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Exam : BAPV5

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

Version : DEM0

1. At a recent Board Meeting the Directors of an office fitting company ratified the company's mission as:
To meet or undercut all our competitors' prices'

Which of the following is MOST LIKELY to be the company's vision?

- A. To offer the best value office fitting service
- B. To reduce the cost of office fitting by 5%.
- C. To increase the company's market share.
- D. To be the premier office fitting company

Answer: D

Explanation:

The vision of a company typically describes its aspirations and what it aims to achieve in the future. It's broader and more future-oriented than the mission, which tends to focus on the current approach or purpose of the company. Given the company's mission "to meet or undercut all our competitors' prices," the most likely vision would be: To be the premier office fitting company.

This vision aligns with the ambitious nature of a vision statement and reflects a broader goal of not just competing on price but also achieving a leading status in the industry. It suggests striving for excellence and a top position in the market, which is a common focus for a vision statement.

2. 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 for each countermeasure identified
- E. Impact assessment of each countermeasure identified

Answer: AC

Explanation:

To ensure that the risks associated with opening up the overseas market to new products are appropriately recorded, John should:

Create a RAID log: A RAID log is a project management tool that stands for Risks, Assumptions, Issues, and Dependencies. Creating a RAID log allows for comprehensive tracking and management of risks, including their nature, impact, and mitigation strategies.

Identify an owner for each risk: Assigning an owner to each risk ensures that there is clear responsibility for monitoring and managing that risk. The risk owner will be responsible for implementing mitigation strategies and for tracking the risk over the course of the project.

Therefore, the two actions that John should take to ensure risks are appropriately recorded are A) creating a RAID log and C) identifying an owner for each risk.

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 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

Answer: C, D, E

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.

Reference: BCS Practitioner Certificate in BAP Specimen, page 15.

4. 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

Answer: A

Explanation:

To effectively communicate the proposed changes in the scheduling of physio appointments at a major hospital, especially regarding the division of the scheduling team and the introduction of new telephony software and an online booking system, the best method would be: Business Process Model.

A Business Process Model is an effective tool for illustrating the changes in processes, especially in scenarios where new systems (like telephony software and online booking systems) are being introduced and where roles or workflows are being redefined (such as splitting the scheduling team into two). This model will visually depict how the new processes will work, show the flow of activities, and clarify the roles of the different team members for inpatients and outpatients. It's an excellent way to communicate process changes clearly and effectively.

5. 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: D

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 organization 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.

Reference: BCS Practitioner Certificate in BAP Specimen, page 17.