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NEW QUESTION: 1

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 2

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

Answer: [\(SHOW ANSWER\)](#)

Explanation

Since the owner of BuildCo is looking to simplify the company's paperwork, document analysis would be the most appropriate technique to identify which items of paperwork are necessary and which are not. By examining the current paperwork, the owner can identify redundancies, inefficiencies, and areas where improvements can be made. This analysis can then be used to determine which paperwork should be eliminated, streamlined, or replaced with more efficient processes.

NEW QUESTION: 3

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

Answer: A [\(LEAVE A REPLY\)](#)

NEW QUESTION: 4

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: ([SHOW ANSWER](#))

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: 5

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 the concern is 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. People and organisation
- B. People and process
- C. Process and technology
- D. Information and technology

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 6

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

Answer: (SHOW ANSWER)

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: 7

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 EcoBags 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

Answer: C (LEAVE A REPLY)

Explanation

- a) Recent investment in new machinery - This represents a physical asset that can be quantified and measured.
- c) The number of staff currently employed in the company - This represents the human resource available to the company.
- e) The company has significant retained profits - This represents the financial resources available to the company.

Tangible resources in a resource audit refer to physical assets such as machinery, staff, and retained profits.

The recent investment in new machinery, the number of staff currently employed, and the significant retained profits are all tangible resources.

NEW QUESTION: 8

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 payslips 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.** Time based only
- B.** External and Internal
- C.** External and Time based.
- D.** Internal and Time based.

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 9

Nastya is the CEO of a large technology firm, which develops new and innovative 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 if they can secure a better component price 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- I 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 full 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.** Socio-Cultural. Technological. Economic
- B.** Political, Legal. Economic
- C.** Environmental, Political. Socio-Cultural.
- D.** Economic, Environmental, Legal

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 10

A local council has decided to completely redesign the way it provides library lending services: it plans to stop lending books and move towards an entirely online e-book lending model. Four activities to be included in the Business Activity Model (BAM) are given below:

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

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 11

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

The following activities are on the consensus Business Activity Model (BAM): a) Take control action b) Monitor performance targets c) Define performance targets. d) Define target customers

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

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

Answer: ([SHOW ANSWER](#))

NEW QUESTION: 12

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. Ignore; Keep informed.

- B.** Keep watch; Constant active management
- C.** Keep on side; Constant active management
- D.** Ignore; Constant active management

Answer: D ([LEAVE A REPLY](#))

NEW QUESTION: 13

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: 14

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

- A.** To assess how tar 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: ([SHOW ANSWER](#))

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: 15

A local council has decided to completely redesign the way it provides library lending services: it plans to stop lending books and move towards an entirely online e-book lending model. Four activities to be included in the Business Activity Model (BAM) are given below:

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

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

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

Answer: C ([LEAVE A REPLY](#))

Explanation

The dependencies between the activities on the Business Activity Model (BAM) depend on the order in which they need to be completed. In this example, activity c (Define lending policies) needs to be completed before activity d (Monitor lending usage) because the policies need to be in place before the usage can be monitored.

Similarly, activity a (Lend books) needs to be completed after activity b (Establish licensing arrangements with publishers) because the books need to be licensed before they can be lent. Therefore, the order of the activities should be c - d - a - b.

NEW QUESTION: 16

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

- 1) The suggested changes will require a re-definition of the organisation's Key Performance Indicators (KPI)
 - 2) The suggested changes to the business structure will affect our relationships with suppliers.
 - 3) The proposed sharing of data with our suppliers will raise legal accessibility issues
- Which elements of POPIT consider these issues?

- A. Processes and Information & Technology.
- B. People and Processes.
- C. People and Organisation.
- D. Information A Technology. Organisation

Answer: (SHOW ANSWER)

Explanation

The POPIT framework (People, Organisation, Processes, Information and Technology) is a model used to analyse and evaluate a business process. It takes into account the various elements that make up a business process and how they interact with each other. In this case, Alana has identified several issues in the process redesign project, which all fall under the People and Processes elements of the POPIT framework.

The People element looks at the roles and responsibilities of the people involved in the process, and how the proposed changes will affect their roles and tasks. The Processes element looks at the proposed changes to the business structure and how it will affect the relationships with suppliers and how data will be shared. The Organisation element looks at how the proposed changes will affect the organisation's key performance indicators, and how the legal accessibility issues will be addressed.

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NEW QUESTION: 17

An overseas bank is currently undertaking a feasibility study looking into the possible launch of a new bank in the UK.

Preliminary findings suggest that the market is saturated, customers have a lot of choice and UK legislation makes it easy for them to move from one bank to another.

In which area of Porter's Five Forces model would these preliminary findings be documented?

- A.** Threat of substitute products or services
- B.** Threat of new entrants.
- C.** Bargaining power of suppliers.
- D.** Bargaining power of customers

Answer: (SHOW ANSWER)

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. Internal processed
- C. Internal policy.
- D. External requirement.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 19

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: C ([LEAVE A REPLY](#))

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: 20

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

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

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 21

A business case features a management summary, from which the below extract is taken:

'The new approach will incur significant investment in terms of software licenses and annual maintenance fees, which will not be negotiable until year four of the proposal. We will research competing suppliers in the marketplace at end of year three, the supplier will, therefore, be likely to offer a reduced price for year five and beyond. However, we are convinced that the selected option is the right one. It will give us a competitive edge as a result of improved management information, in addition to the boost it will give to our image with our established customers.'" Which categories of costs and benefits are described in this extract*?

- A.** Tangible costs, intangible benefits.
- B.** Tangible benefits, intangible costs
- C.** Intangible benefits, intangible costs
- D.** Intangible costs, tangible benefits

Answer: ([SHOW ANSWER](#)**)**

Explanation

The extract describes both tangible costs and intangible benefits. The costs mentioned in the extract are the software licenses and annual maintenance fees, which are tangible costs. The benefits mentioned in the extract are the improved management information and the boost to the company's image with its customers, which are intangible benefits. Therefore, the correct answer is D: Intangible costs, tangible benefits.

NEW QUESTION: 22

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.** b. c and d.
- B.** a. c and e.

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

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 23

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

- 1) The suggested changes will require a re-definition of the organisation's Key Performance Indicators (KPI)
 - 2) The suggested changes to the business structure will affect our relationships with suppliers.
 - 3) The proposed sharing of data with our suppliers will raise legal accessibility issues
- Which elements of POPIT consider these issues?

- A. People and Processes.
- B. Processes and Information & Technology.
- C. People and Organisation.
- D. Information A Technology. Organisation

Answer: A ([LEAVE A REPLY](#))

NEW QUESTION: 24

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

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

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

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

Answer: D ([LEAVE A REPLY](#))

Explanation

CATWOE is an acronym for the six elements that make up a system: Customers, Actors, Transformation, Weltanschauung (or Worldview), Owners, and Environment. In this case, George and Laura are considering the Customer and Actor elements, as they are discussing who the company should target (the Customer element) and who should be responsible for the marketing activity (the Actor element).

NEW QUESTION: 25

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. b, c and e.

B. a, b and c.

C. a, d and e

D. a, b and d.

Answer: B ([LEAVE A REPLY](#))

NEW QUESTION: 26

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. Customer.

C. Internal business process.

D. Financial

Answer: C ([LEAVE A REPLY](#))

NEW QUESTION: 27

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

Answer: C (LEAVE A REPLY)

Explanation

The POPIT model is focused on the integration of Process, Organisation, People, Information, and Technology. In this case, it is important to investigate the People and Process elements in order to address the team's concerns.

For Process, it is important to ensure that the new automated system is able to handle the 30% of parcels that either do not have barcodes or have obscured barcodes. This will require the development of a process to ensure that these parcels are accounted for and handled appropriately.

For People, it is important to ensure that the staff members are not made redundant and that their roles remain necessary. This may involve ensuring that the staff are given adequate training to be able to understand and use the new automated system, and that there are still tasks which require a human touch that the new system cannot perform. It is also important to ensure that the team members are given the necessary support and resources to transition to the new system and maintain their roles.

NEW QUESTION: 28

The following statements have been made about the consensus Business Activity Model a) Describes how a business process should operate.

- b) Describes what a business system should be able to do.
- c) A conceptual model.
- d) Usually produced before requirements are defined.
- e) Includes all stakeholders' perspectives

Which of the statements are TRUE?

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

Answer: (SHOW ANSWER)

Explanation

The consensus Business Activity Model (BAM) is a conceptual model that describes what a business system should be able to do, and it is usually produced before requirements are defined. It does not describe how a business process should operate, nor does it include all stakeholders' perspectives.

NEW QUESTION: 29

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. Advertise clothes

C. Sell clothes

D. Define sales targets

Answer: (SHOW ANSWER)

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