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BCS Foundation Certificate in Business Analysis V4.0 Sample Questions (Q23-Q28):

NEW QUESTION # 23
On a business process model, how are hand-offs represented?

- A. By the process flow crossing from one swimlane to another.
- B. By a task spanning multiple swimlanes.
- C. By a decision point.
- D. By process flow lines crossing each other

Answer: A

Explanation:
A business process model uses swimlanes to represent different roles, departments, or systems involved in a process. Hand-offs occur when responsibility for a task is transferred from one role or department to another.
Key Considerations:
Process Flow Lines Crossing Each Other: Crossing lines do not indicate hand-offs; they simply show the sequence of tasks.
Decision Point: A decision point represents a choice or branching in the process, not a transfer of responsibility.
Task Spanning Multiple Swimlanes: A single task spanning multiple swimlanes is uncommon and does not represent a hand-off.
Process Flow Crossing Swimlanes: When a process flow crosses from one swimlane to another, it indicates that responsibility for the task has been handed off to a different role or department.
Evaluation of Each Option:
A . By process flow lines crossing each other:
Crossing lines are unrelated to hand-offs and may simply indicate parallel tasks.
Conclusion: This is not correct .
B . By a decision point:
Decision points represent choices or conditions, not transfers of responsibility.
Conclusion: This is not correct .
C . By a task spanning multiple swimlanes:
Tasks typically belong to a single swimlane, so this is not a valid representation of hand-offs.
Conclusion: This is not correct .
D . By the process flow crossing from one swimlane to another:
This accurately represents a hand-off, as it shows the transfer of responsibility between roles or departments.
Conclusion: This is correct .
Final Recommendation:
Hand-offs are represented:
D . By the process flow crossing from one swimlane to another.

NEW QUESTION # 24
John has been working on a business case for opening up the overseas market to new products He has been asked to document the risks What SHOULD he do to ensure they are appropriately recorded? Select the TWO that apply

- A. Impact assessment of each countermeasure identified
- B. Provide justification or each countermeasure identified
- C. Identify an owner for each risk
- D. Create a RAID log
- E. Document the source of each risk

Answer: C,D

Explanation:

When documenting risks in a business case, it is essential to follow structured processes to ensure risks are appropriately identified, analyzed, and managed. Let's evaluate each option again based on best practices outlined in the BCS Business Analysis Framework and other methodologies:

Key Considerations:

Risk Documentation: Risks must be recorded systematically to ensure they are visible, actionable, and traceable.

Ownership of Risks: Assigning ownership ensures accountability and clarity about who is responsible for monitoring and mitigating each risk.

Risk Management Lifecycle: The process typically involves identification, documentation, assessment, ownership assignment, and response planning.

Evaluation of Each Option:

A . Create a RAID log

A RAID log (Risks, Assumptions, Issues, and Dependencies) is a widely used tool in business analysis and project management for capturing and managing risks systematically.

It provides a centralized repository for tracking risks, assumptions, issues, and dependencies, ensuring that risks are documented comprehensively and transparently.

This aligns with best practices for risk management and is a critical first step in ensuring risks are appropriately recorded.

Conclusion: This is a must-do action.

B . Document the source of each risk

While documenting the source of each risk can provide valuable context, it is not a mandatory or primary step in the initial documentation phase.

Sources of risks are often identified during risk analysis or root cause analysis, which occurs after risks have been recorded.

Although useful, this step is secondary to creating a RAID log and assigning ownership.

Conclusion: This is not the most critical action at this stage.

C . Identify an owner for each risk

Assigning ownership for each risk is a fundamental part of risk management. Without clear ownership, risks may remain unmonitored or unaddressed.

Ownership ensures accountability and helps streamline communication and decision-making regarding risk mitigation strategies.

According to the BCS Business Analysis Framework , identifying risk owners is a key responsibility during the risk documentation process.

Conclusion: This is a must-do action.

D . Provide justification for each countermeasure identified

Justifying countermeasures is part of the risk response planning phase, which occurs after risks have been documented, assessed, and prioritized.

At this stage, John's focus should be on identifying and recording risks, not on evaluating or justifying solutions.

Conclusion: This is not relevant at the documentation stage.

E . Impact assessment of each countermeasure identified

Similar to option D, impact assessments for countermeasures are conducted during the risk response planning phase, not during the initial documentation phase.

This step is premature and does not align with the immediate need to document risks.

Conclusion: This is not relevant at the documentation stage.

Final Recommendation:

Based on the BCS Business Analysis Framework and industry best practices, the two most appropriate actions for John are:

Create a RAID log (to systematically document risks).

Identify an owner for each risk (to ensure accountability and clarity).

These steps ensure that risks are appropriately recorded and managed, laying the foundation for effective risk management.

NEW QUESTION # 25
What are the categories shown in a RACI chart?

- A. Responsible, Accountable, Created, Informed
- B. Responsible, Allocated, Consulted, Informed
- C. Responsible, Accountable, Consulted, Informed
- D. Responsible, Accountable, Consulted, Influenced

Answer: C

Explanation:
The RACI chart is a technique used to clarify and document the roles and responsibilities for activities, tasks, or deliverables within a project or business process. It is an acronym that defines the four key types of involvement:

Responsible: The person or team who does the work to complete the task.

Accountable: The person who is ultimately answerable for the correct and thorough completion of the deliverable or task, and who approves the work. Only one person can be Accountable.

Consulted: The people whose opinions are sought, and with whom there is two-way communication.

Informed: The people who are kept up-to-date on progress, often only at the completion of the task or deliverable, and with whom there is only one-way communication.

The correct categories are therefore Responsible, Accountable, Consulted, Informed.

(Reference: BCS Business Analysis Practice - Stakeholder Management, RACI Matrix)

NEW QUESTION # 26
When is the self-esteem of individuals affected by a change process usually at its lowest?

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

Answer: D

NEW QUESTION # 27
Which stage of the requirements engineering process precedes requirements validation?

- A. Requirements documentation
- B. Requirements management.
- C. Requirements analysis.
- D. Requirements elicitation

Answer: C

NEW QUESTION # 28
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