



MOUNT ROYAL  
UNIVERSITY  
1910

Continuing Education  
and Extension

# Business Analysis Final Assessment

Student Information Guide

# 1.0 Business Analysis: Final assessment

The Business Analysis (BA) Final Assessment Paper is the final component in the Mount Royal University (MRU) BA Extension Certificate Program.

The intent of this paper is for students to incorporate BA fundamentals, principles and practices as well as to demonstrate the **practical application of the tools and techniques covered in the Business Analysis Certificate Program courses.**

## 1.1 High Level Summary of Final Assessment Paper Process:

(Each step is described in greater detail in subsequent sections):

1. Attend the BA Review & Preparation for the Final Assessment Paper course.
2. Register for the Final Assessment course and be assigned a course advisor / paper grader.
3. Select a problem or opportunity for study (and can elect to propose their topic to their advisor for feedback).
4. Complete the 20 page final assessment paper.
5. Submit the final assessment paper electronically via a dropbox on the Blackboard course website.
6. Course advisors grade the final assessment paper and provide students with a letter grade along with a summary of what the paper presented well, and areas for improvement.
7. Apply to Graduate.
8. Should the paper receive a grade of less than "C" (70%), the student will be eligible for a rewrite or can request a re-evaluation for a fee.

## 1.2 Detailed Summary of Final Assessment Paper Process:

### 1. Attend the BA Review & Preparation for the Final Assessment Paper course.

The BA Review and Preparation for the Final Assessment Paper course is a mandatory course in the Business Analysis Certificate Program. It is recommended that students attend this one day course in the semester immediately PRIOR to registering to write their final assessment paper in order to ensure that the content is “fresh” in their mind when writing their final assessment paper.

The emphasis in this course is on:

- Reviewing the sections of the final assessment paper to ensure student understanding of required content.
- Reviewing key tools presented throughout the Business Analysis Certificate program to assist the student in refreshing their knowledge and understanding.

### 2. Register for the “Final Assessment Paper” course and be assigned a course advisor / paper grader

Upon registering, you will receive a **Confirmation of Registration** in the mail. This receipt will include **IMPORTANT INFORMATION** for contacting your designated course advisor / paper grader. No other details about the paper itself will be sent to you in the mail or via email.

**Please Note:** if you register online, your Confirmation of Registration is displayed to you at the time of registration. Be sure to print/save a copy. No other confirmation will be sent to you. You can always access your course information, including your assigned advisor, through the MyMRU website. Look up your “Student Schedule/Bill” under the Student Resources tab.

At this point the student has registered to write their paper over the course of a semester. **The final date of the course indicated is the date on which your final assessment paper is due at 4:30pm.**

Communication with your assigned course advisor / paper grader via email is strongly advised as early as possible in the term. It is recommended you contact your advisor to discuss your choice of analysis. You are also encouraged to contact your advisor if you have any questions about the paper itself. Please maximize the time with your advisor by preparing specific questions beforehand and keeping conversations brief and on-topic. The advisor’s time for discussions is limited, as their primary role is to assess and grade the paper.

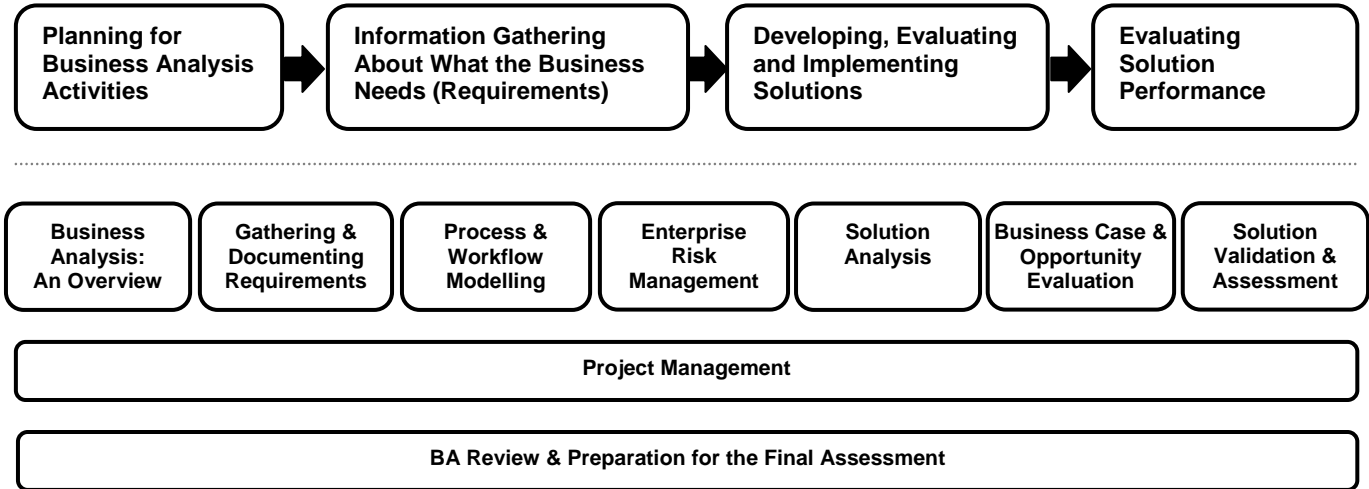
### 3. Select a problem or opportunity for study (and can elect to propose their topic to their advisor for feedback).

Students, (in consultation with their assigned course advisor / paper grader if the student desires), will be required to choose a subject for analysis. This subject should:

- Be a business problem or opportunity that does not yet have a pre-defined solution.
  - Topics using a personal scenario are permitted however the student must still demonstrate adequate complexity and analysis as well as application of the BA tools and techniques.
- Have sufficient scope and complexity to allow for the application of BA tools and techniques.

- Not too complex that it cannot be covered in the 20 page limit.
- Have a group of stakeholders from whom requirements can be gathered.
- Have multiple solution options (or at a minimum different levels of scope of implementation of the same option).

Please note the Business Analysis Life Cycle as presented throughout the Business Analysis Certificate (and keep in mind when selecting your paper topic).



#### 4. Complete the 20 page final assessment paper.

The latest version of this document can always be found at Mount Royal University's Continuing Education web site at [www.mtroyal.ca/conted](http://www.mtroyal.ca/conted) (follow the steps below) or under **Course Information** in the Final Assessment course on the Blackboard site.

1. Go to the Continuing Education website
2. Click Continuing Education Program Listing
3. Click on Business Analysis
4. Scroll down to find the Final Assessment course description
5. Click on the Final Assessment Student Guide link

**Students are responsible for ensuring that they have the most up to date requirements for the final assessment paper at the beginning of the term in which they are registered to write the paper.**

The final assessment paper must be:

- Created according to the sections outlined in the template provided and aligned with the grading structure.
- No longer than 20 pages (including all support materials and/or Appendices, but excluding any Table of Contents pages, title pages, white space).
  - For papers longer than **20 pages (letter size paper)**, marks will be deducted or the paper may be returned to the learner who will be asked to follow the rewrite procedure.

- In 10-12 point font-type with single line spacing for the main text. A larger size font for headings is encouraged and the use of 8-10 point font is acceptable in charts and tables.
- Developed using the section headings and content as provided in the Final Assessment Paper Grading section of this document – please note the amount of grades allocated to each section and adjust your efforts accordingly.



*The analysis referred to in the paper can be something already completed or currently underway however a strong word of caution that students should not submit a work document that was created in the past that has not been developed according to the guidelines and grading guidelines of this paper. The objective in the final assessment paper is to apply the presented BA approach, tools and techniques as reviewed in the business analysis certificate courses.*

As every topic will be different (depending on industry and company specific requirements for example), it is not possible to prescribe any specific tools that must be used when writing this paper. It is expected that appropriate tools and templates used throughout the MRU BA Certificate Program will be incorporated in your paper, demonstrating your understanding of how to apply the BA processes.



*Under NO circumstances can the student present a draft of their paper (or a section of the paper) to their course advisor for review and / or feedback prior to the submission deadline. This would be considered pre-grading and it strictly prohibited. Your course advisor's role is to discuss comments or questions as they arise, not to provide direct guidance with respect to the paper's development.*

### **5. Submit the final assessment paper electronically via a dropbox on the Blackboard course website.**

Once you have completed the Final Assessment Paper, you need to submit it to your instructor. Submission of the paper is now done electronically via the dropbox on Blackboard. **Paper submissions will no longer be accepted.** When you register for the Final Paper you are enrolled in the Final Assessment online course. From here, you can view various resources such as: past F.A. papers, forms / documents, and the most up-to-date version of this document.

The online F.A. paper course also includes a discussion board for general comments or discussions regarding the final paper with the other students registered. Your course advisor may also monitor the discussion, post comments or answers to frequently asked questions, but this is not their role. It is important to note that if you have a specific question for your advisor or regarding your paper, you should email them directly; the discussion board is not meant for this type of communication.



*Your Final Assessment paper must be submitted in PDF format. This is to ensure consistency in delivery.*

To submit your paper:

1. Click on the **Content** button
2. Select the **Final Assessment Dropbox**
3. Select the **Final Assessment Paper**
4. **Attach** your Final Paper (in **PDF format**) along with any comments
5. Click **Submit**

The **DEADLINE** for completing the Final Assessment paper is **4:30pm** on the last scheduled day of the course; which can be found on both your Registration Confirmation or online.

IMPORTANT: Learners are encouraged to submit their papers before the deadline. Late submissions will not be accepted and/or may have additional fees applied.

### **Please submit your final paper by the deadline!**

Students are permitted to submit their final assessment paper at any point throughout the term – there is no need to wait until the deadline if the paper is completed. Due to the availability of your course advisor, however, there may be a delay in getting your paper graded and returned to you.

6. **Course advisors grade the final assessment paper and provide students with a letter grade along with a summary of what the paper presented well, and areas for improvement.**

Students can expect to have their **letter grade** returned to them, **along with a summary of what the paper did well as well as where there was room for improvement, within 4 weeks of its submission.**

Students must receive a **letter grade of C** (minimum of 70% (70 points out of a possible 100 points) in the Final Assessment paper to successfully fulfill course requirements. Please refer to the Grading System information given later in this document for details on how the marks are awarded. Grade letters are shown in the table below.

<b>GRADE</b>	<b>SCORE</b>
<b>A+</b>	<b>98-100</b>
<b>A</b>	<b>94-97</b>
<b>A-</b>	<b>90-93</b>
<b>B+</b>	<b>86-89</b>
<b>B</b>	<b>82-85</b>
<b>B-</b>	<b>78-81</b>
<b>C+</b>	<b>74-77</b>
<b>C</b>	<b>70-73</b>
<b>F</b>	<b>&lt;69</b>

## 7. Apply to Graduate

If you achieved 70% (or a letter grade of C) or more on your paper, you must fill out an “Application to Graduate” form. In order to obtain your official Mount Royal Business Analysis Extension Certificate, you are asked to complete this form and submit it (mail, email, or fax) to the Program Assistant (address information will be provided online).

## 8. Should the paper receive a grade of less than “C” (70%), the student will be eligible for a rewrite or can request a re-evaluation for a fee.

Students are eligible for a rewrite if the grade received was less than 70% (or a letter grade of F). Students may only rewrite a paper a maximum of two times. Individuals who are unsuccessful on the second rewrite will be required to wait a year and/or re-take, or take additional, BA courses before applying to write again. Students are encouraged to contact the Program Coordinator to discuss options at that time. The fee for a rewrite is \$159. Only one rewrite can be requested per term.

## Final Assessment Paper Requirements and Grading System:

### PLEASE INCLUDE THE FOLLOWING COMPONENTS IN YOUR FINAL PAPER

The chart presented below represents the guideline from which your course advisor will be grading your paper.

**Your paper must be created using the section headings provided.**

Keep in mind the point value of each section in terms of the number of pages! NOTE: Each section is described in more detail following the chart below.

Sections	Section Marks	Section Components	Course Where Content is Primarily Covered
<b>Environmental Introduction</b>	<b>5</b>	<ul style="list-style-type: none"> <li>• Introduction to the environment within which the analysis is taking place.</li> </ul>	
<b>Business Analysis Plan</b>	<b>10</b>	<ul style="list-style-type: none"> <li>• Description of the business problem / opportunity.</li> <li>• Goals, objectives and outcomes of the business analysis.</li> <li>• Stakeholder analysis.</li> </ul>	Business Analysis: An Overview  Project Management: An Overview
<b>Requirements Plan</b>	<b>5</b>	<ul style="list-style-type: none"> <li>• How requirements will be captured.</li> <li>• How requirements will be documented.</li> <li>• How requirements will be presented and approved.</li> </ul>	Gathering & Documenting Requirements
<b>Requirements Gathering and Documenting</b>	<b>20</b>	<ul style="list-style-type: none"> <li>• Summary of output from requirements elicitation techniques.</li> <li>• Documented list of gathered requirements.</li> </ul>	Gathering & Documenting Requirements  Process & Workflow Modelling
<b>Solution Options and Solution Analysis</b>	<b>20</b>	<ul style="list-style-type: none"> <li>• Prioritizing requirements.</li> <li>• Identification of solution approaches and options.</li> <li>• Allocating requirements.</li> <li>• Benefit, Cost, and Risk Analysis.</li> <li>• Opportunity Evaluation.</li> </ul>	Solution Analysis  Process & Workflow Modelling  Business Case & Opportunity Evaluation  Enterprise Risk Management

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<b>Recommendation and Solution Validation Plan</b>	<b>10</b>	<ul style="list-style-type: none"> <li>• Presentation of recommendation solution option and summary of rationale.</li> <li>• A plan for solution validation and assessment.</li> </ul>	Solution Analysis Business Case & Opportunity Evaluation Solution Validation & Assessment
<b>Business Case</b>	<b>15</b>	<ul style="list-style-type: none"> <li>• Written for decision makers</li> </ul> <p><b>Summary of:</b></p> <ul style="list-style-type: none"> <li>• Problem / Opportunity</li> <li>• Solution alternatives</li> <li>• Cost, benefit and risk of each alternative</li> <li>• Opportunity evaluation</li> <li>• Recommendation</li> <li>• Implementation plan</li> </ul>	Business Case & Opportunity Evaluation
<b>Lessons Learned</b>	<b>5</b>	<ul style="list-style-type: none"> <li>• What you learned throughout this final assessment paper process.</li> </ul>	Solution Validation & Assessment
<b>Overall Paper Presentation</b>	<b>10</b>	<ul style="list-style-type: none"> <li>• Flow and building from one section to the next.</li> <li>• Appropriate presentation of tools and techniques.</li> <li>• Format.</li> <li>• Grammar, spelling.</li> </ul>	Solution Validation & Assessment BA Review & Preparation for the Final Assessment Paper
<b>TOTAL</b>	<b>100</b>	<b>Marks</b>	

## 2.0 Detailed Summary of Final Assessment Paper Section Requirements:

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### ENVIRONMENTAL INTRODUCTION

5 POINTS

The paper starts with the student introducing the environment for the analysis. The purpose of the section is to put into context where and when the analysis takes/took place. It should be aimed at someone who works in a totally different industry (which may be the case of the advisor / grader). This may include (but is not limited to) items such as:

- Home, Business, Charity, etc.
- Industry: IT, Oil & Gas, Education, Construction, etc.
- Department: Analysis, Finance, Strategic, PMO, Testing, etc.
- Past or Present.

The intent of this section is to leave the reader with a clear picture of the environment surrounding the problem / opportunity.

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### BUSINESS ANALYSIS PLAN

10 POINTS

The intent of a business analysis plan is to develop a roadmap for the business analysis activities. While in reality this plan would contain specific, assigned resources and estimates for tasks, for the purpose of the final assessment paper only the following **MUST** be included:

- Description of the business problem or opportunity to be solved / pursued:
  - Clear identification of why a change to organizational systems (people, process, and technology) or capabilities is required at this point in time
  - Problem or opportunity statement should drive what constitutes a potential solution as well as how solutions will be evaluated
- Business goals, objectives and desired outcomes:
  - Business goals = qualitative statements about the longer term
  - Business objectives = goals broken down into measurable components
  - Desired outcomes = desired end state required by stakeholders
- Scope of work:
  - What is in scope for analysis
  - What is out of scope for analysis
- Assumptions
  - What is assumed to be in true in order to proceed
- Constraints
  - Limitations placed on the initiative (generally of a time or resource nature)

- Identification and analysis of key stakeholders:
  - A reminder that stakeholders are NOT the same as team members but rather any individuals or groups that may be impacted by, or can impact, the initiative
  - Stakeholder should be mapped on a matrix according to their level of influence and impact
- Project team members
  - Who are directly working on the initiative
- High level review of business analysis steps to be performed
  - A brief, bullet point description of the work that will be completed

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## REQUIREMENTS PLAN

**5 POINTS**

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The requirements plan DOES NOT CONTAIN ANY ACTUAL REQUIREMENTS, but is the plan for *how* requirements will be captured and documented.

The plan MUST describe:

- A proposed process for eliciting requirements from defined stakeholders
  - Including a review of what elicitation techniques will be used. For example:
    - Workshops
    - Brainstorming
    - Focus Groups
    - Observation
    - User Stories
    - Interviews
    - Surveys
    - Document Analysis
    - Benchmarking
    - Rules Analysis
    - Use Cases
    - Process and Workflow Modelling Techniques
- A proposed process for documenting requirements as they are gathered
  - How requirements will be tracked and traced (Requirements Attributes Table creation, completion and management)
- A description of the end requirements deliverable(s) that will be produced for approval and sign off in order to baseline requirements
- A proposed process that will be used to review, approve and change requirements

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## REQUIREMENTS GATHERING AND DOCUMENTING

**20 POINTS**

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This section presents a summary of findings. While the requirements plan section above is the roadmap for how requirements are to be gathered and documented, this section refers to a summary of the actual results from the requirements gathering and documenting activities, but not an analysis of the results.

Students MUST include:

- A summary of the outputs of the elicitation techniques used. For example, if a survey was used then a description / example of the survey and a summary of the results would be expected. If a process map was created as an elicitation technique, then the process map should be presented and so on.
- A Requirement Attributes Table (or a portion of one due to space constraints) that demonstrates, in one place, the requirements that were gathered through the elicitation techniques used. The Requirements Attributes Table should at a minimum contain:
  - Business requirements
  - Stakeholder requirements
  - Solution requirements (e.g. functional / non-functional)
- The requirements should be categorized and prioritized (e.g. MoSCoW analysis) when presented in the Requirements Attributes Table.



*After this stage, it would be assumed that the requirements have been approved and baselined.*

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## **SOLUTION OPTIONS AND SOLUTION ANALYSIS**

**20 POINTS**

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In this section, the student is asked to take the requirements that have been gathered and develop potential solution options to solve the business problem / enable the pursuit of the objective.

Solution options should then be evaluated according to their benefits, costs, and risks; as well as through the use of opportunity evaluation techniques.

Remember, solutions are never “one” thing but rather packages of changes to the business system including processes, people and technology.

In this section the student MUST:

- Describe how solution options were identified. While there is no prescriptive methodology that students must use, the advisor must be provided with, at a minimum, a context with respect to how they were developed. Some suggestions include:
  - Utilizing multiple solution approaches (e.g. outsource, purchase, make)
  - Conducting capability gap assessments
  - Engaging in process analysis (value add analysis, cost analysis, five max method)
  - Creating different versions / scopes of the same option (for example one solution that addresses only the “must have”, another that addresses the “must haves” and some “should haves,” and a final all in option.
- Present a minimum of three solution options (maximum five)
  - The status quo or “do nothing” should be one of the options



make a decision; nothing more and nothing less. Ideally your business case will read as a succinct, to the point, summary of the conclusions from the previous sections of the paper.

This section MUST include:

- A definition of the problem / opportunity and its context
  - Describe how the solution option recommended solves the overarching business problem / seizes the opportunity (strategic context)
  - Describes why a change to organizational systems is required
  - Any applicable constraints or assumptions
- A description of the solution options
  - The status quo must be one of the options
- Summary of analysis of solution benefits, costs and risks (and opportunity evaluation techniques)
- Make a clear recommendation
- Present a high level implementation plan that describes to decision makers “what would happen next” if the recommendation was approved including key milestone descriptions and dates

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### LESSONS LEARNED

**5 POINTS**

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An important part of a business analyst’s role is to continually learn and improve. One of the best ways to do this is by means of lessons learned.

In this section, the student is asked to reflect on the preparation of their final assessment paper and describe what worked well, what didn’t, and how it could be improved for future business analysis initiatives.

For example:

- Were the techniques used appropriate? Could others have been used?
- Would you approach a similar problem / opportunity it in the same way in the future?



***This section is intended to be self-reflective. The advisor / grader will not be marking this section based on predetermined requirements but rather that the time has been taken to reflect on, and learn, from your experience. This section should be approximately one page in length.***

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**OVERALL PAPER PRESENTATION**

**10 POINTS**

Business analysts are often asked to present their work to their teams and / or to decision makers. The marks in this section are intended to evaluate the student's ability to:

- Communicate in written form as a business analyst
- “Build” and structure an analysis with flow from one section to the next
- Summarize conclusions, “take-aways” and “so whats” from analysis tools and techniques
- Present a recommendation
- Write in applicable business language and with appropriate spelling and grammar

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**TOTAL POINTS:**

**100 POINTS**

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## 3.0 FREQUENTLY ASKED QUESTIONS

**1. Question (Q): When should I apply for registration in the Final Assessment course?**

**Answer (A):** You should apply after you have successfully completed your nine (9) courses. It is advised you time your application for the Final Assessment so that you can start the paper once you have finished all nine (9) courses (see also the next Question and Answer below). You must complete the paper by the stated deadline date for the term in which you are registered.

**2. How long after finishing my ninth classroom course, do I have to apply for my Final Assessment?**

**A:** It is strongly recommended you apply to write your paper in the term following your last course. You will be permitted to register for the Final Assessment paper up to one year from the date you took your last course, that is, the ninth classroom course, in the program.

**3. Do I get my Mount Royal Business Analysis Extension Certificate automatically after I pass the Final Assessment paper?**

**A:** No, students must apply to receive their certificate. There is an “Application to Graduate” form available specifically for applying for your official Mount Royal BA Extension Certificate. Only after you have successfully met all the requirements for the Certificate, including completion of all nine courses **AND** passed the Final Assessment paper requirements, can you apply for the Certificate. The “Application to Graduate” form will be available in the online Blackboard Final Assessment course.

**4. Have learners failed the Final Assessment Paper?**

**A:** Yes, there are clearly defined requirements and if these are not met, the learner will not be successful in passing the Final Assessment.

**5. Can I submit the Final Assessment in a format besides PDF, like a MS Word document?**

**A:** As mentioned earlier in this document, the final assessment must be submitted online via the dropbox. Because the course advisor will only be viewing a soft (electronic) copy of your paper, it needs to be in a format that is not easily corrupted / manipulated and can be secured. A PDF (Portable Document Format) does exactly this. An MS Word document can lose or adjust formatting when shared between different users. We do not want to invite a situation where marks for presentation are lost based on the formatting of a paper that is the result of file sharing and through no fault of the student.

Also, there may be other programs used in the development of the final assessment paper (for example, Excel, Visio, etc.) that do not translate well to online distribution. It is not a reasonable expectation that the advisors / paper graders have access to all of the different programs that a student could use.

**6. Can I ask to be assigned to a specific course advisor/ paper grader?**

**A:** No. Each Final Assessment course advisor / paper grader is assigned papers on a rotational basis (depending on how many learners they have already been assigned and/or their availability). When your Final Assessment registration comes in, you are simply assigned to the next available course advisor / paper grader.

**7. Will the assigned course advisor / paper grader contact me or do I contact her/him first?**

**A:** The onus is on the learner to make the first contact with the assigned course advisor / paper grader, and it is recommended you do this as early as possible in the term. When you contact the advisor / paper grader, you should provide a brief (one to two sentences) outline of what your case will entail.

**8. If I ask a question on the discussion board, will my advisor answer it?**

**A:** No. If you have a specific question for the advisor you should contact them directly using their email address. Advisors should return emails within 48 hours of receipt. You can certainly ask questions on the discussion board, the advisor will monitor the discussion board periodically (once every two weeks), but their responsibility is not to field questions and concerns about your paper on the discussion board. The discussion board is for general comments and discussion about the paper, which can be fielded by other students in class. Discussion is completely optional. The Discussion Board may, however, be used by the advisor to address general concerns or feedback to the group as a whole.

**9. What is the role of my assigned course advisor/ paper grader?**

**A:** As early in the term as possible, it is strongly recommended that you send your assigned course advisor / paper grader a brief outline of the subject you have chosen so that they can ensure it will be a “suitable” subject to document for your Final Assessment paper (see the Answers to other Questions given later for more details on what constitutes a “suitable” subject). Also, as the work on your paper progresses, your advisor can be contacted via email or phone to answer your questions as required. However, the advisor / paper grader is not there to re-teach any of the BA course material or the application of business analysis.

Once your paper has been submitted, your course advisor / paper grader will review and evaluate it based on the criteria outlined in this document.

**NOTE:** The advisor does not “approve” your subject per se; she/he will be able to counsel you though, about whether or not the subject you are considering for your paper will be “suitable” for the requirements of the paper.

**10. Am I able to meet in person with my assigned course advisor / paper grader?**

**A:** No, since all necessary communication can easily be handled using email, there is no need for a face to face meeting to be held. Also, MRU does not contract the course advisors / paper graders to do this, nor would it even be feasible for them to meet with all

the Final Assessment learners in a given term, especially those who live outside the Calgary area.

**11. How much consultation time do I get with my assigned course advisor / paper grader?**

**A:** MRU is not able to mandate any particular length of time any specific course advisor / paper grader is available, but our goal is to ensure each learner is able to obtain the help she/he requires to complete the Final Assessment paper. It is important though, that you maximize the time with your advisor by ensuring you are well prepared before any contact and that you remain focused on the questions you need answered. Your assigned advisor will be able to guide you through difficulties you have in understanding the assignment.

In preparation for the Final Assessment course, you are also encouraged to ask questions in EACH of the nine core classes as you take them.

**12. May I ask for an extension if I am having difficulty completing the paper by the due date?**

**A:** In the information given earlier, it was stated that “Late submissions will not be accepted and/or may have additional fees applied.” How individuals navigate the demands of the Final Assessment is a reflection of their overall skills as a BA and how well they have integrated the information in the course material. Business Analysis includes planning for, and delivering on, commitments and the completion of the Final Assessment paper is no different. It is expected that learners will plan for and deliver their Final Assessment paper on or before the due date.

It is understood, though, there may be extenuating circumstances that arise which were totally unforeseeable. If this is the situation, it is important that the Program Assistant be contacted **as soon as possible** and advised of the specific circumstances that have arisen. Options to proceed can then be discussed.

**13. Must the subject I choose for my paper be a work-related subject?**

**A:** No, not necessarily, though it is often a lot easier if it is a work-related subject. It may also be prudent to choose a work related subject if your organization has paid for your courses. In any case, it should be a topic that requires a *business* solution and analysis, not merely a decision to be made.

**14. What resources should I be using to assist me with the Final Assessment?**

**A:** You are advised to review the Learner Manuals from all the courses in the MRU BA Certificate Program. You are welcome to use any other references or resources you may have access to within your organization, but must demonstrate application of the tools and techniques shown through the courses.

**15. Do I have to show evidence of application of ALL the process, tools and techniques shown through the nine courses?**

**A:** No. There is certainly not space within **20 pages** to include all such information. You are encouraged to use only those that apply specifically to your subject, and in some cases, only to a summary level.

The content material provided and the workshop exercises within the courses in the MRU BA Certificate Program will be an invaluable source for what information or documents you should include in your paper.

**16. Can you please clarify? Do the attachments I have in my Appendices count as part of the permitted 20 pages or is it 20 pages plus the pages in my Appendices?**

**A:** It may sound as if we are repeating ourselves here, but this specific question is very often asked! Just to emphasize again, if the page has content on it such as text, graphs, charts or diagrams, then it counts as a page within the limit of **20 pages**, regardless of where the page is located in your paper. The only pages that do NOT count within the **20 pages** are Title pages, Table of Content pages, and white space.

**17. In reality when I do analysis, I am not limited to 20 pages for all my documentation, so how can this limit of 20 pages be justified?**

**A:** It is agreed, there is usually no single BA document in reality that replicates the Final Assessment paper except possibly an analysis summary in preparation for a Business Case. In a "real" analysis, all documents are completed in whatever length or fashion is required by the specific analysis being undertaken.

The requirement of the **20 page** limit for the assignment is necessary because there needs to be a consistent way for all candidates to show evidence of their learning, regardless of the size of their chosen subject. Imposing this limit on the number of pages provides one way to fairly judge all papers using the same criteria.

Also, it would simply not be practical or even financially possible to "mark" the volumes of analysis that can be generated.

**18. Can I insert existing documents?**

**A:** It is very unwise to insert existing documents. They are very rarely in the format of, or provide the "describe and demonstrate" requirement of, the assessment and have caused students to lose marks. It may well be possible to copy elements of these documents and utilize them in the paper. Be careful that they do not affect the flow of the paper.

**19. When I am completing the business case section of the paper I feel as though I am repeating myself from previous sections in the paper – is that okay?**

**A:** The business case is meant to serve as a summary of the analysis that took place written for the purpose of communicating to decision makers. It should not have "new" content, but should be presenting content covered elsewhere in a very summarized, conclusion driven format.