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BCS Foundation Certificate in Business Analysis V4.0 Sample Questions (Q43-Q48):

NEW QUESTION # 43

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

Answer: B,D

Explanation:

To identify the categories of costs and benefits described in the extract, we need to analyze the content carefully:

Extract Analysis:

"New business policies and processes will be introduced, which may temporarily reduce productivity":

This refers to a cost associated with implementing new policies and processes.

Productivity is an intangible factor because it cannot be directly measured in monetary terms.

Category: Intangible costs .

"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":

This refers to a benefit related to maintaining market presence, achieving compliance, and enhancing reputation.

Reputation and market leadership are intangible factors because they are qualitative and not directly quantifiable in monetary terms.

Category: Intangible benefits .

Evaluation of Each Option:

A: Tangible costs:

Tangible costs are measurable financial expenses (e.g., equipment, labor). The extract does not mention any specific financial costs.

Conclusion: This is not relevant .

B: Intangible costs:

The temporary reduction in productivity is an intangible cost.

Conclusion: This is relevant .

C: Tangible benefits:

Tangible benefits are measurable financial gains (e.g., increased revenue). The extract does not mention any specific financial benefits.

Conclusion: This is not relevant .

D: Intangible benefits:

Enhanced reputation and market leadership are intangible benefits.

Conclusion: This is relevant .

E: Irregular costs:

Irregular costs refer to one-time or infrequent expenses. The extract does not describe such costs.

Conclusion: This is not relevant .

NEW QUESTION # 44

On a business process model, how are hand-offs represented?

- A. By the process flow crossing from one swimlane to another.
- B. By process flow lines crossing each other
- C. By a decision point.
- D. By a task spanning multiple swimlanes.

Answer: A

Explanation:

A business process model uses swimlanes to represent different roles, departments, or systems involved in a process. Hand-offs occur when responsibility for a task is transferred from one role or department to another.

Key Considerations:

Process Flow Lines Crossing Each Other: Crossing lines do not indicate hand-offs; they simply show the sequence of tasks.

Decision Point: A decision point represents a choice or branching in the process, not a transfer of responsibility.

Task Spanning Multiple Swimlanes: A single task spanning multiple swimlanes is uncommon and does not represent a hand-off.

Process Flow Crossing Swimlanes: When a process flow crosses from one swimlane to another, it indicates that responsibility for the task has been handed off to a different role or department.

Evaluation of Each Option:

A . By process flow lines crossing each other:

Crossing lines are unrelated to hand-offs and may simply indicate parallel tasks.

Conclusion: This is not correct .

B . By a decision point:

Decision points represent choices or conditions, not transfers of responsibility.

Conclusion: This is not correct .

C . By a task spanning multiple swimlanes:

Tasks typically belong to a single swimlane, so this is not a valid representation of hand-offs.

Conclusion: This is not correct .

D . By the process flow crossing from one swimlane to another:

This accurately represents a hand-off, as it shows the transfer of responsibility between roles or departments.

Conclusion: This is correct .

Final Recommendation:

Hand-offs are represented:

D . By the process flow crossing from one swimlane to another.

NEW QUESTION # 45

Which technique uses an iterative approach to uncover innovative options?

- A. Rich pictures.
- B. Fishbone diagram
- C. Design thinking.
- D. Mind maps.

Answer: C

Explanation:

Design thinking is a human-centered, iterative approach used to uncover innovative solutions by focusing on user needs and exploring multiple possibilities. It emphasizes creativity, collaboration, and experimentation.

Key Characteristics of Techniques:

Design Thinking: Uses an iterative process (empathize, define, ideate, prototype, test) to generate innovative options.

Fishbone Diagram: A root cause analysis tool, not focused on innovation.

Rich Pictures: A visual representation of a situation, useful for understanding context but not for generating innovative options.

Mind Maps: A brainstorming tool that organizes ideas hierarchically, but it does not inherently follow an iterative approach.

Evaluation of Each Option:

A . Design thinking:

Design thinking explicitly uses an iterative approach to uncover innovative options.

Conclusion: This is correct .

B . Fishbone diagram:

Fishbone diagrams focus on identifying root causes, not innovation.

Conclusion: This is not correct .

C . Rich pictures:

Rich pictures visualize complex situations but do not inherently foster innovation.

Conclusion: This is not correct .

D . Mind maps:

Mind maps organize ideas but do not follow an iterative, innovative process like design thinking.

Conclusion: This is not correct .

Final Recommendation:

The technique that uses an iterative approach to uncover innovative options is:

A . Design thinking.

NEW QUESTION # 46

Which of the following lists includes only activities that are defined as support activities in the value chain?

- A. Firm infrastructure, service, marketing and sales.
- **B. Procurement, technology development, human resource management.**
- C. Service, procurement, firm infrastructure
- D. Inbound logistics, outbound logistics, operations.

Answer: B

NEW QUESTION # 47

Which of the following is a principle of business analysis?

- A. Solutions not options.
- **B. Negotiation not avoidance.**
- C. Symptoms not root causes.
- D. IT system change not business improvement

Answer: B

Explanation:

One of the core principles of business analysis is the continuous need for negotiation and consensus building, particularly when dealing with conflicting stakeholder perspectives and requirements. Business analysis actively seeks to negotiate and resolve these conflicts rather than avoiding them, which is a key part of establishing a shared understanding of the problem and the proposed solution. The other options contradict established BA principles: the principle is to find root causes, not symptoms (leading to superficial and ineffective solutions); to investigate and evaluate multiple options, not just solutions (ensuring the optimal change is selected); and to focus on business improvement as the driver for any necessary IT system change, not the other way around. The BA role necessitates working across competing interests to reach a successful outcome, making negotiation a fundamental principle. (Reference: BCS Business Analysis Practice - Principles of Business Analysis / Analysing and Managing Stakeholders)

NEW QUESTION # 48

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