

**Exam Code: BAPv5**

**Exam Name: BCS Practitioner Certificate in Business Analysis Practice v5.0**

## Exam A

### QUESTION 1

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

**Correct Answer: B, C**

**Section:**

**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 C 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 D and E are not relevant to recording risks, as they relate to the countermeasures or actions taken to address them, not the risks themselves.

### QUESTION 2

The management of a chain of hotels has decided that one of its critical success factors (CSF) is to 'provide excellent customer service' The below measures have been suggested. Which THREE of these are appropriate key performance indicators (KPIs) for the CSF 'provide excellent customer service'?

- A. The number of customers who make use of their in-room mini bar
- B. The percentage of customers who use the leisure facilities
- C. The number of customers who complain.
- D. The percentage of customers who join the hotel loyalty scheme
- E. The percentage of customers who return

**Correct Answer: C, D, E**

**Section:**

**Explanation:**

A key performance indicator (KPI) is a measurable value that demonstrates how effectively an organisation is achieving a key business objective or critical success factor (CSF). A KPI should be relevant, specific, measurable, achievable, realistic and time-bound (SMART). Therefore, options C, D and E are appropriate KPIs for the CSF 'provide excellent customer service', as they measure aspects of customer satisfaction and loyalty that are directly related to the quality of service provided by the hotel chain. Option A is not an appropriate KPI, as it does not measure customer service, but rather customer consumption. Option B is not an appropriate KPI, as it does not measure customer service, but rather customer preference.

### QUESTION 3

A report has been created into improving the scheduling of physio appointments at a major hospital An extract reads 'The scheduling team have a strong set of skills that will not need to be updated However, the team should be split into two. one dealing with inpatients and one with outpatients The introduction of a new telephony software and an online booking system will also require changes to the process' How might these changes be BEST presented to communicate with the scheduling team'?

- A. Business Process Model

- B. Business Activity Model
- C. POPIT
- D. Prototype

**Correct Answer: D**

**Section:**

**Explanation:**

A prototype is a simplified version of a proposed system or product that can be used to demonstrate its functionality and usability to the stakeholders. A prototype can be useful for communicating changes that involve new technology or software, as it allows the users to interact with the system and provide feedback. Therefore, option D is the best choice, as it would allow the scheduling team to see how the new telephony software and online booking system would work and how they would affect their process. Option A is not a good choice, as a business process model is a graphical representation of the activities, inputs, outputs and resources involved in a business process. It would not show how the new software would work or how the team would be split. Option B is not a good choice, as a business activity model is a high-level view of the business activities that take place within an organisation. It would not show the details of the scheduling process or the new software. Option C is not a good choice, as POPIT is an acronym for People, Organisation, Process, Information and Technology. It is a framework for taking a holistic view of a business situation, but it is not a tool for communicating changes.

#### QUESTION 4

A company is reviewing its critical success factors and key performance indicators So far. it has key performance indicators for the following  
The time to deliver orders for products  
Consumer satisfaction with products  
Wastage in product production  
The qualifications of production employees  
Which area of Kaplan and Norton's balanced business scorecard has NOT been considered?

- A. Learning and growth
- B. Internal business process
- C. Customer
- D. Financial

**Correct Answer: D**

**Section:**

**Explanation:**

Kaplan and Norton's balanced business scorecard is a strategic management tool that helps organisations to measure their performance across four perspectives: financial, customer, internal business process and learning and growth. The financial perspective focuses on how the organisation creates value for its shareholders and stakeholders. It includes measures such as revenue, profit, return on investment and cash flow. The customer perspective focuses on how the organisation meets the needs and expectations of its customers. It includes measures such as customer satisfaction, loyalty, retention and market share. The internal business process perspective focuses on how the organisation delivers its products and services to its customers. It includes measures such as quality, efficiency, productivity and innovation. The learning and growth perspective focuses on how the organisation develops its capabilities and competencies to achieve its goals. It includes measures such as employee skills, knowledge, motivation and empowerment. Therefore, option D is the correct answer, as financial measures have not been considered in the given list of key performance indicators. Option A is not correct, as learning and growth measures have been considered in the qualifications of production employees. Option B is not correct, as internal business process measures have been considered in the time to deliver orders for products and wastage in product production. Option C is not correct, as customer measures have been considered in consumer satisfaction with products.

#### QUESTION 5

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

An agreement was recently reached with WalkNation. a national walking organisation, for AlpmeTrails to provide a number of special holidays for its members These will be branded as WalkNation Holidays AlpmeTrails 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

www.VCEplus.io

**Correct Answer: A, B, C**

**Section:**

**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.

#### QUESTION 6

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 and does the head of IT services currently occupy?

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

**Correct Answer: A**

**Section:**

**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.

#### QUESTION 7

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

**Correct Answer: B, D**

**Section:**

**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.

#### QUESTION 8

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. Ignore, Constant active management
- C. Watch, Constant active management
- D. Constant active management, keep informed

**Correct Answer: C**

**Section:**

**Explanation:**

A stakeholder management strategy is a plan for how to engage and communicate with stakeholders based on their level of interest and influence in the organisation or project. A stakeholder management strategy can vary depending on the stakeholder's position on the power/interest grid, which has four quadrants: high power, high interest; high power, low interest; low power, high interest; and low power, low interest. Therefore, option C is the correct answer, as it represents appropriate stakeholder management strategies for Harvey based on his position on the grid before and after his role change. Watch means to monitor the stakeholder's level of interest and influence and keep them informed of relevant developments. This is suitable for when Harvey was in the low power, low interest quadrant, as he had little authority or concern over the project. Constant active management means to involve the stakeholder closely in the project and seek their input and feedback regularly. This is suitable for when Harvey moved to the high power, high interest quadrant, as he became the sponsor and owner of the project. Option A is not a correct answer, as keep informed means to provide the stakeholder with sufficient information and updates to maintain their interest and support. This is more suitable for when Harvey was in the low power, high interest quadrant, not the low power, low interest quadrant. Option B is not a correct answer, as ignore means to disregard the stakeholder's views and needs and exclude them from communication. This is not a good strategy for any stakeholder, especially one who has some power or influence over the project. Option D is not a correct answer, as constant active management means to involve the stakeholder closely in the project and seek their input and feedback regularly. This is more suitable for when Harvey was in the high power, high interest quadrant, not the low power, low interest quadrant.

#### QUESTION 9

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

**Correct Answer: A, B, C**

**Section:**

**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.

#### QUESTION 10

A business case is being created for a new, automated auditing system that will improve the IT department's ability to record and monitor all the computing devices used across the organisation

The sponsor of the project is keen to get a better idea of the financial implications of the project and has asked for the simplest calculation possible. This calculation should consider the tangible costs and tangible benefits of the project, as well as showing when it will have saved the department as much money as it has cost.

Which of the following investment appraisal calculations has the sponsor asked for?

- A. Payback calculation
- B. Net present value
- C. Internal rate of return
- D. Discounted cash flow

**Correct Answer: A**

**Section:**

**Explanation:**

An investment appraisal calculation is a technique for assessing whether a proposed business change or solution is financially viable and worthwhile. It helps to compare the costs and benefits of different options and select the best one based on objective criteria. There are different types of investment appraisal calculations, such as payback calculation, net present value, internal rate of return and discounted cash flow. Therefore, option A is the correct answer, as payback calculation is the simplest investment appraisal calculation that considers the tangible costs and benefits of a project, as well as showing when it will have saved as much money as it has cost. Payback calculation measures how long it will take for a project to recover its initial investment by comparing its cumulative cash inflows with its cumulative cash outflows over time. It helps to show how quickly a project will break even or generate profit. Option B is not a correct answer, as net present value is not the simplest investment appraisal calculation that considers only tangible costs and benefits. Net present value measures how much value a project will add or subtract from an organisation by comparing its present value of cash inflows with its present value of cash outflows over time. It helps to show how profitable a project will be in today's terms. Net present value requires discounting future cash flows using an appropriate discount rate, which adds complexity to the calculation. Option C is not a correct answer, as internal rate of return is not the simplest investment appraisal calculation that considers only tangible costs and benefits. Internal rate of return measures how efficient a project is by calculating its annualised effective compounded return rate or rate of growth over time. It helps to show how attractive a project is compared to other investment opportunities. Internal rate of return requires finding an unknown discount rate that makes net present value equal to zero, which adds complexity to the calculation. Option D is not a correct answer, as discounted cash flow is not an investment appraisal calculation itself, but a method for estimating future cash flows by applying an appropriate discount rate to reflect their present value. Discounted cash flow can be used in other investment appraisal calculations, such as net present value or internal rate of return.

#### QUESTION 11

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

**Correct Answer: A, B, C**

**Section:****Explanation:**

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 an organisation's resources, such as human, physical, financial and intangible resources. Therefore, options A, B and C are correct answers, as they should be included in the resource audit for Exquisite Analogue. They describe different types of resources that the organisation has and that contribute to its performance and potential. Option A describes a physical resource, which is a tangible asset that an organisation owns or uses, such as buildings, equipment or materials. Option B describes an intangible resource, which is a non-physical asset that an organisation owns or uses, such as intellectual property, brand or reputation. Option C describes a human resource, which is a person or group that an organisation employs or engages, such as staff, managers or customers. Option D is not a correct answer, as it should not be included in the resource audit for Exquisite Analogue. It describes a threat that affects the organisation externally, not a resource that the organisation has or needs internally. Option E is not a correct answer, as it should not be included in the resource audit for Exquisite Analogue. It describes a factor that affects the organisation externally, not a resource that the organisation has or needs internally.

**QUESTION 12**

The directors of Swift Despatch believe they might be able to improve their service and reduce costs by opening a distribution centre in Coventry A team has been created to investigate this further, including representatives of logistics, property and marketing Yasmin has been asked to advise on how the Business Case should be progressed at this point.

What SHOULD she advise?

- A. Create a high level Business Case
- B. Create a detailed Business Case
- C. It is too early to work on the Business Case
- D. Confirm with the directors the costs and benefits

**Correct Answer: A**

**Section:****Explanation:**

A high level Business Case is a document that provides a preliminary rationale and justification for a proposed business change or solution. It helps to establish the feasibility and desirability of the project and secure initial approval and funding for further investigation and development. Therefore, option A is the correct answer, as creating a high level Business Case would be the best activity to undertake at this point for introducing a new procurement system. A high level Business Case would help to define the problem or opportunity that motivates the project, identify and compare different procurement solutions based on their expected benefits, costs, risks and impacts, and recommend the preferred option for further analysis and evaluation. A high level Business Case would provide a solid foundation for proceeding with the project and preparing a detailed Business Case later on. Option B is not a correct answer, as creating a detailed Business Case would not be an appropriate activity to undertake at this point for introducing a new procurement system. A detailed Business Case is a document that provides a comprehensive rationale and justification for a proposed business change or solution. It helps to confirm the viability and worthiness of the project and secure final approval and funding for implementation and delivery. A detailed Business Case would require conducting extensive research and analysis on the preferred procurement solution and presenting its definitive benefits, costs, risks and impacts. A detailed Business Case would be premature and unnecessary at this point, as it would depend on the outcome of the high level Business Case first. Option C is not a correct answer, as it is too early to work on the Business Case would not be an appropriate activity to undertake at this point for introducing a new procurement system. Working on the Business Case is an essential activity for any project that involves significant business change or investment. It helps to provide evidence and support for the project and ensure its alignment with the organisation's strategy and objectives. Working on the Business Case would not be too early at this point, as it would help to establish the feasibility and desirability of the project and secure initial approval and funding for further investigation and development. Option D is not a correct answer, as confirming with the directors the costs and benefits would not be an appropriate activity to undertake at this point for introducing a new procurement system. Confirming with the directors the costs and benefits would require preparing a high level Business Case first to estimate and compare the financial implications of different options and recommend the best one for further development and implementation. Confirming with the directors the costs and benefits without preparing a high level Business Case first would risk providing inaccurate or incomplete information that may not reflect the value or feasibility of the project.

**QUESTION 13**

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 is 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

**Correct Answer: A, B, C**

**Section:**

**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.

#### QUESTION 14

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.

www.VCEplus.io

**Correct Answer: A, B**

**Section:**

**Explanation:**

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. Therefore, options A and B are correct answers, as they are categories of factors that can be included in a PESTLE analysis for a small manufacturing company. They describe different aspects of the external environment that influence the company's situation and prospects. Option A describes a legal factor, which is a factor related to laws, regulations, standards or policies that govern an organisation or project. An example of a legal factor is an amendment to the Data Protection Act, which affects how information about employees' payroll can be held by an organisation. Option B describes an economic factor, which is a factor related to money, markets, trade or resources that affect an organisation or project. An example of an economic factor is a change in electricity usage calculation by an electricity provider, which affects how much electricity costs for an organisation. Option C is not a correct answer, as political is not a factor that has been discovered in the investigation for the PESTLE analysis. A political factor is a factor related to government, politics, power or conflict that affect an organisation or project. Option D is not a correct answer, as technological is not a factor that has been discovered in the investigation for the PESTLE analysis. A technological factor is a factor related to science, innovation, invention or discovery that affect an organisation or project. Option E is not a correct answer, as environmental is not a factor that has been discovered in the investigation for the PESTLE analysis. An environmental factor is a factor related to nature, ecology, climate or geography that affect an organisation or project.

#### QUESTION 15

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

**Correct Answer: C**

**Section:**

**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.

#### QUESTION 16

Paul has been struggling to make his farm profitable for a number of years. Recently, an energy firm has asked him if it can survey his land in order to determine if there is natural gas deep under his fields. If there is, they will pay him for the extracted gas.

Paul has discussed this request with his business partner, explaining that he would like to explore the possibility as he feels that any subsequent extraction process is safe, will cause minimal damage to the farm, and will return the farm to profitability. Paul's business partner disagrees, believing that the process for extracting the gas is dangerous, that the machinery will spoil the landscape and that it would undermine the vision they had of living off the land.

On which element of CATWOE are Paul and his business partner in disagreement?

- A. Customer
- B. Actor
- C. Transformation
- D. Work view

**Correct Answer: D**

**Section:**

**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 D is the correct answer, as Paul and his business partner are in disagreement on their worldview element of CATWOE. Worldview is the element that describes the beliefs, values, assumptions or principles that underpin a stakeholder's perspective. It helps to explain why a stakeholder thinks that a business situation or problem is worth addressing or solving. Paul and his business partner have different worldviews regarding the possibility of extracting natural gas from their land. Paul believes that it is a safe, profitable and reasonable option that will improve their financial situation. His business partner believes that it is a dangerous, unattractive and unacceptable option that will compromise their vision of living off the land. Option A is not a correct answer, as Paul and his business partner are not in disagreement on their customer element of CATWOE. 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 main beneficiaries or victims of a business situation or problem or its solution. Paul and his business partner have the same customer, which is themselves as the owners of the farm. Option B is not a correct answer, as Paul and his business partner are not in disagreement on their actor element of CATWOE. 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. Paul and his business partner have the same actor, which is themselves as the owners of the farm. Option C is not a correct answer, as Paul and his business partner are not in disagreement on their transformation element of CATWOE. 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. Paul and his business partner have the same transformation, which is extracting natural gas from their land.

**QUESTION 17**

Maria and Nelly own a small jewellery shop and are considering whether they should renew the lease on their shop for another year. They are both thinking about alternative business ventures as they never intended to run the jewellery shop indefinitely.

They source their jewellery products from an overseas manufacturer and market them in luxury presentation boxes, made by local craftsmen They employ Maria's son, Darren, in the school holidays to make up the boxes and keep the stockroom full

Which of the following CATWOE categories CANNOT be identified from this scenario?

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

**Correct Answer: D**

**Section:**

**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 D is the correct answer, as environment is the element that cannot be identified from this scenario. 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. There is no information in this scenario that indicates what external factors or constraints affect Maria and Nelly's perspective or limit their options. Option A is not a correct answer, as transformation is the element that can be identified from this scenario. 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. An example of transformation in this scenario is sourcing jewellery products from an overseas manufacturer and marketing them in luxury presentation boxes made by local craftsmen. Option B is not a correct answer, as actor is the element that can be identified from this scenario. 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. An example of actor in this scenario is Darren, who makes up the boxes and keeps the stockroom full. Option C is not a correct answer, as owner is the element that can be identified from this scenario. 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. An example of owner in this scenario is Maria and Nelly, who own the jewellery shop and are considering whether to renew the lease.

**QUESTION 18**

Maria and Nelly own a small jewellery shop and are considering whether they should renew the lease on their shop for another year. They are both thinking about alternative business ventures as they never intended to run the jewellery shop indefinitely.

They source their jewellery products from an overseas manufacturer and market them in luxury presentation boxes, made by local craftsmen They employ Maria's son, Darren, in the school holidays to make up the boxes and keep the stockroom full

Which of the following CATWOE categories CANNOT be identified from this scenario?

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

**Correct Answer: D**

**Section:**

**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 D is the correct answer, as environment is the element that cannot be identified from this scenario. 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. There is no information in this scenario that indicates what external factors or constraints affect Maria and Nelly's perspective or limit their options. Option A is not a correct answer, as transformation is the element that can be identified from this scenario. 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. An example of transformation in this scenario is sourcing jewellery products from an overseas manufacturer and marketing them in luxury presentation boxes made by local craftsmen. Option B is not a correct answer, as actor is the element that can be identified from this scenario. 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. An example of actor in this scenario is Darren, who makes up the boxes and keeps the stockroom full. Option C is not a correct answer, as owner is the element that can be identified from this scenario. 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. An example of owner in this scenario is Maria and Nelly, who own the jewellery shop and are considering whether to renew the lease.

#### QUESTION 19

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

**Correct Answer: A**

**Section:**

**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.

#### QUESTION 20

You have been discussing Paul's 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

**Correct Answer: B, D, E**

**Section:**

**Explanation:**

A workshop is a technique for conducting group discussions and activities with stakeholders to elicit, analyse, validate and prioritise their views and needs. It helps to facilitate effective communication and collaboration among stakeholders and resolve conflicts or issues. Therefore, options B, D and E are correct answers, as they are possible reasons why Paul did not use a workshop to avoid delays. They describe different challenges or constraints that may prevent or limit the use of a workshop technique. Option B describes a challenge related to the geographical location of stakeholders. If the stakeholders are located in different time zones, it may be difficult or impractical to arrange a workshop that suits their availability and preferences. Option D describes a challenge related to the availability of stakeholders. If the key stakeholders have busy or conflicting schedules, it may be hard or impossible to organise a workshop that involves all of them at the same time. Option E describes a constraint related to the venue of the workshop. If a neutral venue is available for stakeholder discussions, it may be preferable or necessary to use it instead of a workshop, as it may reduce bias or influence from any stakeholder group. Option A is not a correct answer, as it is not a reason why Paul did not use a workshop to avoid delays. It describes an issue that may arise during a workshop, but not prevent or limit its use. If one stakeholder has a dominant personality, it may affect the dynamics and outcomes of the workshop, but it can be managed by using appropriate facilitation skills and techniques. Option C is not a correct answer, as it is not a reason why Paul did not use a workshop to avoid delays. It describes an objective that may be achieved by using a workshop, but not prevent or limit its use. If consensus from stakeholders needs to be established, it may be beneficial or essential to use a workshop, as it can help to reach a common understanding and agreement among stakeholders.

#### QUESTION 21

A business analyst has been carrying out investigations into a problem situation. However, it is clear to the business analyst that, even after a number of interviews with individual stakeholders, some stakeholder's views still conflict.

Which investigation technique SHOULD be used to resolve the conflict and gain a consensus?

- A. Scenario analysis.
- B. Questionnaire
- C. Observation
- D. Workshop

**Correct Answer: D**

**Section:**

**Explanation:**

A workshop is a technique for conducting group discussions and activities with stakeholders to elicit, analyse, validate and prioritise their views and needs. It helps to facilitate effective communication and collaboration among stakeholders and resolve conflicts or issues. Therefore, option D is the correct answer, as a workshop would help the business analyst to resolve the conflict and gain a consensus among stakeholders who have different views after individual interviews. A workshop would help to bring together the conflicting stakeholders in one place and time and enable them to share and compare their views openly and constructively. A workshop would help to identify and address the sources and reasons of the conflict and find common ground and mutual understanding among stakeholders. A workshop would help to generate and evaluate different options or solutions that satisfy all or most of the stakeholder views and agree on the best one for further development and implementation. Option A is not a correct answer, as scenario analysis is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Scenario analysis is a technique for exploring how different scenarios or situations could affect the outcomes or impacts of an organisation or project. It helps to test the feasibility and desirability of different options or solutions under various circumstances or assumptions. Option B is not a correct answer, as questionnaire is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Questionnaire is a technique for collecting information from stakeholders by asking them predefined questions in written form. It helps to elicit quantitative or qualitative data from a large number of stakeholders in an efficient and consistent way. Option C is not a correct answer, as observation is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Observation is a technique for gathering information from stakeholders by watching them perform their tasks or activities in their natural environment. It helps to analyse how stakeholders work in practice and identify their implicit or tacit needs.

#### QUESTION 22

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

**Correct Answer: A, D**

**Section:**

**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.

### QUESTION 23

Alana has identified several issues in a process redesign project she is working on, including the following

- 1) The suggested changes to the business structure will affect our relationships with suppliers.
- 2) The proposed electronic data sharing with our suppliers will raise legal accessibility issues.

Which TWO elements of POPIT consider these issues?

- A. People
- B. Processes
- C. Organisation
- D. Information and technology
- E. Procedures

**Correct Answer: C, D**

**Section:**

**Explanation:**

POPIT is a technique for taking a holistic view when investigating a business situation or problem. It helps to ensure that all aspects and dimensions of a business situation or problem are considered and addressed. POPIT consists of four elements: People, Processes, Organisation and Information and technology. Therefore, options C and D are correct answers, as they are the elements of POPIT that consider these issues respectively. Option C considers issue 1: The suggested changes to the business structure will affect our relationships with suppliers. Organisation is the element that describes how an organisation is structured and governed internally and externally. It helps to identify who are involved in decision making and authority within an organisation and how an organisation relates to its stakeholders outside its boundaries. Issue 1 relates to organisation, as it involves changes to the business structure that will affect how the organisation interacts with its suppliers, who are external stakeholders. Option D considers issue 2: The proposed electronic data sharing with our suppliers will raise legal accessibility issues. Information and technology is the element that describes how information and data are created, stored, accessed, used and communicated within an organisation using technology systems and tools. It helps to identify what information and data are needed and available for an organisation to perform its activities and processes effectively and efficiently using appropriate technology systems and tools. Issue 2 relates to information and technology, as it involves electronic data sharing with suppliers using technology systems that will raise legal accessibility issues regarding information security and privacy. Option A does not consider any issue in this scenario. People is the element that describes who are involved in performing or supporting the activities and processes within an organisation. It helps to identify what skills, knowledge, attitudes and behaviours are required and exhibited by people within an organisation to perform their roles and responsibilities effectively and efficiently. There is no issue in this scenario that relates to people. Option B does not consider any issue in this scenario. Processes is the element that describes what activities and tasks are performed within an organisation to achieve its objectives and outcomes. It helps to identify how activities and tasks are sequenced, coordinated, controlled and measured within an organisation to ensure quality and consistency. There is no issue in this scenario that relates to processes. Option E is not a valid element of POPIT. Procedures is not an element of POPIT, but a term that refers to the detailed steps or instructions for performing a specific activity or task within a process.

### QUESTION 24

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 expertise. Investigation techniques, Business architecture.
- B. Domain knowledge. Business modeling. Gap analysis.
- C. Business case development. Business modeling, Requirements engineering

D. Business case development. Investigation techniques. Business architecture

**Correct Answer: D**

**Section:**

**Explanation:**

A competency is a combination of skills, knowledge and behaviours that enable a person to perform a task or role effectively and efficiently. Therefore, option D is the correct answer, as it describes the competencies required for this role based on the job advert. Business case development is a competency that involves creating and presenting a formal written proposal that details the costs and benefits of a proposed business change or solution. It helps to justify and secure the approval and funding for a proposed business change or solution. This competency is required for this role, as the job advert states that the business analyst will assist in the development of formal written proposals detailing the cost and benefit of proposed business initiatives. Investigation techniques is a competency that involves using a variety of methods to explore and define complex situations or problems within an organisation or project. It helps to elicit, analyse, validate and prioritise the views and needs of stakeholders and identify the root causes and effects of situations or problems. This competency is required for this role, as the job advert states that the business analyst should be able to use a variety of methods to explore and define complex situations. Business architecture is a competency that involves designing and modelling the structure and relationships of an organisation or project at a high level of abstraction. It helps to understand how an organisation or project operates, delivers value and achieves its objectives and outcomes. This competency is required for this role, as the job advert states that the business analyst should have experience of producing blueprints in terms of processes, management structures, culture and people. Option A is not a correct answer, as it does not describe all the competencies required for this role based on the job advert. Subject matter expertise is a competency that involves having in-depth knowledge and understanding of a specific domain or industry within an organisation or project. It helps to provide insights and guidance on the best practices and standards within a specific domain or industry. This competency is not required for this role, as the job advert does not state that the business analyst should have subject matter expertise in any specific domain or industry. Option B is not a correct answer, as it does not describe all the competencies required for this role based on the job advert. Domain knowledge is a competency that involves having general knowledge and understanding of a broad domain or industry within an organisation or project. It helps to provide context and background on the nature and scope of a domain or industry. This competency is not required for this role, as the job advert does not state that the business analyst should have domain knowledge in any broad domain or industry. Gap analysis is a competency that involves comparing current and desired situations or problems and identifying the differences or gaps between them. It helps to determine what changes or improvements are needed to bridge the gaps and achieve desired situations or problems. This competency is not required for this role, as the job advert does not state that the business analyst should have experience of gap analysis. Option C is not a correct answer, as it does not describe all the competencies required for this role based on the job advert. Requirements engineering is a competency that involves eliciting, analysing, specifying, validating and managing requirements for a system or product within an organisation or project. It helps to ensure that requirements are clear, complete, consistent, testable and traceable throughout the system or product lifecycle. This competency is not required for this role, as the job advert does not state that the business analyst should have experience of requirements engineering.

#### QUESTION 25

EcoBags is a company that designs and makes eco-friendly shopping bags for various clients. An internal analysis of the business has revealed the following information about the company.

- a) Recent investment in new machinery will enable the company to continue its innovation programme
- b) Feedback from customers and an increase in sales suggests that Leo Bugs is recognised as a quality brand
- c) The number of staff currently employed in the company is sufficient to meet expected future growth
- d) The ability of EcoBags to respond quickly to new market demands has earned it an innovation award.
- e) The company has significant retained profits, which will help fund the innovation programme.

Which of these would be considered as 'tangible' resources in a resource audit?

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

**Correct Answer: C**

**Section:**

**Explanation:**

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 an organisation's resources, such as human, physical, financial and intangible resources. Therefore, option C is the correct answer, as it identifies which of these would be considered as 'tangible' resources in a resource audit. Tangible resources are resources that have physical existence and can be seen or touched by human senses. Examples of tangible resources are machinery, equipment, buildings, materials, money etc. Option A identifies 'a' (recent investment in new machinery), 'c' (the number of staff currently employed in the company) and 'e' (the company has significant retained profits) as tangible resources in a resource audit. These are correct examples of tangible resources in a resource audit, as they have physical existence and can be seen or touched by human senses. Option B identifies 'b' (feedback from customers and an increase in sales), 'c' (the number of staff currently employed in the company) and 'e' (the company has significant retained profits) as tangible resources in a resource audit. These are incorrect examples of tangible resources in a resource audit, as 'b' (feedback from customers and an increase in sales) is an intangible resource, not a tangible resource. Intangible resources are resources that have no physical existence and cannot be seen or touched by human senses. Examples of intangible resources are reputation, brand, knowledge, skills etc. Option D identifies 'c' (the number of staff currently employed in the company), 'd' (the ability of EcoBags to respond quickly to new market demands) and 'e' (the company has significant retained

profits) as tangible resources in a resource audit. These are incorrect examples of tangible resources in a resource audit, as 'd' (the ability of EcoBags to respond quickly to new market demands) is an intangible resource, not a tangible resource.

#### QUESTION 26

BuildCo is small building company with the stall. The owner to reduce time spent on administration by simplifying the company's paperwork. This paperwork includes provides quotes and invoices, as well as managing orders and receipts for building materials.

Most of the paperwork is completed manually and copies are stored in filing cabinets. However, quotes and invoices are produced on a word processor and the stored on a computer, with printed copies also stored in the filing cabinets. The owner is not sure that all the current paperwork is necessary.

Which investigation technique would be MOST effective in establishing the need for item of paperwork?

- A. Questionnaire
- B. Workshop
- C. Interviews
- D. Document Analysis

**Correct Answer: D**

**Section:**

**Explanation:**

Document analysis is a technique for collecting information from existing documents within an organisation or project. It helps to understand the current situation or problem and identify any gaps or issues that may exist. Therefore, option D is the correct answer, as document analysis would be the most effective technique in establishing the need for each item of paperwork. Document analysis would help to review the content and purpose of each item of paperwork and compare it with the organisation's objectives and requirements. Document analysis would help to evaluate the usefulness and relevance of each item of paperwork and identify any duplication or redundancy that may exist. Document analysis would help to recommend any changes or improvements to each item of paperwork and justify them with evidence and rationale. Option A is not a correct answer, as questionnaire is not the most effective technique in establishing the need for each item of paperwork. Questionnaire is a technique for collecting information from stakeholders by asking them predefined questions in written form. It helps to elicit quantitative or qualitative data from a large number of stakeholders in an efficient and consistent way. Questionnaire would not be the most effective technique in establishing the need for each item of paperwork, as it may not provide enough detail or explanation for each item of paperwork and may be influenced by stakeholder bias or preference. Option B is not a correct answer, as workshop is not the most effective technique in establishing the need for each item of paperwork. Workshop is a technique for conducting group discussions and activities with stakeholders to elicit, analyse, validate and prioritise their views and needs. It helps to facilitate effective communication and collaboration among stakeholders and resolve conflicts or issues. Workshop would not be the most effective technique in establishing the need for each item of paperwork, as it may not be practical or feasible to involve all relevant stakeholders in a workshop and may be affected by stakeholder dynamics or politics. Option C is not a correct answer, as interviews are not the most effective technique in establishing the need for each item of paperwork. Interviews are a technique for collecting information from stakeholders by asking them open-ended questions in verbal form. It helps to elicit rich and detailed information from individual stakeholders in an interactive and flexible way. Interviews would not be the most effective technique in establishing the need for each item of paperwork, as it may be time-consuming and costly to interview all relevant stakeholders and may be subject to stakeholder interpretation or opinion.

#### QUESTION 27

A large consultancy organization has assigned its BA. Girby, to a client called MetalCor, a manufacture of component for washing machines and fridge freezers. The management team of MetalCor need some help in understanding the problems they are experiencing with their production line. Recently. Reproduction has dipped to a record low and more parts are being return as fully. Production line staff blame each other and the more staff Girby speaker to, the more issue she identifies. She having difficulty keeping track of the arising themes and how they relate to each other. Which of the following would enable Girby to model the arising themes and how they relate to each other?

- A. Mind map
- B. Business activity model
- C. Rich picture.
- D. Business process model

**Correct Answer: A**

**Section:**

**Explanation:**

A mind map is a technique for organising and visualising information in a hierarchical and associative way. It helps to generate, structure and classify ideas and concepts and show how they are related or connected. Therefore, option A is the correct answer, as a mind map would enable Girby to model the arising themes and how they relate to each other. A mind map would help to identify the main theme or problem (declining production) and the sub-themes or causes (staff blaming each other, more parts being faulty etc.) and arrange them in a tree-like structure. A mind map would help to use colours, symbols, images and keywords to represent

and emphasise the themes and their relationships. A mind map would help to analyse and evaluate the themes and their relationships and identify any patterns or gaps that may exist. Option B is not a correct answer, as a business activity model is not a technique for modelling the arising themes and how they relate to each other. A business activity model 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. Option C is not a correct answer, as a rich picture is not a technique for modelling the arising themes and how they relate to each other. A rich picture is a technique for drawing a holistic view of a complex situation or problem using informal symbols and images. It helps to capture the main elements and aspects of a situation or problem and how they interact or influence each other. Option D is not a correct answer, as a business process model is not a technique for modelling the arising themes and how they relate to each other. A business process model is a technique for modelling business processes within an organisation or project at a low level of abstraction. It helps to understand how business processes are performed or delivered in terms of inputs, outputs, activities, tasks, roles, rules, events etc.

#### QUESTION 28

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

**Correct Answer: A**

**Section:**

**Explanation:**

A consensus BAM is a conceptual model that depicts the agreed view of what the organisation does or should do. It shows the high-level activities and the logical dependencies between them. By comparing the consensus BAM with the current situation, a gap analysis can identify where the organisation is not performing as desired or where there are opportunities for improvement. Therefore, option A is the correct answer.

#### QUESTION 29

Ajay works in the payroll department of his organization. Payslips for every employee are printed automatically at the end of each month. He is about to distribute the monthly for each employee when he receives a notification from senior management explaining that they wish to give everyone a 10% bonus, for exceptional performance in the last quarter. Ajay is pleased with the bonus, but annoyed that he needs to re-print the monthly payslips. Which types of business events can be identified from this scenario?

- A. Internal and Time based.
- B. External and Internal
- C. External and Time based.
- D. Time based only

**Correct Answer: D**

**Section:**

**Explanation:**

A time based event is one that occurs at a regular or predetermined interval, such as monthly or quarterly. In this scenario, the printing of the monthly payslips is a time based event, as it happens every month. The notification from senior management is not an external or internal event, as it is not triggered by an external or internal stakeholder or situation. Therefore, option D is the correct answer.

Dependency arrows - IBM

oop - Explanation of the UML arrows - Stack Overflow

#### QUESTION 30

Bessant Co. manufactures and sells clothing. The company is very profitable and the IT director would like to invest some of these profits into improving the technical infrastructure of the company, which would help the organic growth of the company. However, the finance director would like to use the profits to acquire one of its competitors.

Shelly is the business analyst on this project and she recognises that the IT and finance director do not agree on the future direction of the business. One prefers organic growth and the other, growth by acquisition.

What technique COULD Shelly use to improve her understanding of these two different perspectives?

- A. CATWOE.
- B. The power/ interest grid



- C. SWOT analysis
- D. POPIT model.

**Correct Answer: A**

**Section:**

**Explanation:**

CATWOE is a technique that helps to understand different perspectives of a situation by analyzing six elements: Customers, Actors, Transformation process, Worldview, Owner, and Environmental constraints. Shelly could use CATWOE to improve her understanding of the IT and finance director's views on the future direction of the business, by identifying who are the customers, actors, owners, and so on for each option (organic growth or acquisition), and how they differ. Option A is the correct answer.

What Is The CATWOE Analysis And Why It Matters In Business - FourWeekMBA

CATWOE Analysis: A Holistic Approach to Problem Solving - SlideModel

### QUESTION 31

A Business Analyst is reviewing the stakeholder management strategy for a high profile Human Resources (HR) project.

Following an organizational 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 watch; Constant active management
- B. Ignore; Constant active management
- C. Keep on side; Constant active management
- D. Ignore; Keep informed. The stakeholder management strategy depends on the power and interest of the stakeholder in the project. Harvey's role has changed from Director of Operations to Director of HR, which means his power and interest in the HR project have also changed. When he was Director of Operations, he had low power and low interest in the HR project, so he could be ignored as a stakeholder. Now that he is Director of HR and the sponsor of the project, he has high power and high interest in the project, so he needs constant active management as a stakeholder. Option B is the correct answer.

**Correct Answer: B**

**Section:**

**Explanation:**

Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com

Power Interest Grid: How to Use, Benefits, Examples - KnowledgeHut

### QUESTION 32

Imran is the chief executive of FairCrops, a producer of ethically and sustainably sourced coffee and cocoa products. He is a true advocate of the FairCrops brand and has seen the positive impact of its approach in the South American regions in which it operates. He believed that there is a market for customers who want to ensure the products they consume have been purchased for a fair price and where the producer has not been unfairly treated.

FairCrops provide their products via an exclusive contract with Donald, the owner of Rest House; a small chain of coffee shops.

Ronaldo is a supplier to FairCrops. The prices he receives means he can provide for his family and enhance his crop yield through the advice and training provided by Alan, the FairCrops local representative and support officer. From Imran's perspective, which of the following is a CORRECT partial CATWOE analysis of this situation?

- A. Customer = Donald, Actor = Alan. Owner = Imran
- B. Customer = Alan, Actor = Donald. Actor = Ronaldo
- C. Owner = Ronaldo. Actor = Donald. Customer = Imran
- D. Customer = Alan. Actor = Ronaldo. Owner = Imran.

**Correct Answer: A**

**Section:**

**Explanation:**

A partial CATWOE analysis of this situation from Imran's perspective would identify Donald as the customer, Alan as the actor, and Imran as the owner. Donald is the customer because he is the beneficiary of FairCrops'

products and services. Alan is the actor because he is the one who implements FairCrops' approach in the South American regions. Imran is the owner because he is the chief executive of FairCrops and has the authority to make decisions about its direction and purpose. Option A is the correct answer.

What Is The CATWOE Analysis And Why It Matters In Business - FourWeekMBA

CATWOE Analysis: A Holistic Approach to Problem Solving - SlideModel

### QUESTION 33

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

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

The sponsor fully supports the decision to go ahead with the now 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. Keep onside.
- B. Constant active management
- C. Watch
- D. Keep informed

**Correct Answer: B**

**Section:**

**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 B is the correct answer.

Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com

Power Interest Grid: How to Use, Benefits, Examples - KnowledgeHut

www.VCEplus.io

### QUESTION 34

The innovation center of a company 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 areas 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 tool, 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

**Correct Answer: A**

**Section:**

**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.

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

Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com

### QUESTION 35

ParcelGo is a distribution company. Parcels arrive at its warehouse, where the inbound team use handheld barcode scanners to acknowledge their receipt. Parcels are then loaded onto pallets for onward distribution.

A project has been commissioned to replace the labour-intensive process and introduce a fully-automated system that reads the barcodes of parcels as they pass along a conveyor belt, automatically delivering to the correct area of the warehouse for onward distribution.

Staff from the inbound have informed their manager that about 30% of parcels either do not have barcodes, or the barcodes are obscured. The team currently resolves this issue manually. But they are concerned that the new automated system will be able to do this. The staff members are also worried the system will make their roles redundant.

Using a holistic approach, which element of the POPIT model needs further investigation in order to address the team's concerns?

- A. Process and technology
- B. Information and technology
- C. People and process
- D. People and organisation

**Correct Answer: C**

**Section:**

**Explanation:**

The elements of the POPIT model that need further investigation are people and process. This is because the staff members have raised concerns about the compatibility of the new automated system with the current process of handling parcels without barcodes or with obscured barcodes, as well as the impact of the system on their job security. These concerns relate to the people element, which covers the roles, skills, attitudes, and behaviors of the staff, and the process element, which covers the activities, tasks, and procedures involved in delivering a service or product. Option C is the correct answer.

POPIT Model -- Four View Model | Taking A Holistic Perspective | BusinessAnalystMentor.com

The POPIT Model | A Practical Guide To Delivering Results

#### QUESTION 36

Bluesky Travel is an independent travel agency specialising in luxury bespoke holidays, which is introducing a new booking process. So far, the following key changes have been made:

- 1) The new Commercial Off The Shelf (COTS) software package for making bookings has been installed and is working
- 2) Data is being migrated from the old computer system to the COTS software package
- 3) The IT department has documented the configuration of the COTS system
- 4) The legal department has confirmed that the new COTS system is compliant with company policies.

In taking a holistic approach, which of the following areas of the POPII Model have NOT yet been addressed by the changes identified?

- A. Organisation and process.
- B. Process and people
- C. People and technology
- D. Organisation and information.

**Correct Answer: A**

**Section:**

**Explanation:**

The elements of the POPII model that have not yet been addressed by the changes identified are organisation and process. This is because there is no mention of how the new booking process will affect the organisational structure, roles, responsibilities, and culture of the company, or how the new COTS software package will integrate with the existing business processes and workflows. These elements are important to consider when introducing a new system or technology, as they may require changes or adaptations to ensure alignment and compatibility. Option A is the correct answer.

POPIT Model Business Analysis Technique - Knowledge Train

POPIT Model - GSU

#### QUESTION 37

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.

**Correct Answer: D**

**Section:**

**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.

### QUESTION 38

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

**Correct Answer: A**

**Section:**

**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.

MOST Analysis - What It Is And How To Use It - BusinessAnalystMentor.com

MOST Analysis - Part Of The Business Strategy Toolkit - Boardroom Advisors

www.VCEplus.io