



BCS

Exam Questions BAPv5

BCS Practitioner Certificate in Business Analysis Practice v5.0

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NEW QUESTION 1

A business case features a management summary, from which the following extract is taken:

??This proposal aims to consolidate our workforce into a single location with a fixed rental rate of £1600 per calendar month. This will be a phased move over three months to minimise disruption to our business, although it is accepted that there will be some loss of productivity in this period. On completion, it is expected that the staff will feel that they are in a stable environment, allowing greater flexibility in the way they work, and having more opportunities to communicate with each other.??

Which category of costs or benefits are not described in this extract?

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

Answer: C

NEW QUESTION 2

A project manager is discussing the activities on a Business Activity Model (BAM) with a group of Subject Matter Experts (SMEs). The SMEs confirm that the ??review feedback?? activity is triggered in the event that targets are not met, and on a quarterly basis when a report is automatically generated. The ??update supplier list?? activity is triggered when the supplier signs a contract.

How many of each type of business events are listed?

- A. 1 ?? internal, 2 ?? time-based.
- B. 2 ?? internal, 1 ?? external.
- C. 1 ?? internal, 1 ?? external, 1 ?? time-based.
- D. 1 ?? time-based, 2 ?? external.

Answer: C

NEW QUESTION 3

Why would a Business Analyst use a consensus Business Activity Model (BAM) in gap analysis?

- A. To assess how far the organisation's current activities support the desired situation
- B. To identify how the organisation should structure itself to support the desired situation
- C. To determine which activities in the desired situation are not financially feasible
- D. To establish which stakeholder views will not be reflected in the desired situation

Answer: A

NEW QUESTION 4

The management of a chain of hotels has decided that one of its critical success factors (CSF) is to 'provide excellent customer service' The below measures have been suggested.

Which THREE of these are appropriate key performance indicators (KPIs) for the CSF 'provide excellent customer service'?

- A. The number of customers who make use of their in-room mini bar
- B. The percentage of customers who use the leisure facilities
- C. The number of customers who complain.
- D. The percentage of customers who join the hotel loyalty scheme
- E. The percentage of customers who return

Answer: CDE

NEW QUESTION 5

You??re managing a project for a company developing new software. During the stakeholder analysis, you identify a group of employees that are outside of the business area and scope and have no interest in the project. Some of these employees are due to move into the project business area in 6 months?? time.

How would you plot this group on the Power/Interest grid?

- A. Low power and no interest.
- B. Some power and high interest.
- C. No interest and some power.
- D. High power and some interest.

Answer: A

NEW QUESTION 6

Alana has identified several issues in a process redesign project she is working on. including the following

- 1) The suggested changes to the business structure will affect our relationships with suppliers.
- 2) The proposed electronic data sharing with our suppliers will raise legal accessibility issues.

Which TWO elements of POPIT consider these issues?

- A. People
- B. Processes
- C. Organisation
- D. Information and technology
- E. Procedures

Answer: CD

NEW QUESTION 7

A business analyst working for a large, luxury home furnishings retailer has recall from one of their overseas buyers:

??Hi, I have recently returned from China, where I was searching for items for a new furniture range we are planning to release over the summer. The first thing I noticed was that you were not the first company looking to source these products from this market. By chance, I met a representative of HomeLux (one of our competitors). They told me that they had negotiated a very competitive price with the producers here ????

The business analyst is going to put together an analysis from this information. What can be identified from the email?

- A. Threat of new entrants, intensity of competitive rivalry, political factors.
- B. Bargaining power of buyers, industry competitors, threat of new entrants.
- C. Threat of substitute products, threat of new entrants, intensity of competitive rivalry.
- D. Bargaining power of buyers, bargaining power of suppliers, industry competitors.

Answer: D

NEW QUESTION 8

An airline has agreed that the following Key performance indicator (KPI) will help measure one of the airline's Critical Success Factors (CSFs) –customer service. The KPI is the percentage of customers rating our service as excellent in an independently administered customer survey.

In the current year, the performance objective associated with KPI is 70%. The airline, therefore, aims for at least 70% of customers rating its service as excellent. Which of the following activities in a Business Activity Model would establish whether the KPI and its associated performance objective is being achieved?

- A. Monitor customer satisfaction.
- B. Define customer satisfaction.
- C. Agree performance objective.
- D. Deliver customer service.

Answer: A

NEW QUESTION 9

A business case contains the following in its management summary:

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

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

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

- A. Tangible costs
- B. Intangible costs.
- C. Tangible benefits
- D. Intangible benefits
- E. Irregular costs

Answer: BD

Explanation:

A cost is an expenditure or sacrifice incurred or expected to be incurred as a result of a business change. A benefit is an advantage or improvement that is gained or expected to be gained as a result of a business change. Costs and benefits can be classified as tangible or intangible, depending on whether they can be measured in monetary terms or not. Therefore, options B and D are correct answers, as they describe intangible costs and benefits that are not easily quantified or valued. Intangible costs

include the temporary reduction in productivity due to the introduction of new business policies and processes. Intangible benefits include the enhancement of the company's reputation as the market leader due to being the first to receive compliance certification.

Option A is not a correct answer, as tangible costs are not described in the extract.

Tangible costs are those that can be measured in monetary terms, such as the cost of purchasing new equipment or hiring new staff. Option C is not a correct answer, as tangible benefits are not described in the extract. Tangible benefits are those that can be measured in monetary terms, such as the increase in revenue or decrease in expenses.

References: BCS Practitioner Certificate in BAP Specimen, page 20.

NEW QUESTION 10

Adiyan has been considering the feasibility of introducing a new payments method into his company. His draft report reads:

'The new payment method has not yet been widely adopted although it has the backing of all the big phone brands. Our current payments system will be upgraded next month to take payment as part of a scheduled release. This method of payment will be supported under our current license deal. Trials have shown that the technology will scale to our customer base and cyber security testing is encouraging.'

Which of the following is the BEST description of the areas of Technical feasibility mentioned in the report?

- A. Prove
- B. Compatible, Secure
- C. Scalable
- D. Timely, Compatible
- E. Secure, Scalable
- F. Reliable
- G. Compatible, Secure
- H. Architectural Alignment
- I. Timely, Reliable, Proven, Architectural Alignment

Answer: A

NEW QUESTION 10

Elizabeth is an external consultant who is helping a company streamline its process. She has not worked for this company before.

The managing director (MD) has explained that some of the line managers feel that this work is unnecessary, whilst others are concerned that their staff will be

made redundant as a result of her recommendations. He is keen for Elizabeth to get an understanding Elizabeth with an of organization staff and for the involve line manager in formulating potential improvements. The MD has provided Elizabeth with an organizational chart, detailing the business areas she needs to investigate, as well as the names of the line managers involved.

To understand the concerns of operational staff and line managers, which pair of techniques SHOULD she use first?

- A. Document analysis and mind maps.
- B. Observation and scenario analysis
- C. Business activity modeling and fishbone diagrams.
- D. Interviews and rich pictures.

Answer: D

Explanation:

The pair of techniques that Elizabeth should use first to understand the concerns of operational staff and line managers are interviews and rich pictures. Interviews are a way of eliciting information from stakeholders by asking them open-ended questions and listening to their responses. Interviews can help Elizabeth to explore the views, opinions, needs, and expectations of the staff and managers regarding the process improvement project. Rich pictures are a way of capturing complex situations in a visual form by using symbols, icons, cartoons, or diagrams. Rich pictures can help Elizabeth to illustrate the current problems and issues faced by the staff and managers, as well as their emotions and relationships. Option D is the correct answer.

NEW QUESTION 12

The following planning activity has been identified in a consensus BAM for a company that makes clothes:

'P4 - Define marketing strategy'

Which of the following is an enabling activity linked to this planning activity?

- A. Monitor sales.
- B. Define sales targets
- C. Advertise clothes
- D. Sell clothes

Answer: B

Explanation:

An enabling activity is an activity that supports or facilitates another activity within a business activity model. It helps to ensure that another activity can be performed or delivered effectively and efficiently. Therefore, option B is the correct answer, as it is an enabling activity linked to this planning activity. Define sales targets is an enabling activity linked to this planning activity, as it supports or facilitates defining marketing strategy. It helps to ensure that marketing strategy can be aligned with sales objectives and outcomes.

Option A is not a correct answer, as it is not an enabling activity linked to this planning activity, but a monitoring and control activity. Monitor sales is a monitoring and control activity that measures or evaluates another activity within a business activity model. It helps to ensure that another activity meets quality and performance standards and criteria. Option C is not a correct answer, as it is not an enabling activity linked to this planning activity, but a doing activity. Advertise clothes is a doing activity that produces or delivers

value or satisfaction for customers within a business activity model. It helps to achieve customer demand and satisfaction for products or services. Option D is not a correct answer, as it is not an enabling activity linked to this planning activity, but a doing activity.

Sell clothes is a doing activity that produces or delivers value or satisfaction for customers within a business activity model. It helps to achieve customer demand and satisfaction for products or services.

References: BCS Practitioner Certificate in BAP Specimen, page 40.

NEW QUESTION 16

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

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

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

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

Answer: A

NEW QUESTION 19

How would a business analyst make use of an agreed Target Operating Model (TOM) when carrying out a gap analysis?

- A. Examine each activity on the TOM to identify any deficiencies in the current activity.
- B. Identify and resolve activities on the TOM where there are conflicting stakeholder views.
- C. Use the TOM to define the stakeholders responsible for the future way of working.
- D. Examine the external environment to identify potential threats to activities on the TOM.

Answer: A

NEW QUESTION 20

The innovation center of accompany has created a new reporting tool. The senior management initially supported its introduction into the business; however. End users in one business area are unwilling to adopt the new tool, as they perceive that it is unnecessary.

One of the end users in this business area has been very vocal and has been rallying support from others through a corporate social media tool. End users In other business are also beginning to question whether they should adopt the tool and raising this issue with their managers.

The sponsor has fully supported the decision to go ahead with the new loot, but senior management is now questioning his decision, due to comments from the operational staff

How would the end users be classified on a power/interest grid?

- A. High interest, low power

- B. Some interest, high power
- C. High interest, some power.
- D. Low interest, some power

Answer: A

Explanation:

The end users are classified as high interest, low power on a power/interest grid. This is because they are directly affected by the new reporting tool and have a strong preference for not using it, but they do not have much authority or influence to change the project decision or outcome. Option A is the correct answer.

References:

How To Manage Stakeholders With a Power Interest Grid | Indeed.com UK

Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com

NEW QUESTION 25

The diamonds in the Double Diamond model represent the use of Divergent and Convergent thinking to do which one of the following?

- A. Deliver defined timeboxes.
- B. Identify one perspective.
- C. Identify timeboxes.
- D. Deliver the solution.

Answer: D

NEW QUESTION 27

A product manager has developed Business Activity Models (BAMs) with key stakeholders in their company. This is to support the Managing Director's initiative to bring a new product range into its shops. These BAMs provide differing perspectives for Finance, Marketing, Logistics, and Stores.

What should the product manager's next step be?

- A. Create a CATWOE for each stakeholder.
- B. Bring the stakeholders together to produce a consensus BAM.
- C. Ask the Managing Director which model they prefer.

Answer: B

NEW QUESTION 31

EcoBags is a company that designs and makes eco-friendly shopping bags for various clients. An Internal analysis of the business has revealed the following information about the company.

- a) Recent investment in new machinery will enable the company to continue its innovation programme
- b) Feedback from customers and an increase in sales suggests that Leo Bugs is recognised as a quality brand
- c) The number of staff currently employed in the company is sufficient to meet expected future growth
- d) The ability of EcoBags to respond quickly to new market demands has earned it an innovation award.
- e) The company has significant retained profits, which will help fund the innovation programme.

Which of these would be considered as 'tangible' resources in a resource audit?

- A. a, b and d.
- B. b, c, and e.
- C. a, c and e.
- D. c, d, and e

Answer: C

NEW QUESTION 35

A Business Analyst and a project Manager are producing a business case for an initiative, which aims to improve the cyber defense of a large financial services provider.

They met recently to review progress, and made the following notes for the next draft: The benefits of cyber will be described in quantitative terms, so we will need to describe these qualitatively.

We need to make it clear that we have fully explored the solution market, and we have considered a range of approaches to meeting the objectives of this project.

The threat posed to the organization from cyber attack, and therefore the justification for the project, needs to be clearly articulated.

Which of the following sets of elements of a business case will cover ALL of these points?

- A. Description of the current situation
- B. analysis of costs and benefits, options considered
- C. Impact assessment, analysis of costs and benefits, recommendations
- D. Recommendations, risk assessment, options considered
- E. Description of the current situation, impact assessment, risk assessment

Answer: A

NEW QUESTION 37

A company produces kitchens to order. Customers specify the design of the kitchen by using a computer-aided design tool, provided on the company's website. The tool allows customers to select products, such as cabinets and cookers, and place them into a floor plan of the kitchen that they have specified.

Once the customer confirms the design, an order is placed and the customer is given a planned installation date for the kitchen. The company orders the raw materials for the kitchen and the kitchen is built by its skilled carpenters. The customer can track the progress of the build on the Internet. If the kitchen is likely to be delivered later than originally promised, a control action is taken to bring it back on schedule.

A Business Activity Model (BAM) developed for the company has 'sell bespoke kitchens' as its doing activity.

Which of the following activities would be directly linked by a logical dependency arrow to or from this doing activity?

- A. Track build

- B. Define carpentry skills
- C. Determine range of products.
- D. Take control action

Answer: C

Explanation:

A logical dependency arrow on a BAM shows that one activity depends on another activity for its completion or initiation. In this question, the doing activity of ??sell bespoke kitchens?? depends on the planning activity of ??determine range of products??, as the customers need to select products from a predefined range when they design their kitchens. Therefore, option C is the correct answer.

References:

Types of Events: The Ultimate Guide with Examples | Social Tables

Business events overview - Finance & Operations | Dynamics 365

NEW QUESTION 39

Which TWO of the following descriptions apply to a Business Activity Model (BAM)?

- A. Multiple BAMs COULD be created to reflect different perspectives.
- B. The owner should ALWAYS choose the final BAM
- C. NORMALLY a consensus BAM will be produced
- D. The activities are MOST LIKELY to be shown in boxes
- E. Dependencies between the activities are NOT shown

Answer: AD

Explanation:

A Business Activity Model (BAM) is a technique for modelling business activities within an organisation or project at a high level of abstraction. It helps to understand what an organisation does, how it does it, who does it, where it does it and why it does it. Therefore, options A and D are correct answers, as they apply to a BAM. Option A applies to a BAM, as multiple BAMs could be created to reflect different perspectives of different stakeholder groups within or outside the organisation or project. A BAM is not a single or definitive representation of the business activities, but a subjective and contextual view that depends on the purpose and scope of the analysis. Option D applies to a BAM, as the activities are most likely to be shown in boxes in a BAM. A BAM is typically represented as a diagram that consists of boxes and arrows. The boxes represent the high level activities that the organisation performs or delivers, and the arrows represent the flow or sequence of the activities. Option B does not apply to a BAM, as the owner should not always choose the final BAM. The owner is one of the stakeholder groups that may have a perspective on the business activities, but not the only or ultimate one. The final BAM should be agreed by all relevant stakeholder groups based on their needs and expectations. Option C does not apply to a BAM, as normally a consensus BAM will not be produced. A consensus BAM is a BAM that reflects a common or shared perspective of all stakeholder groups within or outside the organisation or project. A consensus BAM is not realistic or desirable, as different stakeholder groups may have different or conflicting views on the business activities. Option E does not apply to a BAM, as dependencies between the activities are shown in a BAM. Dependencies between the activities are the relationships or connections that indicate how one activity affects or influences another activity. Dependencies between the activities are shown by the arrows in a BAM diagram

References: BCS Practitioner Certificate in BAP Specimen, page 43.

NEW QUESTION 44

A group of stakeholders at FlyMe travel operators are in a meeting to discuss the Business Activity Model (BAM) for a new subsidiary business. They are planning to launch a new offering, which will offer flight bundle?? packages for organization that regularly need to send their staff overseas. The following activities have been identified so far:

- a) Monitor flight bundle' sates
- b) Sell "night bundles"
- c) Determine demand amongst existing customers
- d) Identify potential airline earners
- e) Determine 'flight bundle' locations,
- f) Define bundle pricing.

Although the Operations Director for FlyMe is supportive of the new business proposition, she is not entirely convinced there is a gap in the market, nor is she confident that the idea will be profitable.

With these concerns in mind, which planning activities will she be keen to ensure are discussed before the meeting ends?

- A. c and f
- B. c and f
- C. a,
- D. d and e.
- E. b, d and e

Answer: A

NEW QUESTION 45

A company has decided to change one of its financial Key Performance indicators (KPIs). It has traditionally measured profit through its gross profit margin, however, it now wishes to measure It through it Return on Capital Employed (ROCE).

The following activities are on the consensus Business Activity Model (BAM)

- a) Take control action
 - b) Monitor performance targets
 - c) Define performance targets.
 - d) Define target customers
- Which of these would the event 'amend KPI?? affect?

- A. c only.
- B. a only.
- C. b, c and d.
- D. b and d.

Answer: A

NEW QUESTION 46

A proposed new business model requires the following:

- Changes in the style and structure of the organisation.
- Improvements in the accessibility of systems.
- Better alignment with the existing data architecture.

Which two elements of the POPIT™ model consider these requirements?

- A. Processes.
- B. People.
- C. Information and Technology.
- D. Organisation.
- E. Infrastructure and Technology.

Answer: CD

NEW QUESTION 47

PopUp Packaging is applying design thinking to a new project. In researching techniques to support this activity, it has come across divergent and convergent thinking.

Which stage of the Design Thinking Process should divergent and convergent thinking benefit?

- A. Create.
- B. Define.
- C. Empathise.
- D. Ideate.

Answer: D

NEW QUESTION 52

Marketing is primarily concerned with the 4Ps: product, promotion, price and price. The institute of Analysis (IoA) offers qualification in system analysis. A number of interviews have been held with senior stakeholders, including the marketing Manager. Here are two five of the activities that have been identified by stakeholders:

- a) Agree new qualifications.
- b) Upgrade the website.
- c) Recruit new examiners.
- d) Register candidates.
- e) Analyze website activity.

Which of these activities would reflect the business perspective of the Marketing Manager of the IoA?

- A. d and e.
- B. b and e
- C. a, c and d
- D. b, c and e

Answer: B

NEW QUESTION 53

The business case for project XCON has been signed off and money has been allocated. The business analyst on the project wants to understand who the stakeholders are. how much authority they have, and how much involvement they want in the project so that a stakeholder management plan can be created.

Which technique SHOULD the business analyst use to gain this understanding?

- A. CATWOE
- B. Power / Interest Grid.
- C. RACI chart
- D. Resource audit

Answer: B

Explanation:

A Power / Interest Grid is a technique for analysing and managing stakeholders based on their level of power and interest in an organisation or project. It helps to identify who are the key stakeholders and how they should be engaged and communicated with. Therefore, option B is the correct answer, as a Power / Interest Grid would help the business analyst to gain an understanding of who the stakeholders are, how much authority they have, and how much involvement they want in the project so that a stakeholder management plan can be created. A Power / Interest Grid would help to classify stakeholders into four categories based on their level of power and interest: high power, high interest; high power, low interest; low power, high interest; low power, low interest. A Power / Interest Grid would help to determine different stakeholder management strategies for each category: active and constant management; keep satisfied; keep informed; watch. Option A is not a correct answer, as CATWOE is not a technique for analysing and managing stakeholders based on their level of power and interest. CATWOE is a technique for exploring stakeholder business perspectives by identifying six elements:

Customer, Actor, Transformation, Worldview, Owner and Environment. It helps to understand how different stakeholders perceive a business situation or problem and what they expect from a solution. Option C is not a correct answer, as RACI chart is not a technique for analysing and managing stakeholders based on their level of power and interest. RACI chart is a technique for defining roles and responsibilities of stakeholders in relation to tasks or activities within an organisation or project. It helps to identify who are Responsible, Accountable, Consulted or Informed for each task or activity. Option D is not a correct answer, as resource audit is not a technique for analysing and managing stakeholders based on their level of power and interest. Resource audit is a technique for identifying and evaluating the resources that an organisation has or needs to achieve its objectives. It helps to assess the availability and quality of an organisation's resources, such as human, physical, financial and intangible resources.

References: BCS Practitioner Certificate in BAP Specimen, page 39.

NEW QUESTION 58

A business analyst has been carrying out investigations into a problem situation. However, it is clear to the business analyst that, even after a number of interviews with individual stakeholders, some stakeholder's views still conflict.

Which investigation technique SHOULD be used to resolve the conflict and gain a consensus?

- A. Scenario analysis.
- B. Questionnaire
- C. Observation
- D. Workshop

Answer: D

NEW QUESTION 62

As part of the alignment stage of a business change, an IT technician is investigating the usage of the current IT system, with a view to proposing automation for frequently used activities. They have made the following notes:

- 40 new entrant forms are completed per week.
- Low response rates totalling 35%.
- There are 7 redundant data items on the forms.
- On average, users indicate that they score the user interface design 2.4 out of 5. Which investigation techniques did the IT technician use?

- A. Surveys and Document Analysis.
- B. Workshops and Interviews.
- C. Scenario Analysis and Observation.
- D. Interviews and Surveys.

Answer: A

NEW QUESTION 64

The below statements have been made about the consensus Business Activity Model (BAM). Which THREE of the statements are TRUE?

- A. A conceptual model
- B. Shows who undertakes the business activities
- C. Shows the logical sequence of process steps
- D. Forms the basis of subsequent gap analysis
- E. Describes a stakeholder's perspective on what the business does

Answer: ACD

NEW QUESTION 65

Imani has been asked to prepare a SWOT analysis for her company, which sells van insurance. Her investigation has revealed that

The company is a UK-based company which sells insurance in the UK and Ireland. The recent increase in home shopping has led to a corresponding increase in delivery drivers and vehicles across both markets. However, the call centre, which serves both markets, has not been able to deal with the large influx of calls. This has resulted in it being unclear whether in the longer term the call centre capacity needs to be expanded due to customers moving to digital channels and new regulatory hurdles, following Brexit, to trading in Ireland.

Which THREE of the following SHOULD be included in the SWOT analysis?

- A. Opportunity
- B. Weakness
- C. Threat
- D. Strength
- E. Technology

Answer: ABC

Explanation:

A SWOT analysis is a technique for identifying and evaluating the strengths, weaknesses, opportunities and threats that affect an organisation or project. It helps to assess the internal and external factors that influence the performance and potential of the organisation or project. Therefore, options A, B and C are correct answers, as they should be included in the SWOT analysis for the company that sells van insurance. They describe different types of factors that affect the company's situation and prospects. Option A describes an opportunity, which is a favourable or advantageous circumstance or situation that arises from the external environment and that can be exploited to achieve the objectives of the organisation or project. An example of an opportunity is the increase in home shopping, which has led to an increase in delivery drivers and vehicles across both markets. This creates a potential demand for van insurance that the company can cater to.

Option B describes a weakness, which is a negative or unfavourable characteristic or situation that arises from the internal environment and that can hinder or prevent the achievement of the objectives of the organisation or project. An example of a weakness is the inability of the call centre to deal with the large influx of calls, which may result in poor customer service, dissatisfaction and loss of business. Option C describes a threat, which is a harmful or adverse circumstance or situation that arises from the external environment and that can endanger or damage the achievement of the objectives of the organisation or project. An example of a threat is the new regulatory hurdles following Brexit, which may affect the company's ability to trade in Ireland and reduce its market share and revenue.

Option D is not a correct answer, as strength is not a factor that has been discovered in the investigation for the SWOT analysis. A strength is a positive or favourable characteristic or situation that arises from the internal environment and that can facilitate or enhance the achievement of the objectives of the organisation or project. Option E is not a correct answer, as technology is not a type of factor that can be included in a SWOT analysis.

Technology is an aspect of the external environment that can affect an organisation or project positively or negatively, depending on how it is used or adapted to.

References: BCS Practitioner Certificate in BAP Specimen, page 34.

NEW QUESTION 66

The following is an excerpt from a job advert for a Business Analyst:

"We are seeking an experienced Business Analyst to assist us in the development of formal written proposals, detailing the cost and benefit of proposed business initiatives. The successful candidate should be able to use a variety of methods to explore and define complex situations. Experience of producing blueprints in terms of processes, management structures, culture and people would be highly advantageous. Based on the extract, what are the competencies required for this role?"

- A. Subject matter expertis
- B. Investigation techniques, Business architecture.
- C. Domain knowledg
- D. Business modelin
- E. Gap analysis.
- F. Business case developmen
- G. Business modeling, Requirements engineering
- H. Business case developmen
- I. Investigation technique
- J. Business architecture

Answer: D

NEW QUESTION 71

A business case features a management summary, from which the below extract is taken:

??The new approach will incur significant investment in terms of software licenses and annual maintenance fees, which will not be negotiable until year four of the proposal. We will research competing suppliers in the marketplace at end of year three, the supplier will, therefore, be likely to offer a reduced price for year five and beyond. However, we are convinced that the selected option is the right one. It will give us a competitive edge as a result of improved management information, in addition to the boost it will give to our image with our established customers."

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

- A. Tangible costs, intangible benefits.
- B. Tangible benefits, intangible costs
- C. Intangible benefits, intangible costs
- D. Intangible costs, tangible benefits

Answer: D

NEW QUESTION 73

A large retail company has asked a business analyst to investigate a problem with declining sales

Which of the following techniques is the business analyst MOST LIKELY to use to identify underlying causes of this problem?

- A. Customer journey maps
- B. Scenario analysis
- C. Use case diagram
- D. Business Activity Model

Answer: D

Explanation:

A Business Activity Model (BAM) is a technique for modelling business activities within an organisation or project at a high level of abstraction. It helps to understand what an organisation does, how it does it, who does it, where it does it and why it does it. Therefore, option D is the correct answer, as a BAM would help the business analyst to identify underlying causes of a problem with declining sales. A BAM would help to analyse how different activities within an organisation contribute or relate to sales performance and identify any gaps or issues that may affect sales performance. A BAM would help to compare current and desired situations or problems and identify what changes or improvements are needed to achieve desired situations or problems. Option A is not a correct answer, as customer journey maps are not a technique for identifying underlying causes of a problem with declining sales. Customer journey maps are a technique for visualising customer experiences with an organisation or product across different touchpoints and stages. They help to understand customer needs, expectations and emotions and how they are met or influenced by an organisation or product. Option B is not a correct answer, as scenario analysis is not a technique for identifying underlying causes of a problem with declining sales. Scenario analysis is a technique for exploring how different scenarios or situations could affect outcomes or impacts of an organisation or project. They help to test feasibility and desirability of different options or solutions under various circumstances or assumptions. Option C is not a correct answer, as use case diagram is not a technique for identifying underlying causes of a problem with declining sales. Use case diagram is a technique for modelling functional requirements of a system or product at a high level of abstraction. They help to understand what functions or features are required or provided by a system or product and how they interact with actors or users.

References: BCS Practitioner Certificate in BAP Specimen, page 32.

NEW QUESTION 74

A company is reviewing its critical success factors and key performance indicators So far. it has key performance indicators for the following

The time to deliver orders for products Consumer satisfaction with products Wastage in product production The qualifications of production employees

Which area of Kaplan and Norton's balanced business scorecard has NOT been considered?

- A. Learning and growth
- B. Internal business process
- C. Customer
- D. Financial

Answer: D

Explanation:

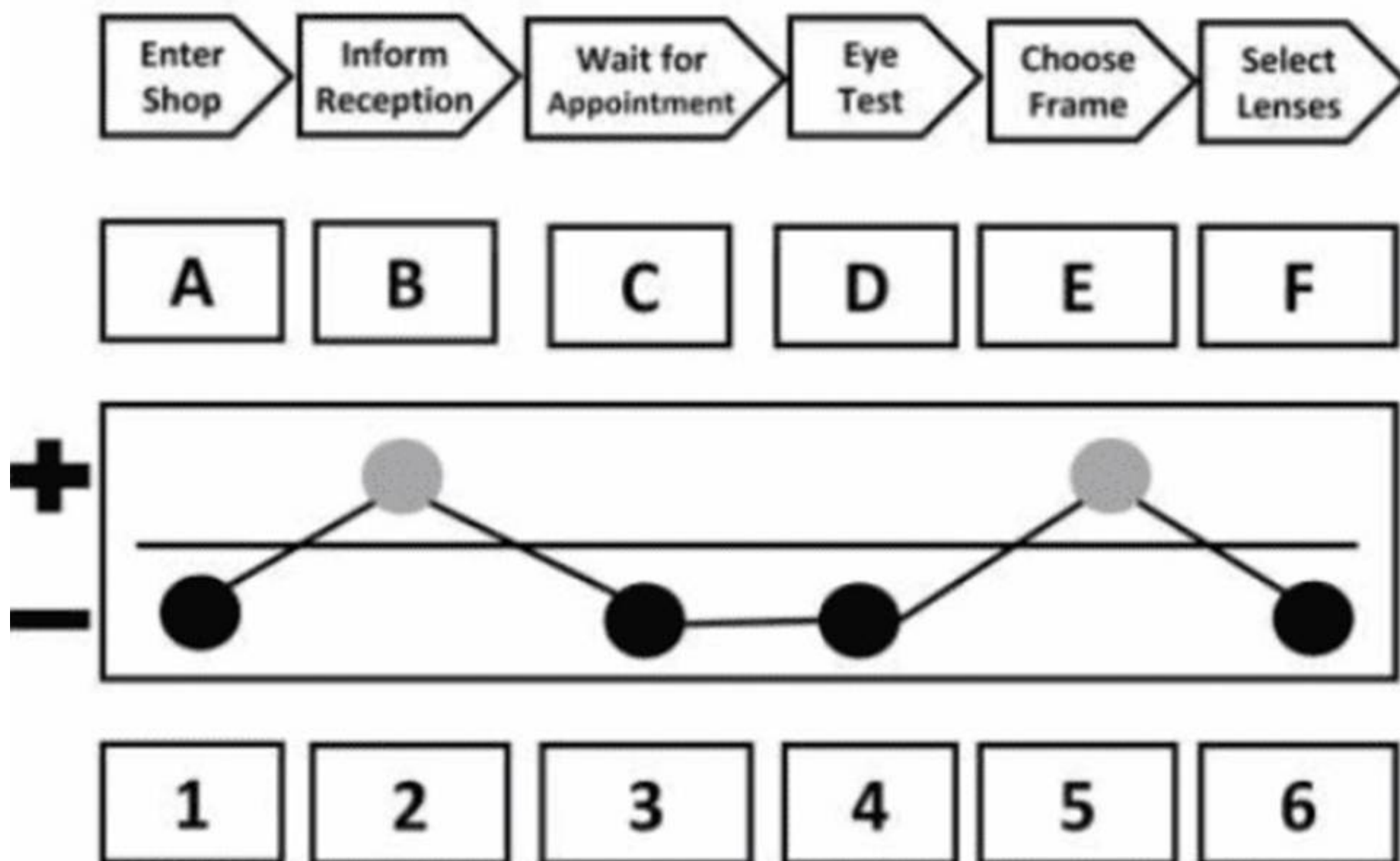
Kaplan and Norton's balanced business scorecard is a strategic management tool that helps organisations to measure their performance across four perspectives: financial, customer, internal business process and learning and growth. The financial perspective focuses on how the organisation creates value for its shareholders and stakeholders. It includes measures such as revenue, profit, return on investment and cash flow. The customer perspective focuses on how the organisation meets the needs and expectations of its customers. It includes measures such as customer satisfaction, loyalty, retention and market share. The internal business process perspective focuses on how the organisation delivers its products and services to its customers. It includes measures such as quality, efficiency, productivity and innovation. The learning and growth perspective focuses on how the organisation develops its capabilities and competencies to achieve its goals. It includes measures such as employee skills, knowledge, motivation and empowerment. Therefore, option D is the correct answer, as financial measures have not been considered in the given list of key performance indicators. Option A is not correct, as learning and growth measures have been considered in the qualifications of production employees. Option B is not correct, as internal business process measures have been considered in the time to deliver orders for products and wastage in product production.

Option C is not correct, as customer measures have been considered in consumer satisfaction with products.
 References: BCS Practitioner Certificate in BAP Specimen, page 17.

NEW QUESTION 79

The customer journey map below was created for Eyes 4'U. a chain of high street opticians This shows the journey of a person who is 67 years old and retired with a limited pension and active social life

What are the MOST LIKELY statements to be in Box F and Box 6?



- A. F concern at cost 6 provide clearer information on options and pricing
- B. F: worry about choosing the wrong frame 6: introduce virtual frame selection technology
- C. F provide clearer information on options and pricing 6 concern at cost
- D. F pleased appointment ending 6 provide clearer information on options and pricing

Answer: A

NEW QUESTION 80

A division of a telecommunication company is reviewing its current product range. It has decided to reposition itself by narrowing its product scope to ??deliver consultancy service??. The activity is the primary doing activity doing on a business Activity Model (BAM) defined by the Chief Executive Officer (CEO). A number of other activities have been identified, five of which are listed below:

Determine which customer to target for

- a) Determine which customers to target for our focused service.
- b) Track the progress of consultancy contracts placed by customers.
- c) Define the skills sets of the consultants supplying our service.
- d) Agree on a marketing campaign to make people aware of our new product focus
- e) Run monthly open days, showcasing our consultancy expertise.

Which of these would be categorized as planning activities on the CEO's BAM?

- A. c and d
- B. a, b and e.
- C. b, c and e.
- D. d and e

Answer: D

NEW QUESTION 85

A large mortgage provider has been running a project to develop an equity release product The project has run into difficulty due to a disagreement between two key stakeholders about whether the product should be developed in house or outsourced to a specialist company.

The business analyst on the project. George, has been discussing his role in resolving this problem with his manager.

Which of the following descriptions is George's manager LEAST LIKELY to use in describing his role'?

- A. To understand and challenge the stakeholders
- B. To facilitate the discussion to allow the stakeholders to find a way forward
- C. To negotiate with the stakeholders to reach a resolution
- D. To record the meeting and the resulting decision

Answer: C

Explanation:

The role of a business analyst (BA) is to analyse business situations and problems, identify and evaluate potential solutions, and facilitate change within an organisation or project. A BA works with stakeholders at different levels and with different interests and perspectives to understand their needs and expectations and ensure they are met by suitable solutions. Therefore, option C is not likely to be used by George's manager in describing his role as a BA in resolving this problem. To negotiate with stakeholders to reach resolution implies that George has to persuade or compromise with stakeholders to agree on one solution or approach. This is not part of the BA's role, as the BA does not have the authority or responsibility to make decisions or impose solutions on stakeholders. The BA's role is to analyse and evaluate different solutions or approaches objectively and present the findings and recommendations to stakeholders for their consideration and approval. Option A is likely to be used by George's manager in describing his role as a BA in resolving this problem. To understand and challenge the stakeholders means that George has to elicit and validate the stakeholders' views and needs and question their assumptions and rationale. This is part of the BA's role, as the BA has to ensure that the stakeholders' views and needs are clear, consistent, realistic and aligned with the organisation's strategy and objectives. Option B is likely to be used by George's manager in describing his role as a BA in resolving this problem. To facilitate the discussion to allow the stakeholders to find a way forward means that George has to organise and conduct meetings or workshops with stakeholders to explore and evaluate different solutions or approaches and help them reach a consensus or agreement. This is part of the BA's role, as the BA has to enable effective communication and collaboration among stakeholders and help them resolve conflicts or issues. Option D is likely to be used by George's manager in describing his role as a BA in resolving this problem. To record the meeting and the resulting decision means that George has to document and communicate the outcomes and actions of the meeting or workshop with stakeholders and ensure they are understood and accepted by all parties. This is part of the BA's role, as the BA has to ensure that there is a clear and accurate record of what has been discussed and decided by stakeholders and that there is a shared understanding and commitment among them.

References: BCS Practitioner Certificate in BAP Specimen, page 36.

NEW QUESTION 90

A Housing Association has received press attention due to the poor state of its properties and the difficulties tenants experience in getting repairs done. It recently released the following press statement:

It's vital to us that our tenants live in good quality accommodation and that any problems are addressed in a timely manner. To this end we are launching an initiative to completely overhaul our maintenance strategy and operation.

Which two of the following should the Housing Association consider as targets to measure their performance against this press statement?

- A. Emergency repairs to be required to no more than 5% of properties in any 12-month period.
- B. The number of complaints relating to repairs.
- C. Complaints relating to property condition and repairs should be no more than 10 in any month.
- D. The number of press stories about poor accommodation and difficulties in repairs.

Answer: AC

NEW QUESTION 91

ParcelGo is a distribution company. Parcels arrive at its warehouse, where the inbound team use handheld barcode scanners to acknowledge their receipt. Parcels are then loaded onto pallets for onward distribution.

A project has been commissioned to replace the labour-intensive process and introduce a fully-automated system that reads the barcodes of parcels as they pass along a conveyor belt, automatically delivering to the correct area of the warehouse for onward distribution.

Staff from the inbound have informed their manager that about 30% of parcels either do not have barcodes, or the barcodes are obscured. The team currently resolves this issue manually. But the manager is concerned that the new automated system will be able to do this. The staff members are also worried the system will make their roles redundant.

Using a holistic approach, which element of the POPIT model needs further investigation in order to address the team's concerns?

- A. Process and technology
- B. Information and technology
- C. People and process
- D. People and organisation

Answer: C

NEW QUESTION 95

You have been asked to explain divergent and convergent thinking to a colleague. How would you describe the purpose of both divergent and convergent thinking to them?

Select the BEST TWO answers.

- A. Divergent thinking generates ideas.
- B. Convergent thinking reviews ideas for way forward.
- C. Divergent thinking creatively considers multiple solutions to the problem.
- D. Convergent thinking defines the solution in detail.
- E. Convergent thinking defines the action to be taken, broadly.

Answer: AB

Explanation:

Divergent thinking and convergent thinking are two types of thinking processes that can be used to solve problems creatively and effectively. Therefore, options A and B are correct answers, as they describe the purpose of both divergent and convergent thinking respectively. Option A describes the purpose of divergent thinking, which is to generate ideas. Divergent thinking involves exploring multiple possible solutions to a problem without judging or evaluating them. It helps to stimulate creativity and innovation by expanding the range and diversity of ideas. Option B describes the purpose of convergent thinking, which is to review ideas for way forward. Convergent thinking involves analysing and evaluating multiple possible solutions to a problem and selecting the best one for further development and implementation. It helps to ensure feasibility and suitability by narrowing down the range and diversity of ideas. Option C describes an aspect of divergent thinking, which is creatively considering multiple solutions to the problem, but not its purpose. The purpose of divergent thinking is to generate ideas, not just consider them creatively. Option D describes an aspect of convergent thinking, which is defining the solution in detail, but not its purpose. The purpose of convergent thinking is to review ideas for way forward, not just define them in detail. Option E describes an aspect of convergent thinking, which is defining the action to be taken, broadly, but not its purpose.

The purpose of convergent thinking is to review ideas for way forward, not just define the action to be taken, broadly.

References: BCS Practitioner Certificate in BAP Specimen, page 47.

NEW QUESTION 96

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