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BCS Foundation Certificate in Business Analysis V4.0 Sample Questions (Q53-Q58):

NEW QUESTION # 53

Which technique uses an iterative approach to uncover innovative options?

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

Answer: B

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 # 54

Which of the following is a goal of all workshops?

- A. Reviewing the business case.
- B. Creating mind maps and process models.
- C. Brainstorming ideas.
- **D. Collaboration.**

Answer: D

Explanation:

Workshops are structured meetings designed to achieve specific objectives through group participation. Regardless of the workshop's focus, collaboration is a fundamental goal.

Key Considerations:

Collaboration: Workshops bring stakeholders together to share ideas, solve problems, and make decisions collaboratively.

Reviewing the Business Case: While reviewing the business case may be a specific objective of some workshops, it is not a universal goal.

Creating Mind Maps and Process Models: These are tools or outputs of workshops, not overarching goals.

Brainstorming Ideas: Brainstorming is a technique used in workshops but is not the ultimate goal of all workshops.

Evaluation of Each Option:

A . Collaboration:

Collaboration is the core purpose of workshops, enabling participants to work together effectively.

Conclusion: This is correct .

B . Reviewing the business case:

This is a specific objective, not a universal goal of all workshops.

Conclusion: This is not correct .

C . Creating mind maps and process models:

These are tools or outputs, not goals.

Conclusion: This is not correct .

D . Brainstorming ideas:

Brainstorming is a technique, not the overarching goal of all workshops.

Conclusion: This is not correct .

Final Recommendation:

The goal of all workshops is:

A . Collaboration.

NEW QUESTION # 55

Which of the following stakeholder categories are included in the stakeholder wheel?

- A. Employees, Supervisors, Managers
- B. Competitors, Customers, Partners
- C. Regulators, Auditors, Owners
- D. Partners, Suppliers, Shareholders

Answer: C

Explanation:

The Stakeholder Wheel (or Stakeholder Interest Groupings) is a model used to categorize stakeholders in the strategic analysis phase, particularly for external environment analysis. This technique groups stakeholders based on their primary relationship to the organisation. The key groups included in the stakeholder wheel are Suppliers, Customers, Competitors, Partners, Owners (Shareholders), Regulators/Government, Media, and Employees/Trade Unions. Based on the options provided, the group that contains three valid, distinct categories from this standard model is Regulators, Auditors, Owners. While 'Auditors' can be considered part of the 'Regulators' or 'Owners' (depending on their role), and 'Owners' are often Shareholders, this option best reflects the high-level external interest groups used for broad strategic categorization compared to the internal focus of B or the mixed categories of A and C. The inclusion of Regulators and Owners is essential for any strategic stakeholder analysis. (Reference: BCS Business Analysis Practice - Stakeholder Analysis, Stakeholder Wheel)

NEW QUESTION # 56

An IT department needs to upgrade its hardware to run the new version of an established operating system. The cost of this required upgrade is \$2 million. As an alternative, the IT director has suggested that the company should change to a completely different operating system. Although this will cost \$6 million, the change will bring many other benefits, including cheaper maintenance costs and increased security.

What is the avoided cost in his proposal?

- A. \$2 million.
- B. \$8 million
- C. \$6 million.
- D. \$4 million

Answer: A

NEW QUESTION # 57

Which lifecycle accepts and expects changes during requirements so would cope well with a rapid pace of change?

- A. Waterfall
- B. V model
- C. Iterative
- D. Incremental

Answer: C

Explanation:

The Iterative (or Agile) lifecycle model is specifically designed to deal with changing requirements and a rapid pace of change. Unlike linear models like Waterfall or the V model, which expect requirements to be fixed early, the iterative model delivers the solution in a series of repeated cycles (iterations/sprints). This approach embraces the reality that requirements will change as stakeholders learn more about the evolving product and the business environment shifts. It explicitly incorporates frequent feedback loops and allows

for the adaptation of requirements throughout the project, making it the most flexible and suitable model for unstable or complex environments.

NEW QUESTION # 58

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