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Question 1

Question Type: MultipleChoice

The below statements have been made about the consensus Business Activity Model (BAM) Which THREE of the statements are TRUE?

Options:

- A- A conceptual model
- B- Shows who undertakes the business activities
- C- Shows the logical sequence of process steps
- D- Forms the basis of subsequent gap analysis
- E- Describes a stakeholder's perspective on what the business does

Answer:

A, C, D

Explanation:

A consensus Business Activity Model (BAM) is a diagram that shows the high level activities that an organisation performs or delivers and the flow or sequence of the activities. It helps to understand what an organisation does, how it does it, who does it, where it does it and why it does it from a common or shared perspective of all relevant stakeholder groups. Therefore, options A, C and D are true statements about a consensus BAM. Option A is a true statement, as a consensus BAM is a conceptual model that represents a business situation or problem at a high level of abstraction. It helps to simplify and clarify the complexity and ambiguity of the business situation or problem. Option C is a true statement, as a consensus BAM shows the logical sequence of process steps that the organisation follows or performs to achieve its objectives and outcomes. It helps to identify the order and dependencies of the activities and how they are connected or related. Option D is a true statement, as a consensus BAM forms the basis of subsequent gap analysis that compares the current and desired situations or problems and identifies the differences or gaps between them. It helps to determine what changes or improvements are needed to bridge the gaps and achieve the desired situation or problem. Option B is not a true statement, as a consensus BAM does not show who undertakes the business activities, but what the business activities are. The actors or performers of the business activities are shown in another technique, such as RACI chart. Option E is not a true statement, as a consensus BAM does not describe a stakeholder's perspective on what the business does, but a common or shared perspective of all stakeholder groups on what the business does. A stakeholder's perspective on what the business does is described in another technique, such as CATWOE.

Question 2

Question Type: MultipleChoice

The following definition has been agreed by the partners of DeanLegal

DeanLegal is owned by its two founding partners. Derek Little and Anne Smith The two partners, together with a team of experienced negotiators, provide insolvency services to small and medium-sized companies Comprehensive support is provided to customers at what can be a very difficult and stressful time in their lives

DeanLegal is currently considering extending its range of services to include, for example, advice in funding the purchase of capital assets All work undertaken by DeanLegal is regulated by the Federation of Insolvency Practitioners (FIP) and adherence to its rules is constantly checked by the FIP

The partners have agreed that the primary doing activity of a BAM reflecting their business perspective is to provide insolvency services'

What enabling activity would support this?

Options:

- A- Provide comprehensive support to customers.
- B- Check adherence to regulation
- C- Extend range of services
- D- Recruit experienced negotiators

Answer:

B

Explanation:

An enabling activity is an activity that supports or facilitates another activity within an organisation or project. It helps to ensure that another activity can be performed or delivered effectively and efficiently. Therefore, option B is the correct answer, as check adherence to regulation is an enabling activity that supports provide insolvency services, which is the primary doing activity of a BAM reflecting DeanLegal's business perspective. Check adherence to regulation is an enabling activity, as it involves verifying that the insolvency services provided by DeanLegal comply with the rules and standards set by the Federation of Insolvency Practitioners (FIP). It helps to ensure that DeanLegal can perform its primary doing activity legally and ethically. Option A is not a correct answer, as provide comprehensive support to customers is not an enabling activity that supports provide insolvency services, but another doing activity within DeanLegal's business perspective. Provide comprehensive support to customers is a doing activity, as it involves delivering value and satisfaction to customers who use DeanLegal's insolvency services. It helps to achieve DeanLegal's objectives and outcomes. Option C is not a correct answer, as extend range of services is not an enabling activity that supports provide insolvency services, but a potential change or improvement within DeanLegal's business perspective. Extend range of services is a change or improvement, as it involves introducing new types of services, such as advice in funding the purchase of capital assets, that DeanLegal may offer to its customers in addition to its insolvency services. It helps to enhance DeanLegal's performance and potential. Option D is not a correct answer, as recruit experienced negotiators is not an enabling activity that supports provide insolvency services, but a resource audit within DeanLegal's business perspective. Recruit experienced negotiators is a resource audit, as it involves identifying and evaluating the human resources that DeanLegal has or needs to perform its insolvency services. It helps to assess the availability and quality of DeanLegal's staff.

Question 3

Question Type: MultipleChoice

Which TWO of the following descriptions apply to a Business Activity Model (BAM)?

Options:

- A- Multiple BAMs COULD be created to reflect different perspectives.
- B- The owner should ALWAYS choose the final BAM
- C- NORMALLY a consensus BAM will be produced
- D- The activities are MOST LIKELY to be shown in boxes
- E- Dependencies between the activities are NOT shown

Answer:

A, D

Explanation:

A Business Activity Model (BAM) is a technique for modelling business activities within an organisation or project at a high level of abstraction. It helps to understand what an organisation does, how it does it, who does it, where it does it and why it does it. Therefore, options A and D are correct answers, as they apply to a BAM. Option A applies to a BAM, as multiple BAMs could be created to reflect different perspectives of different stakeholder groups within or outside the organisation or project. A BAM is not a single or definitive representation of the business activities, but a subjective and contextual view that depends on the purpose and scope of the analysis. Option D applies to a BAM, as the activities are most likely to be shown in boxes in a BAM. A BAM is typically represented as a diagram

that consists of boxes and arrows. The boxes represent the high level activities that the organisation performs or delivers, and the arrows represent the flow or sequence of the activities. Option B does not apply to a BAM, as the owner should not always choose the final BAM. The owner is one of the stakeholder groups that may have a perspective on the business activities, but not the only or ultimate one. The final BAM should be agreed by all relevant stakeholder groups based on their needs and expectations. Option C does not apply to a BAM, as normally a consensus BAM will not be produced. A consensus BAM is a BAM that reflects a common or shared perspective of all stakeholder groups within or outside the organisation or project. A consensus BAM is not realistic or desirable, as different stakeholder groups may have different or conflicting views on the business activities. Option E does not apply to a BAM, as dependencies between the activities are shown in a BAM. Dependencies between the activities are the relationships or connections that indicate how one activity affects or influences another activity. Dependencies between the activities are shown by the arrows in a BAM diagram.

Question 4

Question Type: MultipleChoice

A business analyst has been carrying out investigations into a problem situation. However, it is clear to the business analyst that, even after a number of interviews with individual stakeholders, some stakeholder's views still conflict.

Which investigation technique SHOULD be used to resolve the conflict and gain a consensus?

Options:

- A- Scenario analysis.
- B- Questionnaire
- C- Observation
- D- Workshop

Answer:

D

Explanation:

A workshop is a technique for conducting group discussions and activities with stakeholders to elicit, analyse, validate and prioritise their views and needs. It helps to facilitate effective communication and collaboration among stakeholders and resolve conflicts or issues. Therefore, option D is the correct answer, as a workshop would help the business analyst to resolve the conflict and gain a consensus among stakeholders who have different views after individual interviews. A workshop would help to bring together the conflicting stakeholders in one place and time and enable them to share and compare their views openly and constructively. A workshop would help to identify and address the sources and reasons of the conflict and find common ground and mutual understanding among stakeholders. A workshop would help to generate and evaluate different options or solutions that satisfy all or most of the stakeholder views and agree on the best one for further development and implementation. Option A is not a correct answer, as scenario analysis is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Scenario analysis is a technique for exploring how different scenarios or situations could affect the outcomes or impacts of an organisation or project. It helps to test the feasibility and desirability of different options or solutions under various circumstances or

assumptions. Option B is not a correct answer, as questionnaire is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Questionnaire is a technique for collecting information from stakeholders by asking them predefined questions in written form. It helps to elicit quantitative or qualitative data from a large number of stakeholders in an efficient and consistent way. Option C is not a correct answer, as observation is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Observation is a technique for gathering information from stakeholders by watching them perform their tasks or activities in their natural environment. It helps to analyse how stakeholders work in practice and identify their implicit or tacit needs.

Question 5

Question Type: MultipleChoice

You have been discussing Paul's recent project with him. He explained that he had needed to spend considerable time interviewing stakeholders and was now behind plan. You asked him why he didn't use a workshop to avoid delays.

Which of the following MIGHT Paul reply'? Select the THREE that apply

Options:

A- One stakeholder has a dominant personality

- B-** The stakeholders were located in different time zones
- C-** Consensus from stakeholders needed to be established
- D-** The challenge of organising key stakeholder diaries
- E-** A neutral venue was available for stakeholder discussions

Answer:

B, D, E

Explanation:

A workshop is a technique for conducting group discussions and activities with stakeholders to elicit, analyse, validate and prioritise their views and needs. It helps to facilitate effective communication and collaboration among stakeholders and resolve conflicts or issues. Therefore, options B, D and E are correct answers, as they are possible reasons why Paul did not use a workshop to avoid delays. They describe different challenges or constraints that may prevent or limit the use of a workshop technique. Option B describes a challenge related to the geographical location of stakeholders. If the stakeholders are located in different time zones, it may be difficult or impractical to arrange a workshop that suits their availability and preferences. Option D describes a challenge related to the availability of stakeholders. If the key stakeholders have busy or conflicting schedules, it may be hard or impossible to organise a workshop that involves all of them at the same time. Option E describes a constraint related to the venue of the workshop. If a neutral venue is available for stakeholder discussions, it may be preferable or necessary to use it instead of a workshop, as it may reduce bias or influence from any stakeholder group. Option A is not a correct answer, as it is not a reason why Paul did not use a workshop to avoid delays. It describes an issue that may arise during a workshop, but not prevent or limit its use. If one stakeholder has a dominant personality, it may affect the dynamics and outcomes of the workshop, but it can be managed by using appropriate facilitation skills and techniques. Option C is not a correct answer, as it is not a reason why Paul did not use a workshop to avoid delays. It describes an

objective that may be achieved by using a workshop, but not prevent or limit its use. If consensus from stakeholders needs to be established, it may be beneficial or essential to use a workshop, as it can help to reach a common understanding and agreement among stakeholders.

Question 6

Question Type: MultipleChoice

A business analyst is reviewing the stakeholder management strategy for a project seeking to implement a new IT system to monitor the effectiveness of social work interventions. Three stakeholders have been identified.

1. Head of Monitoring and Evaluation is the project sponsor
2. The monitoring and evaluation officer working in the Head of Monitoring and Evaluation's team who is eager to get the project implemented as it will transform his role
- 3 The financial accountant assigned to the project to monitor the financial benefits of the new system This role is essential to the project, but he isn't interested in the detail.

The analyst has identified stakeholder management strategies for two of the three stakeholders 'active and constant management' and 'keep onside'

Based on the information presented in the scenario, which further strategy is required?

Options:

- A- Keep satisfied
- B- Watch
- C- Ignore
- D- Keep informed

Answer:

A

Explanation:

A stakeholder management strategy is a plan for engaging and communicating with stakeholders based on their level of power and interest in an organisation or project. It helps to ensure that stakeholders are appropriately involved and informed throughout the organisation's or project's lifecycle. Therefore, option A is the correct answer, as keep satisfied is the further strategy that is required for one of the three stakeholders in this scenario. Keep satisfied is the strategy for managing stakeholders who have high power but low interest in an organisation or project. It involves meeting their needs and expectations without over-communicating or over-involving them. The stakeholder who requires this strategy in this scenario is the financial accountant assigned to the project to monitor the financial benefits of the new system. This stakeholder has high power, as he is essential to the project and can influence its outcome. However, he has low interest, as he is not interested in the detail of the project. Option B is not a correct answer, as watch is not the further strategy that is required for any of the three stakeholders in this scenario. Watch is the strategy for managing stakeholders who have low power and low interest in an organisation or project. It involves monitoring their behaviour and attitude without engaging or communicating with them too much. None of the stakeholders in this scenario have low power and low interest, as they are all involved

or affected by the project in some way. Option C is not a correct answer, as ignore is not a valid strategy for managing any stakeholder in an organisation or project. Ignore is the strategy of disregarding or neglecting stakeholders who have no power or interest in an organisation or project. It involves excluding them from any engagement or communication activities. This strategy is not advisable, as it may lead to stakeholder dissatisfaction, resentment or resistance. Option D is not a correct answer, as keep informed is not the further strategy that is required for any of the three stakeholders in this scenario. Keep informed is the strategy for managing stakeholders who have low power but high interest in an organisation or project. It involves providing them with regular and sufficient information and updates without overloading them with details. None of the stakeholders in this scenario have low power but high interest, as they are all involved or affected by the project in some way.

Question 7

Question Type: MultipleChoice

The business case for project XCON has been signed off and money has been allocated. The business analyst on the project wants to understand who the stakeholders are, how much authority they have, and how much involvement they want in the project so that a stakeholder management plan can be created.

Which technique SHOULD the business analyst use to gain this understanding?

Options:

A- CATWOE

B- Power / Interest Grid.

C- RACI chart

D- Resource audit

Answer:

B

Explanation:

A Power / Interest Grid is a technique for analysing and managing stakeholders based on their level of power and interest in an organisation or project. It helps to identify who are the key stakeholders and how they should be engaged and communicated with. Therefore, option B is the correct answer, as a Power / Interest Grid would help the business analyst to gain an understanding of who the stakeholders are, how much authority they have, and how much involvement they want in the project so that a stakeholder management plan can be created. A Power / Interest Grid would help to classify stakeholders into four categories based on their level of power and interest: high power, high interest; high power, low interest; low power, high interest; low power, low interest. A Power / Interest Grid would help to determine different stakeholder management strategies for each category: active and constant management; keep satisfied; keep informed; watch. Option A is not a correct answer, as CATWOE is not a technique for analysing and managing stakeholders based on their level of power and interest. CATWOE is a technique for exploring stakeholder business perspectives by identifying six elements: Customer, Actor, Transformation, Worldview, Owner and Environment. It helps to understand how different stakeholders perceive a business situation or problem and what they expect from a solution. Option C is not a correct answer, as RACI chart is not a technique for analysing and managing stakeholders based on their level of power and interest. RACI chart is a technique for defining roles and responsibilities of stakeholders in relation to tasks or activities within an organisation or project. It helps to identify

who are Responsible, Accountable, Consulted or Informed for each task or activity. Option D is not a correct answer, as resource audit is not a technique for analysing and managing stakeholders based on their level of power and interest. Resource audit is a technique for identifying and evaluating the resources that an organisation has or needs to achieve its objectives. It helps to assess the availability and quality of an organisation's resources, such as human, physical, financial and intangible resources.

Question 8

Question Type: MultipleChoice

Maria and Nelly own a small jewellery shop and are considering whether they should renew the lease on their shop for another year. They are both thinking about alternative business ventures as they never intended to run the jewellery shop indefinitely.

They source their jewellery products from an overseas manufacturer and market them in luxury presentation boxes, made by local craftsmen. They employ Maria's son, Darren, in the school holidays to make up the boxes and keep the stockroom full.

Which of the following CATWOE categories CANNOT be identified from this scenario?

Options:

A- Transformation

B- Actor

C- Owner

D- Environment

Answer:

D

Explanation:

CATWOE is a technique for exploring stakeholder business perspectives by identifying six elements: Customer, Actor, Transformation, Worldview, Owner and Environment. It helps to understand how different stakeholders perceive a business situation or problem and what they expect from a solution. Therefore, option D is the correct answer, as environment is the element that cannot be identified from this scenario. Environment is the element that describes the external factors or constraints that affect a stakeholder's perspective or limit their options. It helps to explain what factors or constraints are beyond the stakeholder's control or influence. There is no information in this scenario that indicates what external factors or constraints affect Maria and Nelly's perspective or limit their options. Option A is not a correct answer, as transformation is the element that can be identified from this scenario. Transformation is the element that describes what changes or processes take place in a business situation or problem or its solution. It helps to identify what inputs are converted into outputs in a business situation or problem or its solution. An example of transformation in this scenario is sourcing jewellery products from an overseas manufacturer and marketing them in luxury presentation boxes made by local craftsmen. Option B is not a correct answer, as actor is the element that can be identified from this scenario. Actor is the element that describes who carries out or performs a business situation or problem or its solution. It helps to identify who are responsible for implementing or delivering a business situation or problem or its solution. An example of actor in this scenario is Darren, who makes up the boxes and keeps the stockroom full. Option C is not a correct answer, as owner is the element that can be identified from this scenario. Owner is the element that describes who has

the authority or power to start or stop a business situation or problem or its solution. It helps to identify who are the decision makers or influencers of a business situation or problem or its solution. An example of owner in this scenario is Maria and Nelly, who own the jewellery shop and are considering whether to renew the lease.

Question 9

Question Type: MultipleChoice

Paul has been struggling to make his farm profitable for a number of years. Recently, an energy firm has asked him if it can survey his land in order to determine if there is natural gas deep under his fields. If there is, they will pay him for the extracted gas.

Paul has discussed this request with his business partner, explaining that he would like to explore the possibility as he feels that any subsequent extraction process is safe, will cause minimal damage to the farm, and will return the farm to profitability. Paul's business partner disagrees, believing that the process for extracting the gas is dangerous, that the machinery will spoil the landscape and that it would undermine the vision they had of living off the land.

On which element of CATWOE are Paul and his business partner in disagreement?

Options:

- A- Customer
- B- Actor
- C- Transformation
- D- Work view

Answer:

D

Explanation:

CATWOE is a technique for exploring stakeholder business perspectives by identifying six elements: Customer, Actor, Transformation, Worldview, Owner and Environment. It helps to understand how different stakeholders perceive a business situation or problem and what they expect from a solution. Therefore, option D is the correct answer, as Paul and his business partner are in disagreement on their worldview element of CATWOE. Worldview is the element that describes the beliefs, values, assumptions or principles that underpin a stakeholder's perspective. It helps to explain why a stakeholder thinks that a business situation or problem is worth addressing or solving. Paul and his business partner have different worldviews regarding the possibility of extracting natural gas from their land. Paul believes that it is a safe, profitable and reasonable option that will improve their financial situation. His business partner believes that it is a dangerous, unattractive and unacceptable option that will compromise their vision of living off the land. Option A is not a correct answer, as Paul and his business partner are not in disagreement on their customer element of CATWOE. Customer is the element that describes who benefits from or is affected by a business situation or problem or its solution. It helps to identify who are the main beneficiaries or victims of a business situation or problem or its solution. Paul and his business partner have the same customer, which is themselves as the owners of the farm. Option B is not a correct answer, as Paul and his business partner are not in disagreement on their actor element of CATWOE. Actor is the element that describes who carries out or performs a business situation or

problem or its solution. It helps to identify who are responsible for implementing or delivering a business situation or problem or its solution. Paul and his business partner have the same actor, which is themselves as the owners of the farm. Option C is not a correct answer, as Paul and his business partner are not in disagreement on their transformation element of CATWOE. Transformation is the element that describes what changes or processes take place in a business situation or problem or its solution. It helps to identify what inputs are converted into outputs in a business situation or problem or its solution. Paul and his business partner have the same transformation, which is extracting natural gas from their land.

Question 10

Question Type: MultipleChoice

A large mortgage provider has been running a project to develop an equity release product. The project has run into difficulty due to a disagreement between two key stakeholders about whether the product should be developed in house or outsourced to a specialist company.

The business analyst on the project, George, has been discussing his role in resolving this problem with his manager.

Which of the following descriptions is George's manager LEAST LIKELY to use in describing his role'?

Options:

- A- To understand and challenge the stakeholders
- B- To facilitate the discussion to allow the stakeholders to find a way forward
- C- To negotiate with the stakeholders to reach a resolution
- D- To record the meeting and the resulting decision

Answer:

C

Explanation:

The role of a business analyst (BA) is to analyse business situations and problems, identify and evaluate potential solutions, and facilitate change within an organisation or project. A BA works with stakeholders at different levels and with different interests and perspectives to understand their needs and expectations and ensure they are met by suitable solutions. Therefore, option C is not likely to be used by George's manager in describing his role as a BA in resolving this problem. To negotiate with stakeholders to reach resolution implies that George has to persuade or compromise with stakeholders to agree on one solution or approach. This is not part of the BA's role, as the BA does not have the authority or responsibility to make decisions or impose solutions on stakeholders. The BA's role is to analyse and evaluate different solutions or approaches objectively and present the findings and recommendations to stakeholders for their consideration and approval. Option A is likely to be used by George's manager in describing his role as a BA in resolving this problem. To understand and challenge the stakeholders means that George has to elicit and validate the stakeholders' views and needs and question their assumptions and rationale. This is part of the BA's role, as the BA has to ensure that the stakeholders' views and needs are clear, consistent, realistic and aligned with the organisation's strategy and objectives. Option B is likely to be used by George's manager in describing his role as a BA in resolving this problem. To facilitate the discussion to allow the stakeholders to find a way forward means that George has to organise and conduct meetings or workshops with stakeholders to explore

and evaluate different solutions or approaches and help them reach a consensus or agreement. This is part of the BA's role, as the BA has to enable effective communication and collaboration among stakeholders and help them resolve conflicts or issues. Option D is likely to be used by George's manager in describing his role as a BA in resolving this problem. To record the meeting and the resulting decision means that George has to document and communicate the outcomes and actions of the meeting or workshop with stakeholders and ensure they are understood and accepted by all parties. This is part of the BA's role, as the BA has to ensure that there is a clear and accurate record of what has been discussed and decided by stakeholders and that there is a shared understanding and commitment among them.

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