Foundation Certificate in Business Analysis Delegate Exercise and Revision Workbook

Version: BAFOUND v3.2

Purpose:

This workbook has two sections.

- The first section provides the detail for exercises, sample solutions, quizzes and the practice exam
- The second section provides questions that will aid revision with the aim being that you locate the answers in the materials. This section is intended to supplement your own revision and is optional

References:

All materials referenced can be found in the Business Analysis text book (and the summary Pre-Course Reading) and the delegate manual.

The models are taken from the BCS textbook "Business Analysis", 3rd edition by Debra Paul, Donald Yeates and James Cadle.

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Section 1: Exercises and Solutions

Evening Work (Recommended)

The following is the recommended homework for this course.

It is suggested that you use the Pre-Reading rather than the book to read ahead but of course it is up to you which revision method you prefer.

It is also your choice whether you read ahead or revise the content studied in class that day (or both!). Do ask your instructor if you need some guidance.

| When | What | Pre-course Reading Chapter Chapter in book | | Pg Ref |
|------------|------|--|----|--------|
| Day One | | Stakeholder Analysis | 6 | |
| | | Modelling Business Processes | 7 | |
| | Read | Defining the Solution | 8 | |
| | | Making a Business and Financial Case 9 | | |
| | | Establishing the Requirements | 10 | |
| | Do | Day One Quiz | 35 | |
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Exercise 1 – What Do Business Analysts Do?

| Create a list of the roles and responsibilities of a Business Analyst | | | | | |
|---|--|--|--|--|--|
| From your own and your group's experience describe the role and responsibilities of a Business Analyst. | | | | | |
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A sample solution can be found on page 21

Case Study

Notes

- This case study is provided for use with exercises 2, 5, 6, 9 and 10.
- Your Instructor may choose to use a different case study.
- This case study is not exhaustive and is intended to provide you with a starting point for using some of the tools introduced in the course.

Detail about At Home

At Home is a small chain of independent cinemas. They are currently looking at ways to expand their business. They specialise in providing a homely, relaxed and high quality experience to customers. Currently they have 10 cinemas in and around the London area.

As well as being homely, relaxed and high quality, the MD has a basic format which he wishes to use as the blue print for all new At Home cinemas:

- Each cinema usually has two screens with each screen providing the latest in entertainment technology, i.e. a surround sound, digital system.
- Customers can enjoy alcoholic as well as soft drinks and a range of freshly cooked food, which they can order from the bar and then take in with them.
- Seating is comfortable and customers can book single seat armchairs or two-seater sofas as part of the ticket options.
- Each seat has access to a footrest and table.
- Booking is currently only available at the box office, although events are advertised and updated on a website (the website is run by Marketing at the moment and maintained by the IT Team)
- Entertainment includes mainstream films as well as various art house, classic and cultural films.
- The customer experience is at the heart of each cinema.

At Home is run by the Managing Director who oversees all decisions and sets the strategy.

He is supported by a Management Team consisting:

- Finance Director
- Marketing Director (website, promotions, marketing and advertising),
- Operations and Events Director (Films, events, distribution, scheduling and negotiation with studios)
- Sales Director (tickets, seating, pricing etc.)
- Facilities Director (buildings, design, layout, maintenance)
- IT Director (technology, hardware and software)
- HR Director
- Legal Director

Each cinema has a Manager who looks after a team including Bartenders, Box Office Staff and Customer Service Staff.

Managers must have retail and/or hospitality experience and they attend regular training to ensure that the customer service values are the highest priority.

The MD is very proud of his company and now he has the 'basic format' sorted he would like to expand into the rest of the UK; tailoring each cinema, the experience and the events offered to the local clientele.

In order to do this he needs to decide where to expand to and then what to offer as well as ensuring that the basic format remains the same wherever At Home is.

As a separate IT project he also needs to move ticket booking to the website. He has created the following list of requirements:

- 1. The system shall provide details of each cinema, such as location, seating, facilities etc.
- 2. The system shall provide a search function for a specific film by title, genre, actors and certification and respond to search queries within 5 seconds.
- 3. The system shall allow previews (and trailers) to be shown and advance booking to be possible
- 4. The system shall provide reporting of ticket sales by cinema on an adhoc basis
- Customers shall be able to select the seat, time, date, film and cinema and purchase their tickets
- 6. Customers shall be able to view seats already booked by other customers
- 7. The system shall require all customers to create an account before they can purchase tickets. Customers can also maintain their accounts.
- 8. The system shall be able to capture customer's email addresses so we can send them newsletters for their local cinema
- 9. The system shall track website activity and provide reporting on this activity on a weekly basis
- 10. The website must be usable on all devices

Exercise 2 – Carry out a PESTLE analysis on the case study

| Objectives | To practice an external analysis technique (PESTLE) and start a SWOT analysis | | | | |
|---|---|--|--|--|--|
| Complete a PESTLE analysis of the external environment for the Cinema (You may need to make some assumptions) | | | | | |
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| Identify the Opportunities and Threats for a SWOT analysis of the environment | | | | |
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| A sample answer can be found on page 22 | | | | |



Exercise 3 – Consider the Problems with Change

| Objectives | To identify issues and problems with business change projects. Why do they often fail to deliver against expectations? | | | | |
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| A sample answer can be found on pg 24 | | | | | |

Exercise 4 – Mind Mapping

This is an optional exercise as your Instructor may decide to use a different approach.

Create a Mind Map of the Business Analysis Process Model.

Note there is no sample solution for this

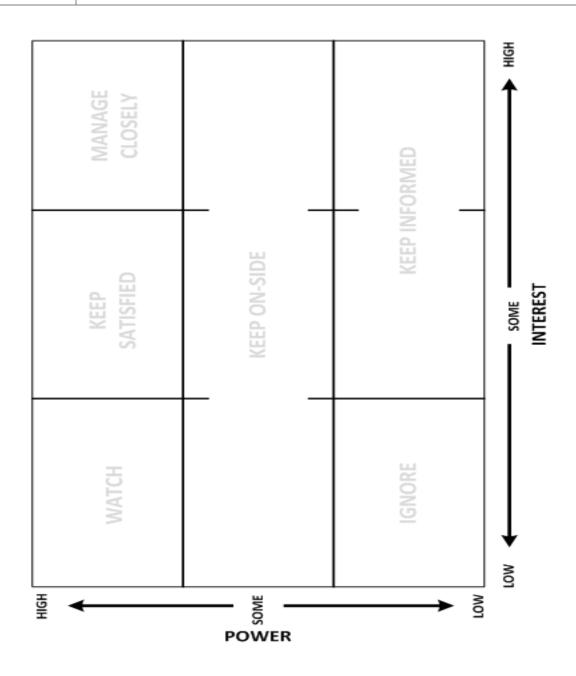


Exercise 5 – Stakeholder ID Analysis

Objectives

Identify the stakeholders from the scenario and using the expansion of the cinema (i.e. the web project) to guide your analysis, plot them on a power/interest grid.

The objective of the workshop is to reach a facilitated consensus on who the stakeholders are, their attitudes and importance to the project and what the appropriate communication strategy should be for each, by plotting on a stakeholder power/interest grid.



A sample answer can be found on pg 25

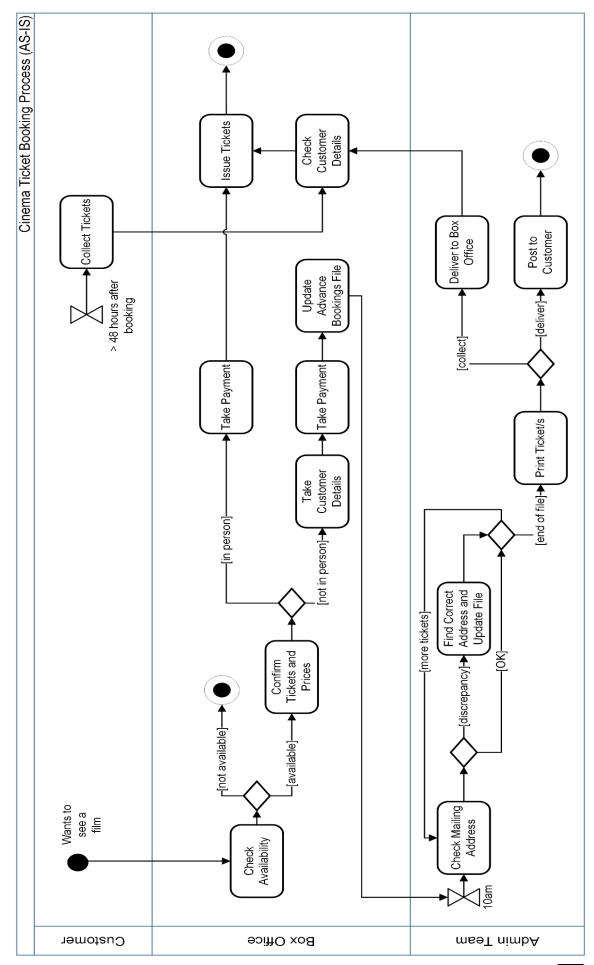
Exercise 6 – Modelling the Business System: CATWOE, BAM

| Objectives | To produce a CATWOE for the Cinema scenario | | | | |
|---|--|--|--|--|--|
| | reate a CATWOE from the perspective of the MD around his ideas for | | | | |
| expanding th | ne At Home chain. | | | | |
| Hint: developing the website for ticket sales is not part of the perspective. | | | | | |
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| Business Activity Model (BAM): Create a BAM using your CATWOE produced in part a. | | | | | |
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| A sample answer can be found on pg 27 | | | | | |

Exercise 7 – Analyse the Business Process

| Objectives | To analyse the At Home "as is" process model so that you can create a list of issues. | | | | | |
|-------------|---|--|--|--|--|--|
| | See the following page for the process model. | | | | | |
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| A sample ar | nswer can be found on pg 29 | | | | | |



Exercise 8 – Calculate the Payback Period

| Objectives | Calculating the payback period |
|------------|--------------------------------|
| | |

| Item | Year 0 | Year 1 | Year 2 | Year 3 | Year 4 |
|---|---------|---------|---------|---------|---------|
| Hardware purchase | 180,000 | 0 | 0 | 0 | 0 |
| Hardware maintenance | 0 | 31,000 | 32,000 | 33,000 | 34,000 |
| Software purchase | 80,000 | 0 | 0 | 0 | 0 |
| Software support | 0 | 31,000 | 32,000 | 33,000 | 34,000 |
| Staff savings | 0 | 150,000 | 150,000 | 150,000 | 150,000 |
| Cash flow for year (savings less costs) | | | | | |
| Cumulative cash flow | | | | | |

Payback occurs in Year ...?

A sample answer can be found on pg 30



Exercise 9 – MoSCoW for the listed requirements

Objectives Prioritisation using MoSCoW

Using the requirements as listed in the scenario (reproduced below), prioritise them using MoSCoW

1. The system shall provide details of each cinema, such as location, seating, facilities etc.

- 2. The system shall provide a search function for a specific film by title, genre, actors and certification and respond to search queries within 5 seconds.
- 3. The system shall allow previews (and trailers) to be shown and advance booking to be possible
- 4. The system shall provide reporting of ticket sales by cinema on an adhoc basis
- 5. Customers shall be able to select the seat, time, date, film and cinema and purchase their tickets
- Customers shall be able to view seats already booked by other customers
- 7. The system shall require all customers to create an account before they can purchase tickets. Customers can also maintain their accounts.
- 8. The system shall be able to capture customer's email addresses so we can send them newsletters for their local cinema
- 9. The system shall track website activity and provide reporting on this activity on a weekly basis

| 10. The website must be usable on all devices | |
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A sample answer can be found on pg 31

Exercise 10 – Modelling Functionality and Data

| What can we document about the website needs? What do the customers need to be able to do and what data is required? |
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| A sample answer can be found on pg 33 |

Student Exercises – Sample Answers

Exercise 1 – What do Business Analysts do?

Objectives

From your own and your group's experience describe the role and responsibilities of a Business Analyst.

Responsibilities

- Usually assigned to a project after the project has started. For business to be successful, there needs to be a 'lifecycle' before, during and after a project (Continual Improvement)
- Responsible for bridging the gap between the business and IT; Stakeholder management (iterative activity)
- Learn the business inside and out processes, strategy, Critical Success Factors, Key Performance Indicators, controls
- Essentially, the architect of effective business systems
- Job title, definition and responsibilities viewed inconsistently across the industry
- The solution proposed by BA might not affect IT systems. For example, a BA's recommendations may involve process re-engineering, changes to the organisation's structure etc
- May or may not be involved for a project involving IT systems
- Documenting requirements
- Managing requirements
- Stakeholder interviews
- Process Modelling

In addition:

- Supplier engagement?
- Testing?
- UAT?

Exercise 2 – PESTLE and (SW)OT

Objectives To practice an external analysis technique (PESTLE) and start a SWOT analysis Note that this list is by no means 'right' or 'wrong' and you may have different ideas about what goes where

Р

- Screening of foreign films/culturally sensitive content
- Trade and import issues

Ε

- Cost of a luxury experience to consumers
- Business rents
- Licence costs

S

- Consumer attitudes about going to the cinema in the local area
- Appetite for a traditional cinema experience

Т

- Competition from the internet and streaming technology
- Availability of technology needed to replicate the high quality experience

L

- Food and beverage licences
- Film certifications
- Health and safety
- Customer Data Protection

Ε

- Energy usage
- Food waste
- Recycling
- Pollution
- Travelling to cinemas (if they are out of town)

SWOT

Opportunities

- Central location of cinemas near to public transport
- Promotion of the At Home experience to encourage local residents in
- Well thought out food and drink suitable for the local area
- Relevant films and events
- Recyclable items

Threats

- Lack of interest from the public
- Lack of interest from local councils to allow building use
- Other cinemas in the local area
- Inability to get films

Exercise 3 – Reason for Failed Business Change

Objectives To identify and discuss the common reasons for failed business change initiatives and understand where the Business Analysis process model might help to overcome them.

Answers might include:

- Poor communications (Stakeholder ID and Management)
- Funding dries up (Business Case, Strategy)
- Poor organisation (Competences)
- Costs escalate (Business Case)
- Poor controls (Business Activity Modelling)
- High expectations (Stakeholder Management)
- Lack of commitment (Stakeholder Management)
- Products delivered too late (Strategy, ToR, Project Management)
- Inadequate business case (Business Case, Competences)
- Poor quality in delivered products (Requirements Analysis)
- Plans not updated (Requirements Engineering)
- External influences (External Analysis)
- Poor requirements specification (Requirements Elicitation)
- For change to be successful, organisational change management processes must be in place or at least planned for as part of the project.

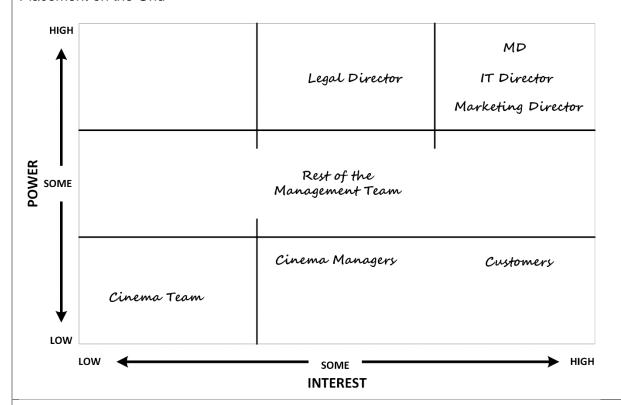
Exercise 5 – Stakeholder Analysis

Stakeholders

- MD
- Management Team
- IT Director
- Marketing Director
- Customers
- Cinema Managers
- Cinema Team
- Legal Director

(you may have more)

Placement on the Grid



Justification for the placement (yours may be different):

MD – High Power/High Interest because he is in charge and will be funding the changes. He will likely wish to have a say in look and feel/functionality etc. He has also created the list of requirements

IT Director – High Power because she owns the website and will have a say about what is possible and High Interest because this will be a project that her team is involved in and she will want to make it a success

Marketing Director – High Power because the website is the main channel for marketing and promotional content. High Interest because he will want to make it work and will also see

the opportunity for additional marketing campaign content (eg customer sign up, offers etc)

Legal Director – High Power because he is a director and has to make sure that things are being done right. Some Interest because he won't need to be fully involved in every single decision being made.

Rest of the Management Team – Some Power because they are unlikely to have much say in the project and won't be able to overrule the MD, IT Director and Marketing Director. Some Interest because they will undoubtedly be interested in what is going on to promote their business. (The Sales Director may have more interest and power as the project progresses).

Customers – Low Power because they won't be able to influence what happens. High Interest because they will be the ones ultimately using the site and so they will need to be engaged with the functionality and content.

Cinema Managers – Low Power because they won't have a say in how the website project runs but Some Interest because they are likely to want to see how their cinema is presented.

Cinema Team – Low Power because they won't be involved or have any influence on the project and Low Interest because they won't necessarily be aware of the project at the start.

Note that you may also have the following differences:

Financial Director – you may have decided that this stakeholder has high power and high interest due to their power over the purse strings and interest in where that money would be going!

Cinema Team – you may have decided that because the website is going to provide a better service that their interest may be higher due to potential concerns about job losses.

Exercise 6 - CATWOE and BAM

CATWOE (note that this CATWOE has been produced to reflect the MD's perspective of the expansion plans)

C – Local residents wanting to enjoy a relaxed and homely experience while watching a film; customers wishing to enjoy special events

A – Cinema Manager, Cinema Staff, Facilities Management, Film Distribution, HR Team

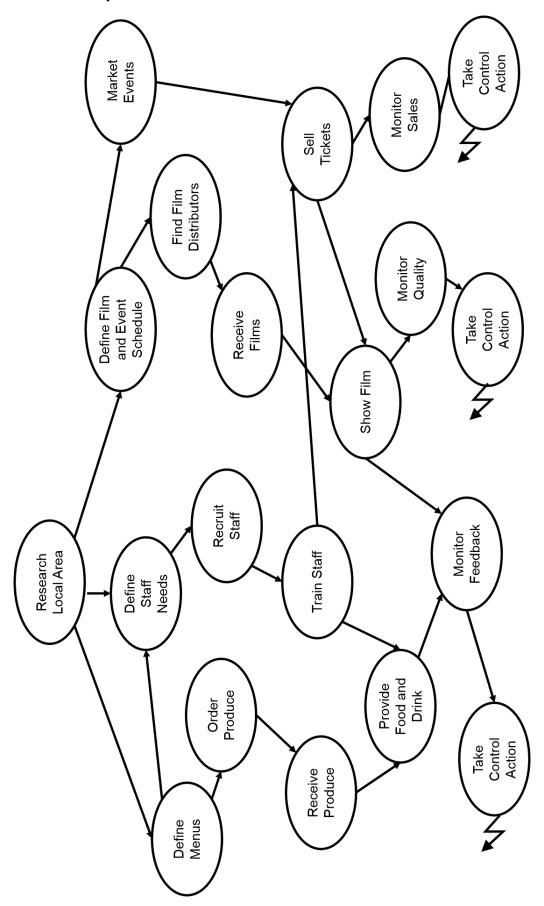
T – Sell tickets, provide high quality food and drink and show film in a high quality, hi-tech, comfortable environment

W – The MD believes that there is a market for a customer-centric, high quality, comfortable and homely cinema experience

O – MD (and Management Team)

E – Business rents, legal requirements, health and safety etc. (see PESTLE)

Business Activity Model



Exercise 7 – Process Modelling

| Objectives | To identify issues with the "as is" process model. |
|------------|--|
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Areas of concerns could be highlighted as follows:

- Opportunity to capture customer interest/details. At the moment if a film isn't
 available according to the customer's needs then the process ends leaving no
 apparent way to report on demand, customer interest or potential for follow up
- Customers have to pay for their tickets on the phone. Some may be put off from doing this
- Admin team check the mailing address captured by the box office and correct any discrepancies. This seems a bit late
- Admin team check mailing addresses one by one and then have to find the correct address. Unclear where/how this is done but it seems very manual and an unnecessary effort
- Only when all ticket requests have been checked are the tickets printed. Unclear how many ticket requests are received each day
- Why are the admin team printing tickets and not the box office?
- Admin team are posting tickets to customers, are there any issues with this? Do any go missing?
- Presumably the 48 hour limitation is due to the 10am daily activity to check and print tickets but is this necessary?
- How much of an issue is collecting tickets? Are there big queues before a screening?
- Two activities for 'Take Payment' are these the same?
- · What happens if a payment fails?
- Why do the box office check the customer details (from deliver to box office)? Should the flow go to the customer 'collect tickets' activity instead?

Exercise 8 - Investment Appraisal

| Objectives Calcu | lating the pay | /back period | | | |
|---|----------------|--------------|----------|---------|---------|
| ' | | | | | |
| Item | Year 0 | Year 1 | Year 2 | Year 3 | Year 4 |
| Hardware purchase | 180,000 | 0 | 0 | 0 | 0 |
| Hardware maintenance | 0 | 31,000 | 32,000 | 33,000 | 34,000 |
| Software purchase | 80,000 | 0 | 0 | 0 | 0 |
| Software support | 0 | 31,000 | 32,000 | 33,000 | 34,000 |
| Staff savings | 0 | 150,000 | 150,000 | 150,000 | 150,000 |
| Cash flow for year (savings less costs) | (260,000) | 88,000 | 86,000 | 84,000 | 82,000 |
| Cumulative cash flow | (260,000) | (172,00) | (86,000) | (2,000) | 80,000 |

Payback occurs in Year 4.

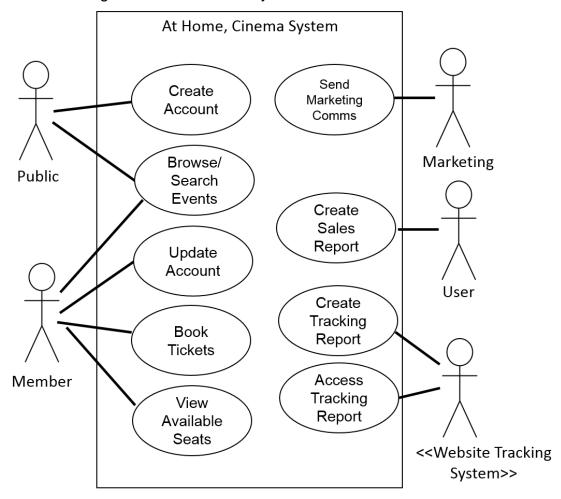
Exercise 9 - MoSCoW

| Re | equirement | Priority and Justification |
|----|--|---|
| 1. | The system shall provide details of each cinema, such as location, seating, facilities etc. | M – the experience is important and so the customers must be able to see what's on offer |
| 2. | The system shall provide a search function for a specific film by title, genre, actors and certification and respond to search queries within 5 seconds. | S – although this is useful it's not essential for the first implementation and can wait. Note the section in bold – this is a non-functional requirement and may be an important aspect for consideration |
| 3. | The system shall allow previews (and trailers) to be shown and advance booking to be possible | C – this doesn't seem like an essential part of the business need and is a nice piece of functionality to have. It's slightly ambiguous in that it's not clear whether the trailers are for standard film or just for previews. |
| 4. | The system shall provide reporting of ticket sales by cinema on an adhoc basis | S – Reporting can wait until a later increment. It's also important to clarify what adhoc means (is it once a month or every hour?!) |
| 5. | Customers shall be able to select the seat, time, date, film and cinema and purchase their tickets | M – this seems an important piece of functionality given the aim is to provide online booking! |
| 6. | Customers shall be able to view seats already booked by other customers | M – again this seems to be very important. Aside from being useful functionality to pick a seat it is also hiding a critical function, ie that tickets can only be booked once |
| 7. | The system shall require all customers to create an account before they can purchase tickets. Customers can also maintain their accounts. | M – this is an essential part of the functionality and may as well be built in at the start. |
| 8. | The system shall be able to capture customer's email addresses so we can send them newsletters for their local cinema | C – this seems like a nice to have. Or W – we could also categorise this as a Want due to the fact that it doesn't seem to be part of the main scope for the |

| Requirement | Priority and Justification | |
|---|--|--|
| | website (buying tickets online) | |
| 9. The system shall track website activity and provide reporting on this activity on a weekly basis | C – again this doesn't seem to be critical and could be categorised as a nice to have. On further investigation we may uncover more information. | |
| 10. The website must be usable on all devices | S – on face value this looks like a bit of a want but given that the ticket buying requirement is key and one of the threats faced by the MD is a lack of interest it may be better to utilise as many ways to purchase tickets and look at the website as possible. Making the website compatible on every device would probably not be possible on the first implementation but it's certainly an important factor that should be treated accordingly. | |

Exercise 10 - Modelling Functionality and Data

Use Case Diagram for the Cinema System



| Actor | Function | Requirement | Comment |
|------------------|-------------------------|---|---------|
| Public | Create Account | Requirement 7: The system shall require all customers to create an account before they can purchase tickets. Customers can also maintain their accounts. | |
| Public Member | Browse/Search Events | Requirement 2: The system shall provide a search function for a specific film by title, genre, actors and certification and respond to search queries within 5 seconds. Requirement 1: The system shall provide details of each cinema, such as location, seating, facilities etc. | |
| Member | Update Account | Requirement 7: The system shall require all customers to create an account before they can purchase tickets. Customers can also maintain their accounts. | |
| Member | Book Tickets | Requirement 5: Customers shall be able to select the seat, time, date, film and cinema and purchase their tickets | |

| Actor | Function | Requirement | Comment |
|--|---------------------------|--|---|
| Member | View Available Seats | Requirement 6: Customers shall be able to view seats already booked by other customers | |
| Marketing | Send Marketing comms | Requirement 8: The system shall be able to capture customer's email addresses so we can send them newsletters for their local cinema | |
| User | Create Sales Report | Requirement 4: The system shall provide reporting of ticket sales by cinema on an adhoc basis | The assumption here is that because the function is 'adhoc' then it implies that someone has to action it, hence the addition of an actor 'User' – exactly who does this would be clarified later on. Perhaps the Sales Director. |
| < <website system="" tracking="">></website> | Create Tracking Report | Requirement 9: The sy website activity and pro | |
| < <website tracking<br="">System>></website> | View Tracking Report | activity on a weekly ba | . • |

Classes

The following Classes could be required (this list is not exhaustive):

- Member (for capture of the account details)
- Event (ie screening)
- Film (the details of the film itself)
- Tracking
- Booking (to record the booking details)
- Location (to log which events are on at which cinema)
- Seating (to allow for seating plans to be shown and booked/available seats)
- Cinema (to record cinema details, such as address)

Day One and Day Two Quizzes

These are designed to allow further practice of the exam-type questions.

Day One Quiz

Questions taken from the following syllabus areas:

| Chapter | Title |
|---------|--|
| 1 | Introduction to Business Analysis |
| 2 | The Competencies of a Business Analyst |
| 3 | Strategic Analysis |
| 4 | The Business Analysis Process Model |
| 5 | Investigation Techniques |

- Many Business Analysts have a business background but a limited understanding of IT or how computer systems are developed. What key drawback might this have on any IT solution?
 - A Departments are dependent on those departments that have control over the organisation's resources
 - B Appropriate performance measures cannot be put in place to measure the key indicators of success
 - C The Business Analyst becomes a stakeholder with neither a direct interest in the project nor any power to affect it
 - D A failure to ensure there is an integrated view of the business and computer system
- 2. The range of activities a Business Analyst might be involved in broadly falls under three areas of relevance. Which of the following areas are generally considered as the province of the Business Analyst role?
 - 1. Strategic analysis and identification of business transformation actions.
 - 2. Defining the organisational vision and setting the direction for the business.
 - 3. IT Systems analysis involving the use of data and process modelling techniques.
 - 4. Analysis of business systems for the purpose of making improvements and recommendations.
 - A (3) and (4) only
 - B (1), (3) and (4) only
 - C (1), (2) and (3) only
 - D (2) and (4) only
- 3. Identifying the stakeholders, understanding their viewpoint on a proposal and knowing the amount of power they exert over the decision-making process is an important skill of the Business Analyst. Which other activity is most likely to help the Business Analyst influence stakeholders to consider a course of action?
 - A Document the costs and benefits of delivering a project to the organisation
 - B Understand systems-development lifecycles, for example the 'V' model or the unified process
 - C Tailoring a different approach towards each stakeholder
 - D Acquire a toolkit consisting of a range of investigative techniques, such as observation and questionnaires

- 4. The SFIAplus framework enables an organisation to classify and benchmark its IT skills and provides a basis for a business analyst to gauge where they measure against the required skills and competencies. Which of the following is a suggested activity for the business analyst to help them with their continued professional development?
 - A Seek out assignments that give opportunities to develop
 - B Only focus on the projects that have been assigned and for which they are fully competent in already
 - C Ongoing professional development is a line-management responsibility
 - D Be realistic about whether the benefits of a project will be realised in practice and do not work on projects that they feel may not be successful
- 5. In the PESTLE framework, which of the following environmental factors would be considered under the heading of Economic influences?
 - A Availability and the cost of energy
 - B The pace of technological change and the creation of technology-enabled industries
 - C Lifestyle changes, such as people's desire to retire earlier
 - D Waste, such as unnecessary packaging
- 6. In Michael Porter's 'Five Forces' analysis tool, what key competitive force sits at the centre of the model?
 - A Threat of new entrants
 - B Bargaining power of suppliers
 - C Bargaining power of buyers
 - D Industry competition and existing rivals
- 7. Portfolio analysis techniques such as the 'Boston Box' were developed to help an organisation do what?
 - A Understand its internal strengths and weaknesses and external opportunities and threats
 - B Manage strategic resource decisions for its range of products and services
 - C Implement the strategy which comprises seven 'hard' and 'soft' components
 - D Develop a business activity model from a stakeholder perspective

- 8. For the purposes of using the MOST analysis technique, which of the statements below most accurately defines the term 'strategy'?
 - A statement declaring what business the organisation is in and what it is intending to achieve in the future
 - B The detailed means by which the organisation's tactical level plans will be implemented
 - C The approach that is going to be taken by the organisation in order to achieve the objectives and mission
 - D The goals against which the organisation's achievements can be measured
- 9. 'Isaksen and Treffinger's creative problem-solving model' provides a useful framework of six stages for understanding problems and developing creative solutions. What important need is emphasised in this model?
 - A The need to investigate and analyse rather than leap to quick, possibly premature solutions
 - B The need to find acceptance and approval from the business at the beginning
 - C The need to build a prototype first to verify results
 - D The need to find solutions initially to help with the later data-finding stages
- 10. There are a number of useful techniques for documenting the initial investigation of a business system. What is an outcome of documenting a system using Checkland's rich-picture technique?
 - A It shows the steps that a business carries out in order to respond to a business event or trigger
 - B It describes all the detailed steps of a process carried out by an actor
 - C It enables the business analyst to capture the essence of the situation without being constrained by notation and format
 - D It illustrates clearly the boundary of the system and is very useful when agreeing the scope of the system

- 11. Observing the workplace and the staff members carrying out their work is very useful in obtaining information about working practices and the business environment. Which of the following techniques is an observational approach?
 - 1. Protocol analysis
 - 2. Ethnographic study
 - 3. Shadowing
 - 4. CASE
 - A (1) and (4) only
 - B (2) and (3) only
 - C (1), (2) and (3) only
 - D (2), (3) and (4) only
- 12. The success or failure of a workshop session depends largely on the preparation and planning beforehand. Which of the following suggestions about workshop preparation is true?
 - A The objectives will become self-evident during the workshop session and so do not need to be defined beforehand
 - B The facilitator should carry out research to understand the interests, viewpoint and concerns of all participants before the workshop
 - C Choosing a neutral venue for the workshop distracts attendees from the main objectives and is therefore discouraged
 - D A workshop works best when it is un-structured and free-flowing
- 13. Which of the following presents a potential disadvantage of using interviews as a business analysis investigation technique?
 - A User expectations can be raised unnecessarily if a prototype fails to mimic the final appearance of the system or its performance
 - B Interviews may reveal new and important information that requires further investigation
 - C The information provided by interviewees can be subjective and may need to be confirmed afterwards by quantitative data
 - D Different interviewees may display entirely different viewpoints and attitudes

Day Two Quiz

Questions taken from the following syllabus areas:

| Chapter | Title |
|---------|--------------------------------------|
| 6 | Stakeholder Analysis and Management |
| 7 | Modelling Business Processes |
| 8 | Defining the Solution |
| 9 | Making a Business and Financial Case |

- 1. Which of the following categories of people might be considered to be a stakeholder in a project?
 - 1. Competitors
 - 2. End-users of the system
 - 3. Customers of the organisation's products and services
 - 4. 3rd party suppliers
 - A (2) and (3) only
 - B (2), (3) and (4) only
 - C (2) only
 - D (1), (2), (3) and (4)
- 2. If a stakeholder power/interest analysis identifies that a particular stakeholder has neither a direct interest in the project nor any real power to influence it, what would be the most appropriate management strategy?
 - A Keep them satisfied and try to positively persuade them to become involved
 - B Establish whether they are positive or negative in their approach to the project
 - C Sell the personal benefits to the stakeholder
 - D Ignore them on day-to-day issues but recognise that circumstances may change, keeping them informed on what's going on occasionally
- 3. Business Analysis projects must operate in line with the core values and beliefs of the organisation. These are often expressed using the MOST structure. A limitation of relying only on this technique is that:
 - A The views and beliefs of individual stakeholders may be different from organisational core values and beliefs, leading to divergences in implementation and interpretation within different business units
 - B The views and beliefs of individual stakeholders can be overlooked because we are not interested in the real-world situation
 - C MOST is a technique that is only relevant in an outsourcing situation
 - D Understanding different stakeholder beliefs is irrelevant to a business analyst and may cause delay to the project

- 4. The Soft Systems Methodology (SSM) offers a useful framework for defining and analysing different business perspectives, given by the mnemonic CATWOE. Which of the following are areas considered using the CATWOE model?
 - 1. Customer (the beneficiary of the transformation)
 - 2. Competitors (the other companies who may respond to the transformation)
 - 3. Owner (the people who can make major decisions about the business system)
 - 4. Environment (Conditions and rules that are outside the control of the system owner)
 - A (1), (3) and (4) only
 - B (2), (3) and (4) only
 - C (1) and (3) only
 - D (1) and (4) only
- 5. All business systems can be described in terms of five types of activity. Which of the following are activity types that are considered when developing a Business Activity Model (BAM)?
 - 1. Planning activities
 - 2. Enabling activities
 - 3. Marketing activities
 - 4. Monitoring activities
 - A (1) and (2) only
 - B (1), (2) and (3) only
 - C (1), (2) and (4) only
 - D (2), (3) and (4) only
- 6. When constructing a Business Activity Model (BAM), which of the following should be considered to ensure that the relevant 'planning', 'enabling' and 'doing' activities include them?
 - A Implementation plan
 - B Tacit knowledge
 - C Dependencies
 - D Critical Success Factors

- 7. Which of the following most closely describes a business process model?
 - A business process model is a conceptual model that shows the business activities we would expect to see in place from a particular stakeholder's business perspective
 - B A business process model is a sentence that describes the worldview of a stakeholder about a system or process
 - C A business process model is something that an actor wants the IT system to do, and describes the interaction between an actor and the system
 - D A business process model is a diagram showing the steps that a business carries out in order to respond to a business event and achieve a specific goal or objective
- 8. Porter's value chain identifies primary and support activities. Which of the following are primary activities?
 - 1. Marketing and Sales
 - 2. Procurement
 - 3. Inbound Logistics
 - 4. Operations
 - A (1), (2) and (3) only
 - B (2), (3) and (4) only
 - C (1), (2), (3) and (4)
 - D (1), (3) and (4) only
- 9. The flow of work from one actor to another is known as a 'handoff'. It is important to analyse where this occurs, as handoffs often cause problems. Which of the following problems are typically associated with handoffs in traditional processes?
 - 1. Bottlenecks, queues and delays
 - 2. Inadequate resource capacity to handle the throughput
 - 3. Increased time, effort and rework may be required when a transaction goes from one system to another
 - 4. Failure to ensure that there is an integrated view of the business and computer system
 - A (1) and (3) only
 - B (2) and (3) only

- C (1), (3) and (4) only
- D (1), (2) and (3) only
- 10. A five-step business improvement approach: define the problem, measure the data, analyse the problem, improve the process and maintain the benefits was developed by Motorola in the 1980s. The approach is called:
 - A Soft Systems Methodology
 - B Six Sigma
 - C Porter's 5 forces
 - D Business Activity Modelling
- 11. Which document is used to define the information that justifies the setting up, continuation or termination of a Project?
 - A Requirements Catalogue
 - B Entity Relationship Diagram
 - C A project or stage plan
 - D The project Business Case
- 12. Which of the following statements most closely describes what the term 'stakeholder' means?
 - A The financial director of the organisation who approves the project expenditure
 - B Anyone who has a passing interest in the project
 - C Anyone who has an interest in, or may be affected by the project or may be in a position to influence it
 - D The project leader who manages the project
- 13. Stakeholders in different business areas may have different 'world views' of a system or process, based on their own values and beliefs. What framework can a business analyst use to ensure that each stakeholder's business perspectives are considered?
 - A CATWOE
 - B SWOT
 - C PESTLE
 - D MOST
- 14. Benefits identified should be measurable in some way. Which of the following describes the characteristic of a benefit?

- A Benefits are always tangible
- B Benefits can be tangible and intangible
- C Measuring benefits takes place before the project starts
- D Intangible benefits can be accurately measured
- 15. Which of the following is a tangible benefit?
 - A Better communications
 - B Faster responses to customers
 - C Better management information
 - D Improved market image
- 16. A project's business case should be reviewed and updated when?
 - A At key decision points during the project
 - B Never, the business case should be agreed and then delivered
 - C Whenever the Project Manager decides to update it
 - D Only at the end of a project
- 17. When preparing a business case, which option should always be analysed?
 - A The cheapest option
 - B The highest quality option
 - C Doing nothing
 - D The fastest option
- 18. To assess the feasibility of the recommended option in the Business Case, which technique can be used to identify and compare the factors inside and outside the organisation that will support the proposed business change and those that will oppose it?
 - A Force-field analysis
 - B Business Activity Model
 - C Trend Analysis
 - D Stakeholder power/interest analysis

Day One and Day Two Quiz Answers

| Day | 1 quiz answers |
|-----|----------------|
| 1 | D |
| 2 | В |
| 3 | С |
| 4 | A |
| 5 | А |
| 6 | D |
| 7 | В |
| 8 | С |
| 9 | А |
| 10 | С |
| 11 | С |
| 12 | В |
| 13 | С |

| Day 2 quiz answers 1 D 2 D 3 A 4 A 5 C 6 D 7 D 8 D 9 D 10 B 11 D 12 C 13 A 14 B 15 B 16 A 17 C 18 A | | |
|---|-------|----------------|
| 2 D 3 A 4 A 5 C 6 D 7 D 8 D 9 D 10 B 11 D 12 C 13 A 14 B 15 B 16 A 17 C | Day 2 | 2 quiz answers |
| 3 A 4 A 5 C 6 D 7 D 8 D 9 D 10 B 11 D 12 C 13 A 14 B 15 B 16 A 17 C | 1 | D |
| 4 A 5 C 6 D 7 D 8 D 9 D 10 B 11 D 12 C 13 A 14 B 15 B 16 A 17 C | 2 | D |
| 5 C 6 D 7 D 8 D 9 D 10 B 11 D 12 C 13 A 14 B 15 B 16 A 17 C | 3 | Α |
| 6 D 7 D 8 D 9 D 10 B 11 D 12 C 13 A 14 B 15 B 16 A 17 C | 4 | Α |
| 7 D 8 D 9 D 10 B 11 D 12 C 13 A 14 B 15 B 16 A 17 C | 5 | С |
| 8 D 9 D 10 B 11 D 12 C 13 A 14 B 15 B 16 A 17 C | 6 | D |
| 9 D 10 B 11 D 12 C 13 A 14 B 15 B 16 A 17 C | 7 | D |
| 10 B 11 D 12 C 13 A 14 B 15 B 16 A 17 C | 8 | D |
| 11 D 12 C 13 A 14 B 15 B 16 A 17 C | 9 | D |
| 12 C 13 A 14 B 15 B 16 A 17 C | 10 | В |
| 13 A 14 B 15 B 16 A 17 C | 11 | D |
| 14 B 15 B 16 A 17 C | 12 | С |
| 15 B 16 A 17 C | 13 | А |
| 16 A 17 C | 14 | В |
| 17 C | 15 | В |
| | 16 | А |
| 18 A | 17 | С |
| | 18 | А |

Practice Paper

BCS Foundation Certificate in Business Analysis

- 1. Which of the following has been identified as a key skill of a business analyst working in an organisation that has outsourced its Information Technology (IT) department?
 - A Business systems thinking
 - B Systems testing
 - C Modular programming
 - D Technical design
- 2. Fixed-price and risk and reward are both examples of which of the following?
 - A Contractual arrangements
 - B Non-functional requirements
 - C Financial systems
 - D Project management
- 3. Which of the following elements of a SWOT analysis will be identified by an analysis of the external environment of an organisation?
 - A Weaknesses and Threats
 - B Opportunities and Threats
 - C Strengths and Opportunities
 - D Strengths and Weaknesses
- 4. One of your colleagues has suggested that there are four sections of a Balanced Business Scorecard. These are:
 - a. Financial
 - b. Learning and Growth
 - c. Supplier
 - d. Customer

However, only three of these are correct. Which of the following options contains the correct three sections?

- A b, c and d
- B a, c and d
- C a, b and d
- D a, b and c
- 5. In which of the following circumstances is competitive rivalry between firms likely to be high?
 - A When the cost of leaving the industry is very low
 - B When buyers find it difficult to switch from one firm to another

- C When there are few firms competing in the marketplace
- D When the market is growing slowly or not at all
- 6. What is the first stage of Isaksen and Treffinger's problem-solving model?
 - A Solution finding
 - B Data finding
 - C Problem finding
 - D Mess finding
- 7. A team of business analysts are following the business analysis process model. They have recently completed the stage which analyses the needs which have to be addressed. Which of the following represents the next stage of their work?
 - A Consider perspectives
 - B Evaluate options
 - C Define requirements
 - D Investigate situation
- 8. What term is used to describe an investigation technique which brings together a wide range of different stakeholders and an independent facilitator?
 - A A focus group
 - B A meeting
 - C A workshop
 - D An interview
- 9. In which of the following lists are all three techniques used to document the outcomes of a workshop?
 - A Use case diagram, task scenario, process model
 - B Brainstorming, brainwriting, round robin
 - C Interviewing, questionnaires, observation
 - D Document analysis, meeting record, stepwise refinement
- 10. Consider the following statements:
 - a. Prototypes can be constructed using post-it notes
 - b. Prototypes can be developed in workshops
 - c. Prototypes have a heading, classification and data section
 - d. Prototyping is another term for protocol analysis

Which of the following is correct?

- A Statements b and d are correct and statements a and c are incorrect
- B Statements a and b are correct and statements c and d are incorrect

- C Statements b, c and d are correct and statement a is incorrect
- D Statements a and c are correct and statements b and d are incorrect
- 11. Which of the following investigation techniques provides the most cost-effective way of acquiring data from a large dispersed group of users?
 - A Questionnaires
 - B Special purpose records
 - C Ethnographic studies
 - D Activity sampling
- 12. Which of the following Ws is NOT normally documented in the agenda for a meeting?
 - A Who will be attending the meeting
 - B When the meeting will be held
 - C Why someone is being invited to the meeting
 - D Where the meeting will be held
- 13. Which of the following workshop techniques would be concerned with the discovery of information about the views of stakeholders?
 - A Context diagram
 - B Mind map
 - C Rich picture
 - D Post-it exercise
- 14. Which of the following correctly identifies the stakeholders of a project?
 - A The people who are commissioning the project
 - B The people who are managing the project
 - C The people who are funding the project
 - D The people who have an interest in a project
- 15. Constraints and operational guidance are types of which of the following?
 - A Business events
 - B Business rules
 - C Business activities
 - D Business processes
- 16. Which one of the following types of stakeholders will actively work for the success of the project?
 - A Supporter

- B Champion
- C Critic
- D Blocker
- 17. Which of the following is an alternative term for the primary activity tasks shown on a Business Activity Model?
 - A Control activities
 - B Planning activities
 - C Doing activities
 - D Monitoring activities
- 18. Which of the following describes a business perspective?
 - A The view of one stakeholder about their business area
 - B The collective view of a business area about its direction
 - C The rational view of how the business area should be organised.
 - D The management view of external and internal influences
- 19. A training company wishes to deliver high quality training to its delegates. It has decided that if at least 99% of delegates rate their course as very good or excellent in a post-course questionnaire then this indicates that it is delivering high quality training. Which of the following is this 99% rating objective?
 - A A strategic target
 - B A critical success factor
 - C A key performance indicator
 - D A monitoring activity
- 20. Which stage immediately follows design in the waterfall systems development lifecycle?
 - A Development
 - B Analysis
 - C Testing
 - D Implementation
- 21. Which of the following is a support activity in the value chain?
 - A Service
 - B Procurement
 - C Operations
 - D Marketing and Sales

- 22. How are the actors responsible for carrying out the work, shown on a business process model?
 - A As rectangular boxes
 - B As stick people
 - C As swim-lanes
 - D As diamond-shaped boxes
- 23. Which of the following could help remove problems identified with an As-Is process?
 - A Ensuring that actors do not synchronise their work in the process
 - B Increasing the number of bottlenecks in the system
 - C Increasing the number of hand-offs in the system
 - D Changing the sequence in which the process is carried out
- 24. Which of the following would trigger a process to take place?
 - A An activity
 - B A function
 - C An event
 - D A reaction
- 25. A business analyst needs to explore the tacit knowledge of a user. What aspects of the work does this knowledge consider?
 - A The aspects they are unable to perform or complete
 - B The aspects they are unable to articulate or explain
 - C The aspects they are unable to physically touch or feel
 - D The aspects they are unable to measure or quantify
- 26. Requirements Engineering states that it is essential that business representatives agree that the requirements are accurate. What is this process of agreement called?
 - A Requirements validation
 - B Requirements analysis
 - C Requirements management
 - D Requirements elicitation
- 27. Which of the following is an example of explicit individual knowledge?
 - A A job description for a business analyst
 - B A rumour about a company acquisition
 - C A user interface design style guide

- D An ability to use a spreadsheet application
- 28. Which of the following is an example of a functional requirement?
 - A The system must allow the user to amend customer details
 - B The system must be password protected
 - C The system must comply with the Data Protection Act
 - D The system must output all reports within five minutes
- 29. What does the C stand for in MoSCoW?
 - A Can't have
 - B Could have
 - C Can have
 - D Core requirement
- 30. Which of the following is modelled on a class diagram?
 - A Decisions
 - B Actors
 - C Data
 - D Swim-lanes
- 31. What does the large rectangular box separating use cases from actors represent on a use case diagram?
 - A The system event
 - B The system class
 - C The system process
 - D The system boundary
- 32. What is a relationship between two entities?
 - A A functional dependency between those entities
 - B A flow of data from one entity to another
 - C A relevant business connection between those entities
 - D A flow of messages from one entity to another
- 33. Which of the following would be an appropriate name for a class that holds invoice details?
 - A Invoicing section
 - B Record Invoice Details
 - C Invoice Number
 - D Invoice

- 34. Which of the following BEST describes the systems development lifecycle?
 - A A set of stages that a system passes through from initiation to final decommissioning
 - B The programming stages of systems development from specification to system testing
 - C A set of stages that a system passes through from initial implementation to post-implementation review
 - D A set of stages undertaken in the process of developing an IT system
- 35. When should a business case first be prepared?
 - A Immediately following project initiation
 - B After a feasibility study has been completed
 - C After the solution design has been carried out
 - D After the proposed solution has been implemented
- 36. An organisation is moving its headquarters. Managers recognise that this will lead to disruption and a short-term loss in productivity. How would this effect be categorised in a cost-benefit analysis?
 - A As an intangible cost
 - B As a tangible cost
 - C As an intangible benefit
 - D As a tangible benefit
- 37. Which of the following is the correct definition of an Internal Rate of Return (IRR)?
 - A The return on investment to institutional shareholders
 - B The discount rate that leads to a net present value of zero
 - C The point in the project where cash flows become positive
 - D The discount rate that all projects are expected to achieve
- 38. A business case for a new system has to consider the effect of a proposal on interdepartmental relations. In which section of the business case would this effect be considered?
 - A Cost/benefit analysis
 - B Risk assessment
 - C Impact assessment
 - D Options considered
- 39. What emotion in the change process is experienced after the initial feeling of shock

about the proposed changes?

- A Denial
- B Anger
- C Depression
- D Resistance
- 40. What is the objective of benefits realisation?
 - A To check that predicted benefits have been achieved
 - B To check that the project objectives have been met
 - C To check that users realise that change has taken place
 - D To check that benefits have been properly identified

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Practice Paper Answers

| Question No | Answer | Question No | Answer |
|----------------|--------|----------------|--------|
| 1. | Α | 33. | D |
| 2. | Α | 34. | D |
| 3. | В | 35. | В |
| 4. | С | 36. | Α |
| 5. | D | 37. | В |
| 6. | D | 38. | С |
| 7. | В | 39. | В |
| 8. | С | 40. | Α |
| 9. | Α | | |
| 10. | В | | |
| 11. | Α | | |
| 12. | С | | |
| 13. | D | | |
| 14. | D | | |
| 15. | В | | |
| 16. | В | | |
| 17. | С | | |
| 18. | Α | | |
| 19. | С | | |
| 20. | Α | | |
| 21. | В | | |
| 22. | С | | |
| 23. | D | | |
| 24. | С | | |
| 25. | В | | |
| 26. | Α | | |
| 27. | Α | | |
| 28. | Α | | |
| 29. | В | | |
| 30. | С | | |
| 31. | D | | |
| 32. | С | | |

Section 2: Revision Workbook

Chapter One: What is Business Analysis (p1 – 18)

1. Describe the origins of the Business Analysis function

| | a. Why have organisations introduced Business Analysis? |
|----|---|
| | b. What are the historical perceptions and failures of IT? |
| | |
| | |
| | |
| | |
| | |
| 2. | What are the advantages of outsourcing IT services? |
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| | |
| 3. | What are the disadvantages of outsourcing IT services? |
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| | |
| 4. | What 3 factors need to be present in order for IT systems to deliver competitive advantage? |
| | |
| | |
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| | |
| 5. | What benefits can be achieved by engaging external Business Analysts (Consultants)? |
| | |
| | |
| | |
| | |

| 6. | What benefits can be achieved by Consultants)? | the | use of internal Business Analysts (Internal |
|----|--|-------|--|
| | | | |
| | | | |
| 7. | | | I to consider when identifying business vs to the appropriate considerations: |
| VI | EWS | CC | DNSIDERATIONS |
| 1. | The Organisational Context | a. | Do staff have the right skills for the job? |
| 2. | The Processes | b. | Do the systems support the business as required? |
| 3. | The People | c. | What is the level of motivation? |
| 4. | The Technology | d. | Is there an understanding of how individual goals support business objectives? |
| | | e. | Is there a supportive management approach? |
| | | f. | Do the systems provide the information needed? |
| | | g. | Are jobs and responsibilities well defined? |
| | | h. | Is there effective cross-functional working? |
| | | i. | Are processes well defined and communicated? |
| | | j. | Is there good IT Support? |
| | | k. | Is workflow efficient/effective? |
| 8. | Describe the 3 common roles and | l res | ponsibilities of the Business Analyst |
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Chapter Two: Competencies of a Business Analyst (p19 – 37)

1. The competencies of a Business Analyst fall under 3 main headings. Match the right description with the heading.

| (A) Personal qualities | (1) An understanding of the organisation and the sector or domain in which it operates | | | |
|-----------------------------|--|--|--|--|
| (B) Business knowledge | (2) How you think and react to the people around you | | | |
| (C) Professional techniques | (3) The specific business analysis skills | | | |

2. Match the correct categories to the right headings

| (A) Personal qualities |
|-----------------------------|
| (B) Business Knowledge |
| (C) Professional techniques |

| 1. | Analytical skills and critical thinking | 2. | Attention to detail |
|-----|---|-----|--------------------------------|
| 3. | Business finance | 4. | Business case development |
| 5. | Influencing | 6. | Business modelling |
| 7. | Investigation techniques | 8. | Data modelling |
| 9. | Leadership | 10. | Communication |
| 11. | Business architecture | 12. | Gap analysis |
| 13. | Organisation structures | 14. | Domain knowledge |
| 15. | Political awareness | 16. | Self-belief |
| 17. | Principles of IT | 18. | Facilitation skills |
| 19. | Problem solving | 20. | Strategy analysis |
| 21. | Supplier management | 22. | Subject matter expertise (SME) |
| 23. | Project management | 24. | Team working |
| 25. | Relationship building | 26. | Requirements engineering |
| 27. | Stakeholder analysis and management | | |

3. Describe the 3 ways that a Business Analyst can develop their competencies

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| | 4. | Describe the main difference between the SFIA and SFIAplus frameworks |
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| | 5. | What do the initials SFIA stand for? |
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| | 6. | List 5 ways that a Business Analyst can address any development/skills gaps between their current competencies and the SFIAplus framework. |
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Chapter Three: Strategy Analysis (p38 – 55)

| 1. | There are several starting points in developing a strategy. Match the correct label with the right 'strategy creation' description: |
|-----|---|
| (A) | Entrepreneurial |
| (B) | Formal Planning |
| (C) | Intrapreneurial (Individual) |
| (D) | Group Intrapreneurial |
| (1) | Long term organisational strategy formulation |
| (2) | Decentralised empowerment of managers to innovate and actively champion new initiatives |
| (3) | Strong individual leader of the organisation |
| (4) | Decentralised responsibility for the innovation and direction to management teams |
| 2. | What are the 5 'political' forces or powers that can manipulate strategy creation? |
| | |
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| P_ | |
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| U_ | |
| 3. | List 3 reasons for producing a written statement of the strategy? |
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4. Describe what the following Strategy techniques are useful for understanding:

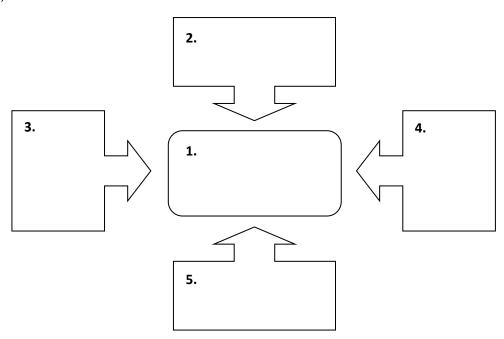
| a. | PESTLE |
|----|-----------------------------|
| b. | Porter's 5-Forces |
| C. | MOST Analysis |
| d. | Resource Audit |
| e. | Boston Box |
| f. | SWOT Analysis |
| g. | Balanced Business Scorecard |
| h. | McKinsey 7-S Model |

- 5. External Environment Analysis (pg 42 47)
 - i) PESTLE
 - (1) Label the PESTLE boxes below
 - (2) Match the correct description to the PESTLE:



ii) Porter's 5-Forces

- (1) What is at the centre of the model?
- (2) Label all of the 5 forces boxes



- 6. Internal Environment Analysis (p47 51)
 - i) MOST Analysis
 - (1) What does 'MOST' stand for?

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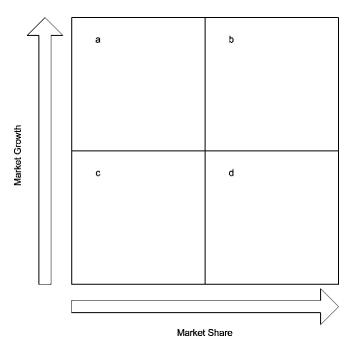
S _____

Τ_____

- (2) Match the correct descriptions to the MOST:
- (A) The approach that is going to be taken by the organisation in order to achieve its objectives
- (B) The detailed means by which the strategy will be implemented
- (C) The goals against the organisation's achievements will be measured
- (D) A statement declaring what business the organisation is in and what it is intending to achieve.

ii) Boston Box

(1) Label the Boston boxes



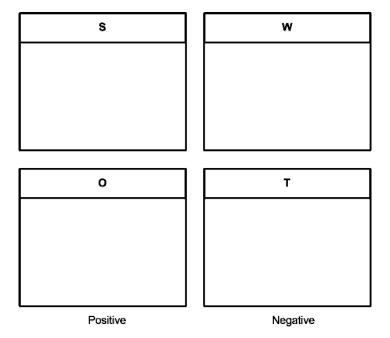
iii) Resource Audit

(1) List the 5 key areas of a Resource Audit

(2) Which are Tangible areas and which are Intangible?

7. SWOT Analysis

a. What does SWOT stand for?



b. What should be done prior to a SWOT?

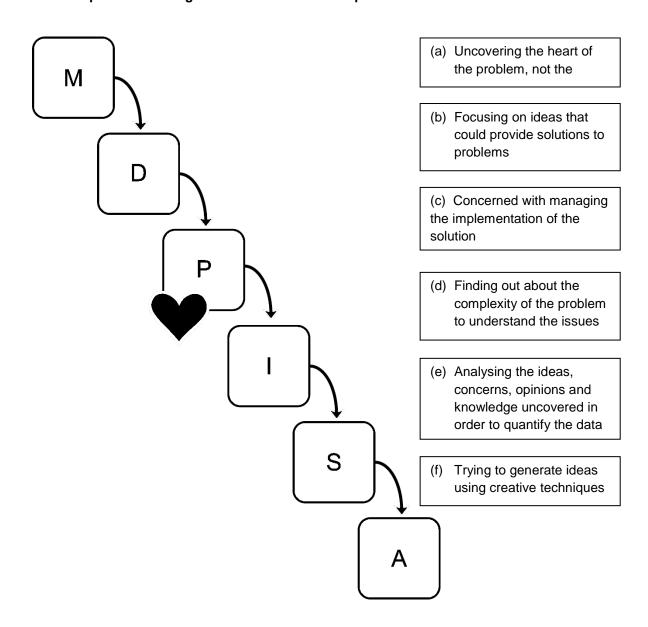
c. What should strengths and weaknesses be measured against?

d. Why is it important to consider both internal and external factors?

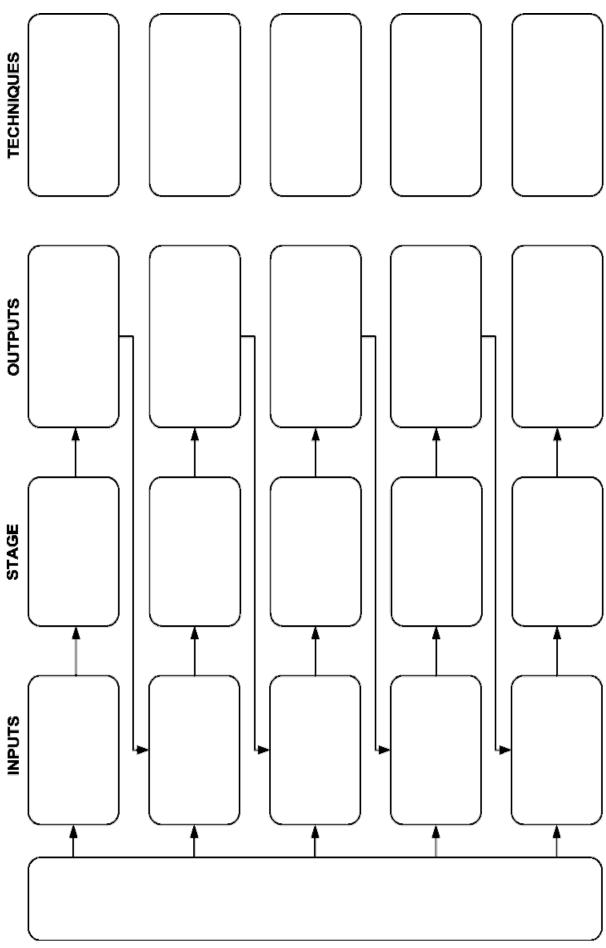


Chapter Four: The Business Analysis Process Model (p56 – 71)

1. In Isaksen & Treffinger's Creative Problem Solving Model they define 6 different stages for problem-solving. Match the correct descriptions to the model below:



2. Name and then label the model shown on the next page:



Chapter Five: Investigation Techniques (p72 – 102)

1. Fill in the following table:

| Technique | What Does it involve? | Advantages | Disadvantages | Outputs (Documents) |
|---|-----------------------|------------|---------------|------------------------|
| INTERVIEW | (See fig 5.2) | | | |
| WORKSHOPS | (See fig 5.3) | | | |
| OBSERVATION -Formal -Protocol Analysis - Shadowing -Ethnographic | | | | |
| SCENARIOS | (See fig 5.4) | | | |
| PROTOTYPING | | | | |
| QUANTITATIVE - Questionnaires - Special Purpose Records - Activity Sampling - Document Analysis | | | | |

Observation Techniques (pg 80 - 82)

- 1. Match the correct descriptions to the technique
- (A) Formal
- (B) Protocol Analysis
- (C) Shadowing
- (D) Ethnographic

- Spending an extended period of time in the user's environment to uncover natural, and changes in, behaviours
- 2. Following a user around for a short period of time to uncover what a particular job entails. A useful visual precursor to more structured requirements gathering.
- 3. Getting users to perform a task and describe each step as they perform it. Helps uncover tacit knowledge.
- 4. Watching specific tasks being performed. Staff may feel self-conscious about being watched.

| 2. | What are the | advantages / | disadvantages of | each? |
|----|--------------|--------------|------------------|-------|
|----|--------------|--------------|------------------|-------|

Documenting the current business situation

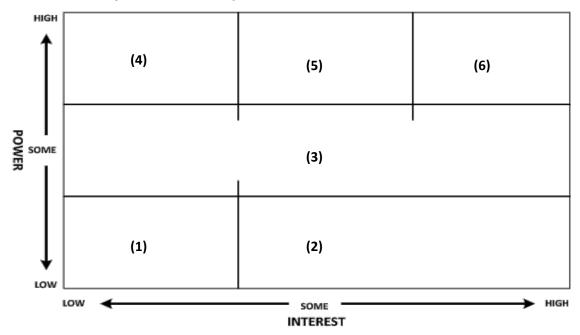
3. Match the correct descriptions to the techniques

- (A) Rich pictures
- (B) Mind Maps
- (C) Spaghetti Maps
- (D) Fishbone Diagrams
- 1. A problem analysis technique
- 2. Shows the movement and interaction of stakeholders
- 3. Free format representation of entire business situation
- 4. Provide a means of structuring and organising information

Chapter Six: Stakeholder Analysis and Management (p103 – 122)

Power/Interest Analysis

1. Match the keywords and descriptions



- (A) Constant Active Management understand why they are For or Against the project...?
- (B) **Keep On-side** Keep them supportive. Frequent, positive communications. Involve them where possible...?
- (C) Keep Satisfied Maybe get them involved more actively...?
- (D) **Ignore** Ignore for day to day issues but communicate occasionally...?
- (E) **Watch** Understand where a project may impact on their area. 1-to-1 meetings occasionally...?
- (F) **Keep Informed** Frequent and focused communications on benefits and progress...?

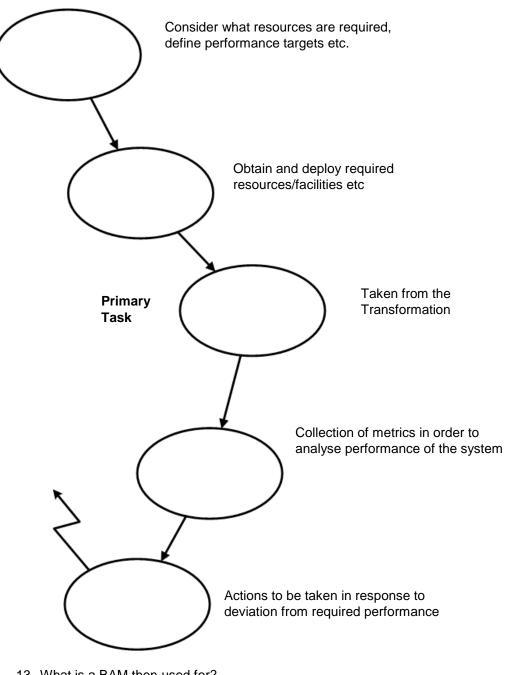
CATWOE – Business Perspectives

| 2. Match the correct descriptions to the CA |
|---|
|---|

| | The given conditions and rules that the system must operate under (fixed/changeable)? | | | | | |
|------------|--|------------------|-------------------------------------|-------------------|------------------|----------------|
| | The core business processes that are carried out to turn the inputs into the desired outputs? | | | | | |
| _ | | | | | | |
| | Those responsible for performing business activities? | | | | | |
| _ | | | | | | |
| | W | The ben | eficiary of the en | d product or ser | vice? | |
| _ | | | | | | |
| | 0 | | son or group of ps system? | eople who can t | ake major decisi | ions about the |
| _ | | | | | | |
| | E | | psulation of the i ation/system? | ndividual's belie | fs about the | |
| 3. | What should be | e complete prior | to the CATWOE | Ξ? | | |
| | | | | | | |
| 1 . | What is the rec | commended seq | uence for compl | eting the CATW | OE? | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| | | | | | | |
| 5. | What term does Checkland use to describe what we prefer to refer to as a 'Business Perspective'? | | | | | iness |
| | | | | | | |

Business Activity Model (BAM)

| 6. | Label the boxes on the BAM (next page) |
|----|---|
| 7. | When drawing the BAM, where do you start? |
| | |
| | |
| 8. | What do the arrows represent between each box? |
| | |
| | |
| 9. | What does the lightning strike from the 'Control' activities represent? |
| | |
| | |
| 10 | . What is a Consensus BAM? |
| | |
| | |
| 11 | . Which investigation technique is best used to achieve a consensus? |
| | |
| | |
| 12 | 2. What are Activity Threads on a BAM? |
| | |
| | |



13. What is a BAM then used for?

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Chapter Seven: Modelling Business Processes (p123 – 150)

| 1. | What are the limitations of the functional view of the organisation? | | | |
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| _ | | | | |
| 2. | What is the advantage of Paul Harmon's organisational model? | | | |
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| _ | What is the difference between process many and business process models? | | | |
| 3. | What is the difference between process maps and business process models? | | | |
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| | | | | |
| 4. | What are the advantages of business process modelling? | | | |
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| 5. | What is a Value Proposition and what are the attributes generally associated with it? | | | |
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| | | | | |
| 6. | Fill in the missing word: | | | |
| | | | | |
| | a. "An process map shows a set of related processes in a single diagram" | | | |
| 7 | An approach to developing high level process maps for an organisation was referred to by | | | |
| 7. | Michael Porter as the '' | | | |

to the value-chain diagram below: Infrastructure **Human Resource Management Inbound Logistics** Marketing & Sales Operations **Outbound Logistics** Procurement Service Technology 9. After the high-level overview (value chain) process map has been completed, the next step is to identify which sub-processes are in most need of improvement. We use swim-lane diagrams to document end-to-end sub-processes. What is the first step? 10. What word describes the flow of work from one actor to another? 11. Describe 5 ways of improving business processes

8. Porter identified 5 'primary activities' and 4 'support' value-chain activities. Match the activities

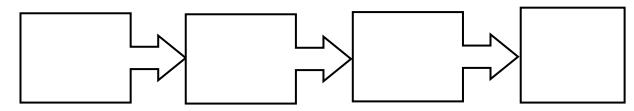
Chapter Eight: Defining the Solution (Pg 151 – 162)

| | nalysing a Business Activity Model? | main outcomes from a | What are the three m | 2. |
|--|-------------------------------------|---|----------------------|----|
| | nalysing a Business Activity Model? | main outcomes from a | What are the three m | 2. |
| | nalysing a Business Activity Model? | main outcomes from a | What are the three m | 2. |
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| | | Architecture? | What is Business Ard | 3. |
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| What are the three main objectives of Business Architecture? | | | | 4. |
| | 3 | 2 | 1 | |
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| | used for? | ty Model, and what is it | What is a Capability | 5. |
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| | is it used for? | eam Analysis, and what | What is Value Strear | 6. |
| | | ,, | | |
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| | | ty Model, and what is it eam Analysis, and what | | 5. |

Chapter Nine: Making a Business and Financial Case (pg 163 – 180)

| 1. | Why is it important to | consider the business | case throughout the | project lifecycle? |
|----|------------------------|-----------------------|---------------------|--------------------|
|----|------------------------|-----------------------|---------------------|--------------------|

2. Fill in the following process for developing options:



3. What are the three aspects of feasibility to consider when looking at options?

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4. How many options should you short list?

5. Match the tangible and intangible costs and benefits to the correct category

| Tangible Cost | Intangible Cost | Tangible Benefit | Intangible Benefit |
|---------------|-----------------|------------------|--------------------|
|---------------|-----------------|------------------|--------------------|

| Development staff costs | Staff savings | Better management information | Equipment |
|--|--------------------------|------------------------------------|---------------------------|
| Reduced effort | Ongoing costs | Greater organisational flexibility | More problem solving time |
| Disruption and short-term loss of productivity | Reduced inventory | User staff costs | Better communications |
| Faster response to customers | Staff training and costs | Recruitment | |

| 6. | What are avoided costs? |
|-----|--|
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| 7. | What are the tools that can be used for an investment appraisal? |
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| | |
| 8. | What is Discounted Cash Flow? |
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| 9. | How is Internal Rate of Return (IRR) represented? |
| | |
| 10. | How is Net Present Value (NPV) calculated? |
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Chapter Ten: Establishing the Requirements (p181 – 204)

| 1. | List 5 common problems encountered with requirements: | | |
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| 2. | Draw the requirements engineering process road map: | | |
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| | Draw the requirements engineering process road map. | | |

- 3. What types of knowledge below are the following scenarios describing?
- A: A new member of staff assumes that it is acceptable to refer to his manager by his first name and not his title
- B: It is not generally acceptable in the company to refer to managers by their first name.

| Туре | TACIT | EXPLICIT | |
|------------|---|--|--|
| Individual | Skills, values, taken for granted, intuition | Tasks, job descriptions, targets, volumes, frequencies | |
| Corporate | Norms, back story, culture, communities of practice | Procedures, style guides, processes, historical data | |

| 4. | List 3 techniques that can be used to make Tacit knowledge more Explicit. |
|----|---|
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| | |
| 5. | Which requirements engineering technique is the most relevant for uncovering ALL knowledge types? |
| | |
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| 6. | Describe the purpose of the Requirements List. |
| | |
| | |
| 7. | List 3 checks that might be carried out during the Requirements Analysis phase. |
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| 8. | What are the advantages and disadvantages of an Agile approach to Requirements Engineering?. |
| | |
| | |

Non-Functional

General

2.

3.

Chapter Eleven: Documenting and Managing Requirements (p205 – 223)

Functional

1. Match the requirements to their categories.

Technical

| Business constraints | Hardware | Data entry | Performance |
|---|------------------|------------------------|-------------------------|
| Security | Access | Backup and recovery | Archiving and retention |
| Business policies | Legal | Branding | Cultural |
| Software | Interoperability | Internet | Language |
| Data maintenance | Procedural | Retrieval requirements | Maintainability |
| Business continuity | Availaibility | Usability | Capacity |
| What does MoSCoW stand for and what is it used for? | | | |
| Describe the purpose of the Requirements Catalogue. | | | |
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| What are the seven components of requirements management? | | | |
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Chapter Twelve: Modelling Requirements (p224 - 245)

| 1. | In the UML, what is the purpose of a 'Use Case'? |
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| 2. | What is an 'Actor'? In what 3 ways might an Actor be depicted in a Use Case? |
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| 3. | How is the System Boundary drawn in the Use Case? |
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| 4. | What is the purpose of drawing/defining the System Boundary? |
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| 5. | What does the < <extend>> construct describe?</extend> |
| 5. | What does the < <extend>> construct describe?</extend> |
| 5. | What does the < <extend>> construct describe?</extend> |
| 5. | What does the < <extend>> construct describe?</extend> |
| 5. | What does the < <extend>> construct describe?</extend> |
| 5. | What does the < <extend>> construct describe? What is the correct convention for naming a Use Case?</extend> |
| | |

| 7. | The UML approach to modelling data is known as the 'class model'. Another modelling technique that is also commonly used is the ' |
|-----|--|
| 8. | Describe what is meant by the term 'entity'. Give examples. |
| | |
| | |
| 9. | Describe what is meant by the term 'attributes'. Give examples. |
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| | |
| 10. | Describe some of the issues that surround 'many-to-many' relationships between entities. |
| | |
| | |
| 11. | Attributes in a class model are only available to the operations of that class. This is know as '' and is an important principle of object-oriented programming. |
| 12. | What does the asterisk (*) represent in a class diagram? |
| | |

Appendices

Appendix A: Investigation Techniques – Advantages and Disadvantages Matrix

| Technique | Advantages | Disadvantages |
|-------------|--|--|
| Interviews | Building rapportYielding important informationConfidentiality | Time consuming Information must be verified Right people interviewed Asking the right questions |
| Observation | Better understanding of problems Seeing the task in the user's environment Uncovering tacit knowledge | Users may feel self-conscious You may not see everything you need to see |
| Workshops | Gain a broad view of the business area Increase speed Obtain buy-in and acceptance Gain consensus on ideas | Time consuming Needs careful facilitation Participants need required level of authority |
| Scenarios | All steps included in analysis Tacit knowledge is uncovered Top down approach Can be used for developing prototypes and test scripts | Time consuming Can become overly complex Can focus on one path and miss others |
| Prototyping | Clarifies uncertainty and confirms understanding Helps ID requirements Demonstrate the look and feel of the system Validate system requirements Usability and user journey paths | Endless iterations The users can expect that the system has been finished The final appearance of the system needs to be realistic to manage user expectations |

Appendix B: Business Analysis Process Model - Complete

