



# BCS Professional Certificate in Advanced Requirements Engineering

Specimen Paper V1.1  
October 2024

**Specimen paper only 20 multiple choice questions** – 1 mark awarded to each question.  
There are no trick questions.  
Multiple-choice questions allow only one correct answer to be selected for 1 mark.

Pass mark is [13/20]  
Time allowed [45 minutes]

**Copying of this paper is expressly forbidden without the direct approval of BCS,  
The Chartered Institute for IT.**

This professional certification is not regulated by the following United Kingdom Regulators  
- Ofqual, Qualifications in Wales, CCEA or SQA

## Scenario 1: To be used for Questions 1-9

Active Recruitment Ltd. (ARL) was set up in the early 2000s as a recruitment firm specialising in business management professionals.

The company has grown quickly and employs over 200 staff. Some of the growth has been through acquisition and the Executive Board has become aware that the company has become fragmented, with a wide range of recruitment standards and processes having been adopted. This has resulted in duplication of records and processing.

The Board feels that there needs to be an urgent review to define and deploy standard processes and procedures.

- 1 ARL has decided to appoint an enterprise architect, Louise Watson. Louise has decided to begin by collating the strategic information for ARL and looking at the value streams that comprise the work of the organisation.

Which of the architectural domains would she consider when doing this work?

- A Solution architecture.
- B Business architecture.
- C Infrastructure architecture.
- D Applications architecture.

- 2 The Head of Business Transformation for ARL, Gerry Herson, has decided to appoint one of the senior analysts to a role with responsibility for overseeing a group of projects aligned to the delivery of a specific set of business benefits.

Which of the following roles would have this responsibility?

- A Business Architect.
- B Programme manager.
- C Portfolio manager.
- D Project manager.

- 3 The ARL governance policies, procedures and regulations have been made available to all projects, and the enterprise architect has informed all IT staff that they must apply them to their projects. A new ARL business transformation project has just been initiated.

Where in the Terms of Reference for this project **SHOULD** these standards be recorded?

- A Resources.
- B Authority.
- C Constraints.
- D Objectives.

- 4 The project manager has decided to use a PERT estimation approach when estimating the analysis activity on the business transformation project. The estimates vary from **5 days** (optimistic) to **15 days** (pessimistic), and most likely is **7 days**.

What is the PERT estimate on this project?

- A 14 days.
- B 9 days.
- C 8 days.
- D 7 days.

- 5 ARL has an acknowledged cultural issue, which is that the organisation is highly informal and newer consultants find it difficult to understand what they should do in difficult situations.

The Head of Business Analysis has decided that the adoption of the cultural web will help with this and wants to consider the element at the heart of the cultural web as a first step.

Which element is this?

- A The stories.
- B The symbols.
- C The paradigm.
- D The power structures.

## Scenario 2: List of Requirements to be used for Questions 6-10

The initial requirements list for the ARL Business Transformation Project is shown below.

Requirement number	Description
1	The solution shall respond to a request for a customer contact details within 5 seconds of submitting the request.
2	The solution shall comply with the ARL branding and style guide.
3	The solution shall enable the use of screen reading software.
4	The solution shall record the contract details defined within the contract class on the ARL business transformation class diagram.
5	The solution shall allow registered customers to have access to the ARL standards and templates.
6	The solution shall comply with the ARL Technical Architecture.
7	The solution shall support the customer service capabilities on the ARL Business Capability Map.
8	The solution shall minimise the impact of any software failures on the day-to-day business operation.

- 6 In the requirements list for the ARL Business Transformation Project, which are general requirements?
- A 1 and 5.
  - B 2 and 7.
  - C 5 and 6.
  - D 3 and 4.
- 7 In the requirements list for the ARL Business Transformation Project, which is an accessibility requirement?
- A Requirement 1.
  - B Requirement 3.
  - C Requirement 5.
  - D Requirement 6.
- 8 In the requirements list for the ARL Business Transformation Project, which is a reliability requirement?
- A Requirement 1.
  - B Requirement 6.
  - C Requirement 7.
  - D Requirement 8.

- 9 It has also been recommended that ARL's project team make use of Jakob Nielsen's five quality components for defining usability.

Which of these is **NOT** one of these components?

- A Learnability.
- B Efficiency.
- C Memorability.
- D Reliability.

- 10 The Chief Operations Officer for ARL has raised a new requirement for the core application within the business transformation project. He has insisted that the system is accessible 24 hours a day, even though the offices are only open currently between 08:00 and 20:00. His rationale for this request is that this will future proof the solution, as there have been requests for longer opening hours, which will require longer access to the system.

Which category of non-functional requirement is this?

- A Robustness.
- B Availability.
- C Longevity.
- D Scalability.

- 11 Which of the following activities would be classified as quality control?

- A The lead BA has checked the class model produced by a junior BA for errors.
- B The junior BA has developed a set of acceptance criteria for each user story.
- C The BAs have developed a set of wireframes with the end users to clarify usability requirements.
- D The lead BA has coached the product owner in the use of MoSCoW.

- 12 Which of the following is **NOT** one of the services in the Business Analysis Service Framework?

- A Business process improvement.
- B Requirements definition.
- C Quality Assurance.
- D Business acceptance testing.

### Scenario 3: To be used for Questions 13-16

Extravagant Experiences Limited (EEL) organise premium experience days for businesses and their Chief Executive Officer (CEO) Toby Watkins has just commissioned a project to develop a new smartphone app for their customers. He has asked his Chief Information Officer (CIO) Astrid Karlsson to manage the project day-to-day on his behalf. Astrid has asked one of her senior product managers (Fabio Rossi) to take ownership of the product and ensure that it meets the needs and expectations of EEL customers. Kwame Owusu, a senior business analyst, has also been assigned to the project.

It has been agreed that the new app will be delivered incrementally over a number of releases. The goal for the first release is to enable customers to view details of their upcoming events and access any status updates (including communications from the EEL event manager). It is anticipated that the second release will focus on functionality to modify and cancel events.

- 13** During the workshop to initiate the new project, Fabio continually interrupted with jokes when Kwame was talking, and Astrid was periodically observed drawing on her notepad and gazing out of the window. Kwame, who was facilitating the workshop, and acting as the scribe, was only writing down some of the ideas that he agreed with on the flipchart.

Which of the following barriers to listening can be identified from scenario 3?

- A** Disrupting, comparing and daydreaming
  - B** Daydreaming, filtering and derailing.
  - C** Filtering, daydreaming and sparring.
  - D** Mind reading, filtering and daydreaming.
- 14** Kwame is prioritising the initial backlog of requirements for the first release of the new app using the MoSCoW prioritisation system. Two of the backlog items he is reviewing are as follows:

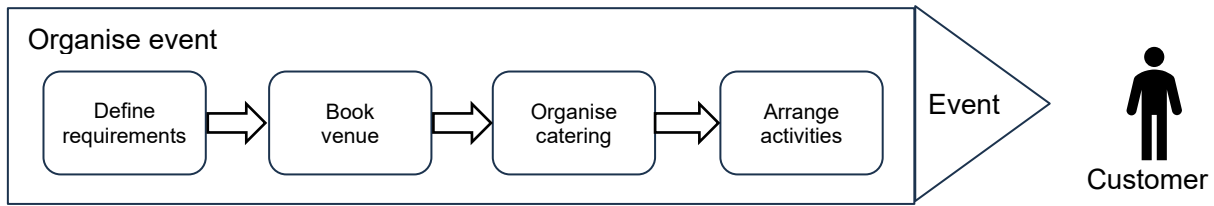
US1: 'As a customer I want to re-schedule an event for another date...'

US2: 'As a customer I want to receive messages from the event manager regarding my upcoming event...'

Which MoSCoW rating should be assigned to these backlog items?

- A** US1 = Could have, US2 = Should have.
- B** US1 = Want to have but won't have this time, US2 = Must have.
- C** US1 = Could have, US2 = Must have.
- D** US1 = Want to have but won't have this time, US2 = Should have.

- 15 The following is a value stream developed by Kwame to show the organisation of an event on behalf of a customer:



Which of the following would be a relevant capability in the realisation of this value stream?

- A Negotiate contract with venue.
  - B Place order for catering.
  - C Requirements Management.
  - D Organise event.
- 16 Kwame is considering using personas to help define customer experience requirements.
- Which of the following would be suitable to use as a persona in this context?
- A A member of the marketing team at EEL.
  - B A previous loyal customer.
  - C The Product Owner of the company website.
  - D Amy, a busy business professional looking to arrange an event for her team.
- 17 Which of the following is **NOT** one of the steps in the AEGIS Open Accessibility Framework?

- A Define accessible.
- B Design accessibility features.
- C Develop authoring tools.
- D Assistive technology.

- 18** Yongjin is a junior business analyst who has just started a new project that she knows very little about. She is meeting the project sponsor for a one-to-one interview where she hopes he will provide a broad range of background information about the project.

Which type of question should Yongjin use to commence the conversation?

- A** Closed.
- B** Probing.
- C** Open.
- D** Linking.

- 19** Ella has recently purchased her fourth car from the SCB Motors car dealership. She decided that she wanted to buy a car from the dealership again due to being impressed with the reliability of her previous vehicles and the level of customer service.

Which attributes of the car dealership's value proposition particularly influenced her purchasing decision?

- A** Availability and quality.
- B** Image/brand and relationship.
- C** Quality and functionality.
- D** Relationship and quality.

- 20** Which of the following techniques would be particularly suitable for the elicitation and documentation of business rules to help with the definition of access permission requirements?

- A** UML state machine diagram.
- B** Use Case diagram.
- C** Customer journey map.
- D** Business model canvas.

**- End of Questions -**



# BCS Professional Certificate in Advanced Requirements Engineering

## Answer Key

Question	Answer
1	B
2	B
3	C
4	C
5	C
6	B
7	B
8	D
9	D
10	B
11	A
12	C
13	B
14	B
15	C
16	D
17	B
18	C
19	D
20	A