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## BCS FOUNDATION CERTIFICATE IN BUSINESS ANALYSIS (SAMPLE PAPER A 2025 VERSION 2.0) QUESTIONS WITH 100% CORRECT ANSWERS!!



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### BCS Foundation Certificate in Business Analysis V4.0 Sample Questions (Q21-Q26):

#### NEW QUESTION # 21

Which of the following statements is true?

- A. Rich pictures and mind maps are used to document the requirements for the IT system
- B. Shadowing is an effective way of preparing test scripts for user acceptance
- C. Interviews are effective in building a consensus view and securing agreement from a diverse group.
- **D. Ethnographic Studies are concerned with the long term observation of the business environment.**

**Answer: D**

#### NEW QUESTION # 22

A company is reviewing its critical success factors and key performance indicators. So far, it has key performance indicators for the following: The time to deliver orders for products, Consumer satisfaction with products, Wastage in product production, The qualifications of production employees. Which area of Kaplan and Norton's balanced business scorecard has NOT been considered?

- A. Customer
- B. Internal business process
- **C. Financial**
- D. Learning and growth

**Answer: C**

Explanation:

Kaplan and Norton's Balanced Business Scorecard is a strategic framework that evaluates organizational performance across four key perspectives: Financial, Customer, Internal Business Processes, and Learning and Growth. To determine which area has not been considered, we need to map the provided KPIs to these perspectives.

Mapping the KPIs:

The time to deliver orders for products:

This relates to operational efficiency and falls under the Internal Business Process perspective.

Consumer satisfaction with products:

This directly measures customer experience and falls under the Customer perspective.

Wastage in product production:

This also relates to operational efficiency and falls under the Internal Business Process perspective.

The qualifications of production employees:

This measures employee capabilities and development, falling under the Learning and Growth perspective.

Evaluating Each Perspective:

Financial:

None of the provided KPIs address financial performance, such as revenue, profitability, or cost management.

Conclusion: This perspective has not been considered.

Customer:

Consumer satisfaction with products is a clear indicator of the Customer perspective.

Conclusion: This perspective has been considered.

Internal Business Process:

Both "time to deliver orders" and "wastage in production" relate to internal processes.

Conclusion: This perspective has been considered.

Learning and Growth:

The qualifications of production employees indicate employee development, which aligns with this perspective.

Conclusion: This perspective has been considered.

Final Recommendation:

The Financial perspective has not been considered in the company's KPIs.

### NEW QUESTION # 23

Which is the first step in the gap analysis process?

- A. Assemble representations of target or desired situation
- B. Identify gaps to be addressed.
- C. Assemble representations of existing situation.
- D. Consider possible actions to address the gaps.

**Answer: C**

Explanation:

Gap analysis is a technique for comparing the current state of the business ('As Is') with the desired future state ('To Be') to identify what is missing and what needs to change. The logical first step is to establish the current starting point. Therefore, the process begins by:

Assemble representations of existing situation (The 'As Is' model). This involves investigating and documenting the current processes, organisation, people, information, and technology (POPIT).

Assemble representations of target or desired situation (The 'To Be' model).

Identify gaps to be addressed (The difference between As Is and To Be).

Consider possible actions to address the gaps (Developing the recommendations).

(Reference: BCS Business Analysis Practice - Gap Analysis)

### NEW QUESTION # 24

Which technique is used to help understand how an organisation's products and services meet customer expectations by looking at product and service attributes as well as image and customer relationship?

- A. Value proposition
- B. SIPOC
- C. SWOT analysis
- D. Porter's five forces.

**Answer: A**

Explanation:

The technique focused on analyzing the fit between an organisation's offerings and customer needs, specifically examining the combination of product and service attributes, the company's image, and the customer relationship, is the Value Proposition. The Value Proposition describes the unique benefits, value, and experience that a company promises to deliver to its customers to satisfy their needs and wants better than the competition. It's a critical tool for ensuring that the business improvement efforts are truly valuable from a customer's perspective. Porter's Five Forces and SWOT analysis are macro-strategic tools, and SIPOC is a process analysis technique.

(Reference: BCS Business Analysis Practice - Improving Business Services and Processes, Value Proposition)

### NEW QUESTION # 25

What stage of the V model provides the test criteria for user acceptance testing?

- A. The developed solution.
- B. The designed solution
- C. The requirements.

