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QUESTION NO: 1

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: B

Explanation:

A BAM is a graphical representation of the current and future processes within an organisation, and it can be used to identify gaps between the current state and the desired future state. By using a BAM, a Business Analyst can identify which processes need to be changed, eliminated, or added in order to bridge the gap between the current and desired states. This allows the organisation to structure itself in such a way that it can achieve the desired situation.

QUESTION NO: 2

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: D

Explanation:

The extract describes intangible costs. The costs mentioned in the extract are the potential lower staff productivity while the new system is being established, which are intangible costs

QUESTION NO: 3

A company is reviewing its critical success factors and key performance indicators So far. it has key performance indicators for the following:

- * The time to deliver orders for products
- * Consumer satisfaction with products.
- * Wastage in product production.
- * The qualifications of production employees

Which area of Kaplan and Norton's balanced business scorecard has NOT been considered?

- A. Learning and growth
- B. Internal business process.
- C. Customer.
- D. Financial

ANSWER: A

Explanation:

This area focuses on improving the organization's capabilities through investments in employee training and development, technology, and organizational development. It is important to ensure that the organization is making investments in these areas to ensure long-term growth and success.

QUESTION NO: 4

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?

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

ANSWER: A

Explanation:

The activity that will establish whether the KPI and its associated performance objective is being achieved is "Monitor customer satisfaction". This activity involves monitoring the customer satisfaction survey results in order to track the performance of the KPI and ensure that the performance objective is being met.

QUESTION NO: 5

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

Explanation:

Activity b, Monitor performance targets, is affected because the company is changing their performance indicator and will need to monitor how it is performing. Activity c, Define performance targets, is affected because the company needs to set a new performance target for the KPI. Activity d, Define target customers, is also affected because the company will need to define what customers they are targeting with the amended KPI and whether or not it is having a positive impact on their business.