



최신 BAPv5 최신 시험덤프 공부자료 인증덤프 데모문제 다운

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## 최신 Business Analysis BAPv5 무료샘플문제 (Q39-Q44):

### 질문 # 39

Paul has been struggling to make his farm profitable for a number of years. Recently, an energy firm has asked him if it can survey his land in order to determine if there is natural gas deep under his fields. If there is, they will pay him for the extracted gas.

Paul has discussed this request with his business partner, explaining that he would like to explore the possibility as he feels that any subsequent extraction process is safe, will cause minimal damage to the farm, and will return the farm to profitability. Paul's business partner disagrees, believing that the process for extracting the gas is dangerous, that the machinery will spoil the landscape and that it would undermine the vision they had of living off the land.

On which element of CATWOE are Paul and his business partner in disagreement?

- A. Customer
- **B. Work view**
- C. Actor
- D. Transformation

정답: B

### 설명:

CATWOE is a technique for exploring stakeholder business perspectives by identifying six elements: Customer, Actor, Transformation, Worldview, Owner and Environment. It helps to understand how different stakeholders perceive a business situation or problem and what they expect from a solution. Therefore, option D is the correct answer, as Paul and his business partner are in disagreement on their worldview element of CATWOE. Worldview is the element that describes the beliefs, values, assumptions or principles that underpin a stakeholder's perspective. It helps to explain why a stakeholder thinks that a business situation or problem is worth addressing or solving. Paul and his business partner have different worldviews regarding the possibility of extracting natural gas from their land. Paul believes that it is a safe, profitable and reasonable option that will improve their financial situation. His business partner believes that it is a dangerous, unattractive and unacceptable option that will compromise their vision of living off the land. Option A is not a correct answer, as Paul and his business partner are not in disagreement on their customer element of CATWOE. Customer is the element that describes who benefits from or is affected by a business situation or problem or its solution. It helps to identify who are the main beneficiaries or victims of a business situation or problem or its solution. Paul and his business partner have the same customer, which is themselves as the owners of the farm. Option B is not a correct answer, as Paul and his business partner are not in disagreement on their actor element of CATWOE. Actor is the element that describes who carries out or performs a business situation or problem or its solution. It helps to identify who are responsible for implementing or delivering a business situation or problem or its solution. Paul and his business partner have the same actor, which is themselves as the owners of the farm. Option C is not a correct answer, as Paul and his business partner are not in disagreement on their transformation element of CATWOE. Transformation is the element that describes what changes or processes take place in a business situation or problem or its solution. It helps to identify what inputs are converted into outputs in a business situation or problem or its solution. Paul and his business partner have the same transformation, which is extracting natural gas from their land.

### 질문 # 40

Elizabeth is an external consultant who is helping a company streamline its process. She has not worked for this company before.

The managing director (MD) has explained that some of the line managers feel that this work is unnecessary, whilst others are concerned that their staff will be made redundant as a result of her recommendations. He is keen for Elizabeth to get an understanding of the organization with an organization staff and for the involve line manager in formulating potential improvements. The MD has provided Elizabeth with an organizational chart, detailing the business areas she needs to investigate, as well as the names of the line managers involved.

To understand the concerns of operational staff and line managers, which pair of techniques SHOULD she use first?

- **A. Interviews and rich pictures.**
- B. Document analysis and mind maps.
- C. Business activity modeling and fishbone diagrams.
- D. Observation and scenario analysis

정답: A

### 설명:

Explanation

The pair of techniques that Elizabeth should use first to understand the concerns of operational staff and line managers are interviews and rich pictures. Interviews are a way of eliciting information from stakeholders by asking them open-ended questions and listening to their responses. Interviews can help Elizabeth to explore the views, opinions, needs, and expectations of the staff and managers

regarding the process improvement project. Rich pictures are a way of capturing complex situations in a visual form by using symbols, icons, cartoons, or diagrams. Rich pictures can help Elizabeth to illustrate the current problems and issues faced by the staff and managers, as well as their emotions and relationships. Option D is the correct answer.

#### 질문 # 41

A business analyst working for a manufacturing company has been asked to support a new initiative to review and redesign the company's Process, enabling it to increase its production and expand into overseas markets. He is working in a team of business analytics and has been asked to do the following:

a) Assist in the evaluation of the benefits defined in the benefits plan b) Lead requirements elicitation and clarification activities c) Deliver coaching, training and ongoing support for any changes to existing processes.

Once the business analyst has completed these activities, which parts of the Business Change lifecycle will he have supported-?

- A. Implementation, Definition and Alignment
- **B. Realisation, Design and Implementation**
- C. Design, Alignment and Implementation
- D. Design and Realisation

정답: B

설명:

The parts of the Business Change lifecycle that the business analyst will have supported are Realisation, Design and Implementation. Realisation is the phase where the benefits defined in the benefits plan are evaluated and measured. The business analyst will support this phase by assisting in the evaluation of the benefits (a). Design is the phase where the elements that will support the change are defined and developed. The business analyst will support this phase by leading requirements elicitation and clarification activities (b). Implementation is the phase where the change is embedded into the organisation and its processes. The business analyst will support this phase by delivering coaching, training and ongoing support for any changes to existing processes .

Reference:

Business Change Lifecycle - YouTube

The Change Management Life Cycle; Involve Your People to Ensure Success ...

#### 질문 # 42

The directors of Swift Despatch believe they might be able to improve their service and reduce costs by opening a distribution centre in Coventry. A team has been created to investigate this further, including representatives of logistics, property and marketing. Yasmin has been asked to advise on how the Business Case should be progressed at this point.

What SHOULD she advise?

- A. Confirm with the directors the costs and benefits
- B. It is too early to work on the Business Case
- C. Create a detailed Business Case
- **D. Create a high level Business Case**

정답: D

설명:

Explanation

A high level Business Case is a document that provides a preliminary rationale and justification for a proposed business change or solution. It helps to establish the feasibility and desirability of the project and secure initial approval and funding for further investigation and development. Therefore, option A is the correct answer, as creating a high level Business Case would be the best activity to undertake at this point for introducing a new procurement system. A high level Business Case would help to define the problem or opportunity that motivates the project, identify and compare different procurement solutions based on their expected benefits, costs, risks and impacts, and recommend the preferred option for further analysis and evaluation. A high level Business Case would provide a solid foundation for proceeding with the project and preparing a detailed Business Case later on. Option B is not a correct answer, as creating a detailed Business Case would not be an appropriate activity to undertake at this point for introducing a new procurement system. A detailed Business Case is a document that provides a comprehensive rationale and justification for a proposed business change or solution. It helps to confirm the viability and worthiness of the project and secure final approval and funding for implementation and delivery. A detailed Business Case would require conducting extensive research and analysis on the preferred procurement solution and presenting its definitive benefits, costs, risks and impacts. A detailed Business Case would be premature and unnecessary at this point, as it would depend on the outcome of the high level Business Case first. Option C is not a correct answer, as it is too early to work on the Business Case would not be an appropriate activity to undertake

at this point for introducing a new procurement system. Working on the Business Case is an essential activity for any project that involves significant business change or investment. It helps to provide evidence and support for the project and ensure its alignment with the organisation's strategy and objectives. Working on the Business Case would not be too early at this point, as it would help to establish the feasibility and desirability of the project and secure initial approval and funding for further investigation and development. Option D is not a correct answer, as confirming with the directors the costs and benefits would not be an appropriate activity to undertake at this point for introducing a new procurement system. Confirming with the directors the costs and benefits would require preparing a high level Business Case first to estimate and compare the financial implications of different options and recommend the best one for further development and implementation. Confirming with the directors the costs and benefits without preparing a high level Business Case first would risk providing inaccurate or incomplete information that may not reflect the value or feasibility of the project.

References: BCS Practitioner Certificate in BAP Specimen, page 33.

#### 질문 # 43

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->a->b->d
- D. c->d->a->b

정답: A

설명:

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.

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

#### 질문 # 44

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