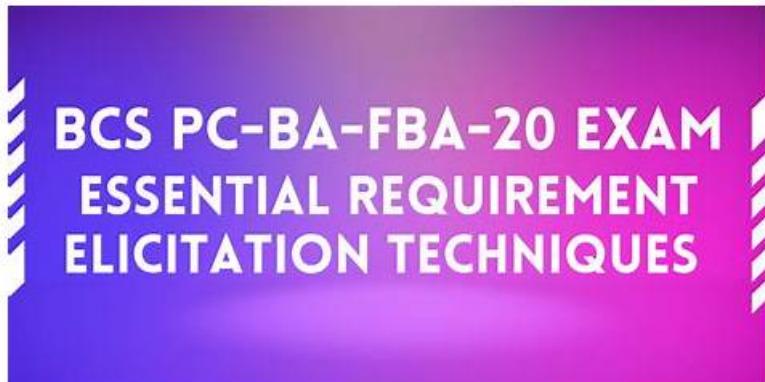


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## BCS Foundation Certificate in Business Analysis V4.0 Sample Questions (Q45-Q50):

### NEW QUESTION # 45

The table below shows the costs and savings associated with a project.

Item	Year 0	Year 1	Year 2	Year 3	Year 4
Hardware	£250,000	£0	£0	£0	£0
Software Acquisition	£75,000	£0	£0	£0	£0
Maintenance	£10,000	£11,000	£12,000	£13,000	£14,000
User Training	£5,000	£0	£0	£0	£0
<b>Savings</b>	<b>£40,000</b>	<b>£100,000</b>	<b>£100,000</b>	<b>£100,000</b>	<b>£100,000</b>

In which of the following years does the project break even?

- A. Year 4.
- B. Year 2.
- C. The project does not pay back within the four year period
- D. Year 3.

**Answer: A**

#### NEW QUESTION # 46

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

**Answer: A**

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 # 47

Which of the following are steps in the Isaksen and Treffinger's creative problem solving model?

- a. Mess Finding.
- b. Data Modelling.
- c. Process Finding.
- d. Problem Finding.
- e. Solution Finding.

a. Mess Finding.

- A. a, c, d and e.
- B. b, c and e.
- **C. a, d and e.**
- D. a, b, c and d.

**Answer: C**

#### **NEW QUESTION # 48**

The quantitative measures of performance that are used to track achievement of critical success factors are known as what?

- **A. Key performance indicators**
- B. Objectives
- C. Vision and strategy indicators.
- D. Balanced business scorecard

**Answer: A**

Explanation:

Critical Success Factors (CSFs) are the few areas in which an organisation must achieve consistently high performance to meet its mission and strategic goals. To monitor whether a CSF is being achieved, a BA defines quantitative measures of performance, which are known as Key Performance Indicators (KPIs). KPIs are the specific, measurable metrics used to track and assess the success of an activity or the progress towards an objective. For example, if a CSF is "Excellent Customer Service," a corresponding KPI might be "Average Call Waiting Time (less than 60 seconds)" - a clear, quantitative measure. While the Balanced Business Scorecard (D) is a framework that uses CSFs and KPIs, the specific quantitative measures themselves are the KPIs. Objectives (B) are the desired outcomes, not the measure of the outcome.

(Reference: BCS Foundation Certificate in Business Analysis / BCS Business Analysis Practice - Strategic Context, CSFs and KPIs) Here are the next five questions:

#### **NEW QUESTION # 49**

Which of the following roles would NOT form part of the project team in Requirements Engineering?

- A. Business analyst
- B. Software tester
- **C. Project sponsor**
- D. Project manager

**Answer: C**

Explanation:

The Project Sponsor is the senior executive or manager who owns the project, champions it, secures funding, and holds ultimate accountability for the benefits. While they are the most important stakeholder and sign off on the requirements, they are typically NOT an active, day-to-day working member of the project team responsible for executing the Requirements Engineering activities. The Project Manager (A), Business Analyst (C), and Software Tester (D) are all core, active members of the project team with specific roles in managing, defining, and validating the requirements, respectively.

(Reference: BCS Requirements Engineering - Roles in Requirements Engineering)

#### **NEW QUESTION # 50**

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