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問題集

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**Exam : BAP18**

**Title : BCS Practitioner Certificate  
in Business Analysis  
Practice 2018**

**Version : DEMO**

1. Part of the management summary of a business case is detailed below:

The key recommendation is that we proceed with the preferred option, a new process and a new IT system. We feel that this option is feasible. Although we recognise there is a risk of lower staff productivity while the new system is being established '.

Which category of costs or benefits has been described?

- A. Tangible costs.
- B. Tangible benefits
- C. Intangible benefits.
- D. Intangible costs

**Answer: B**

2. A large consultancy organization has assigned its BA, Girby, to a client called MetalCor, a manufacturer of components 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,

production has dipped to a record low and more parts are being returned as faulty.

Production line staff blame each other and the more staff Girby speaks to, the more issues she identifies.

She is having difficulty keeping track of the arising issues and how they relate to each other.

Which of the following would enable Girby to model the arising issues and how they relate to each other?

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

**Answer: C**

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

**Answer: C**

4. 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

acompetitive 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: A**

5. 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.

**Answer: A**