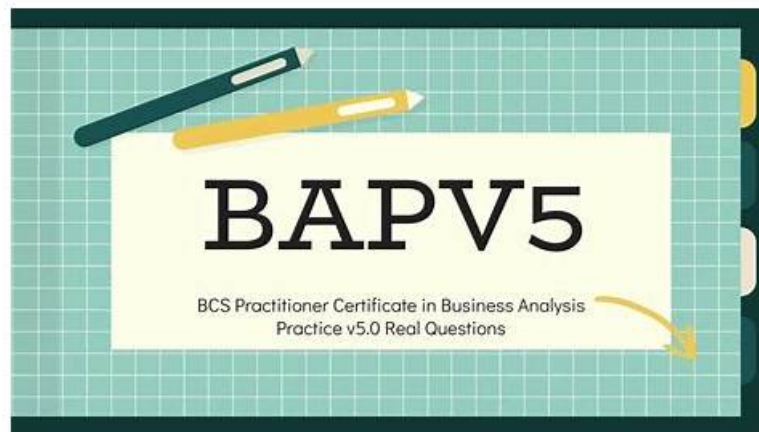


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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q21-Q26):

NEW QUESTION # 21

Casper Trading have identified the need for a change in management style within their business case to enhance team productivity. They have identified a risk that managers may struggle to adopt the new behaviours.

Which is most likely to be an effective countermeasure?

- A. Appointing a new management team with the right skills.
- B. Requesting the team accept the managers' current behaviours.
- C. Training and educating the managers in the new behaviours.
- D. Taking out an insurance policy against the risk.

Answer: C

Explanation:

The business case guidance states that risk assessment should identify principal risks and-critically-define countermeasures: what can be done to reduce the likelihood of the risk occurring or lessen its impact. It notes that some risks can be transferred (e.g, via insurance), but the key is choosing countermeasures that actually address the cause.

Here, the risk is behavioural: managers may struggle to adopt a new management style required by the change. The book explicitly

recognises that business change often requires changes to working practices and sometimes management style, especially where roles and authority shift. The most direct countermeasure is to build capability and readiness in the affected managers-through training, education, coaching, and support-so they understand the new behaviours, can practise them, and can be reinforced through agreed expectations. This reduces both the probability of failure (managers not changing) and the impact (inconsistent adoption harming productivity).

Option A (insurance) does not address behavioural adoption; it might transfer financial impact in some scenarios but won't make managers change. Option C explicitly avoids change and therefore cannot mitigate the stated risk. Option B could work in extreme cases, but replacing the entire management team is a far more disruptive and costly response than necessary and is not the "most likely" effective countermeasure when the risk is capability/behaviour adoption. Therefore, training and educating the managers is the most appropriate countermeasure.

NEW QUESTION # 22

The directors of Swift Despatch believe they might be able to improve their service and reduce costs by opening a distribution centre in Coventry A team has been created to investigate this further, including representatives of logistics, property and marketing Yasmin has been asked to advise on how the Business Case should be progressed at this point.

What SHOULD she advise?

- A. Create a detailed Business Case
- **B. Create a high level Business Case**
- C. It is too early to work on the Business Case
- D. Confirm with the directors the costs and benefits

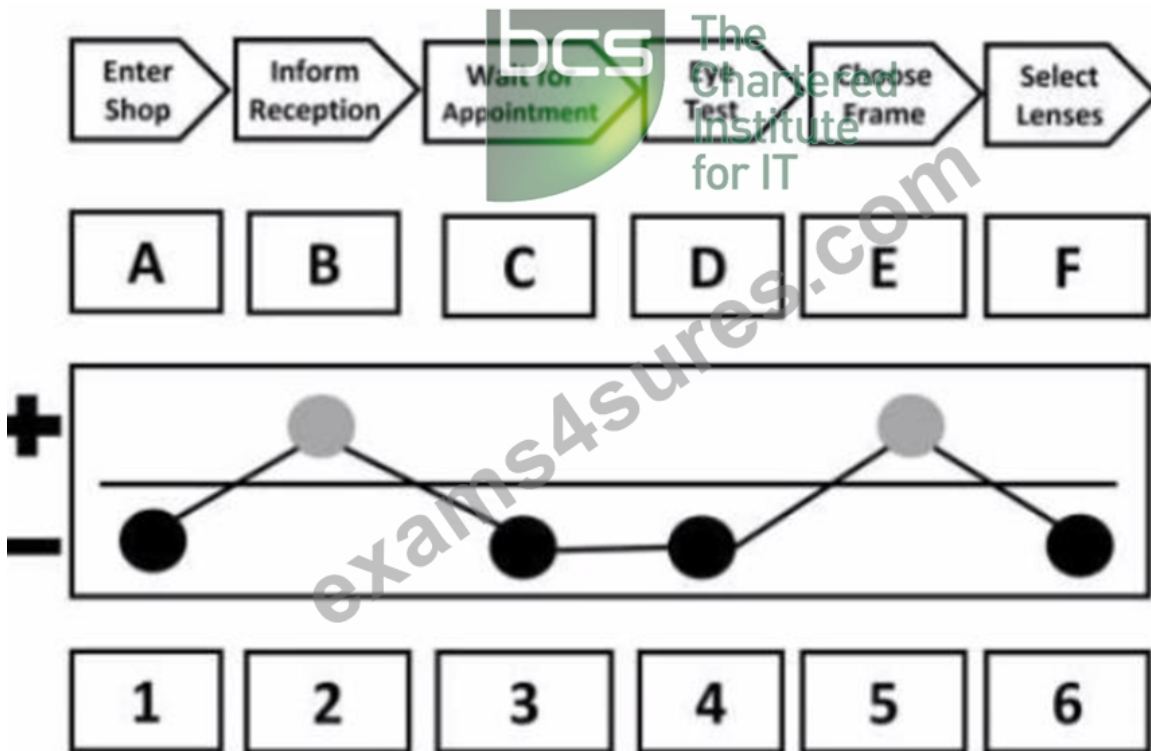
Answer: B

Explanation:

A high level Business Case is a document that provides a preliminary rationale and justification for a proposed business change or solution. It helps to establish the feasibility and desirability of the project and secure initial approval and funding for further investigation and development. Therefore, option A is the correct answer, as creating a high level Business Case would be the best activity to undertake at this point for introducing a new procurement system. A high level Business Case would help to define the problem or opportunity that motivates the project, identify and compare different procurement solutions based on their expected benefits, costs, risks and impacts, and recommend the preferred option for further analysis and evaluation. A high level Business Case would provide a solid foundation for proceeding with the project and preparing a detailed Business Case later on. Option B is not a correct answer, as creating a detailed Business Case would not be an appropriate activity to undertake at this point for introducing a new procurement system. A detailed Business Case is a document that provides a comprehensive rationale and justification for a proposed business change or solution. It helps to confirm the viability and worthiness of the project and secure final approval and funding for implementation and delivery. A detailed Business Case would require conducting extensive research and analysis on the preferred procurement solution and presenting its definitive benefits, costs, risks and impacts. A detailed Business Case would be premature and unnecessary at this point, as it would depend on the outcome of the high level Business Case first. Option C is not a correct answer, as it is too early to work on the Business Case would not be an appropriate activity to undertake at this point for introducing a new procurement system. Working on the Business Case is an essential activity for any project that involves significant business change or investment. It helps to provide evidence and support for the project and ensure its alignment with the organisation's strategy and objectives. Working on the Business Case would not be too early at this point, as it would help to establish the feasibility and desirability of the project and secure initial approval and funding for further investigation and development. Option D is not a correct answer, as confirming with the directors the costs and benefits would not be an appropriate activity to undertake at this point for introducing a new procurement system. Confirming with the directors the costs and benefits would require preparing a high level Business Case first to estimate and compare the financial implications of different options and recommend the best one for further development and implementation. Confirming with the directors the costs and benefits without preparing a high level Business Case first would risk providing inaccurate or incomplete information that may not reflect the value or feasibility of the project.

NEW QUESTION # 23

The customer journey map below was created for Eyes 4U, a chain of high street opticians. This shows the journey of a person who is 67 years old and retired with a limited pension and active social life. What are the MOST LIKELY statements to be in Box F and Box G?



- A. F provide clearer information on options and pricing 6 concern at cost
- **B. F concern at cost 6 provide clearer information on options and pricing**
- C. F: worry about choosing the wrong frame 6: introduce virtual frame selection technology
- D. F pleased appointment ending 6 provide clearer information on options and pricing

Answer: B

Explanation:

A customer journey map is a visual representation of the steps and emotions that a customer goes through when interacting with a product or service. It helps to identify the pain points and opportunities for improvement in the customer experience. A customer journey map typically consists of the following elements: stages, actions, thoughts, feelings, touchpoints and opportunities. Therefore, option A is the correct answer, as it matches the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer at the stage of choosing a frame. The feeling is concern at cost, as the customer is worried about the price of the frames and lenses. Box 6 represents the opportunity for improvement at the stage of selecting lenses. The opportunity is to provide clearer information on options and pricing, as this would help the customer to make an informed decision and reduce their anxiety. Option B is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer. Option C is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer. Option D is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer.

NEW QUESTION # 24

A business analyst has created a Business Activity Model (BAM) for a sales call centre. The model includes the following activities:

- * Take control actions.
- * Define telesales skills.
- * Monitor call quality.
- * Determine sales targets.
- * Research target customers.

Which three activity categories are represented in the list?

- A. Doing, Enabling, and Monitoring.
- B. Doing, Planning, and Enabling.
- C. Enabling, Planning, and Controlling.

- **D. Planning, Monitoring, and Controlling.**

Answer: D

Explanation:

The glossary definition of a Business Activity Model states that it contains five activity types: Planning, Enabling, Doing, Monitoring, and Controlling. In the provided list, we can map each activity to these categories using the documented explanations and examples. "Monitor call quality" is clearly a Monitoring activity, because monitoring activities measure performance and check whether expected results are being achieved. "Take control actions" is a Controlling activity. The guidance explains that when monitoring reveals performance is not as expected, control activities are required to institute remedial actions, and it provides an explicit example of a control activity ("Take control action") on a BAM.

The remaining activities- "Define telesales skills," "Determine sales targets," and "Research target customers"-are Planning activities. The documentation describes planning activities as those that set direction for the business system, including defining numbers/skills needed and setting targets/KPIs. It also shows examples such as "Define target customers," "Define nos/skills," and "Define sales targets" as planning items on a BAM.

None of the listed items are Doing (the core operational delivery activity) or Enabling (acquiring/replenishing resources). Therefore, the three categories represented are Planning, Monitoring, and Controlling.

NEW QUESTION # 25

Marketing is primarily concerned with the 4Ps: product, promotion, price and price. The institute of Analysis (IoA) offers qualification in system analysis. A number of interviews have been held with senior stakeholders, including the marketing Manager. Here are two five of the activities that have been identified by stakeholders:

- Agree new qualifications.
- Upgrade the website.
- Recruit new examiners.
- Register candidates.
- Analyze website activity.

Which of these activities would reflect the business perspective of the Marketing Manager of the IoA?

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

Answer: B

Explanation:

Marketing is primarily concerned with the 4Ps: product, promotion, price and place. These are the elements of the marketing mix that an organisation can control or adjust to influence customer demand and satisfaction. Therefore, option B is the correct answer, as it identifies which of these activities would reflect the business perspective of the Marketing Manager of the IoA. Option A identifies 'b' (upgrade the website), 'd' (register candidates) and 'e' (analyse website activity) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are incorrect examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as they are not related to any of the 4Ps. Option B identifies 'a' (agree new qualifications), 'b' (upgrade the website) and 'e' (analyse website activity) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are correct examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as they are related to some of the 4Ps. 'A' (agree new qualifications) is related to product, as it involves developing and offering new qualifications that meet customer needs and expectations. 'B' (upgrade the website) is related to promotion, as it involves improving and communicating the features and benefits of qualifications to potential customers. 'E' (analyse website activity) is related to place, as it involves monitoring and evaluating how customers access and purchase qualifications through online channels. Option C identifies 'a' (agree new qualifications), 'c' (recruit new examiners) and 'd' (register candidates) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are incorrect examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as 'c' (recruit new examiners) is not related to any of the 4Ps. Option D identifies 'b' (upgrade the website), 'c' (recruit new examiners) and 'e' (analyse website activity) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are incorrect examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as 'c' (recruit new examiners) is not related to any of the 4Ps.

NEW QUESTION # 26

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