

Exam Questions BAPv5

BCS Practitioner Certificate in Business Analysis Practice v5.0

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NEW QUESTION 1

Pigeon Parcels is a delivery company that wants to understand, at a high level, where it has gaps in the activities it currently carries out. Which of the following would be the best approach to documenting the desired state?

- A. Create a Business Activity Model.
- B. Design ??to be?? business processes.
- C. Capture stakeholder views using CATWOE.
- D. Define the business case.

Answer: A

NEW QUESTION 2

A 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 3

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 4

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

? Increase market share in key demographics.

? Enhance customer experience and loyalty.

? Expand product lines and reach new markets. Which two of the following should be included as Critical Success Factors (CSFs) based on the stated objectives?

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

Answer: AD

NEW QUESTION 5

TeamClothing sells clothes through its shops based around the country. If a customer in a shop cannot find the item they wish to buy, a sales assistant can order it for them online and when it arrives, the customer can then collect the item from the shop.

Customers may also order directly from TeamClothing's website. Orders from the website are usually delivered to the customer's home address. Online customers also automatically receive a monthly catalogue from the firm, which lists current offers.

Three events are of particular interest:

Shop sales assistants ordering items for a customer online. Customers ordering through the website. Sending a monthly catalogue to website customers.

How would these events be classified?

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

Answer: B

NEW QUESTION 6

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

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

* 1. The benefits of cyber security will be hard to describe in quantitative terms, so we will need to describe these qualitatively.

* 2 We need to make it clear that we have fully explored the solution market, and we have considered a range of approaches to meeting the objectives of this

project.

* 3. The threat posed to the organisation from cyber attack, and therefore the justification for this project, needs to be clearly articulated
Which THREE sections of a business case will cover these points'?

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

Answer: ABC

NEW QUESTION 7

Ajay works 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: D

Explanation:

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

References:

Dependency arrows - IBM

oop - Explanation of the UML arrows - Stack Overflow

NEW QUESTION 8

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

- 1) The suggested changes to the business structure will affect our relationships with suppliers.
- 2) The proposed electronic data sharing with our suppliers will raise legal accessibility issues.

Which TWO elements of POPIT consider these issues?

- A. People
- B. Processes
- C. Organisation
- D. Information and technology
- E. Procedures

Answer: CD

NEW QUESTION 9

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 10

Adiyan has been considering the feasibility of introducing a new payments method into his company His draft report reads

'The new payment method has not yet been widely adopted although it has the backing of all the big phone brands. Our current payments system will be upgraded

next month to take payment as part of a scheduled release This method of payment will be supported under our current license deal Trials have shown that the technology will scale to our customer base and cyber security testing is encouraging'
Which of the following is the BEST description of the areas of Technical feasibility mentioned in the report?

- A. Prove
- B. Compatible, Secur
- C. Scalable
- D. Timely, Compatibl
- E. Secure, Scalable
- F. Reliabl
- G. Compatible, Secur
- H. Architectural Alignment
- I. Timely, Reliable, Proven, Architectural Alignment

Answer: A

NEW QUESTION 10

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

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

Answer: C

NEW QUESTION 11

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 16

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 21

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 25

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 27

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 32

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 37

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 40

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 42

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 workshop with senior managers and has made the following notes about issues raised in the workshop:

The company's:

- 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

NEW QUESTION 43

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 46

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 48

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

In which element of CATWOE should the concerns of the senior stakeholder be captured?

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

Answer: D

NEW QUESTION 53

Maria and Nelly own a small jewellery shop and are considering whether they should renew the lease on their shop for another year. They are both thinking about alternative business ventures as they never intended to run the jewellery shop indefinitely.

They source their jewellery products from an overseas manufacturer and market them in luxury presentation boxes, made by local craftsmen. They employ Maria's son, Darren, in the school holidays to make up the boxes and keep the stockroom full.

Which of the following CATWOE categories CANNOT be identified from this scenario?

- A. Transformation
- B. Actor
- C. Owner
- D. Environment

Answer: D

NEW QUESTION 57

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 62

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

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

Answer: BC

NEW QUESTION 65

The board of Jackson Holding wants to save money on its purchases by introducing a new procurements system Before preparing the business case, what activity would it be BEST to undertake?

- A. Prepare a Feasibility Study
- B. Select a procurement solution
- C. Approve the budget for the new system
- D. Prepare a Benefits Realisation Report

Answer: A

NEW QUESTION 69

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 73

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

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: B

NEW QUESTION 76

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

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

Answer: A

NEW QUESTION 80

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

George feels that the company should focus its marketing solely on people aged over 50, who are nostalgic for these older recording media. 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: A

NEW QUESTION 85

You're the business analyst for a marketing campaign aimed at launching a new product line for your company. The campaign involves multiple tasks and requires input from various team members. You assign the task of designing the promotional materials to a graphic designer.

What role would the graphic designer typically play in the RACI matrix?

- A. Responsible
- B. Accountable

Answer: A

NEW QUESTION 90

The following definition has been agreed by the partners of DeanLegal

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

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

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

What enabling activity would support this?

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

Answer: B

NEW QUESTION 94

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) for 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 96

A candidate has been offered a position at a start-up pensions company. They have spent some time looking at the company website. They described it as follows:

The website allows you to move almost seamlessly from one piece of information to the next. Each section is concise and well written, with lots of white space in the text. It is muted in tone, using shades of grey and white, with a few choice images used to support the messages.

Which two of the following conclusions could they draw about the pensions company?

- A. It is well established in the industry.
- B. It is a market leading provider.
- C. It has high technical standards.
- D. It positions its product as high quality.
- E. It is very profitable.

Answer: CD

NEW QUESTION 99

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 100

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 104

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