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QUESTION 12

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: C

QUESTION 13

Part of the management summary of a business case is detailed below:

- The key recommendation is that we proceed with the preferred option, a new process and a new IT system.

- We feel that this option is feasible. although we recognise there is a risk of lower staff productivity while the new system is being established.

Which category of costs or benefits has been described?

- A. Tangible costs.
- B. Tangible benefits
- C. Intangible benefits.
- D. Intangible costs

Answer: B

QUESTION 14

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?

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

Answer: A

QUESTION 15

Alana has identified the several issues in a process redesign project she is working on, including the following:

- 1) The suggested changes will require a re-definition of the organisation's Key Performance Indicators (KPI)
- 2) The suggested changes to the business structure will affect our relationships with suppliers.
- 3) The proposed sharing of data with our suppliers will raise legal accessibility issues

Which elements of POPIT consider these issues?

- A. Processes and Information & Technology.
- B. People and Processes.
- C. People and Organisation.
- D. Information A Technology. Organisation

Answer: B

QUESTION 16

Why would a Business Analyst use a consensus Business Activity Model (BAM) in gap analysis?

- A. To assess how far the organisation's current activities support the desired situation
- B. To identify how the organisation should structure itself to support the desired situation
- C. To determine which activities in the desired situation are not financially feasible
- D. To establish which stakeholder views will not be reflected in the desired situation

Answer: C

QUESTION 17

EuroCoach is a holiday coach company that is reviewing its internal business processes.

The following requirement for improvement has been logged as a business rule:

'EuroCoach is now legally responsible for ensuring that passengers taking cross-border journeys have valid passports and visas (if applicable) for the countries to which, and through which, they will travel'

Which type of business rule is this?

- A. Internal policy.
- B. Internal processed
- C. External requirement.
- D. External constraint.

Answer: B

QUESTION 18

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.

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(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?

- A. a, c and d
- B. a, b and e.
- C. b, c and e.
- D. c, d and e

Answer: A

QUESTION 19

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' sates
- (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?

- A. c and f
- B. a, c and f
- C. a, b, d and e.
- D. b, d and e

Answer: D

QUESTION 20

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?

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

Answer: B

QUESTION 21

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?

- A. c only.
- B. a only.
- C. b, c and d.
- D. a, b and d.

Answer: C

QUESTION 22

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 administered 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?

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

Answer: D