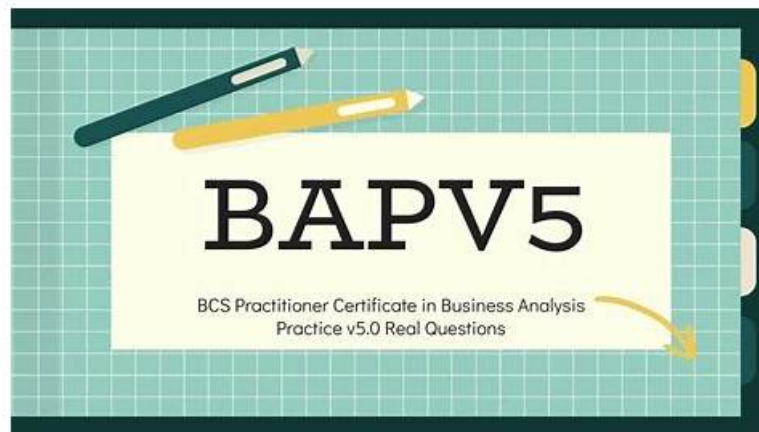


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### BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q27-Q32):

#### NEW QUESTION # 27

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

**Answer: B,C,D**

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 # 28

A business analyst has been assigned to help develop a plan for expanding a business that produces software for mobile phones and has interviewed the managing director to understand his perspective regarding the expansion. The managing director's worldview is as follows:

"The purpose of our business is to develop and sell software for mobile phones. The expansion will enable us to increase the amount of software we produce, so we can keep pace with the growing demand of the market for software that is easy to use." Which of the following is a 'transformation' for this worldview?

- A. Develop and sell software for mobile phones.
- B. Keep pace with the growing demands of the market.
- C. Ensure that software is easy to use
- D. Increase the amount of software we produce.

**Answer: A**

Explanation:

Explanation

Transformation is the element of CATWOE that describes what changes or processes take place in a business situation or problem or its solution. It helps to identify what inputs are converted into outputs in a business situation or problem or its solution. Therefore, option A is the correct answer, as it is the transformation for this worldview. Develop and sell software for mobile phones is the transformation for this worldview, as it describes what changes or processes take place in the business situation or problem or its solution. It identifies what inputs (software development resources) are converted into outputs (software products) in the business situation or problem or its solution. Option B is not a correct answer, as it is not the transformation for this worldview, but an aspect of the output quality. Ensure that software is easy to use is not the transformation for this worldview, but an aspect of the output quality. It describes how the output (software products) should meet the customer needs and expectations, not what changes or processes take place in the business situation or problem or its solution. Option C is not a correct answer, as it is not the transformation for this worldview, but an aspect of the environment. Keep pace with the growing demands of the market is not the transformation for this worldview, but an aspect of the environment. It describes an external factor or constraint that affects the stakeholder's perspective or limits their options, not what changes or processes take place in the business situation or problem or its solution. Option D is not a correct answer, as it is not the transformation for this worldview, but an aspect of the desired outcome. Increase the amount of software we produce is not the transformation for this worldview, but an aspect of the desired outcome. It describes what the stakeholder wants to achieve from the business situation or problem or its solution, not what changes or processes take place in the business situation or problem or its solution.

References: BCS Practitioner Certificate in BAP Specimen, page 38.

### NEW QUESTION # 29

On joining a new company, Sara spent time reviewing the company's organisation chart. She was particularly interested in the sponsor of the project she is joining. What is Sara LIKELY to have learnt about the sponsor from this? Select the TWO that apply

- A. Their span of control
- B. Their preferred management style
- C. Their position in the company hierarchy
- D. The scope of their responsibilities
- E. The culture within their team

**Answer: A,C**

Explanation:

Explanation

An organisation chart is a diagram that shows the structure and relationships of an organisation. It helps to identify who are the members, roles, levels and units of an organisation and how they are connected or related.

Therefore, options A and B are correct answers, as they are the information that Sara is likely to have learnt about the sponsor from the organisation chart. Option A is a correct answer, as their position in the company hierarchy is the information that Sara is likely to have learnt about the sponsor from the organisation chart.

Their position in the company hierarchy is the level or rank of the sponsor within the organisation's structure.

It helps to indicate their authority, status and influence within the organisation. Option B is a correct answer, as their span of control is the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their span of control is the number of people or units that report directly to the sponsor within the organisation's structure. It helps to indicate their responsibility, workload and management style within the organisation. Option C is not a correct answer, as their culture within their team is not the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their culture within their team is the shared values, beliefs, norms and behaviours of the sponsor and their team members within the organisation. It helps to indicate their motivation, satisfaction and performance within the organisation. Option D is not a correct answer, as their scope of responsibilities is not the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their scope of responsibilities is the range or extent of tasks or activities that the sponsor has to perform or oversee within the organisation. It helps to indicate their objectives, outcomes and deliverables within the organisation. Option E is not a correct answer, as their preferred management style is not the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their preferred management style is the way or approach that the sponsor uses to lead or direct their team members within the organisation. It helps to indicate their communication, delegation and feedback skills within the organisation.

References: BCS Practitioner Certificate in BAP Specimen, page 31.

### NEW QUESTION # 30

An airline has agreed that the following Key performance indicator (KPI) will help measure one of the airline's Critical Success Factors (CSFs) -customer service. The KPI is the percentage of customers rating our service as excellent in an independently administrator customer survey.

In the current year, the performance objective associated with KPI is 70%. The airline, therefore, aims for at least 70% of customers rating its service as excellent.

Which of the following activities in a Business Activity Model would establish whether the KPI and its associated performance objective is being achieved?

- A. Agree performance objective.
- B. Monitor customer satisfaction.
- C. Deliver customer service.
- D. Define customer satisfaction.

**Answer: B**

Explanation:

The activity 'monitor customer satisfaction' would establish whether the KPI and its associated performance objective is being achieved, as it would involve collecting and analysing the data from the customer survey. The other activities are related to defining, agreeing or delivering customer satisfaction, but not measuring it. Therefore, option A is the correct answer.

Reference:

12 Types of Business Events (Plus How They Can Impact Goals) | Indeed.com SysML Diagram Tutorial | SysML.org

### NEW QUESTION # 31

Elizabenth is an external consultant who is helping a company streamline its process. She has not worked for this company before.

The managing director (MD) has explained that some of the line managers feel that this work is unnecessary, whilst others are concerned that their staff will be made redundant as a result of her recommendations. He is keen for Elizabeth to get an understanding Elizabeth with an of organization staff and for the involve line manager in formulating potential improvements. The MD

has provided Elizabeth with an organizational chart, detailing the business areas she needs to investigate, as well as the names of the line managers involved.

To understand the concerns of operational staff and line managers, which pair of techniques SHOULD she use first?

- **A. Interviews and rich pictures.**
- B. Observation and scenario analysis
- C. Business activity modeling and fishbone diagrams.
- D. Document analysis and mind maps.

**Answer: A**

Explanation:

Explanation

The pair of techniques that Elizabeth should use first to understand the concerns of operational staff and line managers are interviews and rich pictures. Interviews are a way of eliciting information from stakeholders by asking them open-ended questions and listening to their responses. Interviews can help Elizabeth to explore the views, opinions, needs, and expectations of the staff and managers regarding the process improvement project. Rich pictures are a way of capturing complex situations in a visual form by using symbols, icons, cartoons, or diagrams. Rich pictures can help Elizabeth to illustrate the current problems and issues faced by the staff and managers, as well as their emotions and relationships. Option D is the correct answer.

## NEW QUESTION # 32

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