Exam Code: BAP18

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Question No: 1

The following is an excerpt from a job advert tor a Business Analyst

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

A. Subject matter expertise. Investigation techniques, Business architecture.

B. Domain knowledge. Business modeling. Gap analysis.

C. Business case development. Business modeling, Requirements engineering

D. Business case development. Investigation techniques. Business architecture

Answer: C

Explanation:

Question No: 2

EcoBags is a company that designs and makes eco-friendly shopping bags foe 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

Explanation:

a) Recent investment in new machinery - This represents a physical asset that can be quantified and measured.

c) The number of staff currently employed in the company - This represents the human resource available to the company.

e) The company has significant retained profits - This represents the financial resources available to the company.

Tangible resources in a resource audit refer to physical assets such as machinery, staff, and retained profits. The recent investment in new machinery, the number of staff currently employed, and the significant retained profits are all tangible resources.

Question No: 3

BuildCo is small building company with the stall. The owner to reduce time spent on administration by simplifying the company's paperwork. This paperwork includes provides quotes and invoices, as well as managing orders and receipts for building materials.

Most of the paperwork is completed manually and copies are stored in filing cabinets. However, quotes and invoices are produced on a word processor and the stored on a computer, with printed copies also stored in the filing cabinets. The owner is not sure that all the current paperwork is necessary.

Which investigation technique would be MOST effective in establishing the need for item of paperwork?

A. Questionnaire

B. Workshop

C. Interviews

D. Document Analysis

Answer: D

Explanation:

Since the owner of BuildCo is looking to simplify the company's paperwork, document analysis would be the most appropriate technique to identify which items of paperwork are necessary and which are not. By examining the current paperwork, the owner can identify redundancies, inefficiencies, and areas where improvements can be made. This analysis can then be used to determine which paperwork should be eliminated, streamlined, or replaced with more efficient processes.

Question No: 4

A large consultancy organization has assigned its B

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

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

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

A. Mind map

B. Business activity model

C. Rich picture.

D. Business process model

Answer: B

Explanation:

A Business Activity Model (BAM) is a tool used to help visualize and understand the relationships between the different activities and processes that take place in a business. It can help to identify patterns, trends, and relationships between different processes, enabling the team to view the entire system as a whole. This can help to identify areas in which processes can be improved, or potential problems that could cause issues in the future. BAMs can also be used to facilitate communication between different stakeholders, allowing them to share their perspectives and ideas on how to improve processes. With a BAM, Girby can easily visualize the relationships between the different processes and identify areas where issues may be occurring.

Question No: 5

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

George feels that the company should focus its marking solely on people aged over 50, who are nostalgic for these older recording medi

a. He also feels that the company should outsource all marketing activity.

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

A. Customer and Owner.

B. Actor and Transformation

C. Transformation and Environment

D. Customer and Actor

Answer: D

Explanation:

CATWOE is an acronym for the six elements that make up a system: Customers, Actors, Transformation, Weltanschauung (or Worldview), Owners, and Environment. In this case, George and Laura are considering the Customer and Actor elements, as they are discussing who the company should target (the Customer element) and who should be responsible for the marketing activity (the Actor element).

Question No: 6

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

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

A. Develop and sell software for mobile phones.

B. Ensure that software is easy to use

C. Keep pace with the growing demands of the market.

D. Increase the amount of software we produce.

Answer: D

Explanation:

The Transformation element of CATWOE is the 'thing' that changes something, such as a process, activity, or system. In this case, the Transformation element is the action of increasing the amount of software that is produced in order to keep up with the growing demands of the market. This is the 'thing' that will be changed in order to achieve the Managing Director's worldview.

Question No: 7

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

a) Agree new qualifications.

b) Upgrade the website.

c) Recruit new examiners.

d) Register candidates.

e) Analyze website activity.

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

A. b. d and e.

B. a. b and e

C. a, c and d

D. b, c and e

Answer: C

Explanation:

The activities that would reflect the business perspective of the Marketing Manager of the IoA are a, c and d. These activities involve agreeing new qualifications, recruiting new examiners and registering candidates. These activities are all related to the 4Ps of marketing and would help to ensure the success of the IoA's marketing efforts.

Question No: 8

A local council has decided to completely redesign the way it provides library lending services: it plans to stop lending books and move towards an entirety online e-book lending model Four activities to be included in the Business Activity Model (BAM) are given below: a) Lend books b) Establish licensing arrangements with publishers. c) Define lending policies d) Monitor lending usage What will be the dependencies between these activities on the BAM?

A. c — b — a — d

B. d — c — a — b

C. c — d — a — b

D. c -— a — b — d

Answer: C

Explanation:

The dependencies between the activities on the Business Activity Model (BAM) depend on the order in which they need to be completed. In this example, activity c (Define lending policies) needs to be completed before activity d (Monitor lending usage) because the policies need to be in place before the usage can be monitored. Similarly, activity a (Lend books) needs to be completed after activity b

(Establish licensing arrangements with publishers) because the books need to be licensed before they can be lent. Therefore, the order of the activities should be c — d — a — b.

Question No: 9

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

'P4 - Define marketing strategy'

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

A. Monitor sales.

B. Define sales targets

C. Advertise clothes

D. Sell clothes

Answer: B

Explanation:

An enabling activity is an activity that needs to be completed before the planning activity can be executed. In this case, the planning activity is to define a marketing strategy and the enabling activity would be to define the sales targets which will help inform the marketing strategy. Therefore, the correct answer is B, Define sales targets.

Question No: 10

A local council wishes to improve its housing allocation process. The following notes were made by the head of housing about the current process.

Housing application decision are made using a set of criteria based on a range of factors, including the length of time application has been on the waiting list and the number of dependents they have.

The criteria by the council housing committee, who meet on a regular basis and seek to ensure that the criteria continue to enable effective housing allocation.

Occasionally, legislation ensuring protection for the most vulnerable people in our society can affect the criteria, as can changes issued by central government concerning practical issues, such as building regulations?

Which of the following types(s) of business rule has been described in this extract?

A. Internal policies and internal procedures.

B. External constrains and internal policies.

C. External constraints and external procedures.

D. Internal procedures.

Answer: B

Explanation:

The extract describes a set of criteria used for making housing allocation decisions, which is an example of an internal policy. Additionally, it mentions that legislation and changes from central government can affect the criteria, which are examples of external constraints.

Question No: 11

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

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

A. Tangible costs, intangible benefits.

B. Tangible benefits, intangible costs

C. Intangible benefits, intangible costs

D. Intangible costs, tangible benefits

Answer: D

Explanation:

The extract describes both tangible costs and intangible benefits. The costs mentioned in the extract are the software licenses and annual maintenance fees, which are tangible costs. The benefits mentioned in the extract are the improved management information and the boost to the company's image with its customers, which are intangible benefits. Therefore, the correct answer is D:

Intangible costs, tangible benefits.

Question No: 12

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 describes 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. analysis of costs and benefits, options considered

B. Impact assessment, analysis of costs and benefits, recommendations

C. Recommendations, risk assessment, options considered

D. Description of the current situation, impact assessment, risk assessment

Answer: D

Explanation:

The description of the current situation will explain the threat posed to the organization from cyber attack and the need for the project. The impact assessment will help to quantify the benefits of the cyber defense initiative, and the risk assessment will provide insight into the potential risks posed by not undertaking the project. Finally, the options considered section will help to demonstrate that the project team has thoroughly explored the solution market and has considered a range of approaches to meeting the project objectives.

Question No: 13

Part of the management summary of a business case is detailed below:

The key recommendation is that we proceed with the preferred option, a new process and a new IT system. We feel that this option is feasible. although we recognise there Is a risk of lower staff productivity while the new system Is being established ' Which category of costs or benefits has been described?

A. Tangible costs.

B. Tangible benefits

C. Intangible benefits.

D. Intangible costs

Answer: D

Explanation:

The extract describes intangible costs. The costs mentioned in the extract are the potential lower staff productivity while the new system is being established, which are intangible costs

Question No: 14

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 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:

The payback calculation is a simple investment appraisal calculation that looks at the time it takes to pay back the money invested in a project. It looks at the total cost of the project and compares it to the expected cash flow from the project. The payback period is calculated by dividing the total cost by the expected cash flow. This calculation allows the sponsor to determine when the project will have saved the department as much as it has cost.

For example, if the total cost of the project is $100,000 and the expected cash flow from the project is $20,000 per year, then the payback period is 5 years. This means that after 5 years, the project will have saved the department as much as it has cost. Therefore, the payback calculation is the simplest calculation possible for the sponsor to get a better idea of the financial implications of the project.

Question No: 15

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

1) The suggested changes will require a re-definition of the organisation's Key Performance Indicators (KPI)

2) The suggested changes to the business structure will affect our relationships with suppliers.

3) The proposed sharing of data with our suppliers will raise legal accessibility issues

Which elements of POPIT consider these issues?

A. Processes and Information & Technology.

B. People and Processes.

C. People and Organisation.

D. Information A Technology. Organisation

Answer: B

Explanation:

The POPIT framework (People, Organisation, Processes, Information and Technology) is a model used to analyse and evaluate a business process. It takes into account the various elements that make up a business process and how they interact with each other. In this case, Alana has identified several issues in the process redesign project, which all fall under the People and Processes elements of the POPIT framework.

The People element looks at the roles and responsibilities of the people involved in the process, and how the proposed changes will affect their roles and tasks. The Processes element looks at the proposed changes to the business structure and how it will affect the relationships with suppliers and how data will be shared. The Organisation element looks at how the proposed changes will affect the organisation's key performance indicators, and how the legal accessibility issues will be addressed.

Question No: 16

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

A. To assess how tar 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: B

Explanation:

A BAM is a graphical representation of the current and future processes within an organisation, and it can be used to identify gaps between the current state and the desired future state. By using a BAM, a Business Analyst can identify which processes need to be changed, eliminated, or added in order to bridge the gap between the current and desired states. This allows the organisation to structure itself in such a way that it can achieve the desired situation.

Question No: 17

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

'EuroCoach Is now legally responsible for ensuring that passengers taking cross-border journeys have valid passports and visas (If applicable) tor the countries to which, and through which, they will travel' Which type of business rule is this?

A. Internal policy.

B. Internal processed

C. External requirement.

D. External constraint.

Answer: D

Explanation:

This business rule is an external constraint, meaning it is an externally imposed requirement that the company must adhere to in order to remain compliant with the law. This type of business rule is outside of the company's control and must be taken into account when designing processes and systems.

Question No: 18

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. a. c and d

B. a, b and e.

C. b, c and e.

D. c. d and e

Answer: C

Explanation:

Planning activities are activities that are done to set the direction for future activities and to ensure that the organisation is well prepared for them. In this case, activities b, c and e are all planning activities as they involve deciding on the customer to target, defining the skillsets of consultants, and running open days to showcase expertise. These activities will all be necessary to ensure that the company delivers its consultancy services in the best possible way.

Question No: 19

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

a) Monitor flight bundle' sates b) Sell "night bundles*

c) Determine demand amongst existing customers

d) Identify potential airline earners

e) Determine 'flight bundle' locations, f) Define bundle pricing.

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

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

A. c and f

B. a. c and f

C. a, b. d and e.

D. b, d and e

Answer: C

Explanation:

Activity c is important to determine demand amongst existing customers and identify potential airline earners. Activity d is important to determine the locations of flight bundles, and activity e is important to define bundle pricing. Activity a and b are important to monitor flight bundle sales and sell "night bundles", but they are not as important as activities c, d, and e in determining the viability of the new business proposition.

Question No: 20

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: A

Explanation:

The activity directly linked by a logical dependency arrow to the doing activity of "sell bespoke kitchens" is "Track build". Tracking the build is necessary in order to ensure that the kitchen is delivered on time and that any issues that arise during the build can be addressed quickly.

Question No: 21

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. a. b and d.

Answer: C

Explanation:

Activity b, Monitor performance targets, is affected because the company is changing their performance indicator and will need to monitor how it is performing. Activity c, Define performance targets, is affected because the company needs to set a new performance target for the KPI. Activity d, Define target customers, is also affected because the company will need to define what customers they are targeting with the amended KPI and whether or not it is having a positive impact on their business.

Question No: 22

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

In the current year, the performance objective associated with KPI is 70%. The airline, therefore, aims for at least 70% of customers rating its service as excellent.

Which of the following activities in a Business Activity Model would establish whether the KPI and its associated performance objective is being achieved?

A. Monitor customer satisfaction.

B. Define customer satisfaction.

C. Agree performance objective.

D. Deliver customer service.

Answer: A

Explanation:

The activity that will establish whether the KPI and its associated performance objective is being achieved is "Monitor customer satisfaction". This activity involves monitoring the customer satisfaction survey results in order to track the performance of the KPI and ensure that the performance objective is being met.

Question No: 23

The following statements have been made about the consensus Business Activity Model a) Describes how a business process should operate. b) Describes what a business system should be able to do. c) A conceptual model. d) Usually produced before requirements are defined. e) Includes all stakeholders' perspectives Which of the statements are TRUE?

A. a, b and c.

B. b, c and e.

C. b, c and d

D. a., d and e.

Answer: C

Explanation:

The consensus Business Activity Model (BAM) is a conceptual model that describes what a business system should be able to do, and it is usually produced before requirements are defined. It does not describe how a business process should operate, nor does it include all stakeholders' perspectives.

Question No: 24

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

Explanation:

This scenario can be identified as having both external and internal business events. The external business event is the announcement of the 10% bonus by senior management, which is an event that is external to the payroll department. The internal business event is the re-printing of the monthly payslips, which is an event that is internal to the payroll department.

Question No: 25

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

Explanation:

Shelly could use the CATWOE (Customers, Actors, Transformation, Weltanschauung, Owner, Environmental Constraints) model to improve her understanding of the two different perspectives.

This model helps to identify and explore the perspective of each stakeholder involved in the project.

It does this by looking at the customers, actors, transformation, worldview, owner, and environmental constraints of the project. By using this model, Shelly can gain a better understanding of the two perspectives and how they differ, which can help her to come up with a solution that better meets the needs of both stakeholders.

Question No: 26

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

Following an organizational restructure, Harvey's role has changed from Director of Operations to Director of HR and he has Inherited sponsorship of the project. Harvey was previously involved in the project, but had little interest because his focus was on the Operational Projects that he sponsored.

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

A. Keep watch; Constant active management

B. Ignore; Constant active management

C. Keep on side; Constant active management

D. Ignore; Keep informed.

Answer: C

Explanation:

The appropriate sets of stakeholder management strategies for Harvey when the project started were "Keep On Side" and "Constant Active Management". Now that his role has changed, the strategies should be "Keep On Side" and "Keep Informed". Keeping on side means maintaining a positive relationship with all stakeholders and keeping them informed about the project's progress.

Constant active management involves working to ensure that all stakeholders are properly engaged in the project, and that their needs and concerns are addressed. Keeping informed means regularly sharing project updates and progress with stakeholders, so that they understand the project's progress and can provide feedback if needed.

Question No: 27

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 service has not involve beyond the initial project start-up interviews and has not been invited to any of the project meetings. position on the power/interest grid 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: C

Explanation:

The head of IT services currently occupies a position of high power or influence but low interest on the power/interest grid. They have been involved in the initial project start-up interviews but have not been invited to any of the project meetings, indicating that they may not have a large amount of interest or involvement in the project. However, because they are the head of IT services, they will still have a large amount of power and influence over the project.

Question No: 28

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 = Alan. Owner = Imran

B. Customer - Alan, Actor = Donald. Actor = Ronaldo

C. Owner = Ronaldo. Actor = Donald. Customer = Imran

D. Customer = Alan. Actor = Ronaldo. Owner = Imran.

Answer: A

Explanation:

The correct partial CATWOE analysis of this situation from Imran's perspective is: Customer = Donald, Actor = Alan, Owner = Imran. Donald is the customer because he is the owner of Rest House, the small chain of coffee shops that FairCrops provides their products to via an exclusive contract. Alan is the actor because he is the FairCrops local representative and support officer who provides advice and training to Ronaldo, the supplier. Imran is the owner because he is the chief executive of FairCrops.

Question No: 29

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 ho 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

Explanation:

According to the BCS Practitioner Certificate in Business Analysis Practice 2018 Study Guide, a stakeholder management strategy of constant active management is recommended in this situation, as it involves both frequent communication with the stakeholders and monitoring of their reactions to the new finance system. The sponsor's decision should be communicated to the senior managers and their reactions should be monitored to ensure that they are in line with the expected outcome.

This strategy could involve setting up regular meetings to discuss the project and its progress, as well as providing support and guidance to the senior managers as they help to implement the new system in the other business areas.

Question No: 30

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

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

The sponsor has fully supported the decision to go ahead with the new loot, but senior management is now questioning his decision, due to comments from the operational staff How would the end users be classified on a power/interest grid?

A. High interest, low power

B. Some interest, high power

C. High interest, some power.

D. Low interest, some power

Answer: A

Explanation:

On a power/interest grid, end users are classified as having high interest (due to their vocal opposition to the new tool) but low power (as they have no authority to make decisions about the tool). This is in contrast to the senior managers, who have some power (as they have the authority to make decisions) but low interest (as they are not directly affected by the tool).

Question No: 31

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 as been commissioned to replace the labour-intensive process and introduce a fullyautomated system ha reads he barecodes pf parcels as they pass along a coveryor belt, automatically delivering to the correct area of the warehouse for onward distribution.

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

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

A. Process and technology

B. Information and technology

C. People and process

D. People and organisation

Answer: C

Explanation:

The POPIT model is focused on the integration of Process, Organisation, People, Information, and Technology. In this case, it is important to investigate the People and Process elements in order to address the team's concerns.

For Process, it is important to ensure that the new automated system is able to handle the 30% of parcels that either do not have barcodes or have obscured barcodes. This will require the development of a process to ensure that these parcels are accounted for and handled appropriately.

For People, it is important to ensure that the staff members are not made redundant and that their roles remain necessary. This may involve ensuring that the staff are given adequate training to be able to understand and use the new automated system, and that there are still tasks which require a human touch that the new system cannot perform. It is also important to ensure that the team members are given the necessary support and resources to transition to the new system and maintain their roles.

Question No: 32

AlpineTrails is a company that specialises In off en rig tailored waking holidays. The company was set up by John and Michael, who each own f50% of the business Alpine Trails books hotels, transport and equipment to create bespoke holidays tot AlpineTrails customers.

An agreement was recently reached with WalkNalion, a national walking organisation, tor AlpineTraile to provide a number or special holidays for Its members. These will be branded as WalkNation Holidays AlpineTrails will be responsible for organising the holidays, but WalkNalion will undertake the marketing and booking of these special holidays tor us members.

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

A. Manager, Employee. Supplier.

B. Regulator. Owner, Partner.

C. Partner, Manager. Employee

D. Owner. Partner. Supplier

Answer: B

Explanation:

In this scenario, there are three stakeholder groups represented: Regulator, Owner, and Partner. The Regulator is represented by WalkNation, the Owner is represented by John and Michael who each own 50% of the business, and the Partner is represented by WalkNation which is providing the branding and booking of the special holidays for its members

Question No: 33

Bluesky Travel is an independent travel agency specialising in luxury bespoke holidays, which is introducing a new booking process. So far, the following key changes have been made:

1) The new Commercial Off The Shelf (COTS) software package for making bookings has been installed and is working

2) Data is being migrated from the old computer system to the COTS software package

3) The IT department has documented the configuration of the COTS system

4) The legal department has confirmed that the new COTS system is compliant with company policies.

In taking a holistic approach, which of the following areas of the POPII Model have NOT yet been addressed by the changes identified?

A. Organisation and process.

B. Process and people

C. People and technology

D. Organisation and information.

Answer: D

Explanation:

The POPII Model consists of four areas: Organisation and Process, Process and People, People and Technology, and Organisation and Information. Based on the changes identified, it appears that the Organisation and Information area have NOT yet been addressed. This area deals with the organisation's data assets, such as policies, procedures, and information resources, and how this information is used and shared.

Question No: 34

Elizabenth 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 best pair of techniques for Elizabeth to use first are Interviews and Rich Pictures. Interviews will allow her to gain an understanding of the staff's concerns and get insight into the organization's culture. Rich pictures will allow her to visually capture and map out the relationships between the various stakeholders in the organization. This will help her better understand the complexities of the organization and identify any potential areas of improvement.

Question No: 35

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

* The time to deliver orders for products

* Consumer satisfaction with products.

* Wastage in product production.

* The qualifications of production employees

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

A. Learning and growth

B. Internal business process.

C. Customer.

D. Financial

Answer: A

Explanation:

This area focuses on improving the organization's capabilities through investments in employee training and development, technology, and organizational development. It is important to ensure that the organization is making investments in these areas to ensure long-term growth and success.

Question No: 36

The management of a chain of hotels has decided that one of its Critical Success Factors (CSF) is to provide excellent customer service'. The following measures have been suggested:

a) The number of customers who make use of their m-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

Which of these are appropriate Key Performance indicators (KPIs) for the GSF 'provide excellent customer service?

A. a, b and e.

B. b. c and d.

C. c. d and e

D. a. c and e.

Answer: D

Explanation:

Question No: 37

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 UK legislation makes It easy for them to from one bank to another.

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

A. Threat of now entrants.

B. Bargaining power of customers

C. Bargaining power of suppliers.

D. Threat of substitute products or services

Answer: B

Explanation:

The preliminary findings suggest that the market is saturated and customers have a lot of choice, which indicates that the customers have the power to switch from one bank to another. This is an example of the bargaining power of customers, which is one of the five forces of Porter's Five Forces model. The other forces are Threat of New Entrants, Bargaining Power of Suppliers, Threat of Substitute Products or Services, and Rivalry among Existing Firms.

Question No: 38

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

The company….

a) Aims to supply 10% of the local bespoke furniture market by the end of the financial year.

b) Will Invest In local radio advertising and appoint a creative team to develop an appropriate advertisement

c) Will await the final draft of the annual accounts before considering investing in a new range of high-tech chairs.

d) Will adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs e) Recognises that bespoke furniture will always be more expensive than mass-produced, standard furniture

Which of these notes will go into her MOST analysis?

A. a, b and d.

B. a, b and c.

C. b, c and e.

D. a, d and e

Answer: A

Explanation:

The notes that will go into Paula's MOST analysis are A, B and D. A stands for objectives, B stands for strategies, and D stands for technology. These three aspects are important to consider when analyzing a company's financial plan for the next year. The objective (A) is to supply 10% of the local bespoke furniture market, the strategy (B) is to invest in local radio advertising and appoint a creative team to develop an advertisement, and the technology (D) is to adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs. All three of these notes are important to consider when making an informed financial plan for the next year.

Question No: 39

Nastya is the CEO of a large technology firm, which develops new and innvolvative nanotechnology.

Below is an email she has sent to her management team:

Dear Team,

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

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

Our employment regulations also need revisiting as there have been changes to pension rules and paternity/maternity rights for workers and I want us to be aware of these Finally, regarding the staff conference I want to launch a new staff development programme, which aims to identify and develop the rising stars in our business People development should be a key priority in our next annual plan.

Thanks. Nastya."

Which elements of PESTLE are identified in this email?

A. Environmental, Political. Socio-Cultural.

B. Economic, Environmental, Legal

C. Socio-Cultural. Technological. Economic

D. Political, Legal. Economic

Answer: C

Explanation:

The elements of PESTLE identified in this email are C. Socio-Cultural, Technological, and Economic.

The email mentions the consideration of energy costs, social responsibility and sustainability, employment regulations, and staff development, which are all elements that fall into the PESTLE categories of Socio-Cultural, Technological, and Economic, respectively.

Question No: 40

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 is 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. Alignment and Implementation

B. Implementation. Definition and Alignment

C. Design and Realisation

D. Realisation. Design and Implementation

Answer: A

Explanation:

The business analyst has supported the Design, Alignment and Implementation parts of the Business Change lifecycle. In the Design phase, they would be helping to define the benefits plan and the requirements for the change. In the Alignment phase, they would be leading the elicitation and clarification activities, as well as providing coaching and training to support the changes. Finally, in the Implementation phase, they would be providing ongoing support for the changes.