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BCS Foundation Certificate in Business Analysis (BH0-013)

BCS FCBA

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QUESTION NO: 1

During which stage of the Business Analysis Process Model would a gap analysis be carried out?

A. Define requirements.

B. Analyse needs.

C. Evaluate the options.

D. Investigate situation.

ANSWER: B

Explanation:

Analyse needs. is the stage in which gap analysis is carried out. Once the business situation has been understood, the business analyst examines the difference between the current state (where the organisation is now) and the desired future state (where it needs to be). This comparison makes the business need explicit: it identifies shortcomings, missing capabilities, performance issues, and changes required to move from the existing position to the target position. The findings provide a sound basis for defining the changes that will deliver value and meet the underlying business need. In the BCS Business Analysis Process Model, analysing needs focuses on determining what has to change, including identifying and prioritising the gaps that a potential business change must address. A gap analysis may use models of current and future processes, information, organisation, or technology so that the required transformation is clear and evidence-based. This activity is therefore central to needs analysis, before detailed requirements are specified. BCS identifies business analysis as the discipline concerned with understanding business needs and determining appropriate solutions; see the BCS Business Analysis certifications overview and the BCS Business Analysis book.

QUESTION NO: 2

It has been suggested that five clerical posts can be abolished when a new computer system is implemented. Under which category of costs or benefits will this be recorded?

A. Tangible costs.

B. Tangible benefits.

C. Intangible costs.

D. Intangible benefits.

ANSWER: B

Explanation:

Tangible benefits. is correct because abolishing five clerical posts produces a financial saving that can be measured objectively. The organisation can calculate the avoided or reduced expenditure from salary, employer pension contributions, national insurance, recruitment, training, office space, and related employment costs. This saving is attributable to the new system's automation or improved processing capability and can be included in a business case as a quantified benefit over an agreed period.

In business analysis, a tangible benefit is one for which a credible monetary value can be assigned. The fact that the benefit results from reduced staffing requirements does not change its classification: it represents a reduction in ongoing operating expenditure and therefore contributes directly to the financial justification for the change. The business case should state the assumptions clearly, including when the posts will cease, whether staff will be redeployed or made redundant, and whether any one-off transition costs apply. BCS Foundation business analysis material treats identifying, quantifying, and assessing benefits as an important part of business-case development. See the BCS Business Analysis Foundation certification overview and the UK Treasury Green Book guidance on appraisal.

QUESTION NO: 3

Which of the following is NOT an example of a generic stakeholder group?

A. Regulators.

B. Competitors.

C. Testers.

D. Employees.

ANSWER: C

Explanation:

Testers. is the correct answer because it describes a delivery or project role rather than a generic stakeholder group used to identify the broad communities with an interest in an organisation or change initiative. Generic stakeholder groups provide an initial, reusable checklist for stakeholder identification and typically reflect enduring organisational, market, or governance relationships. They are useful early in analysis because they prompt the business analyst to consider whose needs, influence, authority, or interests may affect the change.

A tester, by contrast, is a specialised role commonly associated with verifying that a solution meets specified requirements and quality expectations. An individual performing testing may certainly be a stakeholder in a particular project: they can provide valuable input about testability, acceptance criteria, defects, and quality risks. However, the job function itself is not normally treated as one of the generic stakeholder groups in the BCS stakeholder-identification context. It is instead identified where relevant within the specific project or delivery environment.

This distinction supports a structured stakeholder analysis: begin with broad, repeatable groups, then identify the particular people and project roles that need to be engaged. See the BCS overview of its Business Analysis certifications and its Business Analysis text.

QUESTION NO: 4

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

Explanation:

Interviewing. is the appropriate technique because it is a one-to-one elicitation approach that enables the business analyst to establish trust and rapport with an individual stakeholder. An interview can be structured, semi-structured, or unstructured, allowing the analyst to use open questions, follow-up questions, and probing to explore the stakeholder’s experiences, concerns, priorities, and detailed views of the finance system. The direct interaction also lets the analyst clarify ambiguous statements immediately and adapt the discussion according to what the stakeholder reveals. This makes interviewing particularly valuable where different stakeholders may have distinct responsibilities, perspectives, or sensitivities relating to financial processes and controls. In BCS business analysis practice, interviews are a core investigation technique for obtaining detailed qualitative information from stakeholders; their interpersonal nature supports the rapport required by the scenario. The analyst should prepare objectives and relevant questions, listen actively, record findings appropriately, and confirm their understanding after the discussion. Further guidance on interviews as a requirements-elicitation technique is available from the International Institute of Business Analysis and the UK Government Service Manual.

QUESTION NO: 5

Which of the following is a support activity in Porter's value chain?

A. Outbound logistics.

B. Marketing and sales.

C. Technology development.

D. Service.

ANSWER: C

Explanation:

Technology development. is correct because it is one of the support activities in Porter's value chain. Support activities enable the primary activities to operate effectively and include firm infrastructure, human resource management, technology development and procurement.

Technology development may include research, product design, process automation and the systems used to support the organisation's value-creating work. It differs from operations, marketing and sales, and service, which are primary activities directly involved in creating, delivering and supporting products or services for customers. See Harvard Business School's overview of the value chain.

QUESTION NO: 6

A system must hold the price of every product sold by the company. Which of the following is the price likely to be?

A. An attribute.

B. An entity.

C. An object.

D. A use case.

ANSWER: A

Explanation:

“An attribute.” is correct because price is a discrete item of information that describes a product. In a conceptual data model or entity-relationship model, Product is likely to be the entity: it represents a class of business things about which the organisation needs to retain information. Price is a property associated with each product instance, so it is modelled as an attribute of Product. For example, a product record may contain a product identifier, description and price; each of these values supplies descriptive data about that particular product.

Business analysis uses data modelling to identify the data required to support business processes and requirements, including the entities that must be stored and the attributes that characterise them. This distinction helps analysts communicate a clear, structured view of information needs before detailed database design. In a more detailed model, price may require further business rules, such as currency, effective date, tax treatment or promotional pricing. Those rules can lead to a separate pricing structure where multiple time-bound prices must be retained, but the basic classification of a single price value for a product remains an attribute. BCS describes the Foundation Certificate in Business Analysis syllabus and its coverage of core business-analysis techniques at BCS Business Analysis Foundation. General entity-relationship modelling concepts are also outlined by IBM’s ER diagram documentation.

QUESTION NO: 7

Which of the following terms may be used to describe the attitude of a stakeholder who is NOT in favour of the project but is probably not actively opposed to it?

A. Opponent.

B. Neutral.

C. Critic.

D. Blocker.

ANSWER: C

Explanation:

Critic. is the appropriate description for a stakeholder who is not in favour of a project but is not expected to take active steps to prevent it. In stakeholder analysis, attitudes are considered alongside the stakeholder's level of power or influence, so that the business analyst can plan suitable engagement. A critic may raise concerns, challenge assumptions, question expected benefits, or require convincing evidence before offering support. This is valuable information: the analyst should understand the basis for the stakeholder's reservations and communicate in a way that addresses their legitimate interests, risks, and priorities. Their position is therefore distinct from active resistance; it indicates a negative or sceptical view that may potentially change through effective consultation and evidence-based engagement. Identifying critics early helps the project team manage expectations, refine requirements, and build support without assuming that every stakeholder who is unconvinced will obstruct progress. This aligns with the BCS Foundation Certificate in Business Analysis emphasis on stakeholder analysis and engagement as core business-analysis activities. See the BCS Business Analysis Foundation certification overview and the BCS Business Analysis book for the wider stakeholder-analysis context.

QUESTION NO: 8

Which of the following would be an appropriate name for a use case that allows a project manager to allocate resources to a project?

A. Assign resources.

B. Resource.

C. Project Manager.

D. Project.

ANSWER: A

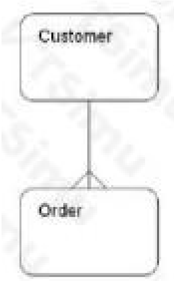
Explanation:

Assign resources. is an appropriate use-case name because it describes a meaningful goal or service that the system provides to an actor. Use cases are conventionally named with an active verb followed by the business object affected, making the name clear, concise, and focused on the required outcome. In this case, the project manager initiates an action and the system supports the allocation of people, equipment, budget, or other resources to a project; "Assign resources" expresses that interaction and outcome directly.

This naming style also supports effective requirements communication. It gives stakeholders a readily understandable label for the set of interactions that will be elaborated in the use-case description, including preconditions, the normal flow, alternative flows, and postconditions. The name remains implementation-independent: it specifies the business capability required without assuming how a user interface, database, or workflow will perform it. This is consistent with the business-analysis emphasis on expressing functional requirements from the perspective of user goals and system behaviour. BCS describes its Business Analysis certification as covering the identification, analysis and communication of business requirements; see BCS Business Analysis Foundation. For background on use cases as descriptions of actor-system interactions that achieve goals, see OMG Unified Modeling Language specification.

QUESTION NO: 9

The entity relationship model below shows the relationship between Customer and Order. Which of the following business rules is correct?



A. An order may be placed by many customers.

B. A customer may place many orders.

C. A customer may never place an order.

D. An order need not be placed by a customer.

ANSWER: B

Explanation:

A customer may place many orders. is the business rule represented by the one-to-many relationship between Customer and Order. In an entity relationship model, cardinality expresses how many instances of one entity can be associated with an instance of another entity. Here, the model permits a single Customer instance to be related to multiple Order instances. Consequently, where a customer makes repeated purchases, each purchase can be recorded as a distinct order while retaining the same customer association.

This rule is important because it captures a common and meaningful constraint on the business domain: Customer identifies the party making purchases, whereas Order records an individual purchase transaction. The relationship therefore supports a customer’s order history and enables analysis or operational processes, such as viewing all orders made by a particular customer. It should be read as a statement of what the model allows, rather than as a claim that every customer will necessarily make a particular fixed number of orders. BCS business analysis materials treat modelling as a means of documenting business data, relationships, and the rules that constrain them. Further background on the BCS Business Analysis certification is available from BCS Business Analysis Foundation; UML’s formal treatment of multiplicities is available from the Object Management Group UML specification.

QUESTION NO: 10

When undertaking a CATWOE' analysis, which sequence should the first four letters be considered in?

A. W, T, C, A

B. T, W, C, A

C. W, C, T, A

D. T, A, W, C

ANSWER: A

Explanation:

The appropriate sequence is **W, T, C, A**: begin with the *Weltanschauung* (worldview), then define the *Transformation*, identify the *Customers*, and identify the *Actors*. CATWOE is used in Soft Systems Methodology to develop a purposeful root definition of a system in a way that recognises differing stakeholder perspectives. Starting with the worldview is important because it establishes the perspective that makes the proposed transformation meaningful and worthwhile. For example, the same activity may be understood as improving customer access, reducing risk, or increasing organisational control depending on the worldview adopted.

Once that perspective is clear, the transformation can be stated precisely as the conversion of an input into an output. The people or groups who benefit from, or are affected by, that transformation can then be identified as customers. Finally, actors are identified as those who carry out the activities needed to perform it. This ordering encourages analysts to anchor the analysis in purpose and meaning before assigning operational roles. CATWOE and Soft Systems Methodology are included within the systems-analysis material relevant to the BCS Business Analysis qualification; see the BCS Foundation Certificate in Business Analysis and an overview of Soft Systems Methodology.

QUESTION NO: 11

Which stage of the requirements engineering process precedes requirements validation?

A. Requirements elicitation.

B. Requirements analysis.

C. Requirements management.

D. Requirements documentation.

ANSWER: B

Explanation:

Requirements analysis is the stage that precedes requirements validation in the BCS requirements engineering process. During analysis, the business analyst works with stakeholders to examine the requirements gathered through elicitation, clarify their meaning, identify dependencies and conflicts, assess feasibility, and organise or prioritise them. This produces a sufficiently understood and coherent set of requirements for stakeholders and the project team to review.

Requirements validation then checks that the analysed requirements accurately represent the business need and are appropriate for use. For example, validation considers whether requirements are complete, consistent, feasible, testable and aligned to the stated objectives. Analysis must occur first because validation relies on requirements having been interpreted and refined; stakeholders need a clear, structured basis on which to confirm that the requirements are the right ones. Although requirements work is iterative in practice and feedback can cause further analysis, the defined sequence places requirements analysis immediately before validation. BCS identifies requirements engineering as a core area of business analysis practice; its Foundation certification syllabus includes the elicitation, analysis, validation, documentation and management of requirements. See the BCS Business Analysis Foundation certification page and the BCS certification information.

QUESTION NO: 12

A requirement states that a new customer portal must be easy to use. Which quality characteristic is missing from this requirement?

A. Measurability.

B. Traceability.

C. Priority.

D. Ownership.

ANSWER: A

Explanation:

Measurability. is correct because “easy to use” is subjective and does not provide an objective basis on which stakeholders can determine whether the requirement has been met. Different users may interpret the phrase differently.

The requirement should be refined using measurable usability criteria. For example, it might specify that a defined proportion of representative users must complete a stated task without assistance within an agreed time. This enables the requirement to be tested and validated.

QUESTION NO: 13

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 4 of the project.

B. The project does not pay back within the four year period.

C. The project pays back in year 2 of the project.

D. The project pays back in year 3 of the project.

ANSWER: B

Explanation:

The project does not pay back within the four year period. Payback period is assessed by accumulating the project's net cash flows from the initial investment onward and identifying the point at which the cumulative total first reaches zero or becomes positive. In the cash-flow schedule shown, the cumulative inflows generated during the stated four-year appraisal period are still insufficient to recover the initial outlay by the end of year four. Consequently, no payback point occurs within the period supplied. This is a straightforward application of the payback technique used in business cases to communicate how quickly an investment recovers its original cost. It is important to base the conclusion on cumulative, rather than individual annual, cash flows: a positive cash flow in a particular year does not by itself establish that the project has paid back. For business analysis purposes, the result indicates that the project's investment recovery extends beyond the available four-year horizon, so further forecast cash flows would be required to calculate the eventual payback date. BCS includes financial case development and investment appraisal within business analysis practice; see the BCS Foundation Certificate in Business Analysis overview. A practical description of calculating cumulative cash flow and payback is available from ACCA's investment-appraisal guidance.

QUESTION NO: 14

On a use case diagram, what does the system boundary represent?

A. The scope of the system being modelled.

B. The sequence in which use cases occur.

C. The security classification of each use case.

D. The relationship between two actors.

ANSWER: A

Explanation:

The scope of the system being modelled. is correct because the system boundary separates the subject system from the actors that interact with it. Use cases are placed inside the boundary to show the services or behaviours provided by the system, while actors are shown outside it.

Defining the boundary is important because it clarifies what is included within the solution scope and what remains the responsibility of users, external organisations or other systems. It helps prevent confusion between system behaviour and the wider business process.

QUESTION NO: 15

Which of the following statement is TRUE about the process view of an organisation?

A. It focuses on the customer of the organisation.

B. It focuses solely on the internal view of the organisation.

C. It focuses on the functions of an organisation.

D. It focuses on the organisational structure.

ANSWER: A

Explanation:

It focuses on the customer of the organisation. A process view examines how work flows across an organisation to transform inputs into outputs that deliver value for a customer or other recipient. Rather than beginning with departments, job titles, or reporting lines, the business analyst considers the end-to-end sequence of activities required to satisfy a customer need. This perspective helps identify the process trigger, the value-adding work, hand-offs between areas, controls, decisions, and the outcome received by the customer. It is therefore particularly useful when analysing service delivery and improving performance, because a customer journey commonly crosses several functional boundaries. In BCS business analysis, understanding an organisation from complementary perspectives, including its processes, supports effective investigation of how it operates and where change may be needed. Process modelling provides a clear way to communicate that flow and the responsibilities involved while retaining the central concern: delivering the required business outcome to the customer. The BCS business analysis certification overview is available at BCS Business Analysis certifications. Further authoritative information on modelling business processes is available from the Object Management Group's BPMN resource.

QUESTION NO: 16

A business case for a project claims that the new system will provide managers with more time to think creatively about strategic issues. What would this be classified as in a cost-benefit analysis?

A. An intangible cost.

B. A tangible benefit.

C. An intangible benefit.

D. A tangible cost.

ANSWER: C

Explanation:

An intangible benefit is the appropriate classification because the proposed system is expected to free managers' time for creative and strategic thought, producing a positive organisational outcome rather than consuming resources. Although the time released may be observable, the value of better strategic thinking, creativity, judgement, and resulting decisions cannot usually be directly and reliably expressed as a monetary amount in a cost-benefit analysis. This makes the benefit intangible. In business analysis, a business case identifies and appraises expected benefits as well as costs, including benefits that are important to the organisation but cannot readily be quantified financially. Such benefits should still be stated clearly, linked to the relevant business objectives, and—where possible—supported with measures or indicators, such as management capacity, quality of strategic decisions, or stakeholder assessment. The BCS Business Analysis guidance describes the business case as the mechanism for documenting a proposed investment's rationale, including its costs, benefits, risks, and alignment with business needs. The UK Government Green Book similarly recognises that appraisal should account for significant non-monetised effects alongside monetised impacts. See BCS Business Analysis certifications and The Green Book: appraisal and evaluation.

QUESTION NO: 17

In CATWOE analysis, what does the T represent?

A. The transformation process.

B. The technical solution.

C. The timetable for change.

D. The transaction record.

ANSWER: A

Explanation:

The transformation process. is correct because CATWOE identifies the transformation that the business system carries out: the conversion of an input into an output that is meaningful from the selected perspective. It is a central element of a root definition.

For example, a library system might transform a request for access to information into the provision of a loaned item or other information service. Defining the transformation helps distinguish the system's purpose from the individual activities currently undertaken within the organisation.

QUESTION NO: 18

Which of the following is a primary activity in the value chain?

A. Human Resources (HR).

B. Procurement.

C. Information Technology (IT).

D. Marketing and Sales.

ANSWER: D

Explanation:

Marketing and Sales. is a primary activity in Porter's value chain. Primary activities are the activities directly concerned with creating, delivering, and supporting a product or service for customers. In the value-chain model, they comprise inbound logistics, operations, outbound logistics, marketing and sales, and service. Marketing and sales creates customer awareness, communicates the offering's value, identifies and reaches prospective customers, and enables customers to purchase. It therefore has a direct role in generating demand and converting the organisation's outputs into sales revenue.

For business analysis, value-chain analysis helps identify where value is added across an organisation and where change may improve customer value, competitive position, efficiency, or performance. Exam candidates should recognise marketing and sales as part of the sequence of customer-facing, value-creating work, rather than an activity that merely enables other work. Porter introduced the value-chain concept as a way to analyse the distinct activities through which organisations create value and competitive advantage. See Harvard Business School—The Value Chain and Mind Tools—Porter's Value Chain.