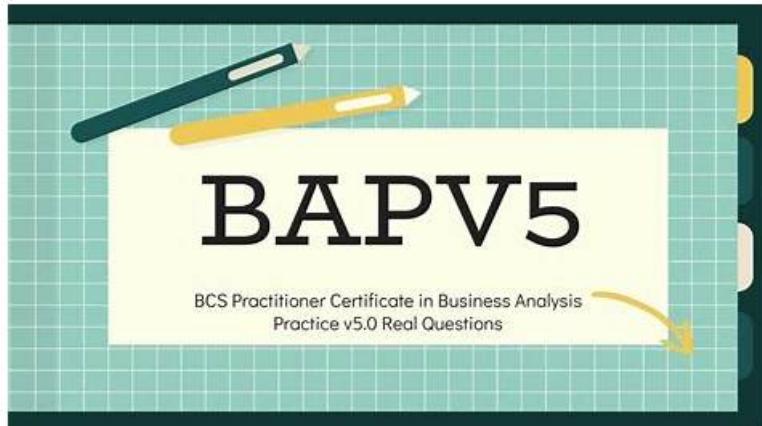


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## BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q38-Q43):

### NEW QUESTION # 38

IT services has commissioned a new desktop PC replacement project that has been funded and running for three months, with a fully-engaged sponsor and programme manager appointed. The head of IT services has not been involved beyond the initial project start-up interviews and has not attended any of the project meetings. What position on the power/interest matrix does the head of IT services currently occupy?

- A. Low power and influence but high interest
- B. High power or influence but low interest
- C. Some power and influence and some interest
- D. High power or influence and high interest

**Answer: B**

Explanation:

A power/interest grid is a tool for analysing stakeholders based on their level of power or influence and their level of interest or involvement in the organisation or project. The grid has four quadrants: high power, high interest; high power, low interest; low power, high interest; and low power, low interest. The position of a stakeholder on the grid can help to determine the appropriate strategy for engaging and communicating with them. Therefore, option A is the correct answer, as the head of IT services currently occupies the high power, low interest quadrant. This means that he has the authority or ability to affect the outcome of the project, but he does not show much concern or involvement in it. Option B is not correct, as some power and influence and some interest would place the head of IT services in the middle of the grid, which is not a distinct quadrant. Option C is not correct, as high power or influence and high interest would place the head of IT services in the top right quadrant, which is not consistent with his lack of involvement. Option D is not correct, as low power and influence but high interest would place the head of IT services in the bottom right quadrant, which is not consistent with his authority.

**NEW QUESTION # 39**

Jayon has been asked to explain the gap analysis process to a new colleague. Which THREE of the following SHOULD Jayon cover?

- A. Deliver the solution to close the gaps
- B. Define the solutions to close the gaps
- C. **Compare the desired situation and existing situation**
- D. Consider possible actions to address the gaps
- E. Understand the existing situation

**Answer: C,D,E**

Explanation:

Explanation

Gap analysis is a process of identifying and assessing the differences between the current state and desired state of an organisation or project. It helps to determine what needs to be done to achieve business objectives or solve business problems. Gap analysis typically involves three main steps: understand the existing situation, compare the desired situation and existing situation, and consider possible actions to address the gaps.

Therefore, options A, B and C are correct answers, as they cover these steps in gap analysis. Option D is not a correct answer, as defining solutions to close gaps is not part of gap analysis itself, but rather a subsequent step that follows gap analysis. Gap analysis helps to identify what needs to be done, but not how it should be done.

Option E is not a correct answer, as delivering solutions to close gaps is not part of gap analysis itself, but rather a final step that follows defining solutions. Gap analysis helps to identify what needs to be done, but not how it should be done or implemented.

References: BCS Practitioner Certificate in BAP Specimen, page 25.

**NEW QUESTION # 40**

The following planning activity has been identified in a consensus BAM for a company that makes clothes:

'P4 - Define marketing strategy'

Which of the following is an enabling activity linked to this planning activity?

- A. Monitor sales.
- B. **Define sales targets**
- C. Advertise clothes
- D. Sell clothes

**Answer: B**

Explanation:

Explanation

An enabling activity is an activity that supports or facilitates another activity within a business activity model.

It helps to ensure that another activity can be performed or delivered effectively and efficiently. Therefore, option B is the correct answer, as it is an enabling activity linked to this planning activity. Define sales targets is an enabling activity linked to this planning activity, as it supports or facilitates defining marketing strategy.

It helps to ensure that marketing strategy can be aligned with sales objectives and outcomes. Option A is not a correct answer, as it is not an enabling activity linked to this planning activity, but a monitoring and control activity. Monitor sales is a monitoring and control activity that measures or evaluates another activity within a business activity model. It helps to ensure that another activity meets quality and performance standards and criteria. Option C is not a correct answer, as it is not an enabling activity linked to this

planning activity, but a doing activity. Advertise clothes is a doing activity that produces or delivers value or satisfaction for customers within a business activity model. It helps to achieve customer demand and satisfaction for products or services. Option D is not a correct answer, as it is not an enabling activity linked to this planning activity, but a doing activity. Sell clothes is a doing activity that produces or delivers value or satisfaction for customers within a business activity model. It helps to achieve customer demand and satisfaction for products or services.

References: BCS Practitioner Certificate in BAP Specimen, page 40.

#### **NEW QUESTION # 41**

Maria is a business analyst working for a large supermarket chain, where she has been asked to work on a project exploring the potential opportunities of wearable technology. This work has led her to visit parts of the organisation that she has never come into contact with before and whilst observing and interviewing staff working in various stores and warehouses, she has identified a number of concerns, including noticeable gaps in staff training, stores and warehouses that seem to require extensive repair, and store management worries about cash flow. Maria is aware that these concerns are not directly related to the project she has been assigned to. However, she feels she has a responsibility to make her management team aware of these issues. As a way of enabling her organisation to fully explore these concerns and understand if any further intervention is required, which of the following would be the MOST valuable?

- A. Resource audit
- **B. SWOT**
- C. Porter's Five Forces model
- D. PESTLE

**Answer: B**

Explanation:

Explanation

A SWOT analysis is a technique for identifying and evaluating the strengths, weaknesses, opportunities and threats that affect an organisation or project. It helps to assess the internal and external factors that influence the performance and potential of the organisation or project. Therefore, option B is the correct answer, as a SWOT analysis would be the most valuable technique for enabling the organisation to fully explore the concerns and understand if any further intervention is required. A SWOT analysis would help to identify the strengths and weaknesses of the organisation's current situation, such as the gaps in staff training, the state of the stores and warehouses, and the cash flow issues. It would also help to identify the opportunities and threats that arise from the external environment, such as the market trends, customer preferences, competitors' actions, and regulatory changes. A SWOT analysis would provide a comprehensive picture of the organisation's situation and help to prioritise the areas that need improvement or attention. Option A is not a correct answer, as a resource audit is a technique for identifying and evaluating the resources that an organisation has or needs to achieve its objectives. It helps to assess the availability and quality of the organisation's resources, such as human, physical, financial and intangible resources. A resource audit would not be sufficient to fully explore the concerns and understand if any further intervention is required, as it would only focus on one aspect of the organisation's situation and not consider the external factors that affect it. Option C is not a correct answer, as a PESTLE analysis is a technique for identifying and evaluating the political, economic, social, technological, legal and environmental factors that affect an organisation or project. It helps to assess the opportunities and threats that arise from the external environment. A PESTLE analysis would not be sufficient to fully explore the concerns and understand if any further intervention is required, as it would only focus on one aspect of the organisation's situation and not consider the internal factors that affect it. Option D is not a correct answer, as Porter's Five Forces model is a technique for analysing the competitive forces that shape an industry or market. It helps to assess the attractiveness and profitability of an industry or market by examining five forces: rivalry among existing competitors, threat of new entrants, threat of substitute products or services, bargaining power of suppliers, and bargaining power of buyers. Porter's Five Forces model would not be relevant to fully explore the concerns and understand if any further intervention is required, as it would not address the issues that affect the organisation internally.

References: BCS Practitioner Certificate in BAP Specimen, page 26.

#### **NEW QUESTION # 42**

A business analyst and a project manager are producing a business case for an initiative, which aims to improve the cyber defences of a large financial services provider. They met recently to review progress and made the following notes for the next draft.

1. The benefits of cyber security will be hard to describe in quantitative terms, so we will need to describe these qualitatively.
2. We need to make it clear that we have fully explored the solution market, and we have considered a range of approaches to meeting the objectives of this project.
3. The threat posed to the organisation from cyber attack, and therefore the justification for this project, needs to be clearly articulated. Which THREE sections of a business case will cover these points?

- A. Options considered
- B. Description of the current situation
- C. Analysis of costs and benefits
- D. Risk assessment
- E. Recommendations

**Answer: A,B,C**

Explanation:

Explanation

A business case is a document that provides the rationale and justification for a proposed business change or solution. It helps to evaluate the benefits, costs, risks and impacts of different options and recommend the best one for further development and implementation. A business case typically consists of several sections, such as executive summary, description of the current situation, description of the desired situation, options considered, analysis of costs and benefits, risk assessment and recommendations. Therefore, options A, B and C are correct answers, as they cover the sections of a business case that will address the points noted by the business analyst and the project manager. Options considered is the section where different approaches or solutions to meet the objectives of the project are identified and described. It helps to show that a range of alternatives have been explored and evaluated. Analysis of costs and benefits is the section where the financial implications of each option are estimated and compared. It helps to show the expected value and return on investment of each option. Description of the current situation is the section where the problem or opportunity that motivates the project is clearly defined and articulated. It helps to show the justification and urgency for the project. Option D is not a correct answer, as recommendations is not a section of a business case that will address any of the points noted by the business analyst and the project manager. Recommendations is the section where the preferred option is selected and proposed based on the analysis and evaluation of other sections. Option E is not a correct answer, as risk assessment is not a section of a business case that will address any of the points noted by the business analyst and the project manager. Risk assessment is the section where the uncertainties and potential negative consequences of each option are identified and analysed. It helps to show how risks can be avoided, reduced or managed.

References: BCS Practitioner Certificate in BAP Specimen, page 30.

#### **NEW QUESTION # 43**

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