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PC-BA-FBA-20 Exam

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Question 1. (Multi Select)

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

Correct Answer: A, C

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.

Question 2. (Single Select)

At a recent Board Meeting the Directors of an office fitting company ratified the company's mission as:

To meet or undercut all our competitors' prices'

Which of the following is MOST LIKELY to be the company's vision?

A: To offer the best value office fitting service

B: To reduce the cost of office fitting by 5%.

C: To increase the company's market share.

D: To be the premier office fitting company

Correct Answer: A

Explanation:

A mission statement defines the organization's purpose and primary objectives, often focusing

on what the organization does and how it operates in the present. In contrast, a vision statement outlines the long-term aspirations of the organization—what it aims to become in the future. The mission provided—"To meet or undercut all our competitors' prices"—is focused on price competitiveness, which is a tactical approach rather than a strategic aspiration.

Let's analyze each option:

A . To offer the best value office fitting service: While this aligns somewhat with the mission, it is more of a value proposition or operational goal rather than a visionary statement. It lacks the aspirational and long-term focus that defines a vision.

B . To reduce the cost of office fitting by 5%: This is a specific, measurable objective, but it is too narrow and tactical to qualify as a vision. Visions are broader and not tied to specific metrics.

C . To increase the company's market share: Increasing market share is a strategic goal, but it is still an intermediate step toward achieving something greater. It does not capture the overarching ambition of the company.

D . To be the premier office fitting company: This option reflects a long-term aspiration and aligns with the characteristics of a vision statement. It expresses the desire to achieve leadership and excellence in the industry, which is consistent with the mission of being competitive on price while aiming for a higher status.

According to the BCS Business Analysis Framework , a vision statement should inspire and guide the organization toward its ultimate goal. Therefore, D is the most appropriate choice.

Question 3. (Multi Select)

AlpmeTrails is a company that specialises in offering tailored walking holidays The company was set up by two people, who each own 50% of the business AlpineTrails books hotels, transport and equipment to create bespoke holidays for AlpineTrails customers.

An agreement was recently reached with WalkNation. a national walking organisation, for AlpineTrails to provide a number of special holidays for its members These will be branded as WalkNation Holidays AlpineTrails will be responsible for organising the holidays but WalkNation will undertake the marketing and booking of these special holidays for its members

As well as customers, which THREE stakeholder groups are represented in this scenario?

- A: Owner
- B: Partner
- C: Supplier
- D: Manager.
- E: Competitor

Correct Answer: A, B, C

Explanation:

To identify the stakeholder groups represented in the scenario, we need to analyze the relationships and roles described:

Stakeholder Groups in the Scenario:

Owner:The two founders of AlpineTrails, who each own 50% of the business, are clearly stakeholders as owners. They have a vested interest in the success of the business and its partnerships.

Partner:WalkNation is described as a partner organization that collaborates with AlpineTrails to offer special holidays for its members. This partnership involves shared responsibilities (marketing and booking by WalkNation, holiday organization by AlpineTrails).

Supplier:AlpineTrails books hotels, transport, and equipment to create bespoke holidays. These entities (hotels, transport providers, equipment suppliers) are suppliers to AlpineTrails and play a critical role in delivering the holidays.

Manager:While managers may exist within AlpineTrails, they are not explicitly mentioned in the scenario. Therefore, this group is not represented.

Competitor:Competitors are not mentioned or implied in the scenario, so this group is not represented.

Evaluation of Each Option:

A . Owner:The two founders of AlpineTrails are explicitly described as owners.**Conclusion:** This is a relevant stakeholder group .

B . Partner:WalkNation is explicitly described as a partner.**Conclusion:** This is a relevant stakeholder group .

C . Supplier:Hotels, transport, and equipment providers are implicitly described as

suppliers. Conclusion: This is a relevant stakeholder group .

D . Manager: Managers are not explicitly mentioned in the scenario. Conclusion: This is not a relevant stakeholder group .

E . Competitor: Competitors are not mentioned or implied in the scenario. Conclusion: This is not a relevant stakeholder group .

Question 4. (Single Select)

IT services has commissioned a new desktop PC replacement project that has been funded and running for three months, with a fully-engaged sponsor and programme manager appointed

The head of IT services has not been involved beyond the initial project start-up interviews and has not attended any of the project meetings

What position on the power interest and does the head of IT services currently occupy?

- A: High power or influence but low interest
- B: Some power and influence and some interest
- C: High power or influence and high interest
- D: Low power and influence but high interest

Correct Answer: A

Explanation:

To determine the position of the head of IT services on the power-interest grid , we need to evaluate their level of power/influence and interest in the project.

Key Considerations:

Power/Influence: The head of IT services holds a senior leadership role, which implies they have significant authority and influence over IT-related decisions and resources. This places them in the "high power" category.

Interest: Despite their authority, the head of IT services has not been actively involved in the project beyond the initial start-up interviews and has not attended any project meetings. This

indicates a lack of ongoing engagement or interest in the project's progress.

Evaluation of Each Option:

A . High power or influence but low interest: The head of IT services has significant authority (high power) but is disengaged from the project (low interest). Conclusion: This is the correct answer .

B . Some power and influence and some interest: This option suggests moderate levels of both power and interest, which does not align with the head of IT services' senior role and lack of involvement. Conclusion: This is not correct .

C . High power or influence and high interest: While the head of IT services has high power, their lack of attendance at project meetings indicates low interest. Conclusion: This is not correct .

D . Low power and influence but high interest: The head of IT services clearly has high power due to their senior leadership role, so this option is incorrect. Conclusion: This is not correct .

Final Recommendation:

The head of IT services occupies the position of high power or influence but low interest on the power-interest grid.

Question 5. (Multi Select)

A business case contains the following in its management summary:

'The recommended option meets the new regulatory requirements. It will ensure our products remain in the marketplace and be the first to receive compliance certification, which will enhance our reputation as the market leader

New business policies and processes will be introduced, which may temporarily reduce productivity. The action plan will be communicated to all staff at the next monthly meeting?

Which TWO categories of costs and benefits are described in this extract?

- A: Tangible costs
- B: Intangible costs.
- C: Tangible benefits

D: Intangible benefits

E: Irregular costs

Correct Answer: B, D

Explanation:

To identify the categories of costs and benefits described in the extract, we need to analyze the content carefully:

Extract Analysis:

"New business policies and processes will be introduced, which may temporarily reduce productivity":

This refers to a cost associated with implementing new policies and processes.

Productivity is an intangible factor because it cannot be directly measured in monetary terms.

Category: Intangible costs .

"It will ensure our products remain in the marketplace and be the first to receive compliance certification, which will enhance our reputation as the market leader":

This refers to a benefit related to maintaining market presence, achieving compliance, and enhancing reputation.

Reputation and market leadership are intangible factors because they are qualitative and not directly quantifiable in monetary terms.

Category: Intangible benefits .

Evaluation of Each Option:

A . Tangible costs:Tangible costs are measurable financial expenses (e.g., equipment, labor). The extract does not mention any specific financial costs.Conclusion: This is not relevant .

B . Intangible costs:The temporary reduction in productivity is an intangible cost.Conclusion: This is relevant .

C . Tangible benefits:Tangible benefits are measurable financial gains (e.g., increased revenue). The extract does not mention any specific financial benefits.Conclusion: This is not relevant .

D . Intangible benefits:Enhanced reputation and market leadership are intangible benefits.Conclusion: This is relevant .

E . Irregular costs:Irregular costs refer to one-time or infrequent expenses. The extract does not describe such costs.Conclusion: This is not relevant .



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