



Sample Exam

Edition 202602

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Introduction

This is the EXIN BCS Business Analysis Foundation (BAF.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.

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

Which of the following **best** describes why a business analyst seeks to understand the strategic context in which a piece of work operates?

- A) As part of the framework of delivery, it is a vital artefact to obtain funding required by the business case
- B) In order to ensure that the organization can define the benefits required as part of the business case for the piece of work
- C) In order to provide relevant challenge to the piece of work and ensure that the task will align with the strategy of the organization
- D) In order to understand the stakeholders in the piece of work and have greater insight into their perspectives

2 / 40

Which of the following tools would **best** allow you to explore the internal environment of an organization?

- A) CSFs
- B) PESTLE
- C) SWOT
- D) VMOST

3 / 40

Which of the following measures whether the organization has in place the critical factors needed to achieve its objectives?

- A) Critical success factors (CSFs)
- B) Key performance indicators (KPIs)
- C) Organization objectives
- D) Value propositions

4 / 40

Which of the following is considered as an auxiliary service to the Business Analysis Service Framework (BASF)?

- A) Business acceptance testing
- B) Business process improvement
- C) Situation investigation and problem analysis
- D) Stakeholder engagement

5 / 40

Which of the following **best** describes the purpose for a requirements elicitation workshop?

- A) To discover and visualize new features
- B) To review a project and understand ways to improve and what went well
- C) To review progress on a project
- D) When there has been a conflict and consensus is needed

6 / 40

Which of the following is a quantitative investigation technique?

- A) Activity sampling
- B) Interviewing
- C) Observation
- D) Scenarios

7 / 40

Which of the following investigation techniques will produce a physically representative sample of the solution that can be reviewed by the actors as being suitable for the solution?

- A) Activity sampling
- B) Observation
- C) Prototype
- D) Scenario Analysis

8 / 40

Which of the following statements is **true** about a rich picture?

- A) A rich picture is an overview of a situation.
- B) A rich picture is the future state.
- C) A rich picture needs to be a realistic view of the whole system.
- D) A rich picture needs to be to consistent notation.

9 / 40

Which of the following does the stakeholder wheel support?

- A) Deciding the power and interest level of stakeholders
- B) Determining the order in which to contact stakeholders
- C) Identifying stakeholders
- D) Listing external stakeholders

10 / 40

Within a RACI, which category is assigned the role that is going to deliver the work for the artefact?

- A) Accountable
- B) Consulted
- C) Informed
- D) Responsible

11 / 40

Which of the following should be considered an internal business event?

- A) A customer placing an order
- B) A manager approving the payment of an invoice to a supplier
- C) A supplier delivering new stock of raw materials
- D) The payroll system creating the monthly credits to bank accounts

12 / 40

When recording the activity required in a task, which of the following would **not** be relevant?

- A) The cost of performing the task
- B) The next task to be performed
- C) The outcome of the task
- D) The steps required to undertake the task

13 / 40

What is the **main** purpose of recording the emotional state of the persona?

- A) To be aware of how the persona feels during that process
- B) To decide how the process should be delivered
- C) To make sure that the persona is happy
- D) To make sure we have recoded the external perspective

14 / 40

What is the **primary** focus of design thinking?

- A) Designing the most efficient systems
- B) Development of a useable solution to a problem
- C) Keeping a customer focus in mind
- D) Prototyping and improvement

15 / 40

Why does a project have decision gates to review the business case?

- A) To allow new information to be added to the business case
- B) To ensure that the benefit case is still valid
- C) To ensure that the project plan is on track
- D) To give stakeholders the opportunity to request changes to the project outcome

16 / 40

When creating a business case for a defined total outcome, there are some key differences to consider between using an Agile or Linear delivery approach.

Which elements examined within each option are different?

- A) Benefits and costs
- B) Impacts of the change
- C) Investment appraisal technique used
- D) Risk and their mitigating actions

17 / 40

Which section of the requirements engineering (RE) framework would include applying filters and prioritizing requirements?

- A) Analysis
- B) Elicitation
- C) Management
- D) Validation

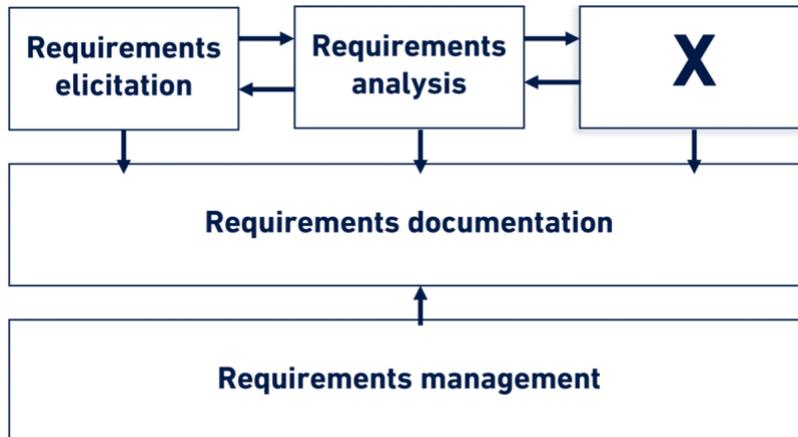
18 / 40

Which of these roles could **normally** provide acceptance of a requirement as delivered to the acceptance criteria?

- A) Business analyst
- B) Product owner
- C) Project manager
- D) Software tester

19 / 40

Which element of the requirements engineering (RE) framework is represented by the X?



- A) Analysis
- B) Documentation
- C) Management
- D) Validation

20 / 40

Which of the following types of information could contain tacit knowledge?

- A) Customer invoice
- B) Outcome from scenario analysis
- C) Role profile for business analyst
- D) Rules for processing an order

21 / 40

Which of the following is the **correct** syntax for a user story?

- A) As a (user role) I want (capability or feature) so that (why is the feature beneficial to the user role)
- B) Given (situation) when (this happens) then (this needs to be the response)
- C) I (user role) need the ability to (use a feature required for the solution)
- D) When (business event) occurs I need (process name) to (objective of the process)

22 / 40

In a use case diagram, what is the relevance of the shape pictures (an ellipse as shown below) with the system boundary?



- A) They are the actors that will be using the system.
- B) They are the use cases that describe the functions with the system.
- C) They describe how the actors use which functions within the system.
- D) They describe stores of data within the system.

23 / 40

Where are business rules evident on a class model?

- A) In the associated stakeholders
- B) In the attributes of a class
- C) In the names of the classes
- D) In the relationships between classes

24 / 40

Which of the following is **true** for formal validation and **false** for Agile validation?

- A) Different aspects of the requirement(s) are checked.
- B) The owner of the requirement(s) is present.
- C) The requirement(s) is(are) issued in advance for review.
- D) The set of requirement(s) is accepted or rejected as a whole.

25 / 40

Which of the following is an advantage of **both** incremental and iterative lifecycles?

- A) Delivery in phases means that benefit can be obtained sooner.
- B) Development is broken down into smaller chunks.
- C) Frequent project release may cause confusion to users.
- D) Testing takes place in one go, so the whole solution can be seen.

26 / 40

Which statement in relation to the role of the business analyst is **correct**?

- A) A business analyst is involved in all stages of the business change lifecycle.
- B) A business analyst is not involved in the business change lifecycle.
- C) A business analyst is only involved in the definition stage of the business change lifecycle.
- D) A business analyst is only involved in the implementation stage of the business change lifecycle.

27 / 40

Which of the business analyst competencies includes requirements engineering (RE) and business process modelling?

- A) Business knowledge
- B) Personal qualities
- C) Professional techniques
- D) Stakeholder engagement

28 / 40

Which of the following is **false** in relation to user role analysis?

- A) User role analysis can be used to shape personas.
- B) User role analysis includes roles that are inside and outside the organization.
- C) User role analysis may help to identify stakeholders previously undiscovered.
- D) User role analysis will provide owners for user stories.

29 / 40

On a power/interest grid for a project, why is Watch an appropriate strategy for a high-power, low-interest stakeholder?

- A) It is clear they will have no interest in any part of project as it progresses.
- B) Other stakeholders inform them of progress.
- C) Their level of interest might change during the project.
- D) They will have set a Watching Brief on the project.

30 / 40

What technique is **most** useful to ensure that a holistic view is taken when conducting gap analysis?

- A) Business change lifecycle
- B) Business process modelling
- C) PESTLE
- D) POPIT™

31 / 40

Which project artefact is at the center of the business change lifecycle?

- A) Business case
- B) Project initiation document
- C) Project plan
- D) Requirements document

32 / 40

Which of the following is a principle of business analysis?

- A) Feasible, contributing requirements, not meeting all requests
- B) Managing requirements, not holistic change
- C) Planning projects, not business analysis activities
- D) Well-documented requirements meeting all requests, not solutions

33 / 40

Which of the following statements **correctly** describes a product backlog?

- A) A large user story that eventually needs to be decomposed
- B) A list of outstanding tasks on a project plan
- C) A list of required features, typically in the form of user stories
- D) A piece of software that aids business analysis

34 / 40

In requirements management, what is the purpose of change control?

- A) To cross reference related requirements and documents
- B) To define and implement a process to manage potential changes
- C) To ensure that requirements do not change once they have been approved
- D) To ensure that the version numbers of deliverables are controlled

35 / 40

In the waterfall lifecycle, which stage comes immediately after 'analysis'?

- A) Design
- B) Development
- C) Implementation
- D) Testing

36 / 40

Which of the following is an activity supported by the business analyst in the 'design' and 'development' stage of the business change lifecycle?

- A) Acceptance testing
- B) Benefits realization
- C) External environment analysis
- D) Implementation support

37 / 40

The management strategy for a stakeholder has been defined as 'keep informed'.

Which of the following represents this stakeholder's power/interest levels?

- A) Power/influence = High
Interest = High
- B) Power/influence = Low
Interest = High
- C) Power/influence = Low
Interest = Low
- D) Power/influence = Some
Interest = High

38 / 40

Which level in the business process hierarchy is used to describe and model a single business process from start to end?

- A) Actor-task level
- B) Enterprise level
- C) Event-response level
- D) Value stream level

39 / 40

Which framework can be used to build an enterprise view of processes?

- A) Class model
- B) Porter's five forces model
- C) Swimlane diagram
- D) Value chain analysis

40 / 40

When following the gap analysis process, which of the following would **not** be considered to be a gap?

- A) An IT application that may not perform well enough to satisfy the business need in the target state
- B) A process that exists in the current system and is fit for purpose in the future state
- C) A role required in the future that does not currently exist
- D) The requirement to hold more data items in the future situation

Answer key

1 / 40

Which of the following **best** describes why a business analyst seeks to understand the strategic context in which a piece of work operates?

- A) As part of the framework of delivery, it is a vital artefact to obtain funding required by the business case
- B) In order to ensure that the organization can define the benefits required as part of the business case for the piece of work
- C) In order to provide relevant challenge to the piece of work and ensure that the task will align with the strategy of the organization
- D) In order to understand the stakeholders in the piece of work and have greater insight into their perspectives

- A) Incorrect.
- B) Incorrect.
- C) Correct. The purpose of strategy context analysis is to align the strategy of the organization with the effects of the external environment the organization operates within. This combined view will allow the analyst to understand where the best application of the organization's resources can be placed to strengthen the organization, reduce or remove some of the current weaknesses, take advantage of market opportunities or counter the threat placed on the organization by the external environment.
- D) Incorrect.

2 / 40

Which of the following tools would **best** allow you to explore the internal environment of an organization?

- A) CSFs
- B) PESTLE
- C) SWOT
- D) VMOST

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct. VMOST is concerned with the vision, mission, objectives, strategy and tactics of an organization, which provide significant insight into the internal environment. SWOT and PESTLE consider external factors, and critical success factors (CSFs) are focused on specific measures.

3 / 40

Which of the following measures whether the organization has in place the critical factors needed to achieve its objectives?

- A) Critical success factors (CSFs)
- B) Key performance indicators (KPIs)
- C) Organization objectives
- D) Value propositions

- A) Incorrect.
- B) Correct. KPIs measure specific outcomes that, when applied to the CSFs, give a real measure against a pre-determined target that will determine if the threshold for success has been passed.
- C) Incorrect.
- D) Incorrect.

4 / 40

Which of the following is considered as an auxiliary service to the Business Analysis Service Framework (BASF)?

- A) Business acceptance testing
- B) Business process improvement
- C) Situation investigation and problem analysis
- D) Stakeholder engagement

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct. Stakeholder engagement is an auxiliary service to the BASF as it supports all the business analysis activities across the six services of the framework.

5 / 40

Which of the following **best** describes the purpose for a requirements elicitation workshop?

- A) To discover and visualize new features
- B) To review a project and understand ways to improve and what went well
- C) To review progress on a project
- D) When there has been a conflict and consensus is needed

- A) Correct. A requirements elicitation workshop would be to elicit needs and expectations for a new feature using some of the elicitation techniques available, such as brainwriting and round robin, and then creation of requirements, rich pictures, etc.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

6 / 40

Which of the following is a quantitative investigation technique?

- A) Activity sampling
- B) Interviewing
- C) Observation
- D) Scenarios

- A) Correct. Activity sampling is designed to establish the activity being performed by a number of actors at given points of time. This established facts that are volumes and frequencies in a given situation.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

7 / 40

Which of the following investigation techniques will produce a physically representative sample of the solution that can be reviewed by the actors as being suitable for the solution?

- A) Activity sampling
- B) Observation
- C) Prototype
- D) Scenario Analysis

- A) Incorrect.
- B) Incorrect.
- C) Correct. A prototype, whether high or low fidelity, allows people to 'see' what the solution will look and feel. This may be created on paper, or as a deployable version of the solution. Activity sampling will give some volumes and parameters to determine what the solution needs to cope with. Scenario analysis will give some acceptance criteria for the solution but will not create a physical representation of the solution. Observation will provide insight into how the solution will need to operate, but not its physical state.
- D) Incorrect.

8 / 40

Which of the following statements is **true** about a rich picture?

- A) A rich picture is an overview of a situation.
- B) A rich picture is the future state.
- C) A rich picture needs to be a realistic view of the whole system.
- D) A rich picture needs to be to consistent notation.

- A) Correct. A rich picture is drawn to describe a situation so that it can be shared and commonly understood. It is drawn with no specific notation and can be used for future, current or conceptual states. The critical element is that it gives the understanding of what is important in the area being studied.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

9 / 40

Which of the following does the stakeholder wheel support?

- A) Deciding the power and interest level of stakeholders
 - B) Determining the order in which to contact stakeholders
 - C) Identifying stakeholders
 - D) Listing external stakeholders
-
- A) Incorrect.
 - B) Incorrect.
 - C) Correct. The stakeholder wheel is there to suggest categories of stakeholders, both internal and external, that may be relevant on a change. It ensures that less 'obvious' stakeholders, such as regulators or suppliers, are considered.
 - D) Incorrect.

10 / 40

Within a RACI, which category is assigned the role that is going to deliver the work for the artefact?

- A) Accountable
 - B) Consulted
 - C) Informed
 - D) Responsible
-
- A) Incorrect.
 - B) Incorrect.
 - C) Incorrect.
 - D) Correct. Within a RACI, the role types are 'accountable', has to ensure that the work is done, 'responsible', has to deliver the work, 'consulted', must be asked about the work and their views taken account of before approval, and 'informed', will be told about the completion of the work and will receive an approved 'thing'.

11 / 40

Which of the following should be considered an internal business event?

- A) A customer placing an order
 - B) A manager approving the payment of an invoice to a supplier
 - C) A supplier delivering new stock of raw materials
 - D) The payroll system creating the monthly credits to bank accounts
-
- A) Incorrect.
 - B) Correct. The manager is internal to the system, and they have done something (the approval) that has caused the process of paying the invoice to respond.
 - C) Incorrect.
 - D) Incorrect.

12 / 40

When recording the activity required in a task, which of the following would **not** be relevant?

- A) The cost of performing the task
- B) The next task to be performed
- C) The outcome of the task
- D) The steps required to undertake the task

- A) Incorrect.
- B) Correct. The next task to be performed would be illustrated in the event-response level model. This could change over time and could vary dependent upon decisions or which process the task is associated with, so would not be recorded on the task itself.
- C) Incorrect.
- D) Incorrect.

13 / 40

What is the **main** purpose of recording the emotional state of the persona?

- A) To be aware of how the persona feels during that process
- B) To decide how the process should be delivered
- C) To make sure that the persona is happy
- D) To make sure we have recoded the external perspective

- A) Correct. The persona emotional state is to ensure that the likely state can be used in constructing the response. This could include the wording of statements on screens, or scripts. It is not there to alter the state during the process. "We cannot make customers happy, we should do things that might allow them to change their state to happy".
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

14 / 40

What is the **primary** focus of design thinking?

- A) Designing the most efficient systems
- B) Development of a useable solution to a problem
- C) Keeping a customer focus in mind
- D) Prototyping and improvement

- A) Incorrect.
- B) Incorrect.
- C) Correct. The primary focus of design thinking is to keep the customer focus in mind during all stages.
- D) Incorrect.

15 / 40

Why does a project have decision gates to review the business case?

- A) To allow new information to be added to the business case
 - B) To ensure that the benefit case is still valid
 - C) To ensure that the project plan is on track
 - D) To give stakeholders the opportunity to request changes to the project outcome
- A) Incorrect.
- B) Correct. The primary reason for a business case is "to make sure that the work is worth doing", that there are benefits to the work and, sometimes, that they outweigh the costs. Some projects will accept that they will cost more than the financial benefit because they are regulatory or have other intangible benefits. As a 'living document', the business case would be regularly updated outside these gates with new information or approved changes. These still need to be of benefit, but the gates specifically check the validity of the benefit case.
- C) Incorrect.
- D) Incorrect.

16 / 40

When creating a business case for a defined total outcome, there are some key differences to consider between using an Agile or Linear delivery approach.

Which elements examined within each option are different?

- A) Benefits and costs
 - B) Impacts of the change
 - C) Investment appraisal technique used
 - D) Risk and their mitigating actions
- A) Correct. Using an Agile delivery method will move costs and benefits. Costs may be over a longer period as funding is by iteration. Benefits will start to arrive sooner but not be immediately as high. This will change the flows of cost and benefit and affect the outcome of any investment appraisal. An option delivered using Agile may be more or less viable than the same solution delivered using a Linear approach.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

17 / 40

Which section of the requirements engineering (RE) framework would include applying filters and prioritizing requirements?

- A) Analysis
- B) Elicitation
- C) Management
- D) Validation

- A) Correct. The analysis stage is concerned with reviewing and analyzing the elicited requirements to remove duplication or error, negotiate conflicts and contradictions, evaluate feasibility, and allocate priorities. Elicitation is obtaining the requirements as the source offers them, and validation is checking back with the stakeholders to ensure that there is full understanding. Management is looking after the requirements and ensuring that requested changes are satisfactorily dealt with.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

18 / 40

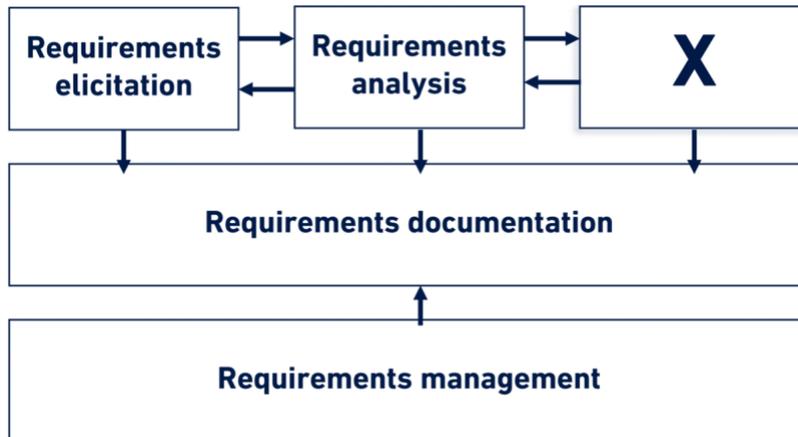
Which of these roles could **normally** provide acceptance of a requirement as delivered to the acceptance criteria?

- A) Business analyst
- B) Product owner
- C) Project manager
- D) Software tester

- A) Incorrect.
- B) Correct. The product owner could be the owner of a requirement and could have provided the acceptance criteria. They, therefore, could legitimately affirm that the criteria have been met. The business analyst or software tester may have written the acceptance criteria in conjunction with the owner of a requirement but would not be authorized to accept the requirement. The project manager may have the objective to complete the requirement to time or budget but could not accept it as delivered to the acceptance criteria.
- C) Incorrect.
- D) Incorrect.

19 / 40

Which element of the requirements engineering (RE) framework is represented by the X?



- A) Analysis
 - B) Documentation
 - C) Management
 - D) Validation
- A) Incorrect.
 - B) Incorrect.
 - C) Incorrect.
 - D) Correct. Validation is the step in the RE framework when the stakeholders' confirmation is received that the requirements are what is required and will deliver the business benefit required. This could be for individual requirements in an Agile, informal review, or it could be the entire requirements document for the project in a formal review.

20 / 40

Which of the following types of information could contain tacit knowledge?

- A) Customer invoice
 - B) Outcome from scenario analysis
 - C) Role profile for business analyst
 - D) Rules for processing an order
- A) Incorrect.
 - B) Correct. A scenario is a description of a business circumstance that needs to be dealt with by the solution being proposed. Therefore, it is defined in terms that are known by the person defining it. They will have knowledge of the complexity of the scenario that will not be easy to explain. A role profile and the rules for processing an order are expressly to provide detailed facts that should not contain any tacit knowledge, while a customer invoice is a document that clearly contains data and there will be no assumed information in it.
 - C) Incorrect.
 - D) Incorrect.

21 / 40

Which of the following is the **correct** syntax for a user story?

- A) As a (user role) I want (capability or feature) so that (why is the feature beneficial to the user role)
 - B) Given (situation) when (this happens) then (this needs to be the response)
 - C) I (user role) need the ability to (use a feature required for the solution)
 - D) When (business event) occurs I need (process name) to (objective of the process)
- A) Correct. The syntax of a user story clearly defines who will benefit from the feature requested and why they need it. This provides a tangible reason for doing the story.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

22 / 40

In a use case diagram, what is the relevance of the shape pictures (an ellipse as shown below) with the system boundary?



- A) They are the actors that will be using the system.
 - B) They are the use cases that describe the functions with the system.
 - C) They describe how the actors use which functions within the system.
 - D) They describe stores of data within the system.
- A) Incorrect.
- B) Correct. In a use case diagram, the system boundary describes the extent of the system. The use cases (the ellipses) show the function that the system should perform. Outside the system boundary there will be actors (both people and system) that give and receive 'needs' over the boundary. The drawn association shows which actor has a relationship with which use cases, but it does not imply what roles they play within that use case.
- C) Incorrect.
- D) Incorrect.

23 / 40

Where are business rules evident on a class model?

- A) In the associated stakeholders
- B) In the attributes of a class
- C) In the names of the classes
- D) In the relationships between classes

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.

D) Correct. The relationship between classes shows how classes relate to each other. The associations show how a customer must have placed an order before they can be considered a customer. This is a choice made by the organization on how it will operate and is, therefore, a business rule.

24 / 40

Which of the following is **true** for formal validation and **false** for Agile validation?

- A) Different aspects of the requirement(s) are checked.
- B) The owner of the requirement(s) is present.
- C) The requirement(s) is(are) issued in advance for review.
- D) The set of requirement(s) is accepted or rejected as a whole.

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.

D) Correct. For a formal review there is a formal structure. The meeting is 'chaired' and the business analyst will present the requirements to be validated. There will, then, be a discussion and agreement from the owners of the requirements as to their acceptability, and the set of requirements will be accepted, accepted with amendments, or rejected.

25 / 40

Which of the following is an advantage of **both** incremental and iterative lifecycles?

- A) Delivery in phases means that benefit can be obtained sooner.
- B) Development is broken down into smaller chunks.
- C) Frequent project release may cause confusion to users.
- D) Testing takes place in one go, so the whole solution can be seen.

- A) Correct. Both incremental and iterative delivery will allow the developed portion of the solution to be deployed. This allows some of the overall benefits to be realized before the completion of the project. Only in iterative can the content of the solution be changed as new needs emerge. In neither will testing take place in one go, and confusion to users by frequent releases is not an advantage.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

26 / 40

Which statement in relation to the role of the business analyst is **correct**?

- A) A business analyst is involved in all stages of the business change lifecycle.
 - B) A business analyst is not involved in the business change lifecycle.
 - C) A business analyst is only involved in the definition stage of the business change lifecycle.
 - D) A business analyst is only involved in the implementation stage of the business change lifecycle.
-
- A) Correct. Business analysis helps organizations to understand where changes are needed and to develop and implement these changes successfully; the role of the business analyst is therefore relevant across the entire change lifecycle.
 - B) Incorrect.
 - C) Incorrect.
 - D) Incorrect.

27 / 40

Which of the business analyst competencies includes requirements engineering (RE) and business process modelling?

- A) Business knowledge
 - B) Personal qualities
 - C) Professional techniques
 - D) Stakeholder engagement
-
- A) Incorrect.
 - B) Incorrect.
 - C) Correct. RE and business process modelling are both professional techniques that business analysts can acquire. Personal qualities are interpersonal skills, such as communication, critical thinking, leadership, problem solving and team working. Business knowledge includes the understanding of the business sector and the characteristics of the organization. Stakeholder engagement is an auxiliary service to the Business Analysis Service Framework (BASF) and not one of the three competency areas.
 - D) Incorrect.

28 / 40

Which of the following is **false** in relation to user role analysis?

- A) User role analysis can be used to shape personas.
 - B) User role analysis includes roles that are inside and outside the organization.
 - C) User role analysis may help to identify stakeholders previously undiscovered.
 - D) User role analysis will provide owners for user stories.
-
- A) Incorrect.
 - B) Incorrect.
 - C) Incorrect.
 - D) Correct. User role analysis is concerned with identifying specific groups of individuals where all of the members of a group need to access a particular set of services from a business system. Generic titles such as customer, supplier or regulator reflect the roles adopted by individuals or organizations when they interact with the business system. This analysis provides an efficient approach to eliciting and analyzing requirements and is a strong basis for analyzing scenarios, stakeholder perspectives, use cases, and user stories. Ownership of user stories will be sourced from those with 'approval' level roles in the piece of work, and the user roles will provide more insight into those doing the activities.

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On a power/interest grid for a project, why is Watch an appropriate strategy for a high-power, low-interest stakeholder?

- A) It is clear they will have no interest in any part of project as it progresses.
 - B) Other stakeholders inform them of progress.
 - C) Their level of interest might change during the project.
 - D) They will have set a Watching Brief on the project.
-
- A) Incorrect.
 - B) Incorrect.
 - C) Correct. As a project progresses, different stakeholders may become more or less important to the success of that part of the work. The organization itself may change, and stakeholders be moved towards or away from the project. The stakeholders who have significant amounts of power need to be in Watch status to ensure that should they become more interested their interest can be managed by the project.
 - D) Incorrect.

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What technique is **most** useful to ensure that a holistic view is taken when conducting gap analysis?

- A) Business change lifecycle
- B) Business process modelling
- C) PESTLE
- D) POPIT™

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct. The POPIT™ framework is a popular approach to gap analysis as it ensures that a holistic view is taken that encompasses all the areas where change may be required. The five dimensions of the POPIT™ framework are: people, organization, processes, information and technology.

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Which project artefact is at the center of the business change lifecycle?

- A) Business case
- B) Project initiation document
- C) Project plan
- D) Requirements document

- A) Correct. The business case is the central item within the business change lifecycle.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

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Which of the following is a principle of business analysis?

- A) Feasible, contributing requirements, not meeting all requests
- B) Managing requirements, not holistic change
- C) Planning projects, not business analysis activities
- D) Well-documented requirements meeting all requests, not solutions

- A) Correct. This is one of the six key principles of business analysis.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

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Which of the following statements **correctly** describes a product backlog?

- A) A large user story that eventually needs to be decomposed
 - B) A list of outstanding tasks on a project plan
 - C) A list of required features, typically in the form of user stories
 - D) A piece of software that aids business analysis
-
- A) Incorrect.
 - B) Incorrect.
 - C) Correct. A product backlog contains all the features required of solution, composed of user stories to further define the features.
 - D) Incorrect.

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In requirements management, what is the purpose of change control?

- A) To cross reference related requirements and documents
 - B) To define and implement a process to manage potential changes
 - C) To ensure that requirements do not change once they have been approved
 - D) To ensure that the version numbers of deliverables are controlled
-
- A) Incorrect.
 - B) Correct. Having a robust process to manage potential changes ensures that any potential change is carefully considered and cannot be implemented without the appropriate checks and sign-offs in place.
 - C) Incorrect.
 - D) Incorrect.

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In the waterfall lifecycle, which stage comes immediately after 'analysis'?

- A) Design
 - B) Development
 - C) Implementation
 - D) Testing
-
- A) Correct. The 'design' stage follows 'analysis' in this lifecycle. The full lifecycle is: feasibility study, analysis, design, development, testing and implementation.
 - B) Incorrect.
 - C) Incorrect.
 - D) Incorrect.

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Which of the following is an activity supported by the business analyst in the 'design' and 'development' stage of the business change lifecycle?

- A) Acceptance testing
- B) Benefits realization
- C) External environment analysis
- D) Implementation support

- A) Correct. Acceptance testing takes place during the 'design' and 'development' stage of the business change lifecycle. A business analyst will be involved in this testing.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

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The management strategy for a stakeholder has been defined as 'keep informed'.

Which of the following represents this stakeholder's power/interest levels?

- A) Power/influence = High
Interest = High
- B) Power/influence = Low
Interest = High
- C) Power/influence = Low
Interest = Low
- D) Power/influence = Some
Interest = High

- A) Incorrect.
- B) Correct. According to the power/interest grid, this is the correct mapping for a 'keep informed' stakeholder.
- C) Incorrect.
- D) Incorrect.

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Which level in the business process hierarchy is used to describe and model a single business process from start to end?

- A) Actor-task level
 - B) Enterprise level
 - C) Event-response level
 - D) Value stream level
-
- A) Incorrect.
 - B) Incorrect.
 - C) Correct. Modelling at the event-response level is used to model the steps and tasks undertaken by actors at various stages within a process from beginning to end.
 - D) Incorrect.

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Which framework can be used to build an enterprise view of processes?

- A) Class model
 - B) Porter's five forces model
 - C) Swimlane diagram
 - D) Value chain analysis
-
- A) Incorrect.
 - B) Incorrect.
 - C) Incorrect.
 - D) Correct. Porter's value chain analysis is used at enterprise level. Another valid option would be SIPOC.

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When following the gap analysis process, which of the following would **not** be considered to be a gap?

- A) An IT application that may not perform well enough to satisfy the business need in the target state
 - B) A process that exists in the current system and is fit for purpose in the future state
 - C) A role required in the future that does not currently exist
 - D) The requirement to hold more data items in the future situation
-
- A) Incorrect.
 - B) Correct. As the process is fit for purpose in the future state, there is no gap to address. If the system is unfit for the future state, then this would be recorded in gap analysis as change or improvement would be required.
 - C) Incorrect.
 - D) Incorrect.

Evaluation

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

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



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