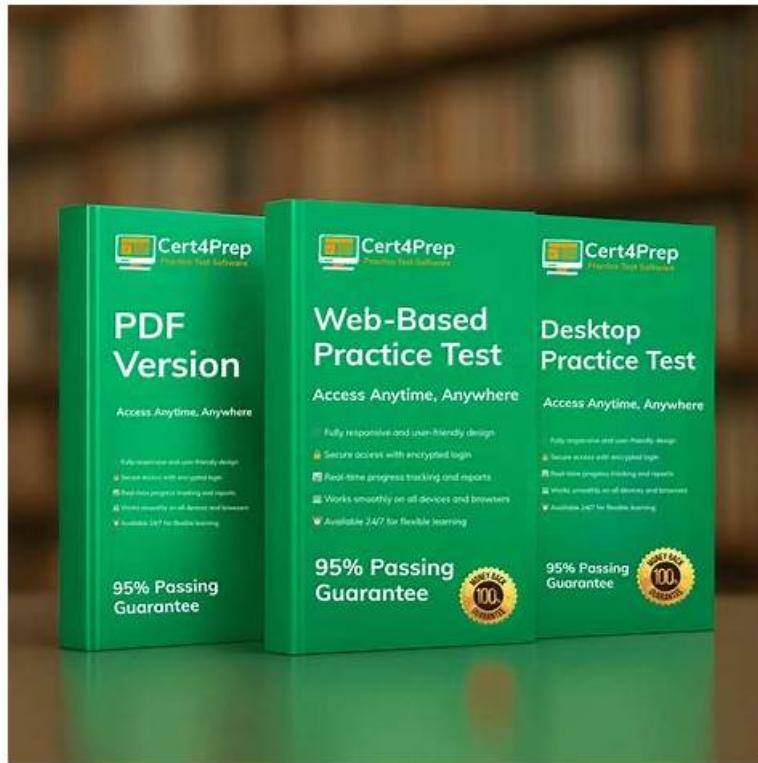


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BCS Foundation Certificate in Business Analysis V4.0 Sample Questions (Q30-Q35):

NEW QUESTION # 30

When running workshops it is useful to have someone with a role that includes specific responsibility for keeping attendees focused on achieving the objective of the workshop.

Which of the following terms describes this role?

- A. The facilitator.
- B. The stakeholder.
- C. The scribe.
- D. The arbitrator.

Answer: A

NEW QUESTION # 31

What is the first step in the gap analysis process?

- A. Consider possible actions to address the gaps.
- B. Identify gaps to be addressed.
- C. **Assemble representations of existing situation.**
- D. Compare representations of the existing and target situations.

Answer: C

Explanation:

Gap analysis is a structured process used to identify the differences between the current state (as-is) and the desired future state (to-be). The first step in this process involves understanding the current situation.

Key Steps in Gap Analysis:

Assemble representations of the existing situation: This involves documenting the current state, including processes, systems, and capabilities.

Compare representations of the existing and target situations: After understanding the current state, it is compared with the desired future state to identify gaps.

Identify gaps to be addressed: Once gaps are identified, they are prioritized based on their impact and feasibility.

Consider possible actions to address the gaps: Finally, potential solutions or actions are developed to bridge the identified gaps.

Evaluation of Each Option:

A . Assemble representations of existing situation:

Understanding the current state is the foundational step in gap analysis. Without this, there is no baseline for comparison.

Conclusion: This is correct .

B . Consider possible actions to address the gaps:

This is a later step in the process, not the first.

Conclusion: This is not correct .

C . Compare representations of the existing and target situations:

Comparison occurs after the current state has been documented.

Conclusion: This is not correct .

D . Identify gaps to be addressed:

Identifying gaps follows the documentation and comparison steps.

Conclusion: This is not correct .

Final Recommendation:

The first step in the gap analysis process is:

A . Assemble representations of existing situation.

NEW QUESTION # 32

What technique is useful to ensure that a holistic view is taken when conducting gap analysis?

- A. PESTLE.
- B. Payback analysis.
- C. Boston box.
- D. POPIT,

Answer: D

Explanation:

Gap analysis identifies the differences between the current state and the desired future state. To ensure a holistic view, a comprehensive framework like POPIT (People, Organization, Process, Information, Technology) is useful.

Key Considerations:

Payback Analysis: Focuses on financial returns and does not provide a holistic view.

POPIT: Analyzes gaps across multiple dimensions (people, organization, process, information, technology), ensuring a comprehensive perspective.

Boston Box: Evaluates market positioning of products or services, not gaps in organizational capabilities.

PESTLE: Analyzes external environmental factors but does not focus on internal gaps.

Evaluation of Each Option:

A . Payback analysis:

Payback analysis focuses on financial metrics and does not address holistic gap analysis.

Conclusion: This is not correct .

B . POPIT:

POPIT ensures a holistic view by analyzing gaps across people, organization, process, information, and technology.

Conclusion: This is correct .

C . Boston box:

The Boston box evaluates product portfolios, not organizational gaps.

Conclusion: This is not correct .

D . PESTLE:

PESTLE analyzes external factors and does not focus on internal gaps.

Conclusion: This is not correct .

Final Recommendation:

The technique useful for ensuring a holistic view in gap analysis is:

B . POPIT.

NEW QUESTION # 33

When should benefits realisation be carried out?

- A. Immediately at the end of the project.
- B. Months or years after the end of the project.
- C. At the beginning of the project.
- D. At the end of the finalised feasibility study.

Answer: B

NEW QUESTION # 34

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 complain.
- B. The percentage of customers who use the leisure facilities
- C. The percentage of customers who join the hotel loyalty scheme
- D. The percentage of customers who return
- E. The number of customers who make use of their in-room mini bar

Answer: A,C,D

Explanation:

To determine which measures are appropriate Key Performance Indicators (KPIs) for the Critical Success Factor (CSF) "provide excellent customer service," we must first understand the relationship between CSFs and KPIs:

Critical Success Factors (CSFs): These are the essential areas or activities that an organization must excel at to achieve its goals. In this case, "provide excellent customer service" is a CSF.

Key Performance Indicators (KPIs): These are measurable metrics used to evaluate progress toward achieving a CSF. KPIs should directly align with the CSF and provide actionable insights.

Now, let's evaluate each option to determine whether it is an appropriate KPI for the CSF "provide excellent customer service":

A . The number of customers who make use of their in-room mini bar

This measure tracks customer behavior related to a specific hotel amenity (the mini bar). While it may indicate customer satisfaction with the room's offerings, it does not directly measure the quality of customer service.

Conclusion: This is not an appropriate KPI for the CSF "provide excellent customer service." B . The percentage of customers who use the leisure facilities This measure tracks how many customers utilize the hotel's leisure facilities (e.g., gym, pool, spa). While it may reflect customer engagement with the hotel's amenities, it does not directly assess the quality of customer service.

Conclusion: This is not an appropriate KPI for the CSF "provide excellent customer service." C . The number of customers who complain Customer complaints are a direct indicator of dissatisfaction and can highlight areas where customer service needs improvement. A high number of complaints suggests poor customer service, while a low number indicates better service quality.

This measure is closely aligned with the CSF "provide excellent customer service" because it provides actionable feedback on service performance.

Conclusion: This is an appropriate KPI for the CSF.

D . The percentage of customers who join the hotel loyalty scheme

Customers are more likely to join a loyalty scheme if they have had a positive experience with the hotel, including excellent customer service. This measure reflects customer satisfaction and loyalty, which are outcomes of good service.

Conclusion: This is an appropriate KPI for the CSF.

E . The percentage of customers who return

Repeat customers are a strong indicator of customer satisfaction and loyalty, which are directly influenced by the quality of customer service. If customers return to the hotel, it suggests they were satisfied with their previous experience, including the service they received.

Conclusion: This is an appropriate KPI for the CSF.

NEW QUESTION # 35

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