Time allowed: 2 Hrs 30 Min
Max Marks: 50

Roll No: _____

Instruction: Students are required to write Roll No on every page of the Answer Sheet. All other instructions on the question paper / notifications should be followed meticulously.

Sections	No. of Questions to attempt	Marks	Total Marks
A	Minimum 3 question with internal choices and CILO (Course Intended Learning Outcome) covered Or Maximum 6 questions with internal choices and CILO covered (as an example)	3*10 Or 6*5	30
B	Compulsory Case Study with minimum of 2 questions	20	20
			50

Section A

Q1. Explain the Business Process Management Lifecycle (BPM) and its benefits.

CILO 1

--OR ---

Q 1. Explain the Business Analysis Core Concept Model (BACCM) and its six core concepts. Also explain any 2 underlying competencies of a business analyst

CILO 1

Q2. Explain the Requirement analysis and design definition knowledge area? (10 marks)

Ensure that you include the following information:
a) List all tasks included in this knowledge area with a short description of each task.
b) Mention the input, output, elements used (for any 2 tasks)

CILO 2

--OR ---

Q2. Explain the Elicitation and Collaboration knowledge area? (10 marks)

Ensure that you include the following information:

a) List all tasks included in this knowledge area with a short description of each task.
b) Mention the input, output, elements used (for any 2 tasks)

CILO 2

Q3. Explain the Business Analysis Planning and Monitoring knowledge area? (10 marks)

Ensure that you include the following information:
c) List all tasks included in this knowledge area with a short description of each task.
d) Mention the input, output, elements used (for any 2 tasks)

CILO 3
------------------------------------OR ---

Q3. Explain the Strategy Analysis knowledge area? (10 marks)

Ensure that you include the following information:
e) List all tasks included in this knowledge area with a short description of each task.
f) Mention the input, output, elements used (for any 2 tasks)

CILO 3
Section B:

Case Study 1   **(10 marks)**
Autocars is an Indian automobile company specializing in trading of (buying and selling) of used cars. The company has plans to rapidly expand its business operations in new geographical locations. The company is exploring new ways of executing business operations using latest technologies to improve efficiencies and competitiveness. Autocars has partnered with ANZ Consulting to help them improve and automate some of the processes.

AS-IS Process
* Buyers have to either walk in to Autocar branch offices or call support team
* Buyer register their details in a paper-based form along with details of the vehicle they are looking for.
* The support team passes on the requirement to the sales team
* The sales team would search their repository (paper-based files) to find a match.
* If a match is found, buyer was informed of the same, usually after 1-2 weeks.
* Sales team schedules a test drive with the buyer.
* Buyer conducts the test drive
* If he likes the car, he negotiates the price with sales
* Sales communicates the negotiated price to seller
* If seller agrees, sales team organizes a meeting of both parties
* Buyer pays the final amount and seller exchanges car papers and keys.
* If the buyer does not like the car or negotiation on price is not successful, then sales team shows another car to buyer.
* If the sales team does not have a similar car in their repository, the enquiry is kept on hold.

This entire process takes between 1-2 weeks. Customers were unhappy with the time taken for every process and way things were handled by the staff.

Solution: ANZ Consulting recommended a solution which included building a online portal for the company which could facilitate trading of vehicles online. Customers will be able to search for vehicles anytime and find a vehicle of their choice. They could book a test drive online and also make payment for the selected vehicle online. Most of the processes were automated and could be performed independently by buyers themselves with minimum staff intervention.

Rahul is the business analyst from ANZ Consulting and you are expected to help him with some activities.

Q1. Rahul has to plan his business analysis activities. Help him identify which tasks he needs to perform for business analysis planning and which documents will be produced (outputs) from each of these tasks?

Q2. Based on the solution suggested by ANZ Consulting, he needs to create a To- Be (Future state) process steps describing how the company will operate when the new system takes over. Create bulleted list of process steps just like the AS-IS steps have been documented.

Q3. Which technique will be used by Rahul to visually represent the As-is and To-be states?

CILO 4

Case Study 2

Client onboarding is emerging as a major focal point for banks and financial institutions, which are grappling with evolving market dynamics, stiff competition, regulatory scrutiny and operational overheads. This area offers banks an opportunity to expand to new geographies, acquire newer and stronger businesses and establish themselves as best in class. Banks therefore need to streamline the onboarding process and offer a customized client service.

The client, a large investment bank had partnered with an IT consulting firm --ANZ Consultancy Services to revamp its client onboarding systems.

The Bank had the following goals:
- Reduce Costs
- Improve customer satisfaction ratings
- Reduce turnaround time for customers
- Improve staff productivity

Sara is the business analyst from ANZ Consultancy Services who will be responsible for end-to-end delivery of the system. Sara is in the process of understanding the current onboarding process. However, since the process is lengthy and complex, she is not able to understand even after multiple meetings with stakeholders.

Q1. Which elicitation technique/techniques you will recommend for Sara to use so that she can gather all the information required? Justify your answer.

Q2. Sara is in the process of verifying the requirements. Which characteristics of requirements should she check in order to determine that requirements are of acceptable quality? Explain significance of each characteristic.

CILO 4