



BCS

Exam Questions BAPv5

BCS Practitioner Certificate in Business Analysis Practice v5.0

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NEW QUESTION 1

Pigeon Parcels is a delivery company that wants to understand, at a high level, where it has gaps in the activities it currently carries out. Which of the following would be the best approach to documenting the desired state?

- A. Create a Business Activity Model.
- B. Design ??to be?? business processes.
- C. Capture stakeholder views using CATWOE.
- D. Define the business case.

Answer: A

NEW QUESTION 2

A local council wishes to improve its housing allocation process. The following notes were made by the head of housing about the current process.

Housing application decision are made using a set of criteria based on a range of factors, including the length of time application has been on the waiting list and the number of dependents they have. The criteria by the council housing committee, who meet on a regular basis and seek to ensure that the criteria continue to enable effective housing allocation.

Occasionally, legislation ensuring protection for the most vulnerable people in our society can affect the criteria, as can changes issued by central government concerning practical issues, such as building regulations?

Which of the following types(s) of business rule has been described in this extract?

- A. Internal policies and internal procedures.
- B. External constraints and internal policies.
- C. External constraints and external procedures.
- D. Internal procedures.

Answer: B

NEW QUESTION 3

Why would a Business Analyst use a consensus Business Activity Model (BAM) in gap analysis?

- A. To assess how far the organisation's current activities support the desired situation
- B. To identify how the organisation should structure itself to support the desired situation
- C. To determine which activities in the desired situation are not financially feasible
- D. To establish which stakeholder views will not be reflected in the desired situation

Answer: A

NEW QUESTION 4

The senior designer of a clothing company has been asked to put together a business vision and objectives. An experienced business analyst has been asked to help review the objectives, which are as follows:

? Increase market share in key demographics.

? Enhance customer experience and loyalty.

? Expand product lines and reach new markets. Which two of the following should be included as Critical Success Factors (CSFs) based on the stated objectives?

- A. Monitor pricing strategies of competitors and adjust pricing to remain competitive while ensuring profitability.
- B. Review regulatory and compliance processes to ensure that the company has the appropriate licences in place.
- C. Monitor employee satisfaction and ensure that the company has strategies in place to manage changes to company roles.
- D. Evaluate and establish new distribution channels such as online marketplaces, brick- and-mortar stores, or partnerships.
- E. Investigate social media reach and engagement and ensure that the follower count for the company remains high.

Answer: AD

NEW QUESTION 5

TeamClothing sells clothes through its shops based around the country. If a customer in a shop cannot find the item they wish to buy, a sales assistant can order it for them online and when it arrives, the customer can then collect the item from the shop.

Customers may also order directly from TeamClothing's website. Orders from the website are usually delivered to the customer's home address. Online customers also automatically receive a monthly catalogue from the firm, which lists current offers.

Three events are of particular interest:

Shop sales assistants ordering items for a customer online. Customers ordering through the website. Sending a monthly catalogue to website customers.

How would these events be classified?

- A. External = 1; Time-based = 1; Internal = 1.
- B. External = 2, Time-based = 1
- C. Internal = 2; Time-based = 1.
- D. External = 3

Answer: B

NEW QUESTION 6

As part of a strategic review for a recording company, Exquisite Analogue, Jay has been asked to undertake a resource audit. As a result of his meeting with key stakeholders, he has compiled a list of statements.

Which THREE of the following SHOULD be included in the resource audit?

- A. There are two recording studios, one in London and one in Paris.
- B. In the back catalogue there are 20,000 analogue recordings.
- C. Recent awards include Vinyl magazines 'Customers Choice Award'.

- D. An offer has been made to purchase the company by a larger competitor
- E. Imminent tax changes may impact profitability

Answer: ABC

NEW QUESTION 7

A business analyst is reviewing the stakeholder management strategy for a project seeking to implement a new IT system to monitor the effectiveness of social work interventions.

Three stakeholders have been identified.

- * 1. Head of Monitoring and Evaluation is the project sponsor
- * 2. The monitoring and evaluation officer working in the Head of Monitoring and Evaluation's team who is eager to get the project implemented as it will transform his role
- * 3. The financial accountant assigned to the project to monitor the financial benefits of the new system This role is essential to the project, but he isn't interested in the detail.

The analyst has identified stakeholder management strategies for two of the three stakeholders 'active and constant management' and 'keep onside'

Based on the information presented in the scenario, which further strategy is required?

- A. Keep satisfied
- B. Watch
- C. Ignore
- D. Keep informed

Answer: A

Explanation:

A stakeholder management strategy is a plan for engaging and communicating with stakeholders based on their level of power and interest in an organisation or project. It helps to ensure that stakeholders are appropriately involved and informed throughout the organisation's or project's lifecycle. Therefore, option A is the correct answer, as keep satisfied is the further strategy that is required for one of the three stakeholders in this scenario. Keep satisfied is the strategy for managing stakeholders who

have high power but low interest in an organisation or project. It involves meeting their needs and expectations without over-communicating or over-involving them.

The stakeholder who requires this strategy in this scenario is the financial accountant assigned to the project to monitor the financial benefits of the new system.

This stakeholder has high power, as he is essential to the project and can influence its outcome. However, he has low interest, as he is not interested in the detail of the project. Option B is not a correct answer, as watch is not the further strategy that is required for any of the three stakeholders in this

scenario. Watch is the strategy for managing stakeholders who have low power and low interest in an organisation or project. It involves monitoring their behaviour and attitude without engaging or communicating with them too much. None of the stakeholders in this scenario have low power and low interest, as they are all involved or affected by the project in some way. Option C is not a correct answer, as ignore is not a valid strategy for managing any stakeholder in an organisation or project. Ignore is the strategy of disregarding or neglecting stakeholders who have no power or interest in an organisation or project. It involves excluding them from any engagement or communication activities.

This strategy is not advisable, as it may lead to stakeholder dissatisfaction, resentment or resistance. Option D is not a correct answer, as keep informed is not the further strategy that is required for any of the three stakeholders in this scenario. Keep informed is the strategy for managing stakeholders who have low power but high interest in an organisation or project. It involves providing them with regular and sufficient information and updates without overloading them with details.

None of the stakeholders in this scenario have low power but high interest, as they are all involved or affected by the project in some way.

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

NEW QUESTION 8

A business analyst working for a large, luxury home furnishings retailer has recall from one of their overseas buyers:

??Hi, I have recently returned from China, where I was searching for items for a new furniture range we are planning to release over the summer. The first thing I noticed was that I was not the first company looking to source these products from this market. By chance, I met a representative of HomeLux (one of our competitors). They told me that they had negotiated a very competitive price with the producers here ????

The business analyst is going to put together an analysis from this information. What can be identified from the email?

- A. Threat of new entrants, intensity of competitive rivalry, political factors.
- B. Bargaining power of buyers, industry competitors, threat of new entrants.
- C. Threat of substitute products, threat of new entrants, intensity of competitive rivalry.
- D. Bargaining power of buyers, bargaining power of suppliers, industry competitors.

Answer: D

NEW QUESTION 9

Elizabeth 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 of the organization's staff and for the line manager to be involved 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. Document analysis and mind maps.
- B. Observation and scenario analysis
- C. Business activity modeling and fishbone diagrams.
- D. Interviews and rich pictures.

Answer: D

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 10

How would a business analyst make use of an agreed Target Operating Model (TOM) when carrying out a gap analysis?

- A. Examine each activity on the TOM to identify any deficiencies in the current activity.
- B. Identify and resolve activities on the TOM where there are conflicting stakeholder views.
- C. Use the TOM to define the stakeholders responsible for the future way of working.
- D. Examine the external environment to identify potential threats to activities on the TOM.

Answer: A

NEW QUESTION 10

The innovation center of accompany has created a new reporting tool. The senior management initially supported its introduction into the business; however. End users in one business area are unwilling to adopt the new tool, as they perceive that it is unnecessary.

One of the end users in this business area has been very vocal and has been rallying support from others through a corporate social media tool. End users In other business are also beginning to question whether they should adopt the tool and raising this issue with their managers.

The sponsor has fully supported the decision to go ahead with the new loot, but senior management is now questioning his decision, due to comments from the operational staff

How would the end users be classified on a power/interest grid?

- A. High interest, low power
- B. Some interest, high power
- C. High interest, some power.
- D. Low interest, some power

Answer: A

Explanation:

The end users are classified as high interest, low power on a power/interest grid. This is because they are directly affected by the new reporting tool and have a strong preference for not using it, but they do not have much authority or influence to change the project decision or outcome. Option A is the correct answer.

References:

How To Manage Stakeholders With a Power Interest Grid | Indeed.com UK

Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com

NEW QUESTION 13

A local council has decided to completely redesign the way it provides library lending services it plans to stop lending books and move towards an entirely online e-book lending model

Four activities to be included in the Business Activity Model (BAM) are given below

- a) Lend books
- b) Establish licensing arrangements with publishers
- c) Define lending policies
- d) Monitor lending usage

What will be the dependencies between these activities on the BAM?

- A. c->b->a->d
- B. d->c->a->b
- C. c->d->a->b
- D. c->a->b->d

Answer: A

NEW QUESTION 16

AlpmeTrails is a company that specialises in offering tailored walking holidays The company was set up by two people, who each own 50% of the business

AlpineTrails books hotels, transport and equipment to create bespoke holidays for AlpineTrails customers.

An agreement was recently reached with WalkNation. a national walking organisation, for AlpineTrails to provide a number of special holidays for its members

These will be branded as WalkNation Holidays AlpineTrails will be responsible for organising the holidays but WalkNation will undertake the marketing and booking of these special holidays for its members

As well as customers, which THREE stakeholder groups are represented in this scenario?

- A. Owner
- B. Partner
- C. Supplier
- D. Manager.
- E. Competitor

Answer: ABC

Explanation:

A stakeholder is any person or group who has an interest in or influence over an organisation or project. Stakeholders can be classified into different categories based on their relationship with the organisation or project. One possible classification is the stakeholder wheel, which identifies six generic stakeholder categories: owner, partner, supplier, customer, regulator and competitor. Therefore, options A, B and C are correct answers, as they represent three stakeholder groups that are involved in the scenario.

Owner refers to the person or group who owns or controls the organisation or project. In this case, it is the two people who each own 50% of AlpineTrails. Partner refers to the person or group who collaborates or cooperates with the organisation or project to achieve mutual benefits. In this case, it is WalkNation, who has agreed to work with AlpineTrails to provide special holidays for its members. Supplier refers to the person or group who provides goods or services to the organisation or project. In this case, it is the hotels,

transport and equipment providers that AlpineTrails books for its customers. Option D is not a correct answer, as manager is not one of the generic stakeholder categories defined in the stakeholder wheel. Manager refers to the person or group who oversees or coordinates the activities of the organisation or project. In this case, it could be either one of the owners of AlpineTrails or someone appointed by them. Option E is not a correct answer, as competitor is not represented in this scenario. Competitor refers to the person or group who offers similar or alternative goods or services to the same market as the organisation or project. In this case, it could be another company that specialises in offering tailored walking holidays.

References: BCS Practitioner Certificate in BAP Specimen, page 18.

NEW QUESTION 20

The diamonds in the Double Diamond model represent the use of Divergent and Convergent thinking to do which one of the following?

- A. Deliver defined timeboxes.
- B. Identify one perspective.
- C. Identify timeboxes.
- D. Deliver the solution.

Answer: D

NEW QUESTION 25

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

Answer: AB

NEW QUESTION 27

You are a business analyst for a start-up company that aims to disrupt the e-commerce industry. Your task is to develop a Business Activity Model (BAM) that will help define the company's operations.

Which of the following approaches would be the most effective in developing the Business Activity Model (BAM)?

- A. Reviewing industry reports and best practices to determine common elements found in successful e-commerce businesses.
- B. Conducting surveys with the company's customers to gather insights on their preferences for the e-commerce platform.
- C. Analysing the company's existing processes, workflows, and organisational structure to identify key functions and interactions.
- D. Hiring a team of consultants to develop a comprehensive business activity model based on their expertise in e-commerce operations.

Answer: A

NEW QUESTION 30

Which **TWO** of the following descriptions apply to a Business Activity Model (BAM)?

- A. Multiple BAMs **COULD** be created to reflect different perspectives.
- B. The owner should **ALWAYS** choose the final BAM
- C. **NORMALLY** a consensus BAM will be produced
- D. The activities are **MOST LIKELY** to be shown in boxes
- E. Dependencies between the activities are **NOT** shown

Answer: AD

Explanation:

A Business Activity Model (BAM) is a technique for modelling business activities within an organisation or project at a high level of abstraction. It helps to understand what an organisation does, how it does it, who does it, where it does it and why it does it. Therefore, options A and D are correct answers, as they apply to a BAM. Option A applies to a BAM, as multiple BAMs could be created to reflect different perspectives of different stakeholder groups within or outside the organisation or project. A BAM is not a single or definitive representation of the business activities, but a subjective and contextual view that depends on the purpose and scope of the analysis. Option D applies to a BAM, as the activities are most likely to be shown in boxes in a BAM. A BAM is typically represented as a diagram that consists of boxes and arrows. The boxes represent the high level activities that the organisation performs or delivers, and the arrows represent the flow or sequence of the activities. Option B does not apply to a BAM, as the owner should not always choose the final BAM. The owner is one of the stakeholder groups that may have a perspective on the business activities, but not the only or ultimate one. The final BAM should be agreed by all relevant stakeholder groups based on their needs and expectations. Option C does not apply to a BAM, as normally a consensus BAM will not be produced. A consensus BAM is a BAM that reflects a common or shared perspective of all stakeholder groups within or outside the organisation or project. A consensus BAM is not realistic or desirable, as different stakeholder groups may have different or conflicting views on the business activities. Option E does not apply to a BAM, as dependencies between the activities are shown in a BAM. Dependencies between the activities are the relationships or connections that indicate how one activity affects or influences another activity. Dependencies between the activities are shown by the arrows in a BAM diagram.

References: BCS Practitioner Certificate in BAP Specimen, page 43.

NEW QUESTION 34

A PESTLE analysis is being conducted for a small manufacturing company. The following has been discovered.

The company's electricity provider is planning changes to the way in which electricity usage is calculated, it is likely that this will lead to increased electricity costs. An amendment to the Data Protection Act has recently been introduced. It states that information held about employees' payroll can now be held for more than six years, as long as the individual remains an employee.

How will this information be categorised in the PESTLE analysis? Select the **TWO** that apply.

- A. Legal
- B. Economic
- C. Political
- D. Technological
- E. Environmental.

Answer: AB

NEW QUESTION 36

A group of stakeholders at FlyMe travel operators are in a meeting to discuss the Business Activity Model (BAM) for a new subsidiary business. They are planning to launch a new offering, which will offer flight bundle?? packages for organization that regularly need to send their staff overseas. The following activities have been identified so far:

- a) Monitor flight bundle' sates
- b) Sell "night bundles*
- c) Determine demand amongst existing customers
- d) Identify potential airline earners
- e) Determine 'flight bundle' locations,
- f) Define bundle pricing.

Although the Operations Director for FlyMe is supportive of the new business proposition, she is not entirely convinced there is a gap in the market, nor is she confident that the idea will be profitable.

With these concerns in mind, which planning activities will she be keen to ensure are discussed before the meeting ends?

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

Answer: A

NEW QUESTION 41

You have been discussing Paurs recent project with him He explained that he had needed to spend considerable time interviewing stakeholders and was now behind plan You asked him why he didn't use a workshop to avoid delays.

Which of the following MIGHT Paul reply'? Select the THREE that apply

- A. One stakeholder has a dominant personality
- B. The stakeholders were located in different time zones
- C. Consensus from stakeholders needed to be established
- D. The challenge of organising key stakeholder diaries
- E. A neutral venue was available for stakeholder discussions

Answer: BDE

NEW QUESTION 43

A company has decided to change one of its financial Key Performance indicators (KPIs). It has traditionally measured profit through its gross profit margin, however, it now wishes to measure It through it Return on Capital Employed (ROCE).

The following activities are on the consensus Business Activity Model (BAM)

- a) Take control action
- b) Monitor performance targets
- c) Define performance targets.
- d) Define target customers

Which of these would the event 'amend KPI?? affect?

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

Answer: A

NEW QUESTION 45

The management of a Health and Sports club has decided that one of its Critical Success Factors (CSF) is to provide excellent customer service. The below measures have been suggested.

Which two of these are appropriate Key Performance Indicators (KPIs) for the CSF ??provide excellent customer service???

- A. The number of customers who order food from the club restaurant.
- B. The percentage of customers who are fitter than when they joined the club.
- C. The number of customers who post negative feedback.
- D. The percentage of customers who renew their annual subscription.
- E. The percentage of customers who pay by monthly bank transfer.

Answer: CD

NEW QUESTION 50

A group of Business Analysts in a large enterprise are defining best practice guidance for various governance related artefacts. When writing about the business case, they have made the statements listed below. Which of these statements is correct?

- A. The business case is useful up to, but not beyond implementation.
- B. The business case should never present the ??do nothing?? option.
- C. The business case should include benefits that cannot be easily measured.

Answer: C

NEW QUESTION 54

The business case for project XCON has been signed off and money has been allocated. The business analyst on the project wants to understand who the stakeholders are, how much authority they have, and how much involvement they want in the project so that a stakeholder management plan can be created. Which technique SHOULD the business analyst use to gain this understanding?

- A. CATWOE
- B. Power / Interest Grid.
- C. RACI chart
- D. Resource audit

Answer: B

Explanation:

A Power / Interest Grid is a technique for analysing and managing stakeholders based on their level of power and interest in an organisation or project. It helps to identify who are the key stakeholders and how they should be engaged and communicated with. Therefore, option B is the correct answer, as a Power / Interest Grid would help the business analyst to gain an understanding of who the stakeholders are, how much authority they have, and how much involvement they want in the project so that a stakeholder management plan can be created. A Power / Interest Grid would help to classify stakeholders into four categories based on their level of power and interest: high power, high interest; high power, low interest; low power, high interest; low power, low interest. A Power / Interest Grid would help to determine different stakeholder management strategies for each category: active and constant management; keep satisfied; keep informed; watch. Option A is not a correct answer, as CATWOE is not a technique for analysing and managing stakeholders based on their level of power and interest. 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. Option C is not a correct answer, as RACI chart is not a technique for analysing and managing stakeholders based on their level of power and interest. RACI chart is a technique for defining roles and responsibilities of stakeholders in relation to tasks or activities within an organisation or project. It helps to identify who are Responsible, Accountable, Consulted or Informed for each task or activity. Option D is not a correct answer, as resource audit is not a technique for analysing and managing stakeholders based on their level of power and interest. 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 an organisation's resources, such as human, physical, financial and intangible resources.

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

NEW QUESTION 57

Imani has been asked to prepare a SWOT analysis for her company, which sells van insurance. Her investigation has revealed that the company is a UK-based company which sells insurance in the UK and Ireland. The recent increase in home shopping has led to a corresponding increase in delivery drivers and vehicles across both markets. However, the call centre, which serves both markets, has not been able to deal with the large influx of calls. This has resulted in it being unclear whether in the longer term the call centre capacity needs to be expanded due to customers moving to digital channels and new regulatory hurdles, following Brexit, to trading in Ireland. Which THREE of the following SHOULD be included in the SWOT analysis?

- A. Opportunity
- B. Weakness
- C. Threat
- D. Strength
- E. Technology

Answer: ABC

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, options A, B and C are correct answers, as they should be included in the SWOT analysis for the company that sells van insurance. They describe different types of factors that affect the company's situation and prospects. Option A describes an opportunity, which is a favourable or advantageous circumstance or situation that arises from the external environment and that can be exploited to achieve the objectives of the organisation or project. An example of an opportunity is the increase in home shopping, which has led to an increase in delivery drivers and vehicles across both markets. This creates a potential demand for van insurance that the company can cater to.

Option B describes a weakness, which is a negative or unfavourable characteristic or situation that arises from the internal environment and that can hinder or prevent the achievement of the objectives of the organisation or project. An example of a weakness is the inability of the call centre to deal with the large influx of calls, which may result in poor customer service, dissatisfaction and loss of business. Option C describes a threat, which is a harmful or adverse circumstance or situation that arises from the external environment and that can endanger or damage the achievement of the objectives of the organisation or project. An example of a threat is the new regulatory hurdles following Brexit, which may affect the company's ability to trade in Ireland and reduce its market share and revenue.

Option D is not a correct answer, as strength is not a factor that has been discovered in the investigation for the SWOT analysis. A strength is a positive or favourable characteristic or situation that arises from the internal environment and that can facilitate or enhance the achievement of the objectives of the organisation or project. Option E is not a correct answer, as technology is not a type of factor that can be included in a SWOT analysis.

Technology is an aspect of the external environment that can affect an organisation or project positively or negatively, depending on how it is used or adapted to.

References: BCS Practitioner Certificate in BAP Specimen, page 34.

NEW QUESTION 60

The following is an excerpt from a job advert for a Business Analyst:

"We are seeking an experienced Business Analyst to assist us in the development of formal written proposals, detailing the cost and benefit of proposed business initiatives. The successful candidate should be able to use a variety of methods to explore and define complex situations. Experience of producing blueprints in terms of processes, management structures, culture and people would be highly advantageous. Based on the extract, what are the competencies required for this role?"

- A. Subject matter expert
- B. Investigation techniques, Business architecture.
- C. Domain knowledge
- D. Business model
- E. Gap analysis.
- F. Business case development
- G. Business modeling, Requirements engineering
- H. Business case development
- I. Investigation technique

J. Business architecture

Answer: D

NEW QUESTION 65

A software development company has been receiving increased customer complaints about the user interface of their new mobile app, leading to a drop in user engagement and app downloads.

Which of the following will enable a business analyst to identify the root causes of the problematic attitudes observed by the company?

- A. Mind map
- B. Empathy map
- C. Rich pictures

Answer: C

NEW QUESTION 68

You're the business analyst for a marketing campaign aimed at launching a new product line for your company. The campaign involves multiple tasks and requires input from various team members. You assign the task of designing the promotional materials to a graphic designer.

What role would the graphic designer typically play in the RACI matrix?

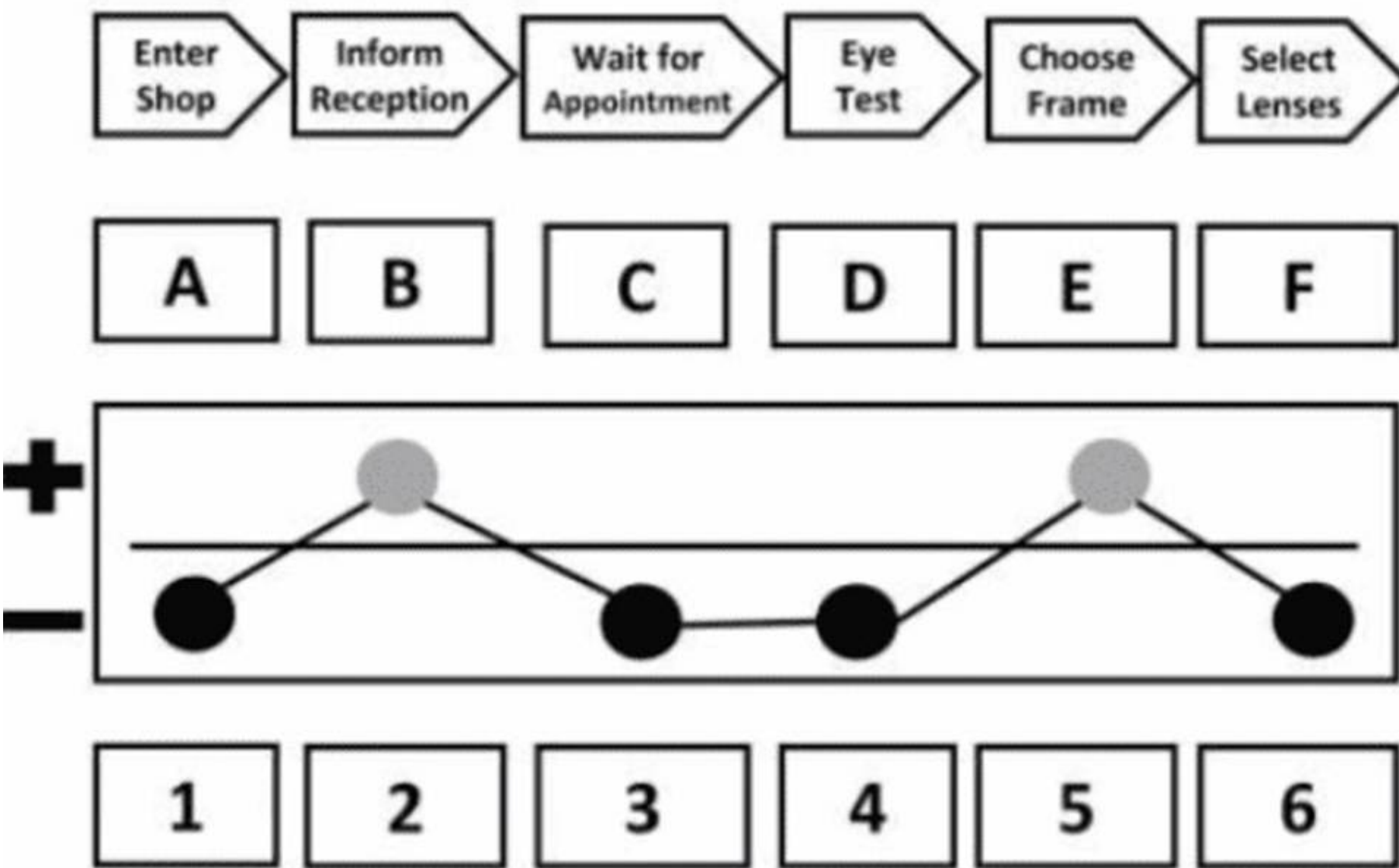
- A. Responsible
- B. Accountable

Answer: A

NEW QUESTION 71

The customer journey map below was created for Eyes 4'U. a chain of high street opticians This shows the journey of a person who is 67 years old and retired with a limited pension and active social life

What are the MOST LIKELY statements to be in Box F and Box 6?



- A. F concern at cost 6 provide clearer information on options and pricing
- B. F: worry about choosing the wrong frame 6: introduce virtual frame selection technology
- C. F provide clearer information on options and pricing 6 concern at cost
- D. F pleased appointment ending 6 provide clearer information on options and pricing

Answer: A

NEW QUESTION 74

EuroCoach is a holiday coach company that Is reviewing its internal business processes. The following requirement for improvement has been logged as a business rule:

'EuroCoach Is now legally responsible for ensuring that passengers taking cross-border journeys have valid passports and visas (If applicable) tor the countries to which, and through which, they will travel'

Which type of business rule is this?

- A. Internal policy.
- B. Internal processed
- C. External requirement.
- D. External constraint.

Answer: C

NEW QUESTION 75

A division of a telecommunication company is reviewing its current product range. It has decided to reposition itself by narrowing its product scope to ??deliver consultancy service??. The activity is the primary doing activity doing on a business Activity Model (BAM) defined by the Chief Executive Officer (CEO). A number of other activities have been identified, five of which are listed below:

Determine which customer to target for

- a) Determine which customers to target for our focused service.
- b) Track the progress of consultancy contracts placed by customers.
- c) Define the skills sets of the consultants supplying our service.
- d) Agree on a marketing campaign to make people aware of our new product focus
- e) Run monthly open days, showcasing our consultancy expertise.

Which of these would be categorized as planning activities on the CEO's BAM?

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

Answer: D

NEW QUESTION 78

A large mortgage provider has been running a project to develop an equity release product The project has run into difficulty due to a disagreement between two key stakeholders about whether the product should be developed in house or outsourced to a specialist company.

The business analyst on the project. George, has been discussing his role in resolving this problem with his manager.

Which of the following descriptions is George's manager LEAST LIKELY to use in describing his role'?

- A. To understand and challenge the stakeholders
- B. To facilitate the discussion to allow the stakeholders to find a way forward
- C. To negotiate with the stakeholders to reach a resolution
- D. To record the meeting and the resulting decision

Answer: C

Explanation:

The role of a business analyst (BA) is to analyse business situations and problems, identify and evaluate potential solutions, and facilitate change within an organisation or project. A BA works with stakeholders at different levels and with different interests and perspectives to understand their needs and expectations and ensure they are met by suitable solutions. Therefore, option C is not likely to be used by George??s manager in describing his role as a BA in resolving this problem. To negotiate with stakeholders to reach resolution implies that George has to persuade or compromise with stakeholders to agree on one solution or approach. This is not part of the BA??s role, as the BA does not have the authority or responsibility to make decisions or impose solutions on stakeholders. The BA??s role is to analyse and evaluate different solutions or approaches objectively and present the findings and recommendations to stakeholders for their consideration and approval. Option A is likely to be used by George??s manager in describing his role as a BA in resolving this problem. To understand and challenge the stakeholders means that George has to elicit and validate the stakeholders?? views and needs and question their assumptions and rationale. This is part of the BA??s role, as the BA has to ensure that the stakeholders?? views and needs are clear, consistent, realistic and aligned with the organisation??s strategy and objectives. Option B is likely to be used by George??s manager in describing his role as a BA in resolving this problem. To facilitate the discussion to allow the stakeholders to find a way forward means that George has to organise and conduct meetings or workshops with stakeholders to explore and evaluate different solutions or approaches and help them reach a consensus or agreement. This is part of the BA??s role, as the BA has to enable effective communication and collaboration among stakeholders and help them resolve conflicts or issues. Option D is likely to be used by George??s manager in describing his role as a BA in resolving this problem. To record the meeting and the resulting decision means that George has to document and communicate the outcomes and actions of the meeting or workshop with stakeholders and ensure they are understood and accepted by all parties. This is part of the BA??s role, as the BA has to ensure that there is a clear and accurate record of what has been discussed and decided by stakeholders and that there is a shared understanding and commitment among them.

References: BCS Practitioner Certificate in BAP Specimen, page 36.

NEW QUESTION 81

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