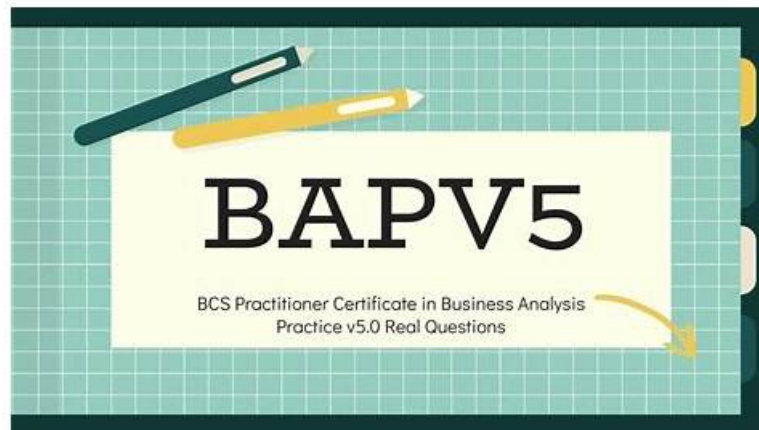


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## BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q14-Q19):

### NEW QUESTION # 14

End users in one business area are unwilling to adopt a new finance management system (recently introduced by the innovation team), as they perceive that it is unnecessarily complicated and not useful. One of the end users in this business area has been very vocal and has been relying support from others since posting about it on the company's intranet homepage.

The introduction finance system was initially supported by senior managers, but now users in other business area are also beginning to question whether they adopt the tool and are raising the issue with their managers.

The sponsor fully supports the decision to go ahead with the now tool and has made il very cleat to senior managers that he expects them to support this Initiative.

Which stakeholder management strategy SHOULD be taken with the senior managers?

- A. Keep informed
- B. Watch
- C. Constant active management

- D. Keep onsite.

**Answer: C**

Explanation:

The stakeholder management strategy for senior managers should be constant active management. Senior managers have high power and high interest in the project, as they are responsible for overseeing its implementation and ensuring its alignment with organizational goals. They also have influence over other stakeholders, such as end users and employees. Therefore, they need to be regularly engaged, consulted, informed, and involved in decision making throughout the project lifecycle. Option B is the correct answer.

Reference:

Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com Power Interest Grid: How to Use, Benefits, Examples - KnowledgeHut

### NEW QUESTION # 15

Efua is planning to use Design Thinking to improve the m-store customer experience She has asked you to suggest good techniques to help with the different stages.

Looking at the list of techniques and stages below which THREE combinations SHOULD be of benefit to Efua?

- A. Define Current user needs or problems.
- B. Prototype: Scenario Analysis
- C. Create Personas
- D. Evaluate Mind Mapping
- E. Empathise Customer Journey Map

**Answer: A,C,E**

Explanation:

Design Thinking is an approach for solving complex problems by focusing on human needs and desires. It involves five stages: empathise, define, ideate, prototype and test. Therefore, options B, D and E are correct answers, as they suggest good techniques to help with the different stages of Design Thinking. Empathise is the stage where the problem is explored from the perspective of the users and their emotions, motivations and pain points are understood. A good technique to help with this stage is Customer Journey Map, which is a visual representation of the steps and emotions that a user goes through when interacting with a product or service. It helps to identify the pain points and opportunities for improvement in the user experience. Create is the stage where the users are represented by creating personas, which are fictional characters that embody the characteristics, goals and needs of a typical user group. Personas help to empathise with the users and design solutions that suit their preferences and expectations. Define is the stage where the problem is clearly defined and articulated based on the insights gained from the empathise stage. A good technique to help with this stage is Current user needs or problems, which is a statement that summarises what the users need or want to achieve and what prevents them from doing so. It helps to focus on the core problem and set the direction for ideation. Option A is not a correct answer, as Prototype is not a stage of Design Thinking, but a technique that can be used in the Prototype stage. Prototype is the stage where the ideas are turned into tangible and testable prototypes that can be used to demonstrate and evaluate the solutions. A good technique to help with this stage is Scenario Analysis, which is a technique that explores how different scenarios or situations could affect the outcomes of the solutions. It helps to test the feasibility and desirability of the prototypes. Option C is not a correct answer, as Evaluate is not a stage of Design Thinking, but a technique that can be used in the Test stage. Test is the stage where the prototypes are tested with real users and feedback is collected and analysed to refine and improve the solutions. A good technique to help with this stage is Mind Mapping, which is a technique that organises and visualises information in a hierarchical and associative way. It helps to capture and structure feedback and identify patterns and insights.

### NEW QUESTION # 16

A local council has decided to completely redesign the way it provides library lending services it plans to stop lending books and move towards an entirely online e-book lending model Four activities to be included in the Business Activity Model (BAM) are given below a) Lend books b) Establish licensing arrangements with publishers c) Define lending policies d) Monitor lending usage What will be the dependencies between these activities on the BAM?

- A. c->b->a->d
- B. c->d->a->b
- C. d->c->a->b
- D. c->a->b->d

**Answer: A**

Explanation:

A Business Activity Model (BAM) is a high-level view of the business activities that take place within an organisation. It shows how activities are related to each other and how they contribute to achieving business objectives. A BAM consists of five types of high-level activities: directing, enabling, doing, monitoring and controlling. A BAM can also show dependencies between activities using arrows to indicate which activity depends on another activity to start or finish. Therefore, option A is the correct answer, as it shows the dependencies between the four activities on the BAM correctly. Activity c (define lending policies) is a directing activity that sets the rules and guidelines for lending e-books to customers. It depends on no other activity and precedes all other activities. Activity b (establish licensing arrangements with publishers) is an enabling activity that secures the rights and permissions to lend e-books from different publishers. It depends on activity c and precedes activity a. Activity a (lend books) is a doing activity that provides e-books to customers according to their requests and preferences. It depends on activity b and precedes activity d. Activity d (monitor lending usage) is a monitoring activity that tracks and records how customers use and return e-books. It depends on activity a and follows all other activities.

### NEW QUESTION # 17

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

**Answer: B,E**

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 E 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 # 18

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 decisions 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 are decided 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. External constraints and external procedures.
- **B. External constraints and internal policies.**
- C. Internal procedures.
- D. Internal policies and internal procedures.

**Answer: B**

Explanation:

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.

References: BCS Practitioner Certificate in BAP Specimen, page 41.

## **NEW QUESTION # 19**

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