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BCS Practitioner Certificate in Business Analysis Practice 2018

BCS BAP18

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sales@dumpsarena.co

sales@dumpsarena.co
dumpsarena.co

QUESTION NO: 1

An overseas bank is currently undertaking a feasibility study looking into the possible launch of a new bank in the UK.

Preliminary findings suggest that the market is saturated, customers have a lot of choice and UK legislation makes it easy for them to go from one bank to another.

In which area of Porter's Five Forces model would these preliminary findings be documented?

- A. Threat of new entrants.
- B. Bargaining power of customers
- C. Bargaining power of suppliers.
- D. Threat of substitute products or services

ANSWER: B**Explanation:**

The preliminary findings suggest that the market is saturated and customers have a lot of choice, which indicates that the customers have the power to switch from one bank to another. This is an example of the bargaining power of customers, which is one of the five forces of Porter's Five Forces model. The other forces are Threat of New Entrants, Bargaining Power of Suppliers, Threat of Substitute Products or Services, and Rivalry among Existing Firms.

QUESTION NO: 2

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?

- 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 Paula's MOST analysis are A, B and D. A stands for objectives, B stands for strategies, and D stands for technology. These three aspects are important to consider when analyzing a company's financial plan for the next year. The objective (A) is to supply 10% of the local bespoke furniture market, the strategy (B) is to invest in local radio advertising and appoint a creative team to develop an advertisement, and the technology (D) is to adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs. All three of these notes are important to consider when making an informed financial plan for the next year.

QUESTION NO: 3

A business case is being created for a new, automated auditing system that will improve the IT department's ability to record and monitor all the computing devices used across the organisation.

The sponsor of the project is keen to get a better idea of the financial implications of the project and has asked for the simplest calculation possible. This calculation should consider the tangible costs and tangible benefits of the project, as well as showing when it will have saved the department as much as it has cost.

Which of the following investment appraisal calculations has the sponsor asked for?

- A. Payback calculation.
- B. Net present value.
- C. Internal rate of return.
- D. Discounted cash flow.

ANSWER: A

Explanation:

The payback calculation is a simple investment appraisal calculation that looks at the time it takes to pay back the money invested in a project. It looks at the total cost of the project and compares it to the expected cash flow from the project. The payback period is calculated by dividing the total cost by the expected cash flow. This calculation allows the sponsor to determine when the project will have saved the department as much as it has cost.

For example, if the total cost of the project is \$100,000 and the expected cash flow from the project is \$20,000 per year, then the payback period is 5 years. This means that after 5 years, the project will have saved the department as much as it has cost. Therefore, the payback calculation is the simplest calculation possible for the sponsor to get a better idea of the financial implications of the project.

QUESTION NO: 4

The following is an excerpt from a job advert for a Business Analyst

"We are seeking an experienced Business Analyst to assist us in the development of formal written proposals. detailing the cost and benefit of proposed business initiatives. The successful candidate should be able to use a variety of methods to

explore and define complex situations Experience of producing blueprints In terms of processes, management structures, culture and people would be highly advantageous-Based on the extract, what are the competencies required for this role?

- A. Subject matter expertise. Investigation techniques, Business architecture.
- B. Domain knowledge. Business modeling. Gap analysis.
- C. Business case development. Business modeling, Requirements engineering
- D. Business case development. Investigation techniques. Business architecture

ANSWER: C

QUESTION NO: 5

A Business Analyst and a project Manager are producing a business case for an initiative, which aims to improve the cyber defense of a large financial services provider.

They met recently to review progress, and made the following notes for the next draft:

The benefits of cyber will be describes in quantitative terms, so we will need to describe these Qualitatively.

We need to make it clear that we have fully explored the solution market, and we have considered a range of approaches to meeting the objectives of this project.

The threat posed to the organization from cyber attack, and therefore the justification for the project, needs to be clearly articulated.

Which of the following sets of elements of a business case will cover ALL of these points?

- A. Description of the current situation. analysis of costs and benefits, options considered
- B. Impact assessment, analysis of costs and benefits, recommendations
- C. Recommendations, risk assessment, options considered
- D. Description of the current situation, impact assessment, risk assessment

ANSWER: D

Explanation:

The description of the current situation will explain the threat posed to the organization from cyber attack and the need for the project. The impact assessment will help to quantify the benefits of the cyber defense initiative, and the risk assessment will provide insight into the potential risks posed by not undertaking the project. Finally, the options considered section will help to demonstrate that the project team has thoroughly explored the solution market and has considered a range of approaches to meeting the project objectives.