



EXIN
BCS Business
Analysis

AGILE
BUSINESS ANALYSIS

Certified by


Sample Exam

Edition 202504

Copyright © Assist Knowledge Development 2025.

Copyright © EXIN Holding B.V. 2025. All rights reserved.

EXIN® is a registered trademark.

No part of this publication may be reproduced, stored, utilized or transmitted in any form or by any means, electronic, mechanical, or otherwise, without the prior written permission from EXIN.



Content

Introduction	4
Sample exam	5
Answer key	15
Evaluation	27

Introduction

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

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

The maximum number of points that can be obtained for this exam is 20. Each correct answer is worth 1 point. You need 13 points or more to pass the exam.

The time allowed for this exam is 45 minutes.

The real exam will consist of 40 questions in 90 minutes. If you obtain 26 points (65%) or more on the real exam you have passed.

Good luck!

Sample exam

1 / 20

The dispatch department of a mail order book company has run out of small, padded envelopes that they use to send books to their customers. Unfortunately, there is a shortage of these envelopes at their supplier, and it will be five days before they will be available. As a result of this, there is a backlog of three days of picked orders that are temporarily stored in the dispatch department which cannot be sent to customers until the envelopes arrive.

Which of the following types of Lean waste are there in this scenario?

- A)** Inventory and waiting
- B)** Over-production and motion
- C)** Transport and over-processing
- D)** Waiting and defects

2 / 20

The information systems department of a mortgage company is looking to introduce Agile working and has decided to use the Scrum method. A new member of staff has been recruited who has experience of using Scrum to take on the role of training, coaching and leading the Scrum team.

Which Scrum role will this new member of staff be fulfilling?

- A)** Business analyst
- B)** Developer
- C)** Product owner
- D)** Scrum master

3 / 20

The DSDM/Agile project management lifecycle is composed of six phases.

Which phase focusses on establishing a clear business goal for the project?

- A)** Deployment
- B)** Feasibility
- C)** Foundations
- D)** Pre-project

4 / 20

Kristin has been tasked with performing user research and analysis for the new human resources system. She held an initial workshop with the customer and the development team to compile a list of the relevant positions and cross-referenced this with the activities that those people perform.

What is the output of this initial workshop?

- A)** Misuse characters
- B)** Personas
- C)** Scenarios
- D)** User roles

5 / 20

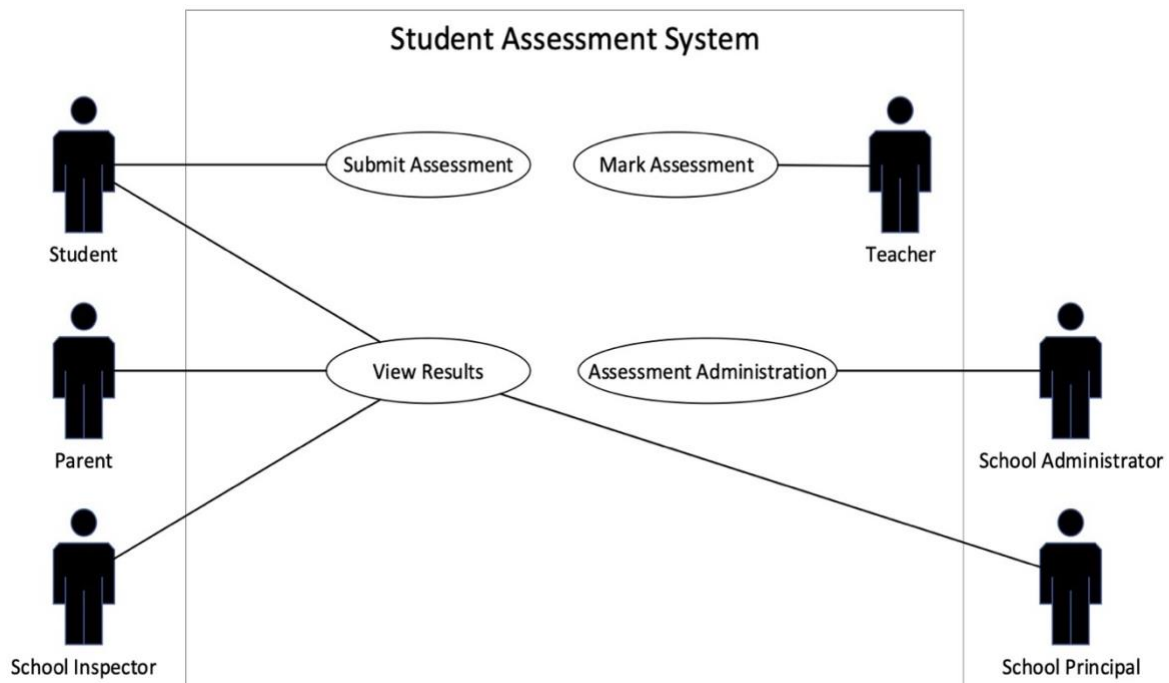
Emilia has been explaining the four dimensions of business agility to her team. She outlined the differences between a growth and fixed mindset, the high levels of competence across the organization and senior management's commitment to change. One area of concern is that there is a lack of clear value propositions.

Which of the dimensions of business agility is Emilia concerned about?

- A)** Capability
- B)** Customer focus
- C)** Leadership
- D)** Mindset

6 / 20

An initial IT system use case diagram has been developed for a school's student assessment system.



In reviewing the use case diagram, the business analyst has suggested that the following elements in the diagram could be incorrect:

- i. The assessment administration use case
- ii. The view results use case
- iii. The school administrator actor
- iv. The teacher actor
- v. The system name (within the boundary)

Which of the following combinations identifies what is incorrect in this diagram?

- A) i and iii
- B) i and iv
- C) ii and iii
- D) iii only

7 / 20

A project team is working on the development of a mobile phone-based expenses management system for a national mental health charity. Volunteers currently submit their travel expenses by completing a paper form and sending it with receipts via the post.

One of the requirements is to use GPS tracking to determine mileage automatically and accurately for visits which is considered useful but is not a mandatory requirement for the project.

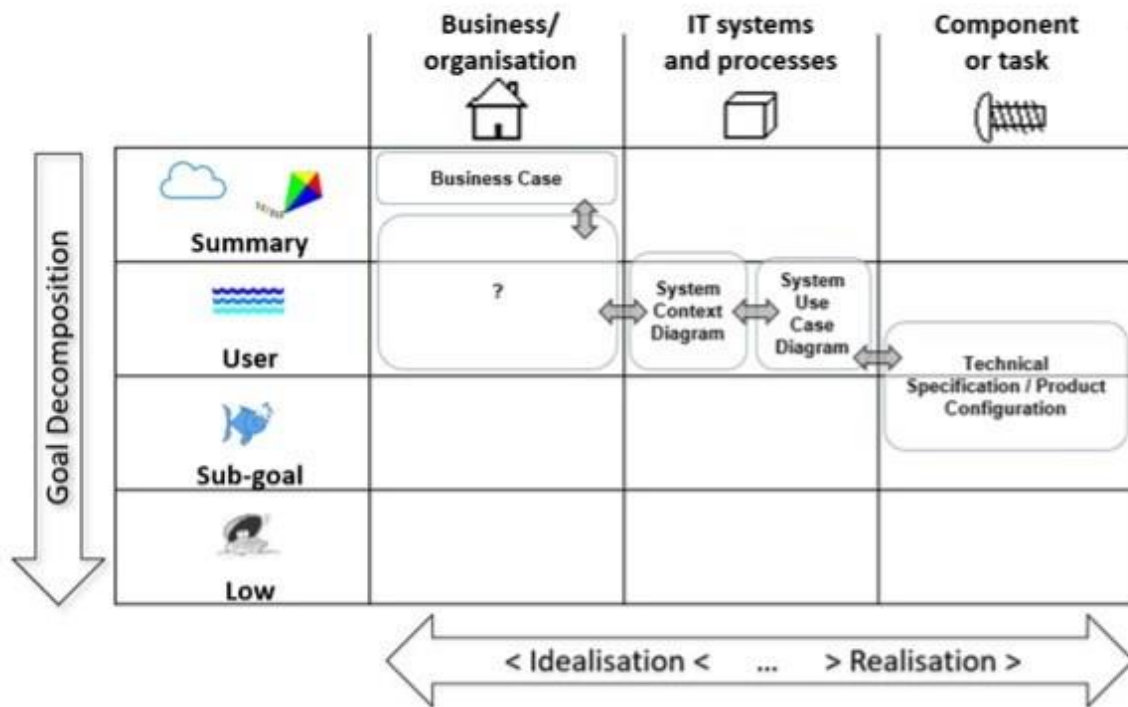
The project is nearing completion and this requirement is being included in the final iteration for the project.

Which of the following MoSCoW priorities should be allocated to the automatic GPS tracking requirement for the final iteration?

- A) M
- B) S
- C) C
- D) W

8 / 20

The business analyst on a project has used a functional model map (FMM, shown below) to document the techniques that will be used as the project progresses.



Unfortunately, one area has been left blank.

Please read the following techniques:

- i. Business activity model
- ii. Business use cases
- iii. Business context diagrams
- iv. System component design.

Which of the following techniques could be used to represent this area?

- A) i and ii only
- B) i, ii and iii only
- C) i, ii and iv only
- D) ii and iii only

9 / 20

Petra is using Gherkin to document the expected behavior of the "Reserve a table" feature of a solution for pre-booking a table at a popular restaurant. She has written the following elements:

- There is at least one table available to book on the required date at the required time.
- The customer has provided a valid telephone number.
- The customer has provided a valid e-mail address.
- The restaurant is open on the date requested

Which element of the behavior-driven development structure has Petra written above?

- A)** Given
- B)** Scenario
- C)** Then
- D)** When

10 / 20

Barney has been developing a business activity model to show the conceptual model of a flight booking agency. Barney has included activities that define the critical success factors (CSFs) and key performance indicators (KPIs) and the measures for the KPIs.

Which types of business activity do they fall within?

- A)** Controlling and monitoring activities
- B)** Enabling and doing activities
- C)** Monitoring and planning activities
- D)** Planning and enabling activities

11 / 20

Shahid has been asked to work on a forthcoming Agile project to ensure the solution aligns with the organization's strategic objectives and blueprints.

Which of the following roles is Shahid fulfilling on this project?

- A)** Business architect
- B)** Domain expert
- C)** Project manager
- D)** Project sponsor

12 / 20

The following user story is being discussed in the Agile team.

011: Customer fingerprint login

As a customer, I want to be able to log in using my fingerprint reader on my mobile phone so that I can access my account without needing to type my password.

During the conversation, it was determined that there is an associated non-functional requirement that if there are three failed attempts to log in using the fingerprint reader, then the customer will need to provide their username and password. This non-functional requirement is specific to this user story.

Requirements could be documented in the following areas:

- i. User story acceptance criteria for customer fingerprint login
- ii. Requirements catalog
- iii. Use case description for customer fingerprint login
- iv. A separate user story

Where should the non-functional requirement be documented?

- A)** i or iii
- B)** ii only
- C)** ii or iv
- D)** iv only

13 / 20

As part of a university assessment system project, the project team are reviewing the following user story.

049: Show my exam results on social media

As a student, I want to be able to share my exam certificate on social media so that my friends and potential employers can see my achievements.

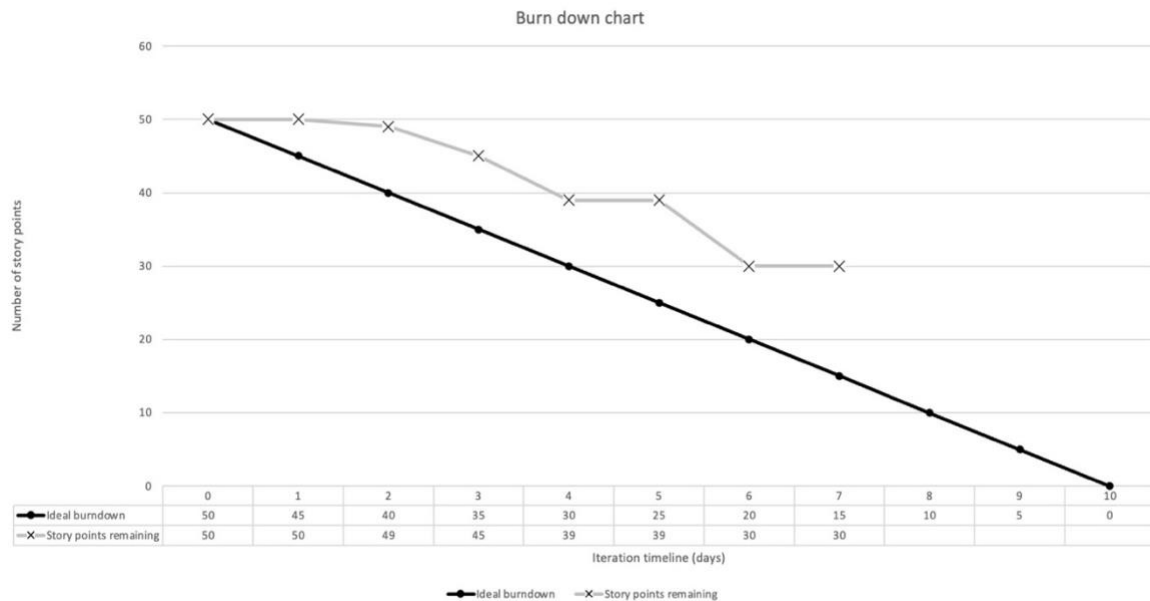
In the review, it was discussed that there are multiple social media channels that could be used and that no channels had been specified.

Which of the INVEST rules for writing a quality user story are **not** being met?

- A)** Estimable and valuable
- B)** Small and estimable
- C)** Testable and independent
- D)** Valuable and negotiable

14 / 20

The following burn-down chart has been produced, showing the situation seven days through the latest iteration in the project.



Read the following list:

- i. The iteration will not deliver all the remaining story points by the end of the iteration.
- ii. No user stories were completed on days 1, 5 and 7.
- iii. The team has completed 30 story points so far in the iteration.
- iv. No work was done on days 1, 5 and 7.
- v. There are 30 user story points left to complete in the iteration.

What does this chart tell about the current iteration?

- A) i and iv only
- B) i, iii and iv only
- C) ii and iii only
- D) ii and v only

15 / 20

Agile uses the concept of backlogs to manage the collection of work that the agile team will undertake.

Which of the following statements is true about backlogs?

- A) A backlog can include both business and software requirements.
- B) A release backlog cannot contain requirements at different levels of decomposition.
- C) A release backlog cannot include both business and software requirements.
- D) An iteration backlog must include all the requirements needed for a release.

16 / 20

A business analyst is looking to clarify the requirements for an online ordering system for a florist. The areas the prototype will focus on are the selection of delivery options. The business analyst is concerned about the level of detail and the number of alternative delivery option scenarios to demonstrate in the prototype.

Which prototyping dimension is the business analyst concerned about?

- A) Functional depth
- B) Functional width
- C) Interaction
- D) Visual appearance

17 / 20

Platinum Bites is a premium biscuit manufacturer providing luxury biscuits to top-end hotels, restaurants and retailers. Jamie, a company director, has allocated a budget and asked the information systems department to initiate a program of work to establish the capability for the company to sell direct to consumers. Jamie has asked Dakota to coordinate the business and system change projects. Richard will be responsible for managing and implementing the system changes with Gary, Head of Sales, providing the day-to-day business involvement.

Which role is Dakota fulfilling?

- A) Business architect
- B) Business sponsor
- C) Program manager
- D) Project sponsor

18 / 20

Justin Time runs a car parts retailer and has decided to outsource the development of a new website to an external software company called Mercury Rising Designs. Following the first iteration, the lead developer from Mercury Rising Designs has organized a meeting to demonstrate and review the current state of the system. The stories reviewed during the meeting, including their statuses, are shown below:

Story 1: 6 story points, in progress
Story 2: 8 story points, complete
Story 3: 3 story points, awaiting testing
Story 4: 13 story points, complete
Story 5: 5 story points, rejected

A total of 35 story points was allocated to the first iteration, but what is the team's velocity for this iteration?

- A) 21 story points
- B) 26 story points
- C) 29 story points
- D) 35 story points

19 / 20

The Agile Manifesto was originally devised to support software development, but it encompasses multiple concepts that are valid in situations where an IT solution is unnecessary or inappropriate.

Which statement from the Agile Manifesto would need to be modified for situations where there is no IT solution?

- A)** Customer collaboration over contract negotiation.
- B)** Individuals and interactions over processes and tools.
- C)** Responding to change over following a plan.
- D)** Working software over comprehensive documentation.

20 / 20

Terry is preparing to review the outputs from the latest iteration of an Agile project and has referred to the definition of done. He is concerned that one of the items listed should be in the definition of ready.

Which of the following aspects should be part of the definition of ready rather than the definition of done?

- A)** It has been accepted by the product owner.
- B)** It has been tested and demonstrated.
- C)** The INVEST criteria are met.
- D)** There are no critical bugs or flaws.

Answer key

1 / 20

The dispatch department of a mail order book company has run out of small, padded envelopes that they use to send books to their customers. Unfortunately, there is a shortage of these envelopes at their supplier, and it will be five days before they will be available. As a result of this, there is a backlog of three days of picked orders that are temporarily stored in the dispatch department which cannot be sent to customers until the envelopes arrive.

Which of the following types of Lean waste are there in this scenario?

- A)** Inventory and waiting
- B)** Over-production and motion
- C)** Transport and over-processing
- D)** Waiting and defects

- A)** Correct.
- B)** Incorrect.
- C)** Incorrect.
- D)** Incorrect.

2 / 20

The information systems department of a mortgage company is looking to introduce Agile working and has decided to use the Scrum method. A new member of staff has been recruited who has experience of using Scrum to take on the role of training, coaching and leading the Scrum team.

Which Scrum role will this new member of staff be fulfilling?

- A)** Business analyst
- B)** Developer
- C)** Product owner
- D)** Scrum master

- A)** Incorrect.
- B)** Incorrect.
- C)** Incorrect.
- D)** Correct.

3 / 20

The DSDM/Agile project management lifecycle is composed of six phases.

Which phase focusses on establishing a clear business goal for the project?

- A) Deployment
- B) Feasibility
- C) Foundations
- D) Pre-project

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct.

4 / 20

Kristin has been tasked with performing user research and analysis for the new human resources system. She held an initial workshop with the customer and the development team to compile a list of the relevant positions and cross-referenced this with the activities that those people perform.

What is the output of this initial workshop?

- A) Misuse characters
- B) Personas
- C) Scenarios
- D) User roles

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct.

5 / 20

Emilia has been explaining the four dimensions of business agility to her team. She outlined the differences between a growth and fixed mindset, the high levels of competence across the organization and senior management's commitment to change. One area of concern is that there is a lack of clear value propositions.

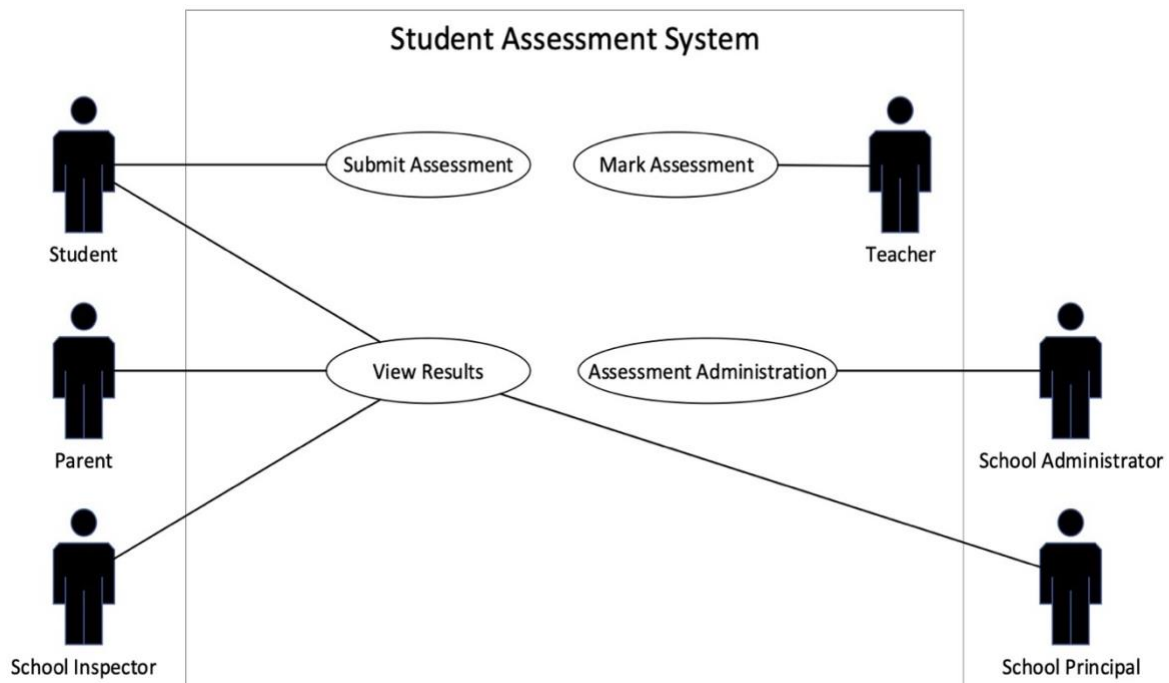
Which of the dimensions of business agility is Emilia concerned about?

- A) Capability
- B) Customer focus
- C) Leadership
- D) Mindset

- A) Incorrect.
- B) Correct.
- C) Incorrect.
- D) Incorrect.

6 / 20

An initial IT system use case diagram has been developed for a school's student assessment system.



In reviewing the use case diagram, the business analyst has suggested that the following elements in the diagram could be incorrect:

- i. The assessment administration use case
- ii. The view results use case
- iii. The school administrator actor
- iv. The teacher actor
- v. The system name (within the boundary)

Which of the following combinations identifies what is incorrect in this diagram?

- A) i and iii
- B) i and iv
- C) ii and iii
- D) iii only

- A) Incorrect.
- B) Correct.
- C) Incorrect.
- D) Incorrect.

7 / 20

A project team is working on the development of a mobile phone-based expenses management system for a national mental health charity. Volunteers currently submit their travel expenses by completing a paper form and sending it with receipts via the post.

One of the requirements is to use GPS tracking to determine mileage automatically and accurately for visits which is considered useful but is not a mandatory requirement for the project.

The project is nearing completion and this requirement is being included in the final iteration for the project.

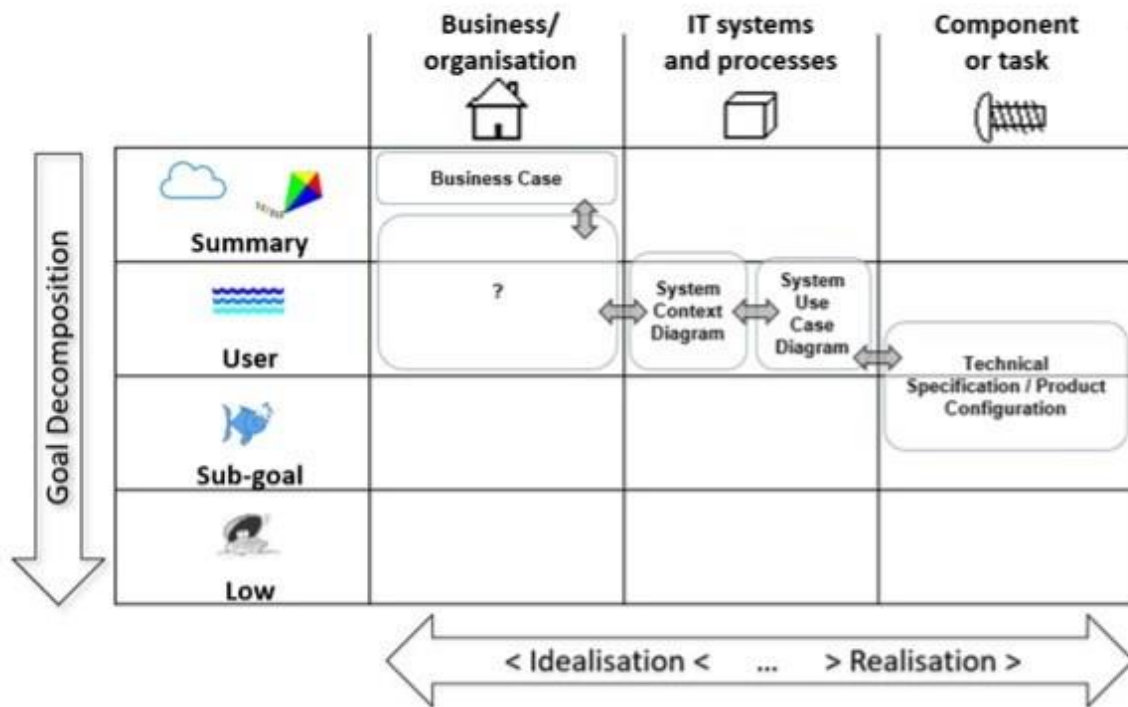
Which of the following MoSCoW priorities should be allocated to the automatic GPS tracking requirement for the final iteration?

- A) M
- B) S
- C) C
- D) W

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.

8 / 20

The business analyst on a project has used a functional model map (FMM, shown below) to document the techniques that will be used as the project progresses.



Unfortunately, one area has been left blank.

Please read the following techniques:

- Business activity model
- Business use cases
- Business context diagrams
- System component design.

Which of the following techniques could be used to represent this area?

- i and ii only
- i, ii and iii only
- i, ii and iv only
- ii and iii only

- Incorrect.
- Correct.
- Incorrect.
- Incorrect.

9 / 20

Petra is using Gherkin to document the expected behavior of the "Reserve a table" feature of a solution for pre-booking a table at a popular restaurant. She has written the following elements:

- There is at least one table available to book on the required date at the required time.
- The customer has provided a valid telephone number.
- The customer has provided a valid e-mail address.
- The restaurant is open on the date requested

Which element of the behavior-driven development structure has Petra written above?

- A) Given
- B) Scenario
- C) Then
- D) When

- A) Correct.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

10 / 20

Barney has been developing a business activity model to show the conceptual model of a flight booking agency. Barney has included activities that define the critical success factors (CSFs) and key performance indicators (KPIs) and the measures for the KPIs.

Which types of business activity do they fall within?

- A) Controlling and monitoring activities
- B) Enabling and doing activities
- C) Monitoring and planning activities
- D) Planning and enabling activities

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.

11 / 20

Shahid has been asked to work on a forthcoming Agile project to ensure the solution aligns with the organization's strategic objectives and blueprints.

Which of the following roles is Shahid fulfilling on this project?

- A) Business architect
- B) Domain expert
- C) Project manager
- D) Project sponsor

- A) Correct.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

12 / 20

The following user story is being discussed in the Agile team.

011: Customer fingerprint login

As a customer, I want to be able to log in using my fingerprint reader on my mobile phone so that I can access my account without needing to type my password.

During the conversation, it was determined that there is an associated non-functional requirement that if there are three failed attempts to log in using the fingerprint reader, then the customer will need to provide their username and password. This non-functional requirement is specific to this user story.

Requirements could be documented in the following areas:

- i. User story acceptance criteria for customer fingerprint login
- ii. Requirements catalog
- iii. Use case description for customer fingerprint login
- iv. A separate user story

Where should the non-functional requirement be documented?

- A) i or iii
- B) ii only
- C) ii or iv
- D) iv only

- A) Correct.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

13 / 20

As part of a university assessment system project, the project team are reviewing the following user story.

049: Show my exam results on social media

As a student, I want to be able to share my exam certificate on social media so that my friends and potential employers can see my achievements.

In the review, it was discussed that there are multiple social media channels that could be used and that no channels had been specified.

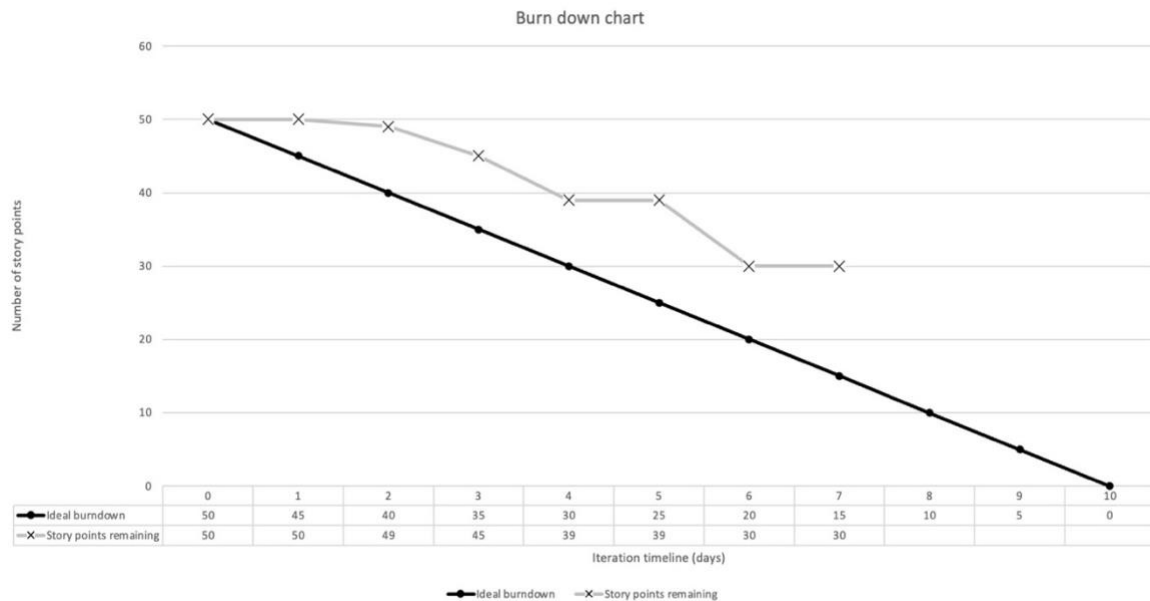
Which of the INVEST rules for writing a quality user story are **not** being met?

- A) Estimable and valuable
- B) Small and estimable
- C) Testable and independent
- D) Valuable and negotiable

- A) Incorrect.
- B) Correct.
- C) Incorrect.
- D) Incorrect.

14 / 20

The following burn-down chart has been produced, showing the situation seven days through the latest iteration in the project.



Read the following list:

- i. The iteration will not deliver all the remaining story points by the end of the iteration.
- ii. No user stories were completed on days 1, 5 and 7.
- iii. The team has completed 30 story points so far in the iteration.
- iv. No work was done on days 1, 5 and 7.
- v. There are 30 user story points left to complete in the iteration.

What does this chart tell about the current iteration?

- A) i and iv only
 - B) i, iii and iv only
 - C) ii and iii only
 - D) ii and v only
-
- A) Incorrect.
 - B) Incorrect.
 - C) Incorrect.
 - D) Correct.

15 / 20

Agile uses the concept of backlogs to manage the collection of work that the agile team will undertake.

Which of the following statements is true about backlogs?

- A) A backlog can include both business and software requirements.
- B) A release backlog cannot contain requirements at different levels of decomposition.
- C) A release backlog cannot include both business and software requirements.
- D) An iteration backlog must include all the requirements needed for a release.

- A) Correct.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

16 / 20

A business analyst is looking to clarify the requirements for an online ordering system for a florist. The areas the prototype will focus on are the selection of delivery options. The business analyst is concerned about the level of detail and the number of alternative delivery option scenarios to demonstrate in the prototype.

Which prototyping dimension is the business analyst concerned about?

- A) Functional depth
- B) Functional width
- C) Interaction
- D) Visual appearance

- A) Correct.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

17 / 20

Platinum Bites is a premium biscuit manufacturer providing luxury biscuits to top-end hotels, restaurants and retailers. Jamie, a company director, has allocated a budget and asked the information systems department to initiate a program of work to establish the capability for the company to sell direct to consumers. Jamie has asked Dakota to coordinate the business and system change projects. Richard will be responsible for managing and implementing the system changes with Gary, Head of Sales, providing the day-to-day business involvement.

Which role is Dakota fulfilling?

- A) Business architect
- B) Business sponsor
- C) Program manager
- D) Project sponsor

- A) Incorrect.
- B) Incorrect.
- C) Correct.
- D) Incorrect.

18 / 20

Justin Time runs a car parts retailer and has decided to outsource the development of a new website to an external software company called Mercury Rising Designs. Following the first iteration, the lead developer from Mercury Rising Designs has organized a meeting to demonstrate and review the current state of the system. The stories reviewed during the meeting, including their statuses, are shown below:

Story 1: 6 story points, in progress
Story 2: 8 story points, complete
Story 3: 3 story points, awaiting testing
Story 4: 13 story points, complete
Story 5: 5 story points, rejected

A total of 35 story points was allocated to the first iteration, but what is the team's velocity for this iteration?

- A) 21 story points
- B) 26 story points
- C) 29 story points
- D) 35 story points

- A) Correct.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

19 / 20

The Agile Manifesto was originally devised to support software development, but it encompasses multiple concepts that are valid in situations where an IT solution is unnecessary or inappropriate.

Which statement from the Agile Manifesto would need to be modified for situations where there is no IT solution?

- A)** Customer collaboration over contract negotiation.
- B)** Individuals and interactions over processes and tools.
- C)** Responding to change over following a plan.
- D)** Working software over comprehensive documentation.

- A)** Incorrect.
- B)** Incorrect.
- C)** Incorrect.
- D)** Correct.

20 / 20

Terry is preparing to review the outputs from the latest iteration of an Agile project and has referred to the definition of done. He is concerned that one of the items listed should be in the definition of ready.

Which of the following aspects should be part of the definition of ready rather than the definition of done?

- A)** It has been accepted by the product owner.
- B)** It has been tested and demonstrated.
- C)** The INVEST criteria are met.
- D)** There are no critical bugs or flaws.

- A)** Incorrect.
- B)** Incorrect.
- C)** Correct.
- D)** Incorrect.

Evaluation

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

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



Driving Professional Growth

Contact EXIN

www.exin.com