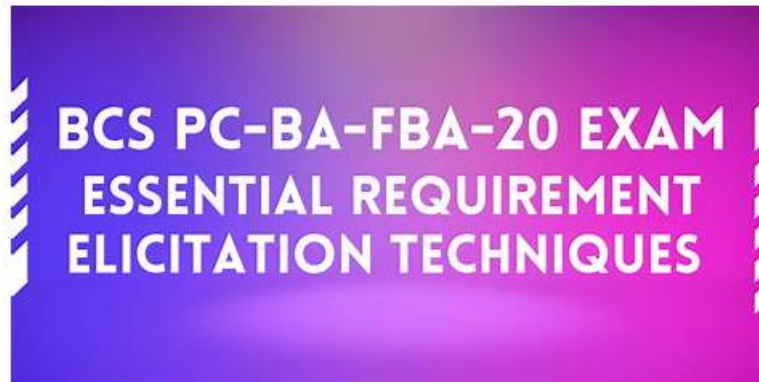


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The BCS PC-BA-FBA-20 exam covers a wide range of topics, including stakeholder engagement, requirements engineering, business analysis practice, strategy analysis, and business analysis process improvement. It also provides an overview of the various tools and techniques used in business analysis, including SWOT analysis, PESTLE analysis, and Porter's Five Forces analysis.

BCS Foundation Certificate in Business Analysis V4.0 Sample Questions (Q36-Q41):

NEW QUESTION # 36

When is the self-esteem of individuals affected by a change process usually at its lowest?

- A. At the start of the change process
- **B. In the middle phase of the change process.**
- C. At all points during the change process.
- D. At the end of the change process.

Answer: B

NEW QUESTION # 37

Which investigation technique is supported by use case' descriptions?

- A. Document Analysis
- B. Questionnaires.
- C. Interviewing.
- **D. Scenario Analysis.**

Answer: D

NEW QUESTION # 38

The horizontal bar of the T-shaped professional describes what?

- A. The deep and specific domain knowledge
- B. Professional techniques of a business analyst.
- **C. The multi-disciplinary breadth of skill and knowledge**
- D. The variants of a business analyst.

Answer: C

Explanation:

The T-shaped professional model is used in business analysis to describe the ideal mix of skills and knowledge. The 'T' shape consists of a vertical bar and a horizontal bar. The vertical bar represents the deep and specific domain knowledge or core expertise (e.g., business analysis techniques, specific industry knowledge). The horizontal bar (the top of the 'T') represents the multi-disciplinary breadth of skill and knowledge that an individual can apply to various situations. This breadth includes soft skills like communication, facilitation, leadership, and a broad understanding of different business areas (like finance, operations, IT, and strategy). It is this breadth that allows the business analyst to collaborate effectively across different teams and disciplines, understand the context of the change, and recommend truly holistic solutions.

(Reference: BCS Foundation Certificate in Business Analysis / BCS Business Analysis Practice - Competencies of a Business Analyst)

NEW QUESTION # 39

Which framework can be used to build an enterprise view of processes?

- A. Swimlane diagram.
- B. Class model.
- C. Porter's five forces model.
- **D. Value chain analysis.**

Answer: D

Explanation:

To build an enterprise view of processes, we need a framework that provides a holistic understanding of how value is created and delivered across the organization.

Key Considerations:

Class Model: Represents objects and their relationships in software development, not enterprise processes.

Swimlane Diagram: Visualizes workflows and responsibilities within a process but does not provide an enterprise-wide view.

Value Chain Analysis: Analyzes the activities that create value for customers, providing a comprehensive view of enterprise processes.

Porter's Five Forces Model: Analyzes industry competition and external factors, not internal processes.

Evaluation of Each Option:

A . Class model:

A class model is used in object-oriented design and does not represent enterprise processes.

Conclusion: This is not correct .

B . Swimlane diagram:

While swimlane diagrams visualize workflows, they focus on specific processes rather than an enterprise-wide view.

Conclusion: This is not correct .

C . Value chain analysis:

Value chain analysis examines the activities that contribute to value creation, making it ideal for building an enterprise view of processes.

Conclusion: This is correct .

D . Porter's five forces model:

This model analyzes external competitive forces and does not focus on internal processes.

Conclusion: This is not correct .

NEW QUESTION # 40

A business analyst is reviewing the stakeholder management strategy for a high profile Human Resources (HR) project. Following an organisational restructure, Harvey's role has changed from Director of Operations to Director of HR and he has inherited sponsorship of the project. Harvey was previously involved in the project, but had little interest because his focus was on the Operational Projects that he sponsored.

Which of the following sets of stakeholder management strategies represent appropriate approaches for Harvey; firstly, for when the project started and secondly now that his role has changed?

- A. Watch, Constant active management
- B. Keep informed; Constant active management
- C. Ignore, Constant active management
- D. Constant active management, keep informed

Answer: A

Explanation:

To determine the appropriate stakeholder management strategies for Harvey, we need to analyze his role and level of interest at two points in time:

When the project started: Harvey was the Director of Operations and had little interest in the HR project because his focus was on operational projects.

Now that his role has changed: As the Director of HR, Harvey has inherited sponsorship of the HR project, making him a key stakeholder with high interest and influence.

Stakeholder Management Strategies:

Watch: This strategy is used for stakeholders with low interest and low influence. It involves monitoring their behavior without actively engaging them.

Constant active management: This strategy is used for stakeholders with high interest and high influence. It involves frequent communication and collaboration to ensure their needs and expectations are met.

Evaluation of Each Option:

A . Keep informed; Constant active management:

"Keep informed" is appropriate for stakeholders with moderate interest but does not align with Harvey's initial lack of interest.

Conclusion: This is not correct .

B . Ignore, Constant active management:

Ignoring a stakeholder is inappropriate, especially for someone in a senior leadership role like Harvey.

Conclusion: This is not correct .

C . Watch, Constant active management:

Initially, Harvey had low interest and low influence on the HR project, making "watch" an appropriate strategy.

After becoming the Director of HR and inheriting sponsorship, Harvey now requires "constant active management" due to his high interest and influence.

Conclusion: This is the correct answer .

D . Constant active management, keep informed:

This reverses the order of strategies and does not align with Harvey's initial lack of interest.

Conclusion: This is not correct .

