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BCS Foundation Certificate in Business Analysis V4.0 Sample Questions (Q56-Q61):

NEW QUESTION # 56

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 percentage of customers who use the leisure facilities
- B. The number of customers who complain.
- 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: B,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 # 57

In a UML activity diagram, which symbol represents a task?

- A. A diamond shaped box
- B. A filled in circle
- C. A bullseye

- D. A round-cornered rectangular box

Answer: D

Explanation:

In a UML (Unified Modeling Language) Activity Diagram, the symbol used to represent a task (or action/activity) is a round-cornered rectangular box. This shape denotes an individual piece of work or step carried out within the process.

The other symbols represent:

A filled in circle (B): The Initial Node (start of the process).

A diamond shaped box (C): A Decision or Merge Node (a point where a choice is made or paths recombine).

A bullseye (D) (a filled circle inside an outer circle): The Activity Final Node (end of the process flow).

(Reference: BCS Modelling Business Processes / BCS Business Analysis Practice - UML Activity Diagrams)

NEW QUESTION # 58

Which of the following statements about outsourcing of systems development is correct?

- A. It has been a significant catalyst in organisations for the development of a business analysis function.
- B. It has meant that the programming of solutions is usually undertaken in countries where labour costs are high.
- C. It has meant that it is no longer necessary for analysts to define rigorous, accurate and complete user requirements.
- D. It has eliminated the need for effective contract management between the customer and the supplier of the outsourcing.

Answer: A

NEW QUESTION # 59

Which of the following would you describe about each stakeholder?

- A. Owner.
- B. Resolution.
- C. Justification.
- D. Attitude.

Answer: D

NEW QUESTION # 60

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. Constant active management, keep informed
- C. Watch, Constant active management
- D. Ignore, Constant active management

Answer: C

Explanation:

To determine the appropriate stakeholder management strategies for Harvey, we need to analyze his role and level of interest at two points in time:

When the project started: Harvey was the Director of Operations and had little interest in the HR project because his focus was on operational projects.

Now that his role has changed: As the Director of HR, Harvey has inherited sponsorship of the HR project, making him a key stakeholder with high interest and influence.

Stakeholder Management Strategies:

Watch: This strategy is used for stakeholders with low interest and low influence. It involves monitoring their behavior without actively engaging them.

Constant active management: This strategy is used for stakeholders with high interest and high influence. It involves frequent communication and collaboration to ensure their needs and expectations are met.

Evaluation of Each Option:

A . Keep informed; Constant active management:

"Keep informed" is appropriate for stakeholders with moderate interest but does not align with Harvey's initial lack of interest.

Conclusion: This is not correct .

B . Ignore, Constant active management:

Ignoring a stakeholder is inappropriate, especially for someone in a senior leadership role like Harvey.

Conclusion: This is not correct .

C . Watch, Constant active management:

Initially, Harvey had low interest and low influence on the HR project, making "watch" an appropriate strategy.

After becoming the Director of HR and inheriting sponsorship, Harvey now requires "constant active management" due to his high interest and influence.

Conclusion: This is the correct answer .

D . Constant active management, keep informed:

This reverses the order of strategies and does not align with Harvey's initial lack of interest.

Conclusion: This is not correct .

NEW QUESTION # 61

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