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Question 1

Question Type: MultipleChoice

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 team 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?

Options:

- A- Process and technology
- B- Information and technology
- C- People and process
- D- People and organisation

Answer:

C

Explanation:

The elements of the POPIT model that need further investigation are people and process. This is because the staff members have raised concerns about the compatibility of the new automated system with the current process of handling parcels without barcodes or with obscured barcodes, as well as the impact of the system on their job security. These concerns relate to the people element, which covers the roles, skills, attitudes, and behaviors of the staff, and the process element, which covers the activities, tasks, and procedures involved in delivering a service or product. Option C is the correct answer.

[POPIT Model -- Four View Model | Taking A Holistic Perspective | BusinessAnalystMentor.com](#)

[The POPIT Model | A Practical Guide To Delivering Results](#)

Question 2

Question Type: MultipleChoice

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 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?

Options:

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

Answer:

A

Explanation:

The end users are classified as high interest, low power on a power/interest grid. This is because they are directly affected by the new reporting tool and have a strong preference for not using it, but they do not have much authority or influence to change the project decision or outcome. Option A is the correct answer.

[How To Manage Stakeholders With a Power Interest Grid | Indeed.com UK](#)

[Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com](#)

Question 3

Question Type: MultipleChoice

End users in one business area are unwilling to adopt a new finance management system (recently introduced by the innovation team), as they perceive that it is unnecessarily complicated and not useful. One of the end users in this business area has been very vocal and has been relying support from others since posting about it on the company's intranet homepage.

The introduction finance system was initially supported by senior managers, but now users in other business area are also beginning to question whether they adopt the tool and are raising the issue with their managers.

The sponsor fully supports the decision to go ahead with the new tool and has made it very clear to senior managers that he expects them to support this Initiative.

Which stakeholder management strategy SHOULD be taken with the senior managers?

Options:

- A- Keep onside.
- B- Constant active management
- C- Watch
- D- Keep informed

Answer:

B

Explanation:

The stakeholder management strategy for senior managers should be constant active management. Senior managers have high power and high interest in the project, as they are responsible for overseeing its implementation and ensuring its alignment with organizational goals. They also have influence over other stakeholders, such as end users and employees. Therefore, they need to be regularly engaged, consulted, informed, and involved in decision making throughout the project lifecycle. Option B is the correct answer.

[Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com](#)

[Power Interest Grid: How to Use, Benefits, Examples - KnowledgeHut](#)

Question 4

Question Type: MultipleChoice

Imran is the chief executive of FairCrops, a producer of ethically and sustainably sourced coffee and cocoa products. He is a true advocate of the FairCrops brand and has seen the positive impact of its approach in the South American regions in which it operates. He believed that there is a market for customers who want to ensure the products they consume have been purchased for a fair price and where the producer has not been unfairly treated.

FairCrops provide their products via an exclusive contract with Donald, the owner of Rest House; a small chain of coffee shops.

Ronaldo is a supplier to FairCrops. The prices he receives means he can provide for his family and enhance his crop yield through the advice and training provided by Alan, the FairCrops local representative and support officer.

From Imran's perspective, which of the following is a CORRECT partial CATWOE analysis of this situation?

Options:

- A- Customer = Donald, Actor = Alan. Owner = Imran
- B- Customer = Alan, Actor = Donald. Actor = Ronaldo
- C- Owner = Ronaldo. Actor = Donald. Customer = Imran
- D- Customer = Alan. Actor = Ronaldo. Owner = Imran.

Answer:

A

Explanation:

A partial CATWOE analysis of this situation from Imran's perspective would identify Donald as the customer, Alan as the actor, and Imran as the owner. Donald is the customer because he is the beneficiary of FairCrops' products and services. Alan is the actor because he is the one who implements FairCrops' approach in the South American regions. Imran is the owner because he is the chief executive of FairCrops and has the authority to make decisions about its direction and purpose. Option A is the correct answer.

[What Is The CATWOE Analysis And Why It Matters In Business - FourWeekMBA](#)

[CATWOE Analysis: A Holistic Approach to Problem Solving - SlideModel](#)

Question 5

Question Type: MultipleChoice

A Business Analyst is reviewing the stakeholder management strategy for a high profile I Human Resources (HR) protect.

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?

Options:

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

The stakeholder management strategy depends on the power and interest of the stakeholder in the project. Harvey's role has changed from Director of Operations to Director of HR, which means his power and interest in the HR project have also changed. When he was Director of Operations, he had low power and low interest in the HR project, so he could be ignored as a stakeholder. Now that he is Director of HR and the sponsor of the project, he has high power and high interest in the project, so he needs constant active management as a stakeholder. Option B is the correct answer.

Answer:

B

Explanation:

[Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com](#)

[Power Interest Grid: How to Use, Benefits, Examples - KnowledgeHut](#)

Question 6

Question Type: MultipleChoice

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 ot these two different perspectives?

Options:

A- CATWOE.

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

Answer:

A

Explanation:

CATWOE is a technique that helps to understand different perspectives of a situation by analyzing six elements: Customers, Actors, Transformation process, Worldview, Owner, and Environmental constraints. Shelly could use CATWOE to improve her understanding of the IT and finance director's views on the future direction of the business, by identifying who are the customers, actors, owners, and so on for each option (organic growth or acquisition), and how they differ. Option A is the correct answer.

[What Is The CATWOE Analysis And Why It Matters In Business - FourWeekMBA](#)

[CATWOE Analysis: A Holistic Approach to Problem Solving - SlideModel](#)

Question 7

Question Type: MultipleChoice

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?

Options:

- A- Internal and Time based.
- B- External and Internal
- C- External and Time based.
- D- Time based only

Answer:

D

Explanation:

A time based event is one that occurs at a regular or predetermined interval, such as monthly or quarterly. In this scenario, the printing of the monthly payslips is a time based event, as it happens every month. The notification from senior management is not an external or

internal event, as it is not triggered by an external or internal stakeholder or situation. Therefore, option D is the correct answer.

[Dependency arrows - IBM](#)

[oop - Explanation of the UML arrows - Stack Overflow](#)

Question 8

Question Type: MultipleChoice

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?

Options:

- A- Monitor customer satisfaction.
- B- Define customer satisfaction.
- C- Agree performance objective.
- D- Deliver customer service.

Answer:

A

Explanation:

The activity 'monitor customer satisfaction' would establish whether the KPI and its associated performance objective is being achieved, as it would involve collecting and analysing the data from the customer survey. The other activities are related to defining, agreeing or delivering customer satisfaction, but not measuring it. Therefore, option A is the correct answer.

[12 Types of Business Events \(Plus How They Can Impact Goals\) | Indeed.com](#)

[SysML Diagram Tutorial | SysML.org](#)

Question 9

Question Type: MultipleChoice

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?

Options:

A- c only.

B- a only.

C- b, c and d.

D- a, b and d.

Answer:

A

Explanation:

The event 'amend KPI' would affect the activity 'define performance targets', as the company would need to change its current performance target of gross profit margin to ROCE. The other activities would not be directly affected by this event, as they are either related to monitoring or defining other aspects of the business. Therefore, option A is the correct answer.

[10 types of business events and their basic functions | Indeed.com UK](#)

[7 Types of Corporate Events \[+ Virtual Event Ideas\] - HubSpot Blog](#)

Question 10

Question Type: MultipleChoice

A company produces kitchens to order. Customers specify the design of the kitchen by using a computer-aided design tool, provided on the company's website. The tool allows customers to select products, such as cabinets and cookers, and place them into a floor plan of the kitchen that they have specified.

Once the customer confirms the design, an order is placed and the customer is given a planned installation date for the kitchen. The company orders the raw materials for the kitchen and the kitchen is built by its skilled carpenters. The customer can track the progress of the build on the Internet. If the kitchen is likely to be delivered later than originally promised, a control action is taken to bring it back on

schedule

A Business Activity Model (BAM) developed for the company has 'sell bespoke kitchens' as its doing activity.

Which of the following activities would be directly linked by a logical dependency arrow to or from this doing activity?

Options:

- A- Track build
- B- Define carpentry skills
- C- Determine range of products.
- D- Take control action

Answer:

C

Explanation:

A logical dependency arrow on a BAM shows that one activity depends on another activity for its completion or initiation. In this question, the doing activity of 'sell bespoke kitchens' depends on the planning activity of 'determine range of products', as the customers need to select products from a predefined range when they design their kitchens. Therefore, option C is the correct answer.

Question 11

Question Type: MultipleChoice

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' sales
- 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?

Options:

A- c and f

B- a, c and f

C- a, b, d and e.

D- b, d and e

Answer:

A

Explanation:

The Operations Director for FlyMe is concerned about the market demand and profitability of the new business proposition. Therefore, she will be keen to ensure that the planning activities that address these concerns are discussed before the meeting ends. These activities are c and f, as they involve determining the demand amongst existing customers and defining the bundle pricing. These activities will help to assess the feasibility and viability of the new offering. Option A is the correct answer.

Question 12

Question Type: MultipleChoice

A division of a telecommunication company is reviewing its current product range. It has decided to reposition itself by narrowing its product scope to 'deliver consultancy service'. The activity is the primary doing activity doing on a business Activity Model (BAM) defined by the Chief Executive Officer (CEO). A number of other activities have been identified, five of which are listed below:

Determine which customer to target for

- a) Determine which customers to target for our focused service.
- b) Track the progress of consultancy contracts placed by customers.
- c) Define the skills sets of the consultants supplying our service.
- d) Agree on a marketing campaign to make people aware of our new product focus
- e) Run monthly open days, showcasing our consultancy expertise.

Which of these would be categorized as planning activities on the CEO's BAM?

Options:

A- a. c and d

B- a, b and e.

C- b, c and e.

D- c, d and e

Answer:

D

Explanation:

Planning activities are those that must be considered beforehand in order to complete the doing and enabling activities. They are usually related to defining or determining some aspects of the business. In this question, the activities c, d and e are planning activities, as they involve defining the skills sets of the consultants, agreeing on a marketing campaign, and running monthly open days. These activities are necessary to support the primary doing activity of delivering consultancy service. Option D is the correct answer.

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