# BAPV5$^{Q\&As}$

## BCS Practitioner Certificate in Business Analysis Practice v5.0

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**QUESTION 1**
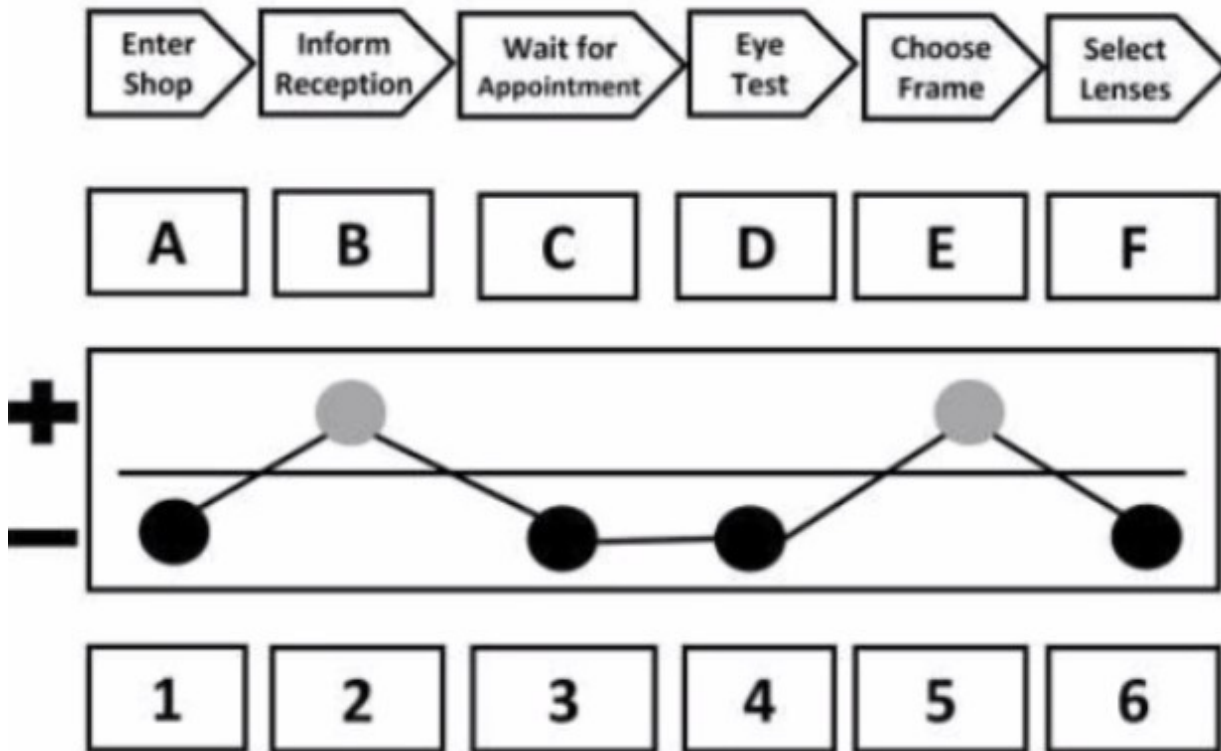
The customer journey map below was created for Eyes 4\\'U. a chain of high street opticians This shows the journey of a person who is 67 years old and retired with a limited pension and active social life

What are the MOST LIKELY statements to be in Box F and Box 6?



A. F concern at cost 6 provide clearer information on options and pricing

B. F: worry about choosing the wrong frame 6: introduce virtual frame selection technology

C. F provide clearer information on options and pricing 6 concern at cost

D. F pleased appointment ending 6 provide clearer information on options and pricing

Correct Answer: A

A customer journey map is a visual representation of the steps and emotions that a customer goes through when interacting with a product or service. It helps to identify the pain points and opportunities for improvement in the customer experience. A customer journey map typically consists of the following elements: stages, actions, thoughts, feelings, touchpoints and opportunities. Therefore, option A is the correct answer, as it matches the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer at the stage of choosing a frame. The feeling is concern at cost, as the customer is worried about the price of the frames and lenses. Box 6 represents the opportunity for improvement at the stage of selecting lenses. The opportunity is to provide clearer information on options and pricing, as this would help the customer to make an informed decision and reduce their anxiety. Option B is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer. Option C is not a correct answer, as it does not match the

elements of the customer journey map for Box F and Box

6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer. Option D is not a correct answer, as it does not match the elements of the

customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer.

References: BCS Practitioner Certificate in BAP Specimen, page 23.

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**QUESTION 2**

A local council wishes to improve its housing allocation process. The following notes were made by the head of housing about the current process.

Housing application decision are made using a set of criteria based on a range of factors, including the length of time application has been on the waiting list and the number of dependents they have. The criteria by the council housing committee, who meet on a regular basis and seek to ensure that the criteria continue to enable effective housing allocation.

Occasionally, legislation ensuring protection for the most vulnerable people in our society can affect the criteria, as can changes issued by central government concerning practical issues, such as building regulations?

Which of the following types(s) of business rule has been described in this extract?

A. Internal policies and internal procedures.

B. External constrains and internal policies.

C. External constraints and external procedures.

D. Internal procedures.

Correct Answer: B

A business rule is a statement that defines or constrains some aspect of a business situation or problem or its solution. It helps to ensure consistency and compliance with policies, regulations, standards or criteria within an organisation or project. Business rules can be classified into four types: external constraints, internal policies, external procedures and internal procedures. Therefore, option B is the correct answer, as it identifies which types(s) of business rule have been described in this extract respectively. External constraints are business rules that originate from outside an organisation or project and are beyond its control or influence. They help to ensure compliance with laws, regulations, standards or criteria imposed by external authorities or bodies. An example of external constraints in this extract is legislation ensuring protection for the most vulnerable people in our society can affect the criteria, as it originates from outside the local council and is beyond its control or influence. Internal policies are business rules that originate from within an organisation or project and are under its control or influence. They help to ensure alignment with objectives, strategies, values or principles established by internal decision makers or influencers. An example of internal policies in this extract is the criteria are agreed by the council housing committee, who meet on a regular basis and seek to ensure that the criteria continue to enable effective housing allocation, as it originates from within the local council and is under its control or influence. Option A is not a correct answer, as it does not identify which types(s) of business rule have been described in this extract respectively. Internal policies and internal procedures are not the types of business rule that have been described in this extract. Internal procedures are business rules that specify how an activity or task should be performed or delivered within an organisation or project. They help to ensure quality and consistency of performance or delivery within an organisation or project. There is no example of internal procedures in this extract. Option C is not a correct answer, as it does not identify which types(s) of business rule have been described in this extract respectively. External constraints and external procedures are not the types of business rule that have been described in this extract.

External procedures are business rules that specify how an activity or task should be performed or delivered outside an organisation or project. They help to ensure compatibility and interoperability of performance or delivery with external parties or systems. There is no example of external procedures in this extract. Option D is not a correct answer, as it does not identify any type of business rule that has been described in this extract. References: BCS Practitioner Certificate in BAP Specimen, page 41.

**QUESTION 3**

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?

A. b. d and e.

B. a. b and e

C. a, c and d

D. b, c and e

Correct Answer: B

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. References: BCS Practitioner Certificate in BAP Specimen, page 39.

**QUESTION 4**

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 it Return on Capital Employed

(ROCE). The following activities are on the consensus Business Activity Model (BAM)

1.

a) Take control action

2.

b) Monitor performance targets

3.

c) Define performance targets.

4.

d) Define target customers

Which of these would the event \\'amend KPI


Correct Answer: A

The event `amend KPI\\' would affect the activity `define performance targets\\', as the company would need to change its current performance target of gross profit margin to ROCE. The other activities would not be directly affected by this event, as they are either related to monitoring or defining other aspects of the business. Therefore, option A is the correct answer. References: 10 types of business events and their basic functions | Indeed.com UK 7 Types of Corporate Events [+ Virtual Event Ideas] - HubSpot Blog


**QUESTION 5**

A business analyst and a project manager are producing a business case for an initiative, which aims to improve the cyber defences of a large financial services provider

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

1. The benefits of cyber security will be hard to describe in quantitative terms, so we will need to describe these qualitatively.

2 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.

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

Which THREE sections of a business case will cover these points\\'?

A. Options considered

B. Analysis of costs and benefits

C. Description of the current situation

D. Recommendations

E. Risk assessment

Correct Answer: ABC

A business case is a document that provides the rationale and justification for a proposed business change or solution. It helps to evaluate the benefits, costs, risks and impacts of different options and recommend the best one for further development and implementation. A business case typically consists of several sections, such as executive summary, description of the current situation, description of the desired situation, options considered, analysis of costs and benefits, risk assessment and recommendations. Therefore, options A, B and C are correct answers, as they cover the sections of a business case that will address the points noted by the business analyst and the project manager. Options considered is the section where different approaches or solutions to meet the objectives of the project are identified and described. It helps to show that a range of alternatives have been explored and evaluated. Analysis of costs and benefits is the section where the financial implications of each option are estimated and compared. It helps to show the expected value and return on investment of each option. Description of the current situation is the section where the problem or opportunity that motivates the project is clearly defined and articulated. It helps to show the justification and urgency for the project. Option D is not a correct answer, as recommendations is not a section of a business case that will address any of the points noted by the business analyst and the project manager. Recommendations is the section where the preferred option is selected and proposed based on the analysis and evaluation of other sections. Option E is not a correct answer, as risk assessment is not a section of a business case that will address any of the points noted by the business analyst and the project manager. Risk assessment is the section where the uncertainties and potential negative consequences of each option are identified and analysed. It helps to show how risks can be avoided, reduced or managed. References: BCS Practitioner Certificate in BAP Specimen, page 30.

**QUESTION 6**

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 it is easy for them to switch 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

Correct Answer: B

Porter\\'s Five Forces model is a technique for analysing the competitive forces that affect an organisation or industry. It helps to assess the attractiveness and profitability of an organisation or industry. Porter\\'s Five Forces model consists of five forces: threat of new entrants, bargaining power of customers, bargaining power of suppliers, threat of substitute products and competitive rivalry. Therefore, option B is the correct answer, as these preliminary findings would be documented in the bargaining power of customers force of Porter\\'s Five Forces model. Bargaining power of customers is the force that measures the ability and influence of customers to affect the price, quality and quantity of products or services offered by an organisation or industry. It depends on factors such as customer concentration, switching costs, differentiation and loyalty. An example of bargaining power of customers in this scenario is the market is saturated, customers have a lot of choice and it is easy for them to switch from one bank to another, which implies that customers have high bargaining power and can demand lower prices or better services from banks. Option A is not a correct answer, as these preliminary findings would not be documented in the threat of new entrants force of Porter\\'s Five Forces model. Threat of new entrants is the force that measures the likelihood and impact of new competitors entering an organisation or industry. It depends on factors such as entry barriers, economies of scale, capital requirements and

brand loyalty. An example of threat of new entrants in this scenario is an overseas bank launching a new bank in the UK, which implies that there is a potential threat of new entrants to the existing banks in the UK. Option C is not a correct answer, as these preliminary findings would not be documented in the bargaining power of suppliers force of Porter\\'s Five Forces model. Bargaining power of suppliers is the force that measures the ability and influence of suppliers to affect the price, quality and quantity of products or services supplied to an organisation or industry. It depends on factors such as supplier concentration, switching costs, differentiation and dependency. An example of bargaining power of suppliers in this scenario is the suggested changes to the business structure will affect our relationships with suppliers, which implies that suppliers may have some bargaining power over the organisation or industry. Option D is not a correct answer, as these preliminary findings would not be documented in the threat of substitute products force of Porter\\'s Five Forces model. Threat of substitute products is the force that measures the likelihood and impact of customers switching to alternative products or services that satisfy their needs or wants better than those offered by an organisation or industry. It depends on factors such as availability, price, quality and performance of substitute products or services. There is no example of threat of substitute products in this scenario.

References: BCS Practitioner Certificate in BAP Specimen, page 49.

**QUESTION 7**

Halliday Holdings is embarking on a programme to improve its customer experience On joining the programme. Natasha wants to gain an understanding of how its current brand is perceived

Which would be the BEST source of information for Natasha?

A. Independent industry websites

B. The company website

C. The company\\'s organisational structure

D. The company\\'s complaints procedures

Correct Answer: A

A brand is a name, term, design, symbol or any other feature that identifies one seller\\'s good or service as distinct from those of other sellers. A brand perception is how customers and potential customers view a brand based on their experiences, associations and impressions. Therefore, option A is the best choice, as independent industry websites are likely to provide unbiased and reliable information on how customers perceive different brands in the market. They may also include customer reviews, ratings and feedback that can help measure customer satisfaction and loyalty. Option B is not a good choice, as the company website is likely to provide biased and selective information on its own brand that may not reflect how customers actually perceive it. It may also omit negative aspects or criticisms that could affect its image or reputation. Option C is not a good choice, as the company\\'s organisational structure is not relevant to its brand perception. It may show how the company is organised internally, but it does not indicate how customers view its products or services externally. Option D is not a good choice, as the company\\'s complaints procedures are not sufficient to measure its brand perception. They may show how the company handles customer issues or problems, but they do not capture how customers feel about its overall quality or value. References: BCS Practitioner Certificate in BAP Specimen, page 22.

**QUESTION 8**

On joining a new company. Sara spent time reviewing the company\\'s organisation chart She was particularly interested in the sponsor of the project she is joining What is Sara LIKELY to have learnt about the sponsor from this? Select the TWO that apply

A. Their position in the company hierarchy

B. Their span of control

C. The culture within their team

D. The scope of their responsibilities

E. Their preferred management style

Correct Answer: AB

An organisation chart is a diagram that shows the structure and relationships of an organisation. It helps to identify who are the members, roles, levels and units of an organisation and how they are connected or related. Therefore, options A and B are correct answers, as they are the information that Sara is likely to have learnt about the sponsor from the organisation chart. Option A is a correct answer, as their position in the company hierarchy is the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their position in the company hierarchy is the level or rank of the sponsor within the organisation\\'s structure. It helps to indicate their authority, status and influence within the organisation. Option B is a correct answer, as their span of control is the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their span of control is the number of people or units that report directly to the sponsor within the organisation\\'s structure. It helps to indicate their responsibility, workload and management style within the organisation. Option C is not a correct answer, as their culture within their team is not the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their culture within their team is the shared values, beliefs, norms and behaviours of the sponsor and their team members within the organisation. It helps to indicate their motivation, satisfaction and performance within the organisation. Option D is not a correct answer, as their scope of responsibilities is not the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their scope of responsibilities is the range or extent of tasks or activities that the sponsor has to perform or oversee within the organisation. It helps to indicate their objectives, outcomes and deliverables within the organisation. Option E is not a correct answer, as their preferred management style is not the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their preferred management style is the way or approach that the sponsor uses to lead or direct their team members within the organisation. It helps to indicate their communication, delegation and feedback skills within the organisation. References: BCS Practitioner Certificate in BAP Specimen, page 31.

**QUESTION 9**

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?

A. Keep satisfied

B. Watch

C. Ignore

D. Keep informed

Correct Answer: A

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. References: BCS Practitioner Certificate in BAP Specimen, page 40.

**QUESTION 10**

Adiyan has been considering the feasibility of introducing a new payments method into his company His draft report reads

\\'The new payment method has not yet been widely adopted although it has the backing of all the big phone brands. Our current payments system will be upgraded next month to take payment as part of a scheduled release This method of payment will be supported under our current license deal Trials have shown that the technology will scale to our customer base and cyber security testing is encouraging\\'

Which of the following is the BEST description of the areas of Technical feasibility mentioned in the report?

A. Proven. Compatible, Secure. Scalable

B. Timely, Compatible. Secure, Scalable

C. Reliable. Compatible, Secure. Architectural Alignment

D. Timely, Reliable, Proven, Architectural Alignment

Correct Answer: A

Technical feasibility is the extent to which a proposed business change or solution is possible and realistic from a technical perspective. It helps to assess whether a proposed business change or solution can be developed,

implemented and maintained using the available or required technology. Therefore, option A is the correct answer, as it describes the areas of technical feasibility mentioned in the report. Proven is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution has been tested and verified by previous or existing users or applications. It helps to ensure reliability and quality of the technology. An example of proven in the report is the new payment method has not yet been widely adopted although it has the backing of all the big phone brands. Compatible is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can work or integrate with other existing or required technologies. It helps to ensure interoperability and functionality of the technology. An example of compatible in the report is our current payments system will be upgraded next month to take payment as part of a scheduled release. Secure is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can protect or prevent unauthorised access, use, modification or disclosure of data or information. It helps to ensure confidentiality, integrity and availability of the technology. An example of secure in the report is cyber security testing is encouraging. Scalable is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can handle or adapt to changes in demand, volume or performance. It helps to ensure efficiency and flexibility of the technology. An example of scalable in the report is trials have shown that the technology will scale to our customer base. Option B is not a correct answer, as it does not describe all the areas of technical feasibility mentioned in the report. Timely is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can be developed, implemented and maintained within the available or required time frame. It helps to ensure punctuality and speed of the technology. There is no example of timely in the report. Option C is not a correct answer, as it does not describe all the areas of technical feasibility mentioned in the report. Reliable is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can perform consistently and accurately without errors or failures. It helps to ensure dependability and accuracy of the technology. There is no example of reliable in the report. Architectural alignment is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can fit or align with other existing or required architectures, such as business, data or application architectures. It helps to ensure consistency and coherence of the technology. There is no example of architectural alignment in the report. Option D is not a correct answer, as it does not describe any of the areas of technical feasibility mentioned in the report. References: BCS Practitioner Certificate in BAP Specimen, page 48.

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**QUESTION 11**

End users in one business area are unwilling to adopt a new finance management system (recently introduced by the innovation team), as they perceive that it is unnecessarily complicated and not useful. One of the end users in this business area has been very vocal and has been relying support from others since posting about it on the company\\'s intranet homepage.

The introduction finance system was initially supported by senior managers, but now users in other business area are also beginning to question whether they adopt the tool and are raising the issue with their managers.

The sponsor fully supports the decision to go ahead with the now tool and has made il very cleat to senior managers that he expects them to support this Initiative.

Which stakeholder management strategy SHOULD be taken with the senior managers?

A. Keep onside.

B. Constant active management

C. Watch

D. Keep informed

Correct Answer: B

The stakeholder management strategy for senior managers should be constant active management. Senior managers

have high power and high interest in the project, as they are responsible for overseeing its implementation and ensuring its

alignment with organizational goals. They also have influence over other stakeholders, such as end users and employees. Therefore, they need to be regularly engaged, consulted, informed, and involved in decision making throughout the

project lifecycle.

Option B is the correct answer.

References:

Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com Power Interest Grid: How to Use, Benefits, Examples - KnowledgeHut

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**QUESTION 12**

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

Correct Answer: C

A logical dependency arrow on a BAM shows that one activity depends on another activity for its completion or initiation. In this question, the doing activity of `sell bespoke kitchens\' depends on the planning activity of `determine range of

products\', as the customers need to select products from a predefined range when they design their kitchens. Therefore, option C is the correct answer.

References:

Types of Events: The Ultimate Guide with Examples | Social Tables Business events overview - Finance and Operations | Dynamics 365

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**QUESTION 13**

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?

A. Monitor sales.

B. Define sales targets

C. Advertise clothes

D. Sell clothes

Correct Answer: B

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. References: BCS Practitioner Certificate in BAP Specimen, page 40.

**QUESTION 14**

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?

A. Transformation

B. Actor

C. Owner

D. Environment

Correct Answer: D

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. References: BCS Practitioner Certificate in BAP Specimen, page 38.

**QUESTION 15**

The management of a chain of hotels has decided that one of its critical success factors (CSF) is to \\'provide excellent customer service\\' The below measures have been suggested.

Which THREE of these are appropriate key performance indicators (KPIs) for the CSF \\'provide excellent customer service"?

A. The number of customers who make use of their in-room mini bar

B. The percentage of customers who use the leisure facilities

C. The number of customers who complain.

D. The percentage of customers who join the hotel loyalty scheme

E. The percentage of customers who return

Correct Answer: CDE

A key performance indicator (KPI) is a measurable value that demonstrates how effectively an organisation is achieving a key business objective or critical success factor (CSF). A KPI should be relevant, specific, measurable, achievable,

realistic and time- bound (SMART). Therefore, options C, D and E are appropriate KPIs for the CSF `provide excellent customer service\\', as they measure aspects of customer satisfaction and loyalty that are directly related to the quality of

service provided by the hotel chain. Option A is not an appropriate KPI, as it does not measure customer service, but rather customer consumption. Option B is not an appropriate KPI, as it does not measure customer service, but rather

customer preference.

References: BCS Practitioner Certificate in BAP Specimen, page 15.

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