

BCS

Exam Questions BAPv5

BCS Practitioner Certificate in Business Analysis Practice v5.0



NEW QUESTION 1

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

Dear Team,

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

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

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

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

Thanks. Nastya."

Which elements of PESTLE are identified in this email?

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

Answer: B

NEW QUESTION 2

A project manager is discussing the activities on a Business Activity Model (BAM) with a group of Subject Matter Experts (SMEs). The SMEs confirm that the 'review feedback' activity is triggered in the event that targets are not met, and on a quarterly basis when a report is automatically generated. The 'update supplier list' activity is triggered when the supplier signs a contract.

How many of each type of business events are listed?

- A. 1 internal, 2 time-based.
- B. 2 internal, 1 external.
- C. 1 internal, 1 external, 1 time-based.
- D. 1 time-based, 2 external.

Answer: C

NEW QUESTION 3

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 4

You are a project manager tasked with leading the development of a new mobile application for a local community organisation. You realise the importance of understanding the various stakeholders and decide to utilise the power/interest grid analysis technique.

Which of the following steps is not typically involved in conducting a power/interest grid analysis?

- A. Plot stakeholders on the grid where they actually are, not where they should be.
- B. Explore strategies to move stakeholders into different areas of the grid to benefit the project.
- C. Review the grid regularly to manage stakeholders and their relationship to the project.
- D. Implement strategies to effectively engage with stakeholders based on the grid.

Answer: D

NEW QUESTION 5

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 6

TeamClothing sells clothes through its shops based around the country. If a customer in a shop cannot find the item they wish to buy, a sales assistant can order it for them online and when it arrives, the customer can then collect the item from the shop. Customers may also order directly from TeamClothing's website. Orders from the website are usually delivered to the customer's home address. Online customers also automatically receive a monthly catalogue from the firm, which lists current offers. Three events are of particular interest: Shop sales assistants ordering items for a customer online; Customers ordering through the website; Sending a monthly catalogue to website customers. How would these events be classified?

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

Answer: B

NEW QUESTION 7

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 8

As part of a strategic review for a recording company, Exquisite Analogue, Jay has been asked to undertake a resource audit. As a result of his meeting with key stakeholders, he has compiled a list of statements. Which THREE of the following SHOULD be included in the resource audit?

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

Answer: ABC

NEW QUESTION 9

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

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

Answer: B

NEW QUESTION 10

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 payslip 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 10

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

Three stakeholders have been identified.

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

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

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

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

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

A. Keep satisfied

B. Watch

C. Ignore

D. Keep informed

Answer: A

Explanation:

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

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

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

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

scenario. Watch is the strategy for managing stakeholders who have low power and low interest in an organisation or project. It involves monitoring their behaviour and attitude without engaging or communicating with them too much. None of the stakeholders in this scenario have low power and low interest, as they are all involved or affected by the project in some way. Option C is not a correct answer, as ignore is not a valid strategy for managing any stakeholder in an organisation or project. Ignore is the strategy of disregarding or neglecting stakeholders who have no power or interest in an organisation or project. It involves excluding them from any engagement or communication activities.

This strategy is not advisable, as it may lead to stakeholder dissatisfaction, resentment or resistance. Option D is not a correct answer, as keep informed is not the further strategy that is required for any of the three stakeholders in this scenario. Keep informed is the strategy for managing stakeholders who have low power but high interest in an organisation or project. It involves providing them with regular and sufficient information and updates without overloading them with details.

None of the stakeholders in this scenario have low power but high interest, as they are all involved or affected by the project in some way.

References: BCS Practitioner Certificate in BAP Specimen, page 40.

NEW QUESTION 11

A business analyst working for a large, luxury home furnishings retailer has recail from one of their overseas buyers:

??Hi, I have recently returned from China, where I was searching for items for a new furniture range we are planning to release over the summer. The first thing tnot the first company looking to source these products from this market. By chance, I met a representative of HomeLux (one of our competitors). They told me that they had negotiated a very competitive price with the producers here ????

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

A. Threat of new entrants, intensity of competitive rivalry, political factors.

B. Bargaining power of buyers, industry competitors, threat of new entrants.

C. Threat of substitute products, threat of new entrants, intensity of competitive rivalry.

D. Bargaining power of buyers, bargaining power of suppliers, industry competitors.

Answer: D

NEW QUESTION 13

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

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

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

A. Monitor customer satisfaction.

B. Define customer satisfaction.

C. Agree performance objective.

D. Deliver customer service.

Answer: A

NEW QUESTION 14

A business case contains the following in its management summary:

'The recommended option meets the new regulatory requirements. It will ensure our products remain in the marketplace and be the first to receive compliance certification, which will enhance our reputation as the market leader

New business policies and processes will be introduced, which may temporarily reduce productivity. The action plan will be communicated to all staff at the next monthly meeting?

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

- A. Tangible costs
- B. Intangible costs.
- C. Tangible benefits
- D. Intangible benefits
- E. Irregular costs

Answer: BD

Explanation:

A cost is an expenditure or sacrifice incurred or expected to be incurred as a result of a business change. A benefit is an advantage or improvement that is gained or expected to be gained as a result of a business change. Costs and benefits can be classified as tangible or intangible, depending on whether they can be measured in monetary terms or not. Therefore, options B and D are correct answers, as they describe intangible costs and benefits that are not easily quantified or valued. Intangible costs

include the temporary reduction in productivity due to the introduction of new business policies and processes. Intangible benefits include the enhancement of the company's reputation as the market leader due to being the first to receive compliance certification.

Option A is not a correct answer, as tangible costs are not described in the extract.

Tangible costs are those that can be measured in monetary terms, such as the cost of purchasing new equipment or hiring new staff. Option C is not a correct answer, as tangible benefits are not described in the extract. Tangible benefits are those that can be measured in monetary terms, such as the increase in revenue or decrease in expenses.

References: BCS Practitioner Certificate in BAP Specimen, page 20.

NEW QUESTION 16

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 18

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 supports or facilitates another activity within a business activity model. It helps to ensure that another activity can be performed or delivered effectively and efficiently. Therefore, option B is the correct answer, as it is an enabling activity linked to this planning activity. Define sales targets is an enabling activity linked to this planning activity, as it supports or facilitates defining marketing strategy. It helps to ensure that marketing strategy can be aligned with sales objectives and outcomes.

Option A is not a correct answer, as it is not an enabling activity linked to this planning activity, but a monitoring and control activity. Monitor sales is a monitoring and control activity that measures or evaluates another activity within a business activity model. It helps to ensure that another activity meets quality and performance standards and criteria. Option C is not a correct answer, as it is not an enabling activity linked to this planning activity, but a doing activity. Advertise clothes is a doing activity that produces or delivers

value or satisfaction for customers within a business activity model. It helps to achieve customer demand and satisfaction for products or services. Option D is not a correct answer, as it is not an enabling activity linked to this planning activity, but a doing activity.

Sell clothes is a doing activity that produces or delivers value or satisfaction for customers within a business activity model. It helps to achieve customer demand and satisfaction for products or services.

References: BCS Practitioner Certificate in BAP Specimen, page 40.

NEW QUESTION 22

How would a business analyst make use of an agreed Target Operating Model (TOM) when carrying out a gap analysis?

- A. Examine each activity on the TOM to identify any deficiencies in the current activity.
- B. Identify and resolve activities on the TOM where there are conflicting stakeholder views.
- C. Use the TOM to define the stakeholders responsible for the future way of working.
- D. Examine the external environment to identify potential threats to activities on the TOM.

Answer: A

NEW QUESTION 23

Fund42morrow Group is considering setting up a new company in the group to offer an innovative investment scheme aimed at encouraging people under 18 to

save for their future. It has identified that the proposed new company must have regulatory approval and significant investment. In which area of Porter's Five Forces model would a competitor record this activity?

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

Answer: D

NEW QUESTION 26

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 29

A product manager has developed Business Activity Models (BAMs) with key stakeholders in their company. This is to support the Managing Director's initiative to bring a new product range into its shops. These BAMs provide differing perspectives for Finance, Marketing, Logistics, and Stores.

What should the product manager's next step be?

- A. Create a CATWOE for each stakeholder.
- B. Bring the stakeholders together to produce a consensus BAM.
- C. Ask the Managing Director which model they prefer.

Answer: B

NEW QUESTION 33

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 38

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 39

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

NEW QUESTION 44

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 47

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 situatio
- 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 52

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 54

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 57

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 60

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 64

You have been discussing Paul's recent project with him. He explained that he had needed to spend considerable time interviewing stakeholders and was now behind plan. You asked him why he didn't use a workshop to avoid delays.

Which of the following MIGHT Paul reply? Select the THREE that apply.

- A. One stakeholder has a dominant personality.
- B. The stakeholders were located in different time zones.
- C. Consensus from stakeholders needed to be established.
- D. The challenge of organising key stakeholder diaries.
- E. A neutral venue was available for stakeholder discussions.

Answer: BDE

NEW QUESTION 67

A large consultancy organization has assigned its BA, Girby, to a client called MetalCor, a manufacturer of components 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, production has dipped to a record low and more parts are being returned as faulty.

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

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

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

Answer: A

NEW QUESTION 68

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: A

NEW QUESTION 73

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

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

Which three activity categories are represented in the list?

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

D. Doing, Planning, and Enabling.

Answer: B

NEW QUESTION 78

How would a business analyst use a Target Operating Model (TOM) in gap analysis?

- A. To assess how far the organisation's current activities support the desired situation.
- B. To identify how the organisation should structure itself to support the desired situation.
- C. To determine which activities in the desired situation are not financially feasible
- D. To establish which stakeholder views will not be reflected in the desired situation

Answer: A

NEW QUESTION 81

PopUp Packaging is applying design thinking to a new project. In researching techniques to support this activity, it has come across divergent and convergent thinking.

Which stage of the Design Thinking Process should divergent and convergent thinking benefit?

- A. Create.
- B. Define.
- C. Empathise.
- D. Ideate.

Answer: D

NEW QUESTION 86

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 91

A business case is being created for a new. automated auditing system that will improve the IT department's ability to record and monitor all the computing devices used across the organisation

The sponsor of the project is keen to get a better idea of the financial implications of the project and has asked for the simplest calculation possible This calculation should consider the tangible costs and tangible benefits of the project, as well as showing when it will have saved the department as much money as it has cost.

Which of the following investment appraisal calculations has the sponsor asked for?

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

Answer: A

Explanation:

An investment appraisal calculation is a technique for assessing whether a proposed business change or solution is financially viable and worthwhile. It helps to compare the costs and benefits of different options and select the best one based on objective criteria. There are different types of investment appraisal calculations, such as payback calculation, net present value, internal rate of return and discounted cash flow.

Therefore, option A is the correct answer, as payback calculation is the simplest investment appraisal calculation that considers the tangible costs and benefits of a project, as well as showing when it will have saved as much money as it has cost. Payback calculation measures how long it will take for a project to recover its initial investment by comparing its cumulative cash inflows with its cumulative cash outflows over time. It helps to show how quickly a project will break even or generate profit. Option B is not a correct answer, as net present value is not the simplest investment appraisal calculation that considers only tangible costs and benefits. Net present value measures how much value a project will add or subtract from an organisation by comparing its present value of cash inflows with its present value of cash outflows over time. It helps to show how profitable a project will be in today's terms. Net present value requires discounting future cash flows using an appropriate discount rate, which adds complexity to the calculation. Option C is not a correct answer, as internal rate of return is not the simplest investment appraisal calculation that considers only tangible costs and benefits. Internal rate of return measures how efficient a project is by calculating its annualised effective compounded return rate or rate of growth over time. It helps to show how attractive a project is compared to other investment opportunities. Internal rate of return requires finding an unknown discount rate that makes net present value equal to zero, which adds complexity to the calculation. Option D is not a correct answer, as discounted cash flow is not an investment appraisal calculation itself, but a method for estimating future cash flows by applying an appropriate discount rate to reflect their present value. Discounted cash flow can be used in other investment appraisal calculations, such as net present value or internal rate of return.

References: BCS Practitioner Certificate in BAP Specimen, page 31.

NEW QUESTION 95

As part of the alignment stage of a business change, an IT technician is investigating the usage of the current IT system, with a view to proposing automation for frequently used activities. They have made the following notes:

- 40 new entrant forms are completed per week.
- Low response rates totalling 35%.
- There are 7 redundant data items on the forms.
- On average, users indicate that they score the user interface design 2.4 out of 5. Which investigation techniques did the IT technician use?

- A. Surveys and Document Analysis.
- B. Workshops and Interviews.
- C. Scenario Analysis and Observation.
- D. Interviews and Surveys.

Answer: A

NEW QUESTION 96

A company has just completed a two-year project to implement a commercial off-the-shelf (COTS) system in its customer service department. The results have been significantly worse than expected, with staff being forced to create manual workarounds to accommodate the expectations of large customers. Which investigative technique would have been most likely to uncover these problems earlier in the analysis process?

- A. Document analysis of existing policies.
- B. Workshops with the vendor's development team.
- C. Surveys of customer service staff.
- D. Shadowing customer service personnel.

Answer: D

NEW QUESTION 98

The below statements have been made about the consensus Business Activity Model (BAM) Which THREE of the statements are TRUE?

- A. A conceptual model
- B. Shows who undertakes the business activities
- C. Shows the logical sequence of process steps
- D. Forms the basis of subsequent gap analysis
- E. Describes a stakeholder's perspective on what the business does

Answer: ACD

NEW QUESTION 102

Imani has been asked to prepare a SWOT analysis for her company, which sells van insurance Her investigation has revealed that The company is a UK-based company which sells insurance in the UK and Ireland. The recent increase in home shopping has led to a corresponding increase in delivery drivers and vehicles across both markets However, the call centre, which serves both markets, has not been able to deal with the large influx of calls this has resulted in It is unclear whether in the longer term the call centre capacity needs to be expanded due to customers moving to digital channels and new regulatory hurdles, following Brexit. to trading in Ireland. Which THREE of the following SHOULD be included in the SWOT analysis?

- A. Opportunity
- B. Weakness
- C. Threat
- D. Strength
- E. Technology

Answer: ABC

Explanation:

A SWOT analysis is a technique for identifying and evaluating the strengths, weaknesses, opportunities and threats that affect an organisation or project. It helps to assess the internal and external factors that influence the performance and potential of the organisation or project. Therefore, options A, B and C are correct answers, as they should be included in the SWOT analysis for the company that sells van insurance. They describe different types of factors that affect the company's situation and prospects. Option A describes an opportunity, which is a favourable or advantageous circumstance or situation that arises from the external environment and that can be exploited to achieve the objectives of the organisation or project. An example of an opportunity is the increase in home shopping, which has led to an increase in delivery drivers and vehicles across both markets. This creates a potential demand for van insurance that the company can cater to.

Option B describes a weakness, which is a negative or unfavourable characteristic or situation that arises from the internal environment and that can hinder or prevent the achievement of the objectives of the organisation or project. An example of a weakness is the inability of the call centre to deal with the large influx of calls, which may result in poor customer service, dissatisfaction and loss of business. Option C describes a threat, which is a harmful or adverse circumstance or situation that arises from the external environment and that can endanger or damage the achievement of the objectives of the organisation or project. An example of a threat is the new regulatory hurdles following Brexit, which may affect the company's ability to trade in Ireland and reduce its market share and revenue. Option D is not a correct answer, as strength is not a factor that has been discovered in the investigation for the SWOT analysis. A strength is a positive or favourable characteristic or situation that arises from the internal environment and that can facilitate or enhance the achievement of the objectives of the organisation or project. Option E is not a correct answer, as technology is not a type of factor that can be included in a SWOT analysis.

Technology is an aspect of the external environment that can affect an organisation or project positively or negatively, depending on how it is used or adapted to.

References: BCS Practitioner Certificate in BAP Specimen, page 34.

NEW QUESTION 106

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 111

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 115

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

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

The sponsor fully supports the decision to go ahead with the new tool and has made it very clear to senior managers that he expects them to support this Initiative.

Which stakeholder management strategy SHOULD be taken with the senior managers?

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

Answer: B

NEW QUESTION 116

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 118

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

The time to deliver orders for products Consumer satisfaction with products Wastage in product production The qualifications of production employees

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

- A. Learning and growth
- B. Internal business process
- C. Customer
- D. Financial

Answer: D

Explanation:

Kaplan and Norton??s balanced business scorecard is a strategic management tool that helps organisations to measure their performance across four perspectives: financial, customer, internal business process and learning and growth. The financial perspective focuses on how the organisation creates value for its shareholders and stakeholders. It includes measures such as revenue, profit, return on investment and cash flow. The customer perspective focuses on how the organisation meets the needs and expectations of its customers. It includes measures such as customer satisfaction, loyalty, retention and market share. The internal business process perspective focuses on how the organisation delivers its products and services to its customers. It includes measures such as quality, efficiency, productivity and innovation. The learning and growth perspective focuses on how the organisation develops its capabilities and competencies to achieve its goals. It includes measures such as employee skills, knowledge, motivation and empowerment. Therefore, option D is the correct answer, as financial measures have not

been considered in the given list of key performance indicators. Option A is not correct, as learning and growth measures have been considered in the qualifications of production employees. Option B is not correct, as internal business process measures have been considered in the time to deliver orders for products and wastage in product production.

Option C is not correct, as customer measures have been considered in consumer satisfaction with products.

References: BCS Practitioner Certificate in BAP Specimen, page 17.

NEW QUESTION 119

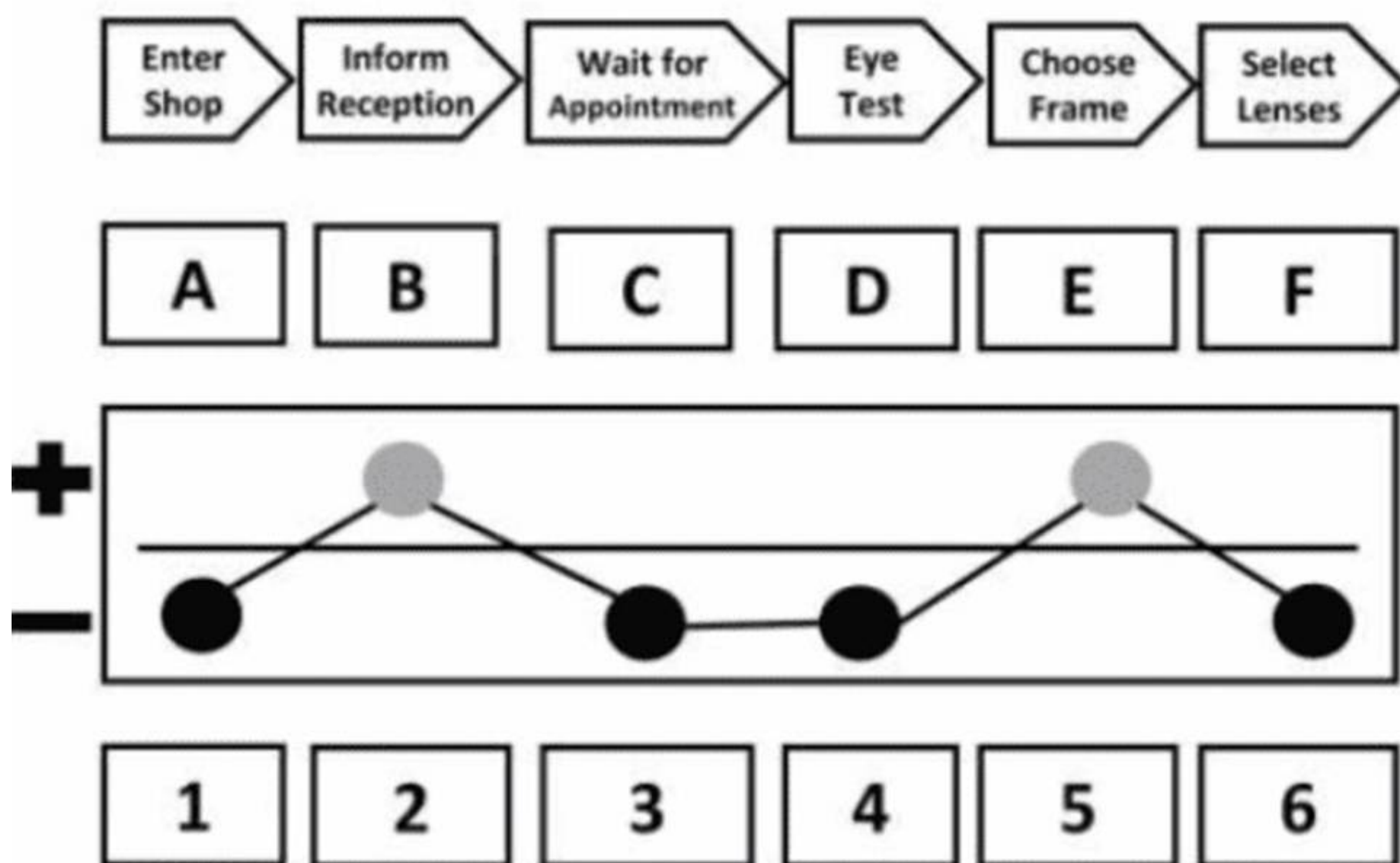
ForestRetreat organises events in national forests and woodland, including log cabin accommodation and transport. It has recently purchased a new woodland plot and plans to offer events there in the summer, but there is much to do in preparation. A local builder has been commissioned to construct the log cabins. A volunteer organisation will work with ForestRetreat to provide transport for customers who are attending the events. The senior officer for the south east region of ForestRetreat has been asked to oversee the development of the new woodland plot. Which stakeholder group is not represented in this scenario?

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

Answer: D

NEW QUESTION 121

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 124

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 127

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 128

A large mortgage provider has been running a project to develop an equity release product The project has run into difficulty due to a disagreement between two key stakeholders about whether the product should be developed in house or outsourced to a specialist company.

The business analyst on the project. George, has been discussing his role in resolving this problem with his manager.

Which of the following descriptions is George's manager LEAST LIKELY to use in describing his role'?

- A. To understand and challenge the stakeholders
- B. To facilitate the discussion to allow the stakeholders to find a way forward
- C. To negotiate with the stakeholders to reach a resolution
- D. To record the meeting and the resulting decision

Answer: C

Explanation:

The role of a business analyst (BA) is to analyse business situations and problems, identify and evaluate potential solutions, and facilitate change within an organisation or project. A BA works with stakeholders at different levels and with different interests and perspectives to understand their needs and expectations and ensure they are met by suitable solutions. Therefore, option C is not likely to be used by George's manager in describing his role as a BA in resolving this problem. To negotiate with stakeholders to reach resolution implies that George has to persuade or compromise with stakeholders to agree on one solution or approach. This is not part of the BA's role, as the BA does not have the authority or responsibility to make decisions or impose solutions on stakeholders. The BA's role is to analyse and evaluate different solutions or approaches objectively and present the findings and recommendations to stakeholders for their consideration and approval. Option A is likely to be used by George's manager in describing his role as a BA in resolving this problem. To understand and challenge the stakeholders means that George has to elicit and validate the stakeholders' views and needs and question their assumptions and rationale. This is part of the BA's role, as the BA has to ensure that the stakeholders' views and needs are clear, consistent, realistic and aligned with the organisation's strategy and objectives. Option B is likely to be used by George's manager in describing his role as a BA in resolving this problem. To facilitate the discussion to allow the stakeholders to find a way forward means that George has to organise and conduct meetings or workshops with stakeholders to explore and evaluate different solutions or approaches and help them reach a consensus or agreement. This is part of the BA's role, as the BA has to enable effective communication and collaboration among stakeholders and help them resolve conflicts or issues. Option D is likely to be used by George's manager in describing his role as a BA in resolving this problem. To record the meeting and the resulting decision means that George has to document and communicate the outcomes and actions of the meeting or workshop with stakeholders and ensure they are understood and accepted by all parties. This is part of the BA's role, as the BA has to ensure that there is a clear and accurate record of what has been discussed and decided by stakeholders and that there is a shared understanding and commitment among them.

References: BCS Practitioner Certificate in BAP Specimen, page 36.

NEW QUESTION 132

ParcelGo is a distribution company. Parcels arrive at its warehouse, where the inbound team use handheld barcode scanners to acknowledge their receipt.

Parcels are then loaded onto pallets for onward distribution.

A project has been commissioned to replace the labour-intensive process and introduce a fully-automated system that reads the barcodes of parcels as they pass along a conveyor belt, automatically delivering to the correct area of the warehouse for onward distribution.

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

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

- A. Process and technology
- B. Information and technology
- C. People and process
- D. People and organisation

Answer: C

NEW QUESTION 137

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