



**Sample Exam**

Edition 201606

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# Introduction

This is the sample exam EXIN BCS Business Analysis Foundation (BAF.EN). The Rules and Regulations for EXIN's examinations apply to this exam.

This exam consists of 20 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is the correct answer.

The maximum number of points that can be obtained for this exam is 20. Each correct answer is worth one point. If you obtain 13 points or more you will pass.

The time allowed for this exam is 30 minutes.

This is a specimen paper only. The full exam is 40 multiple choice questions with a pass mark of 26/40.

Good luck!

# Sample Exam

1 / 20

Which of the following elements of a SWOT analysis will be identified by an analysis of the external environment of an organisation?

- A Weaknesses and Threats
- B Opportunities and Threats
- C Strengths and Opportunities
- D Strengths and Weaknesses

2 / 20

In which of the following circumstances is competitive rivalry between firms likely to be high?

- A When the cost of leaving the industry is very low
- B When buyers find it difficult to switch from one firm to another
- C When there are few firms competing in the marketplace
- D When the market is growing slowly or not at all

3 / 20

A team of business analysts are following the business analysis process model. They have recently completed the stage which analyses the needs which have to be addressed.

Which of the following represents the next stage of their work?

- A Consider perspectives
- B Evaluate options
- C Define requirements
- D Investigate situation

4 / 20

What term is used to describe an investigation technique which brings together a wide range of different stakeholders and an independent facilitator?

- A Protocol Analysis
- B A meeting
- C A workshop
- D An interview

5 / 20

In which of the following lists are all **three** techniques used to document the outcomes of a workshop?

- A Use case diagram, task scenario, process model
- B Brainstorming, brainwriting, round robin
- C Interviewing, questionnaires, observation
- D Document analysis, meeting record, stepwise refinement

6 / 20

Consider the following statements:

- a. Prototypes can be constructed using post-it notes.
- b. Prototypes can be developed in workshops.
- c. Prototypes have a heading, classification and data section.
- d. Prototyping is another term for protocol analysis.

Which of the following is correct?

- A Statements b and d are correct and statements a and c are incorrect.
- B Statements a and b are correct, statements c and d are incorrect.
- C Statements b, c and d are correct, statement a is incorrect.
- D Statements a and c are correct, statements b and d are incorrect.

7 / 20

Which **one** of the following types of stakeholders will actively work for the success of the project?

- A Supporter
- B Champion
- C Critic
- D Blocker

8 / 20

Which of the following describes a business perspective?

- A The values and beliefs of a stakeholder about their business area
- B The collective view of a business area about its direction
- C The rational view of how the business area should be organised
- D The management view of external and internal influences

9 / 20

Constraints and operational guidance are types of which of the following?

- A Business events
- B Business rules
- C Business activities
- D Business processes

10 / 20

Which of the following would trigger a process to take place?

- A An activity
- B A function
- C An event
- D A reaction

**11 / 20**

Which of the following is a technique used to represent what an organisation needs to be able to do in order to deliver value to customers?

- A** Value stream model
- B** Business capability model
- C** POPIT model
- D** McKinsey's 7-S model

**12 / 20**

An organisation is moving its headquarters. Managers recognise that this will lead to disruption and a short-term loss in productivity.

How would this effect be categorised in a cost-benefit analysis?

- A** As an intangible cost
- B** As a tangible cost
- C** As an intangible benefit
- D** As a tangible benefit

**13 / 20**

A business case for a new system has to consider the effect of a proposal on inter-departmental relations.

In which section of the business case would this effect be considered?

- A** Cost/benefit analysis
- B** Risk assessment
- C** Impact assessment
- D** Options considered

**14 / 20**

Requirements Engineering states that it is essential that business representatives agree that the requirements are accurate and complete.

What is this process of agreement called?

- A** Requirements validation
- B** Requirements analysis
- C** Requirements management
- D** Requirements elicitation

**15 / 20**

Which of the following is an example of explicit individual knowledge?

- A** A job description for a business analyst
- B** A rumour about a company acquisition
- C** A user interface design style guide
- D** An ability to use a spreadsheet application

**16 / 20**

Which of the following is an example of a functional requirement?

- A** The system must allow the user to amend customer details.
- B** The system must be password protected.
- C** The system must comply with the Data Protection Act.
- D** The system must output all reports within five minutes.

**17 / 20**

Which of the following is an element of requirements management?

- A** Requirements analysis
- B** Configuration management
- C** Requirement filters
- D** Stakeholder management

**18 / 20**

What does the large rectangular box separating use cases from actors represent on a use case diagram?

- A** The system event
- B** The system class
- C** The system process
- D** The system boundary

**19 / 20**

Which of the following would be an appropriate name for a class that holds invoice details?

- A** Invoicing Section
- B** Record Invoice Details
- C** Invoice Number
- D** Invoice

**20 / 20**

What is the objective of benefits realisation?

- A** To check that predicted benefits have been achieved
- B** To check that the project objectives have been met
- C** To check that users realise that change has taken place
- D** To check that benefits have been properly identified



## Answer Key

1 / 20

Which of the following elements of a SWOT analysis will be identified by an analysis of the external environment of an organisation?

- A Weaknesses and Threats
- B Opportunities and Threats
- C Strengths and Opportunities
- D Strengths and Weaknesses

- A Incorrect.
- B Correct. External analysis is concerned with identifying *opportunities* for the organisation to exploit its competencies and discovering *threats* to its continued existence (so option B). These opportunities and threats are often found through a PESTLE analysis. Strengths and weaknesses are identified in an internal analysis of the organisation, often through a resource audit or MOST analysis. (Syllabus section 3).
- C Incorrect.
- D Incorrect.

2 / 20

In which of the following circumstances is competitive rivalry between firms likely to be high?

- A When the cost of leaving the industry is very low
- B When buyers find it difficult to switch from one firm to another
- C When there are few firms competing in the marketplace
- D When the market is growing slowly or not at all

- A Incorrect.
- B Incorrect.
- C Incorrect.
- D Correct. Competitive rivalry is high when the costs of leaving the industry are high, not low (so not option A) and when switching supplier is easy, not difficult (so not option B). Competitive rivalry is also high when there are many, not few, competing firms in the industry (so not option C). However, competitive rivalry is high when the market is growing slowly or not at all (option D). (Syllabus section 3).

3 / 20

A team of business analysts are following the business analysis process model. They have recently completed the stage which analyses the needs which have to be addressed.

Which of the following represents the next stage of their work?

- A Consider perspectives
- B Evaluate options
- C Define requirements
- D Investigate situation

- A Incorrect.
- B Correct. Analysing needs is the third stage of the sequential stages of the business analysis process model. It is *preceded* by consider perspectives (so not option A) and is immediately followed by evaluate options (so option B is correct). Define requirements is the final stage of the model (so not option C), whilst investigate situation is the first (so not option D). (Syllabus section 4).
- C Incorrect.
- D Incorrect.

4 / 20

What term is used to describe an investigation technique which brings together a wide range of different stakeholders and an independent facilitator?

- A Protocol Analysis
- B A meeting
- C A workshop
- D An interview

- A Incorrect.
- B Incorrect.
- C Correct. Workshops are a recognised investigation technique that brings stakeholders together under the auspices of an independent facilitator (so option C). Interviews do not bring a wide range of stakeholders together and neither is there a facilitator (so not option D). A meeting is not a recognised investigation technique nor must it have an independent facilitator (so not option B). Protocol analysis is a form of observation, usually of one or one group of stakeholders and there is no facilitator (so not option A). (Syllabus section 5).
- D Incorrect.

5 / 20

In which of the following lists are all three techniques used to document the outcomes of a workshop?

- A Use case diagram, task scenario, process model
  - B Brainstorming, brainwriting, round robin
  - C Interviewing, questionnaires, observation
  - D Document analysis, meeting record, stepwise refinement
- A Correct. The key word in this question is *document*. Brainstorming, brain writing and round robin are all *discovery* techniques (so not option B). Interviewing, questionnaires and observation are *elicitation* techniques (so not option C). Stepwise refinement is also a discovery technique (so not option D). In contrast, use case diagrams, task scenarios and process models are all documentation techniques (so option A). (Syllabus section 5).
- B Incorrect.
  - C Incorrect.
  - D Incorrect.

6 / 20

Consider the following statements:

- a. Prototypes can be constructed using post-it notes.
- b. Prototypes can be developed in workshops.
- c. Prototypes have a heading, classification and data section.
- d. Prototyping is another term for protocol analysis.

Which of the following is correct?

- A Statements b and d are correct and statements a and c are incorrect.
  - B Statements a and b are correct, statements c and d are incorrect.
  - C Statements b, c and d are correct, statement a is incorrect.
  - D Statements a and c are correct, statements b and d are incorrect.
- A Incorrect.
- B Correct. Protocol analysis is an observation technique and a questionnaire has heading, classification and data sections (so not options A, C or D). Prototypes can be developed in workshops and a post-it note prototype can be just as valuable as a software prototype (so option B) Syllabus section 5).
- C Incorrect.
  - D Incorrect.

7 / 20

Which one of the following types of stakeholders will actively work for the success of the project?

- A Supporter
- B Champion
- C Critic
- D Blocker

- A Incorrect.
- B Correct. A supporter is in favour of the project but will not be very active in promoting it (so not option A). In contrast a champion will promote and actively support it (so option B is correct). A critic is not in favour of the project so is unlikely to work for its success (so not option C). The same is true of a blocker who will obstruct progress (option D). (Syllabus section 6).
- C Incorrect.
- D Incorrect.

8 / 20

Which of the following describes a business perspective?

- A The values and beliefs of a stakeholder about their business area
- B The collective view of a business area about its direction
- C The rational view of how the business area should be organised
- D The management view of external and internal influences

- A Correct. A business perspective is a view of a stakeholder about their business area (so option A). A perspective may be a collective view but it is about the business situation, not its direction (so not option B). The business perspective does not have to be rational (so not option C), however the term rational is defined. It does contain external and internal aspects (for example; customers and actors) but these are not influences. These external and internal aspects are more likely to be summarised in a SWOT analysis (so not option D). (Syllabus section 6).
- B Incorrect.
- C Incorrect.
- D Incorrect.

9 / 20

Constraints and operational guidance are types of which of the following?

- A Business events
- B Business rules
- C Business activities
- D Business processes

- A Incorrect.
- B Correct. A business event is something that triggers the business process to do something (so not option A). The business process usually forms part of a business activity or set of activities (so not option C). Identifying the business events will help analysts think about the processes that form the business system response (so not option D). The activities will be governed by constraints and operational guidance which form the business rules for how the activities will be performed (so option B is correct). (Syllabus section 7).
- C Incorrect.
- D Incorrect.

10 / 20

Which of the following would trigger a process to take place?

- A An activity
- B A function
- C An event
- D A reaction

- A Incorrect.
- B Incorrect.
- C Correct. A process is triggered by an event (option C). Activities take place within the process, they do not trigger it (so not option A). A function may be a business function or some functional requirement that the process has to satisfy. Again it is not a trigger (so not option B). A reaction is a response not a trigger (so not option D). (Syllabus section 7).
- D Incorrect.

11 / 20

Which of the following is a technique used to represent what an organisation needs to be able to do in order to deliver value to customers?

- A Value stream model
- B Business capability model
- C POPIT model
- D McKinsey's 7-S model

- A Incorrect.
- B Correct. A value stream model shows the stages that create an outcome of value (so not option A). The POPIT model shows the areas to be investigated in order to identify required changes (so not option C). McKinsey's 7-S model shows the interlinked components used in the implementation of strategic change (so not option D). A business capability model represents what an organisation needs to be able to do in order to deliver value to customers so option B is correct. (Syllabus section 7).
- C Incorrect.
- D Incorrect.

12 / 20

An organisation is moving its headquarters. Managers recognise that this will lead to disruption and a short-term loss in productivity.

How would this effect be categorised in a cost-benefit analysis?

- A As an intangible cost
- B As a tangible cost
- C As an intangible benefit
- D As a tangible benefit

- A Correct. It will be very difficult to measure the disruption and short-term loss in productivity in advance. So it is unlikely to be a tangible facet of the cost-benefit analysis (so not options B or D). The disruption will not be a benefit (so not option C), but a cost, so option A is correct. (Syllabus section 9).
- B Incorrect.
- C Incorrect.
- D Incorrect.

13 / 20

A business case for a new system has to consider the effect of a proposal on inter-departmental relations.

In which section of the business case would this effect be considered?

- A Cost/benefit analysis
- B Risk assessment
- C Impact assessment
- D Options considered

- A Incorrect.
- B Incorrect.
- C Correct. The potential effect of the proposal on inter-departmental relations is part of the impact assessment (so option C). The cost/benefit analysis summarises tangible costs and tangible benefits associated with the proposal (so not option A). Inter-departmental relations will definitely be affected so it is not part of the risk assessment as this only considers events that *might* take place (so not option B). The proposal is likely to be only one of the options considered (so not option D). (Syllabus section 9).
- D Incorrect.

14 / 20

Requirements Engineering states that it is essential that business representatives agree that the requirements are accurate and complete.

What is this process of agreement called?

- A Requirements validation
- B Requirements analysis
- C Requirements management
- D Requirements elicitation

- A Correct. All four options presented in this question are parts of the requirements engineering process. Requirements elicitation is primarily concerned with discovering requirements, not agreeing them (so not option D). Although there are elements of validation in requirements analysis there is no need for business representatives to agree that they are accurate at this stage (so not option B). This agreement comes at the validation stage, so option A is correct. Once agreed, requirements are subject to requirements management (so not option C), which is primarily concerned with configuration and change control. (Syllabus section 10).
- B Incorrect.
- C Incorrect.
- D Incorrect.

15 / 20

Which of the following is an example of explicit individual knowledge?

- A A job description for a business analyst
- B A rumour about a company acquisition
- C A user interface design style guide
- D An ability to use a spreadsheet application

**A** Correct. A job description is an example of explicit knowledge at an individual level – so option A is correct. A user interface style guide is explicit knowledge at a corporate level (so not option C). An ability to use a spreadsheet is a tacit, individual skill (so not option D), whilst rumour about an acquisition might be classified as tacit, corporate knowledge (so not option B). (Syllabus section 10).

- B Incorrect.
- C Incorrect.
- D Incorrect.

16 / 20

Which of the following is an example of a functional requirement?

- A The system must allow the user to amend customer details.
- B The system must be password protected.
- C The system must comply with the Data Protection Act.
- D The system must output all reports within five minutes.

**A** Correct. A functional requirement concerns business functions that the system might provide. A user amending customer details is an example of a functional requirement (option A). Security aspects, such as password protection, are perceived as non-functional requirements (so not option B), compliance with legislation is a general requirement (so not option C) and response time as a non-functional requirement (so not option D). (Syllabus section 11).

- B Incorrect.
- C Incorrect.
- D Incorrect.

17 / 20

Which of the following is an element of requirements management?

- A Requirements analysis
- B Configuration management
- C Requirement filters
- D Stakeholder management

**A** Incorrect.

**B** Correct. Requirements analysis is part of the requirements engineering process (so not option A). Requirements filters are used in requirements analysis (so not option C). Stakeholder management precedes requirements definition (so not option D). Requirements management has six components; one of which is configuration management (option B). (Syllabus section 11).

- C Incorrect.
- D Incorrect.

18 / 20

What does the large rectangular box separating use cases from actors represent on a use case diagram?

- A The system event
- B The system class
- C The system process
- D The system boundary

- A Incorrect.
- B Incorrect.
- C Incorrect.
- D Correct. The system boundary separates actors from use cases on a use case diagram (option D). Classes and processes are not shown on a use case diagram (so not options B or C). Events trigger use cases but their content is not explicitly shown on the diagram and they certainly do not separate use cases from actors on the diagram (so not option A). (Syllabus section 12).

19 / 20

Which of the following would be an appropriate name for a class that holds invoice details?

- A Invoicing Section
- B Record Invoice Details
- C Invoice Number
- D Invoice

- A Incorrect.
- B Incorrect.
- C Incorrect.
- D Correct. Invoicing section describes who does the invoicing and is likely to be an actor on a use case diagram or swim lane diagram (so not option A). Record Invoice Details includes an active verb so is likely to be a use case (so not option B). Invoice number is only one of the data items likely to be held about an invoice and so is probably an attribute of a class (so not option C). Invoice is a relevant singular noun and would be an appropriate name for a class that holds details about an invoice. So option D is correct. (Syllabus section 12).

20 / 20

What is the objective of benefits realisation?

- A To check that predicted benefits have been achieved
- B To check that the project objectives have been met
- C To check that users realise that change has taken place
- D To check that benefits have been properly identified

- A Correct. Benefits realisation checks that the benefits predicted in the business case have actually been achieved (option A). It is concerned with business deliverables, not project deliverables, (so not option B). It is not concerned with establishing whether users realise that change has taken place (so not option C). The benefits management process is concerned with establishing whether the benefits have been properly identified, not benefits realisation (so not option D). (Syllabus section 14).
- B Incorrect.
- C Incorrect.
- D Incorrect.



# Evaluation

The table below shows the correct answers to the questions in this sample exam.

Question	Answer
1	B
2	D
3	B
4	C
5	A
6	B
7	B
8	A
9	B
10	C
11	B
12	A
13	C
14	A
15	A
16	A
17	B
18	D
19	D
20	A

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