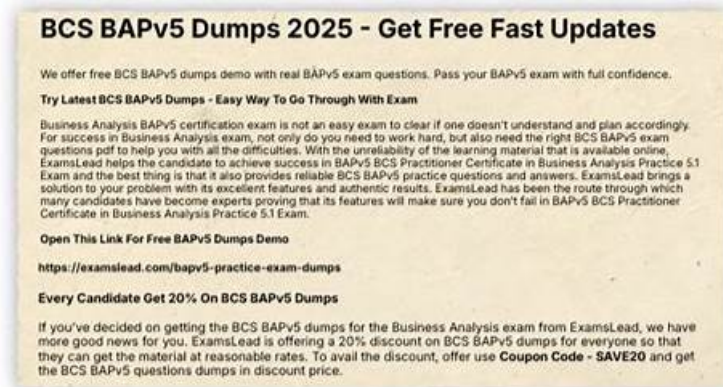


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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q59-Q64):

NEW QUESTION # 59

Marketing is primarily concerned with the 4Ps: product, promotion, price and price. The institute of Analysis (IoA) offers qualification in system analysis. A number of interviews have been held with senior stakeholders, including the marketing Manager. Here are two five of the activities that have been identified by stakeholders:

- a) Agree new qualifications.
- b) Upgrade the website.
- c) Recruit new examiners.
- d) Register candidates.
- e) Analyze website activity.

Which of these activities would reflect the business perspective of the Marketing Manager of the IoA?

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

Answer: B

Explanation:

Explanation

Marketing is primarily concerned with the 4Ps: product, promotion, price and place. These are the elements of the marketing mix that an organisation can control or adjust to influence customer demand and satisfaction.

Therefore, option B is the correct answer, as it identifies which of these activities would reflect the business perspective of the Marketing Manager of the IoA. Option A identifies 'b' (upgrade the website), 'd' (register candidates) and 'e' (analyse website activity) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are incorrect examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as they are not related to any of the 4Ps. Option B identifies

'a' (agree new qualifications), 'b' (upgrade the website) and 'e' (analyse website activity) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are correct examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as they are related to some of the 4Ps. 'A' (agree new qualifications) is related to product, as it involves developing and offering new qualifications that meet customer needs and expectations. 'B' (upgrade the website) is related to promotion, as it involves improving and communicating the features and benefits of qualifications to potential customers. 'E' (analyse website activity) is related to place, as it involves monitoring and evaluating how customers access and purchase qualifications through online channels. Option C identifies 'a' (agree new qualifications), 'c' (recruit new examiners) and 'd' (register candidates) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are incorrect examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as 'c' (recruit new examiners) is not related to any of the 4Ps. Option D identifies 'b' (upgrade the website), 'c' (recruit new examiners) and 'e' (analyse website activity) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are incorrect examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as 'c' (recruit new examiners) is not related to any of the 4Ps.

References: BCS Practitioner Certificate in BAP Specimen, page 39.

NEW QUESTION # 60

The below statements have been made about the consensus Business Activity Model (BAM) Which THREE of the statements are TRUE?

- **A. Forms the basis of subsequent gap analysis**
- B. Describes a stakeholder's perspective on what the business does
- **C. A conceptual model**
- **D. Shows the logical sequence of process steps**
- E. Shows who undertakes the business activities

Answer: A,C,D

Explanation:

Explanation

A consensus Business Activity Model (BAM) is a diagram that shows the high level activities that an organisation performs or delivers and the flow or sequence of the activities. It helps to understand what an organisation does, how it does it, who does it, where it does it and why it does it from a common or shared perspective of all relevant stakeholder groups. Therefore, options A, C and D are true statements about a consensus BAM. Option A is a true statement, as a consensus BAM is a conceptual model that represents a business situation or problem at a high level of abstraction. It helps to simplify and clarify the complexity and ambiguity of the business situation or problem. Option C is a true statement, as a consensus BAM shows the logical sequence of process steps that the organisation follows or performs to achieve its objectives and outcomes. It helps to identify the order and dependencies of the activities and how they are connected or related. Option D is a true statement, as a consensus BAM forms the basis of subsequent gap analysis that compares the current and desired situations or problems and identifies the differences or gaps between them. It helps to determine what changes or improvements are needed to bridge the gaps and achieve the desired situation or problem. Option B is not a true statement, as a consensus BAM does not show who undertakes the business activities, but what the business activities are. The actors or performers of the business activities are shown in another technique, such as RACI chart. Option E is not a true statement, as a consensus BAM does not describe a stakeholder's perspective on what the business does, but a common or shared perspective of all stakeholder groups on what the business does. A stakeholder's perspective on what the business does is described in another technique, such as CATWOE.

NEW QUESTION # 61

John has been working on a business case for opening up the overseas market to new products. He has been asked to document the risks. What SHOULD he do to ensure they are appropriately recorded? Select the TWO that apply.

- A. Impact assessment of each countermeasure identified
- **B. Identify an owner for each risk**
- C. Provide justification for each countermeasure identified
- **D. Document the source of each risk**
- E. Create a RAID log

Answer: B,D

Explanation:

A risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives. To ensure that risks are appropriately recorded, they should be documented in a consistent and structured way, such as using a RAID log (Risks, Assumptions, Issues and Dependencies). A RAID log should include information such as the risk description, impact, probability, source, owner, mitigation actions, status and date. Therefore, options B and D are essential for recording risks, as they help to identify where the risk originates from and who is responsible for managing it. Option A is not relevant to recording risks, as it is the name of the tool used to document them. Option C and E are not relevant to recording risks, as they relate to the countermeasures or actions taken to address them, not the risks themselves.

NEW QUESTION # 62

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 on support from others since posting about it on the company's intranet homepage.

The introduction of the finance system was initially supported by senior managers, but now users in other business areas are also beginning to question whether they should adopt the tool and are raising the issue with their managers.

The sponsor fully supports the decision to go ahead with the new 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 on side.
- **C. Constant active management**
- D. Keep informed

Answer: C

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 C 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 # 63

George and Laura are responsible for the marketing strategy in a company that sells vinyl records and cassette tapes online.

George feels that the company should focus its marketing solely on people aged over 50, who are nostalgic for these older recording media. He also feels that the company should outsource all marketing activity.

Laura believes that the business should continue with its target of people aged 30-60. As this age group are particularly enthusiastic about vinyl records. She believes that marketing is one of their internal strengths and should remain in-house. Which specific areas of CATWOE are they considering?

- A. Customer and Owner.
- B. Transformation and Environment
- C. Actor and Transformation
- D. Customer and Actor

Answer: A

Explanation:

Explanation

CATWOE is a technique for exploring stakeholder business perspectives by identifying six elements:

Customer, Actor, Transformation, Worldview, Owner and Environment. It helps to understand how different stakeholders perceive a business situation or problem and what they expect from a solution. Therefore, option A is the correct answer, as it identifies which specific areas of CATWOE are they considering respectively.

Customer is the element that describes who benefits from or is affected by a business situation or problem or its solution. It helps to identify who are the recipients or users of value or satisfaction from a business situation or problem or its solution. George and Laura are considering customer, as they have different views on who should be the target market for their products (people aged over 50 vs people aged 30-60). Owner is the element that describes who has the authority or power to start or stop a business situation or problem or its solution. It helps to identify who are the decision makers or influencers of a business situation or problem or its solution. George and Laura are considering owner, as they have different views on who should be responsible for marketing activities (outsourced vs in-house). Option B is not a correct answer, as it does not identify which specific areas of CATWOE are they considering respectively. Actor is the element that describes who carries out or performs a business situation or problem or its solution. It helps to identify who are responsible for implementing or delivering a business situation or problem or its solution. George and Laura are not considering actor, as they have no views on who carries out their products (although this may be related to owner). Transformation is the element 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. George and Laura are not considering transformation, as they have no views on what changes or processes take place in their products (although this may be related to customer). Option C is not a correct answer, as it does not identify which specific areas of CATWOE are they considering respectively. Transformation is the element 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. George and Laura are not considering transformation, as they have no views on what changes or processes take place in their products (although this may be related to customer). Environment is the element that describes the external factors or constraints that affect a stakeholder's perspective or limit their options. It helps to explain what factors or constraints are beyond the stakeholder's control or influence. George and Laura are not considering environment, as they have no views on what external factors or constraints affect their products (although this may be related to customer). Option D is not a correct answer, as it does not identify which specific areas of CATWOE are they considering respectively. Customer is the element that describes who benefits from or is affected by a business situation or problem or its solution. It helps to identify who are the recipients or users of value or satisfaction from a business situation or problem or its solution. George and Laura are considering customer, as they have different views on who should be the target market for their products (people aged over 50 vs people aged 30-60). Actor is the element that describes who carries out or performs a business situation or problem or its solution. It helps to identify who are responsible for implementing or delivering a business situation or problem or its solution. George and Laura are not considering actor, as they have no views on who carries out their products (although this may be related to owner).

References: BCS Practitioner Certificate in BAP Specimen, page 37.

NEW QUESTION # 64

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