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NEW QUESTION: 1
In option development, which of the following is NOT a type of option considered?
A. Basic option
B. Extended option
C. Executive option
D. Exhaustive option.
Answer: (SHOW ANSWER)
When developing options for a business change, the business analyst must consider a range of solution types, which often fall into categories to ensure all possibilities are explored. While the exact naming conventions can vary, the following three core types are commonly considered and often named as:
Basic (or "Do Minimum") option: A low-cost, minimal-effort option to address the problem without major change (often including the "Do Nothing" or "Do Nothing Different" option for comparison).
Extended (or "Do Something" option): The preferred or main option, representing the full-scale, major change recommended to achieve the business objectives.
Executive (or "Commercial Off-The-Shelf (COTS)") option: An option based on purchasing an existing system or service, rather than custom-building a solution.Exhaustive option is NOT a standard or recognised category of business change option within the BCS syllabus.
(Reference: BCS Business Analysis Practice - Business Case, Identifying Options)

NEW QUESTION: 2
Which of the following is a primary activity in the value chain?
A. Marketing and Sales.
B. Procurement.

C. Human Resources (HR).
D. Information Technology (IT).
Answer: A (LEAVE A REPLY)

NEW QUESTION: 3
Which statement in relation to the Requirements Engineering (RE) Framework is TRUE?
A. It is only suitable for use with waterfall projects.
B. It shows five iterative stages that a business analyst needs to carry out to establish the requirements.
C. Using the Requirements Engineering Framework does not help to define requirements.
D. It shows steps in the requirements engineering process that a business analyst must follow sequentially.
Answer: B (LEAVE A REPLY)
The Requirements Engineering (RE) Framework is a structured approach used by business analysts to define, document, and manage requirements. It consists of five iterative stages: Investigate Situation, Consider Perspectives, Analyze Needs, Evaluate Options, and Define Requirements .
Key Considerations:
Suitability for Waterfall Projects Only: The RE Framework is flexible and can be adapted to both waterfall and Agile methodologies.
Iterative Stages: The framework emphasizes iteration and refinement, making it suitable for evolving requirements.
Defining Requirements: The framework explicitly supports the definition and management of requirements.
Sequential Steps: While the stages are presented in a sequence, they are iterative and not strictly linear.
Evaluation of Each Option:
A . It is only suitable for use with waterfall projects:
The RE Framework can be applied to both waterfall and Agile projects.
Conclusion: This is not correct .
B . It shows five iterative stages that a business analyst needs to carry out to establish the requirements:
This accurately describes the RE Framework's structure and purpose.
Conclusion: This is correct .
C . Using the Requirements Engineering Framework does not help to define requirements:
The framework is specifically designed to define and manage requirements.
Conclusion: This is not correct .
D . It shows steps in the requirements engineering process that a business analyst must follow sequentially:
While the stages are presented in a sequence, they are iterative and not strictly sequential.
Conclusion: This is not correct .

NEW QUESTION: 4
A stakeholder in a project has been classified as having no interest but high power/influence on the power/interest grid.
Which of the following would be an appropriate way of managing this stakeholder?
A. Keep informed
B. Ignore.
C. Watch.
D. Keep on side.
Answer: C (LEAVE A REPLY)

NEW QUESTION: 5
In requirements management, what is change control?
A. A process to control version numbering.
B. A process to manage changes to requirements.
C. A process to ensure that changes cannot be made.
D. process to trace requirements.
Answer: B (LEAVE A REPLY)
Change control is a critical aspect of requirements management in business analysis. It ensures that changes to requirements are systematically evaluated, approved, and implemented without negatively impacting the project.
Key Considerations:
Change Control Definition: Change control is a formal process used to manage modifications to requirements, ensuring that changes are necessary, feasible, and aligned with project goals.
Preventing Changes: Change control does not prevent changes but ensures they are managed appropriately.
Tracing Requirements: Tracing requirements involves tracking their origin and impact, which is separate from managing changes.
Evaluation of Each Option:
A . A process to control version numbering:
Version numbering is a documentation practice, not the purpose of change control.
Conclusion: This is not correct .
B . A process to manage changes to requirements:
This accurately describes change control as a structured approach to handling modifications to requirements.
Conclusion: This is correct .
C . A process to ensure that changes cannot be made:
Change control does not block changes but ensures they are managed effectively.
Conclusion: This is not correct .
D . A process to trace requirements:

Tracing requirements is a related but distinct activity focused on linking requirements to their source and impact.
Conclusion: This is not correct .

NEW QUESTION: 6
Which of the following statements about the workshop investigation technique are TRUE?
a) Permits the impartial, long-term observation of business activities.
b) Allows statements and assertions to be immediately cross-checked with other participants.
c) Provides an effective means of achieving consensus among stakeholders.
d) Provides an opportunity to collect accurate quantitative data about business processes.
A. a, c and d only
B. b, c and d only
C. a and d only
D. b and c only.
Answer: (SHOW ANSWER)
The true statements about workshops are b and c. Workshops are collaborative, structured meetings involving multiple stakeholders. Statement (b) is true because having multiple stakeholders present allows the facilitator (often the BA) to immediately cross-check and resolve conflicting information or assumptions in real-time. Statement (c) is true because the group environment, led by a skilled facilitator, is highly effective for discussing differing viewpoints and working towards a consensus or agreed-upon outcome. Statement (a) is false as this describes formal observation, not a workshop. Statement (d) is false; workshops are primarily used to gather qualitative information (opinions, requirements, process logic), not to collect accurate quantitative data (e.g., process timings or volumes), which is usually obtained from documents or system logs.
(Reference: BCS Foundation Certificate in Business Analysis / BCS Business Analysis Practice - Investigative Techniques, Workshops)

NEW QUESTION: 7
Which of the following is an input to the 'Investigate the Situation' stage of the business analysis process model?
A. Business case.
B. Terms of reference.
C. Stakeholder perspectives.
D. List of issues/problems.
Answer: B (LEAVE A REPLY)

NEW QUESTION: 8
When used for business analysis, what does a process model show?

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

NEW QUESTION: 9
An organisation called Quality Signs' makes display signs for commercial customers.
Which of the following are MOST likely to be the Actors in a CATWOE analysis?
A. The customers of Quality Signs.
B. The Managing Director of Quality Signs.
C. The competitors of Quality Signs.

D. The sign makers of Quality Signs.
Answer: D (LEAVE A REPLY)

NEW QUESTION: 10
Which of the following BEST describes the purpose of a change strategy?
A. Ensuring the simplest way for transition.
B. Ensuring the quickest way for transition.
C. Achieving the transition between current state and future state.
D. Mapping the alternative options.
Answer: C (LEAVE A REPLY)
A change strategy outlines how an organization will move from its current state to its desired future state. Its purpose is to ensure a structured and effective transition.
Key Considerations:
Ensuring the simplest way for transition: While simplicity is desirable, it is not the primary purpose of a change strategy.
Ensuring the quickest way for transition: Speed is not the main focus; effectiveness and alignment with goals are more important.
Achieving the transition between current state and future state: This accurately describes the purpose of a change strategy, which is to bridge the gap between where the organization is now and where it wants to be.
Mapping the alternative options: While mapping options may be part of the planning process, it is not the ultimate purpose of the change strategy.
Evaluation of Each Option:
A . Ensuring the simplest way for transition:
Simplicity is a consideration but not the primary purpose of a change strategy.
Conclusion: This is not correct .
B . Ensuring the quickest way for transition:
Speed is secondary to achieving an effective and sustainable transition.
Conclusion: This is not correct .
C . Achieving the transition between current state and future state:
This is the core purpose of a change strategy, ensuring the organization moves effectively toward its goals.
Conclusion: This is correct .
D . Mapping the alternative options:
Mapping options is part of the analysis phase, not the overarching purpose of the strategy.
Conclusion: This is not correct .
Final Recommendation:
The best description of the purpose of a change strategy is:
C . Achieving the transition between current state and future state.

NEW QUESTION: 11

Different reactions may be observed when a change to working methods is proposed.
These reactions include:
a. Enthusiasm for the change.
b. Fear of the change.
c. Reduced performance on the job.
d. Reluctant acceptance of the change.
Which of the following represents the typical sequence of these four reactions?
A. b, d, c and a.
B. a, b, c and d.
C. a, b, d and c.
D. b, c, d and a.
Answer: D (LEAVE A REPLY)

NEW QUESTION: 12
Which element of the POPIT model would consider distribution of data, when conducting a gap analysis?
A. Process.
B. Organisation
C. People.
D. Information and technology
Answer: D (LEAVE A REPLY)
The POPIT model's five elements are: People, Organisation, Processes, Information, and Technology.
The element that encompasses all matters related to data, records, and systems is Information and Technology. The 'Information' part specifically covers the data that the organisation collects, stores, uses, and communicates, which includes the way that data (information) is distributed and shared across the organisation and with external parties. The 'Technology' part covers the applications and hardware used to manage this information. Therefore, considering the distribution of data falls under the joint element of Information and Technology.
(Reference: BCS Business Analysis Practice - POPIT Model)

NEW QUESTION: 13
An analyst investigating a finance system wishes to build rapport with individual stakeholders and investigate in detail each stakeholder's views.
Which of the following techniques should the analyst use?
A. Questionnaires.
B. Interviewing.
C. Special purpose records.
D. Document analysis.
Answer: B (LEAVE A REPLY)

NEW QUESTION: 14

Which of the following approaches is the variation of the Waterfall lifecycle that shows explicitly the link between the analysis stages and the testing stages?

A. Spiral model

B. V model.

C. Unified process

D. Workflow model

Answer: B (LEAVE A REPLY)

NEW QUESTION: 15

On joining a new company. Sara spent time reviewing the company's organisation chart She was particularly interested in the sponsor of the project she is joining What is Sara LIKELY to have learnt about the sponsor from this? Select the TWO that apply

A. Their position in the company hierarchy

B. Their span of control

C. The culture within their team

D. The scope of their responsibilities

E. Their preferred management style

Answer: A,B (LEAVE A REPLY)

An organization chart visually represents the structure of an organization, including roles, responsibilities, and reporting relationships. By reviewing the organization chart, Sara can learn specific details about the sponsor of her project.

Key Considerations:

Position in the company hierarchy: The organization chart clearly shows where the sponsor fits within the company's structure (e.g., senior leadership, middle management). This helps Sara understand their level of authority and influence.

Span of control: The chart also reveals how many teams or individuals report to the sponsor, providing insight into their scope of responsibility and decision-making power.

Culture within their team: While the chart may hint at team structure, it does not provide qualitative information about team culture, which requires direct observation or interviews.

Scope of their responsibilities: The chart outlines reporting lines but does not explicitly detail the specific responsibilities of the sponsor.

Preferred management style: Management style is a behavioral trait that cannot be inferred from an organization chart alone.

Evaluation of Each Option:

A . Their position in the company hierarchy:

The organization chart explicitly shows the sponsor's position in the hierarchy, helping Sara understand their level of authority.

Conclusion: This is relevant .

B . Their span of control:

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

NEW QUESTION: 16
What are the three levels of the business process hierarchy?
A. Enterprise, event-response, actor-task.
B. Enterprise, departmental, actor-task
C. Departmental, event-response, actor-task.
D. Event response, actor-task, user-step.
Answer: (SHOW ANSWER)
Business processes are typically organised into a three-level hierarchy to manage complexity and provide a clear line of sight from strategy to execution. The standard levels, moving from the highest to the lowest level of detail, are:
Enterprise (or Value Chain): The highest level, showing the core business functions (e.g., "Sell Product," "Develop Product").
Event-Response (or End-to-End): The mid-level, showing the process triggered by a business event and concluding with an outcome (e.g., "Handle Customer Order").
Actor-Task (or Detailed/Procedure): The lowest level, showing the individual steps and actions taken by the actors to complete a process (e.g., "Check stock availability," "Package item").
Therefore, the three key levels that define this breakdown are Enterprise, event-response, actor-task.
(Reference: BCS Modelling Business Processes / BCS Business Analysis Practice - Business Process Hierarchy)

NEW QUESTION: 17
Which of the following may be used as a basis for scripting acceptance tests?
A. Scenario analysis.
B. Stepwise refinement
C. Context diagrams.
D. Mind maps,
Answer: A (LEAVE A REPLY)

NEW QUESTION: 18
Which of the following is NOT one of the 6 services identified in the Business Analysis Service Framework (BASF)?
A. Solution design and development
B. Requirements definition.
C. Business Process improvement.
D. Business change deployment
Answer: A (LEAVE A REPLY)
The Business Analysis Service Framework (BASF) identifies six core services provided by a business analyst. These services span the lifecycle of a business change initiative and focus on analysis and enablement activities. The six services are: Situation Investigation and Problem Analysis, Feasibility Assessment and Business Case Development, Business Process Improvement, Requirements Definition, Requirements Management, and Business Change Deployment. The service Solution design and development (which involves the technical building of the IT system) is a distinct project activity typically performed by solution architects and developers and, while the BA collaborates with them closely, it is not one of the core Business Analysis services as defined in the BASF.
(Reference: BCS Foundation Certificate in Business Analysis / BCS Business Analysis Practice - Business Analysis Service Framework (BASF))

NEW QUESTION: 19
Which of the following is a KEY principle of Business Analysis?
A. Present options not solutions.
B. Understand the symptoms of the problem being defined.
C. Focus on requirements definition only.
D. Integrate IT changes together with project requirements to improve efficiency.

Answer: A ([LEAVE A REPLY])

One of the key principles of business analysis is to present stakeholders with options rather than prescribing a single solution. This approach ensures that stakeholders can make informed decisions based on their priorities and constraints.

Key Principles of Business Analysis:

Present Options Not Solutions: Business analysts should provide multiple viable options, allowing stakeholders to choose the best course of action.

Understand Symptoms: While understanding symptoms is important, it is part of problem analysis, not a key principle.

Focus on Requirements Definition Only: Business analysis encompasses more than just defining requirements; it includes understanding problems, analyzing options, and ensuring value delivery.

Integrate IT Changes: While integrating IT changes is valuable, it is not a universal principle of business analysis.

Evaluation of Each Option:

A . Present options not solutions:

This is a fundamental principle of business analysis, emphasizing stakeholder choice.

Conclusion: This is correct .

B . Understand the symptoms of the problem being defined:

Understanding symptoms is part of problem analysis but not a standalone principle.

Conclusion: This is not correct .

C . Focus on requirements definition only:

Business analysis involves more than just requirements definition.

Conclusion: This is not correct .

D . Integrate IT changes together with project requirements to improve efficiency:

While integration is valuable, it is not a universal principle of business analysis.

Conclusion: This is not correct .

NEW QUESTION: 20

In a particular organisation it is common practice to call all managers by their first name. It is part of the culture of the organisation. Newcomers are quickly corrected if they do not follow this informal approach.

What would knowing about this convention be classified as in Requirements Engineering?

A. Explicit individual knowledge

B. Tacit corporate knowledge.

C. Explicit corporate knowledge.

D. Tacit individual knowledge.

Answer: ([SHOW ANSWER])

NEW QUESTION: 21

What is the recommended management strategy to be taken to manage a stakeholder with some power and some interest in the power/interest grid?

A. Keep onside

B. Keep satisfied

C. Keep informed

D. Watch

Answer: A (LEAVE A REPLY)

The Power/Interest Grid is a tool used to determine appropriate strategies for managing different stakeholder groups based on their level of power (influence) and interest in the project. The grid defines four quadrants, each with a recommended management strategy:

High Power, High Interest: Manage Closely

High Power, Low Interest: Keep Satisfied

Low Power, High Interest: Keep Informed

Low Power, Low Interest: Watch (Minimum effort)

The category of Some Power, Some Interest is generally considered the mid-range or main group of stakeholders. For these individuals, the best strategy is to Keep onside (or Manage Regularly). This strategy means maintaining regular communication, involving them in the project at appropriate times, and ensuring their needs and concerns are addressed so that their interest remains positive and their moderate power does not turn against the project.

(Reference: BCS Business Analysis Practice - Stakeholder Management, Power/Interest Grid)

NEW QUESTION: 22

Which investigation technique is supported by use case' descriptions?

A. Document Analysis

B. Questionaires.

C. Scenario Analysis.

D. Interviewing.

Answer: (SHOW ANSWER)

NEW QUESTION: 23

A report has been created into improving the scheduling of physio appointments at a major hospital An extract reads

'The scheduling team have a strong set of skills that will not need to be updated However, the team should be split into two. one dealing with inpatients and one with outpatients The introduction of a new telephony software and an online booking system will also require changes to the process' How might these changes be BEST presented to communicate with the scheduling team'?

A. Business Process Model

B. Business Activity Model

C. POPIT
D. Prototype
Answer: D (LEAVE A REPLY)
To determine the best way to present the changes to the scheduling team, we need to consider the nature of the information being communicated and the audience (the scheduling team). The extract describes changes to processes, roles, and systems, which are best represented visually to ensure clarity and understanding.
Key Considerations:
Business Process Model (BPM): A BPM is a visual representation of the steps in a process. It is particularly useful for communicating changes to workflows, roles, and responsibilities. Since the extract discusses splitting the scheduling team into two groups and introducing new software and processes, a BPM would effectively illustrate how these changes impact the workflow.
Business Activity Model (BAM): A BAM focuses on high-level activities and their logical dependencies, often used in strategic planning. However, it is less detailed than a BPM and may not adequately capture the specific changes to scheduling processes.
POPIT (People, Organization, Process, Information, Technology): POPIT is a framework for analyzing business change across multiple dimensions. While it provides a holistic view, it is not a presentation tool and would not be the best choice for directly communicating the changes to the scheduling team.
Prototype: A prototype is typically used to demonstrate the functionality of a system or software. While the introduction of telephony software and an online booking system could involve prototyping, this option does not address the need to communicate process and role changes.
Evaluation of Each Option:
A . Business Process Model:
A BPM is ideal for illustrating the changes to the scheduling process, including the split into inpatient and outpatient teams and the integration of new software. It provides a clear, step-by-step visual representation that the scheduling team can easily understand.
Conclusion: This is the best option .
B . Business Activity Model:
While a BAM could provide a high-level overview of the changes, it lacks the detail needed to explain specific process adjustments.
Conclusion: This is not the best option .
C . POPIT:
POPIT is a framework for analysis, not a communication tool. It would not effectively convey the changes to the scheduling team.
Conclusion: This is not the best option .
D . Prototype:
Prototyping is relevant for demonstrating software functionality but does not address the need to communicate process and role changes.

Conclusion: This is not the best option .
Final Recommendation:
The changes should be presented using a Business Process Model , as it effectively communicates the revised workflows and roles to the scheduling team.

NEW QUESTION: 24
It is unclear to a project sponsor why a particular requirement has been included in a recently released version of a system.
Which of the following will allow him to identify who originally asked for the requirement?
A. The resolution of the requirement.
B. The justification of the requirement.
C. The validation of the requirement.
D. The source of the requirement.
Answer: (SHOW ANSWER)

NEW QUESTION: 25
In which stage of the requirements engineering process are requirements checked to see whether they are well formed and SMART?
A. Requirements analysis.
B. Requirements documentation.
C. Requirements management.
D. Requirements elicitation.
Answer: (SHOW ANSWER)

NEW QUESTION: 26
A business analyst wishes to show that a company wants to store information about different types of product. Some attributes are common to every product (for example; product name) but other attributes only apply to certain product types. For example, product material only applies to accessory products.
Which of the following constructs could the business analyst use to represent this on a class model?
A. An <> structure.
B. A many-to-many multiplicity.
C. An association class.
D. A generalisation structure
Answer: D (LEAVE A REPLY)

NEW QUESTION: 27
Which of the following types of activity help identify the KPI's of an organisation?
A. The control activities.
B. The planning activities.

C. The doing activities.
D. The monitoring activities.
Answer: B (LEAVE A REPLY)

NEW QUESTION: 28
Which of the following stages is immediately after problem-finding in Isaksen and Treffinger's creative problem-solving model?
A. Data-finding.
B. Idea-finding.
C. Solution-finding.
D. Acceptance-finding.
Answer: B (LEAVE A REPLY)

NEW QUESTION: 29
Which of the following lists only includes stakeholders shown on the stakeholder wheel?
A. Regulators, Compliance, Owners.
B. Competitors, Customers, Partners
C. Competitors, Consumers, Providers.
D. Contractors, Partners, Suppliers.
Answer: (SHOW ANSWER)
The stakeholder wheel is a framework used to categorize stakeholders based on their relationship to the organization or project. It typically includes categories such as customers, partners, suppliers, regulators, and competitors , among others.
Key Considerations:
Regulators, Compliance, Owners: While regulators and owners are valid stakeholders, "compliance" is not a stakeholder category but rather a function or responsibility.
Competitors, Customers, Partners: These are all valid stakeholder categories commonly found on the stakeholder wheel.
Competitors, Consumers, Providers: While competitors and consumers (a synonym for customers) are valid, "providers" is not a standard term used in the stakeholder wheel.
Contractors, Partners, Suppliers: Contractors are not typically included as a primary stakeholder category on the stakeholder wheel, though partners and suppliers are.
Evaluation of Each Option:
A . Regulators, Compliance, Owners:
"Compliance" is not a stakeholder category; it refers to adherence to rules or regulations.
Conclusion: This is not correct .
B . Competitors, Customers, Partners:
These are all valid stakeholder categories found on the stakeholder wheel.
Conclusion: This is correct .
C . Competitors, Consumers, Providers:

While competitors and consumers (customers) are valid, "providers" is not a standard stakeholder category.
Conclusion: This is not correct .
D . Contractors, Partners, Suppliers:
Contractors are not typically included as a primary stakeholder category on the stakeholder wheel.
Conclusion: This is not correct .
Final Recommendation:
The list that only includes stakeholders shown on the stakeholder wheel is:
B . Competitors, Customers, Partners

NEW QUESTION: 30
The required competencies of a business analyst are classified into three categories.
Which of the following is one of these three categories?
A. IT Skills
B. Management Qualities.
C. Business Knowledge.
D. Project Skills.
Answer: C (LEAVE A REPLY)

NEW QUESTION: 31
An entity type is a template for its entity occurrences.
Which of the following is a template for objects?
A. An actor.
B. A use case.
C. A class.
D. An operation
Answer: C (LEAVE A REPLY)

NEW QUESTION: 32

Which lifecycle accepts and expects changes during requirements so would cope well with a rapid pace of change?

A. Iterative

B. Waterfall

C. Incremental

D. V model

Answer: (SHOW ANSWER)

The Iterative (or Agile) lifecycle model is specifically designed to deal with changing requirements and a rapid pace of change. Unlike linear models like Waterfall or the V model, which expect requirements to be fixed early, the iterative model delivers the solution in a series of repeated cycles (iterations/sprints). This approach embraces the reality that requirements will change as stakeholders learn more about the evolving product and the business environment shifts. It explicitly incorporates frequent feedback loops and allows for the adaptation of requirements throughout the project, making it the most flexible and suitable model for unstable or complex environments.

(Reference: BCS Requirements Engineering - Lifecycle Models, Agile/Iterative)

NEW QUESTION: 33

A project reporting system stores information about Employees.

How would an Employee be represented in an entity-relationship diagram?

A. As a Relationship.

B. As an Actor.

C. As an Attribute

D. As an Entity

Answer: (SHOW ANSWER)

NEW QUESTION: 34

As part of an investigation a Business Analyst has devised a form for users of an existing system to use to keep track of the tasks they undertake during their working day.

Which of the following describes this investigation technique?

A. Special purpose records.

B. Questionnaires.

C. Scenario analysis.

D. Activity sampling.

Answer: (SHOW ANSWER)

NEW QUESTION: 35

One of the claimed advantages of buying a software package is that it is possible to predict future maintenance costs with some certainty.

How would these costs be classified in a cost-benefit analysis?

A. As a tangible benefit.

B. As a tangible cost.
C. As an intangible benefit.
D. As an intangible cost.
Answer: (SHOW ANSWER)

NEW QUESTION: 36
Which of the following is a principle of business analysis?
A. Negotiation not avoidance.
B. Symptoms not root causes.
C. Solutions not options.
D. IT system change not business improvement
Answer: (SHOW ANSWER)
One of the core principles of business analysis is the continuous need for negotiation and consensus building, particularly when dealing with conflicting stakeholder perspectives and requirements. Business analysis actively seeks to negotiate and resolve these conflicts rather than avoiding them, which is a key part of establishing a shared understanding of the problem and the proposed solution. The other options contradict established BA principles: the principle is to find root causes, not symptoms (leading to superficial and ineffective solutions); to investigate and evaluate multiple options, not just solutions (ensuring the optimal change is selected); and to focus on business improvement as the driver for any necessary IT system change, not the other way around. The BA role necessitates working across competing interests to reach a successful outcome, making negotiation a fundamental principle.
(Reference: BCS Business Analysis Practice - Principles of Business Analysis / Analysing and Managing Stakeholders)

NEW QUESTION: 37
Which generic business improvement strategy involves eliminating redundant tasks?
A. Change task sequence.
B. Simplification.
C. Redefine boundary.
D. Bottleneck removal.
Answer: B (LEAVE A REPLY)
To identify the generic business improvement strategy that involves eliminating redundant tasks, we need to analyze each option:
Key Considerations:
Change task sequence: This strategy involves reordering tasks to improve efficiency but does not necessarily eliminate redundancy.
Simplification: This strategy focuses on streamlining processes by removing unnecessary or redundant tasks, making workflows more efficient.

Redefine boundary: This strategy involves changing the scope or boundaries of a process, which may or may not involve eliminating redundant tasks.
Bottleneck removal: This strategy targets specific constraints or bottlenecks in a process but does not focus on eliminating redundant tasks.
Evaluation of Each Option:
A . Change task sequence:
Changing the order of tasks does not inherently eliminate redundancy.
Conclusion: This is not correct .
B . Simplification:
Simplification directly involves identifying and removing redundant or unnecessary tasks to streamline processes.
Conclusion: This is correct .
C . Redefine boundary:
Redefining boundaries changes the scope of a process but does not specifically target redundancy.
Conclusion: This is not correct .
D . Bottleneck removal:
Removing bottlenecks addresses constraints but does not focus on eliminating redundant tasks.
Conclusion: This is not correct .

NEW QUESTION: 38
In the lifecycle for a business case, what precedes the initial business case?
A. Requirements analysis and specification
B. Solution development and implementation
C. Feasibility study
D. Solution design
Answer: C (LEAVE A REPLY)
The development of a Business Case is often an iterative process. Before significant investment is made in creating the detailed Initial Business Case (often called the Outline Business Case or OBC), a preliminary assessment is required to ensure the proposed change is viable. This assessment is the Feasibility study (or Feasibility Assessment). A feasibility study quickly evaluates the proposed initiative to confirm it is technically possible, financially justifiable, and strategically aligned (Business Feasibility). The outcomes of this study determine whether it is worthwhile to proceed to the more detailed, full business case development. The other options (A, B, D) occur after the initial business case is approved and investment is committed.
(Reference: BCS Business Analysis Practice - Business Case Lifecycle)

NEW QUESTION: 39
What does a force-field analysis consider?

A. Forces for and against business change.
B. Forces in the competitive environment
C. The power of external suppliers
D. The financial strength of the company.
Answer: A (LEAVE A REPLY)

NEW QUESTION: 40
What are the categories shown in a RACI chart?
A. Responsible, Allocated, Consulted, Informed
B. Responsible, Accountable, Created, Informed
C. Responsible, Accountable, Consulted, Influenced
D. Responsible, Accountable, Consulted, Informed
Answer: (SHOW ANSWER)
The RACI chart is a technique used to clarify and document the roles and responsibilities for activities, tasks, or deliverables within a project or business process. It is an acronym that defines the four key types of involvement:
Responsible: The person or team who does the work to complete the task.
Accountable: The person who is ultimately answerable for the correct and thorough completion of the deliverable or task, and who approves the work. Only one person can be Accountable.
Consulted: The people whose opinions are sought, and with whom there is two-way communication.
Informed: The people who are kept up-to-date on progress, often only at the completion of the task or deliverable, and with whom there is only one-way communication.
The correct categories are therefore Responsible, Accountable, Consulted, Informed.
(Reference: BCS Business Analysis Practice - Stakeholder Management, RACI Matrix)

NEW QUESTION: 41
Which of the following is NOT part of the review group for a formal requirements validation review?
A. Business owner of the requirement(s).
B. Project manager
C. Solution architect.
D. Tester
Answer: B (LEAVE A REPLY)
A formal Requirements Validation Review (or walkthrough/inspection) is conducted to ensure the requirements are correct, complete, and meet the business need before sign-off. The review group typically includes the Business Owner (A) to ensure correctness, the Solution Architect (C) and Developers to check technical feasibility, and the Tester (D) to ensure testability. The Project Manager (B) is usually the facilitator or organiser of the review process and is responsible for project delivery, but they are NOT usually a technical

reviewer of the document content itself, as their direct involvement could compromise the impartiality of the review, which is focused on quality assurance, not project schedule.
(Reference: BCS Requirements Engineering - Requirements Validation Techniques)

NEW QUESTION: 42
Which of the following BEST describes the term value proposition?
A. The proposed value of benefits in a cost-benefit analysis.
B. The net present value of a proposed project.
C. The value of the Internal Rate of Return of a project
D. The value that a product or service offers to customers.
Answer: D (LEAVE A REPLY)

NEW QUESTION: 43
An analyst is defining the requirements for an online booking system and wishes to show the business managers the look and feel of the system in order to elicit usability requirements.
What investigation technique should the analyst use?
A. Workshops.
B. Ethnographic study
C. Prototyping.
D. Interviewing.
Answer: C (LEAVE A REPLY)

NEW QUESTION: 44
What does the position of stakeholders on a power/interest grid represent?
A. Where the stakeholders will be after the proposed change.
B. Where the stakeholders should be.
C. Where the stakeholders actually are at a point in time.
D. Where the stakeholders believe they should be.
Answer: C (LEAVE A REPLY)
The power/interest grid is a tool used in stakeholder analysis to categorize stakeholders based on their level of power (influence) and interest in the project. The position of stakeholders on the grid reflects their current status.
Key Considerations:
Where the Stakeholders Will Be After the Proposed Change: The grid represents the current state, not future projections.
Where the Stakeholders Should Be: The grid does not prescribe ideal positions but reflects actual positions.
Where the Stakeholders Actually Are at a Point in Time: The grid is a snapshot of stakeholders' current power and interest levels.

Where the Stakeholders Believe They Should Be: The grid is based on objective analysis, not subjective beliefs.
Evaluation of Each Option:
A . Where the stakeholders will be after the proposed change:
The grid reflects the present, not future states.
Conclusion: This is not correct .
B . Where the stakeholders should be:
The grid does not prescribe ideal positions but reflects actual positions.
Conclusion: This is not correct .
C . Where the stakeholders actually are at a point in time:
This accurately describes the purpose of the power/interest grid.
Conclusion: This is correct .
D . Where the stakeholders believe they should be:
The grid is based on objective analysis, not subjective beliefs.
Conclusion: This is not correct .
Final Recommendation:
The position of stakeholders on a power/interest grid represents:
C . Where the stakeholders actually are at a point in time.

NEW QUESTION: 45
Linking a piece of delivered software functionality with a requirement is known as which of the following?
A. Requirements testing
B. Requirements verification.
C. Requirements traceability
D. Requirements validation
Answer: C (LEAVE A REPLY)

NEW QUESTION: 46
The senior managers of an organisation recognise that they employ knowledgeable, committed staff.
Under which category of a SWOT will this be recorded?
A. Weaknesses,
B. Opportunities.
C. Strengths.
D. Threats.
Answer: C (LEAVE A REPLY)

NEW QUESTION: 47
On a class diagram, what do the multiplicities represent?
A. The minimum and maximum number of operations in each class.
B. The business rules for an association between two classes.
C. The number of attributes held within each class.
D. The minimum and maximum number of objects in each class.
Answer: B (LEAVE A REPLY)

NEW QUESTION: 48
Given the cashflows below, which of the following is correct?

Item	Year 1	Year 2	Year 3	Year 4
Hardware cost	100,000			
Software cost	50,000	10,000	10,000	10,000
Maintenance cost	10,000	10,000	10,000	10,000
Savings	50,000	50,000	50,000	50,000

A. The project pays back in year 3 of the project.
B. The project does not pay back within the four year period.
C. The project pays back in year 4 of the project
D. The project pays back in year 2 of the project.
Answer: B (LEAVE A REPLY)

NEW QUESTION: 49
Which of the following represents the total cash flows of an investment, over a period of time, adjusted to reflect the time value of money?
A. The Return on Investment.
B. The Net Present Value.
C. The Internal Rate of Return.
D. The Time to Payback.
Answer: (SHOW ANSWER)

NEW QUESTION: 50
In which section of a requirements document would technical requirements be recorded?

A. Function models
B. Data model
C. Glossary of terms
D. Requirements catalogue
Answer: D (LEAVE A REPLY)
The Requirements Catalogue (or the Requirements Specification section) is the comprehensive, organised list of all types of requirements. Technical Requirements are the non-functional constraints placed on the solution's design or build (e.g., specific hardware, operating system compatibility, integration protocols). While these inform other models, they are typically documented and tracked with other requirements (Functional and Non-functional) in the master Requirements Catalogue, often within the Non-functional or System Requirements section of the catalogue structure. Options A, B, and C are supporting documents or models, not the primary repository for a list of technical requirements.
(Reference: BCS Requirements Engineering - Requirements Catalogue Structure)

NEW QUESTION: 51
IT services has commissioned a new desktop PC replacement project that has been funded and running for three months, with a fully-engaged sponsor and programme manager appointed The head of IT services has not been involved beyond the initial project start-up interviews and has not attended any of the project meetings What position on the power interest and does the head of IT services currently occupy?
A. High power or influence but low interest
B. Some power and influence and some interest
C. High power or influence and high interest
D. Low power and influence but high interest
Answer: A (LEAVE A REPLY)
To determine the position of the head of IT services on the power-interest grid , we need to evaluate their level of power/influence and interest in the project.
Key Considerations:
Power/Influence: The head of IT services holds a senior leadership role, which implies they have significant authority and influence over IT-related decisions and resources. This places them in the "high power" category.
Interest: Despite their authority, the head of IT services has not been actively involved in the project beyond the initial start-up interviews and has not attended any project meetings. This indicates a lack of ongoing engagement or interest in the project's progress.
Evaluation of Each Option:
A . High power or influence but low interest:
The head of IT services has significant authority (high power) but is disengaged from the project (low interest).

Conclusion: This is the correct answer .
B . Some power and influence and some interest:
This option suggests moderate levels of both power and interest, which does not align with the head of IT services' senior role and lack of involvement.
Conclusion: This is not correct .
C . High power or influence and high interest:
While the head of IT services has high power, their lack of attendance at project meetings indicates low interest.
Conclusion: This is not correct .
D . Low power and influence but high interest:
The head of IT services clearly has high power due to their senior leadership role, so this option is incorrect.
Conclusion: This is not correct .
Final Recommendation:
The head of IT services occupies the position of high power or influence but low interest on the power-interest grid.

NEW QUESTION: 52
A business case contains the following in its management summary:
'The recommended option meets the new regulatory requirements. It will ensure our products remain in the marketplace and be the first to receive compliance certification, which will enhance our reputation as the market leader New business policies and processes will be introduced, which may temporarily reduce productivity. The action plan will be communicated to all staff at the next monthly meeting?
Which TWO categories of costs and benefits are described in this extract?
A. Tangible costs
B. Intangible costs.
C. Tangible benefits
D. Intangible benefits
E. Irregular costs
Answer: B,D (LEAVE A REPLY)
To identify the categories of costs and benefits described in the extract, we need to analyze the content carefully:
Extract Analysis:
"New business policies and processes will be introduced, which may temporarily reduce productivity":
This refers to a cost associated with implementing new policies and processes.
Productivity is an intangible factor because it cannot be directly measured in monetary terms.
Category: Intangible costs .

"It will ensure our products remain in the marketplace and be the first to receive compliance certification, which will enhance our reputation as the market leader":
This refers to a benefit related to maintaining market presence, achieving compliance, and enhancing reputation.
Reputation and market leadership are intangible factors because they are qualitative and not directly quantifiable in monetary terms.
Category: Intangible benefits .
Evaluation of Each Option:
A: Tangible costs:
Tangible costs are measurable financial expenses (e.g., equipment, labor). The extract does not mention any specific financial costs.
Conclusion: This is not relevant .
B: Intangible costs:
The temporary reduction in productivity is an intangible cost.
Conclusion: This is relevant .
C: Tangible benefits:
Tangible benefits are measurable financial gains (e.g., increased revenue). The extract does not mention any specific financial benefits.
Conclusion: This is not relevant .
D: Intangible benefits:
Enhanced reputation and market leadership are intangible benefits.
Conclusion: This is relevant .
E: Irregular costs:
Irregular costs refer to one-time or infrequent expenses. The extract does not describe such costs.
Conclusion: This is not relevant .

NEW QUESTION: 53
There is a requirement for an employee to enter time worked details into a computerised project reporting system. If this requirement was drawn on a use case diagram, which of the following would be correct?
A. Employee would be the boundary, time details an actor.
B. Enter time details would be a use case, employee an actor.
C. Project reporting system would be an actor, employee a use case.
D. The computer system would be the boundary, the project reporting system a use case.
Answer: B (LEAVE A REPLY)

NEW QUESTION: 54
When are the acceptance criteria for user acceptance testing defined?
A. When the software has been completed and has passed system testing
B. When the deliverables of the system design have been agreed.

C. When the deliverables of the requirements analysis have been agreed.
D. When the users have had the opportunity to use the software for a period of time.
Answer: (SHOW ANSWER)

NEW QUESTION: 55
Which of the following statements about a BAM is correct?
A. The BAM is an AS-IS model of the real world.
B. The BAM is concerned with where activities are carried out.
C. There will be one BAM for each business perspective.
D. The BAM is concerned with who carries out the activities.
Answer: C (LEAVE A REPLY)

NEW QUESTION: 56
Which technique is used to help understand how an organisation's products and services meet customer expectations by looking at product and service attributes as well as image and customer relationship?
A. Porter's five forces.
B. SIPOC
C. Value proposition
D. SWOT analysis
Answer: (SHOW ANSWER)
The technique focused on analyzing the fit between an organisation's offerings and customer needs, specifically examining the combination of product and service attributes, the company's image, and the customer relationship, is the Value Proposition. The Value Proposition describes the unique benefits, value, and experience that a company promises to deliver to its customers to satisfy their needs and wants better than the competition. It's a critical tool for ensuring that the business improvement efforts are truly valuable from a customer's perspective. Porter's Five Forces and SWOT analysis are macro-strategic tools, and SIPOC is a process analysis technique.
(Reference: BCS Business Analysis Practice - Improving Business Services and Processes, Value Proposition)

NEW QUESTION: 57
Who should be defined as the owner of a risk?
A. The person responsible for defining the probability of the risk.
B. The person best placed to take the necessary counter-measures to the risk
C. The person who documented the risk in the risk register
D. The person who identified the risk in the initial requirements analysis.
Answer: (SHOW ANSWER)

NEW QUESTION: 58

Which of the following is NOT a diagrammatic documentation style for requirements?
A. Data model
B. User story
C. Use case model
D. Business process
Answer: (SHOW ANSWER)
Requirements documentation generally follows two main styles: text-based and diagrammatic (or model-based).
Data model (A), Use case model (C), and Business process models (D - e.g., UML Activity Diagrams or BPMN) are all forms of diagrammatic documentation, using standardised graphical notation to express requirements.
A User story (B) is a short, simple, text-based statement written in the format: "As a [role], I want [goal] so that [benefit]". It is a form of text-based requirement documentation used primarily in Agile environments, not a diagrammatic style.
(Reference: BCS Requirements Engineering - Documentation Styles)

NEW QUESTION: 59
The following requirement has been identified; The system must be able to record customer payments'.
What type of requirement is this?
A. A technical requirement
B. A functional requirement.
C. A non-functional requirement.
D. A general requirement
Answer: B (LEAVE A REPLY)

NEW QUESTION: 60
The term CATWOE provides a framework for defining and analysing business perspectives. In a project, which letter of CATWOE should be first understood by the business analyst?
A. The Actor
B. The Owner.
C. The Weltanschauung or world-view.
D. The Customer.
Answer: (SHOW ANSWER)

NEW QUESTION: 61
Which statement in relation to the role of the business analyst in the Business Change Lifecycle is TRUE?
A. A business analyst can be involved at every stage in the lifecycle.
B. The business analyst is involved more heavily during the

implementation stage of the lifecycle than any other stage.
C. The business analyst would not be involved in the realisation
stage of the lifecycle.
D. Business analysis does not take place in the alignment stage of a business change.
Answer: A (LEAVE A REPLY)
The Business Change Lifecycle encompasses multiple stages, including alignment, analysis, design, implementation, and realisation. The role of a business analyst (BA) is versatile and can span across all these stages, depending on the project's needs.
Key Considerations:
Involvement Across All Stages: A business analyst can contribute to every stage of the lifecycle, from identifying business needs during alignment to ensuring benefits realization post-implementation.
Implementation Focus: While BAs are often heavily involved in implementation, their role is not limited to this stage.
Realisation Stage: BAs may also be involved in the realisation stage to validate that the intended benefits have been achieved.
Alignment Stage: Business analysis plays a critical role in aligning project objectives with organizational goals.
Evaluation of Each Option:
A . A business analyst can be involved at every stage in the lifecycle:
This is true; BAs can contribute across all stages of the lifecycle.
Conclusion: This is correct .
B . The business analyst is involved more heavily during the implementation stage of the lifecycle than any other stage:
While BAs are often active during implementation, their involvement is not restricted to this stage.
Conclusion: This is not correct .
C . The business analyst would not be involved in the realisation stage of the lifecycle:
BAs can play a role in validating benefits realization, so this statement is false.
Conclusion: This is not correct .
D . Business analysis does not take place in the alignment stage of a business change:
Alignment involves understanding business needs and objectives, which is a core BA responsibility.
Conclusion: This is not correct .

NEW QUESTION: 62
In which stage of the business analysis process model would the business analyst produce a business case?
A. Evaluating the options.
B. Considering perspectives.
C. Defining the requirements.
D. Analysing the needs
Answer: A (LEAVE A REPLY)

NEW QUESTION: 63
Which is the first step in the gap analysis process?
A. Assemble representations of target or desired situation
B. Identify gaps to be addressed.
C. Assemble representations of existing situation.
D. Consider possible actions to address the gaps.
Answer: (SHOW ANSWER)
Gap analysis is a technique for comparing the current state of the business ('As Is') with the desired future state ('To Be') to identify what is missing and what needs to change. The logical first step is to establish the current starting point. Therefore, the process begins by:
Assemble representations of existing situation (The 'As Is' model). This involves investigating and documenting the current processes, organisation, people, information, and technology (POPIT).
Assemble representations of target or desired situation (The 'To Be' model).
Identify gaps to be addressed (The difference between As Is and To Be).
Consider possible actions to address the gaps (Developing the recommendations).
(Reference: BCS Business Analysis Practice - Gap Analysis)

NEW QUESTION: 64
Halliday Holdings is embarking on a programme to improve its customer experience On joining the programme. Natasha wants to gain an understanding of how its current brand is perceived Which would be the BEST source of information for Natasha?
A. Independent industry websites
B. The company website
C. The company's organisational structure
D. The company's complaints procedures
Answer: A (LEAVE A REPLY)

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

NEW QUESTION: 65
What occurs at handoffs when two actors do not synchronise their work?
A. Decisions.
B. Errors.
C. Functions.
D. Queues.
Answer: (SHOW ANSWER)

NEW QUESTION: 66
Which type of feasibility assessment would consider whether a proposal matches the objectives and strategy of the organisation?
A. Business
B. Technical
C. Financial
D. Legal
Answer: A (LEAVE A REPLY)

Feasibility assessment is a critical part of developing the Business Case and typically involves four key areas: Business, Technical, Financial, and Legal/Ethical. The assessment that addresses whether a proposed solution or change initiative aligns with the organisation's overall objectives, mission, and strategy is Business Feasibility. This check is vital because if a proposal does not support the strategic direction, it will not deliver the expected value, regardless of its technical or financial viability. It ensures that the change is the right thing for the business to do at a strategic level.
(Reference: BCS Business Analysis Practice - Feasibility Assessment, Business Case Development)

NEW QUESTION: 67
For business change to be successful, what must it be aligned with?
A. The strategy of the organisation.
B. The advantages of outsourcing.
C. The agile approach to IT development
D. The competencies of business analysts.
Answer: A (LEAVE A REPLY)
Successful business change must always be aligned with the strategy of the organisation. The primary purpose of a business change initiative is to achieve a specific business objective, and these objectives are derived directly from the organisation's overall strategy. If a proposed change, whether it's a new system, a process overhaul, or an organisational restructuring, does not support the strategic goals (such as increasing market share, improving efficiency, or enhancing customer satisfaction), it is unlikely to be approved or to deliver true value. The Business Analysis approach, particularly in the initial stages of a project, focuses heavily on understanding the strategic context and ensuring that the needs being addressed are strategic needs. This alignment is crucial for the Business Case to be justifiable and for the final solution to be judged as successful, as success is ultimately measured by the achievement of strategic goals.
(Reference: BCS Foundation Certificate in Business Analysis / BCS Business Analysis Practice - Strategic Context & Rationale for Business Analysis)

NEW QUESTION: 68
Which of the following is likely to be an input into the Analysing the Needs' stage of the business analysis process model?
A. Validated requirements document
B. The business case
C. Agreed business activity model
D. Shortlist of business options.
Answer: (SHOW ANSWER)

NEW QUESTION: 69

What does vertical traceability trace?

A. The requirement from inception to delivery

B. The development and implementation of the requirement

C. The requirement in the requirements hierarchy

D. Where a requirement originated

Answer: C (LEAVE A REPLY)

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

(Reference: BCS Requirements Engineering - Requirements Traceability)

NEW QUESTION: 70

The Business Activity Model shows the doing activities' of a business system.

Which element of CATWOE do these activities relate to?

A. Actors.

B. Environment.

C. Transformation.

D. Owner.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 71

Which of the following describes a 'rich picture'?

A. A UML class diagram showing both attributes and operations.

B. A swim-lane diagram highlighting the most costly processes.

C. A free-format drawing of a business situation under investigation.

D. An organisation chart showing the most important stakeholders.

Answer: C (LEAVE A REPLY)

NEW QUESTION: 72

Every night at midnight a batch process is invoked to invoice all orders received that day.

How will the time midnight be represented on a use case diagram?

A. As an association.

B. As a use case.

C. As a system boundary.

D. As an actor.

Answer: D (LEAVE A REPLY)

NEW QUESTION: 73

The V model is an example of which of the following?

A. A systems development lifecycle.

B. A soft systems methodology.

C. A concerns-based adoption model.

D. A business analysis process model.

Answer: (SHOW ANSWER)

NEW QUESTION: 74

The Internal Rate of Return has been calculated for an option in a Business Case.

Which ONE of the following statements is true?

A. The DCF Rate is not known.

B. The Net Present Value is not known.

C. The DCF Rate is Zero.

D. The Net Present Value is Zero

Answer: D (LEAVE A REPLY)

NEW QUESTION: 75

Which of the following statements is TRUE?

A. Improving the business process is concerned with removing problems identified in the AS-IS process.

B. Processes cannot be improved by changing the sequence of activities alone

C. It is not permissible to show decision diamonds on a swim-lane diagram.

D. Introducing bottlenecks is an important principle of business process re-design.

Answer: A (LEAVE A REPLY)

NEW QUESTION: 76

As part of an investigation, a business analyst has asked a business user to keep track of the actual tasks they carry out over a period of time.

What is this investigation technique called?

A. Special purpose records.

B. Prototyping.

C. Shadowing.

D. Activity sampling.

Answer: (SHOW ANSWER)

NEW QUESTION: 77
A well formed requirement is said to comply with which of the following acronyms?
A. SMART.
B. OSCAR.
C. MOSCOW.
D. MOST.
Answer: A (LEAVE A REPLY)

NEW QUESTION: 78
Which of the following is NOT a core activity of the Requirements Engineering Framework?
A. Requirements elicitation
B. Requirements validation
C. Requirements traceability
D. Requirements documentation
Answer: C (LEAVE A REPLY)
The Requirements Engineering Framework describes the sequence of activities for defining and managing the requirements for a solution. The core activities typically include:
Requirements Elicitation (gathering requirements).
Requirements Analysis (checking, prioritizing, and modelling).
Requirements Documentation (recording in a catalogue or specification).
Requirements Validation (checking fitness for purpose and completeness).Requirements Traceability (linking requirements to their source, design, and tests) is a key aspect of Requirements Management, which is the overarching framework for handling requirements changes and status, but it is typically viewed as a component of the ongoing management process rather than a standalone core engineering activity on the same level as Elicitation or Validation.
(Reference: BCS Requirements Engineering - Requirements Engineering Framework and Activities)

NEW QUESTION: 79
What technique is useful to ensure that a holistic view is taken when conducting gap analysis?

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

NEW QUESTION: 80
In a UML activity diagram, which symbol represents a task?
A. A round-cornered rectangular box
B. A filled in circle
C. A diamond shaped box
D. A bullseye
Answer: A (LEAVE A REPLY)

In a UML (Unified Modeling Language) Activity Diagram, the symbol used to represent a task (or action/activity) is a round-cornered rectangular box. This shape denotes an individual piece of work or step carried out within the process.
The other symbols represent:
A filled in circle (B): The Initial Node (start of the process).
A diamond shaped box (C): A Decision or Merge Node (a point where a choice is made or paths recombine).
A bullseye (D) (a filled circle inside an outer circle): The Activity Final Node (end of the process flow).
(Reference: BCS Modelling Business Processes / BCS Business Analysis Practice - UML Activity Diagrams)

NEW QUESTION: 81
On a business process model, how are hand-offs represented?
A. By process flow lines crossing each other
B. By a decision point.
C. By a task spanning multiple swimlanes.
D. By the process flow crossing from one swimlane to another.
Answer: D (LEAVE A REPLY)
A business process model uses swimlanes to represent different roles, departments, or systems involved in a process. Hand-offs occur when responsibility for a task is transferred from one role or department to another.
Key Considerations:
Process Flow Lines Crossing Each Other: Crossing lines do not indicate hand-offs; they simply show the sequence of tasks.
Decision Point: A decision point represents a choice or branching in the process, not a transfer of responsibility.
Task Spanning Multiple Swimlanes: A single task spanning multiple swimlanes is uncommon and does not represent a hand-off.
Process Flow Crossing Swimlanes: When a process flow crosses from one swimlane to another, it indicates that responsibility for the task has been handed off to a different role or department.
Evaluation of Each Option:
A . By process flow lines crossing each other:
Crossing lines are unrelated to hand-offs and may simply indicate parallel tasks.
Conclusion: This is not correct .
B . By a decision point:
Decision points represent choices or conditions, not transfers of responsibility.
Conclusion: This is not correct .
C . By a task spanning multiple swimlanes:

Tasks typically belong to a single swimlane, so this is not a valid representation of hand-offs.
Conclusion: This is not correct .
D . By the process flow crossing from one swimlane to another:
This accurately represents a hand-off, as it shows the transfer of responsibility between roles or departments.
Conclusion: This is correct .
Final Recommendation:
Hand-offs are represented:
D . By the process flow crossing from one swimlane to another.

NEW QUESTION: 82
Which of the following statements about change and change management is correct?
A. Change management should first be considered in the design stage of the project.
B. Social and cultural factors have little influence on the success of implementing changes.
C. Change management should be considered right from the start of the project.
D. The management of change is the sole responsibility of the project manager.
Answer: (SHOW ANSWER)

NEW QUESTION: 83
In which step of the scenario development process would the handling of unusual conditions or outcomes be considered?
A. Identify task or interaction
B. Identify steps and sequence
C. Define control conditions
D. Identify exception situations
Answer: (SHOW ANSWER)
Scenario development (often linked to Use Case analysis) is a technique that uses narrative descriptions to explore how a business process or a proposed system feature will work. The process of creating a full scenario typically involves several steps: establishing the context, defining the main success scenario, and then exploring alternatives. The step where the handling of unusual conditions or outcomes is considered is Identify exception situations. Exceptions are the circumstances that cause the main path of a process or interaction to be interrupted or fail, and they represent unusual or undesirable deviations from the expected flow. These conditions, which could include error messages, data unavailability, or system failures, must be thoroughly analyzed and documented to ensure the proposed solution is robust and complete. This step is distinct from identifying the main tasks (A) or the normal flow sequence (B).
(Reference: BCS Requirements Engineering / BCS Business Analysis Practice - Scenarios and Use Cases)

NEW QUESTION: 84

Which drawback of Waterfall is addressed in Agile methodology?

A. The agile methodology addresses the inherent uncertainty in cost associated with waterfall.

B. Agile development addresses the inflexibility of waterfall as it pertains to changing requirements.

C. The agile methodology captures all requirements at the start of a project to reduce risks typically experienced in waterfall.

D. Agile development requires stake holders to agree to the scope of the project before the work begins, reducing uncertainty in the design.

Answer: B (LEAVE A REPLY)

The Waterfall methodology is a linear approach where requirements are defined upfront, and changes are difficult to accommodate once the project begins. Agile methodology , on the other hand, emphasizes flexibility and adaptability to changing requirements.

Key Considerations:

Inherent Uncertainty in Cost: While cost uncertainty exists in both methodologies, Agile does not specifically address this drawback of Waterfall.

Inflexibility to Changing Requirements: Waterfall's rigid structure makes it difficult to incorporate changes once the project starts. Agile addresses this by allowing iterative development and continuous feedback.

Capturing All Requirements Upfront: Agile does not aim to capture all requirements upfront; instead, it embraces evolving requirements throughout the project.

Stakeholder Agreement on Scope Before Work Begins: Agile encourages ongoing collaboration with stakeholders rather than requiring scope agreement upfront.

Evaluation of Each Option:

A . The agile methodology addresses the inherent uncertainty in cost associated with waterfall:

Agile does not specifically address cost uncertainty.

Conclusion: This is not correct .

B . Agile development addresses the inflexibility of waterfall as it pertains to changing requirements:

This is the primary drawback of Waterfall that Agile addresses through its iterative and flexible approach.

Conclusion: This is correct .

C . The agile methodology captures all requirements at the start of a project to reduce risks typically experienced in waterfall:

Agile does not capture all requirements upfront; it embraces evolving requirements.

Conclusion: This is not correct .

D . Agile development requires stakeholders to agree to the scope of the project before the work begins, reducing uncertainty in the design:

Agile does not require upfront scope agreement; it promotes adaptive planning.

Conclusion: This is not correct .
Final Recommendation:
The drawback of Waterfall addressed in Agile is:
B . Agile development addresses the inflexibility of waterfall as it pertains to changing requirements.

NEW QUESTION: 85
The table below shows the costs and savings associated with a project.

	Year1	Year2	Year3	Year4	Year5
Software purchase cost	45000				
Software maintenance cost	5000	5000	5000	5000	5000
Staff savings	8000	8000	8000	8000	8000
Other savings	7000	7000	7000	7000	7000

In which of the following years does the project break even?
A. Year 5.
B. Year 3.
C. The project does not break even.
D. Year 4.
Answer: (SHOW ANSWER)

NEW QUESTION: 86
In a use case diagram, how are external systems represented?
A. As an actor inside the system boundary
B. As an associated system inside the system boundary
C. As an actor outside the system boundary
D. As a use case outside the system boundary
Answer: C (LEAVE A REPLY)
In a UML Use Case Diagram, the entities that interact with the system being modeled (the System Boundary) are called Actors. An Actor represents a role played by a user, piece of hardware, or another system. External systems that exchange information with the system being defined are always represented as an actor outside the system boundary, just like human users. This clearly separates the responsibilities of the system under study from all entities and systems that lie outside its scope.
(Reference: BCS Requirements Engineering - Use Case Modelling)

NEW QUESTION: 87
In which of the following circumstances do buyers have high bargaining power?
A. When the cost of a product or service is low.
B. When available sources of supply are available and easy to find.
C. When the supplier brand is powerful.
D. When switching costs are high.
Answer: B (LEAVE A REPLY)

NEW QUESTION: 88

An airline wishes to assess the punctuality of its flights.

What type of business activity would do this?

A. An enabling activity.

B. A monitoring activity

C. A controlling activity

D. A planning activity

Answer: B (LEAVE A REPLY)

NEW QUESTION: 89

Which stage of the requirements engineering process precedes requirements validation?

A. Requirements analysis.

B. Requirements documentation

C. Requirements elicitation

D. Requirements management.

Answer: (SHOW ANSWER)