before recommending a solution. It also does not only consider technical requirements; it covers business, stakeholder, functional, non-functional, general, and technical concerns as appropriate. The framework is separate from the business case, although requirements may support business case development.

The best explanation is that it facilitates better defined requirements by giving the business analyst a disciplined process for elicitation, analysis, validation, and control. This reduces ambiguity, improves traceability, and helps ensure that the final requirements support business objectives.

NEW QUESTION: 25

Which of the following options BEST describes the characteristics of a T-Shaped professional?

A. T stands for Talented.

B. T-shaped professional has a deep level of skills in many areas.

C. The crossbar of the T-shape represents having a good level of skills across many areas, and deep level of skills in a specialism.

D. AT-Shaped professional possess a deep understanding in agiven area and leads a team of people in other areas.

Answer: (SHOW ANSWER)

A T-shaped professional is a concept used to describe individuals who possess a combination of broad and deep skills. Let's evaluate each option to determine which best describes this concept:

Key Characteristics of a T-Shaped Professional:

* Vertical Line (Deep Expertise): Represents specialized knowledge or expertise in one specific area.

* Horizontal Line (Broad Skills): Represents a wide range of general skills or knowledge across multiple disciplines, enabling collaboration and adaptability.

Evaluation of Each Option:

* A. T stands for Talented: While " talented " may describe the individual, the " T " specifically refers to the shape that visually represents their skill profile (broad and deep).

Conclusion: This is not correct .

* B. T-shaped professional has a deep level of skills in many areas: A T-shaped professional does not have deep expertise in many areas; they have deep expertise in one area and broad skills across others.

Conclusion: This is not correct .

* C. The crossbar of the T-shape represents having a good level of skills across many areas, and deep level of skills in a specialism: This accurately describes the T-shaped professional: the horizontal bar represents broad skills, and the vertical bar represents deep expertise in a specific area. Conclusion:

This is correct .

* D. A T-Shaped professional possesses a deep understanding in a given area and leads a team of people in other areas: While leadership may be a trait of some T-shaped professionals, it is not a defining characteristic of the concept. Conclusion: This is not correct .

NEW QUESTION: 26
Halliday Holdings is embarking on a programme to improve its customer experience On joining the programme. Natasha wants to gain an understanding of how its current brand is perceived Which would be the BEST source of information for Natasha?
A. Independent industry websites
B. The company website
C. The company ' s organisational structure
D. The company ' s complaints procedures
Answer: A (LEAVE A REPLY)
To determine the best source of information for Natasha to understand how Halliday Holdings ' brand is perceived, we need to evaluate the options based on their relevance and objectivity.
Evaluation of Each Option:
* A. Independent industry websites: Independent industry websites often provide unbiased insights into how a company ' s brand is perceived by customers, competitors, and the market. These sources aggregate reviews, ratings, and expert opinions, making them a valuable resource for understanding external perceptions. Conclusion: This is the best source .
* B. The company website: The company website reflects the organization ' s internal perspective and branding efforts. While useful for understanding how the company presents itself, it does not provide an external view of brand perception. Conclusion: This is not the best source .
* C. The company ' s organizational structure: The organizational structure provides insights into the company ' s internal hierarchy and operations but does not relate to external brand perception.
Conclusion: This is not relevant .
* D. The company ' s complaints procedures: Complaints procedures reflect internal processes for handling customer issues but do not provide a comprehensive view of overall brand perception.
Conclusion: This is not the best source .

NEW QUESTION: 27
AlpmeTrails is a company that specialises in offering tailored walking holidays The company was set up by two people, who each own 50% of the business AlpineTrails books hotels, transport and equipment to create bespoke holidays for AlpineTrails customers.
An agreement was recently reached with WalkNation. a national walking organisation, for AlpineTrails to provide a number of special holidays for its members These will be branded as WalkNation Holidays AlpineTrails will be responsible for organising the holidays but WalkNation will undertake the marketing and booking of these special holidays for its members As well as customers, which THREE stakeholder groups are represented in this scenario?

A. Owner
B. Partner
C. Supplier
D. Manager.
E. Competitor
Answer: A,B,C (LEAVE A REPLY)
To identify the stakeholder groups represented in the scenario, we need to analyze the relationships and roles described:
Stakeholder Groups in the Scenario:
* Owner: The two founders of AlpineTrails, who each own 50% of the business, are clearly stakeholders as owners. They have a vested interest in the success of the business and its partnerships.
* Partner: WalkNation is described as a partner organization that collaborates with AlpineTrails to offer special holidays for its members. This partnership involves shared responsibilities (marketing and booking by WalkNation, holiday organization by AlpineTrails).
* Supplier: AlpineTrails books hotels, transport, and equipment to create bespoke holidays. These entities (hotels, transport providers, equipment suppliers) are suppliers to AlpineTrails and play a critical role in delivering the holidays.
* Manager: While managers may exist within AlpineTrails, they are not explicitly mentioned in the scenario. Therefore, this group is not represented.
* Competitor: Competitors are not mentioned or implied in the scenario, so this group is not represented.
Evaluation of Each Option:
* A. Owner: The two founders of AlpineTrails are explicitly described as owners.
Conclusion: This is a relevant stakeholder group .
* B. Partner: WalkNation is explicitly described as a partner. Conclusion: This is a relevant stakeholder group .
* C. Supplier: Hotels, transport, and equipment providers are implicitly described as suppliers.
Conclusion: This is a relevant stakeholder group .
* D. Manager: Managers are not explicitly mentioned in the scenario. Conclusion: This is not a relevant stakeholder group .
* E. Competitor: Competitors are not mentioned or implied in the scenario. Conclusion: This is not a relevant stakeholder group .

NEW QUESTION: 28
Which of the following is a principle of business analysis?
A. Negotiation not avoidance.
B. Symptoms not root causes.
C. Solutions not options.

D. IT system change not business improvement

Answer: A (LEAVE A REPLY)

One of the core principles of business analysis is the continuous need for negotiation and consensus building, particularly when dealing with conflicting stakeholder perspectives and requirements. Business analysis actively seeks to negotiate and resolve these conflicts rather than avoiding them, which is a key part of establishing a shared understanding of the problem and the proposed solution. The other options contradict established BA principles: the principle is to find root causes, not symptoms (leading to superficial and ineffective solutions); to investigate and evaluate multiple options, not just solutions (ensuring the optimal change is selected); and to focus on business improvement as the driver for any necessary IT system change, not the other way around. The BA role necessitates working across competing interests to reach a successful outcome, making negotiation a fundamental principle.

(Reference: BCS Business Analysis Practice - Principles of Business Analysis / Analysing and Managing Stakeholders)

NEW QUESTION: 29

Which of the following investigation techniques allows the analyst to build rapport, discuss confidential issues and obtain an appreciation of the political landscape of how the business operates?

A. Interviews

B. Special purpose records

C. Document analysis

D. Questionnaire

Answer: A (LEAVE A REPLY)

The investigation technique best suited to achieve these outcomes is the Interview. A one-on-one interview provides a private and focused setting, which is essential for discussing confidential or politically sensitive issues that a stakeholder would not be comfortable raising in a group or on a written questionnaire. The personal interaction during an interview is the most effective way to build rapport with the stakeholder, leading to more open and honest communication. This deeper level of trust and detailed conversation is what allows the analyst to gain a richer appreciation of the political and cultural landscape of the business. Special purpose records, document analysis, and questionnaires are more impersonal and cannot provide the same level of qualitative insight or trust.

(Reference: BCS Foundation Certificate in Business Analysis / BCS Business Analysis Practice - Investigative Techniques, Interviews)

NEW QUESTION: 30

Which of the following is NOT an element of a class model?

A. Dataflow.

B. Class.

C. Association.
D. Attributes.
Answer: A (LEAVE A REPLY)
A class model is used to represent business objects or data entities and the relationships between them.
Its core elements include classes, attributes, and associations. A class represents a type of business object, such as Customer, Order, or Product. Attributes describe the information held about each class, such as customer name or order date. Associations show how classes relate to each other, for example, a Customer places an Order. Dataflow is not an element of a class model. Dataflow belongs more naturally to process modelling or data flow diagrams, where the analyst shows how information moves between processes, actors, or systems. Since the question asks for the item that is NOT part of a class model, the correct answer is Dataflow.

NEW QUESTION: 31
If a process has been well designed, which of the following issues could still cause a problem and prevent achievement of objectives?
A. Insufficient resources available to carry out the process
B. Redundancy
C. Lack of standardisation.
D. Duplication
Answer: A (LEAVE A REPLY)
A process that is " well designed " (optimally structured, free from unnecessary steps) implies that issues like Redundancy (B), Lack of standardisation (C), and Duplication (D) have been eliminated or minimised through effective process design (i.e., making it lean and efficient). However, even a perfectly designed process will fail to achieve its objectives if the necessary resources are not available to execute it. Insufficient resources (such as people, funding, equipment, or time) represent a constraint on the execution, leading to bottlenecks, delays, and a failure to meet performance targets, regardless of the quality of the process design itself. This is often an implementation or operational management issue, not a design flaw.
(Reference: BCS Business Analysis Practice - Process Improvement)

NEW QUESTION: 32
In an iterative lifecycle, in which stage are the solution requirements explored and defined?
A. Establish business need and evaluate options
B. Establish solution backlog
C. Plan solution increment
D. Develop solution
Answer: D (LEAVE A REPLY)
In an iterative or Agile lifecycle, requirements are not defined entirely upfront but are explored and refined just-in-time, immediately prior to implementation. The stage where the detailed solution requirements (functional and non-functional) are elaborated, modeled, and defined-ready for construction-is the Develop solution stage (often referred to as the Implementation or Construction phase of an iteration/sprint). The detailed work of defining, modelling, and validating the specific requirements happens as a preparatory step for the actual build, distinguishing it from the preceding planning phase (C) or the upstream strategic work (A, B).
(Reference: BCS Requirements Engineering - Lifecycle Models, Iterative Development)

NEW QUESTION: 33
Which of the following is a goal of all workshops?
A. Collaboration.
B. Reviewing the business case.
C. Creating mind maps and process models.
D. Brainstorming ideas.
Answer: (SHOW ANSWER)
Workshops are structured meetings designed to achieve specific objectives through group participation.
Regardless of the workshop ' s focus, collaboration is a fundamental goal.
Key Considerations:
* Collaboration: Workshops bring stakeholders together to share ideas, solve problems, and make decisions collaboratively.
* Reviewing the Business Case: While reviewing the business case may be a specific objective of some workshops, it is not a universal goal.
* Creating Mind Maps and Process Models: These are tools or outputs of workshops, not overarching goals.
* Brainstorming Ideas: Brainstorming is a technique used in workshops but is not the ultimate goal of all workshops.
Evaluation of Each Option:

* A. Collaboration: Collaboration is the core purpose of workshops, enabling participants to work together effectively. Conclusion: This is correct .
* B. Reviewing the business case: This is a specific objective, not a universal goal of all workshops.
Conclusion: This is not correct .
* C. Creating mind maps and process models: These are tools or outputs, not goals.
Conclusion: This is not correct .
* D. Brainstorming ideas: Brainstorming is a technique, not the overarching goal of all workshops.
Conclusion: This is not correct .
Final Recommendation:
The goal of all workshops is:
A). Collaboration.

NEW QUESTION: 34
What would you use a mind map for when working as a Business Analyst?
A. Highlight problems and potential solutions.
B. Show a flow of activities and decisions.
C. Structure your requirements and solution components.
D. Organise information with a way to follow themes.
Answer: (SHOW ANSWER)
A mind map is used to organise ideas, information, and themes visually around a central topic. In business analysis, it helps structure early thinking, capture workshop outputs, group related concepts, and identify branches of investigation. It is especially useful when information is broad, unstructured, or exploratory. Option B describes a process model or activity diagram because flows of activities and decisions are shown using process modelling notation. Option C is closer to requirements modelling, use case modelling, product backlog decomposition, or solution architecture. Option A may be a possible outcome of analysis, but it is not the main purpose of a mind map. The key feature of a mind map is organising information into related themes and sub-themes, so option D is the best answer.

NEW QUESTION: 35
What technique is useful to ensure that a holistic view is taken when conducting gap analysis?
A. Payback analysis.
B. POPIT™,
C. Boston box.
D. PESTLE.
Answer: B (LEAVE A REPLY)

Gap analysis identifies the differences between the current state and the desired future state. To ensure a holistic view, a comprehensive framework like POPIT™ (People, Organization, Process, Information, Technology) is useful.
Key Considerations:
* Payback Analysis: Focuses on financial returns and does not provide a holistic view.
* POPIT™: Analyzes gaps across multiple dimensions (people, organization, process, information, technology), ensuring a comprehensive perspective.
* Boston Box: Evaluates market positioning of products or services, not gaps in organizational capabilities.
* PESTLE: Analyzes external environmental factors but does not focus on internal gaps.
Evaluation of Each Option:
* A. Payback analysis: Payback analysis focuses on financial metrics and does not address holistic gap analysis. Conclusion: This is not correct .
* B. POPIT™: POPIT™ ensures a holistic view by analyzing gaps across people, organization, process, information, and technology. Conclusion: This is correct .
* C. Boston box: The Boston box evaluates product portfolios, not organizational gaps. Conclusion:
This is not correct .
* D. PESTLE: PESTLE analyzes external factors and does not focus on internal gaps. Conclusion: This is not correct .
Final Recommendation:
The technique useful for ensuring a holistic view in gap analysis is:
B). POPIT™.

NEW QUESTION: 36
For business change to be successful, what must it be aligned with?
A. The strategy of the organisation.
B. The advantages of outsourcing.
C. The agile approach to IT development
D. The competencies of business analysts.
Answer: A (LEAVE A REPLY)
Successful business change must always be aligned with the strategy of the organisation. The primary purpose of a business change initiative is to achieve a specific business objective, and these objectives are derived directly from the organisation's overall strategy. If a proposed change, whether it's a new system, a process overhaul, or an organisational restructuring, does not support the strategic goals (such as increasing market share, improving efficiency, or enhancing customer satisfaction), it is unlikely to be approved or to deliver true value. The Business Analysis approach, particularly in the initial stages of a project, focuses heavily on understanding the strategic context and ensuring that the needs being addressed are strategic needs. This alignment is crucial for the Business

Case to be justifiable and for the final solution to be judged as successful, as success is ultimately measured by the achievement of strategic goals.
(Reference: BCS Foundation Certificate in Business Analysis / BCS Business Analysis Practice - Strategic Context & Rationale for Business Analysis)

NEW QUESTION: 37
When used for business analysis, what does a process model show?
A. A graphical representation of a business process or workflow and its related sub-processes.
B. The cost differences between how a customer currently does something and how they would like to do something.
C. The detailed job description of the work to be performed by an individual.
D. An informal, detailed, description of a software system feature derived from an end user ' s perspective.
Answer: A (LEAVE A REPLY)
A process model is a visual representation of a business process or workflow, showing how activities are performed and how they relate to one another. It is commonly used in business analysis to understand, analyze, and improve processes.
Key Characteristics of a Process Model:
* Graphical Representation: Process models visually depict workflows and subprocesses, making them easier to understand.
* Cost Differences: Cost analysis is not the primary purpose of a process model.
* Job Descriptions: Process models focus on workflows, not individual job roles.
* Software Features: Informal descriptions of software features are unrelated to process modeling.
Evaluation of Each Option:
* A. A graphical representation of a business process or workflow and its related sub-processes:
This accurately describes the purpose and nature of a process model. Conclusion: This is correct .
* B. The cost differences between how a customer currently does something and how they would like to do something: Cost differences are analyzed separately and are not part of process modeling.
Conclusion: This is not correct .
* C. The detailed job description of the work to be performed by an individual: Job descriptions are documented separately and are not part of process modeling. Conclusion: This is not correct .
* D. An informal, detailed, description of a software system feature derived from an end user ' s perspective: This describes user stories or feature descriptions, not process models. Conclusion: This is not correct .

NEW QUESTION: 38
A report has been created into improving the scheduling of physio appointments at a major hospital An extract reads
' The scheduling team have a strong set of skills that will not need to be updated However, the team should be split into two. one dealing with inpatients and one with outpatients The introduction of a new telephony software and an online booking system will also require changes to the process ' How might these changes be BEST presented to communicate with the scheduling team ' ?
A. Business Process Model
B. Business Activity Model
C. POPIT
D. Prototype
Answer: D (LEAVE A REPLY)
To determine the best way to present the changes to the scheduling team, we need to consider the nature of the information being communicated and the audience (the scheduling team). The extract describes changes to processes, roles, and systems, which are best represented visually to ensure clarity and understanding.
Key Considerations:
* Business Process Model (BPM): A BPM is a visual representation of the steps in a process. It is particularly useful for communicating changes to workflows, roles, and responsibilities. Since the extract discusses splitting the scheduling team into two groups and introducing new software and processes, a BPM would effectively illustrate how these changes impact the workflow.
* Business Activity Model (BAM): A BAM focuses on high-level activities and their logical dependencies, often used in strategic planning. However, it is less detailed than a BPM and may not adequately capture the specific changes to scheduling processes.
* POPIT (People, Organization, Process, Information, Technology): POPIT is a framework for analyzing business change across multiple dimensions. While it provides a holistic view, it is not a presentation tool and would not be the best choice for directly communicating the changes to the scheduling team.
* Prototype: A prototype is typically used to demonstrate the functionality of a system or software.
While the introduction of telephony software and an online booking system could involve prototyping, this option does not address the need to communicate process and role changes.
Evaluation of Each Option:
* A. Business Process Model: A BPM is ideal for illustrating the changes to the scheduling process, including the split into inpatient and outpatient teams and the integration of new software. It provides a clear, step-by-step visual representation that the scheduling team can easily understand. Conclusion:
This is the best option .

* B. Business Activity Model: While a BAM could provide a high-level overview of the changes, it lacks the detail needed to explain specific process adjustments. Conclusion: This is not the best option

.

* C. POPIT: POPIT is a framework for analysis, not a communication tool. It would not effectively convey the changes to the scheduling team. Conclusion: This is not the best option .
* D. Prototype: Prototyping is relevant for demonstrating software functionality but does not address the need to communicate process and role changes. Conclusion: This is not the best option .

Final Recommendation:

The changes should be presented using a Business Process Model , as it effectively communicates the revised workflows and roles to the scheduling team.

NEW QUESTION: 39

A business analyst needs to elicit, analyse and define requirements carefully in order to provide a firm basis for developing business and software solutions.

What SHOULD system performance be categorised as?

A. Technical requirement.

B. Non-functional requirement.

C. General requirement.

D. Functional requirement.

Answer: (SHOW ANSWER)

NEW QUESTION: 40

Which type of feasibility assessment would consider whether a proposal matches the objectives and strategy of the organisation?

A. Business

B. Technical

C. Financial

D. Legal

Answer: A (LEAVE A REPLY)

Feasibility assessment is a critical part of developing the Business Case and typically involves four key areas:

Business, Technical, Financial, and Legal/Ethical. The assessment that addresses whether a proposed solution or change initiative aligns with the organisation ' s overall objectives, mission, and strategy is Business Feasibility. This check is vital because if a proposal does not support the strategic direction, it will not deliver the expected value, regardless of its technical or financial viability. It ensures that the change is the right thing for the business to do at a strategic level.

(Reference: BCS Business Analysis Practice - Feasibility Assessment, Business Case Development)

NEW QUESTION: 41
Which of the following BEST describes the purpose of a change strategy?
A. Ensuring the simplest way for transition.
B. Ensuring the quickest way for transition.
C. Achieving the transition between current state and future state.
D. Mapping the alternative options.
Answer: (SHOW ANSWER)
A change strategy outlines how an organization will move from its current state to its desired future state. Its purpose is to ensure a structured and effective transition.
Key Considerations:
* Ensuring the simplest way for transition: While simplicity is desirable, it is not the primary purpose of a change strategy.
* Ensuring the quickest way for transition: Speed is not the main focus; effectiveness and alignment with goals are more important.
* Achieving the transition between current state and future state: This accurately describes the purpose of a change strategy, which is to bridge the gap between where the organization is now and where it wants to be.
* Mapping the alternative options: While mapping options may be part of the planning process, it is not the ultimate purpose of the change strategy.
Evaluation of Each Option:
* A. Ensuring the simplest way for transition: Simplicity is a consideration but not the primary purpose of a change strategy. Conclusion: This is not correct .
* B. Ensuring the quickest way for transition: Speed is secondary to achieving an effective and sustainable transition. Conclusion: This is not correct .
* C. Achieving the transition between current state and future state: This is the core purpose of a change strategy, ensuring the organization moves effectively toward its goals. Conclusion: This is correct .
* D. Mapping the alternative options: Mapping options is part of the analysis phase, not the overarching purpose of the strategy. Conclusion: This is not correct .
Final Recommendation:
The best description of the purpose of a change strategy is:
C). Achieving the transition between current state and future state.

NEW QUESTION: 42
A company is reviewing its critical success factors and key performance indicators So far. it has key performance indicators for the following The time to deliver orders for products Consumer satisfaction with products Wastage in product production The qualifications of

production employees Which area of Kaplan and Norton ' s balanced business scorecard has NOT been considered?
A. Learning and growth
B. Internal business process
C. Customer
D. Financial
Answer: D (LEAVE A REPLY)
Kaplan and Norton ' s Balanced Business Scorecard is a strategic framework that evaluates organizational performance across four key perspectives: Financial, Customer, Internal Business Processes, and Learning and Growth . To determine which area has not been considered, we need to map the provided KPIs to these perspectives.
Mapping the KPIs:
* The time to deliver orders for products: This relates to operational efficiency and falls under the Internal Business Process perspective.
* Consumer satisfaction with products: This directly measures customer experience and falls under the Customer perspective.
* Wastage in product production: This also relates to operational efficiency and falls under the Internal Business Process perspective.
* The qualifications of production employees: This measures employee capabilities and development, falling under the Learning and Growth perspective.
Evaluating Each Perspective:
* Financial: None of the provided KPIs address financial performance, such as revenue, profitability, or cost management. Conclusion: This perspective has not been considered .
* Customer: Consumer satisfaction with products is a clear indicator of the Customer perspective.
Conclusion: This perspective has been considered.
* Internal Business Process: Both " time to deliver orders " and " wastage in production " relate to internal processes. Conclusion: This perspective has been considered.
* Learning and Growth: The qualifications of production employees indicate employee development, which aligns with this perspective. Conclusion: This perspective has been considered.
Final Recommendation:
The Financial perspective has not been considered in the company's KPIs.

NEW QUESTION: 43
Which of the following stakeholder categories are included in the stakeholder wheel?
A. Partners, Suppliers, Shareholders
B. Employees, Supervisors, Managers
C. Competitors, Customers, Partners
D. Regulators, Auditors, Owners
Answer: D (LEAVE A REPLY)

The Stakeholder Wheel (or Stakeholder Interest Groupings) is a model used to categorize stakeholders in the strategic analysis phase, particularly for external environment analysis. This technique groups stakeholders based on their primary relationship to the organisation. The key groups included in the stakeholder wheel are Suppliers, Customers, Competitors, Partners, Owners (Shareholders), Regulators/Government, Media, and Employees/Trade Unions. Based on the options provided, the group that contains three valid, distinct categories from this standard model is Regulators, Auditors, Owners. While 'Auditors' can be considered part of the 'Regulators' or 'Owners' (depending on their role), and 'Owners' are often Shareholders, this option best reflects the high-level external interest groups used for broad strategic categorization compared to the internal focus of B or the mixed categories of A and C. The inclusion of Regulators and Owners is essential for any strategic stakeholder analysis.
(Reference: BCS Business Analysis Practice - Stakeholder Analysis, Stakeholder Wheel)

NEW QUESTION: 44
On joining a new company. Sara spent time reviewing the company ' s organisation chart She was particularly interested in the sponsor of the project she is joining What is Sara LIKELY to have learnt about the sponsor from this? Select the TWO that apply
A. Their position in the company hierarchy
B. Their span of control
C. The culture within their team
D. The scope of their responsibilities
E. Their preferred management style
Answer: (SHOW ANSWER)
An organization chart visually represents the structure of an organization, including roles, responsibilities, and reporting relationships. By reviewing the organization chart, Sara can learn specific details about the sponsor of her project.
Key Considerations:
* Position in the company hierarchy: The organization chart clearly shows where the sponsor fits within the company's structure (e.g., senior leadership, middle management). This helps Sara understand their level of authority and influence.
* Span of control: The chart also reveals how many teams or individuals report to the sponsor, providing insight into their scope of responsibility and decision-making power.
* Culture within their team: While the chart may hint at team structure, it does not provide qualitative information about team culture, which requires direct observation or interviews.
* Scope of their responsibilities: The chart outlines reporting lines but does not explicitly detail the specific responsibilities of the sponsor.
* Preferred management style: Management style is a behavioral trait that cannot be inferred from an organization chart alone.
Evaluation of Each Option:

* A. Their position in the company hierarchy: The organization chart explicitly shows the sponsor ' s position in the hierarchy, helping Sara understand their level of authority. Conclusion: This is relevant .
* B. Their span of control: The chart reveals how many people or teams report to the sponsor, indicating their span of control. Conclusion: This is relevant .
* C. The culture within their team: Team culture is not represented in an organization chart. It requires additional qualitative data. Conclusion: This is not relevant .
* D. The scope of their responsibilities: While the chart provides structural information, it does not specify the exact responsibilities of the sponsor. Conclusion: This is not relevant .
* E. Their preferred management style: Management style cannot be determined from an organization chart. Conclusion: This is not relevant .

NEW QUESTION: 45

IT services has commissioned a new desktop PC replacement project that has been funded and running for three months, with a fully-engaged sponsor and programme manager appointed The head of IT services has not been involved beyond the initial project start-up interviews and has not attended any of the project meetings What position on the power interest and does the head of IT services currently occupy?

A. High power or influence but low interest
B. Some power and influence and some interest
C. High power or influence and high interest
D. Low power and influence but high interest

Answer: A (LEAVE A REPLY)

To determine the position of the head of IT services on the power-interest grid , we need to evaluate their level of power/influence and interest in the project.
Key Considerations:
* Power/Influence: The head of IT services holds a senior leadership role, which implies they have significant authority and influence over IT-related decisions and resources. This places them in the " high power " category.
* Interest: Despite their authority, the head of IT services has not been actively involved in the project beyond the initial start-up interviews and has not attended any project meetings. This indicates a lack of ongoing engagement or interest in the project ' s progress.
Evaluation of Each Option:
* A. High power or influence but low interest: The head of IT services has significant authority (high power) but is disengaged from the project (low interest). Conclusion: This is the correct answer .
* B. Some power and influence and some interest: This option suggests moderate levels of both power and interest, which does not align with the head of IT services ' senior role and lack of involvement.
Conclusion: This is not correct .

* C. High power or influence and high interest: While the head of IT services has high power, their lack of attendance at project meetings indicates low interest. Conclusion: This is not correct .
* D. Low power and influence but high interest: The head of IT services clearly has high power due to their senior leadership role, so this option is incorrect. Conclusion: This is not correct .
Final Recommendation:
The head of IT services occupies the position of high power or influence but low interest on the power- interest grid.

NEW QUESTION: 46
In requirements management, what is change control?
A. A process to control version numbering.
B. A process to manage changes to requirements.
C. A process to ensure that changes cannot be made.
D. process to trace requirements.
Answer: B (LEAVE A REPLY)
Change control is a critical aspect of requirements management in business analysis. It ensures that changes to requirements are systematically evaluated, approved, and implemented without negatively impacting the project.
Key Considerations:
* Change Control Definition: Change control is a formal process used to manage modifications to requirements, ensuring that changes are necessary, feasible, and aligned with project goals.
* Version Numbering: While version numbering is part of documentation management, it is not the primary purpose of change control.
* Preventing Changes: Change control does not prevent changes but ensures they are managed appropriately.
* Tracing Requirements: Tracing requirements involves tracking their origin and impact, which is separate from managing changes.
Evaluation of Each Option:
* A. A process to control version numbering: Version numbering is a documentation practice, not the purpose of change control. Conclusion: This is not correct .
* B. A process to manage changes to requirements: This accurately describes change control as a structured approach to handling modifications to requirements. Conclusion: This is correct .
* C. A process to ensure that changes cannot be made: Change control does not block changes but ensures they are managed effectively. Conclusion: This is not correct .
* D. A process to trace requirements: Tracing requirements is a related but distinct activity focused on linking requirements to their source and impact. Conclusion: This is not correct .

NEW QUESTION: 47
Which of the following is NOT a core activity of the Requirements Engineering Framework?
A. Requirements elicitation
B. Requirements validation
C. Requirements traceability
D. Requirements documentation
Answer: C (LEAVE A REPLY)
The Requirements Engineering Framework describes the sequence of activities for defining and managing the requirements for a solution. The core activities typically include:
Requirements Elicitation (gathering requirements).
Requirements Analysis (checking, prioritizing, and modelling).
Requirements Documentation (recording in a catalogue or specification).
Requirements Validation (checking fitness for purpose and completeness).Requirements Traceability (linking requirements to their source, design, and tests) is a key aspect of Requirements Management, which is the overarching framework for handling requirements changes and status, but it is typically viewed as a component of the ongoing management process rather than a standalone core engineering activity on the same level as Elicitation or Validation.
(Reference: BCS Requirements Engineering - Requirements Engineering Framework and Activities)

NEW QUESTION: 48
PESTLE Analysis is used to assess what?
A. Internal environment.
B. Stakeholder power.
C. External environment.
D. Customer sentiment.
Answer: (SHOW ANSWER)

NEW QUESTION: 49

Which of the following elements of a use case diagram is used to indicate those who expect to receive a service from the system?
A. Actors.
B. System boundaries.
C. Users.
D. Entities.
Answer: A (LEAVE A REPLY)
A use case diagram is a visual representation of how users (or systems) interact with a system to achieve specific goals. Actors represent the entities (e.g., users or external systems) that expect to receive services from the system.
Key Elements of a Use Case Diagram:
* Actors: Represent individuals or systems that interact with the system to achieve a goal.
* System Boundaries: Define the scope of the system being modeled.
* Users: While " users " may seem similar to actors, the term " actors " is the correct technical term in use case diagrams.
* Entities: Entities typically refer to data objects or components, not those receiving services.
Evaluation of Each Option:
* A. Actors: Actors are the correct element used to indicate those who expect to receive a service from the system. Conclusion: This is correct .
* B. System boundaries: System boundaries define the scope of the system but do not represent those receiving services. Conclusion: This is not correct .
* C. Users: While users may interact with the system, the correct term in use case diagrams is " actors. " Conclusion: This is not correct .
* D. Entities: Entities represent data objects or components, not those receiving services. Conclusion:
This is not correct .

NEW QUESTION: 50
In which section of a requirements document would technical requirements be recorded?
A. Function models
B. Data model
C. Glossary of terms
D. Requirements catalogue
Answer: (SHOW ANSWER)
The Requirements Catalogue (or the Requirements Specification section) is the comprehensive, organised list of all types of requirements. Technical Requirements are the non-functional constraints placed on the solution
' s design or build (e.g., specific hardware, operating system compatibility, integration protocols). While these inform other models, they are typically documented and tracked with other requirements (Functional and Non- functional) in the master Requirements

Catalogue, often within the Non-functional or System Requirements section of the catalogue structure. Options A, B, and C are supporting documents or models, not the primary repository for a list of technical requirements.
(Reference: BCS Requirements Engineering - Requirements Catalogue Structure)

NEW QUESTION: 51
Which of the following statements about the scenario analysis investigation technique is FALSE?
A. Provides a broad view of the business area under investigation.
B. Provides a basis for developing subsequent prototypes.
C. Helps identify tacit knowledge used in business practice.
D. Helps prepare the scripts that will be used to test the delivered solution.
Answer: D (LEAVE A REPLY)
Scenario analysis is an investigation technique used to explore and evaluate potential future scenarios or situations. It helps stakeholders understand how different factors might impact a business area or process.
Key Characteristics of Scenario Analysis:
* Broad View: Scenario analysis provides a comprehensive understanding of the business area by considering multiple possible outcomes.
* Prototyping Basis: The insights gained from scenario analysis can inform the development of prototypes.
* Tacit Knowledge Identification: By exploring real-world scenarios, it helps uncover implicit knowledge embedded in business practices.
* Testing Scripts: Scenario analysis is not directly involved in preparing test scripts, which are typically created during the testing phase.
Evaluation of Each Option:
* A. Provides a broad view of the business area under investigation: Scenario analysis evaluates multiple possibilities, offering a broad perspective. Conclusion: This is true .
* B. Provides a basis for developing subsequent prototypes: Insights from scenario analysis can guide prototype development. Conclusion: This is true .
* C. Helps identify tacit knowledge used in business practice: Exploring scenarios uncovers hidden knowledge and practices. Conclusion: This is true .
* D. Helps prepare the scripts that will be used to test the delivered solution: Preparing test scripts is part of testing activities, not scenario analysis. Conclusion: This is false .