



**EXIN  
BCS Business  
Analysis**

**PRACTICE**

Certified by  


**Sample Exam**

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# Content

Introduction	4
Sample exam	5
Answer key	20
Evaluation	43

# Introduction

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

This exam consists of 40 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is correct, unless otherwise stated.

The maximum number of points that can be obtained for this exam is 40. Each correct answer is worth 1 point. You need 26 points or more to pass the exam.

The time allowed for this exam is 60 minutes.

Good luck!

# Sample exam

1 / 40

The charity LifeForOld focuses on supporting elderly people to remain in their own homes for as long as possible. This support is provided by a network of local volunteers. At a recent strategy meeting for LifeForOld, the below points were agreed.

Which **three** of the discussion points align with the mission and tactics elements of a VMOST analysis?

*Please remember to select 3 answers.*

- A) LifeForOld helps the elderly stay in their homes by providing meals and professional care.
- B) LifeForOld needs to upgrade its kitchens so that it can produce more hot meals.
- C) LifeForOld strives to improve the quality of life for the elderly.
- D) The number of elderly people supported by LifeForOld should increase by 5% over the next year.
- E) Training is required for LifeForOld volunteers to make them aware of services and benefits available to elderly people.

2 / 40

MobilityFirst is a charity that aims to improve the lives of disabled children and young people. The chief executive officer of the charity has listed the following issues:

- Worries about our ability to train our staff effectively.
- Concerns about changes planned in government regulation and the restrictions these could place on the use of mobility aids.
- Excited about developments in virtual reality and how these could offer new opportunities for mobility-impaired people.
- Aware of the ageing population in the country and wonder how this will impact on the informal support networks currently in place for many children and young people.
- Concerns about the increasing costs of rent in the regions where we have established drop-in centers.
- In doubt of who will take over my role when I retire in 5 years.

How many of these issues (and their classification) would be recorded in a PESTLE analysis?

- A) 1x Political, 1x Economic, 1x Socio-cultural, 1x Technological
- B) 1x Political, 1x Socio-cultural, 1x Technological, 2x Economic
- C) 1x Political, 2x Socio-cultural, 1x Technological
- D) 2x Political, 2x Socio-cultural, 1x Technological

**3 / 40**

A business analyst has been working with a holiday rentals company to develop its strategy. As part of this work, the analyst has developed a balanced scorecard (BSC). One of the critical success factors (CSFs) included is the quality of the overall customer experience.

Which **two** of the following would be the **best** key performance indicators (KPIs) to support that CSF?

*Please remember to select 2 answers.*

- A) That 95% of customer complaints are dealt with within service level agreement (SLA) in any year
- B) The number of customer complaints dealt with within SLA
- C) The number of holiday rentals increasing each year
- D) The percentage of new customers via referrals
- E) The star rating left by the customer for each stay

**4 / 40**

An IT recruitment company has asked its business analyst to review an early draft of a set of documents outlining the organization's critical success factors (CSFs) and key performance indicators (KPIs). The below KPIs have been identified.

Which **three** of these KPIs would align to the CSF 'maintain customer satisfaction' for the IT recruitment company?

*Please remember to select 3 answers.*

- A) Gross profit
- B) Number of new job listings per month on our website
- C) Percentage of candidates who have been offered a first interview within eight weeks of registering their details
- D) Percentage of customers who, in an independent questionnaire, are content or very content with our services
- E) Percentage of suppliers paid within 30 days of invoice

**5 / 40**

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 be the premier office fitting company
- B) To increase market share
- C) To offer the best value office fitting service
- D) To reduce the cost of office fitting by 5%

**6 / 40**

A business analyst has been tasked with undertaking a resource audit for the agricultural company GrowFast. In a recent management workshop, the analyst took the below notes.

Which **three** of these notes are relevant to a resource audit?

*Please remember to select 3 answers.*

- A) A competitor is considering developing a rival production site close to GrowFast's base.
- B) Cash-flow problems lead to some suppliers not being paid on time.
- C) Government grants to help companies train employees are being linked to index.
- D) Staff is skilled and highly motivated. They care about the GrowFast brand.
- E) Wholesale customers report that the quality of produce is exceptional. GrowFast has a good reputation in the industry.

**7 / 40**

You are an analyst evaluating the market for a new entrant in the smartphone industry. Your task is to assess the industry using the Porter's Five Forces framework.

Which of the following factors would represent a threat of substitute products or services?

- A) The availability of various smartphone models with different features and price ranges
- B) The increasing demand for wearable technology like smartwatches and fitness trackers
- C) The number of suppliers providing components for smartphone manufacturing
- D) The presence of numerous established smartphone brands with loyal customer bases

**8 / 40**

The following points are from the annual report of GlobalFoods, a retailer of luxury ingredients and confectionery:

- Due to the removal of trade restrictions, GlobalFoods is now considering moving into more European markets. The company is currently analyzing how it should enter these markets and forecasting how much revenue it will generate.
- A recent staffing restructure has resulted in a loss of experienced regional management and has adversely impacted the growth forecast presented at the last management board meeting.

Which of the following elements of SWOT can be identified in this extract?

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

**9 / 40**

The chairperson of the Parent Teacher Association (PTA) for a school has suggested hosting a fair to raise funds to host an awards ceremony to recognize exceptional students.

The headteacher of the school is supportive of the work the PTA does, and is also being aware of the value in maintaining a positive working relationship with them. Typically, the headteacher allows the PTA to lead on these types of events and only gets involved at a high level. However, the headteacher is uncomfortable with the funds from the fair only being used to reward a few students.

The chairperson must present their ideas to the headteacher for approval.

Which option on the stakeholder power/interest grid represents the headteacher?

- A) Low power/influence, high interest
- B) Some power/influence, low interest
- C) Some power/influence, high interest
- D) High power/influence, some interest

**10 / 40**

Two colleagues are in the process of completing their business plan for a new venture. They plan to convert an old warehouse in the center of a city into a set of work pods, which are small but well-equipped offices, bookable by the hour via an automated online system.

The first colleague believes that these work pods should be aimed at the local student market because he is aware that there is a lack of workspace in universities based in the city. He would like to approach universities to see if they are interested in a special deal.

The second colleague feels that they should focus on city-based financial companies, who are always looking for flexible office space to hold meetings with potential investors.

On which element of CATWOE are they unable to agree?

- A) Customer
- B) Actor
- C) Transformation
- D) Owner



**11 / 40**

ABC Clothing is a clothing retailer, founded in 2008, who focuses on sourcing high-quality clothes from local suppliers, which they have sold online through an innovative website. Marketing has been targeted at young, high-income individuals who could afford the clothes on offer and who also had little time for conventional shopping.

To keep overheads low and focus on the business, all non-core functions, such as payroll, accounting and legal support, were outsourced to specialist providers.

A business analyst has been commissioned to undertake a CATWOE analysis of the company.

Which of the following statements about ABC Clothing describes a 'transformation' in this analysis?

- A) The company outsources all non-core functions to keep overheads low.
- B) The company sources high-quality clothes from local suppliers to sell online.
- C) The company targets young, high-income individuals with little time for conventional shopping.
- D) The company was founded in 2008.

**12 / 40**

Project Beta is concerned with implementing a new reporting tool to replace a current system, which is being decommissioned.

The manager of one of the reporting areas affected by the project has suggested to the project team that the new tool should include some new and innovative features. The manager's views have been largely disregarded until now. However, they have just been promoted to become Head of Business Reporting.

The Project Beta project team need to understand the impact this will have on the project.

What should the Project Beta team revise **first**?

- A) Business case
- B) Business strategy
- C) Power/interest grid
- D) Requirements catalog

**13 / 40**

All banks in a country are regulated by the Financial Fairness Authority (FFA), who ensures that consumers of financial services are properly advised and protected. The FFA has the power to fine or suspend banks that do not adhere to its standards.

Within a bank, a project team is developing a financial product aimed at people who have had debt problems in the past. The FFA has been consulted and has responded enthusiastically. It believes that the new product will offer a valuable service to people who have difficulty in managing debt. However, the FFA is also concerned that the new product might expose the bank to high levels of unsecured lending.

A business analyst is drawing up a stakeholder management strategy for the project.

How should the FFA be managed?

- A) Keep actively managed
- B) Keep informed
- C) Keep satisfied
- D) Watch

**14 / 40**

A country you are working in has many public libraries, with each one having a chief librarian, who heads a team of professionally qualified librarians who assist library users. Many of the librarians belong to the Library Union, a trade union that negotiates salary rises and changes in the employment terms and conditions of its members.

However, the cost of providing these libraries and library services is increasing. Consequently, a project team has been set up to undertake a comprehensive review of library services and how they are funded. The closure, or partial closure, of certain libraries is being considered, as is a reduction in the number of librarians employed in each library. It has also been proposed that library users should pay for certain services. Some library users have already posted messages on social media criticizing this proposal.

A stakeholder management strategy is being developed for the project.

Which of the following stakeholders should be kept informed?

- A) All residents
- B) Chief librarians
- C) Library Union
- D) Library users

**15 / 40**

Having joined a new project, which of the following actions is **most** likely to help build new, positive stakeholder relations?

- A) Inform stakeholders of an immediate deadline
- B) Map stakeholders using a power/interest grid
- C) Provide stakeholders with a channel to share their feedback with the project team
- D) Share some personal information at the start of a workshop

**16 / 40**

A professional theater group is rehearsing for a performance. The production manager has just found out that:

- A rival drama group, who has a better reputation, is also performing the same play at a nearby venue at around the same time. The production manager is worried that this will reduce the number of people who will come to see their play.
- BackgroundArt, the company providing all the backdrops, lighting and sound effects, has gone out of business.
- The employed lead actor is ill and will not be able to perform.

Which categories of stakeholders are identified in this scenario?

- A) Manager, regulator, employee, partner
- B) Manager, supplier, competitor, employee
- C) Regulator, partner, employee, manager
- D) Supplier, regulator, competitor, employee

**17 / 40**

A business analyst has been recently appointed in a government department, dealing with international trade and regulations. The business analyst has been asked to lead a project concerned with the development of a new policy framework, to assist in the agreement of trade regulations with other countries.

They have been told by their manager to spend time understanding how such negotiations and interactions work and to consider the complex social dynamics of working in this department. The business analyst has met and spoken with colleagues and key stakeholders, who have outlined the complex cultural differences between teams in the department, suggesting causes of issues and conflict and given him a wide range of (often conflicting) views of how things work. Despite these meetings, the business analyst is still not entirely sure that she completely understands the business context of the project.

Which of the following techniques should the business analyst use to provide an overview of the entire business situation of the project?

- A) Business activity modeling
- B) Rich picture
- C) Scenario analysis
- D) SWOT analysis

**18 / 40**

A consultant business analyst is assigned to a client operating in the financial services sector. They have not worked with the client before but will be leading a new project developing innovative approaches for assessing the risks associated with loan products. The analyst needs to put a plan together and has made the following notes about what they need to do:

- Need access to the forms and files used in the current system, to gain an understanding of how they are used.
- The stakeholders have strong views, so they will need time to discuss ideas together in a structured way.
- Need to spend time with the project sponsor to build a relationship and formally document his requirements.
- Need to ensure that all the financial aspects of the business case are prepared as early as possible.

Which of the following techniques should the analyst use for this project?

- A) Document analysis, data analysis, interview
- B) Document analysis, workshop, interview
- C) Interview, observation, data analysis
- D) Scenario analysis, interview, brainstorm

**19 / 40**

The Board of a mortgage provider has identified the potential for growth in the equity release market. As part of the initial investigation, a business analyst has been asked to research current customer perceptions of the company's brand.

Which **two** sources are the **best** sources of information for the business analyst?

*Please remember to select 2 answers.*

- A) Customer reviews of other equity release products
- B) Customer reviews on industry websites
- C) Customer reviews on the company's website
- D) Industry news and information websites
- E) The company's website

**20 / 40**

A colleague has come to you for advice as to whether they should engage stakeholders in an initial investigation using a survey or a workshop.

Which of the following characteristics would **typically** suggest a workshop should be used?

- A) A consensus needs to be reached.
- B) Stakeholders have limited time.
- C) There is a very large group of stakeholders.
- D) There is limited preparation time.

**21 / 40**

A business analyst has been investigating how the housing association they work for repairs and maintains properties. They want to quickly record the relationships between the different entities and problems.

Which of the following should they use?

- A) Customer journey map
- B) Empathy map
- C) Mind map
- D) Rich picture

**22 / 40**

A successful online jewelry business is considering expansion plans. You are hired as an analyst to assist with the planning and transition activities. You are not familiar with jewelry production or the current market opportunities, so you decide to do some research.

Which **two** of the following would be **best** to help with your research?

*Please remember to select 2 answers.*

- A) Industry reports on the jewelry market trends and forecasts
- B) Social media platforms to gather insights on consumer trends
- C) Reviews of competitors' products and customer feedback
- D) The jewelry company organizational chart
- E) The website of the jewelry business

**23 / 40**

A global telecommunications company has decided to enter the mobile phone retail market. It now intends to sell own-brand mobile phones. A business activity model (BAM) is being constructed to reflect the perspective of the newly appointed director of the mobile phone division. The BAM will show the dependencies between these activities. Five of them are given below:

- a) Sell mobile phones
- b) Recruit staff
- c) Define staffing needs
- d) Define target customers
- e) Agree on product range
- f) Manufacture mobile phones

What are the dependencies between these activities, where → represents a dependency?

- A)  $c \rightarrow b \rightarrow a$ ;  $d \rightarrow f \rightarrow e \rightarrow a$
- B)  $d \rightarrow e \rightarrow f \rightarrow a$ ;  $c \rightarrow b \rightarrow a$
- C)  $e \rightarrow d \rightarrow c \rightarrow b \rightarrow a$ ;  $f \rightarrow a$
- D)  $e \rightarrow f \rightarrow d \rightarrow c \rightarrow b \rightarrow a$

**24 / 40**

EcoBox is a publicly quoted manufacturer of packaging products. Like all public limited companies, EcoBox pays dividends to its shareholders out of its after-tax profit.

Most of its shares are owned by pension funds, who invest their members' money to produce financial returns that will fund future pensions for their members. These pension funds are looking for growth in the share price and high, regular, dividends from the companies they invest in.

The managing director of EcoBox wishes to expand the factory and install new equipment. To raise the money to do this, the company will need to offer more shares. He hopes that most of the existing shareholders will purchase these shares.

What will be the doing activity in a business activity model (BAM) of EcoBox, drawn from the managing director's business perspective for the expansion?

- A) Design attractive boxes
- B) Develop innovative boxes
- C) Sell profitable boxes
- D) Test box quality

**25 / 40**

A council has a payroll software system that automatically pays employees at the end of each month. Employees are paid a net amount, which is their gross earnings minus their tax liability. This tax liability is calculated by the payroll system using the tax rules provided by central government.

Within seven days after the end of each month, the payroll officer must print out a summary report and send it to the central government tax authority. This report lists the gross income of each employee and their net income after tax.

The government periodically changes the tax rules. These amendments have to be entered immediately into the system by the payroll officer to ensure that the correct deductions are made in the next month's payroll.

How many events, and of what type, are described in this scenario?

- A) Time-based = 1, Internal = 0, External = 2
- B) Time-based = 1, Internal = 1, External = 1
- C) Time-based = 2, Internal = 1, External = 1
- D) Time-based = 2, Internal = 2, External = 0

**26 / 40**

A business analyst has identified the need to focus on the following as part of a project she is working on:

- The need to continually reinforce the shared values defined in the mission statement.
- Expected changes to reporting structure, roles, and headcount.
- The need to terminate current legacy system maintenance agreements as soon as possible.

Which **two** elements of POPIT do these issues affect?

*Please remember to select 2 answers.*

- A) Information and Technology
- B) Organization
- C) People
- D) Processes
- E) Products

**27 / 40**

The below statements have been made about the consensus business activity model (BAM).

Which of the statements is true?

- A) Contains the processes of the current system
- B) Resolves stakeholder conflicts in perspective
- C) Shows only those activities which create value for customers
- D) Shows the events that affect the business system

**28 / 40**

Which of the following does a business activity model (BAM) depict?

- A) The activities that show how the business system works
- B) The existing activities in the business
- C) The stakeholder's perspective of activities that need to be conducted
- D) The time taken to perform each business activity

**29 / 40**

In explaining their work, applying design thinking within a call center, a colleague described the activity they undertook as:

*'First, we looked at the customers and created a set of personas representing groups with different characteristics. We then considered the experience of each customer as they contacted the call center.'*

Which stage of design thinking are they describing?

- A) Create
- B) Define
- C) Empathize
- D) Ideate

**30 / 40**

A colleague is working on a call center transformation and described a recent session they attended:

*'The session was facilitated, and we spent a lot of time exploring the problem space. The call handlers were encouraged to contribute ideas. Once we had generated a lot of ideas we walked through, rejecting some and consolidating others into a set to take forward.'*

What is the **best** description of this activity?

- A) Divergent and convergent thinking
- B) PESTLE
- C) Scenario analysis
- D) The double diamond

**31 / 40**

You are leading a design team tasked with improving the waiting experience at a busy doctor's office. After conducting initial research and empathy interviews, your team has identified several pain points including long wait times, uncomfortable seating, and a lack of engaging activities for patients.

Which of the following is the **best next** step employing divergent thinking?

- A) Brainstorm a wide range of potential solutions to address each identified pain point separately
- B) Conduct additional research to validate the initial findings and gather more data
- C) Develop a single solution that addresses all identified pain points simultaneously
- D) Narrow down the identified pain points to focus on the most pressing issue

**32 / 40**

A business analyst is planning to undertake gap analysis on a current project.

Which of the following **best** describes how the business analyst should use a target operating model (TOM) in gap analysis?

- A) To assess how far the organization's current activities support the desired situation
- B) To determine which activities in the desired situation are not financially feasible
- C) To establish which stakeholder views will not be reflected in the desired situation
- D) To identify how the organization should structure itself to support the desired situation

**33 / 40**

A business analyst has been asked to explain the gap-analysis process to a new colleague.

Which of the following actions should the analyst cover in their explanation?

- A) Comparing multiple solutions to determine which one is best
- B) Comparing the desired situation and existing situation
- C) Defining the solutions to close the gaps
- D) Identifying financial gaps in the business case



**34 / 40**

A business analyst has been asked to summarize aspects of feasibility in a report.

Which **two** of the following should they include in the technical feasibility section?

*Please remember to select 2 answers.*

- A) The proposal fits with the company's enterprise architecture.
- B) The proposal fits with the company's IT infrastructure.
- C) The proposal fits within the department's budget.
- D) The proposal predicts increases in business leading to a payback in a year.
- E) The proposed provider is the market leader.

**35 / 40**

For a new project, when is the **first** draft of the business case produced?

- A) As soon as intangible benefits have been quantified
- B) Immediately after the SWOT analysis
- C) Immediately after the consensus business activity model (BAM) has been agreed
- D) On completion of the feasibility study

**36 / 40**

A university has decided to completely change its business model. It wants to move from being a conventional university with buildings and lecturers to an online university, with students taking its e-learning based courses from all over the world. In addition, research into anything other than online learning will no longer be a priority. Assessments will still be undertaken by the university, but they will be administered by third-party suppliers at secure assessment centers throughout the world.

A number of issues needs to be included in the business case for this proposed change. These are indicated below.

Which of these would be documented in the impact assessment section of the business case?

- A) The cost of the change
- B) The need to recruit people with assessment rather than teaching skills
- C) The problems associated with a breach of assessment security
- D) The projected increase in demand for online learning

**37 / 40**

The management summary of a company's business case contains the following:

*'We recommend the preferred option, on the basis that this includes the cost of purchasing the vending machines outright, €3000. It will pay for itself by year three. There is a chance that the vending machine manufacturer will go out of business and we will not be able to service the machines, but we consider this to be unlikely.'*

Which of the following features of a business case is being described in this extract?

- A) Intangible benefits
- B) Intangible costs
- C) Tangible benefits
- D) Tangible costs

**38 / 40**

A business analyst has been asked to analyze the risks relating to compliance with new government regulation. They are documenting these in the business case.

As a minimum, which of the following should be included?

- A) A description of each risk
- B) Impact assessment for risk countermeasures
- C) Qualitative measures for each risk
- D) Quantitative measures for each risk

**39 / 40**

Small Holding Limited is looking to improve the return on their investment in change. As part of this they are introducing business cases into their change lifecycle. You have been asked what is the first point at which they should consider the business case.

What should you advise?

- A) After alignment
- B) Before feasibility
- C) During gap analysis
- D) Mid-development

40 / 40

A business analyst is in the process of putting together the financial section of a business case for a new initiative, which seeks to revolutionize her organization's checkout system. Just as she had made a table to consider the payback profile, she received a call from the software vendor. The vendor indicated that they gave him the wrong software purchase price for the project and that it should have been quoted as €150,000, not the €200,000 indicated in the table below:

Item	Year 0	Year 1	Year 2	Year 3	Year 4
Equipment purchase	€135,000	-	-	-	-
Equipment maintenance	€15,000	€15,000	€15,000	€15,000	€15,000
Software purchase	€200,000	-	-	-	-
Software support	€10,000	€10,000	€10,000	€10,000	€10,000
Staff savings	€100,000	€100,000	€100,000	€100,000	€100,000
Cash-flow for year (savings less costs)	- €260,000	€75,000	€75,000	€75,000	€75,000
Cumulative cash-flow	- €260,000	- €185,000	- €110,000	- €35,000	+ €40,000

When making this amendment, in which year will the project break even?

- A) Year 1
- B) Year 2
- C) Year 3
- D) Year 4

# Answer key

1 / 40

The charity LifeForOld focuses on supporting elderly people to remain in their own homes for as long as possible. This support is provided by a network of local volunteers. At a recent strategy meeting for LifeForOld, the below points were agreed.

Which **three** of the discussion points align with the mission and tactics elements of a VMOST analysis?

*Please remember to select 3 answers.*

- A) LifeForOld helps the elderly stay in their homes by providing meals and professional care.
- B) LifeForOld needs to upgrade its kitchens so that it can produce more hot meals.
- C) LifeForOld strives to improve the quality of life for the elderly.
- D) The number of elderly people supported by LifeForOld should increase by 5% over the next year.
- E) Training is required for LifeForOld volunteers to make them aware of services and benefits available to elderly people.

- A) Incorrect.
- B) Correct. Answers B, C and E are correct because they reflect the correct mission (answer C) and tactics (answers B and E). Answers A and D are incorrect as they are concerned with the strategy and objectives elements of VMOST.
- C) Correct. Answers B, C and E are correct because they reflect the correct mission (answer C) and tactics (answers B and E). Answers A and D are incorrect as they are concerned with the strategy and objectives elements of VMOST.
- D) Incorrect.
- E) Correct. Answers B, C and E are correct because they reflect the correct mission (answer C) and tactics (answers B and E). Answers A and D are incorrect as they are concerned with the strategy and objectives elements of VMOST.

2 / 40

MobilityFirst is a charity that aims to improve the lives of disabled children and young people. The chief executive officer of the charity has listed the following issues:

- Worries about our ability to train our staff effectively.
- Concerns about changes planned in government regulation and the restrictions these could place on the use of mobility aids.
- Excited about developments in virtual reality and how these could offer new opportunities for mobility-impaired people.
- Aware of the ageing population in the country and wonder how this will impact on the informal support networks currently in place for many children and young people.
- Concerns about the increasing costs of rent in the regions where we have established drop-in centers.
- In doubt of who will take over my role when I retire in 5 years.

How many of these issues (and their classification) would be recorded in a PESTLE analysis?

- A)** 1x Political, 1x Economic, 1x Socio-cultural, 1x Technological
  - B)** 1x Political, 1x Socio-cultural, 1x Technological, 2x Economic
  - C)** 1x Political, 2x Socio-cultural, 1x Technological
  - D)** 2x Political, 2x Socio-cultural, 1x Technological
- A)** Correct. Answer A is correct as it reflects the notes made by the CEO: Political (government regulations), Socio-cultural (ageing population), Technological (virtual reality potential) and Economic (cost of increasing rents).
- B)** Incorrect.
- C)** Incorrect.
- D)** Incorrect.

3 / 40

A business analyst has been working with a holiday rentals company to develop its strategy. As part of this work, the analyst has developed a balanced scorecard (BSC). One of the critical success factors (CSFs) included is the quality of the overall customer experience.

Which **two** of the following would be the **best** key performance indicators (KPIs) to support that CSF?

*Please remember to select 2 answers.*

- A) That 95% of customer complaints are dealt with within service level agreement (SLA) in any year
  - B) The number of customer complaints dealt with within SLA
  - C) The number of holiday rentals increasing each year
  - D) The percentage of new customers via referrals
  - E) The star rating left by the customer for each stay
- 
- A) Incorrect.
  - B) Incorrect.
  - C) Incorrect.
  - D) Correct. Answers D and E are correct. The star rating left by the customer for each stay and referral rates are the best KPIs to support the CSF regarding the quality of the overall customer experience. Answers A, B and C are incorrect and refer to very specific measures relating to complaints or number of rentals each year. These would not be best at reflecting an overall customer experience in this scenario.
  - E) Correct. Answers D and E are correct. The star rating left by the customer for each stay and referral rates are the best KPIs to support the CSF regarding the quality of the overall customer experience. Answers A, B and C are incorrect and refer to very specific measures relating to complaints or number of rentals each year. These would not be best at reflecting an overall customer experience in this scenario.

4 / 40

An IT recruitment company has asked its business analyst to review an early draft of a set of documents outlining the organization's critical success factors (CSFs) and key performance indicators (KPIs). The below KPIs have been identified.

Which **three** of these KPIs would align to the CSF 'maintain customer satisfaction' for the IT recruitment company?

*Please remember to select 3 answers.*

- A) Gross profit
  - B) Number of new job listings per month on our website
  - C) Percentage of candidates who have been offered a first interview within eight weeks of registering their details
  - D) Percentage of customers who, in an independent questionnaire, are content or very content with our services
  - E) Percentage of suppliers paid within 30 days of invoice
- 
- A) Incorrect.
  - B) Correct. Answer B, C and D are correct as they refer to key indicators regarding customer satisfaction for a recruitment company. That is, candidates or customers expressing satisfaction via a questionnaire, or the percentage of candidates offered interviews and new job listings - indicating satisfaction generally in the company's services. Gross profit and supplier payments do not directly address maintaining customer satisfaction, so these are incorrect answers.
  - C) Correct. Answer B, C and D are correct as they refer to key indicators regarding customer satisfaction for a recruitment company. That is, candidates or customers expressing satisfaction via a questionnaire, or the percentage of candidates offered interviews and new job listings - indicating satisfaction generally in the company's services. Gross profit and supplier payments do not directly address maintaining customer satisfaction, so these are incorrect answers.
  - D) Correct. Answer B, C and D are correct as they refer to key indicators regarding customer satisfaction for a recruitment company. That is, candidates or customers expressing satisfaction via a questionnaire, or the percentage of candidates offered interviews and new job listings - indicating satisfaction generally in the company's services. Gross profit and supplier payments do not directly address maintaining customer satisfaction, so these are incorrect answers.
  - E) Incorrect.

5 / 40

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 be the premier office fitting company
  - B) To increase market share
  - C) To offer the best value office fitting service
  - D) To reduce the cost of office fitting by 5%
- 
- A) Incorrect.
  - B) Incorrect.
  - C) Correct. To offer the best value office fitting service is the correct answer because the scenario talks about being able to provide office fittings for less than their competitors, making the vision most likely to be about providing a best value service.
  - D) Incorrect.

6 / 40

A business analyst has been tasked with undertaking a resource audit for the agricultural company GrowFast. In a recent management workshop, the analyst took the below notes.

Which **three** of these notes are relevant to a resource audit?

*Please remember to select 3 answers.*

- A) A competitor is considering developing a rival production site close to GrowFast's base.
  - B) Cash-flow problems lead to some suppliers not being paid on time.
  - C) Government grants to help companies train employees are being linked to index.
  - D) Staff is skilled and highly motivated. They care about the GrowFast brand.
  - E) Wholesale customers report that the quality of produce is exceptional. GrowFast has a good reputation in the industry.
- 
- A) Incorrect.
  - B) Correct. Answers B, D and E are correct, as they refer to resources of the agricultural company (employees, cash flow and produce. Answers A and C are incorrect, as they are not concerned with resources and would not be included in a resource audit.
  - C) Incorrect.
  - D) Correct. Answers B, D and E are correct, as they refer to resources of the agricultural company (employees, cash flow and produce. Answers A and C are incorrect, as they are not concerned with resources and would not be included in a resource audit.
  - E) Correct. Answers B, D and E are correct, as they refer to resources of the agricultural company (employees, cash flow and produce. Answers A and C are incorrect, as they are not concerned with resources and would not be included in a resource audit.



7 / 40

You are an analyst evaluating the market for a new entrant in the smartphone industry. Your task is to assess the industry using the Porter's Five Forces framework.

Which of the following factors would represent a threat of substitute products or services?

- A) The availability of various smartphone models with different features and price ranges
  - B) The increasing demand for wearable technology like smartwatches and fitness trackers
  - C) The number of suppliers providing components for smartphone manufacturing
  - D) The presence of numerous established smartphone brands with loyal customer bases
- A) Incorrect.
- B) Correct. The increasing demand for wearable technology like smartwatches and fitness trackers is the correct answer because smartwatches and fitness trackers offer functionalities similar to smartphones, making them potential substitutes for traditional smartphones.
- C) Incorrect.
- D) Incorrect.

8 / 40

The following points are from the annual report of GlobalFoods, a retailer of luxury ingredients and confectionery:

- Due to the removal of trade restrictions, GlobalFoods is now considering moving into more European markets. The company is currently analyzing how it should enter these markets and forecasting how much revenue it will generate.
- A recent staffing restructure has resulted in a loss of experienced regional management and has adversely impacted the growth forecast presented at the last management board meeting.

Which of the following elements of SWOT can be identified in this extract?

- A) Strengths and Threats
  - B) Strengths and Weaknesses
  - C) Opportunities and Threats
  - D) Opportunities and Weaknesses
- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct. Weaknesses and Opportunities is the correct answer because the company has an Opportunity to move into European markets and Weaknesses due to loss of employees adversely impacting growth.

9 / 40

The chairperson of the Parent Teacher Association (PTA) for a school has suggested hosting a fair to raise funds to host an awards ceremony to recognize exceptional students.

The headteacher of the school is supportive of the work the PTA does, and is also being aware of the value in maintaining a positive working relationship with them. Typically, the headteacher allows the PTA to lead on these types of events and only gets involved at a high level. However, the headteacher is uncomfortable with the funds from the fair only being used to reward a few students.

The chairperson must present their ideas to the headteacher for approval.

Which option on the stakeholder power/interest grid represents the headteacher?

- A) Low power/influence, high interest
- B) Some power/influence, low interest
- C) Some power/influence, high interest
- D) High power/influence, some interest

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct. The headteacher has high power/influence but only some interest as they typically do not take the lead on initiatives. The chairperson has some power/influence but high interest in the initiative.

10 / 40

Two colleagues are in the process of completing their business plan for a new venture. They plan to convert an old warehouse in the center of a city into a set of work pods, which are small but well-equipped offices, bookable by the hour via an automated online system.

The first colleague believes that these work pods should be aimed at the local student market because he is aware that there is a lack of workspace in universities based in the city. He would like to approach universities to see if they are interested in a special deal.

The second colleague feels that they should focus on city-based financial companies, who are always looking for flexible office space to hold meetings with potential investors.

On which element of CATWOE are they unable to agree?

- A) Customer
- B) Actor
- C) Transformation
- D) Owner

- A) Correct. The first colleague is interested in approaching university customers whereas the second colleague wants to focus on financial companies.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

**11 / 40**

ABC Clothing is a clothing retailer, founded in 2008, who focuses on sourcing high-quality clothes from local suppliers, which they have sold online through an innovative website. Marketing has been targeted at young, high-income individuals who could afford the clothes on offer and who also had little time for conventional shopping.

To keep overheads low and focus on the business, all non-core functions, such as payroll, accounting and legal support, were outsourced to specialist providers.

A business analyst has been commissioned to undertake a CATWOE analysis of the company.

Which of the following statements about ABC Clothing describes a 'transformation' in this analysis?

- A) The company outsources all non-core functions to keep overheads low.
  - B) The company sources high-quality clothes from local suppliers to sell online.
  - C) The company targets young, high-income individuals with little time for conventional shopping.
  - D) The company was founded in 2008.
- 
- A) Incorrect.
  - B) Correct. The sourcing of high-quality clothes from local suppliers to sell online is the core process of the business.
  - C) Incorrect.
  - D) Incorrect.

**12 / 40**

Project Beta is concerned with implementing a new reporting tool to replace a current system, which is being decommissioned.

The manager of one of the reporting areas affected by the project has suggested to the project team that the new tool should include some new and innovative features. The manager's views have been largely disregarded until now. However, they have just been promoted to become Head of Business Reporting.

The Project Beta project team need to understand the impact this will have on the project.

What should the Project Beta team revise **first**?

- A) Business case
  - B) Business strategy
  - C) Power/interest grid
  - D) Requirements catalog
- 
- A) Incorrect.
  - B) Incorrect.
  - C) Correct. The manager's promotion to Head of Business Reporting will likely give them more power/influence. This needs to be reflected in the power/interest grid.
  - D) Incorrect.

13 / 40

All banks in a country are regulated by the Financial Fairness Authority (FFA), who ensures that consumers of financial services are properly advised and protected. The FFA has the power to fine or suspend banks that do not adhere to its standards.

Within a bank, a project team is developing a financial product aimed at people who have had debt problems in the past. The FFA has been consulted and has responded enthusiastically. It believes that the new product will offer a valuable service to people who have difficulty in managing debt. However, the FFA is also concerned that the new product might expose the bank to high levels of unsecured lending.

A business analyst is drawing up a stakeholder management strategy for the project.

How should the FFA be managed?

- A) Keep actively managed
  - B) Keep informed
  - C) Keep satisfied
  - D) Watch
- 
- A) Incorrect.
  - B) Incorrect.
  - C) Correct. The FFA has power over whether the project will succeed. However, due to their regulatory role, it is not possible to keep them informed at all stages of the project.
  - D) Incorrect.

**14 / 40**

A country you are working in has many public libraries, with each one having a chief librarian, who heads a team of professionally qualified librarians who assist library users. Many of the librarians belong to the Library Union, a trade union that negotiates salary rises and changes in the employment terms and conditions of its members.

However, the cost of providing these libraries and library services is increasing. Consequently, a project team has been set up to undertake a comprehensive review of library services and how they are funded. The closure, or partial closure, of certain libraries is being considered, as is a reduction in the number of librarians employed in each library. It has also been proposed that library users should pay for certain services. Some library users have already posted messages on social media criticizing this proposal.

A stakeholder management strategy is being developed for the project.

Which of the following stakeholders should be kept informed?

- A) All residents
- B) Chief librarians
- C) Library Union
- D) Library users

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct. Library users will have low power/influence, but possibly some/high interest as decisions made will directly impact their access to library services.

**15 / 40**

Having joined a new project, which of the following actions is **most** likely to help build new, positive stakeholder relations?

- A) Inform stakeholders of an immediate deadline
- B) Map stakeholders using a power/interest grid
- C) Provide stakeholders with a channel to share their feedback with the project team
- D) Share some personal information at the start of a workshop

- A) Incorrect.
- B) Incorrect.
- C) Correct. When establishing a new relationship with stakeholders, it is important to engage with stakeholders.
- D) Incorrect.

**16 / 40**

A professional theater group is rehearsing for a performance. The production manager has just found out that:

- A rival drama group, who has a better reputation, is also performing the same play at a nearby venue at around the same time. The production manager is worried that this will reduce the number of people who will come to see their play.
- BackgroundArt, the company providing all the backdrops, lighting and sound effects, has gone out of business.
- The employed lead actor is ill and will not be able to perform.

Which categories of stakeholders are identified in this scenario?

- A) Manager, regulator, employee, partner
- B) Manager, supplier, competitor, employee
- C) Regulator, partner, employee, manager
- D) Supplier, regulator, competitor, employee

- A) Incorrect.
- B) Correct. Regulators and partners are not mentioned in this scenario.
- C) Incorrect.
- D) Incorrect.

**17 / 40**

A business analyst has been recently appointed in a government department, dealing with international trade and regulations. The business analyst has been asked to lead a project concerned with the development of a new policy framework, to assist in the agreement of trade regulations with other countries.

They have been told by their manager to spend time understanding how such negotiations and interactions work and to consider the complex social dynamics of working in this department. The business analyst has met and spoken with colleagues and key stakeholders, who have outlined the complex cultural differences between teams in the department, suggesting causes of issues and conflict and given him a wide range of (often conflicting) views of how things work. Despite these meetings, the business analyst is still not entirely sure that she completely understands the business context of the project.

Which of the following techniques should the business analyst use to provide an overview of the entire business situation of the project?

- A) Business activity modeling
- B) Rich picture
- C) Scenario analysis
- D) SWOT analysis

- A) Incorrect.
- B) Correct. Rich picture is the correct answer as it would provide a simple, visual overview of the entire business situation.
- C) Incorrect.
- D) Incorrect.

**18 / 40**

A consultant business analyst is assigned to a client operating in the financial services sector. They have not worked with the client before but will be leading a new project developing innovative approaches for assessing the risks associated with loan products. The analyst needs to put a plan together and has made the following notes about what they need to do:

- Need access to the forms and files used in the current system, to gain an understanding of how they are used.
- The stakeholders have strong views, so they will need time to discuss ideas together in a structured way.
- Need to spend time with the project sponsor to build a relationship and formally document his requirements.
- Need to ensure that all the financial aspects of the business case are prepared as early as possible.

Which of the following techniques should the analyst use for this project?

- A) Document analysis, data analysis, interview
  - B) Document analysis, workshop, interview
  - C) Interview, observation, data analysis
  - D) Scenario analysis, interview, brainstorm
- A) Incorrect.  
B) Correct. These three techniques are the most suitable as they allow the analyst to review the relevant documentation, as well as spending time with the relevant stakeholders as a group and individually.  
C) Incorrect.  
D) Incorrect.

**19 / 40**

The Board of a mortgage provider has identified the potential for growth in the equity release market. As part of the initial investigation, a business analyst has been asked to research current customer perceptions of the company's brand.

Which **two** sources are the **best** sources of information for the business analyst?

*Please remember to select 2 answers.*

- A) Customer reviews of other equity release products
  - B) Customer reviews on industry websites
  - C) Customer reviews on the company's website
  - D) Industry news and information websites
  - E) The company's website
- A) Incorrect.  
B) Correct. Using customer news and industry reports from third-party and neutral websites is more likely to be free from bias.  
C) Incorrect.  
D) Correct. Using customer news and industry reports from third-party and neutral websites is more likely to be free from bias.  
E) Incorrect.

**20 / 40**

A colleague has come to you for advice as to whether they should engage stakeholders in an initial investigation using a survey or a workshop.

Which of the following characteristics would **typically** suggest a workshop should be used?

- A) A consensus needs to be reached.
- B) Stakeholders have limited time.
- C) There is a very large group of stakeholders.
- D) There is limited preparation time.

- A) Correct. Using a workshop is an effective means for this because it gathers the key stakeholders in one place where the issues can be debated and agreement on next steps can be secured.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

**21 / 40**

A business analyst has been investigating how the housing association they work for repairs and maintains properties. They want to quickly record the relationships between the different entities and problems.

Which of the following should they use?

- A) Customer journey map
- B) Empathy map
- C) Mind map
- D) Rich picture

- A) Incorrect.
- B) Incorrect.
- C) Correct. A mind map is used to quickly and simply record thoughts, ideas, or entities and any relationship between them. A rich picture would be less suitable as there is a focus on speed. Customer journey maps and empathy maps are also not appropriate as they focus on the customer and not the process.
- D) Incorrect.



22 / 40

A successful online jewelry business is considering expansion plans. You are hired as an analyst to assist with the planning and transition activities. You are not familiar with jewelry production or the current market opportunities, so you decide to do some research.

Which **two** of the following would be **best** to help with your research?

*Please remember to select 2 answers.*

- A) Industry reports on the jewelry market trends and forecasts
  - B) Social media platforms to gather insights on consumer trends
  - C) Reviews of competitors' products and customer feedback
  - D) The jewelry company organizational chart
  - E) The website of the jewelry business
- A) Correct. Industry reports on the jewelry market trends and forecasts help because it is the most helpful information to use for background research on the jewelry market. The website of the organization will also provide information to inform how the organization might need to transition. Observing the sales representatives, creating a questionnaire, and looking at the organizational structure of the company would not give well rounded and helpful information about jewelry production and the current market.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.
- E) Correct. Industry reports on the jewelry market trends and forecasts help because it is the most helpful information to use for background research on the jewelry market. The website of the organization will also provide information to inform how the organization might need to transition. Observing the sales representatives, creating a questionnaire, and looking at the organizational structure of the company would not give well rounded and helpful information about jewelry production and the current market.

**23 / 40**

A global telecommunications company has decided to enter the mobile phone retail market. It now intends to sell own-brand mobile phones. A business activity model (BAM) is being constructed to reflect the perspective of the newly appointed director of the mobile phone division. The BAM will show the dependencies between these activities. Five of them are given below:

- a) Sell mobile phones
- b) Recruit staff
- c) Define staffing needs
- d) Define target customers
- e) Agree on product range
- f) Manufacture mobile phones

What are the dependencies between these activities, where  $\rightarrow$  represents a dependency?

- A)  $c \rightarrow b \rightarrow a$ ;  $d \rightarrow f \rightarrow e \rightarrow a$
- B)  $d \rightarrow e \rightarrow f \rightarrow a$ ;  $c \rightarrow b \rightarrow a$
- C)  $e \rightarrow d \rightarrow c \rightarrow b \rightarrow a$ ;  $f \rightarrow a$
- D)  $e \rightarrow f \rightarrow d \rightarrow c \rightarrow b \rightarrow a$

- A) Incorrect.
- B) Correct. The dependencies can be split into two streams as shown.
- C) Incorrect.
- D) Incorrect.

**24 / 40**

EcoBox is a publicly quoted manufacturer of packaging products. Like all public limited companies, EcoBox pays dividends to its shareholders out of its after-tax profit.

Most of its shares are owned by pension funds, who invest their members' money to produce financial returns that will fund future pensions for their members. These pension funds are looking for growth in the share price and high, regular, dividends from the companies they invest in.

The managing director of EcoBox wishes to expand the factory and install new equipment. To raise the money to do this, the company will need to offer more shares. He hopes that most of the existing shareholders will purchase these shares.

What will be the doing activity in a business activity model (BAM) of EcoBox, drawn from the managing director's business perspective for the expansion?

- A) Design attractive boxes
- B) Develop innovative boxes
- C) Sell profitable boxes
- D) Test box quality

- A) Incorrect.
- B) Incorrect.
- C) Correct. The managing director will not be directly concerned with the other business activities, which fall into planning, enabling and monitoring categories.
- D) Incorrect.

**25 / 40**

A council has a payroll software system that automatically pays employees at the end of each month. Employees are paid a net amount, which is their gross earnings minus their tax liability. This tax liability is calculated by the payroll system using the tax rules provided by central government.

Within seven days after the end of each month, the payroll officer must print out a summary report and send it to the central government tax authority. This report lists the gross income of each employee and their net income after tax.

The government periodically changes the tax rules. These amendments have to be entered immediately into the system by the payroll officer to ensure that the correct deductions are made in the next month's payroll.

How many events, and of what type, are described in this scenario?

- A) Time-based = 1, Internal = 0, External = 2
- B) Time-based = 1, Internal = 1, External = 1
- C) Time-based = 2, Internal = 1, External = 1
- D) Time-based = 2, Internal = 2, External = 0

- A) Incorrect.
- B) Correct. Three activities are apparent in this scenario: printing the report (time-based), sharing the report (internal), and responding to government changes (external).
- C) Incorrect.
- D) Incorrect.

**26 / 40**

A business analyst has identified the need to focus on the following as part of a project she is working on:

- The need to continually reinforce the shared values defined in the mission statement.
- Expected changes to reporting structure, roles, and headcount.
- The need to terminate current legacy system maintenance agreements as soon as possible.

Which **two** elements of POPIT do these issues affect?

*Please remember to select 2 answers.*

- A) Information and Technology
- B) Organization
- C) People
- D) Processes
- E) Products

- A) Correct. The first two elements reference Organization, and the third is Information and Technology.
- B) Correct. The first two elements reference Organization, and the third is Information and Technology.
- C) Incorrect.
- D) Incorrect.
- E) Incorrect.

27 / 40

The below statements have been made about the consensus business activity model (BAM).

Which of the statements is true?

- A) Contains the processes of the current system
  - B) Resolves stakeholder conflicts in perspective
  - C) Shows only those activities which create value for customers
  - D) Shows the events that affect the business system
- 
- A) Incorrect.
  - B) Correct. The use of the BAM aids the resolution of stakeholder conflicts through consensus modeling.
  - C) Incorrect.
  - D) Incorrect.

28 / 40

Which of the following does a business activity model (BAM) depict?

- A) The activities that show how the business system works
  - B) The existing activities in the business
  - C) The stakeholder's perspective of activities that need to be conducted
  - D) The time taken to perform each business activity
- 
- A) Incorrect.
  - B) Incorrect.
  - C) Correct. A BAM shows activities relevant to a perspective under consideration.
  - D) Incorrect.

29 / 40

In explaining their work, applying design thinking within a call center, a colleague described the activity they undertook as:

*'First, we looked at the customers and created a set of personas representing groups with different characteristics. We then considered the experience of each customer as they contacted the call center.'*

Which stage of design thinking are they describing?

- A) Create
  - B) Define
  - C) Empathize
  - D) Ideate
- 
- A) Incorrect.
  - B) Incorrect.
  - C) Correct. Seeking to understand the perspective of the customer is empathizing.
  - D) Incorrect.

30 / 40

A colleague is working on a call center transformation and described a recent session they attended:

*'The session was facilitated, and we spent a lot of time exploring the problem space. The call handlers were encouraged to contribute ideas. Once we had generated a lot of ideas we walked through, rejecting some and consolidating others into a set to take forward.'*

What is the **best** description of this activity?

- A) Divergent and convergent thinking
- B) PESTLE
- C) Scenario analysis
- D) The double diamond

- A) Correct. This process of actively gathering ideas and then narrowing them down is called divergent and convergent thinking. This is not the double diamond because that requires applying the process to the problem space and then the solution space.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

31 / 40

You are leading a design team tasked with improving the waiting experience at a busy doctor's office. After conducting initial research and empathy interviews, your team has identified several pain points including long wait times, uncomfortable seating, and a lack of engaging activities for patients.

Which of the following is the **best next** step employing divergent thinking?

- A) Brainstorm a wide range of potential solutions to address each identified pain point separately
- B) Conduct additional research to validate the initial findings and gather more data
- C) Develop a single solution that addresses all identified pain points simultaneously
- D) Narrow down the identified pain points to focus on the most pressing issue

- A) Correct. This divergent approach allows the team to generate a variety of ideas before converging on the most promising ones for further development and testing.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

**32 / 40**

A business analyst is planning to undertake gap analysis on a current project.

Which of the following **best** describes how the business analyst should use a target operating model (TOM) in gap analysis?

- A) To assess how far the organization's current activities support the desired situation
- B) To determine which activities in the desired situation are not financially feasible
- C) To establish which stakeholder views will not be reflected in the desired situation
- D) To identify how the organization should structure itself to support the desired situation

- A) Correct. The TOM would be used to identify gaps between the current and desired (to-be) state.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

**33 / 40**

A business analyst has been asked to explain the gap-analysis process to a new colleague.

Which of the following actions should the analyst cover in their explanation?

- A) Comparing multiple solutions to determine which one is best
- B) Comparing the desired situation and existing situation
- C) Defining the solutions to close the gaps
- D) Identifying financial gaps in the business case

- A) Incorrect.
- B) Correct. The gap analysis compares the current state to desired future state, not solutions to one another, or financial analysis.
- C) Incorrect.
- D) Incorrect.

**34 / 40**

A business analyst has been asked to summarize aspects of feasibility in a report.

Which **two** of the following should they include in the technical feasibility section?

*Please remember to select 2 answers.*

- A) The proposal fits with the company's enterprise architecture.
  - B) The proposal fits with the company's IT infrastructure.
  - C) The proposal fits within the department's budget.
  - D) The proposal predicts increases in business leading to a payback in a year.
  - E) The proposed provider is the market leader.
- 
- A) Correct. Options C, D, and E do not relate to technical feasibility. They relate to financial feasibility or are not relevant to feasibility at all.
  - B) Correct. Options C, D, and E do not relate to technical feasibility. They relate to financial feasibility or are not relevant to feasibility at all.
  - C) Incorrect.
  - D) Incorrect.
  - E) Incorrect.

**35 / 40**

For a new project, when is the **first** draft of the business case produced?

- A) As soon as intangible benefits have been quantified
  - B) Immediately after the SWOT analysis
  - C) Immediately after the consensus business activity model (BAM) has been agreed
  - D) On completion of the feasibility study
- 
- A) Incorrect.
  - B) Incorrect.
  - C) Incorrect.
  - D) Correct. A business case is usually created post-feasibility study. This ensures that the proposal is possible and prevents time being spent on solutions which cannot be delivered.

**36 / 40**

A university has decided to completely change its business model. It wants to move from being a conventional university with buildings and lecturers to an online university, with students taking its e-learning based courses from all over the world. In addition, research into anything other than online learning will no longer be a priority. Assessments will still be undertaken by the university, but they will be administered by third-party suppliers at secure assessment centers throughout the world.

A number of issues needs to be included in the business case for this proposed change. These are indicated below.

Which of these would be documented in the impact assessment section of the business case?

- A) The cost of the change
  - B) The need to recruit people with assessment rather than teaching skills
  - C) The problems associated with a breach of assessment security
  - D) The projected increase in demand for online learning
- 
- A) Incorrect.
  - B) Correct. The cost of change, associated problems, and projected increase in demand would be documented in the analysis of costs and benefits, risk assessment, and option description.
  - C) Incorrect.
  - D) Incorrect.

**37 / 40**

The management summary of a company's business case contains the following:

*'We recommend the preferred option, on the basis that this includes the cost of purchasing the vending machines outright, €3000. It will pay for itself by year three. There is a chance that the vending machine manufacturer will go out of business and we will not be able to service the machines, but we consider this to be unlikely.'*

Which of the following features of a business case is being described in this extract?

- A) Intangible benefits
  - B) Intangible costs
  - C) Tangible benefits
  - D) Tangible costs
- 
- A) Incorrect.
  - B) Incorrect.
  - C) Incorrect.
  - D) Correct. The discussion covers the costs of a purchase and the potential risk.



**38 / 40**

A business analyst has been asked to analyze the risks relating to compliance with new government regulation. They are documenting these in the business case.

As a minimum, which of the following should be included?

- A) A description of each risk
- B) Impact assessment for risk countermeasures
- C) Qualitative measures for each risk
- D) Quantitative measures for each risk

- A) Correct. As a minimum, a description of each risk should be recorded. Not all risks have qualitative or quantitative measures. Risk countermeasures do not require an impact assessment.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

**39 / 40**

Small Holding Limited is looking to improve the return on their investment in change. As part of this they are introducing business cases into their change lifecycle. You have been asked what is the first point at which they should consider the business case.

What should you advise?

- A) After alignment
- B) Before feasibility
- C) During gap analysis
- D) Mid-development

- A) Correct. Alignment of the problem and solution requirements are first needed before a business case should be considered. The other examples are in the middle of other later activities of the change lifecycle.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

40 / 40

A business analyst is in the process of putting together the financial section of a business case for a new initiative, which seeks to revolutionize her organization's checkout system. Just as she had made a table to consider the payback profile, she received a call from the software vendor. The vendor indicated that they gave him the wrong software purchase price for the project and that it should have been quoted as €150,000, not the €200,000 indicated in the table below:

Item	Year 0	Year 1	Year 2	Year 3	Year 4
Equipment purchase	€135,000	-	-	-	-
Equipment maintenance	€15,000	€15,000	€15,000	€15,000	€15,000
Software purchase	€200,000	-	-	-	-
Software support	€10,000	€10,000	€10,000	€10,000	€10,000
Staff savings	€100,000	€100,000	€100,000	€100,000	€100,000
Cash-flow for year (savings less costs)	- €260,000	€75,000	€75,000	€75,000	€75,000
Cumulative cash-flow	- €260,000	- €185,000	- €110,000	- €35,000	+ €40,000

When making this amendment, in which year will the project break even?

- A) Year 1
  - B) Year 2
  - C) Year 3
  - D) Year 4
- 
- A) Incorrect.
  - B) Incorrect.
  - C) Correct. The €50,000 reduction in cost will move the break-even point forward to year 3 with a cumulative cash-flow of €15,000 by year end.
  - D) Incorrect.

# Evaluation

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

Question	Answer	Question	Answer
1	B & C & E	21	C
2	A	22	A & E
3	D & E	23	B
4	B & C & D	24	C
5	C	25	B
6	B & D & E	26	A & B
7	B	27	B
8	D	28	C
9	D	29	C
10	A	30	A
11	B	31	A
12	C	32	A
13	C	33	B
14	D	34	A & B
15	C	35	D
16	B	36	B
17	B	37	D
18	B	38	A
19	B & D	39	A
20	A	40	C



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