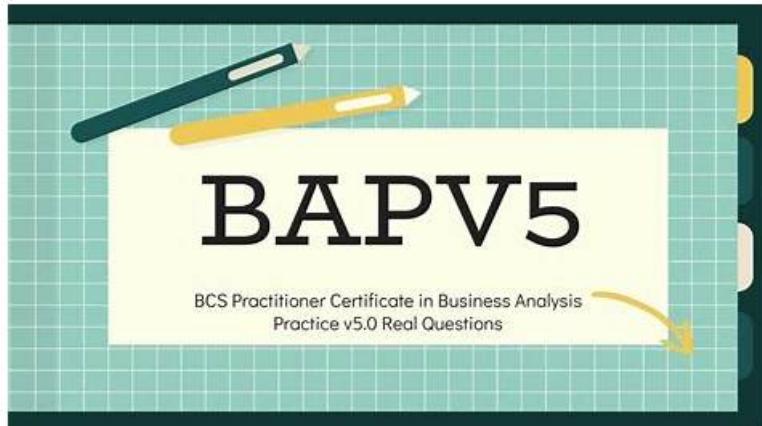


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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q63-Q68):

NEW QUESTION # 63

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

The company....

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

Answer: B

Explanation:

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.

References:

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

NEW QUESTION # 64

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

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 # 65

A large consultancy organization has assigned its BA. Girby, to a client called MetalCor, a manufacturer of component for washing machines and fridge freezers. The management team of MetalCor need some help in understanding the problems they are experiencing with their production line. Recently, reproduction has dipped to a record low and more parts are being returned as faulty. Production line staff blame each other and the more staff Girby speaks to, the more issues she identifies. She has difficulty keeping track of the arising themes and how they relate to each other.

Which of the following would enable Girby to model the arising themes and how they relate to each other?

- **A. Mind map**
- B. Business activity model
- C. Business process model
- D. Rich picture.

Answer: A

Explanation:

A mind map is a technique for organising and visualising information in a hierarchical and associative way. It helps to generate, structure and classify ideas and concepts and show how they are related or connected. Therefore, option A is the correct answer, as a mind map would enable Girby to model the arising themes and how they relate to each other. A mind map would help to identify the main theme or problem (declining production) and the sub-themes or causes (staff blaming each other, more parts being faulty etc.) and arrange them in a tree-like structure. A mind map would help to use colours, symbols, images and keywords to represent and emphasise the themes and their relationships. A mind map would help to analyse and evaluate the themes and their relationships and identify any patterns or gaps that may exist. Option B is not a correct answer, as a business activity model is not a technique for modelling the arising themes and how they relate to each other. A business activity model is a technique for modelling business activities within an organisation or project at a high level of abstraction. It helps to understand what an organisation does, how it does it, who does it, where it does it and why it does it. Option C is not a correct answer, as a rich picture is not a technique for modelling the arising themes and how they relate to each other. A rich picture is a technique for drawing a holistic view of a complex situation or problem using informal symbols and images. It helps to capture the main elements and aspects of a situation or problem and how they interact or influence each other. Option D is not a correct answer, as a business process model is not a technique for modelling the arising themes and how they relate to each other. A business process model is a technique for modelling business processes within an organisation or project at a low level of abstraction. It helps to understand how business processes are performed or delivered in terms of inputs, outputs, activities, tasks, roles, rules, events etc.

NEW QUESTION # 66

Nastya is the CEO of a large technology firm, which develops new and innovative 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 price 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 full 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. Environmental, Political, Socio-Cultural.
- B. Political, Legal, Economic
- C. Economic, Environmental, Legal
- D. Socio-Cultural, Technological, Economic

Answer: C

Explanation:

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).

References:

PESTLE Analysis Explained (With Examples)

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

NEW QUESTION # 67

The customer journey map below was created for Eyes 4U, a chain of high street opticians. This shows the journey of a person who is 67 years old and retired with a limited pension and active social life. What are the MOST LIKELY statements to be in Box F and

Box 6?

- A. F: worry about choosing the wrong frame 6: introduce virtual frame selection technology
- **B. F concern at cost 6 provide clearer information on options and pricing**
- C. F pleased appointment ending 6 provide clearer information on options and pricing
- D. F provide clearer information on options and pricing 6 concern at cost

Answer: B

Explanation:

A customer journey map is a visual representation of the steps and emotions that a customer goes through when interacting with a product or service. It helps to identify the pain points and opportunities for improvement in the customer experience. A customer journey map typically consists of the following elements: stages, actions, thoughts, feelings, touchpoints and opportunities. Therefore, option A is the correct answer, as it matches the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer at the stage of choosing a frame. The feeling is concern at cost, as the customer is worried about the price of the frames and lenses. Box 6 represents the opportunity for improvement at the stage of selecting lenses. The opportunity is to provide clearer information on options and pricing, as this would help the customer to make an informed decision and reduce their anxiety. Option B is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer. Option C is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer. Option D is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer.

NEW QUESTION # 68

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