

Higher National Diploma in Information Technology

Second Year, Second Semester Examination – 2021

Short Notes - 2024

HNDIT4222 Business Analysis Practice

Questions with Answers

1. What is business analysis?

Business analysis is the practice of identifying business needs and determining solutions to business problems, involving the development of strategies, structures, policies, processes, and IT systems to achieve organizational goals.

2. Why is business analysis important for organizations?

It ensures that business needs are met efficiently and effectively, leading to improved organizational performance, better decision-making, and optimized processes, ultimately reducing project failures and increasing stakeholder satisfaction.

3. What can IT do to exploit business opportunities and enhance the portfolio of products and services?

The technology enables the development of information systems, but these often fail to meet the requirements of the business and deliver the service that will bring competitive advantage to the organization.

4. What is the Development of Business Analysis?

- The impact of outsourcing
- Competitive advantage of using IT
- Successful business change
- The importance of the business analyst
- The use of consultants

5. How does IT provide a competitive advantage to organizations?

IT provides a competitive advantage by enabling organizations to streamline operations, improve efficiency, and reduce costs. It facilitates faster decision-making through data analytics, enhances customer experiences with personalized services, and supports innovation by enabling the development of new products and services. Additionally, IT helps in automating routine tasks, freeing up resources for more strategic activities.

Explanation :**Example: Online Retailer****Improved Efficiency and Cost Reduction:**

Example: An online retailer uses IT for automated inventory management.

Explanation: By tracking stock levels in real-time, the retailer reduces overstock and stockouts, lowering storage costs and ensuring products are always available for customers.

Enhanced Customer Experience:

Example: A streaming service like Netflix uses IT to recommend shows.

Explanation: Personalized recommendations based on viewing history keep customers engaged and satisfied, increasing loyalty and viewership.

6. What role does IT play in enhancing customer satisfaction and loyalty?

IT enhances customer satisfaction and loyalty by enabling organizations to offer personalized and efficient services. Through customer relationship management (CRM) systems, businesses can gather and analyze customer data to understand their preferences and behaviors, leading to more tailored marketing and service strategies. IT also supports seamless omnichannel experiences, ensuring customers can interact with the brand consistently across various platforms, thereby increasing convenience and satisfaction.

7. Who is a Business Analyst?

A professional who analyzes an organization's needs, identifies problems, and proposes solutions, often serving as a liaison between stakeholders and IT teams.

8. What is a System Analysis?

Systems Analysis define exactly what data the IT system will record, the processing that will be applied to that data and how the user interface will operate.

(IT systems analysts are responsible for analyzing and specifying the IT system requirements in sufficient detail to provide a basis for the evaluation of software packages or the development of a bespoke IT)

9. What is the difference between System Analyst and Business Analyst?

Aspect	System Analyst	Business Analyst
Primary Focus	Technical systems and software solutions	Business processes and organizational needs
Role Objective	Design and implement IT systems to solve technical problems	Identify business needs and propose solutions
Key Responsibilities	<ul style="list-style-type: none"> - Analyze system requirements - Design technical specifications - Develop and test IT systems - Ensure system functionality and performance 	<ul style="list-style-type: none"> - Analyze business processes - Gather and document business requirements - Facilitate stakeholder communication - Recommend improvements to business processes
Skills Required	<ul style="list-style-type: none"> - Technical knowledge (programming, databases) - System design and architecture - Problem-solving in IT contexts 	<ul style="list-style-type: none"> - Analytical thinking - Communication and negotiation - Knowledge of business operations
Interaction with	<ul style="list-style-type: none"> - IT teams (developers, network engineers) - Project managers 	<ul style="list-style-type: none"> - Business stakeholders (managers, end-users) - Project managers
Typical Deliverables	<ul style="list-style-type: none"> - System design documents - Technical specifications - System prototypes 	<ul style="list-style-type: none"> - Business requirements documents (BRD) - Process models - Use case scenarios
Outcome Focus	Functional and efficient IT systems	Effective and efficient business operations
Methodologies Used	<ul style="list-style-type: none"> - Systems Development Life Cycle (SDLC) - Unified Modeling Language (UML) 	<ul style="list-style-type: none"> - Business Analysis Body of Knowledge (BABOK) - SWOT analysis, PEST analysis
Career Path	<ul style="list-style-type: none"> - IT Specialist - Software Architect 	<ul style="list-style-type: none"> - Management Consultant - Business Strategist
Example Scenario	Implementing a new software application	Reengineering a business process to improve efficiency

10. What is requirement gathering?

The process of collecting information about what stakeholders need from a solution, which is critical for defining the project scope and ensuring successful outcomes.

11. What are the different types of requirements?

Functional requirements (what the system should do), non-functional requirements (system qualities), business requirements (high-level business needs), and technical requirements (technical specifications).

12. The guiding principles for business analysis are:

- Root causes, not symptoms
- Business improvement, not IT change
- Options, not solutions
- Feasible, contributing requirements, not all requests.
- The entire business change lifecycle, not just requirements definition
- Negotiation, not avoidance

13. Do you think the business analysis is important for the organization? And Why

Yes, business analysis is crucial for organizations. Because,

1. **Aligns Business Objectives with IT Solutions:** Business analysis ensures that IT solutions align with business objectives, thereby maximizing the return on investment in technology.
2. **Identifies Business Needs:** Business analysts help organizations identify their true needs and problems, leading to more effective and efficient solutions.
3. **Improves Business Processes:** Through process modeling and analysis, business analysts can identify inefficiencies and suggest improvements, leading to optimized business processes.
4. **Enhances Decision Making:** By providing data-driven insights and thorough analysis, business analysts help management make informed decisions.
5. **Reduces Project Failures:** Proper business analysis helps in clearly defining project requirements and scope, reducing the risk of project failure.
6. **Increases Stakeholder Satisfaction:** By ensuring that stakeholder needs and expectations are understood and met, business analysts contribute to higher stakeholder satisfaction.

14. What is SWOT Analysis?

SWOT Analysis is a technique used to identify and analyze an organization's Strengths, Weaknesses, Opportunities, and Threats. This helps in strategic planning and decision-making by understanding internal and external factors that can impact the business.

15. What is Root Cause Analysis?

Root Cause Analysis (RCA) is a method used to identify the underlying reasons for a problem or defect. By determining the root cause, organizations can implement solutions that prevent recurrence, leading to long-term improvements.

16. What is Business Process Modeling (BPM)?

Business Process Modeling (BPM) is the graphical representation of a company's business processes or workflows. It helps in understanding, analyzing, and improving processes by visually depicting the steps and interactions involved.

17. What is a Feasibility Study?

A Feasibility Study assesses the practicality and viability of a proposed project or solution. It examines technical, economic, legal, operational, and schedule feasibility to determine whether the project is worth pursuing.

18. What is strategy?

Strategy is a plan of action designed to achieve long-term goals and objectives of an organization.

19. Why is strategy important for organizations?

Strategy provides direction and helps organizations allocate resources effectively to achieve their goals.

20. What is strategy development?

Strategy development is the process of defining an organization's direction and making decisions on allocating resources to pursue this direction.

21. How do organizations develop a strategy?

Organizations develop a strategy by assessing their goals, analyzing their internal and external environments, and determining the best course of action.

22. What is external environment analysis?

External environment analysis examines factors outside the organization that can impact its performance, such as economic, political, social, and technological factors.

23. Why is external environment analysis important?

External environment analysis helps organizations identify opportunities and threats in the market, allowing them to adapt and remain competitive.

24. What is an example of an external factor that can affect an organization?

An example of an external factor is a change in government regulations that could impact business operations.

25. What is internal environment analysis?

Internal environment analysis assesses the organization's internal resources, capabilities, and processes to identify strengths and weaknesses.

26. Why is internal environment analysis crucial for strategy development?

Internal environment analysis helps organizations understand their strengths and weaknesses, enabling them to leverage their strengths and address their weaknesses.

27. What is SWOT analysis?

SWOT analysis is a tool used to identify and analyze an organization's Strengths, Weaknesses, Opportunities, and Threats.

28. How is SWOT analysis conducted?

SWOT analysis is conducted by gathering data on the organization's internal and external environments and categorizing the findings into strengths, weaknesses, opportunities, and threats.

29. Can you provide an example of a strength identified in a SWOT analysis?

An example of a strength could be a strong brand reputation that gives the company a competitive edge.

30. What is an opportunity in a SWOT analysis?

An opportunity in a SWOT analysis is a favorable external factor that an organization can exploit to its advantage, such as a growing market for its products.

31. What is strategy execution?

Strategy execution is the process of implementing the strategies and plans to achieve the organization's objectives.

32. What are some common challenges in executing a strategy?

Common challenges include lack of resources, poor communication, and resistance to change.

33. How can organizations overcome challenges in strategy execution?

Organizations can overcome challenges by ensuring clear communication, providing adequate resources, and fostering a culture of adaptability.

34. What is strategy analysis?

Strategy analysis involves evaluating the effectiveness of a strategy and making necessary adjustments to ensure the organization remains on track to achieve its goals.

35. Why is continuous strategy analysis important?

Continuous strategy analysis is important because it helps organizations respond to changes in the internal and external environments and stay competitive.

36. How can organizations measure the success of their strategy?

Organizations can measure the success of their strategy by tracking key performance indicators (KPIs) and comparing them against their goals.

37. Can you give an example of a key performance indicator (KPI) used in strategy analysis?

An example of a KPI is the market share, which indicates the company's competitiveness in its industry.

38. What are the categories of Stakeholder's Identification?

The categories of stakeholders include customers, partners, suppliers, competitors, regulators, owners, employees, and managers. These categories help in understanding the various groups that have an interest in or are affected by the project.

39. How should stakeholders be identified in a project?

Stakeholders should be identified through a thorough analysis of the project context, considering who will be affected by or have an influence on the project. This involves creating a stakeholder list and categorizing them based on their relationship to the project and their potential impact.

40. What are the criteria for analyzing stakeholders?

Stakeholders are analyzed based on their level of interest in the project and their power or influence over it. This helps in prioritizing stakeholder engagement efforts.

41. How is the power/interest grid used in stakeholder analysis?

The power/interest grid is used to categorize stakeholders into four groups: high power/high interest, high power/low interest, low power/high interest, and low power/low interest. This helps in determining the appropriate level of engagement for each group.

42. What strategies are used to manage stakeholders?

Strategies include keeping stakeholders informed, managing their expectations, engaging them in decision-making processes, and addressing their concerns. The specific strategy depends on the stakeholder's position in the power/interest grid.

43. What are the key points in stakeholder management strategies?

Key points include understanding stakeholder needs, devising tailored communication plans, regularly reviewing and revising strategies, and ensuring active engagement of high-power/high-interest stakeholders.

44. What roles do team members play in managing stakeholders?

Team members are involved in identifying stakeholders, understanding their needs, managing expectations, and ensuring the project meets its objectives through effective stakeholder engagement.

45. What classifications are used for stakeholders' attitudes towards a project?

Stakeholders' attitudes can be classified as Champion, Supporter, Neutral, Critic, Opponent, and Blocker.

46. What is a RACI chart?

A RACI chart is a linear responsibility matrix that lists main products/deliverables and stakeholders, indicating their involvement using categories: Responsible, Accountable, Consulted, and Informed.

47. How are roles and responsibilities defined in a RACI chart?

Roles are defined as follows: Responsible (who does the work), Accountable (who is answerable for the work), Consulted (who provides input), and Informed (who is kept updated).

48. How can social media be utilized in stakeholder management?

Social media can be used to engage stakeholders, gather feedback, communicate updates, and manage relationships due to its broad reach and interactive nature.

49. What is the traditional view of a business organization ?

The traditional view of a business is based on the specialist functional areas such as sales, accounts, and operations. This is often documented on an organization chart showing departments and subdivisions, reporting lines, and staff.

50. What are the limitations of the functional view of an organization?

The functional view is predominantly internally oriented, ignoring the unofficial communication and cooperation between staff, and it is static, not showing what the business does over time in response to events such as customer requests.

51. What is the purpose of creating a high-level process map in an organization?

A high-level process map shows the end-to-end set of processes that convert inputs from suppliers to outputs for customers, helping to understand the overall operation and identify interdependencies between processes.

52. Why are business process models created?

Business process models are created to understand existing processes, train staff, ensure consistency, and identify weaknesses for improvement. They provide a detailed view of processes within a higher-level set.

53. Why is process measurement important?

Process measurement is crucial for assessing the performance of processes, identifying areas for improvement, and ensuring that changes lead to desired outcomes.

54. What is BPMN used for?

BPMN (Business Process Model and Notation) is a standard for business process modeling that provides a graphical representation for specifying business processes in a workflow.

55. How does Six Sigma relate to business process improvement?

Six Sigma is a methodology that uses statistical tools and techniques to improve the quality of processes by identifying and removing the causes of defects and minimizing variability.

56. What is gap analysis in business analysis practice?

Gap analysis in business analysis practice involves exploring the differences between the current state and the desired future state of business processes, systems, or competencies. It helps identify areas requiring attention and forms the basis for developing options for business change.

57. What are the three categories used to identify areas of concern during gap analysis?

- 1) Operating satisfactorily - no immediate action needed.
- 2) Some issues to be addressed - action required.
- 3) Not in place - urgent consideration needed.

58. What is the POPIT model used for in gap analysis?

The POPIT model is used in gap analysis to ensure that the analysis considers all required elements, including people, organization, processes, information, and technology.

59. What is the primary goal of formulating options in business analysis?

The primary goal of formulating options in business analysis is to develop feasible proposals for business change that are holistic, considering financial, business, and technological perspectives.

60. Define business architecture

Business architecture is a blueprint of the enterprise that provides a common understanding of the organization, which can be used to align strategic objectives and tactical demands.

61. What are the three primary objectives of a business architecture?

- 1) To promote organizational health by ensuring flexibility and agility in delivering change.
- 2) To help fulfill unrealized opportunities by reacting to external influences and identifying areas for transformation.
- 3) To aid organizational performance in a competitive marketplace by implementing best practices and focusing on areas delivering the most value.

62. What does a business capability model represent?

A business capability model represents the abilities that an organization needs to have in order to deliver value to customers, focusing on what the business should be able to do, rather than how it is done.

63. What is a value stream in business analysis?

A value stream in business analysis is an end-to-end collection of high level stages that create an outcome of value for a specific customer group, mapping the flow of value through the organization.

64. What are the key elements represented in a business architecture?

- | | |
|--------------------------|----------------------------------|
| 1) Business motivations | 4) Organizational business units |
| 2) Business capabilities | 5) Information concepts |
| 3) Value streams | |

65. What is a business case?

A business case is a key document in a business analysis project where analysts present their findings and propose a course of action for senior management.

66. When should a business case be produced?

A business case should be produced and revised throughout the project lifecycle, starting from the feasibility study to after the solution is deployed and benefits are realized.

67. What are the two types of options considered when putting together a business case?

The two types of options are business options, which explore what the proposed solution aims to achieve in business terms, and technical options, which consider how the solution is to be implemented.

68. What is the purpose of identifying options in a business case?

The purpose of identifying options is to explore various possible solutions to a business issue and evaluate which ones are worth examining further.

69. What are the three broad headings for assessing project feasibility?

- 1) Business feasibility
- 2) Technical feasibility
- 3) Financial feasibility

70. What is a PESTLE analysis?

A PESTLE analysis is a tool that examines the external environment of an organization to assess feasibility in terms of Political, Economic, Socio - cultural, Technological, Legal, and Environmental factors.

71. What is a force-field analysis used for?

A force-field analysis is used to consider the forces that will support or oppose the adoption of a proposed solution and ensure that positive forces outweigh the negative ones.

72. What are the typical elements included in the structure of a business case?

- | | |
|---|----------------------|
| 1) An introduction | 6) Impact assessment |
| 2) Management summary | 7) Risk assessment |
| 3) Description of the current situation | 8) Recommendations |
| 4) Options considered | 9) Appendices |
| 5) Analysis of costs and benefits | |

73. Why is it important to present benefits before costs in a business case?

Presenting benefits before costs increases the decision-makers' expectations and helps them appreciate the benefits before they are informed about the costs involved.

74. What are the four categories of costs and benefits?

- 1) Tangible and immediate
- 2) Tangible and longer-term
- 3) Intangible and immediate
- 4) Intangible and longer-term

75. What is a requirements catalogue?

A requirements catalogue is the central repository of information related to the identification, cross-referencing, and source of the requirements.

76. Why is it important to define requirements attributes?

Defining requirements attributes helps in managing, tracking, and validating requirements throughout the project lifecycle.

77. What is the purpose of a glossary in requirements documentation?

A glossary ensures that all stakeholders have a common understanding of key terms used in the requirements documentation.

78. How does the requirements catalogue assist in creating an audit trail?

The requirements catalogue documents each requirement's details, including its source and any changes, providing a clear audit trail.

79. What is a context diagram?

A context diagram shows the boundary of a system and its interactions with external entities.

80. Why are use case diagrams used in requirements documentation?

Use case diagrams provide an excellent overview of the functionality of the proposed software solution.

81. What is the role of a data model in requirements analysis?

A data model helps understand the data structure and business rules, facilitating the design and evaluation of the software solution.

82. What is the difference between functional and non-functional requirements?

Functional requirements describe what the system should do, while non-functional requirements specify how the system performs its functions.

83. What is the significance of requirements prioritization?

Prioritizing requirements ensures that the most critical needs are addressed first, optimizing resource allocation and project success.

84. What is requirements traceability?

Requirement's traceability tracks the relationship between requirements and other project artifacts to ensure that all requirements are met.

85. What are the two approaches to systems modelling discussed in this chapter?

Use case diagrams and class modelling from the Unified Modeling Language (UML), and entity relationship modelling.

86. What is a business use case diagram?

A business use case diagram shows the usage that stakeholders require of a system, providing a top-level view of the business processes.

87. What is the purpose of a system use case diagram?

A system use case diagram depicts the functions the IT system will provide and the actors involved in using those functions.

88. How does entity relationship modelling help in data modelling?

Entity relationship modelling helps identify and understand data items, group them into entities, and define relationships between entities.

89. What is an attribute in data modelling?

An attribute is a data item that the organization needs to keep, which is grouped into entities in the model.

90. Why is data modeling essential for IT systems?

It allows stakeholders to agree on the data to be recorded and retrieved, and provides the basis for database design.

91. What is encapsulation in class modelling?

Encapsulation is the principle where attributes in a class are hidden from other classes and accessed only through operations within the class.

92. What is generalization in UML?

Generalization is a concept where a class can have sub-categories, allowing shared attributes and operations to be inherited by subclasses.

93. How are associations between classes shown in class modelling?

Associations between classes are shown with lines connecting the classes, indicating how they interact and communicate.

94. What does multiplicity in class modelling indicate?

Multiplicity shows the business rules for associations, indicating the minimum and maximum number of instances in the relationship.

95. How can models be useful in Agile projects?

Models help the user community understand the scope and scale of the proposed system before development, and aid maintenance teams after delivery.

96. What are the main approaches to systems modeling ?

Use case diagrams and class modeling from UML, and entity relationship modeling from structured, data-driven approaches.

97. What is the difference between system and business use cases?

System use cases focus on IT system functionality, while business use cases represent what the entire business system needs to provide.

98. What is an entity in entity relationship modelling?

An entity is something that the organization recognizes and wishes to collect and store data about.

99. What is the purpose of attributes in an entity?

Attributes describe specific data items related to an entity that need to be recorded.

100. What is an example of a physical entity?

an Order , Customer.

101. What is the concept of inheritance in UML?

Inheritance allows subclasses to inherit attributes and operations from a generalized class.

102. What does the term "multiplicity" mean in UML class diagrams?

Multiplicity specifies the range of allowable instances in an association between classes.

103. Why is modelling considered useful in system maintenance?

Models help maintenance teams understand the system's scope, structure, and business rules, making it easier to manage and update.

104. How does the Agile approach view the use of models?

The Agile approach values working software over comprehensive documentation but acknowledges the usefulness of models for understanding and maintaining systems.

105. What are the key factors to consider when deciding how to deliver the requirements?

The key factors to consider when deciding how to deliver the requirements include context, lifecycle, approach, roles, deliverables, and techniques. These elements are essential to ensuring that the requirements are delivered effectively and efficiently.

106. What is the significance of the business change lifecycle in delivering business changes?

The business change lifecycle provides an overview of the stages required when analyzing, developing, and delivering business changes. It aligns IT systems development with broader business changes, ensuring that all aspects, such as new processes and revised job roles, are integrated into the delivery of the solution.

107. What are some common lifecycle models used in systems development?

Common lifecycle models used in systems development include the waterfall lifecycle, incremental delivery lifecycle, and iterative systems development. Each model has its own approach to gathering requirements and delivering solutions, with iterative development often using prototyping to evolve detailed requirements.

108. What are the key roles in the delivery of business change solutions?

The key roles in the delivery of business change solutions include those responsible for planning, analysis, documentation, and implementation. These roles must be clearly defined and filled to ensure successful delivery of the project.

109. What are the stages of the business change lifecycle?

- **Alignment:** Ensuring the organization's objectives and strategy align with the external business environment and internal policies.
- **Definition:** Analyzing the proposed business situation, uncovering root causes, recommending changes, and defining requirements.
- **Design:** Specifying, developing, and testing the solution, including business processes and supporting software.
- **Implementation:** Planning and preparing for the deployment of business changes.
- **Realization:** Reviewing predicted business benefits, identifying achieved benefits, and taking further actions for those not yet realized .

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