

BETTER BUSINESS CASES FOUNDATION PRACTICE TEST (SAMPLE)

STUDY GUIDE



Prepare with structure. Pass with confidence



Copyright © 2026 by Examzify - A Kaluba Technologies Inc. product.

ALL RIGHTS RESERVED.

No part of this book may be reproduced or transferred in any form or by any means, graphic, electronic, or mechanical, including photocopying, recording, web distribution, taping, or by any information storage retrieval system, without the written permission of the author.

Notice: Examzify makes every reasonable effort to obtain accurate, complete, and timely information about this product from reliable sources.

SAMPLE

Table of Contents

Copyright	1
Table of Contents	2
Introduction	3
How to Use This Guide	4
Questions	5
Answers	8
Explanations	10
Next Steps	16

SAMPLE

Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

SAMPLE

- 1. When preparing a Business Case, what influences the preferred option according to the provided knowledge?**
 - A. The popularity of the option
 - B. The detailed assessment of costs and benefits
 - C. Political pressure on management
 - D. The comfort level of stakeholders
- 2. How does cost-benefit analysis support a business case?**
 - A. By providing a timeline for project execution
 - B. By comparing anticipated costs and benefits
 - C. By evaluating stakeholder interests
 - D. By assessing team performance
- 3. What is the result of a robust payment mechanism?**
 - A. It guarantees more funding
 - B. It simplifies the procurement process
 - C. It ensures clarity in service payment arrangements
 - D. It leads to lower costs overall
- 4. At which stage is the negotiated deal confirmed as affordable?**
 - A. Strategic case development stage
 - B. FBC (Final Business Case) stage
 - C. Initial concept stage
 - D. Operational phase
- 5. What do critical success factors help assess in project delivery?**
 - A. The financial return of the project
 - B. The successful delivery of a scheme
 - C. The stakeholder engagement levels
 - D. The market demand for project outcomes
- 6. How many options should be shortlisted for inclusion in the OBC?**
 - A. 2 options
 - B. 4 options
 - C. 6 options
 - D. 8 options

7. What elements are typically part of the 'implementation plan' in a business case?

- A. Financial forecasts and risk assessments
- B. Steps, timelines, resources, and responsibilities
- C. Market analysis and stakeholder feedback
- D. Cost projections and revenue estimates

8. What type of benefits should the project benefits register cover?

- A. Only financial benefits
- B. Only non-financial benefits
- C. Both financial and non-financial benefits
- D. Benefits solely related to stakeholder satisfaction

9. What does the budget statement represent?

- A. Projected income for the next year
- B. Resource costs over the life of the proposal
- C. Annual funding request
- D. Cost-cutting initiatives

10. Who are the members that can be optional on a Programme Board?

- A. Project Managers and Senior Responsible Owners
- B. Project Executives, corporate function representatives, and lead suppliers
- C. Business Case Managers and Stakeholders
- D. Advisory Committee Members and Risk Managers

Answers

SAMPLE

1. B
2. B
3. C
4. B
5. B
6. B
7. B
8. C
9. B
10. B

SAMPLE

Explanations

SAMPLE

1. When preparing a Business Case, what influences the preferred option according to the provided knowledge?

- A. The popularity of the option
- B. The detailed assessment of costs and benefits**
- C. Political pressure on management
- D. The comfort level of stakeholders

The preferred option in preparing a Business Case is heavily influenced by the detailed assessment of costs and benefits. This aspect is critical because it enables decision-makers to evaluate the financial viability and overall value of each option being considered. A comprehensive analysis of costs and benefits provides insight into how resources will be allocated and the potential return on investment, which is essential for justifying a project or initiative. In addition, this detailed analysis allows for informed comparisons between alternatives, ensuring that the decision is based on objective data rather than subjective factors. By focusing on tangible outcomes, organizations can align their decisions with strategic goals, ensuring they choose an option that delivers the best value. This emphasis on rigorous assessment addresses several key areas, such as financial forecasts, risk evaluations, and the impact on stakeholders, making it a foundational step in the business case process. Prioritizing the detailed assessment fosters credibility and substantiates recommendations made to stakeholders, facilitating greater acceptance and support for the chosen option.

2. How does cost-benefit analysis support a business case?

- A. By providing a timeline for project execution
- B. By comparing anticipated costs and benefits**
- C. By evaluating stakeholder interests
- D. By assessing team performance

Cost-benefit analysis is a fundamental component of a business case as it facilitates a systematic evaluation of the anticipated financial implications of a project or initiative. By comparing anticipated costs and benefits, organizations can make informed decisions about whether to proceed with a project. This analysis quantifies the expected expenses associated with project implementation against the projected benefits, which helps stakeholders understand the potential return on investment. This process allows decision-makers to weigh options more effectively, considering not only the monetary aspects but also the timing and likelihood of those costs and benefits materializing. A well-executed cost-benefit analysis offers critical insights that can significantly influence the approval or rejection of a business case, as it emphasizes the overall value that the project is expected to deliver. While evaluating stakeholder interests and assessing team performance are important aspects of project management, they do not directly relate to the financial justifications that typically underpin a cost-benefit analysis. Similarly, providing a timeline for project execution focuses more on planning rather than the direct financial evaluation central to a cost-benefit analysis.

3. What is the result of a robust payment mechanism?

- A. It guarantees more funding
- B. It simplifies the procurement process
- C. It ensures clarity in service payment arrangements**
- D. It leads to lower costs overall

A robust payment mechanism plays a critical role in ensuring that there is clarity in service payment arrangements. This clarity helps all parties understand what services are being paid for, the criteria for payment, and the timelines involved. When payment arrangements are clear, it minimizes misunderstandings and disputes between service providers and clients, leading to smoother transactions. Additionally, having clearly defined payment structures can also improve trust and confidence among all stakeholders, contributing to a more collaborative working environment. While other aspects like funding or costs may be influenced indirectly, the primary benefit of a robust payment mechanism lies in the clear agreements it fosters regarding service payments.

4. At which stage is the negotiated deal confirmed as affordable?

- A. Strategic case development stage
- B. FBC (Final Business Case) stage**
- C. Initial concept stage
- D. Operational phase

The confirmation of the negotiated deal as affordable occurs during the Final Business Case (FBC) stage. At this stage, a comprehensive analysis is conducted to evaluate the entirety of the project, encompassing financial assessments, risk evaluations, and the alignment of the project with strategic objectives. The FBC serves as a critical point where decisions are refined based on the detailed information collected throughout earlier stages, allowing stakeholders to ascertain whether the financial propositions and agreements made in the negotiation phase can be sustained and justified. This is essential for ensuring that the project will deliver value within the established budget and resource parameters before any commitment is finalized. In contrast, during the Strategic Case Development stage, strategies are being formulated, but financial confirmations are not yet made. The Initial Concept stage focuses on generating ideas and basic concepts without full financial analysis. In the Operational phase, the project has already been approved and is being executed, so affordability has already been determined prior to reaching this point.

5. What do critical success factors help assess in project delivery?

- A. The financial return of the project
- B. The successful delivery of a scheme**
- C. The stakeholder engagement levels
- D. The market demand for project outcomes

Critical success factors are essential elements that determine the success of a project, particularly in terms of its delivery. They provide a framework for identifying the key areas that must be focused on to achieve the desired outcomes efficiently and effectively. When assessing a project's delivery, critical success factors highlight the requirements and conditions that need to be met for the project to be deemed successful. This includes ensuring that all project objectives, timelines, and quality measures are achieved. By concentrating on these factors, project managers can monitor progress, make informed decisions, and implement necessary corrections in real-time, which ultimately enhances the likelihood of successful project delivery. In contrast, while financial return, stakeholder engagement, and market demand are important considerations in the broader project context, they do not specifically pertain to the actual delivery of the project itself. Financial return focuses on the profitability and cost efficiency, stakeholder engagement pertains to how well stakeholders are involved and satisfied, and market demand relates to external factors impacting the need for the project's outcomes. These aspects contribute to overall project success but do not directly assess the project delivery process.

6. How many options should be shortlisted for inclusion in the OBC?

- A. 2 options
- B. 4 options**
- C. 6 options
- D. 8 options

Shortlisting four options for inclusion in the Outline Business Case (OBC) is considered a best practice in project management. This number strikes a balance between having sufficient variety to explore viable solutions while also maintaining manageability in analyzing and comparing the options. When four options are presented, it allows stakeholders to evaluate a diverse range of solutions that may meet the project's objectives without overwhelming them or complicating the decision-making process. This approach helps to ensure that the chosen options are realistic and feasible, given the constraints and requirements of the project. Involving too few options might limit creative solutions, while too many could lead to confusion or analysis paralysis, where stakeholders struggle to choose among an extensive list. Thus, four options provide an optimal range for comparison and assessment in the OBC.

7. What elements are typically part of the 'implementation plan' in a business case?

- A. Financial forecasts and risk assessments
- B. Steps, timelines, resources, and responsibilities**
- C. Market analysis and stakeholder feedback
- D. Cost projections and revenue estimates

The implementation plan is a crucial component of a business case, as it outlines how the proposed initiative will be executed once approved. This plan typically includes steps, timelines, resources, and responsibilities, which are essential for ensuring that the initiative is delivered on time, within budget, and to the expected quality standards. Including specific steps helps in breaking down the project into manageable tasks, making it clearer what actions need to be taken, in what order, and by whom. Timelines add a crucial dimension, providing deadlines for each step and ensuring that all team members understand the scheduling aspects. Resources detail the material, financial, and human resources required for the successful completion of the project, allowing for adequate preparation and allocation. Finally, clear definitions of responsibilities ensure accountability among team members and stakeholders, promoting better collaboration and performance. In contrast, the other options focus on different aspects of business cases. Financial forecasts and risk assessments are important, but they primarily relate to the viability of the project rather than its implementation. Market analysis and stakeholder feedback provide insights for decision-making but do not define how the project will be executed. Cost projections and revenue estimates are vital for understanding the financial implications but do not delve into the practical steps necessary to put the project into action.

8. What type of benefits should the project benefits register cover?

- A. Only financial benefits
- B. Only non-financial benefits
- C. Both financial and non-financial benefits**
- D. Benefits solely related to stakeholder satisfaction

The project benefits register should cover both financial and non-financial benefits because a comprehensive understanding of benefits is crucial for effective project management and decision-making. Financial benefits typically include measurable outcomes such as cost savings, revenue generation, or return on investment. These are essential for understanding the economic impact of the project. Non-financial benefits, on the other hand, encompass a wider array of positive outcomes that may not be directly quantifiable in monetary terms, such as improved customer satisfaction, enhanced brand reputation, or increased employee engagement. By including both types of benefits, the project benefits register provides a holistic view of the potential impact of the project, allowing stakeholders to appreciate the full value it offers. By capturing both financial and non-financial benefits, the benefits register not only supports better planning and execution of the project but also aids in justifying the project through an all-encompassing evaluation of its impacts. This comprehensive approach enhances stakeholder confidence and investment in the project, leading to broader acceptance and support.

9. What does the budget statement represent?

- A. Projected income for the next year
- B. Resource costs over the life of the proposal**
- C. Annual funding request
- D. Cost-cutting initiatives

The budget statement serves as a comprehensive overview of resource costs associated with a proposal over its entire lifespan. This document encapsulates various expenses, including but not limited to personnel, materials, and operational costs, providing a detailed financial framework for the project. It is instrumental in helping stakeholders understand the financial commitment required and the justification for the resources allocated to achieve the project's objectives. By outlining costs over the project's duration, the budget statement ensures that all financial aspects are addressed, facilitating effective planning and allocation of resources throughout the life of the initiative. In contrast, focusing on projected income does not encompass the full spectrum of costs that the project will incur. An annual funding request might only capture year-to-year financial needs rather than the complete lifecycle costs. Cost-cutting initiatives, although relevant in the context of managing budgets, do not directly represent the financial resources that the project will require throughout its life.

10. Who are the members that can be optional on a Programme Board?

- A. Project Managers and Senior Responsible Owners
- B. Project Executives, corporate function representatives, and lead suppliers**
- C. Business Case Managers and Stakeholders
- D. Advisory Committee Members and Risk Managers

The members of a Programme Board typically include those who play critical roles in the oversight and governance of a program. The correct choice identifies individuals such as Project Executives, corporate function representatives, and lead suppliers as optional members of the Programme Board. This selection emphasizes that while these individuals can provide valuable insights and expertise, their presence is not mandatory for the functioning of the Programme Board. Project Executives usually have substantial authority and can be involved in decision-making, while representatives from corporate functions help in aligning the program with organizational goals. Lead suppliers, being external experts or key partners, can offer essential perspectives on delivery feasibility and resource constraints. In contrast, other options suggest members whose roles are more integral and essential to the Programme Board's operation, thus typically are not considered optional. For instance, Project Managers and Senior Responsible Owners are crucial for laying out and ensuring the achievement of project objectives. Likewise, Business Case Managers and stakeholders play foundational roles in developing and validating business cases. Advisory Committee Members and Risk Managers have specific responsibilities related to offering advice and managing risks which, while important, are often not designated as part of the primary Programme Board structure.

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://betterbusinesscasesfdn.examzify.com>

We wish you the very best on your exam journey. You've got this!

SAMPLE