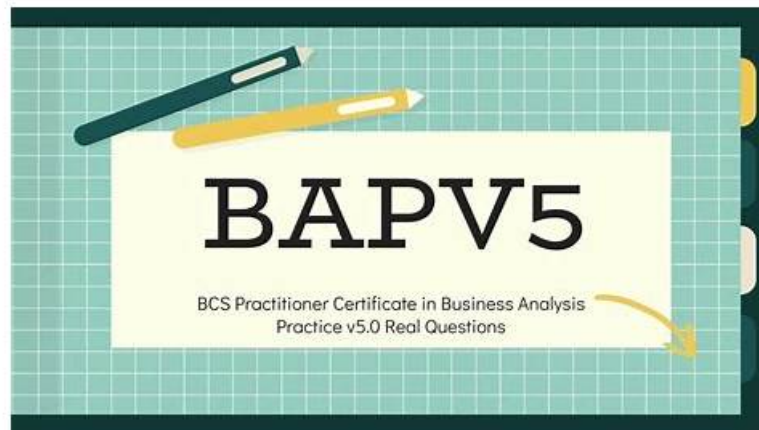


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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q34-Q39):

NEW QUESTION # 34

At a recent Board Meeting the Directors of an office fitting company ratified the company's mission as:

To meet or undercut all our competitors' prices'

Which of the following is MOST LIKELY to be the company's vision?

- A. To be the premier office fitting company
- B. To offer the best value office fitting service
- C. To reduce the cost of office fitting by 5%.
- D. To increase the company's market share.

Answer: B

Explanation:

Explanation

A vision statement is a concise and inspiring statement of what the organisation aspires to be in the future. It should reflect the organisation's core values and purpose, and provide direction and motivation for its stakeholders. A vision statement should not be too specific or focused on the current state of the organisation, but rather on the desired future state. Therefore, option A is the best choice, as it expresses a clear and aspirational vision that aligns with the company's mission of meeting or undercutting all its competitors' prices. Option B is too narrow and does not capture the essence of the organisation's purpose. Option C is too vague and does not indicate how the organisation will achieve its goal. Option D is too generic and does not differentiate the organisation from its competitors.

References: BCS Practitioner Certificate in BAP Specimen, page 13.

NEW QUESTION # 35

The directors of Swift Despatch believe they might be able to improve their service and reduce costs by opening a distribution centre in Coventry. A team has been created to investigate this further, including representatives of logistics, property and marketing. Yasmin has been asked to advise on how the Business Case should be progressed at this point.

What SHOULD she advise?

- A. Confirm with the directors the costs and benefits
- B. It is too early to work on the Business Case
- C. Create a detailed Business Case
- **D. Create a high level Business Case**

Answer: D

Explanation:

Explanation

A high level Business Case is a document that provides a preliminary rationale and justification for a proposed business change or solution. It helps to establish the feasibility and desirability of the project and secure initial approval and funding for further investigation and development. Therefore, option A is the correct answer, as creating a high level Business Case would be the best activity to undertake at this point for introducing a new procurement system. A high level Business Case would help to define the problem or opportunity that motivates the project, identify and compare different procurement solutions based on their expected benefits, costs, risks and impacts, and recommend the preferred option for further analysis and evaluation. A high level Business Case would provide a solid foundation for proceeding with the project and preparing a detailed Business Case later on. Option B is not a correct answer, as creating a detailed Business Case would not be an appropriate activity to undertake at this point for introducing a new procurement system. A detailed Business Case is a document that provides a comprehensive rationale and justification for a proposed business change or solution. It helps to confirm the viability and worthiness of the project and secure final approval and funding for implementation and delivery. A detailed Business Case would require conducting extensive research and analysis on the preferred procurement solution and presenting its definitive benefits, costs, risks and impacts. A detailed Business Case would be premature and unnecessary at this point, as it would depend on the outcome of the high level Business Case first. Option C is not a correct answer, as it is too early to work on the Business Case would not be an appropriate activity to undertake at this point for introducing a new procurement system. Working on the Business Case is an essential activity for any project that involves significant business change or investment. It helps to provide evidence and support for the project and ensure its alignment with the organisation's strategy and objectives. Working on the Business Case would not be too early at this point, as it would help to establish the feasibility and desirability of the project and secure initial approval and funding for further investigation and development. Option D is not a correct answer, as confirming with the directors the costs and benefits would not be an appropriate activity to undertake at this point for introducing a new procurement system. Confirming with the directors the costs and benefits would require preparing a high level Business Case first to estimate and compare the financial implications of different options and recommend the best one for further development and implementation. Confirming with the directors the costs and benefits without preparing a high level Business Case first would risk providing inaccurate or incomplete information that may not reflect the value or feasibility of the project.

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

NEW QUESTION # 36

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

Answer: D

Explanation:

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 # 37

You have been asked to explain divergent and convergent thinking to a colleague How would you describe the purpose of both divergent and convergent thinking to them Select the BEST TWO answers

- **A. Convergent thinking review ideas for way forward**
- **B. Divergent thinking generate ideas.**
- C. Convergent thinking define the action to be taken, broadly
- D. Convergent thinking define the solution in detail
- E. Divergent thinking creatively considering multiple solutions to the problem

Answer: A,B

Explanation:

Explanation

Divergent thinking and convergent thinking are two types of thinking processes that can be used to solve problems creatively and effectively. Therefore, options A and B are correct answers, as they describe the purpose of both divergent and convergent thinking respectively. Option A describes the purpose of divergent thinking, which is to generate ideas. Divergent thinking involves exploring multiple possible solutions to a problem without judging or evaluating them. It helps to stimulate creativity and innovation by expanding the range and diversity of ideas. Option B describes the purpose of convergent thinking, which is to review ideas for way forward. Convergent thinking involves analysing and evaluating multiple possible solutions to a problem and selecting the best one for further development and implementation. It helps to ensure feasibility and suitability by narrowing down the range and diversity of ideas. Option C describes an aspect of divergent thinking, which is creatively considering multiple solutions to the problem, but not its purpose. The purpose of divergent thinking is to generate ideas, not just consider them creatively. Option D describes an aspect of convergent thinking, which is defining the solution in detail, but not its purpose. The purpose of convergent thinking is to review ideas for way forward, not just define them in detail. Option E describes an aspect of convergent thinking, which is defining the action to be taken, broadly, but not its purpose. The purpose of convergent thinking is to review ideas for way forward, not just define the action to be taken, broadly.

References: BCS Practitioner Certificate in BAP Specimen, page 47.

NEW QUESTION # 38

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 it very clear to senior managers that he expects them to support this Initiative.

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

- A. Watch
- B. Keep onside.
- C. Keep informed
- **D. Constant active management**

Answer: D

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 # 39

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