

BCS

Exam Questions BAPv5

BCS Practitioner Certificate in Business Analysis Practice v5.0



NEW QUESTION 1

A business analyst working for a manufacturing company has been asked to support a new initiative to review and redesign the company's Process, enabling it to increase its production and expand into overseas markets. He is working in a team of business analytics and has been asked to do the following:

- a) Assist in the evaluation of the benefits defined in the benefits plan
- b) Lead requirements elicitation and clarification activities
- c) Deliver coaching, training and ongoing support for any changes to existing processes. Once the business analyst has completed these activities, which parts of the Business Change lifecycle will he have supported-?

- A. Design
- B. Alignment and Implementation
- C. Implementation
- D. Definition and Alignment
- E. Design and Realisation
- F. Realisation
- G. Design and Implementation

Answer: D

NEW QUESTION 2

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 3

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 4

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

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

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

Answer: CDE

NEW QUESTION 5

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 6

A business analyst and a project manager are producing a business case for an initiative, which aims to improve the cyber defences of a large financial services provider.

They met recently to review progress and made the following notes for the next draft

- * 1. The benefits of cyber security will be hard to describe in quantitative terms, so we will need to describe these qualitatively.
 - * 2 We need to make it clear that we have fully explored the solution market, and we have considered a range of approaches to meeting the objectives of this project.
 - * 3. The threat posed to the organisation from cyber attack, and therefore the justification for this project, needs to be clearly articulated
- Which THREE sections of a business case will cover these points'?

- A. Options considered
- B. Analysis of costs and benefits
- C. Description of the current situation
- D. Recommendations
- E. Risk assessment

Answer: ABC

NEW QUESTION 7

Ajay works in the payroll department of his organization. Payslips for every employee are printed automatically at the end of each month. He is about to distribute the monthly payslips for each employee when he receives a notification from senior management explaining that they wish to give everyone a 10% bonus, for exceptional performance in the last quarter. Ajay is pleased with the bonus, but annoyed that he needs to re-print the monthly payslips.

Which types of business events can be identified from this scenario?

- A. Internal and Time based.
- B. External and Internal
- C. External and Time based.
- D. Time based only

Answer: D

Explanation:

A time based event is one that occurs at a regular or predetermined interval, such as monthly or quarterly. In this scenario, the printing of the monthly payslips is a time based event, as it happens every month. The notification from senior management is not an external or internal event, as it is not triggered by an external or internal stakeholder or situation. Therefore, option D is the correct answer.

References:

Dependency arrows - IBM

oop - Explanation of the UML arrows - Stack Overflow

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 received feedback from one of their overseas buyers:

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

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

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

Answer: D

NEW QUESTION 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 10

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 14

An overseas bank is currently undertaking a feasibility study looking into the possible launch of a new bank in the UK

Preliminary findings suggest that the market is saturated, customers have a lot of choice and it is easy for them to switch from one bank to another.

In which area of Porter's Five Forces model would these preliminary findings be documented'?

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

Answer: B

NEW QUESTION 15

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 20

You have been asked to create a Business Case for a project to streamline parcel delivery. The expectation is that the project will lead to substantial year-on-year savings. When considering the Business Change Lifecycle, in how many of its stages would you normally have activity relating to the Business Case?

- A. 2
- B. 3

- C. 4
- D. 5

Answer: D

NEW QUESTION 22

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 24

You are a business analyst for a start-up company that aims to disrupt the e-commerce industry. Your task is to develop a Business Activity Model (BAM) that will help define the company's operations.

Which of the following approaches would be the most effective in developing the Business Activity Model (BAM)?

- A. Reviewing industry reports and best practices to determine common elements found in successful e-commerce businesses.
- B. Conducting surveys with the company's customers to gather insights on their preferences for the e-commerce platform.
- C. Analysing the company's existing processes, workflows, and organisational structure to identify key functions and interactions.
- D. Hiring a team of consultants to develop a comprehensive business activity model based on their expertise in e-commerce operations.

Answer: A

NEW QUESTION 29

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

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

We need to make it clear that we have fully explored the solution market, and we have considered a range of approaches to meeting the objectives of this project. The threat posed to the organization from cyber attack, and therefore the justification for the project, needs to be clearly articulated.

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

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

Answer: A

NEW QUESTION 30

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 32

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

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

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

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

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

Answer: C

Explanation:

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

References:

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

Business events overview - Finance & Operations | Dynamics 365

NEW QUESTION 33

During a project meeting, a key stakeholder with high interest and high power over the project proposes a new software feature that they would urgently like included in scope. This feature hasn't been discussed before.

What is the most appropriate action to take as the meeting facilitator?

- A. Politely interrupt the stakeholder and suggest discussing the new feature at a later time to stay on agenda.
- B. Quickly jot down the key points of the new feature and continue with the meeting without further discussion.
- C. Encourage the stakeholder to explain the new feature and its potential impact while noting down relevant details.
- D. Disregard the stakeholder's suggestion as it deviates from the meeting agenda and focus on the planned topics.

Answer: C

NEW QUESTION 36

Imran is the chief executive of FairCrops, a producer of ethically and sustainably sourced coffee and cocoa products. He is a true advocate of the FairCrops brand and has seen the positive impact of its approach in the South American regions in which It operates. He believed that there is a market for customers who want to ensure the products they consume have been purchased for a fair price and where the producer has not been unfairly treated.

FairCrops provide their products via an exclusive contract with Donald, the owner of Rest House; a small chain of coffee shops.

Ronaldo is a supplier to FairCrops. The prices he receives means he can provide for Ins family and enhance his crop yield through the advice and training provided by Alan, the FairCrops local representative and support officer

From Imran's perspective, which of the following is a CORRECT partial CATWOE analysis of this situation?

- A. Customer = Donald, Actor = Ala
- B. Owner = Imran
- C. Customer - Alan, Actor = Donal
- D. Actor = Ronaldo
- E. Owner = Ronald
- F. Actor = Donal
- G. Customer = Imran
- H. Customer = Ala
- I. Actor = Ronald
- J. Owner = Imran.

Answer: A

NEW QUESTION 40

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

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

- a) Take control action
- b) Monitor performance targets
- c) Define performance targets.
- d) Define target customers

Which of these would the event 'amend KPI' affect?

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

Answer: A

NEW QUESTION 45

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 49

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 51

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 56

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 61

A business analyst has been carrying out investigations into a problem situation. However, it is clear to the business analyst that, even after a number of interviews

with individual stakeholders, some stakeholder s views still conflict.
Which investigation technique SHOULD be used to resolve the conflict and gain a consensus?

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

Answer: D

NEW QUESTION 62

John has been working on a business case for opening up the overseas market to new products He has been asked to document the risks What SHOULD he do to ensure they are appropriately recorded? Select the TWO that apply

- A. Create a RAID log
- B. Document the source of each risk
- C. Identify an owner for each risk
- D. Provide justification or each countermeasure identified
- E. Impact assessment of each countermeasure identified

Answer: BC

NEW QUESTION 67

Which of the following statements in relation to power and interest is true?

- A. Sponsors should be actively managed.
- B. Regulators will always be in the keep satisfied box.
- C. Senior management with high power and some interest should be watched.
- D. Customers should always be ignored during this project.

Answer: A

NEW QUESTION 68

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 71

Discounted Cash Flow takes into account the broader financial context. If interest rates are to increase, the project viability (costs to develop, ROI) might be negatively impacted. An IT Manager has been asked to prepare the business case for an investment in a new software system. They have been asked by the Project Manager whether they will be undertaking the investment appraisal using the Payback or Discounted Cash Flow method.
Which of the following factors would indicate that the Discounted Cash Flow method should be used?

- A. The cost of raising capital is nil.
- B. The Managing Director has asked for the business case to be indicative rather than detailed.
- C. Interest rates for deposits and borrowing are expected to increase.
- D. The company has substantial deposits at the bank, earning no interest.

Answer: C

NEW QUESTION 74

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 now tool and has made il very cleat 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 77

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 80

A large retail company has asked a business analyst to investigate a problem with declining sales
Which of the following techniques is the business analyst MOST LIKELY to use to identify underlying causes of this problem?

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

Answer: D

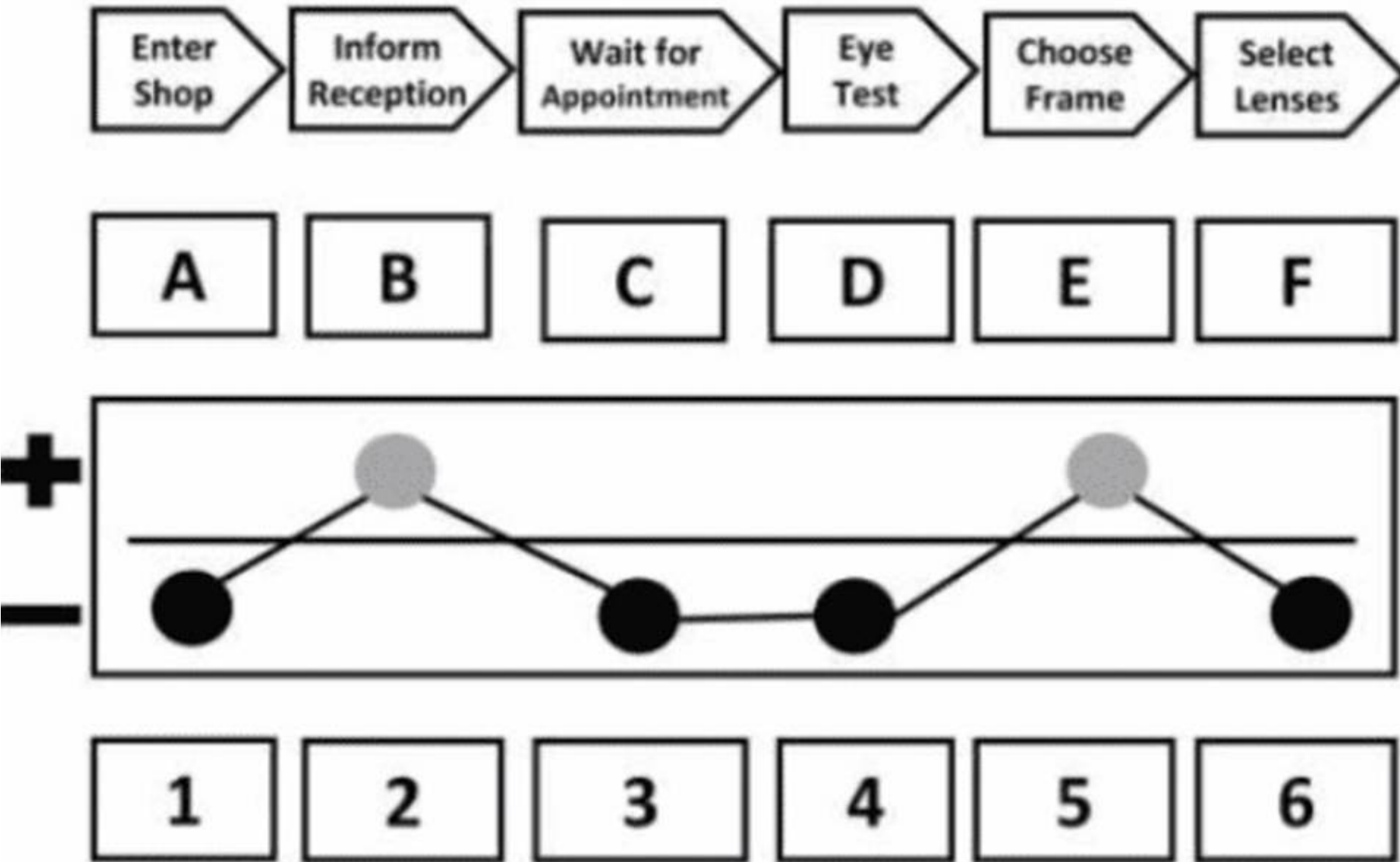
Explanation:

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

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

NEW QUESTION 84

The customer journey map below was created for Eyes 4'U. a chain of high street opticians This shows the journey of a person who is 67 years old and retired with a limited pension and active social life
What are the MOST LIKELY statements to be in Box F and Box 6?



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

Answer: A

NEW QUESTION 87

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 ot these two different perspectives?

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

Answer: A

NEW QUESTION 89

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

Determine which customer to target for

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

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

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

Answer: D

NEW QUESTION 93

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 94

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

Select the BEST TWO answers

- A. Divergent thinking generate ideas.
- B. Convergent thinking review ideas for way forward
- C. Divergent thinking creatively considering multiple solutions to the problem
- D. Convergent thinking define the solution in detail
- E. Convergent thinking define the action to be taken, broadly

Answer: AB

Explanation:

Divergent thinking and convergent thinking are two types of thinking processes that can be used to solve problems creatively and effectively. Therefore, options A and B are correct answers, as they describe the purpose of both divergent and convergent thinking respectively. Option A describes the purpose of divergent thinking, which is to generate ideas. Divergent thinking involves exploring multiple possible solutions to a problem without judging or evaluating them. It helps to stimulate creativity and

innovation by expanding the range and diversity of ideas. Option B describes the purpose of convergent thinking, which is to review ideas for way forward.

Convergent thinking involves analysing and evaluating multiple possible solutions to a problem and selecting the best one for further development and implementation. It helps to ensure feasibility and suitability by narrowing down the range and diversity of ideas. Option C describes an aspect of divergent thinking, which is creatively considering multiple solutions to the problem, but not its purpose. The purpose of divergent thinking is to generate ideas, not just consider them creatively. Option D describes an aspect of convergent thinking, which is defining the solution in detail, but not its purpose. The purpose of convergent thinking is to review ideas for way forward, not just define them in detail. Option E describes an aspect of convergent thinking, which is defining the action to be taken, broadly, but not its purpose.

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

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

NEW QUESTION 96

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