

BCS

Exam Questions BAPv5

BCS Practitioner Certificate in Business Analysis Practice v5.0



NEW QUESTION 1

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 constraints and internal policies.
- C. External constraints and external procedures.
- D. Internal procedures.

Answer: B

NEW QUESTION 2

Casper Trading have identified the need for a change in management style within their business case to enhance team productivity. They have identified a risk that managers may struggle to adopt the new behaviours.

Which is most likely to be an effective countermeasure?

- A. Taking out an insurance policy against the risk.
- B. Appointing a new management team with the right skills.
- C. Requesting the team accept the managers?? current behaviours.
- D. Training and educating the managers in the new behaviours.

Answer: D

NEW QUESTION 3

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

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

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

Answer: ABC

NEW QUESTION 4

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 5

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 on side'.

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 6

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

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

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

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

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

Answer: A

Explanation:

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

References:

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

Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com

NEW QUESTION 7

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 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 entirely 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: A

NEW QUESTION 9

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

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

Answer: D

NEW QUESTION 10

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

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

Answer: AB

NEW QUESTION 10

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 13

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 17

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

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

Answer: AD

Explanation:

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

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

NEW QUESTION 22

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

The company's electricity provider is planning changes to the way in which electricity usage is calculated, it is likely that this will lead to increased electricity costs.

An amendment to the Data Protection Act has recently been introduced It states that information held about employees' payroll can now be held for more than six years, as long as the individual remains an employee
How will this information be categorised in the PESTLE analysis? Select the TWO that apply

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

Answer: AB

NEW QUESTION 25

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

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

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

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

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

Answer: A

NEW QUESTION 26

A proposed new business model requires the following:

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

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

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

Answer: CD

NEW QUESTION 31

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

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

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

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

Answer: B

NEW QUESTION 36

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 40

A business analyst is reviewing the stakeholder management strategy for a high profile Human Resources (HR) project. Following an organisational restructure, Harvey's role has changed from Director of Operations to Director of HR and he has inherited sponsorship of the project. Harvey was previously involved in the project, but had little interest because his focus was on the Operational Projects that he sponsored.

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

- A. Keep informed; Constant active management
- B. Ignore, Constant active management
- C. Watch, Constant active management
- D. Constant active management, keep informed

Answer: C

NEW QUESTION 45

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

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

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

Answer: C

NEW QUESTION 49

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 50

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

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

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

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

Answer: D

NEW QUESTION 51

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 55

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 56

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 59

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: C

NEW QUESTION 60

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

NEW QUESTION 62

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

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

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

Answer: B

NEW QUESTION 65

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 68

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