

## BCS Business Analysis Practice v4.0 September 2018 Syllabus

Q1 The business analysts in WHD Loans are working on a change project to improve the way that loans are processed. They have produced a list of initial actions they must take based on work conducted so far:

- Must understand what information is captured on loan applications currently
- Must agree the scope of the change programme with the directors
- Must ensure we understand the current situation identifying possible issues and likely reaction by staff to the proposed change

Which set of techniques should the business analysts select?

- A: Document analysis, Rich picture, Workshop
- B: Observation, Fishbone diagram, Interview
- C: Mind map, Workshop, Interview
- D: Observation, Interview, Workshop

Q2 Indoor Nature are a plant rental company currently offering their services to businesses in central London. The Managing director of Indoor Nature has recently made the following statement:

*“We intend to increase Indoor Nature’s presence in the market by increasing the geographical area in which we operate. This will provide us with increased buying power from our plant growers which will ensure that our customers continue to receive the excellent service and competitive prices that they expect from us. We expect an increase in our profit margins by at least 10% within the next 12 months. We expect to see a 40% increase in our customer base in 3 years’ time.”*

Based on the statement, the business analysts have identified ‘*continue generous supplier discounts*’ to be a Critical Success Factor (CSF). Which two elements of a Balanced Business Scorecard are most likely to have resulted in this CSF being identified?

- A: Process and Customer
- B: Process and Financial
- C: Financial and Customer
- D: Innovation and Customer

Q3 Which of the following is a valid list of elements of a Balanced Business Scorecard?

- A. Innovation, Customer, Process, Financial
- B. Objectives, Vision, Customer, Financial
- C. Strategy, Financial, Service, Process
- D. Strategy, Process, Innovation, Customer

Q4 SKL Insurance (a specialist insurance provider) has recently completed an unsuccessful project that made changes to the way in which insurance premiums were calculated. The business analysts have investigated the causes of the project's failure and have concluded the following:

*'There was a lack of accountability for the handling of insurance premium calculations with several different managers trying to influence the setting of premiums. There were no defined procedures and some staff were not given access to important claims history resulting in some large losses.'*

Which elements of POPIT have caused the failure?

- A: Processes and Technology only
- B: Information, Organisation and Processes only
- C: People, Technology and Processes only
- D: People and Processes only

Q5 TGS Logistics are looking to recruit an additional business analyst to work on their change programme and have created a list of requirements for the job advert:

- Has worked in logistics and has exposure to delivery scheduling processing
- Willing to critique and challenge consensus
- Experience of producing complex business cases
- 3 years of data modelling experience

Which of the following competency areas of a business analyst are required?

- A: Personal qualities, business knowledge and professional techniques
- B: Personal qualities and business knowledge
- C: Personal qualities and professional techniques
- D: Business knowledge and professional techniques

Q6 XYZ Wealth have made the following statement relating to a project it is about to start:

*'We will develop an on-going relationship with a third-party fund assessment agency to identify high performing funds for our team of Wealth Advisors to recommend to clients. The high performing funds will be subjected to internal scrutiny by our Audit Team before being made available to the Wealth Advisors on their laptops.'*

Which of the generic stakeholder categories can be directly identified from the following extract?

- A: Employees, Managers, Customers
- B: Managers, Employees, Customers
- C: Customers, Partners, Employees
- D: Suppliers, Managers, Customers

Q7 JHP Retail are an expanding online business who source unbranded fashion items from start-up design businesses which JHP sell on their own website. The process of researching and identifying new design businesses is undertaken by a small team of Design Consultants who carry out complex research using internet search engines, fashion publications and press releases.

Which of the following investigation techniques would be most effective for providing a detailed understanding of the work carried out by the Design Consultants?

- A: Workshop attended by several Design Consultants
- B: Interview with one or more Design Consultants
- C: Observation of one or more Design Consultants
- D: Survey completed by all Design Consultants

Q8 XYZ Wealth provide financial advice through their team of Wealth Advisors across the UK. The business analysts in XYZ Wealth have investigated the activity 'Provide Financial Advice' and documented the following statements which relate to this activity:

- Client advice is given in accordance with Financial Conduct Authority rules
- XYZ only manage clients with earnings or assets above a certain level
- Wealth Advisor commission rates are set each year based on length of service and investment value, within limits allowed by financial legislation

Which of the following statements is true?

- A: There are 2 external constraints and 1 internal policy mentioned
- B: There are 2 internal policies and 1 internal procedure mentioned
- C: There is 1 external constraint and 2 internal policies mentioned
- D: There is 1 external constraint, 1 internal policy and 1 internal procedure mentioned

Q9 The management summary of a business case contains the following statement:

*'Our recommended option will avoid significant development work that would have otherwise been needed on a legacy system but will require changes to interdepartmental relations. Some of the staff reductions may be affected by future changes to legislation.'*

Which of the following most accurately defines the features of a business case being described in this extract?

- A: Tangible benefit, impact, risk
- B: Tangible benefit, tangible cost, intangible cost
- C: Tangible benefit, tangible cost, impact, risk
- D: Tangible benefit, intangible cost, risk

Q10 The business analysts have identified the need to consider the following when designing solutions for their business improvement initiatives:

- The management style and culture that exists currently
- That recruitment and training of staff is expensive
- That staff are motivated and rewarded appropriately for their role
- That data is held accurately and securely

Which elements of POPIT do these items NOT affect ?

- A: Organisation and Technology
- B: Processes and Organisation
- C: Processes and Technology
- D: People and Information

Q11 The business analysts in FCS Electronics are reviewing the use of a business case within the business change lifecycle. They have made the following statements:

- a) Should always include intangibles
- b) Should be revisited after the solution has been in place for some time
- c) Initially produced once a feasible option has been identified
- d) Should be reviewed before the solution is deployed

Which of the statements is correct?

- A: a, b and c only
- B: All statements are correct
- C: b, c and d only
- D: a and d only

Q12 ABC Tool Hire rent out building machinery through a network of 20 depots across the south of England. Each depot is managed by a branch manager.

ABC are about to roll-out a new website which will change the way customers place a rental request. Rollout of the change will need considerable input from the branch managers as well as requiring them to implement new procedures and training of the other depot staff.

What stakeholder management strategy is likely to be adopted for the branch managers?

- A: Keep Satisfied
- B: Keep Informed
- C: Watch
- D: Keep Onside

Q13 XYZ Publishing are looking to recruit a senior business analyst to work on the change programme and have created a list of requirements for the job advert:

- Has performed gap analysis
- Experience of project planning
- 5 years of business case development experience
- Has developed business architectures

Which of the following competency areas of a business analyst are required?

- A: Personal qualities, business knowledge and professional techniques
- B: Personal qualities and business knowledge
- C: Personal qualities and professional techniques
- D: Business knowledge and professional techniques

Q14 The business analysts have produced a list of tasks they expect to carry out on a project:

- a) Documenting requirements for IT systems
- b) Process mapping the current processes for a complaint
- c) Defining the IT solution
- d) Making decisions where stakeholder conflicts occur
- e) Delivering the business benefits defined in the business case

Which tasks are valid?

- A: b, c, d and e only
- B: a and b only
- C: All items
- D : c and d only

Q15 Indoor Nature are a plant rental company currently offering their services to businesses in central London. The business analysts have been analysing the following statements made by the directors relating to their strategy:

- Increase the customer base by 40% in 3 years
- Increase profit margins by 10% within 12 months
- Expand our services to the Greater London area
- Recruit additional maintenance staff

Which aspects of MOST do the statements relate to?

- A: Objectives and Tactics only
- B: Objectives, Strategy and Tactics only
- C: Strategy and Tactics only
- D: Mission, Objectives, Strategy and Tactics