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Question 1

Question Type: MultipleChoice

A business analyst working for a manufacturing company has been asked to support a new initiative to review and redesign the company's

Process, enabling it to increase its production and expand into overseas markets. He is working in a team of business analytics and has been asked to do the following:

- a) Assist in the evaluation of the benefits defined in the benefits plan
- b) Lead requirements elicitation and clarification activities
- c) Deliver coaching, training and ongoing support for any changes to existing processes.

Once the business analyst has completed these activities, which parts of the Business Change lifecycle will he have supported-?

Options:

- A- Design, Alignment and Implementation
- B- Implementation, Definition and Alignment
- C- Design and Realisation

D- Realisation. Design and Implementation

Answer:

D

Explanation:

The parts of the Business Change lifecycle that the business analyst will have supported are Realisation, Design and Implementation. Realisation is the phase where the benefits defined in the benefits plan are evaluated and measured. The business analyst will support this phase by assisting in the evaluation of the benefits (a). Design is the phase where the elements that will support the change are defined and developed. The business analyst will support this phase by leading requirements elicitation and clarification activities (b). Implementation is the phase where the change is embedded into the organisation and its processes. The business analyst will support this phase by delivering coaching, training and ongoing support for any changes to existing processes .

[Business Change Lifecycle - YouTube](#)

[The Change Management Life Cycle; Involve Your People to Ensure Success ...](#)

Question 2

Question Type: MultipleChoice

Nastya is the CEO of a large technology firm, which develops new and innovative nanotechnology. Below is an email she has sent to her management team:

Dear Team,

Recent media coverage has revealed that our competitors have lower costs. It is important that we get back to our suppliers to see if they can secure a better component price for the next version of our NanoVac range. Let's also consider the energy costs of our labs, I'm mindful that costs are rising due to investment in renewable power- I want us to negotiate with our energy supplier to get a better deal.

I've also been reading reports on social responsibility and sustainability and I'd like a full review of the biodegradability of the packaging of all our products- we don't want media attention for being a technology company that wastes natural resources.

Our employment regulations also need revisiting as there have been changes to pension rules and paternity/maternity rights for workers and I want us to be aware of these

Finally, regarding the staff conference I want to launch a new staff development programme, which aims to identify and develop the rising stars in our business. People development should be a key priority in our next annual plan.

Thanks. Nastya."

Which elements of PESTLE are identified in this email?

Options:

A- Environmental, Political, Socio-Cultural.

B- Economic, Environmental, Legal

C- Socio-Cultural. Technological. Economic

D- Political, Legal. Economic

Answer:

B

Explanation:

The elements of PESTLE that are identified in this email are Economic, Environmental and Legal. Economic factors are related to the costs and prices of the business and its competitors. In this email, Nastya mentions that their competitors have lower costs and that they need to secure a better component price and negotiate with their energy supplier (B). Environmental factors are related to the natural resources and sustainability of the business and its impact on the environment. In this email, Nastya mentions that she wants a full review of the biodegradability of the packaging of all their products and that she is mindful of the costs of renewable power (E). Legal factors are related to the laws and regulations that affect the business and its operations. In this email, Nastya mentions that their employment regulations need revisiting due to changes in pension rules and paternity/maternity rights (L).

[PESTLE Analysis Explained \(With Examples\)](#)

[What is a PESTLE Analysis? A Complete PESTLE Analysis Guide - OnStrategy](#)

Question 3

Question Type: MultipleChoice

Paula is a business analyst working for a small bespoke furniture manufacturing company. The newly appointed chief executive, Beverly, has asked Paula to lead an initiative to refresh and restate (where necessary) the organization's plan for the next financial year. Paula recently led a planning workshop with senior managers and has made the following notes about issues raised in the workshop:

The company....

- a) Aims to supply 10% of the local bespoke furniture market by the end of the financial year.
- b) Will Invest In local radio advertising and appoint a creative team to develop an appropriate advertisement
- c) Will await the final draft of the annual accounts before considering investing in a new range of high-tech chairs.
- d) Will adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs
- e) Recognises that bespoke furniture will always be more expensive than mass-produced, standard furniture

Which of these notes will go into her MOST analysis?

Options:

A- a, b and d.

B- a, b and c.

C- b, c and e.

D- a, d and e

Answer:

A

Explanation:

The notes that will go into the MOST analysis are a, b and d, as they correspond to the elements of Mission, Strategy and Tactics. The mission is to supply 10% of the local bespoke furniture market by the end of the financial year (a). The strategy is to adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs (d). The tactics are to invest in local radio advertising and appoint a creative team to develop an appropriate advertisement (b). Note c is not part of the MOST analysis, as it is not related to any of the elements.

[MOST Analysis - What It Is And How To Use It - BusinessAnalystMentor.com](#)

[MOST Analysis - Part Of The Business Strategy Toolkit - Boardroom Advisors](#)

Question 4

Question Type: MultipleChoice

Elizabeth is an external consultant who is helping a company streamline its process. She has not worked for this company before.

The managing director (MD) has explained that some of the line managers feel that this work is unnecessary, whilst others are concerned that their staff will be made redundant as a result of her recommendations. He is keen for Elizabeth to get an understanding Elizabeth with an of organization staff and for the involve line manager in formulating potential improvements. The MD has provided Elizabeth with an organizational chart, detailing the business areas she needs to investigate, as well as the names of the line managers involved.

To understand the concerns of operational staff and line managers, which pair of techniques SHOULD she use first?

Options:

- A-** Document analysis and mind maps.
- B-** Observation and scenario analysis
- C-** Business activity modeling and fishbone diagrams.
- D-** Interviews and rich pictures.

Answer:

D

Explanation:

The pair of techniques that Elizabeth should use first to understand the concerns of operational staff and line managers are interviews and rich pictures. Interviews are a way of eliciting information from stakeholders by asking them open-ended questions and listening to their responses. Interviews can help Elizabeth to explore the views, opinions, needs, and expectations of the staff and managers regarding the process improvement project. Rich pictures are a way of capturing complex situations in a visual form by using symbols, icons, cartoons, or diagrams. Rich pictures can help Elizabeth to illustrate the current problems and issues faced by the staff and managers, as well as their emotions and relationships. Option D is the correct answer.

Question 5

Question Type: MultipleChoice

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?

Options:

- A- Organisation and process.
- B- Process and people
- C- People and technology
- D- Organisation and information.

Answer:

A

Explanation:

The elements of the POPII model that have not yet been addressed by the changes identified are organisation and process. This is because there is no mention of how the new booking process will affect the organisational structure, roles, responsibilities, and culture of the company, or how the new COTS software package will integrate with the existing business processes and workflows. These elements are important to consider when introducing a new system or technology, as they may require changes or adaptations to ensure alignment and compatibility. Option A is the correct answer.

Question 6

Question Type: MultipleChoice

The following planning activity has been identified in a consensus BAM for a company that makes clothes:

'P4 - Define marketing strategy'

Which of the following is an enabling activity linked to this planning activity?

Options:

- A- Monitor sales.
- B- Define sales targets
- C- Advertise clothes
- D- Sell clothes

Answer:

B

Explanation:

An enabling activity is an activity that supports or facilitates another activity within a business activity model. It helps to ensure that another activity can be performed or delivered effectively and efficiently. Therefore, option B is the correct answer, as it is an enabling activity linked to this planning activity. Define sales targets is an enabling activity linked to this planning activity, as it supports or facilitates defining marketing strategy. It helps to ensure that marketing strategy can be aligned with sales objectives and outcomes. Option A is not a correct answer, as it is not an enabling activity linked to this planning activity, but a monitoring and control activity. Monitor sales is a monitoring and control activity that measures or evaluates another activity within a business activity model. It helps to ensure that another activity meets quality and performance standards and criteria. Option C is not a correct answer, as it is not an enabling activity linked to this planning activity, but a doing activity. Advertise clothes is a doing activity that produces or delivers value or satisfaction for customers within a business activity model. It helps to achieve customer demand and satisfaction for products or services. Option D is not a correct answer, as it is not an enabling activity linked to this planning activity, but a doing activity. Sell clothes is a doing activity that produces or delivers value or satisfaction for customers within a business activity model. It helps to achieve customer demand and satisfaction for products or services.

Question 7

Question Type: MultipleChoice

Marketing is primarily concerned with the 4Ps: product, promotion, price and price. The institute of Analysis (IoA) offers qualification in system analysis. A number of interviews have been held with senior stakeholders, including the marketing Manager. Here are two five of the activities that have been identified by stakeholders:

- a) Agree new qualifications.
- b) Upgrade the website.
- c) Recruit new examiners.
- d) Register candidates.
- e) Analyze website activity.

Which of these activities would reflect the business perspective of the Marketing Manager of the IoA?

Options:

A- b, d and e.

B- a, b and e

C- a, c and d

D- b, c and e

Answer:

B

Explanation:

Marketing is primarily concerned with the 4Ps: product, promotion, price and place. These are the elements of the marketing mix that an organisation can control or adjust to influence customer demand and satisfaction. Therefore, option B is the correct answer, as it identifies which of these activities would reflect the business perspective of the Marketing Manager of the IoA. Option A identifies 'b' (upgrade the website), 'd' (register candidates) and 'e' (analyse website activity) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are incorrect examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as they are not related to any of the 4Ps. Option B identifies 'a' (agree new qualifications), 'b' (upgrade the website) and 'e' (analyse website activity) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are correct examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as they are related to some of the 4Ps. 'A' (agree new qualifications) is related to product, as it involves developing and offering new qualifications that meet customer needs and expectations. 'B' (upgrade the website) is related to promotion, as it involves improving and communicating the features and benefits of qualifications to potential customers. 'E' (analyse website activity) is related to place, as it involves monitoring and evaluating how customers access and purchase qualifications through online channels. Option C identifies 'a' (agree new qualifications), 'c' (recruit new examiners) and 'd' (register candidates) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are incorrect examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as 'c' (recruit new examiners) is not related to any of the 4Ps. Option D identifies 'b' (upgrade the website), 'c' (recruit new examiners) and 'e' (analyse website activity) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are incorrect examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as 'c' (recruit new examiners) is not related to any of the 4Ps.

Question 8

Question Type: MultipleChoice

A business analyst has been assigned to help develop a plan for expanding a business that produces software for mobile phones and has interview he managing director to understand his perspective regarding the expansion. The managing director's worldview is as follows:

"The purpose of our business is to develop and sell software for mobile phones. The expansion will enable us to increase the amount of software we procedure, so we can keep pace with the growing demand of the market for software that is easy to use."

Which of the following is a 'transformation' for this worldview?

Options:

- A- Develop and sell software for mobile phones.
- B- Ensure that software is easy to use
- C- Keep pace with the growing demands of the market.
- D- Increase the amount of software we produce.

Answer:

A

Explanation:

Transformation is the element of CATWOE 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. Therefore, option A is the correct answer, as it is the transformation for this worldview. Develop and sell software for mobile phones is the transformation for this worldview, as it describes what changes or processes take place in the business situation or problem or its solution. It identifies what inputs (software development resources) are converted into outputs (software products) in the business situation or problem or its solution. Option B is not a correct answer, as it is not the transformation for this worldview, but an aspect of the output quality. Ensure that software is easy to use is not the transformation for this worldview, but an aspect of the output quality. It describes how the output (software products) should meet the customer needs and expectations, not what changes or processes take place in the business situation or problem or its solution. Option C is not a correct answer, as it is not the transformation for this worldview, but an aspect of the environment. Keep pace with the growing demands of the market is not the transformation for this worldview, but an aspect of the environment. It describes an external factor or constraint that affects the stakeholder's perspective or limits their options, not what changes or processes take place in the business situation or problem or its solution. Option D is not a correct answer, as it is not the transformation for this worldview, but an aspect of the desired outcome. Increase the amount of software we produce is not the transformation for this worldview, but an aspect of the desired outcome. It describes what the stakeholder wants to achieve from the business situation or problem or its solution, not what changes or processes take place in the business situation or problem or its solution.

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