

BCS

Exam Questions BAPv5

BCS Practitioner Certificate in Business Analysis Practice v5.0



NEW QUESTION 1

Pigeon Parcels is a delivery company that wants to understand, at a high level, where it has gaps in the activities it currently carries out. Which of the following would be the best approach to documenting the desired state?

- A. Create a Business Activity Model.
- B. Design ??to be?? business processes.
- C. Capture stakeholder views using CATWOE.
- D. Define the business case.

Answer: A

NEW QUESTION 2

Nastya is the CEO of a large technology firm, which develops new and innovative nanotechnology. Below is an email she has sent to her management team:

Dear Team,

Recent media coverage has revealed that our competitors have lower costs. It is important that we get back to our suppliers to see if they can secure a better component price for the next version of our NanoVac range. Let's also consider the energy costs of our labs, I'm mindful that costs are rising due to investment in renewable power-1 want us to negotiate with our energy supplier to get a better deal.

I've also been reading reports on social responsibility and sustainability and I'd like a full review of the biodegradability of the packaging of all our products- we don't want media attention for being a technology company that wastes natural resources.

Our employment regulations also need revisiting as there have been changes to pension rules and paternity/maternity rights for workers and I want us to be aware of these

Finally, regarding the staff conference I want to launch a new staff development programme, which aims to identify and develop the rising stars in our business. People development should be a key priority in our next annual plan.

Thanks. Nastya."

Which elements of PESTLE are identified in this email?

- A. Environmental, Political
- B. Socio-Cultural.
- C. Economic, Environmental, Legal
- D. Socio-Cultural
- E. Technological
- F. Economic
- G. Political, Legal
- H. Economic

Answer: B

NEW QUESTION 3

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 4

Efua is planning to use Design Thinking to improve the m-store customer experience. She has asked you to suggest good techniques to help with the different stages. Looking at the list of techniques and stages below, which THREE combinations SHOULD be of benefit to Efua?

- A. Prototype: Scenario Analysis
- B. Empathise: Customer Journey Map
- C. Evaluate: Mind Mapping
- D. Create: Personas
- E. Define: Current user needs or problems.

Answer: BDE

Explanation:

Design Thinking is an approach for solving complex problems by focusing on human needs and desires. It involves five stages: empathise, define, ideate, prototype and test. Therefore, options B, D and E are correct answers, as they suggest good techniques to help with the different stages of Design Thinking. Empathise is the stage where the problem is explored from the perspective of the users and their emotions, motivations and pain points are understood. A good technique to help with this stage is Customer Journey Map, which is a visual representation of the steps and emotions that a user goes through when interacting with a product or service. It helps to identify the pain points and opportunities for improvement in the user experience. Create is the stage where the users are represented by creating personas, which are fictional characters that embody the characteristics, goals and needs of a typical user group. Personas help to empathise with the users and design solutions that suit their preferences and expectations. Define is the stage where the problem is clearly defined and articulated based on the insights gained from the empathise stage. A good technique to help with this stage is Current user needs or problems, which is a statement that summarises what the users need or want to achieve and what prevents them from doing so. It helps to focus on the core problem and set the direction for ideation. Option A is not a correct answer, as Prototype is not a stage of Design Thinking, but a technique that can be used in the Prototype stage. Prototype is the stage where the ideas are turned into tangible and testable prototypes that can be used to demonstrate and evaluate the solutions. A good technique to help with this stage is Scenario Analysis, which is a technique that explores how different scenarios or situations could affect the outcomes of the solutions. It helps to test the feasibility and desirability of the prototypes. Option C is not a correct answer, as Evaluate is not a stage of Design Thinking, but a technique that can be used in

the Test stage. Test is the stage where the prototypes are tested with real users and feedback is collected and analysed to refine and improve the solutions. A good technique to help with this stage is Mind Mapping, which is a technique that organises and visualises information in a hierarchical and associative way. It helps to capture and structure feedback and identify patterns and insights.

References: BCS Practitioner Certificate in BAP Specimen, page 28.

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

TeamClothing sells clothes through its shops based around the country. If a customer in a shop cannot find the item they wish to buy, a sales assistant can order it for them online and when it arrives, the customer can then collect the item from the shop.

Customers may also order directly from TeamClothing's website. Orders from the website are usually delivered to the customer's home address. Online customers also automatically receive a monthly catalogue from the firm, which lists current offers.

Three events are of particular interest:

Shop sales assistants ordering items for a customer online. Customers ordering through the website. Sending a monthly catalogue to website customers.

How would these events be classified?

- A. External = 1; Time-based = 1; Internal = 1.
- B. External = 2, Time-based = 1
- C. Internal = 2; Time-based = 1.
- D. External = 3

Answer: B

NEW QUESTION 7

As part of a strategic review for a recording company, Exquisite Analogue, Jay has been asked to undertake a resource audit. As a result of his meeting with key stakeholders, he has compiled a list of statements.

Which THREE of the following SHOULD be included in the resource audit?

- A. There are two recording studios, one in London and one in Paris.
- B. In the back catalogue there are 20,000 analogue recordings.
- C. Recent awards include Vinyl magazines 'Customers Choice Award'.
- D. An offer has been made to purchase the company by a larger competitor.
- E. Imminent tax changes may impact profitability.

Answer: ABC

NEW QUESTION 8

A business analyst is reviewing the stakeholder management strategy for a project seeking to implement a new IT system to monitor the effectiveness of social work interventions.

Three stakeholders have been identified.

* 1. Head of Monitoring and Evaluation is the project sponsor.

* 2. The monitoring and evaluation officer working in the Head of Monitoring and Evaluation's team who is eager to get the project implemented as it will transform his role.

* 3. The financial accountant assigned to the project to monitor the financial benefits of the new system. This role is essential to the project, but he isn't interested in the detail.

The analyst has identified stakeholder management strategies for two of the three stakeholders: 'active and constant management' and 'keep onside'.

Based on the information presented in the scenario, which further strategy is required?

- A. Keep satisfied
- B. Watch
- C. Ignore
- D. Keep informed

Answer: A

Explanation:

A stakeholder management strategy is a plan for engaging and communicating with stakeholders based on their level of power and interest in an organisation or project. It helps to ensure that stakeholders are appropriately involved and informed throughout the organisation's or project's lifecycle. Therefore, option A is the correct answer, as 'keep satisfied' is the further strategy that is required for one of the three stakeholders in this scenario. 'Keep satisfied' is the strategy for managing stakeholders who

have high power but low interest in an organisation or project. It involves meeting their needs and expectations without over-communicating or over-involving them.

The stakeholder who requires this strategy in this scenario is the financial accountant assigned to the project to monitor the financial benefits of the new system.

This stakeholder has high power, as he is essential to the project and can influence its outcome. However, he has low interest, as he is not interested in the detail of the project. Option B is not a correct answer, as 'watch' is not the further strategy that is required for any of the three stakeholders in this

scenario. 'Watch' is the strategy for managing stakeholders who have low power and low interest in an organisation or project. It involves monitoring their behaviour and attitude without engaging or communicating with them too much. None of the stakeholders in this scenario have low power and low interest, as they are all

involved or affected by the project in some way. Option C is not a correct answer, as 'ignore' is not a valid strategy for managing any stakeholder in an organisation or project. 'Ignore' is the strategy of disregarding or neglecting stakeholders who have no power or interest in an organisation or project. It involves excluding them

from any engagement or communication activities.

This strategy is not advisable, as it may lead to stakeholder dissatisfaction, resentment or resistance. Option D is not a correct answer, as keep informed is not the further strategy that is required for any of the three stakeholders in this scenario. Keep informed is the strategy for managing stakeholders who have low power but high interest in an organisation or project. It involves providing them with regular and sufficient information and updates without overloading them with details. None of the stakeholders in this scenario have low power but high interest, as they are all involved or affected by the project in some way. References: BCS Practitioner Certificate in BAP Specimen, page 40.

NEW QUESTION 9

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 tnot 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 10

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 administrator 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 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, Secur
- C. Scalable
- D. Timely, Compatibl
- E. Secure, Scalable
- F. Reliabl
- G. Compatible, Secur
- H. Architectural Alignment
- I. Timely, Reliable, Proven, Architectural Alignment

Answer: A

NEW QUESTION 15

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 18

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 21

A local bakery, ??Sweet Delights,?? is assessing its current situation using a SWOT analysis. After careful examination, the bakery has identified the following:

- ? Ingredients are high quality and sourced locally.
- ? The bakery has been asked to collaborate with local businesses on distribution.
- ? There is a large chain bakery looking to move into the area next year.
- ? The bakery employs locals but morale is lower than usual.

Which of the following indicates an external threat to the bakery?

- A. Ingredients are high quality and sourced locally.
- B. The bakery has been asked to collaborate with local businesses on distribution.
- C. There is a large chain bakery looking to move into the area next year.
- D. The bakery employs locals but morale is lower than usual.

Answer: C

NEW QUESTION 23

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 25

Fund42morrow Group is considering setting up a new company in the group to offer an innovative investment scheme aimed at encouraging people under 18 to save for their future. It has identified that the proposed new company must have regulatory approval and significant investment.

In which area of Porter??s Five Forces model would a competitor record this activity?

- A. Bargaining power of suppliers.
- B. Threat of substitute products.
- C. Bargaining power of customers.
- D. Threat of new entrants.

Answer: D

NEW QUESTION 26

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 27

A company is implementing a new enterprise software application. As the existing process has been associated with poor customer satisfaction levels, which have declined even further in recent years, the decision has been made to completely re-engineer the process to reduce handoffs between staff, which will also better support remote working practices.

Which two sources should the business analyst use as part of their initial analysis of the situation?

- A. Procedure manuals.
- B. Financial statements.
- C. Mission and vision statements.
- D. Annual reports.
- E. Organisation charts.

Answer: AE

NEW QUESTION 31

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 36

A PESTLE analysis is being conducted for a small manufacturing company The following has been discovered.

The company's electricity provider is planning changes to the way in which electricity usage is calculated, it is likely that this will lead to increased electricity costs. An amendment to the Data Protection Act has recently been introduced It states that information held about employees' payroll can now be held for more than six years, as long as the individual remains an employee

How will this information be categorised in the PESTLE analysis? Select the TWO that apply

- A. Legal
- B. Economic
- C. Political
- D. Technological
- E. Environmental.

Answer: AB

NEW QUESTION 40

A large consultancy organization has assigned its BA. Girby, to a client called MetalCor, a manufacture of component for washing machines and fridge freezers. The management team of MetalCor need some help in understanding the problems they are experiencing with their production line. Recently. Reproduction has dipped to a record low and more parts are being return as fully.

Production line staff blame each other and the more staff Girby speaker to, the more issue she identifies. She having difficulty keeping track of the arising themes and how they relate to each other.

Which of the following would enable Girby to model the arising themes and how they relate to each other?

- A. Mind map
- B. Business activity model
- C. Rich picture.
- D. Business process model

Answer: A

NEW QUESTION 41

A business analyst has created a Business Activity Model (BAM) for a sales call centre. The model includes the following activities:

- Take control actions.
- Define telesales skills.
- Monitor call quality.
- Determine sales targets.
- Research target customers.

Which three activity categories are represented in the list?

- A. Enabling, Planning, and Controlling.
- B. Planning, Monitoring, and Controlling.
- C. Doing, Enabling, and Monitoring.
- D. Doing, Planning, and Enabling.

Answer: B

NEW QUESTION 45

Paula is a business analyst working for a small bespoke furniture manufacturing company. The newly appointed chief executive, Beverly, has asked Paula to lead an initiative to refresh and restate (where necessary) the organization??s plan for the next financial year. Paula recently led a planning workspe with senior managers and has made the following notes about issues raised in the workshop:

The company??.

- a) Aims to supply 10% of the local bespoke furniture market by the end of the financial year.
- b) Will Invest In local radio advertising and appoint a creative team to develop an appropriate advertisement
- c) Will await the final draft of the annual accounts before considering investing in a new range of high-tech chairs.
- d) Will adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs
- e) Recognises that bespoke furniture will always be more expensive than mass-produced, standard furniture

Which of these notes will go into her MOST analysis?

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

Answer: A

NEW QUESTION 50

How would a business analyst use a Target Operating Model (TOM) 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 51

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 56

The directors of Swift Despatch believe they might be able to improve their service and reduce costs by opening a distribution centre in Coventry A team has been created to investigate this further, including representatives of logistics, property and marketing Yasmin has been asked to advise on how the Business Case should be progressed at this point.

What SHOULD she advise?

- A. Create a high level Business Case
- B. Create a detailed Business Case
- C. It is too early to work on the Business Case
- D. Confirm with the directors the costs and benefits

Answer: A

NEW QUESTION 61

The board of Jackson Holding wants to save money on its purchases by introducing a new procurements system Before preparing the business case, what activity would it be BEST to undertake?

- A. Prepare a Feasibility Study
- B. Select a procurement solution
- C. Approve the budget for the new system
- D. Prepare a Benefits Realisation Report

Answer: A

NEW QUESTION 66

A Business Analyst is reviewing the stakeholder management strategy for a high profile I Human Resources (HR) protect.

Following an organizational restructure, Harvey's role has changed from Director of Operations to Director of HR and he has Inherited sponsorship of the project.

Harvey was previously involved in the project, but had little interest because his focus was on the Operational Projects that he sponsored.

Which of the following sets of stakeholder management strategies represent appropriate approaches for Harvey; firstly for when the project started and secondly now that his role has changed?

- A. Keep watch; Constant active management
- B. Ignore; Constant active management
- C. Keep on side; Constant active management
- D. Ignore; Keep informed.

Answer: B

NEW QUESTION 71

A business analyst has been assigned to help develop a plan for expanding a business that produces software for mobile phones and has interview he managing director to understand his perspective regarding the expansion. The managing director??s worldview is as follows:

????The purpose of our business is to develop and sell software for mobile phones. The expansion will enable us to increase the amount of software we procedure, so we can keep pace with the growing demand of the market for software that is easy to use.????

Which of the following is a 'transformation' for this worldview?

- A. Develop and sell software for mobile phones.

- B. Ensure that software is easy to use
- C. Keep pace with the growing demands of the market.
- D. Increase the amount of software we produce.

Answer: A

NEW QUESTION 74

George and Laura are responsible for the marketing strategy in a company vinyl records and cassette tapes online.

George feels that the company should focus its marketing solely on people aged over 50, who are nostalgic for these older recording media. He also feels that the company should outsource all marketing activity.

Laura believes that the business should continue with its target of people aged 30-60. As this age group are particularly enthusiastic about vinyl records. She believes that marketing is one of their internal strengths and should remain in house

Which specific areas of CATWOE are they considering?

- A. Customer and Owner.
- B. Actor and Transformation
- C. Transformation and Environment
- D. Customer and Actor

Answer: A

NEW QUESTION 79

A software development company has been receiving increased customer complaints about the user interface of their new mobile app, leading to a drop in user engagement and app downloads.

Which of the following will enable a business analyst to identify the root causes of the problematic attitudes observed by the company?

- A. Mind map
- B. Empathy map
- C. Rich pictures

Answer: C

NEW QUESTION 82

You're the business analyst for a marketing campaign aimed at launching a new product line for your company. The campaign involves multiple tasks and requires input from various team members. You assign the task of designing the promotional materials to a graphic designer.

What role would the graphic designer typically play in the RACI matrix?

- A. Responsible
- B. Accountable

Answer: A

NEW QUESTION 87

Jayon has been asked to explain the gap analysis process to a new colleague. Which THREE of the following SHOULD Jayon cover?

- A. Understand the existing situation
- B. Compare the desired situation and existing situation
- C. Consider possible actions to address the gaps
- D. Define the solutions to close the gaps
- E. Deliver the solution to close the gaps

Answer: ABC

NEW QUESTION 91

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 96

EuroCoach is a holiday coach company that is reviewing its internal business processes. The following requirement for improvement has been logged as a business rule:

'EuroCoach is now legally responsible for ensuring that passengers taking cross-border journeys have valid passports and visas (if applicable) for the countries to which, and through which, they will travel'

Which type of business rule is this?

- A. Internal policy.
- B. Internal process.
- C. External requirement.
- D. External constraint.

Answer: C

NEW QUESTION 98

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 102

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

Which of the following techniques should the business analyst use to identify underlying causes of this problem?

- A. Customer journey maps.
- B. Scenario analysis.
- C. Use case diagram.
- D. Business activity model.

Answer: B

NEW QUESTION 107

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 109

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 conveyer 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 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 holist approach, which element of the POPIT model need 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 110

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