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BCS Foundation Certificate in Business Analysis V4.0 Sample Questions (Q74-Q79):

NEW QUESTION # 74
Which of the following is an example of 'Individual Tacit Knowledge'?

- A. Culture.
- B. Intuition.
- C. Norms.
- D. Process.

Answer: B

NEW QUESTION # 75
Which of the following requirements elicitation techniques is ineffective at defining the future requirements of a system?

- A. Prototyping,
- B. Workshops.
- C. Scenario analysis.
- D. Shadowing.

Answer: D

NEW QUESTION # 76
What are the categories shown in a RACI chart?

- A. Responsible, Accountable, Created, Informed
- B. Responsible, Accountable, Consulted, Informed
- C. Responsible, Allocated, Consulted, Informed
- D. Responsible, Accountable, Consulted, Influenced

Answer: B

Explanation:
The RACI chart is a technique used to clarify and document the roles and responsibilities for activities, tasks, or deliverables within a project or business process. It is an acronym that defines the four key types of involvement:
Responsible: The person or team who does the work to complete the task.
Accountable: The person who is ultimately answerable for the correct and thorough completion of the deliverable or task, and who approves the work. Only one person can be Accountable.
Consulted: The people whose opinions are sought, and with whom there is two-way communication.
Informed: The people who are kept up-to-date on progress, often only at the completion of the task or deliverable, and with whom there is only one-way communication.
The correct categories are therefore Responsible, Accountable, Consulted, Informed.
(Reference: BCS Business Analysis Practice - Stakeholder Management, RACI Matrix)

NEW QUESTION # 77
Which of the following statements about change and change management is correct?

- A. Change management should be considered right from the start of the project.
- B. Change management should first be considered in the design stage of the project.
- C. Social and cultural factors have little influence on the success of implementing changes.
- D. The management of change is the sole responsibility of the project manager.

Answer: A

NEW QUESTION # 78
A business analyst is reviewing the stakeholder management strategy for a high profile Human Resources (HR) project Following an organisational restructure, Harvey's role has changed from Director of Operations to Director of HR and he has inherited sponsorship of the project Harvey was previously involved in the project, but had little interest because his focus was on the Operational Projects that he sponsored.
Which of the following sets of stakeholder management strategies represent appropriate approaches for Harvey; firstly, for when the project started and secondly now that his role has changed?

- A. Keep informed; Constant active management
- B. Watch, Constant active management
- C. Ignore, Constant active management

- D. Constant active management, keep informed

Answer: B

Explanation:
To determine the appropriate stakeholder management strategies for Harvey, we need to analyze his role and level of interest at two points in time:
When the project started: Harvey was the Director of Operations and had little interest in the HR project because his focus was on operational projects.
Now that his role has changed: As the Director of HR, Harvey has inherited sponsorship of the HR project, making him a key stakeholder with high interest and influence.
Stakeholder Management Strategies:
Watch: This strategy is used for stakeholders with low interest and low influence. It involves monitoring their behavior without actively engaging them.
Constant active management: This strategy is used for stakeholders with high interest and high influence. It involves frequent communication and collaboration to ensure their needs and expectations are met.
Evaluation of Each Option:
A . Keep informed; Constant active management:
"Keep informed" is appropriate for stakeholders with moderate interest but does not align with Harvey's initial lack of interest.
Conclusion: This is not correct .
B . Ignore, Constant active management:
Ignoring a stakeholder is inappropriate, especially for someone in a senior leadership role like Harvey.
Conclusion: This is not correct .
C . Watch, Constant active management:
Initially, Harvey had low interest and low influence on the HR project, making "watch" an appropriate strategy.
After becoming the Director of HR and inheriting sponsorship, Harvey now requires "constant active management" due to his high interest and influence.
Conclusion: This is the correct answer .
D . Constant active management, keep informed:
This reverses the order of strategies and does not align with Harvey's initial lack of interest.
Conclusion: This is not correct .

NEW QUESTION # 79
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