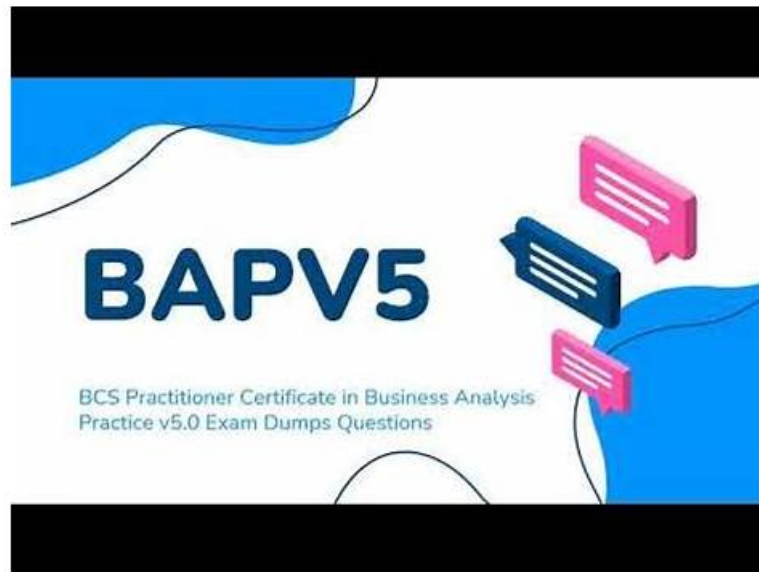


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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q62-Q67):

NEW QUESTION # 62

A report has been created into improving the scheduling of physio appointments at a major hospital. An extract reads: 'The scheduling team have a strong set of skills that will not need to be updated. However, the team should be split into two: one dealing with inpatients and one with outpatients. The introduction of a new telephony software and an online booking system will also require changes to the process.' How might these changes be BEST presented to communicate with the scheduling team?

- A. Business Process Model
- **B. Prototype**
- C. Business Activity Model
- D. POPIT

Answer: B

Explanation:

A prototype is a simplified version of a proposed system or product that can be used to demonstrate its functionality and usability to the stakeholders. A prototype can be useful for communicating changes that involve new technology or software, as it allows the users to interact with the system and provide feedback. Therefore, option D is the best choice, as it would allow the scheduling team to see how the new telephony software and online booking system would work and how they would affect their process. Option A is not a good choice, as a business process model is a graphical representation of the activities, inputs, outputs and resources involved in a business process. It would not show how the new software would work or how the team would be split. Option B is not a good choice, as a business activity model is a high-level view of the business activities that take place within an organisation. It would not show the details of the scheduling process or the new software. Option C is not a good choice, as POPIT is an acronym for People, Organisation, Process, Information and Technology. It is a framework for taking a holistic view of a business situation, but it is not a tool for communicating changes.

NEW QUESTION # 63

A business analyst and a project manager are producing a business case for an initiative, which aims to improve the cyber defences of a large financial services provider. They met recently to review progress and made the following notes for the next draft:

1. The benefits of cyber security will be hard to describe in quantitative terms, so we will need to describe these qualitatively.
2. We need to make it clear that we have fully explored the solution market, and we have considered a range of approaches to meeting the objectives of this project.
3. The threat posed to the organisation from cyber attack, and therefore the justification for this project, needs to be clearly articulated. Which THREE sections of a business case will cover these points?

- A. Options considered
- B. Analysis of costs and benefits
- C. Risk assessment
- D. Recommendations
- E. Description of the current situation

Answer: A,B,E

Explanation:

Explanation:

A business case is a document that provides the rationale and justification for a proposed business change or solution. It helps to evaluate the benefits, costs, risks and impacts of different options and recommend the best one for further development and implementation. A business case typically consists of several sections, such as executive summary, description of the current situation, description of the desired situation, options considered, analysis of costs and benefits, risk assessment and recommendations. Therefore, options A, B and E are correct answers, as they cover the sections of a business case that will address the points noted by the business analyst and the project manager. Options considered is the section where different approaches or solutions to meet the objectives of the project are identified and described. It helps to show that a range of alternatives have been explored and evaluated. Analysis of costs and benefits is the section where the financial implications of each option are estimated and compared. It helps to show the expected value and return on investment of each option. Description of the current situation is the section where the problem or opportunity that motivates the project is clearly defined and articulated. It helps to show the justification and urgency for the project. Option D is not a correct answer, as recommendations is not a section of a business case that will address any of the points noted by the business analyst and the project manager. Recommendations is the section where the preferred option is selected and proposed based on the analysis and evaluation of other sections. Option E is not a correct answer, as risk assessment is not a section of a business case that will address any of the points noted by the business analyst and the project manager. Risk assessment is the section where the uncertainties and potential negative consequences of each option are identified and analysed. It helps to show how risks can be avoided, reduced or managed.

References: BCS Practitioner Certificate in BAP Specimen, page 30.

NEW QUESTION # 64

John has been working on a business case for opening up the overseas market to new products. He has been asked to document the risks. What SHOULD he do to ensure they are appropriately recorded? Select the TWO that apply.

- A. Provide justification for each countermeasure identified
- B. Document the source of each risk
- C. Create a RAID log
- D. Identify an owner for each risk

- E. Impact assessment of each countermeasure identified

Answer: B,D

Explanation:

Explanation

A risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives. To ensure that risks are appropriately recorded, they should be documented in a consistent and structured way, such as using a RAID log (Risks, Assumptions, Issues and Dependencies). A RAID log should include information such as the risk description, impact, probability, source, owner, mitigation actions, status and date. Therefore, options B and C are essential for recording risks, as they help to identify where the risk originates from and who is responsible for managing it. Option A is not relevant to recording risks, as it is the name of the tool used to document them. Option D and E are not relevant to recording risks, as they relate to the countermeasures or actions taken to address them, not the risks themselves.

References: BCS Practitioner Certificate in BAP Specimen, page 14.

NEW QUESTION # 65

How would a business analyst use a Target Operating Model (TOM) in gap analysis?

- A. To determine which activities in the desired situation are not financially feasible
- B. To establish which stakeholder views will not be reflected in the desired situation
- **C. To assess how far the organisation's current activities support the desired situation.**
- D. To identify how the organisation should structure itself to support the desired situation.

Answer: C

Explanation:

Explanation

A Target Operating Model (TOM) is a high-level description of how an organisation wants to operate in order to achieve its vision and strategy. It defines what an organisation does, how it does it, who does it, where it does it and why it does it. A TOM can be used in gap analysis to compare the desired situation with the existing situation and identify what needs to change to achieve the desired situation. Therefore, option A is the correct answer, as using a TOM in gap analysis would help to assess how far the organisation's current activities support the desired situation. By comparing the current activities with those defined in the TOM, a gap analysis would help to identify what activities are missing, redundant or inefficient in achieving the desired situation. Option B is not a correct answer, as using a TOM in gap analysis would not help to identify how the organisation should structure itself to support the desired situation. The structure of an organisation is one aspect of a TOM, but not its main purpose. A TOM defines what an organisation does more than how it organises itself. Option C is not a correct answer, as using a TOM in gap analysis would not help to determine which activities in the desired situation are not financially feasible. The financial feasibility of an activity is not determined by comparing it with a TOM, but by conducting a cost-benefit analysis or a business case.

Option D is not a correct answer, as using a TOM in gap analysis would not help to establish which stakeholder views will not be reflected in the desired situation. The stakeholder views are not determined by comparing them with a TOM, but by conducting a stakeholder analysis or a CATWOE analysis.

References: BCS Practitioner Certificate in BAP Specimen, page 27.

NEW QUESTION # 66

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. Intangible benefits**
- B. Irregular costs
- **C. Intangible costs.**
- D. Tangible costs
- E. Tangible benefits

Answer: A,C

Explanation:

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.

References: BCS Practitioner Certificate in BAP Specimen, page 20.

NEW QUESTION # 67

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