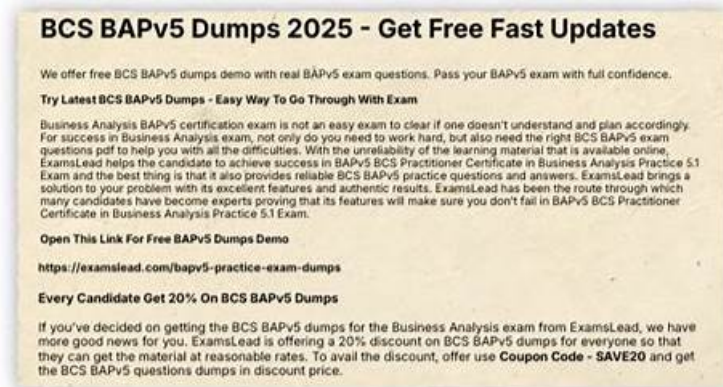


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## BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q46-Q51):

### NEW QUESTION # 46

A business analyst working for a manufacturing company has been asked to support a new initiative to review and redesign the company's Process, enabling it to increase its production and expand into overseas markets. He is working in a team of business analytics and has been asked to do the following:

a) Assist in the evaluation of the benefits defined in the benefits plan  
b) Lead requirements elicitation and clarification activities  
c) Deliver coaching, training and ongoing support for any changes to existing processes.

Once the business analyst has completed these activities, which parts of the Business Change lifecycle will he have supported-?

- A. Design and Realisation
- B. Realisation, Design and Implementation

- C. Implementation. Definition and Alignment
- D. Design. Alignment and Implementation

**Answer: B**

Explanation:

Explanation

The parts of the Business Change lifecycle that the business analyst will have supported are Realisation, Design and Implementation. Realisation is the phase where the benefits defined in the benefits plan are evaluated and measured. The business analyst will support this phase by assisting in the evaluation of the benefits (a). Design is the phase where the elements that will support the change are defined and developed.

The business analyst will support this phase by leading requirements elicitation and clarification activities (b).

Implementation is the phase where the change is embedded into the organisation and its processes. The business analyst will support this phase by delivering coaching, training and ongoing support for any changes to existing processes .

References:

Business Change Lifecycle - YouTube

The Change Management Life Cycle; Involve Your People to Ensure Success ...

### NEW QUESTION # 47

Bessant Co.manufactures and sells clothing. The company is every profitable and the IT director would like to invest some of these profits into improving the technical infrastructure of the company, which would help the organic growth of the company. However, the finance director would like to use the profits to acquire one of its competitors.

Shelly is the business analyst on this project and she recognises that the IT and finance director do not agree on the future direction of the business. Once prefers organic growth and the other, growth by acquisition.

What technique COULD Shelly use to improve her understating of these two different perspectives?

- **A. CATWOE.**
- B. SWOT analysis
- C. The power/ interest grid
- D. POPIT model.

**Answer: A**

Explanation:

Explanation

CATWOE is a technique that helps to understand different perspectives of a situation by analyzing six elements: Customers, Actors, Transformation process, Worldview, Owner, and Environmental constraints.

Shelly could use CATWOE to improve her understanding of the IT and finance director's views on the future direction of the business, by identifying who are the customers, actors, owners, and so on for each option (organic growth or acquisition), and how they differ. Option A is the correct answer.

References:

What Is The CATWOE Analysis And Why It Matters In Business - FourWeekMBA CATWOE Analysis: A Holistic Approach to Problem Solving - SlideModel

### NEW QUESTION # 48

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 worksopce with senior managers and has made the following notes about issues raised in the workshop:

The company....

- Aims to supply 10% of the local bespoke furniture market by the end of the financial year.
  - Will Invest In local radio advertising and appoint a creative team to develop an appropriate advertisement
  - Will await the final draft of the annual accounts before considering investing in a new range of high-tech chairs.
  - Will adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs
  - 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, b and d.**
- B. a, d and e

- C. b, c and e.
- D. a, b and c.

**Answer: A**

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.

Reference:

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

## NEW QUESTION # 49

The following is an excerpt from a job advert for a Business Analyst

"We are seeking an experienced Business Analyst to assist us in the development of formal written proposals.

detailing the cost and benefit of proposed business initiatives. The successful candidate should be able to use a variety of methods to explore and define complex situations Experience of producing blueprints In terms of processes, management structures, culture and people would be highly advantageous-Based on the extract, what are the competencies required for this role?

- A. Domain knowledge. Business modeling. Gap analysis.
- B. Business case development. Business modeling. Requirements engineering
- C. Business case development. Investigation techniques. Business architecture
- D. Subject matter expertise. Investigation techniques, Business architecture.

**Answer: C**

Explanation:

Explanation

A competency is a combination of skills, knowledge and behaviours that enable a person to perform a task or role effectively and efficiently. Therefore, option D is the correct answer, as it describes the competencies required for this role based on the job advert. Business case development is a competency that involves creating and presenting a formal written proposal that details the costs and benefits of a proposed business change or solution. It helps to justify and secure the approval and funding for a proposed business change or solution. This competency is required for this role, as the job advert states that the business analyst will assist in the development of formal written proposals detailing the cost and benefit of proposed business initiatives.

Investigation techniques is a competency that involves using a variety of methods to explore and define complex situations or problems within an organisation or project. It helps to elicit, analyse, validate and prioritise the views and needs of stakeholders and identify the root causes and effects of situations or problems. This competency is required for this role, as the job advert states that the business analyst should be able to use a variety of methods to explore and define complex situations. Business architecture is a competency that involves designing and modelling the structure and relationships of an organisation or project at a high level of abstraction. It helps to understand how an organisation or project operates, delivers value and achieves its objectives and outcomes. This competency is required for this role, as the job advert states that the business analyst should have experience of producing blueprints in terms of processes, management structures, culture and people. Option A is not a correct answer, as it does not describe all the competencies required for this role based on the job advert. Subject matter expertise is a competency that involves having in-depth knowledge and understanding of a specific domain or industry within an organisation or project. It helps to provide insights and guidance on the best practices and standards within a specific domain or industry. This competency is not required for this role, as the job advert does not state that the business analyst should have subject matter expertise in any specific domain or industry. Option B is not a correct answer, as it does not describe all the competencies required for this role based on the job advert. Domain knowledge is a competency that involves having general knowledge and understanding of a broad domain or industry within an organisation or project. It helps to provide context and background on the nature and scope of a domain or industry. This competency is not required for this role, as the job advert does not state that the business analyst should have domain knowledge in any broad domain or industry. Gap analysis is a competency that involves comparing current and desired situations or problems and identifying the differences or gaps between them. It helps to determine what changes or improvements are needed to bridge the gaps and achieve desired situations or problems. This competency is not required for this role, as the job advert does not state that the business analyst should have experience of gap analysis. Option C is not a correct answer, as it does not describe all the competencies required for this role based on the job advert. Requirements engineering is a competency that involves eliciting, analysing, specifying, validating and managing requirements for a system or product within an organisation or project. It helps to ensure that requirements are clear, complete, consistent, testable and traceable throughout the system or product lifecycle. This

competency is not required for this role, as the job advert does not state that the business analyst should have experience of requirements engineering.

References: BCS Practitioner Certificate in BAP Specimen, page 33.

### 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. Watch, Constant active management
- D. Keep informed; Constant active management

**Answer: C**

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

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