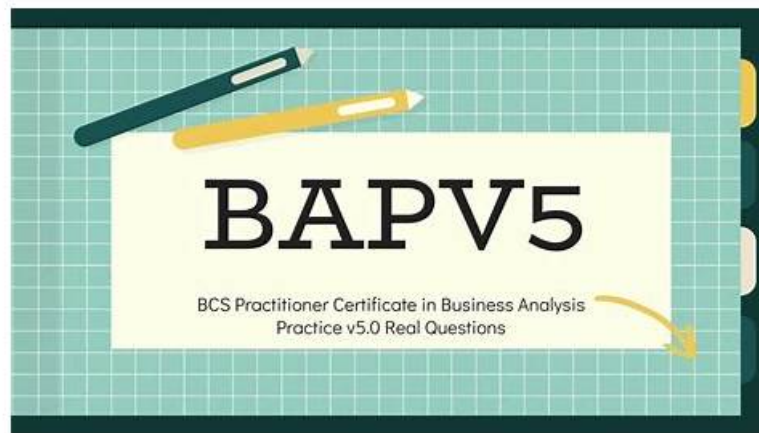


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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q25-Q30):

NEW QUESTION # 25

A company produces kitchens to order. Customers specify the design of the kitchen by using a computer-aided design tool, provided on the company's website. The tool allows customers to select products, such as cabinets and cookers, and place them into a floor plan of the kitchen that they have specified.

Once the customer confirms the design, an order is placed and the customer is given a planned installation date for the kitchen. The company orders the raw materials for the kitchen and the kitchen is built by its skilled carpenters. The customer can track the progress of the build on the Internet. If the kitchen is likely to be delivered later than originally promised, a control action is taken to bring it back on schedule. A Business Activity Model (BAM) developed for the company has 'sell bespoke kitchens' as its doing activity.

Which of the following activities would be directly linked by a logical dependency arrow to or from this doing activity?

- A. Take control action
- B. Track build
- C. Define carpentry skills
- **D. Determine range of products.**

Answer: D

Explanation:

A logical dependency arrow on a BAM shows that one activity depends on another activity for its completion or initiation. In this question, the doing activity of 'sell bespoke kitchens' depends on the planning activity of 'determine range of products', as the customers need to select products from a predefined range when they design their kitchens. Therefore, option C is the correct answer.

Reference:

Types of Events: The Ultimate Guide with Examples | Social Tables
Business events overview - Finance & Operations | Dynamics 365

NEW QUESTION # 26

Paula is a business analyst working for a small bespoke furniture manufacturing company. The newly appointed chief executive, Beverly, has asked Paula to lead an initiative to refresh and restate (where necessary) the organization's plan for the next financial year. Paula recently led a planning workshop with senior managers and has made the following notes about issues raised in the workshop:

The company....

- a) Aims to supply 10% of the local bespoke furniture market by the end of the financial year.
 - b) Will Invest In local radio advertising and appoint a creative team to develop an appropriate advertisement
 - c) Will await the final draft of the annual accounts before considering investing in a new range of high-tech chairs.
 - d) Will adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs
 - e) Recognises that bespoke furniture will always be more expensive than mass-produced, standard furniture
- Which of these notes will go into her MOST analysis?

- A. a, d and e
- B. b, c and e.
- C. a, b and c.
- **D. a, b and d.**

Answer: D

Explanation:

Explanation

The notes that will go into the MOST analysis are a, b and d, as they correspond to the elements of Mission, Strategy and Tactics. The mission is to supply 10% of the local bespoke furniture market by the end of the financial year (a). The strategy is to adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs (d). The tactics are to invest in local radio advertising and appoint a creative team to develop an appropriate advertisement (b). Note c is not part of the MOST analysis, as it is not related to any of the elements.

References:

MOST Analysis - What It Is And How To Use It - BusinessAnalystMentor.com
MOST Analysis - Part Of The Business Strategy Toolkit - Boardroom Advisors

NEW QUESTION # 27

The below statements have been made about the consensus Business Activity Model (BAM) Which THREE of the statements are TRUE?

- **A. Forms the basis of subsequent gap analysis**
- **B. A conceptual model**
- C. Describes a stakeholder's perspective on what the business does
- **D. Shows the logical sequence of process steps**
- E. Shows who undertakes the business activities

Answer: A,B,D

Explanation:

A consensus Business Activity Model (BAM) is a diagram that shows the high level activities that an organisation performs or delivers and the flow or sequence of the activities. It helps to understand what an organisation does, how it does it, who does it, where it does it and why it does it from a common or shared perspective of all relevant stakeholder groups. Therefore, options A, C and D are true statements about a consensus BAM. Option A is a true statement, as a consensus BAM is a conceptual model that represents a business situation or problem at a high level of abstraction. It helps to simplify and clarify the complexity and ambiguity of the business situation or problem. Option C is a true statement, as a consensus BAM shows the logical sequence of process steps that the organisation follows or performs to achieve its objectives and outcomes. It helps to identify the order and dependencies of the activities and how they are connected or related. Option D is a true statement, as a consensus BAM forms the basis of subsequent gap analysis that compares the current and desired situations or problems and identifies the differences or gaps between them. It helps to determine what changes or improvements are needed to bridge the gaps and achieve the desired situation or problem. Option B is not a true statement, as a consensus BAM does not show who undertakes the business activities, but what the business activities are. The actors or performers of the business activities are shown in another technique, such as RACI chart. Option E is not a true statement, as a consensus BAM does not describe a stakeholder's perspective on what the business does, but a common or shared perspective of all stakeholder groups on what the business does. A stakeholder's perspective on what the business does is described in another technique, such as CATWOE.

NEW QUESTION # 28

You have been asked to explain divergent and convergent thinking to a colleague How would you describe the purpose of both divergent and convergent thinking to them Select the BEST TWO answers

- A. Convergent thinking review ideas for way forward
- B. Convergent thinking define the action to be taken, broadly
- C. Convergent thinking define the solution in detail
- D. Divergent thinking creatively considering multiple solutions to the problem
- E. Divergent thinking generate ideas.

Answer: A,E

Explanation:

Explanation

Divergent thinking and convergent thinking are two types of thinking processes that can be used to solve problems creatively and effectively. Therefore, options A and B are correct answers, as they describe the purpose of both divergent and convergent thinking respectively. Option A describes the purpose of divergent thinking, which is to generate ideas. Divergent thinking involves exploring multiple possible solutions to a problem without judging or evaluating them. It helps to stimulate creativity and innovation by expanding the range and diversity of ideas. Option B describes the purpose of convergent thinking, which is to review ideas for way forward. Convergent thinking involves analysing and evaluating multiple possible solutions to a problem and selecting the best one for further development and implementation. It helps to ensure feasibility and suitability by narrowing down the range and diversity of ideas. Option C describes an aspect of divergent thinking, which is creatively considering multiple solutions to the problem, but not its purpose. The purpose of divergent thinking is to generate ideas, not just consider them creatively. Option D describes an aspect of convergent thinking, which is defining the solution in detail, but not its purpose. The purpose of convergent thinking is to review ideas for way forward, not just define them in detail. Option E describes an aspect of convergent thinking, which is defining the action to be taken, broadly, but not its purpose. The purpose of convergent thinking is to review ideas for way forward, not just define the action to be taken, broadly.

References: BCS Practitioner Certificate in BAP Specimen, page 47.

NEW QUESTION # 29

A Business Analyst is reviewing the stakeholder management strategy for a high profile I Human Resources (HR) protect.

Following an organizational 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 watch; Constant active management
- B. Ignore; Constant active management
- C. Keep on side; Constant active management
- D. Ignore; Keep informed.

Answer: B

Explanation:

Explanation

The stakeholder management strategy depends on the power and interest of the stakeholder in the project.

Harvey's role has changed from Director of Operations to Director of HR, which means his power and interest in the HR project have also changed. When he was Director of Operations, he had low power and low interest in the HR project, so he could be ignored as a stakeholder. Now that he is Director of HR and the sponsor of the project, he has high power and high interest in the project, so he needs constant active management as a stakeholder. Option B is the correct answer.

References:

Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com Power Interest Grid: How to Use, Benefits, Examples - KnowledgeHut

NEW QUESTION # 30

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