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## BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q18-Q23):

### NEW QUESTION # 18

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

**Answer: B**

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.

### NEW QUESTION # 19

The board of Jackson Holding wants to save money on its purchases by introducing a new procurements system Before preparing the business case, what activity would it be BEST to undertake?

- A. Approve the budget for the new system
- **B. Prepare a Feasibility Study**
- C. Select a procurement solution
- D. Prepare a Benefits Realisation Report

**Answer: B**

Explanation:

Explanation

A Feasibility Study is an assessment of whether a proposed business change or solution is viable and worthwhile. It helps to evaluate the benefits, costs, risks and constraints of different options and recommend the best one for further development. Therefore, option A is the correct answer, as preparing a Feasibility Study would be the best activity to undertake before preparing a business case for introducing a new procurement system. A Feasibility Study would help to identify and compare different procurement solutions based on their technical, operational, economic, legal and social feasibility. It would also help to estimate their expected benefits, costs, risks and impacts on the organisation and its stakeholders. A Feasibility Study would provide a solid foundation for preparing a business case that justifies why a particular procurement solution should be selected and implemented. Option B is not a correct answer, as selecting a procurement solution would not be an appropriate activity to undertake before preparing a business case. Selecting a procurement solution would require conducting a Feasibility Study first to evaluate different options and choose the best one based on objective criteria. Selecting a procurement solution without conducting a Feasibility Study would risk choosing an unsuitable or suboptimal solution that may not meet the organisation's needs or objectives.

Option C is not a correct answer, as approving the budget for the new system would not be an appropriate activity to undertake before preparing a business case. Approving the budget for the new system would require preparing a business case first to estimate the costs and benefits of different options and justify why a particular option should be funded and implemented. Approving the budget for the new system without preparing a business case would risk allocating insufficient or excessive funds that may not reflect the value or feasibility of the solution. Option D is not a correct answer, as preparing a Benefits Realisation Report would not be an appropriate activity to undertake before preparing a business case. Preparing a Benefits Realisation Report would require implementing the new system first to measure and evaluate its actual benefits against its expected benefits. Preparing a Benefits

Realisation Report without preparing a business case would risk implementing an ineffective or inefficient solution that may not deliver the desired outcomes or benefits.

References: BCS Practitioner Certificate in BAP Specimen, page 29.

### NEW QUESTION # 20

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

**Answer: A,B**

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 # 21

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

**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 # 22

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

**Answer: C**

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 # 23

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