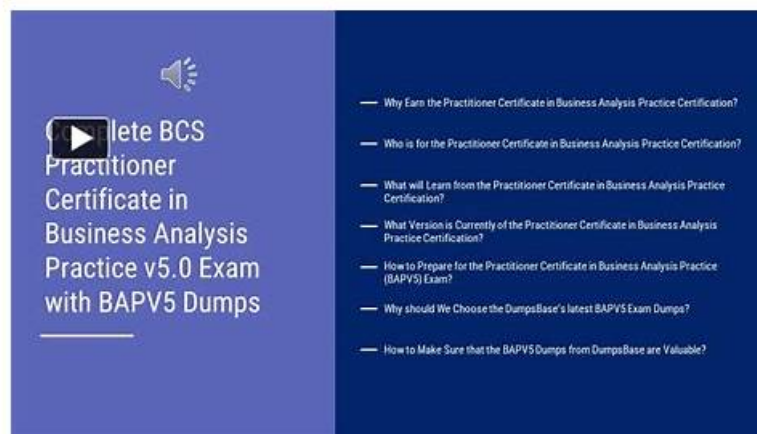


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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q55-Q60):

NEW QUESTION # 55

Nastya is the CEO of a large technology firm, which develops new and innovlative nanotechnology. Below is an email she has sent to her management team:

Dear Team,

Recent media coverage has revealed that our competitors have lower costs. It is important that we get back to our suppliers to see if they can secure a better component pnce for the next version of our NanoVac range Let's also consider the energy costs of our labs, I'm mindful that costs are rising due to investment in renewable power- I want us to negotiate with our energy supplier to get a better deal.

I've also been reading reports on social responsibility and sustainability and I'd like a lull review of the biodegradability of the packaging of all our products- we don't want media attention for being a technology company that wastes natural resources. Our employment regulations also need revisiting as there have been changes to pension rules and paternity/maternity rights for workers and I want us to be aware of these Finally, regarding the staff conference I want to launch a new staff development programme, which aims to identify and develop the rising stars in our business People development should be a key priority in our

next annual plan.

Thanks. Nastya."

Which elements of PESTLE are identified in this email?

- A. Socio-Cultural. Technological. Economic
- B. Environmental, Political. Socio-Cultural.
- C. Political, Legal. Economic
- **D. Economic, Environmental, Legal**

Answer: D

Explanation:

The elements of PESTLE that are identified in this email are Economic, Environmental and Legal. Economic factors are related to the costs and prices of the business and its competitors. In this email, Nastya mentions that their competitors have lower costs and that they need to secure a better component price and negotiate with their energy supplier (B). Environmental factors are related to the natural resources and sustainability of the business and its impact on the environment. In this email, Nastya mentions that she wants a full review of the biodegradability of the packaging of all their products and that she is mindful of the costs of renewable power (E). Legal factors are related to the laws and regulations that affect the business and its operations. In this email, Nastya mentions that their employment regulations need revisiting due to changes in pension rules and paternity/maternity rights (L).

Reference:

PESTLE Analysis Explained (With Examples)

What is a PESTLE Analysis? A Complete PESTLE Analysis Guide - OnStrategy

NEW QUESTION # 56

The following planning activity has been identified in a consensus BAM for a company that makes clothes:

'P4 - Define marketing strategy'

Which of the following is an enabling activity linked to this planning activity?

- A. Advertise clothes
- B. Monitor sales.
- **C. Define sales targets**
- D. Sell clothes

Answer: C

Explanation:

Explanation

An enabling activity is an activity that supports or facilitates another activity within a business activity model.

It helps to ensure that another activity can be performed or delivered effectively and efficiently. Therefore, option B is the correct answer, as it is an enabling activity linked to this planning activity. Define sales targets is an enabling activity linked to this planning activity, as it supports or facilitates defining marketing strategy.

It helps to ensure that marketing strategy can be aligned with sales objectives and outcomes. Option A is not a correct answer, as it is not an enabling activity linked to this planning activity, but a monitoring and control activity. Monitor sales is a monitoring and control activity that measures or evaluates another activity within a business activity model. It helps to ensure that another activity meets quality and performance standards and criteria. Option C is not a correct answer, as it is not an enabling activity linked to this planning activity, but a doing activity. Advertise clothes is a doing activity that produces or delivers value or satisfaction for customers within a business activity model. It helps to achieve customer demand and satisfaction for products or services. Option D is not a correct answer, as it is not an enabling activity linked to this planning activity, but a doing activity. Sell clothes is a doing activity that produces or delivers value or satisfaction for customers within a business activity model. It helps to achieve customer demand and satisfaction for products or services.

References: BCS Practitioner Certificate in BAP Specimen, page 40.

NEW QUESTION # 57

ParcelGo is a distribution company. Parcels arrive at its warehouse, where the inbound team use handheld barcode scanners to acknowledge their receipt. Parcels are then loaded onto pallets for onward distribution.

A project has been commissioned to replace the labour-intensive process and introduce a fully-automated system that reads the barcodes of parcels as they pass along a conveyor belt, automatically delivering to the correct area of the warehouse for onward distribution.

Staff from the inbound have informed their manager that about 30% of parcels either do not have barcodes, or the barcodes are

obscured. The team currently resolves this issue manually. But the concerned that the new automated system will be able to do this. The staff members are also worried the system will make their roles redundant. Using a holist approach, which element of the POPIT model need further investigation in order to address the team's concerns?

- A. People and organisation
- B. Process and technology
- **C. People and process**
- D. Information and technology

Answer: C

Explanation:

Explanation

The elements of the POPIT model that need further investigation are people and process. This is because the staff members have raised concerns about the compatibility of the new automated system with the current process of handling parcels without barcodes or with obscured barcodes, as well as the impact of the system on their job security. These concerns relate to the people element, which covers the roles, skills, attitudes, and behaviors of the staff, and the process element, which covers the activities, tasks, and procedures involved in delivering a service or product. Option C is the correct answer.

References:

POPIT Model - Four View Model | Taking A Holistic Perspective | BusinessAnalystMentor.com The POPIT Model | A Practical Guide To Delivering Results

NEW QUESTION # 58

EcoBags is a company that designs and makes eco-friendly shopping bags for various clients. An Internal analysis of the business has revealed the following information about the company.

- a) Recent investment in new machinery will enable the company to continue its innovation programme
- b) Feedback from customers and an increase in sales suggests that Leo Bugs is recognised as a quality brand
- c) The number of staff currently employed in the company is sufficient to meet expected future growth
- d) The ability of EcoBags to respond quickly to new market demands has earned it an innovation award.
- e) The company has significant retained profits, which will help fund the innovation programme.

Which of these would be considered as 'tangible' resources in a resource audit?

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

Answer: A

Explanation:

Explanation

A resource audit is a technique for identifying and evaluating the resources that an organisation has or needs to achieve its objectives. It helps to assess the availability and quality of an organisation's resources, such as human, physical, financial and intangible resources. Therefore, option C is the correct answer, as it identifies which of these would be considered as 'tangible' resources in a resource audit. Tangible resources are resources that have physical existence and can be seen or touched by human senses. Examples of tangible resources are machinery, equipment, buildings, materials, money etc. Option A identifies 'a' (recent investment in new machinery), 'c' (the number of staff currently employed in the company) and 'e' (the company has significant retained profits) as tangible resources in a resource audit. These are correct examples of tangible resources in a resource audit, as they have physical existence and can be seen or touched by human senses. Option B identifies 'b' (feedback from customers and an increase in sales), 'c' (the number of staff currently employed in the company) and 'e' (the company has significant retained profits) as tangible resources in a resource audit. These are incorrect examples of tangible resources in a resource audit, as 'b' (feedback from customers and an increase in sales) is an intangible resource, not a tangible resource.

Intangible resources are resources that have no physical existence and cannot be seen or touched by human senses. Examples of intangible resources are reputation, brand, knowledge, skills etc. Option D identifies 'c' (the number of staff currently employed in the company), 'd' (the ability of EcoBags to respond quickly to new market demands) and 'e' (the company has significant retained profits) as tangible resources in a resource audit. These are incorrect examples of tangible resources in a resource audit, as 'd' (the ability of EcoBags to respond quickly to new market demands) is an intangible resource, not a tangible resource.

References: BCS Practitioner Certificate in BAP Specimen, page 34.

NEW QUESTION # 59

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

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

Answer: B,C,D

Explanation:

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.

References: BCS Practitioner Certificate in BAP Specimen, page 45.

NEW QUESTION # 60

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