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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q48-Q53):

NEW QUESTION # 48

A local council wishes to improve its housing allocation process. The following notes were made by the head of housing about the current process.

Housing application decision are made using a set of criteria based on a range of factors, including the length of time application has been on the waiting list and the number of dependents they have. The criteria by the council housing committee, who meet on a regular basis and seek to ensure that the criteria continue to enable effective housing allocation.

Occasionally, legislation ensuring protection for the most vulnerable people in our society can affect the criteria, as can changes issued by central government concerning practical issues, such as building regulations?

Which of the following types(s) of business rule has been described in this extract?

- A. Internal procedures.
- **B. External constraints and internal policies.**
- C. External constraints and external procedures.
- D. Internal policies and internal procedures.

Answer: B

Explanation:

A business rule is a statement that defines or constrains some aspect of a business situation or problem or its solution. It helps to ensure consistency and compliance with policies, regulations, standards or criteria within an organisation or project. Business rules can be classified into four types: external constraints, internal policies, external procedures and internal procedures. Therefore, option B is the correct answer, as it identifies which types(s) of business rule have been described in this extract respectively. External constraints are business rules that originate from outside an organisation or project and are beyond its control or influence. They help to ensure compliance with laws, regulations, standards or criteria imposed by external authorities or bodies. An example of external constraints in this extract is legislation ensuring protection for the most vulnerable people in our society can affect the criteria, as it originates from outside the local council and is beyond its control or influence. Internal policies are business rules that originate from within an organisation or project and are under its control or influence. They help to ensure alignment with objectives, strategies, values or principles established by internal decision makers or influencers. An example of internal policies in this extract is the criteria are agreed by the council housing committee, who meet on a regular basis and seek to ensure that the criteria continue to enable effective housing allocation, as it originates from within the local council and is under its control or influence. Option A is not a correct answer, as it does not identify which types(s) of business rule have been described in this extract respectively. Internal policies and internal procedures are not the types of business rule that have been described in this extract. Internal procedures are business rules that specify how an activity or task should be performed or delivered within an organisation or project. They help to ensure quality and consistency of performance or delivery within an organisation or project. There is no example of internal procedures in this extract. Option C is not a correct answer, as it does not identify which types(s) of business rule have been described in this extract respectively. External constraints and external procedures are not the types of business rule that have been described in this extract. External procedures are business rules that specify how an activity or task should be performed or delivered outside an organisation or project. They help to ensure compatibility and interoperability of performance or delivery with external parties or systems. There is no example of external procedures in this extract. Option D is not a correct answer, as it does not identify any type of business rule that has been described in this extract.

NEW QUESTION # 49

A division of a telecommunication company is reviewing its current product range. It has decided to reposition itself by narrowing its product scope to 'deliver consultancy service'. The activity is the primary doing activity doing on a business Activity Model (BAM) defined by the Chief Executive Officer (CEO). A number of other activities have been identified, five of which are listed below:

Determine which customer to target for

- a) Determine which customers to target for our focused service.
- b) Track the progress of consultancy contracts placed by customers.
- c) Define the skills sets of the consultants supplying our service.
- d) Agree on a marketing campaign to make people aware of our new product focus
- e) Run monthly open days, showcasing our consultancy expertise.

Which of these would be categorized as planning activities on the CEO's BAM?

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

Answer: A

Explanation:

Planning activities are those that must be considered beforehand in order to complete the doing and enabling activities. They are usually related to defining or determining some aspects of the business. In this question, the activities c, d and e are planning activities, as they involve defining the skills sets of the consultants, agreeing on a marketing campaign, and running monthly open days. These activities are necessary to support the primary doing activity of delivering consultancy service. Option D is the correct answer.

NEW QUESTION # 50

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

Answer: D

Explanation:

A stakeholder management strategy is a plan for how to engage and communicate with stakeholders based on their level of interest and influence in the organisation or project. A stakeholder management strategy can vary depending on the stakeholder's position on the power/interest grid, which has four quadrants: high power, high interest; high power, low interest; low power, high interest; and low power, low interest. Therefore, option C is the correct answer, as it represents appropriate stakeholder management strategies for Harvey based on his position on the grid before and after his role change. Watch means to monitor the stakeholder's level of interest and influence and keep them informed of relevant developments. This is suitable for when Harvey was in the low power, low interest quadrant, as he had little authority or concern over the project. Constant active management means to involve the stakeholder closely in the project and seek their input and feedback regularly. This is suitable for when Harvey moved to the high power, high interest quadrant, as he became the sponsor and owner of the project. Option A is not a correct answer, as keep informed means to provide the stakeholder with sufficient information and updates to maintain their interest and support. This is more suitable for when Harvey was in the low power, high interest quadrant, not the low power, low interest quadrant. Option B is not a correct answer, as ignore means to disregard the stakeholder's views and needs and exclude them from communication. This is not a good strategy for any stakeholder, especially one who has some power or influence over the project. Option D is not a correct answer, as constant active management means to involve the stakeholder closely in the project and seek their input and feedback regularly. This is more suitable for when Harvey was in the high power, high interest quadrant, not the low power, low interest quadrant.

NEW QUESTION # 51

A business case contains the following in its management summary:

'The recommended option meets the new regulatory requirements. It will ensure our products remain in the marketplace and be the first to receive compliance certification, which will enhance our reputation as the market leader. New business policies and processes will be introduced, which may temporarily reduce productivity. The action plan will be communicated to all staff at the next monthly meeting.'

Which TWO categories of costs and benefits are described in this extract?

- A. Tangible costs
- B. Tangible benefits
- C. Intangible costs.
- D. Intangible benefits

- E. Irregular costs

Answer: C,D

Explanation:

A cost is an expenditure or sacrifice incurred or expected to be incurred as a result of a business change. A benefit is an advantage or improvement that is gained or expected to be gained as a result of a business change. Costs and benefits can be classified as tangible or intangible, depending on whether they can be measured in monetary terms or not. Therefore, options B and D are correct answers, as they describe intangible costs and benefits that are not easily quantified or valued. Intangible costs include the temporary reduction in productivity due to the introduction of new business policies and processes. Intangible benefits include the enhancement of the company's reputation as the market leader due to being the first to receive compliance certification. Option A is not a correct answer, as tangible costs are not described in the extract. Tangible costs are those that can be measured in monetary terms, such as the cost of purchasing new equipment or hiring new staff. Option C is not a correct answer, as tangible benefits are not described in the extract. Tangible benefits are those that can be measured in monetary terms, such as the increase in revenue or decrease in expenses.

NEW QUESTION # 52

TeamClothing sells clothes through its shops based around the country. If a customer in a shop cannot find the item they wish to buy, a sales assistant can order it for them online and when it arrives, the customer can then collect the item from the shop. Customers may also order directly from TeamClothing's website. Orders from the website are usually delivered to the customer's home address. Online customers also automatically receive a monthly catalogue from the firm, which lists current offers. Three events are of particular interest:

Shop sales assistants ordering items for a customer online
Customers ordering through the website
Sending a monthly catalogue to website customers

How would these events be classified?

- A. External = 1; Time-based = 1; Internal = 1.
- B. External = 3
- C. Internal = 2; Time-based = 1.
- **D. External = 2, Time-based = 1**

Answer: D

Explanation:

Explanation

An event is something that happens or occurs within or outside an organisation or project that triggers or affects an activity or process. Events can be classified into three types: external, internal and time-based.

Therefore, option B is the correct answer, as it correctly classifies the events of interest in this scenario according to their types.

External events are events that originate from outside the organisation or project and are beyond its control or influence. An example of an external event in this scenario is customers ordering through the website, as it originates from outside TeamClothing and is beyond its control or influence. There are two external events in this scenario. Internal events are events that originate from within the organisation or project and are under its control or influence. An example of an internal event in this scenario is shop sales assistants ordering items for a customer online, as it originates from within TeamClothing and is under its control or influence. There are no internal events in this scenario. Time-based events are events that occur at regular intervals or on specific dates or times. An example of a time-based event in this scenario is sending a monthly catalogue to website customers, as it occurs at regular intervals (every month). There is one time-based event in this scenario.

References: BCS Practitioner Certificate in BAP Specimen, page 46.

NEW QUESTION # 53

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