

BCS.BAP18.v2023-03-20.q20

Exam Code:	BAP18
Exam Name:	BCS Practitioner Certificate in Business Analysis Practice 2018 Exam
Certification Provider:	BCS
Free Question Number:	20
Version:	v2023-03-20
# of views:	485
# of Questions views:	200
https://www.freepdfdumps.com/BCS.BAP18.v2023-03-20.q20.html	

NEW QUESTION: 1

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 service has not involve beyond the initial project start-up interviews and has not been invited to any of the project meetings.

position on the power/interest grid 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.

Answer: C (LEAVE A REPLY)

Explanation

The head of IT services currently occupies a position of high power or influence but low interest on the power/interest grid. They have been involved in the initial project start-up interviews but have not been invited to any of the project meetings, indicating that they may not have a large amount of interest or involvement in the project. However, because they are the head of IT services, they will still have a large amount of power and influence over the project.

NEW QUESTION: 2

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 Elizabeth with an of organization staff and for the involve line manager in formulating potential improvements. The MD has provided Elizabeth with an organizational chart, detailing the business areas she needs to investigate, as well as the names of the line managers involved.

To understand the concerns of operational staff and line managers, which pair of techniques SHOULD she use first?

- A. Document analysis and mind maps.
- B. Observation and scenario analysis
- C. Business activity modeling and fishbone diagrams.
- D. Interviews and rich pictures.

Answer: D (LEAVE A REPLY)

Explanation

The best pair of techniques for Elizabeth to use first are Interviews and Rich Pictures. Interviews will allow her to gain an understanding of the staff's concerns and get insight into the organization's culture. Rich pictures will allow her to visually capture and map out the relationships between the various stakeholders in the organization. This will help her better understand the complexities of the organization and identify any potential areas of improvement.

NEW QUESTION: 3

The management of a chain of hotels has decided that one of its Critical Success Factors (CSF) is to provide excellent customer service'. The following measures have been suggested:

- a) The number of customers who make use of their m-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

Which of these are appropriate Key Performance indicators (KPIs) for the GSF 'provide excellent customer service'?

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

Answer: (SHOW ANSWER)

NEW QUESTION: 4

A Business Analyst and a project Manager are producing a business case for an initiative, which aims to improve the cyber defense of a large financial services provider.

They met recently to review progress, and made the following notes for the next draft:

The benefits of cyber will be describes in quantitative terms, so we will need to describe these Qualitatively.

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.

The threat posed to the organization from cyber attack, and therefore the justification for the project, needs to be clearly articulated.

Which of the following sets of elements of a business case will cover ALL of these points?

- A.** Description of the current situation. analysis of costs and benefits, options considered
- B.** Impact assessment, analysis of costs and benefits, recommendations
- C.** Recommendations, risk assessment, options considered
- D.** Description of the current situation, impact assessment, risk assessment

Answer: D (LEAVE A REPLY)

Explanation

The description of the current situation will explain the threat posed to the organization from cyber attack and the need for the project. The impact assessment will help to quantify the benefits of the cyber defense initiative, and the risk assessment will provide insight into the potential risks posed by not undertaking the project. Finally, the options considered section will help to demonstrate that the project team has thoroughly explored the solution market and has considered a range of approaches to meeting the project objectives.

NEW QUESTION: 5

Nastya is the CEO of a large technology firm, which develops new and innvovative nanotechnology. Below is an email she has sent to her management team:

Dear Team,

Recent media coverage has revealed that our competitors have lower costs. It is important that we get back to our suppliers to see il they can secure a better component pnce for the next version of our NanoVac range Let's also consider the energy costs of our labs, I'm mindful that costs are rising due to investment in renewable power-1 want us to negotiate with our energy supplier to get a better deal.

I've also been reading reports on social responsibility and sustainability and I'd like a lull review of the biodegradability of the packaging of all our products- we don't want media attention for being a technology company that wastes natural resources.

Our employment regulations also need revisiting as there have been changes to pension rules and paternity/maternity rights for workers and I want us to be aware of these Finally, regarding the staff conference I want to launch a new staff development programme, which aims to identify and develop the rising stars in our business People development should be a key priority in our next annual plan.

Thanks. Nastya."

Which elements of PESTLE are identified in this email?

- A. Environmental, Political. Socio-Cultural.
- B. Economic, Environmental, Legal
- C. Socio-Cultural. Technological. Economic
- D. Political, Legal. Economic

Answer: (SHOW ANSWER)

Explanation

The elements of PESTLE identified in this email are C. Socio-Cultural, Technological, and Economic. The email mentions the consideration of energy costs, social responsibility and sustainability, employment regulations, and staff development, which are all elements that fall into the PESTLE categories of Socio-Cultural, Technological, and Economic, respectively.

NEW QUESTION: 6

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

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

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

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

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

Answer: B (LEAVE A REPLY)

Explanation

The extract describes a set of criteria used for making housing allocation decisions, which is an example of an internal policy. Additionally, it mentions that legislation and changes from central government can affect the criteria, which are examples of external constraints.

NEW QUESTION: 7

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 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.

Answer: A (LEAVE A REPLY)

Explanation

The payback calculation is a simple investment appraisal calculation that looks at the time it takes to pay back the money invested in a project. It looks at the total cost of the project and compares it to the expected cash flow from the project. The payback period is calculated by dividing the total cost by the expected cash flow.

This calculation allows the sponsor to determine when the project will have saved the department as much as it has cost.

For example, if the total cost of the project is \$100,000 and the expected cash flow from the project is \$20,000 per year, then the payback period is 5 years. This means that after 5 years, the project will have saved the department as much as it has cost. Therefore, the payback calculation is the simplest calculation possible for the sponsor to get a better idea of the financial implications of the project.

NEW QUESTION: 8

Bessant Co. manufactures and sells clothing. The company is every 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. Once prefers organic growth and the other, growth by acquisition.

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

- A. CATWOE.
- B. The power/ interest grid
- C. SWOT analysis
- D. POPIT model.

Answer: (SHOW ANSWER)

Explanation

Shelly could use the CATWOE (Customers, Actors, Transformation, Weltanschauung, Owner, Environmental Constraints) model to improve her understanding of the two different perspectives. This model helps to identify and explore the perspective of each stakeholder involved in the project. It does this by looking at the customers, actors,

transformation, worldview, owner, and environmental constraints of the project. By using this model, Shelly can gain a better understanding of the two perspectives and how they differ, which can help her to come up with a solution that better meets the needs of both stakeholders.

NEW QUESTION: 9

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

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

Answer: B (LEAVE A REPLY)

Explanation

A BAM is a graphical representation of the current and future processes within an organisation, and it can be used to identify gaps between the current state and the desired future state. By using a BAM, a Business Analyst can identify which processes need to be changed, eliminated, or added in order to bridge the gap between the current and desired states. This allows the organisation to structure itself in such a way that it can achieve the desired situation.

NEW QUESTION: 10

EuroCoach is a holiday coach company that is reviewing its internal business processes.

The following requirement for improvement has been logged as a business rule:

'EuroCoach is now legally responsible for ensuring that passengers taking cross-border journeys have valid passports and visas (if applicable) for the countries to which, and through which, they will travel' Which type of business rule is this?

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

Answer: D (LEAVE A REPLY)

Explanation

This business rule is an external constraint, meaning it is an externally imposed requirement that the company must adhere to in order to remain compliant with the law. This type of business rule is outside of the company's control and must be taken into account when designing processes and systems.

NEW QUESTION: 11

A group of stakeholders at FlyMe travel operators are in a meeting to discuss the Business Activity Model (BAM) for a new subsidiary business. They are planning to launch a new

offering, which will offer flight bundle' packages for organization that regularly need to send their staff overseas. The following activities have been identified so far:

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

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

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

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

Answer: (SHOW ANSWER)

Explanation

Activity c is important to determine demand amongst existing customers and identify potential airline earners.

Activity d is important to determine the locations of flight bundles, and activity e is important to define bundle pricing. Activity a and b are important to monitor flight bundle sales and sell "night bundles", but they are not as important as activities c, d, and e in determining the viability of the new business proposition.

NEW QUESTION: 12

Ajay works I the payroll department of his organization. Payslips for every employee are printed automatically at the each month. He is about to distribute the monthly for each employee when he receives a notification from senior management explaining that the wish to give everyone a 10% bonus, for exceptional performance in the least quarter. Ajay is pleased with the bonus, but annoyed that the 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

Answer: B (LEAVE A REPLY)

Explanation

This scenario can be identified as having both external and internal business events. The external business event is the announcement of the 10% bonus by senior management,

which is an event that is external to the payroll department. The internal business event is the re-printing of the monthly payslips, which is an event that is internal to the payroll department.

NEW QUESTION: 13

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

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

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

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

Answer: C (LEAVE A REPLY)

Explanation

The activities that would reflect the business perspective of the Marketing Manager of the IoA are a, c and d.

These activities involve agreeing new qualifications, recruiting new examiners and registering candidates.

These activities are all related to the 4Ps of marketing and would help to ensure the success of the IoA's marketing efforts.

NEW QUESTION: 14

An airline has agreed that the following Key performance indicator (KPI) will help measure one of the airline's Critical Success Factors (CSFs) -customer service. The KPI is the percentage of customers rating our service as excellent in an independently administrator customer survey.

In the current year, the performance objective associated with KPI is 70%. The airline, therefore, aims for at least 70% of customers rating its service as excellent.

Which of the following activities in a Business Activity Model would establish whether the KPI and its associated performance objective is being achieved?

- A.** Monitor customer satisfaction.
- B.** Define customer satisfaction.
- C.** Agree performance objective.

D. Deliver customer service.

Answer: (SHOW ANSWER)

Explanation

The activity that will establish whether the KPI and its associated performance objective is being achieved is

"Monitor customer satisfaction". This activity involves monitoring the customer satisfaction survey results in order to track the performance of the KPI and ensure that the performance objective is being met.

NEW QUESTION: 15

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

Answer: C (LEAVE A REPLY)

NEW QUESTION: 16

A business analyst working for a manufacturing company has been asked to support a new initiative to review and redesign the company's Process, enabling it to increase its production and expand into overseas markets. He is working in a team of business analytics and has been asked to do the following:

- a) Assist in the evaluation of the benefits defined in the benefits plan
- b) Lead requirements elicitation and clarification activities
- c) Deliver coaching, training and ongoing support for any changes to existing processes.

Once the business analyst has completed these activities, which parts of the Business Change lifecycle will he have supported-?

- A. Design. Alignment and Implementation
- B. Implementation. Definition and Alignment
- C. Design and Realisation
- D. Realisation. Design and Implementation

Answer: A (LEAVE A REPLY)

Explanation

The business analyst has supported the Design, Alignment and Implementation parts of the Business Change lifecycle. In the Design phase, they would be helping to define the benefits plan and the requirements for the change. In the Alignment phase, they would be leading the elicitation and clarification activities, as well as providing coaching and training to support the changes. Finally, in the Implementation phase, they would be providing ongoing support for the changes.

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NEW QUESTION: 17

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

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

The sponsor has fully supported the decision to go ahead with the new loot, but senior management is now questioning his decision, due to comments from the operational staff How would the end users be classified on a power/interest grid?

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

Answer: A (LEAVE A REPLY)

Explanation

On a power/interest grid, end users are classified as having high interest (due to their vocal opposition to the new tool) but low power (as they have no authority to make decisions about the tool). This is in contrast to the senior managers, who have some power (as they have the authority to make decisions) but low interest (as they are not directly affected by the tool).

NEW QUESTION: 18

EuroCoach is a holiday coach company that is reviewing its internal business processes. The following requirement for improvement has been logged as a business rule: 'EuroCoach is now legally responsible for ensuring that passengers taking cross-border journeys have valid passports and visas (if applicable) for the countries to which, and through which, they will travel' Which type of business rule is this?

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

Answer: A (LEAVE A REPLY)

Explanation

This business rule is an external constraint, meaning it is an externally imposed requirement that the company must adhere to in order to remain compliant with the law. This type of business rule is outside of the company's control and must be taken into account when designing processes and systems.

NEW QUESTION: 19

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

'P4 - Define marketing strategy'

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

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

Answer: B (LEAVE A REPLY)

Explanation

An enabling activity is an activity that needs to be completed before the planning activity can be executed. In this case, the planning activity is to define a marketing strategy and the enabling activity would be to define the sales targets which will help inform the marketing strategy. Therefore, the correct answer is B, Define sales targets.

NEW QUESTION: 20

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

Answer: A (LEAVE A REPLY)

Explanation

This area focuses on improving the organization's capabilities through investments in employee training and development, technology, and organizational development. It is important to ensure that the organization is making investments in these areas to ensure long-term growth and success.

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