Q&A

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Question: 145

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

Explanation:

A stakeholder management strategy is a plan for how to engage and communicate with stakeholders based on their level of interest and influence in the organisation or project. A stakeholder management strategy can vary depending on the stakeholderâs position on the power/interest grid, which has four quadrants: high power, high interest; high power, low interest; low power, high interest; and low power, low interest. Therefore, option C is the correct answer, as it represents appropriate stakeholder management strategies for Harvey based on his position on the grid before and after his role change. Watch means to monitor the stakeholderâs level of interest and influence and keep them informed of relevant developments. This is suitable for when Harvey was in the low power, low interest quadrant, as he had little authority or concern over the project. Constant active management means to involve the stakeholder closely in the project and seek their input and feedback regularly. This is suitable for when Harvey moved to the high power, high interest quadrant, as he became the sponsor and owner of the project. Option A is not a correct answer, as keep informed means to provide the stakeholder with sufficient information and updates to maintain their interest and support. This is more suitable for when Harvey was in the low power, high interest quadrant, not the low power, low interest quadrant. Option B is not a correct answer, as ignore means to disregard the stakeholderâs views and needs and exclude them from communication. This is not a good strategy for any stakeholder, especially one who has some power or influence over the project. Option D is not a correct answer, as constant active management means to involve the stakeholder closely in the project and seek their input and feedback regularly. This is more suitable for when Harvey was in the high power, high interest quadrant, not the low power, low interest quadrant.

Reference: BCS Practitioner Certificate in BAP Specimen, page 21.

Question: 146

Halliday Holdings is embarking on a programme to improve its customer experience. On joining the programme.

Natasha wants to gain an understanding of how its current brand is perceived.

Which would be the BEST source of information for Natasha?

A. Independent industry websites
B. The company website
C. The company's organisational structure
D. The company's complaints procedures

Answer: A

Explanation:

A brand is a name, term, design, symbol or any other feature that identifies one sellerâs good or service as distinct from those of other sellers. A brand perception is how customers and potential customers view a brand based on their experiences, associations and impressions. Therefore, option A is the best choice, as independent industry websites are likely to provide unbiased and reliable information on how customers perceive different brands in the market. They may also include customer reviews, ratings and feedback that can help measure customer satisfaction and loyalty. Option B is not a good choice, as the company website is likely to provide biased and selective information on its own brand that may not reflect how customers actually perceive it. It may also omit negative aspects or criticisms that could affect its image or reputation. Option C is not a good choice, as the companyâs organisational structure is not relevant to its brand perception. It may show how the company is organised internally, but it does not indicate how customers view its products or services externally. Option D is not a good choice, as the companyâs complaints procedures are not sufficient to measure its brand perception. They may show how the company handles customer issues or problems, but they do not capture how customers feel about its overall quality or value.

Reference: BCS Practitioner Certificate in BAP Specimen, page 22.

Question: 147

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: A,B

Explanation:

An organisation chart is a diagram that shows the structure and relationships of an organisation. It helps to identify who are the members, roles, levels and units of an organisation and how they are connected or related. Therefore, options A and B are correct answers, as they are the information that Sara is likely to have learnt about the sponsor from the organisation chart. Option A is a correct answer, as their position in the company hierarchy is the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their position in the company hierarchy is the level or rank of the sponsor within the organisationâs structure. It helps to indicate their authority, status and influence within the organisation. Option B is a correct answer, as their span of control is the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their span of control is the number of people or units that report directly to the sponsor within the organisationâs structure. It helps to indicate their responsibility,

workload and management style within the organisation. Option C is not a correct answer, as their culture within their team is not the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their culture within their team is the shared values, beliefs, norms and behaviours of the sponsor and their team members within the organisation. It helps to indicate their motivation, satisfaction and performance within the organisation. Option D is not a correct answer, as their scope of responsibilities is not the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their scope of responsibilities is the range or extent of tasks or activities that the sponsor has to perform or oversee within the organisation. It helps to indicate their objectives, outcomes and deliverables within the organisation. Option E is not a correct answer, as their preferred management style is not the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their preferred management style is the way or approach that the sponsor uses to lead or direct their team members within the organisation. It helps to indicate their communication, delegation and feedback skills within the organisation.

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

Question: 148

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 LIKLEY 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.

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

Question: 149

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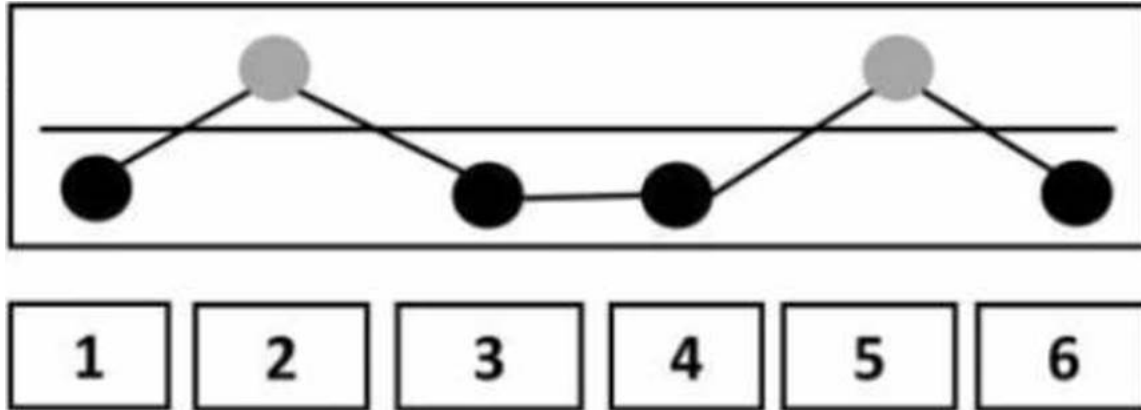
A. F concern at cost 6 provide clearer information on options and pricing
B. F: worry about choosing the wrong frame 6: introduce virtual frame selection technology
C. F provide clearer information on options and pricing 6 concern at cost
D. F pleased appointment ending 6 provide clearer information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

Answer: A

Explanation:

A customer journey map is a visual representation of the steps and emotions that a customer goes through when interacting with a product or service. It helps to identify the pain points and opportunities for improvement in the customer experience. A customer journey map typically consists of the following elements: stages, actions, thoughts, feelings, touchpoints and opportunities. Therefore, option A is the correct answer, as it matches the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer at the stage of choosing a frame. The feeling is concern at cost, as the customer is worried about the price of the frames and lenses. Box 6 represents the opportunity for improvement at the stage of selecting lenses. The opportunity is to provide clearer information on options and pricing, as this would help the customer to make an informed decision and reduce their anxiety. Option B is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer. Option C is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer. Option D is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer.

Reference: BCS Practitioner Certificate in BAP Specimen, page 23.

Question: 150

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

Explanation:

A Business Activity Model (BAM) is a high-level view of the business activities that take place within an organisation. It shows how activities are related to each other and how they contribute to achieving business objectives. A BAM consists of five types of high-level activities: directing, enabling, doing, monitoring and controlling. A BAM can also show dependencies between activities using arrows to indicate which activity depends on another activity to start or finish. Therefore, option A is the correct answer, as it shows the dependencies between the four activities on the BAM correctly. Activity c (define lending policies) is a directing activity that sets the rules and guidelines for lending e-books to customers. It depends on no other activity and precedes all other activities. Activity b (establish licensing arrangements with publishers) is an enabling activity that secures the rights and permissions to lend e-books from different publishers. It depends on activity c and precedes activity a. Activity a (lend books) is a doing activity that provides e-books to customers according to their requests and preferences. It depends on activity b and precedes activity d. Activity d (monitor lending usage) is a monitoring activity that tracks and records how customers use and return e-books. It depends on activity a and follows all other activities.

Reference: BCS Practitioner Certificate in BAP Specimen, page 24.

Question: 151

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: A,B,C

Explanation:

Gap analysis is a process of identifying and assessing the differences between the current state and desired state of an organisation or project. It helps to determine what needs to be done to achieve business objectives or solve business problems. Gap analysis typically involves three main steps: understand the existing situation, compare the desired situation and existing situation, and consider possible actions to address the gaps. Therefore, options A, B and C are correct answers, as they cover these steps in gap analysis. Option D is not a correct answer, as defining solutions to close gaps is not part of gap analysis itself, but rather a subsequent step that follows gap analysis. Gap analysis helps to identify what needs to be done, but not how it should be done. Option E is not a correct answer, as delivering solutions to close gaps is not part of gap analysis itself, but rather a final step that follows defining solutions. Gap analysis helps to identify what needs to be done, but not how it should be done or implemented.

Reference: BCS Practitioner Certificate in BAP Specimen, page 25.

Question: 152

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. SWO
C. PESTLE
D. Porter's Five Forces model

Answer: B

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, option B is the correct answer, as a SWOT analysis would be the most valuable technique for enabling the organisation to fully explore the concerns and understand if any further intervention is required. A SWOT analysis would help to identify the strengths and weaknesses of the organisationâs current situation, such as the gaps in staff training, the state of the stores and warehouses, and the cash flow issues. It would also help to identify the opportunities and threats that arise from the external environment, such as the market trends, customer preferences, competitorsâ actions, and regulatory changes. A SWOT analysis would provide a comprehensive picture of the organisationâs situation and help to prioritise the areas that need improvement or attention. Option A is not a correct answer, as a resource audit is a technique for identifying and evaluating the resources that an organisation has or needs to achieve its objectives. It helps to assess the availability and quality of the organisationâs resources, such as human, physical, financial and intangible resources. A resource audit would not be sufficient to fully explore the concerns and understand if any further intervention is required, as it would only focus on one aspect of the organisationâs situation and not consider the external factors that affect it. Option C is not a correct answer, as a PESTLE analysis is a technique for identifying and evaluating the political, economic, social,

technological, legal and environmental factors that affect an organisation or project. It helps to assess the opportunities and threats that arise from the external environment. A PESTLE analysis would not be sufficient to fully explore the concerns and understand if any further intervention is required, as it would only focus on one aspect of the organisationâs situation and not consider the internal factors that affect it. Option D is not a correct answer, as Porterâs Five Forces model is a technique for analysing the competitive forces that shape an industry or market. It helps to assess the attractiveness and profitability of an industry or market by examining five forces: rivalry among existing competitors, threat of new entrants, threat of substitute products or services, bargaining power of suppliers, and bargaining power of buyers. Porterâs Five Forces model would not be relevant to fully explore the concerns and understand if any further intervention is required, as it would not address the issues that affect the organisation internally.

Reference: BCS Practitioner Certificate in BAP Specimen, page 26.

Question: 153

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

Explanation:

A Target Operating Model (TOM) is a high-level description of how an organisation wants to operate in order to achieve its vision and strategy. It defines what an organisation does, how it does it, who does it, where it does it and why it does it. A TOM can be used in gap analysis to compare the desired situation with the existing situation and identify what needs to change to achieve the desired situation. Therefore, option A is the correct answer, as using a TOM in gap analysis would help to assess how far the organisationâs current activities support the desired situation. By comparing the current activities with those defined in the TOM, a gap analysis would help to identify what activities are missing, redundant or inefficient in achieving the desired situation. Option B is not a correct answer, as using a TOM in gap analysis would not help to identify how the organisation should structure itself to support the desired situation. The structure of an organisation is one aspect of a TOM, but not its main purpose. A TOM defines what an organisation does more than how it organises itself. Option C is not a correct answer, as using a TOM in gap analysis would not help to determine which activities in the desired situation are not financially feasible. The financial feasibility of an activity is not determined by comparing it with a TOM, but by conducting a cost-benefit analysis or a business case. Option D is not a correct answer, as using a TOM in gap analysis would not help to establish which stakeholder views will not be reflected in the desired situation. The stakeholder views are not determined by comparing them with a TOM, but by conducting a stakeholder analysis or a CATWOE analysis.

Reference: BCS Practitioner Certificate in BAP Specimen, page 27.

Question: 154

Efua is planning to use Design Thinking to improve the m-store customer experience She has asked you to suggest good techniques to help with the different stages.

Looking at the list of techniques and stages below which THREE combinations SHOULD be of benefit to Efua?

A. Prototype: Scenario Analysis
B. Empathise Customer Journey Map
C. Evaluate Mind Mapping
D. Create Personas
E. Define Current user needs or problems.

Answer: A,B,D,E

Explanation:

Design Thinking is an approach for solving complex problems by focusing on human needs and desires. It involves five stages: empathise, define, ideate, prototype and test. Therefore, options B, D and E are correct answers, as they suggest good techniques to help with the different stages of Design Thinking. Empathise is the stage where the problem is explored from the perspective of the users and their emotions, motivations and pain points are understood. A good technique to help with this stage is Customer Journey Map, which is a visual representation of the steps and emotions that a user goes through when interacting with a product or service. It helps to identify the pain points and opportunities for improvement in the user experience. Create is the stage where the users are represented by creating personas, which are fictional characters that embody the characteristics, goals and needs of a typical user group. Personas help to empathise with the users and design solutions that suit their preferences and expectations. Define is the stage where the problem is clearly defined and articulated based on the insights gained from the empathise stage. A good technique to help with this stage is Current user needs or problems, which is a statement that summarises what the users need or want to achieve and what prevents them from doing so. It helps to focus on the core problem and set the direction for ideation. Option A is not a correct answer, as Prototype is not a stage of Design Thinking, but a technique that can be used in the Prototype stage. Prototype is the stage where the ideas are turned into tangible and testable prototypes that can be used to demonstrate and evaluate the solutions. A good technique to help with this stage is Scenario Analysis, which is a technique that explores how different scenarios or situations could affect the outcomes of the solutions. It helps to test the feasibility and desirability of the prototypes. Option C is not a correct answer, as Evaluate is not a stage of Design Thinking, but a technique that can be used in the Test stage. Test is the stage where the prototypes are tested with real users and feedback is collected and analysed to refine and improve the solutions. A good technique to help with this stage is Mind Mapping, which is a technique that organises and visualises information in a hierarchical and associative way. It helps to capture and structure feedback and identify patterns and insights.

Reference: BCS Practitioner Certificate in BAP Specimen, page 28.

Question: 155

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

Explanation:

A Feasibility Study is an assessment of whether a proposed business change or solution is viable and worthwhile. It helps to evaluate the benefits, costs, risks and constraints of different options and recommend the best one for further development. Therefore, option A is the correct answer, as preparing a Feasibility Study would be the best activity to

undertake before preparing a business case for introducing a new procurement system. A Feasibility Study would help to identify and compare different procurement solutions based on their technical, operational, economic, legal and social feasibility. It would also help to estimate their expected benefits, costs, risks and impacts on the organisation and its stakeholders. A Feasibility Study would provide a solid foundation for preparing a business case that justifies why a particular procurement solution should be selected and implemented. Option B is not a correct answer, as selecting a procurement solution would not be an appropriate activity to undertake before preparing a business case. Selecting a procurement solution would require conducting a Feasibility Study first to evaluate different options and choose the best one based on objective criteria. Selecting a procurement solution without conducting a Feasibility Study would risk choosing an unsuitable or suboptimal solution that may not meet the organisationâs needs or objectives. Option C is not a correct answer, as approving the budget for the new system would not be an appropriate activity to undertake before preparing a business case. Approving the budget for the new system would require preparing a business case first to estimate the costs and benefits of different options and justify why a particular option should be funded and implemented. Approving the budget for the new system without preparing a business case would risk allocating insufficient or excessive funds that may not reflect the value or feasibility of the solution. Option D is not a correct answer, as preparing a Benefits Realisation Report would not be an appropriate activity to undertake before preparing a business case. Preparing a Benefits Realisation Report would require implementing the new system first to measure and evaluate its actual benefits against its expected benefits. Preparing a Benefits Realisation Report without preparing a business case would risk implementing an ineffective or inefficient solution that may not deliver the desired outcomes or benefits.

Reference: BCS Practitioner Certificate in BAP Specimen, page 29.

Question: 156

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: A,B,C

Explanation:

A business case is a document that provides the rationale and justification for a proposed business change or solution. It helps to evaluate the benefits, costs, risks and impacts of different options and recommend the best one for further development and implementation. A business case typically consists of several sections, such as executive summary, description of the current situation, description of the desired situation, options considered, analysis of costs and benefits, risk assessment and recommendations. Therefore, options A, B and C are correct answers, as they cover the sections of a business case that will address the points noted by the business analyst and the project manager. Options considered is the section where different approaches or solutions to meet the objectives of the project are identified and described. It helps to show that a range of alternatives have been explored and evaluated. Analysis of costs and benefits is the section where the financial implications of each option are estimated and compared. It helps to show the expected value and return on investment of each option. Description of the current situation is the section where the problem or opportunity that motivates the project is clearly defined and articulated. It helps to show the justification and urgency for the project. Option D is not a correct answer, as recommendations is not a section of a business case that will address any of the points noted by the business analyst and the project manager. Recommendations is the

section where the preferred option is selected and proposed based on the analysis and evaluation of other sections. Option E is not a correct answer, as risk assessment is not a section of a business case that will address any of the points noted by the business analyst and the project manager. Risk assessment is the section where the uncertainties and potential negative consequences of each option are identified and analysed. It helps to show how risks can be avoided, reduced or managed.

Reference: BCS Practitioner Certificate in BAP Specimen, page 30.