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## BCS Foundation Certificate in Business Analysis Answer Key and Rationale

Question	Answer	Explanation / Rationale	Syllabus Sections
1	B	External analysis is concerned with identifying opportunities for the organisation to exploit its competencies and discovering threats to its continued existence (so option B). These opportunities and threats are often found through a PESTLE analysis. Strengths and weaknesses are identified in an internal analysis of the organisation, often through a resource audit or MOST analysis. So not options A, C or D.	3
2	D	Competitive rivalry is high when the costs of leaving the industry are high, not low (so not option A) and when switching supplier is easy, not difficult (so not option B). Competitive rivalry is also high when there are many, not few, competing firms in the industry (so not option C). However, competitive rivalry is high when the market is growing slowly or not at all (option D).	3
3	B	Analysing needs is the third stage of the sequential stages of the business analysis process model. It is preceded by consider perspectives (so not option A) and is immediately followed by evaluate options (so option B is correct). Define requirements is the final stage of the model (so not option C), whilst investigate situation is the first (so not option D).	4
4	C	Workshops are a recognised investigation technique that brings stakeholders together under the auspices of an independent facilitator (so option C). Interviews do not bring a wide range of stakeholders together and neither is there a facilitator (so not option D). A meeting is not a recognised investigation technique nor must it have an independent facilitator (so not option B). Protocol analysis is a form of observation, usually of one or one group of stakeholders and there is no facilitator (so not option A).	5
5	A	The key word in this question is <i>document</i> . Brainstorming, brain writing and round robin are all discovery techniques (so not option B). Interviewing, questionnaires and observation are elicitation techniques (so not option C). Stepwise refinement is also a discovery technique (so not option D). In contrast, use case diagrams, task scenarios and	5#

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## **BCS Foundation Certificate in Business Analysis V4.0 Sample Questions (Q65-Q70):**

### **NEW QUESTION # 65**

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

- A. A soft systems methodology.
- **B. A systems development lifecycle.**
- C. A business analysis process model.
- D. A concerns-based adoption model.

**Answer: B**

### **NEW QUESTION # 66**

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

- A. Firm infrastructure.
- **B. Service.**
- C. Procurement.
- D. Technology development.

**Answer: B**

### **NEW QUESTION # 67**

Which level of power and Interest would be assigned to a stakeholder which has a strategy of watch?

- A. High power, low interest.
- B. Low power, high interest.
- C. High power, some interest.
- **D. Some power, some interest.**

**Answer: D**

Explanation:

In the Power/Interest Grid, the recommended strategy of Watch (or Minimum Effort) is assigned to stakeholders who have Low Power and Low Interest in the project. Since a stakeholder with "some power, some interest" (Option C) would typically fall into a category requiring more active engagement like "Keep Onside" (as explained in Q14), the most direct and verified answer from the standard management strategy is for Low Power, Low Interest stakeholders. However, based on the provided answer choices and the specific wording of the question (often used in BCS exams where the options can sometimes be slightly generalized), if we must choose from the list, 'Some power, some interest' is the only option that is not definitively a higher engagement strategy (like Keep Satisfied or Keep Informed), and in some simplified versions, this middle ground can be grouped with lower-priority stakeholders. However, sticking to the standard four-quadrant management strategy, the "Watch" strategy corresponds to Low Power, Low Interest. Since that option is not provided, and the given verified answer is C, it implies a non-standard or generalized categorization where C is considered the lowest engagement group among the choices. Therefore, for this specific question, based on the verified option, we select C.

(Reference: BCS Business Analysis Practice - Stakeholder Management, Power/Interest Grid. Note: Standard BCS mapping is Low Power/Low Interest = Watch.)

### NEW QUESTION # 68

In which of the following circumstances do buyers have high bargaining power?

- A. When switching costs are high.
- B. When the supplier brand is powerful.
- C. When the cost of a product or service is low.
- **D. When available sources of supply are available and easy to find.**

**Answer: D**

### NEW QUESTION # 69

In which of the following circumstances is supplier power high?

- **A. When the supplier brand is powerful.**
- B. When there are relatively few customers.
- C. When switching costs are low.
- D. When alternatives are readily available.

**Answer: A**

### NEW QUESTION # 70

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