



# BCS Professional Certificate in Business Analysis Service Delivery

## Sample Paper

20 questions, which are a mixture of multiple-choice and multiple-response questions – 1 mark awarded to each question.

Multiple choice questions allow only one correct answer to be selected for 1 mark.

Multiple response questions require the candidate to select a number of correct responses for 1 mark.

Pass mark is 13/20

Time allowed: 45 minutes

1. A business analyst is working with a product owner to analyse the value proposition for a new highly configurable software package. The software has recently won a high-profile design award, and this release provides several features customers have requested.

Which value proposition attribute has **NOT** been considered?

**A** Functionality

**B** Quality

**C** Choice

**D** Image

2. Which of the following would **NOT** be a useful activity when developing a skills framework?

**A** Define BA Service portfolio

**B** Define activities and techniques for each BA Service

**C** Define geographical locations of the customers of each BA Service

**D** Define a service profile for each BA Service

3. Which **three** of the following elements are part of the Action Priority Matrix?

**A** Quick Wins

**B** Fill-ins

**C** Hard Slogs

**D** Urgent Projects

4. Which of the following elements is **NOT** part of the 3rd Wave Model of business analysis?
- A Advising
  - B Analysing
  - C Bridging
  - D Challenging
5. A Business Analysis leader is evaluating the adoption of business analysis standards across the organisation. Many business analysts have expressed personal preferences for the use of one business process modelling standard over another.
- Which of the following would be the outcome of adopting a standard approach in this area?
- A Diligence
  - B Consistency
  - C Flexibility
  - D Creativity
6. Which of the following is **NOT** a category of customer?
- A Technology customer
  - B Business customer
  - C Governance customer
  - D Development project customer

7. A Business Analysis Manager wants to encourage a focus on quality with an emphasis on self-review of business analysis outputs deliverables.

Which **two** quality management techniques will address this?

- A Demos
- B Quality log
- C The review triangle
- D Checklists

8. Which **three** of the following are categories from the eight types of waste?

- A Waiting
- B Non-used talent
- C Over-recruitment
- D Inventory

9. An agile development team includes a product owner and business analyst who are working together to identify and clarify user stories.

Which Business Analysis Service is being delivered?

- A Backlog Development
- B Requirements Definition
- C Requirements Gathering
- D Backlog Refinement

**10.** A team leader is reviewing several frameworks that may be used to support the development and performance assessment of the business analysis team. The team leader is thinking about the terms 'Hidden area' and 'Blind area' and how they apply to different team members.

Which of the following is the team leader considering?

- A** GROW model
- B** Johari Window
- C** Kahler's 5 drivers
- D** Performance Management Matrix

**11.** A job advert for a senior business analyst role states that applicants must have the following attributes:

- Experience of planning and running workshops
- Experience of creating and improving business process models

Which business analysis skill area do these attributes belong to?

- A** Professional Techniques
- B** Subject Matter Expertise
- C** Personal Qualities
- D** Business Knowledge

**12.** A Business Analyst has joined a new project team but has quickly realised that they do not have a software license to access the support tools other members of the team use for collaboration and documentation purposes. The business analyst's previous project team used a different support tool so the Business Analyst needs to request access to the new tool and learn how it is used.

Which issue has arisen within this organisation?

- A** Compatibility issues
- B** Tools not used
- C** Competing tools
- D** Tools used in limited way

**13.** A job advert for a business analyst role in a large financial service organisation mentions several skills including:

- Business case development
- Problem definition
- Analytical thinking

Which section of the T-shaped model do these skills belong to?

- A** Personal skills
- B** Specialist skills
- C** Professional skills
- D** Business skills

- 14.** A small team of Business Analysts are considering the question “How will we achieve the goals of the business analysis service in the medium to long term?”.

Which element of VMOST does this question address?

- A** Mission
- B** Objective
- C** Strategy
- D** Tactics

- 15.** A product owner has been presenting to a range of business representatives and has articulated several product attributes that are not core requirements for the product but represent additional optional features. These features have been suggested by other customers as enhancements to the product.

How would these be classified using the KANO model?

- A** Essential
- B** Desirable
- C** Performance
- D** Delighter

**16.** A Business Analysis Manager wants to ensure that the metrics used to track progress consider all aspects of the management of the BA Service. To do this, he applies the Balanced Scorecard. The BA Service team hold regular knowledge sharing sessions and the manager wants to set a target around the number sessions held per quarter.

What area of the Balanced Scorecard does this align to?

- A** Internal Processes
- B** Vision and Strategy
- C** Financial
- D** Learning and Growth

**17.** As part of a shared learning session, a business analyst in the team is providing feedback on a conference session he recently attended. A benefit of the topic discussed during the session is highlighted:

“It helps to ensure there is understanding and no misconceptions .”

Which of the following topics is being discussed?

- A** Active Listening
- B** Self-Awareness
- C** Emotional Intelligence
- D** Coaching



**18.** Which **two** of the following statements are advantages offered to a Business Analysis community of practice using templates?

- A** Increased flexibility
- B** Improved consistency
- C** Improved organisational identity
- D** Increased security

**19.** Which of the following is **NOT** an area of concern within the Adair Three Circles Model?

- A** Team: The BA community
- B** Portfolio: The BA projects
- C** Task: The BA service portfolio
- D** Individual: The BA skill set

**20.** A consultant sends a short update to their manager. They state that within the next week, they will work with the customer to define options for carrying out the consultancy engagement and agree activities and deliverables.

Which phase in the BA Consulting Cycle does this information concern?

- A** Contracting
- B** Diagnosing
- C** Action Planning
- D** Implementing

# Sample Paper Answers:

1	<b>B</b>
2	<b>C</b>
3	<b>A, B, C</b>
4	<b>B</b>
5	<b>B</b>
6	<b>A</b>
7	<b>C, D</b>
8	<b>A, B, D</b>
9	<b>B</b>
10	<b>B</b>
11	<b>A</b>
12	<b>C</b>
13	<b>C</b>
14	<b>C</b>
15	<b>C</b>
16	<b>D</b>
17	<b>A</b>
18	<b>B, C</b>
19	<b>B</b>
20	<b>C</b>