

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

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 3

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 4

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 5

The senior designer of a clothing company has been asked to put together a business vision and objectives. An experienced business analyst has been asked to help review the objectives, which are as follows:

- ? Increase market share in key demographics.
 - ? Enhance customer experience and loyalty.
 - ? Expand product lines and reach new markets.
- Which two of the following should be included as Critical Success Factors (CSFs) based on the stated objectives?

- A. Monitor pricing strategies of competitors and adjust pricing to remain competitive while ensuring profitability.

- B. Review regulatory and compliance processes to ensure that the company has the appropriate licences in place.
- C. Monitor employee satisfaction and ensure that the company has strategies in place to manage changes to company roles.
- D. Evaluate and establish new distribution channels such as online marketplaces, brick- and-mortar stores, or partnerships.
- E. Investigate social media reach and engagement and ensure that the follower count for the company remains high.

Answer: AD

NEW QUESTION 6

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 7

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 8

Maria is a business analyst working for a large supermarket chain, where she has been asked to work on a project exploring the potential opportunities of wearable technology. This work has led her to visit parts of the organisation that she has never come into contact with before and whilst observing and interviewing staff working in various stores and warehouses, she has identified a number of concerns, including noticeable gaps in staff training, stores and warehouses that seem to require extensive repair, and store management worries about cash flow. Maria is aware that these concerns are not directly related to the project she has been assigned to. However, she feels she has a responsibility to make her management team aware of these issues.

As a way of enabling her organisation to fully explore these concerns and understand if any further intervention is required, which of the following would be the MOST valuable?

- A. Resource audit
- B. SWOT.
- C. PESTLE
- D. Porter's Five Forces model

Answer: B

NEW QUESTION 9

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 10

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 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

The Directors of Pigeon Parcels are keen to clearly set out the company's purpose so that both their employees and customers understand it. Which of the following statements would be the best statement to adopt?

- A. To deliver 90% of our parcels within our service level agreement (SLA).
- B. To utilise data to identify bottlenecks and inefficiencies in the supply chain.
- C. To redefine the logistics landscape by delivering excellence with every parcel.
- D. To source packaging materials from sustainable suppliers to encourage recycling.

Answer: C

NEW QUESTION 18

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 20

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 22

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 23

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 27

BrightYourLife designs and manufactures low energy light solutions for homes and offices. A business analyst has undertaken a comprehensive review of the business and has reported the following findings:

? The company has earned a reputation for being one of the best quality manufacturers in Europe.

? The company has registered the name BrightYourLife as a trademark.

? Budget has been approved for the proposed research into the ??e-friendly?? initiative.

? Key performance indicators have been created to monitor success factors. Which two of the following techniques did the business analyst use to discover their findings?

- A. VMOST.
- B. SWOT.
- C. Resource Audit.
- D. Stakeholder Wheel.
- E. PESTLE.

Answer: AC

NEW QUESTION 31

AlpineTrails is a company that specialises in offering tailored walking holidays The company was set up by two people, who each own 50% of the business

AlpineTrails books hotels, transport and equipment to create bespoke holidays for AlpineTrails customers.

An agreement was recently reached with WalkNation. a national walking organisation, for AlpineTrails to provide a number of special holidays for its members

These will be branded as WalkNation Holidays AlpineTrails will be responsible for organising the holidays but WalkNation will undertake the marketing and booking of these special holidays for its members

As well as customers, which THREE stakeholder groups are represented in this scenario?

- A. Owner
- B. Partner
- C. Supplier
- D. Manager.

E. Competitor

Answer: ABC

Explanation:

A stakeholder is any person or group who has an interest in or influence over an organisation or project. Stakeholders can be classified into different categories based on their relationship with the organisation or project. One possible classification is the stakeholder wheel, which identifies six generic stakeholder categories: owner, partner, supplier, customer, regulator and competitor. Therefore, options A, B and C are correct answers, as they represent three stakeholder groups that are involved in the scenario.

Owner refers to the person or group who owns or controls the organisation or project. In this case, it is the two people who each own 50% of AlpineTrails. Partner refers to the person or group who collaborates or cooperates with the organisation or project to achieve mutual benefits. In this case, it is WalkNation, who has agreed to work with AlpineTrails to provide special holidays for its members. Supplier refers to the person or group who provides goods or services to the organisation or project. In this case, it is the hotels, transport and equipment providers that AlpineTrails books for its customers. Option D is not a correct answer, as manager is not one of the generic stakeholder categories defined in the stakeholder wheel. Manager refers to the person or group who oversees or coordinates the activities of the organisation or project. In this case, it could be either one of the owners of AlpineTrails or someone appointed by them. Option E is not a correct answer, as competitor is not represented in this scenario. Competitor refers to the person or group who offers similar or alternative goods or services to the same market as the organisation or project. In this case, it could be another company that specialises in offering tailored walking holidays.

References: BCS Practitioner Certificate in BAP Specimen, page 18.

NEW QUESTION 36

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 39

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 40

On joining a new company. Sara spent time reviewing the company's organisation chart. She was particularly interested in the sponsor of the project she is joining. What is Sara **LIKELY** to have learnt about the sponsor from this? Select the **TWO** that apply.

- A. Their position in the company hierarchy
- B. Their span of control
- C. The culture within their team
- D. The scope of their responsibilities
- E. Their preferred management style

Answer: AB

NEW QUESTION 44

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 47

A retail store is looking to build an enhanced online presence. They currently have a limited e-commerce capability, with products listed online but no integration with their inventory system. They want to improve their online shopping experience and fully integrate their other applications with the website.

Which of the following actions would be performed as part of a gap analysis?

- A. Creation of a Gantt chart to plan the timelines for the digital transformation project.
- B. Creation of a Gantt chart to plan the timelines for the digital transformation project.
- C. Develop a RACI matrix to define roles and responsibilities in the existing retail operations.

- D. Conduct a brainstorming session to generate ideas on how to improve the online customer journey.
- E. Identification of new and improved business capabilities as part of the TOM.

Answer: E

NEW QUESTION 48

A business analyst is discussing 5 possible options that may be presented in a business case for a new learning management system. They have checked alignment with VMOST and checked the business capabilities. From this, they have noted that there is interest surrounding an off-the-shelf learning management system that contains a new AI marking function which could improve productivity. Therefore, the analyst will conduct further research on the limitations of the AI features.

Which two aspects of feasibility have they considered?

- A. Business.
- B. Financial.
- C. Timescale.
- D. Technical.
- E. Project.

Answer: AD

NEW QUESTION 50

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 55

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 57

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 its 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 61

At a recent Board Meeting the Directors of an office fitting company ratified the company's mission as:
To meet or undercut all our competitors' prices'
Which of the following is MOST LIKELY to be the company's vision?

- A. To offer the best value office fitting service
- B. To reduce the cost of office fitting by 5%.
- C. To increase the company's market share.
- D. To be the premier office fitting company

Answer: A

Explanation:

A vision statement is a concise and inspiring statement of what the organisation aspires to be in the future. It should reflect the organisation's core values and purpose, and provide direction and motivation for its stakeholders. A vision statement should not be too specific or focused on the current state of the organisation, but rather on the desired future state. Therefore, option A is the best choice, as it expresses a clear and aspirational vision that aligns with the company's mission of meeting or undercutting all its competitors' prices. Option B is too narrow and does not capture the essence of the organisation's purpose. Option C is too vague and does not indicate how the organisation will achieve its goal. Option D is too generic and does not differentiate the organisation from its competitors. References: BCS Practitioner Certificate in BAP Specimen, page 13.

NEW QUESTION 64

A business case is being created for a new. automated auditing system that will improve the IT department's ability to record and monitor all the computing devices used across the organisation
The sponsor of the project is keen to get a better idea of the financial implications of the project and has asked for the simplest calculation possible This calculation should consider the tangible costs and tangible benefits of the project, as well as showing when it will have saved the department as much money as it has cost. Which of the following investment appraisal calculations has the sponsor asked for?

- A. Payback calculation
- B. Net present value
- C. Internal rate of return
- D. Discounted cash flow

Answer: A

Explanation:

An investment appraisal calculation is a technique for assessing whether a proposed business change or solution is financially viable and worthwhile. It helps to compare the costs and benefits of different options and select the best one based on objective criteria. There are different types of investment appraisal calculations, such as payback calculation, net present value, internal rate of return and discounted cash flow. Therefore, option A is the correct answer, as payback calculation is the simplest investment appraisal calculation that considers the tangible costs and benefits of a project, as well as showing when it will have saved as much money as it has cost. Payback calculation measures how long it will take for a project to recover its initial investment by comparing its cumulative cash inflows with its cumulative cash outflows over time. It helps to show how quickly a project will break even or generate profit. Option B is not a correct answer, as net present value is not the simplest investment appraisal calculation that considers only tangible costs and benefits. Net present value measures how much value a project will add or subtract from an organisation by comparing its present value of cash inflows with its present value of cash outflows over time. It helps to show how profitable a project will be in today's terms. Net present value requires discounting future cash flows using an appropriate discount rate, which adds complexity to the calculation. Option C is not a correct answer, as internal rate of return is not the simplest investment appraisal calculation that considers only tangible costs and benefits. Internal rate of return measures how efficient a project is by calculating its annualised effective compounded return rate or rate of growth over time. It helps to show how attractive a project is compared to other investment opportunities. Internal rate of return requires finding an unknown discount rate that makes net present value equal to zero, which adds complexity to the calculation. Option D is not a correct answer, as discounted cash flow is not an investment appraisal calculation itself, but a method for estimating future cash flows by applying an appropriate discount rate to reflect their present value. Discounted cash flow can be used in other investment appraisal calculations, such as net present value or internal rate of return. References: BCS Practitioner Certificate in BAP Specimen, page 31.

NEW QUESTION 65

A business analyst has been discussing the individual perspectives of senior stakeholders using the CATWOE framework. One senior stakeholder has expressed concerns about the possible election of a political party whose manifesto promises to introduce taxes on imported goods. They claim that such taxes would cause the company to have to review its business model.
In which element of CATWOE should the concerns of the senior stakeholder be captured?

- A. Transformation.
- B. Worldview.
- C. Customer.
- D. Environment.

Answer: D

NEW QUESTION 67

The management of a Health and Sports club has decided that one of its Critical Success Factors (CSF) is to provide excellent customer service. The below measures have been suggested.
Which two of these are appropriate Key Performance Indicators (KPIs) for the CSF 'provide excellent customer service'?

- A. The number of customers who order food from the club restaurant.
- B. The percentage of customers who are fitter than when they joined the club.
- C. The number of customers who post negative feedback.
- D. The percentage of customers who renew their annual subscription.
- E. The percentage of customers who pay by monthly bank transfer.

Answer: CD

NEW QUESTION 71

Paul has been struggling to make his farm profitable for a number of years. Recently, an energy firm has asked him if it can survey his land in order to determine if there is natural gas deep under his fields. If there is, they will pay him for the extracted gas.

Paul has discussed this request with his business partner, explaining that he would like to explore the possibility as he feels that any subsequent extraction process is safe, will cause minimal damage to the farm, and will return the farm to profitability. Paul's business partner disagrees, believing that the process for extracting the gas is dangerous, that the machinery will spoil the landscape and that it would undermine the vision they had of living off the land.

On which element of CATWOE are Paul and his business partner in disagreement?

- A. Customer
- B. Actor
- C. Transformation
- D. Work view

Answer: D

Explanation:

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. Therefore, option D is the correct answer, as Paul and his business partner are in disagreement on their worldview element of CATWOE. Worldview is the element that describes the beliefs, values, assumptions or principles that underpin a stakeholder's perspective. It helps to explain why a stakeholder thinks that a business situation or problem is worth addressing or solving.

Paul and his business partner have different worldviews regarding the possibility of extracting natural gas from their land. Paul believes that it is a safe, profitable and reasonable option that will improve their financial situation. His business partner believes that it is a dangerous, unattractive and unacceptable option that will compromise their vision of living off the land. Option A is not a correct answer, as Paul and his business partner are not in disagreement on their customer element of CATWOE. Customer is the element that describes who benefits from or is affected by a business situation or problem or its solution. It helps to identify who are the main beneficiaries or victims of a business situation or problem or its solution. Paul and his business partner have the same customer, which is themselves as the owners of the farm. Option B is not a correct answer, as Paul and his business partner are not in disagreement on their actor element of CATWOE. Actor is the element that describes who carries out or performs a business situation or problem or its solution. It helps to identify who are responsible for implementing or delivering a business situation or problem or its solution. Paul and his business partner have the same actor, which is themselves as the owners of the farm. Option C is not a correct answer, as Paul and his business partner are not in disagreement on their transformation element of CATWOE. Transformation is the element that describes what changes or processes take place in a business situation or problem or its solution. It helps to identify what inputs are converted into outputs in a business situation or problem or its solution. Paul and his business partner have the same transformation, which is extracting natural gas from their land.

References: BCS Practitioner Certificate in BAP Specimen, page 37.

NEW QUESTION 73

A group of Business Analysts in a large enterprise are defining best practice guidance for various governance related artefacts. When writing about the business case, they have made the statements listed below. Which of these statements is correct?

- A. The business case is useful up to, but not beyond implementation.
- B. The business case should never present the 'do nothing' option.
- C. The business case should include benefits that cannot be easily measured.

Answer: C

NEW QUESTION 74

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 79

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 84

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 89

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 93

A business analyst is reviewing the stakeholder management strategy for a high profile Human Resources (HR) project. Following an organisational 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 informed; Constant active management
- B. Ignore, Constant active management
- C. Watch, Constant active management
- D. Constant active management, keep informed

Answer: C

NEW QUESTION 96

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 97

End users in one business area are unwilling to adopt a new finance management system (recently introduced by the innovation team), as they perceive that it is unnecessarily complicated and not useful. One of the end users in this business area has been very vocal and has been relying support from others since posting about it on the company's intranet homepage.

The introduction finance system was initially supported by senior managers, but now users in other business area are also beginning to question whether they adopt the tool and are raising the issue with their managers.

The sponsor fully supports the decision to go ahead with the new tool and has made it very clear to senior managers that he expects them to support this Initiative. Which stakeholder management strategy SHOULD be taken with the senior managers?

- A. Keep onside.
- B. Constant active management
- C. Watch
- D. Keep informed

Answer: B

NEW QUESTION 101

The following definition has been agreed by the partners of DeanLegal

DeanLegal is owned by its two founding partners. Derek Little and Anne Smith The two partners, together with a team of experienced negotiators, provide insolvency services to small and medium-sized companies Comprehensive support is provided to customers at what can be a very difficult and stressful time in their lives

DeanLegal is currently considering extending its range of services to include, for example, advice in funding the purchase of capital assets All work undertaken by DeanLegal is regulated by the Federation of Insolvency Practitioners (FIP) and adherence to its rules is constantly checked by the FIP

The partners have agreed that the primary doing activity of a BAM reflecting their business perspective is to provide insolvency services'

What enabling activity would support this?

- A. Provide comprehensive support to customers.
- B. Check adherence to regulation
- C. Extend range of services
- D. Recruit experienced negotiators

Answer: B

NEW QUESTION 103

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 108

ForestRetreat organises events in national forests and woodland, including log cabin accommodation and transport. It has recently purchased a new woodland plot and plans to offer events there in the summer, but there is much to do in preparation. A local builder has been commissioned to construct the log cabins. A volunteer organisation will work with ForestRetreat to provide transport for customers who are attending the events. The senior officer for the south east region of ForestRetreat has been asked to oversee the development of the new woodland plot.

Which stakeholder group is not represented in this scenario?

- A. Manager.
- B. Partner.
- C. Supplier.
- D. Employee.

Answer: D

NEW QUESTION 113

Bessant Co.manufactures and sells clothing. The company is every profitable and the IT director would like to invest some of these profits into improving the technical infrastructure of the company, which would help the organic growth of the company. However, the finance director would like to use the profits to acquire one of its competitors.

Shelly is the business analyst on this project and she recognises that the IT and finance director do not agree on the future direction of the business. Once prefers organic growth and the other, growth by acquisition.

What technique COULD Shelly use to improve her understating of these two different perspectives?

- A. CATWOE.
- B. The power/ interest grid
- C. SWOT analysis
- D. POPIT model.

Answer: A

NEW QUESTION 118

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 123

A report has been created into improving the scheduling of physio appointments at a major hospital An extract reads
'The scheduling team have a strong set of skills that will not need to be updated However, the team should be split into two. one dealing with inpatients and one with outpatients The introduction of a new telephony software and an online booking system will also require changes to the process'
How might these changes be BEST presented to communicate with the scheduling team'?

- A. Business Process Model
- B. Business Activity Model
- C. POPIT
- D. Prototype

Answer: D

NEW QUESTION 126

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 129

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 131

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