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Question: 1

At a recent Board Meeting the Directors of an office fitting company ratified the company's mission as:
To meet or undercut all our competitors' prices'
Which of the following is MOST LIKELY to be the company's vision?

A. To offer the best value office fitting service
B. To reduce the cost of office fitting by 5%.
C. To increase the company's market share.
D. To be the premier office fitting company

Answer: A

Explanation:
A mission statement defines the organization's purpose and primary objectives, often focusing on what the organization does and how it operates in the present. In contrast, a vision statement outlines the long-term aspirations of the organization—what it aims to become in the future. The mission provided—"To meet or undercut all our competitors' prices"—is focused on price competitiveness, which is a tactical approach rather than a strategic aspiration.
Let’s analyze each option:
A . To offer the best value office fitting service: While this aligns somewhat with the mission, it is more of a value proposition or operational goal rather than a visionary statement. It lacks the aspirational and long-term focus that defines a vision.
B . To reduce the cost of office fitting by 5%: This is a specific, measurable objective, but it is too narrow and tactical to qualify as a vision. Visions are broader and not tied to specific metrics.
C . To increase the company's market share: Increasing market share is a strategic goal, but it is still an intermediate step toward achieving something greater. It does not capture the overarching ambition of the company.
D . To be the premier office fitting company: This option reflects a long-term aspiration and aligns with the characteristics of a vision statement. It expresses the desire to achieve leadership and excellence in the industry, which is consistent with the mission of being competitive on price while aiming for a higher status.
According to the BCS Business Analysis Framework , a vision statement should inspire and guide the organization toward its ultimate goal. Therefore, D is the most appropriate choice.

Question: 2

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John has been working on a business case for opening up the overseas market to new products He has been asked to document the risks What SHOULD he do to ensure they are appropriately recorded? Select the TWO that apply

A. Create a RAID log
B. Document the source of each risk
C. Identify an owner for each risk
D. Provide justification or each countermeasure identified
E. Impact assessment of each countermeasure identified

Answer: A, C

Explanation:
When documenting risks in a business case, it is essential to follow structured processes to ensure risks are appropriately identified, analyzed, and managed. Let's evaluate each option again based on best practices outlined in the BCS Business Analysis Framework and other methodologies:
Key Considerations:
Risk Documentation: Risks must be recorded systematically to ensure they are visible, actionable, and traceable.
Ownership of Risks: Assigning ownership ensures accountability and clarity about who is responsible for monitoring and mitigating each risk.
Risk Management Lifecycle: The process typically involves identification, documentation, assessment, ownership assignment, and response planning.
Evaluation of Each Option:
A . Create a RAID log
A RAID log (Risks, Assumptions, Issues, and Dependencies) is a widely used tool in business analysis and project management for capturing and managing risks systematically.
It provides a centralized repository for tracking risks, assumptions, issues, and dependencies, ensuring that risks are documented comprehensively and transparently.
This aligns with best practices for risk management and is a critical first step in ensuring risks are appropriately recorded.
Conclusion: This is a must-do action.
B . Document the source of each risk
While documenting the source of each risk can provide valuable context, it is not a mandatory or primary step in the initial documentation phase.
Sources of risks are often identified during risk analysis or root cause analysis, which occurs after risks have been recorded.
Although useful, this step is secondary to creating a RAID log and assigning ownership.
Conclusion: This is not the most critical action at this stage.
C . Identify an owner for each risk
Assigning ownership for each risk is a fundamental part of risk management. Without clear ownership, risks may remain unmonitored or unaddressed.
Ownership ensures accountability and helps streamline communication and decision-making regarding risk mitigation strategies.
According to the BCS Business Analysis Framework , identifying risk owners is a key responsibility during the risk documentation process.

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Conclusion: This is a must-do action.
D . Provide justification for each countermeasure identified
Justifying countermeasures is part of the risk response planning phase, which occurs after risks have been documented, assessed, and prioritized.
At this stage, John's focus should be on identifying and recording risks, not on evaluating or justifying solutions.
Conclusion: This is not relevant at the documentation stage.
E . Impact assessment of each countermeasure identified
Similar to option D, impact assessments for countermeasures are conducted during the risk response planning phase, not during the initial documentation phase.
This step is premature and does not align with the immediate need to document risks.
Conclusion: This is not relevant at the documentation stage.
Final Recommendation:
Based on the BCS Business Analysis Framework and industry best practices, the two most appropriate actions for John are:
Create a RAID log (to systematically document risks).
Identify an owner for each risk (to ensure accountability and clarity).
These steps ensure that risks are appropriately recorded and managed, laying the foundation for effective risk management.

Question: 3

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

Answer: C, D, E

Explanation:
To determine which measures are appropriate Key Performance Indicators (KPIs) for the Critical Success Factor (CSF) "provide excellent customer service," we must first understand the relationship between CSFs and KPIs:
Critical Success Factors (CSFs): These are the essential areas or activities that an organization must excel at to achieve its goals. In this case, "provide excellent customer service" is a CSF.
Key Performance Indicators (KPIs): These are measurable metrics used to evaluate progress toward achieving a CSF. KPIs should directly align with the CSF and provide actionable insights.
Now, let's evaluate each option to determine whether it is an appropriate KPI for the CSF "provide excellent customer service":

A . The number of customers who make use of their in-room mini bar
This measure tracks customer behavior related to a specific hotel amenity (the mini bar). While it may indicate customer satisfaction with the room's offerings, it does not directly measure the quality of customer service.
Conclusion: This is not an appropriate KPI for the CSF "provide excellent customer service."
B . The percentage of customers who use the leisure facilities
This measure tracks how many customers utilize the hotel's leisure facilities (e.g., gym, pool, spa). While it may reflect customer engagement with the hotel's amenities, it does not directly assess the quality of customer service.
Conclusion: This is not an appropriate KPI for the CSF "provide excellent customer service."
C . The number of customers who complain
Customer complaints are a direct indicator of dissatisfaction and can highlight areas where customer service needs improvement. A high number of complaints suggests poor customer service, while a low number indicates better service quality.
This measure is closely aligned with the CSF "provide excellent customer service" because it provides actionable feedback on service performance.
Conclusion: This is an appropriate KPI for the CSF.
D . The percentage of customers who join the hotel loyalty scheme
Customers are more likely to join a loyalty scheme if they have had a positive experience with the hotel, including excellent customer service. This measure reflects customer satisfaction and loyalty, which are outcomes of good service.
Conclusion: This is an appropriate KPI for the CSF.
E . The percentage of customers who return
Repeat customers are a strong indicator of customer satisfaction and loyalty, which are directly influenced by the quality of customer service. If customers return to the hotel, it suggests they were satisfied with their previous experience, including the service they received.
Conclusion: This is an appropriate KPI for the CSF.

Question: 4

A report has been created into improving the scheduling of physio appointments at a major hospital An extract reads
'The scheduling team have a strong set of skills that will not need to be updated However, the team should be split into two. one dealing with inpatients and one with outpatients The introduction of a new telephony software and an online booking system will also require changes to the process'
How might these changes be BEST presented to communicate with the scheduling team'?

A. Business Process Model
B. Business Activity Model
C. POPIT
D. Prototype

Answer: D

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Explanation:
To determine the best way to present the changes to the scheduling team, we need to consider the nature of the information being communicated and the audience (the scheduling team). The extract describes changes to processes, roles, and systems, which are best represented visually to ensure clarity and understanding.
Key Considerations:
Business Process Model (BPM): A BPM is a visual representation of the steps in a process. It is particularly useful for communicating changes to workflows, roles, and responsibilities. Since the extract discusses splitting the scheduling team into two groups and introducing new software and processes, a BPM would effectively illustrate how these changes impact the workflow.
Business Activity Model (BAM): A BAM focuses on high-level activities and their logical dependencies, often used in strategic planning. However, it is less detailed than a BPM and may not adequately capture the specific changes to scheduling processes.
POPIT (People, Organization, Process, Information, Technology): POPIT is a framework for analyzing business change across multiple dimensions. While it provides a holistic view, it is not a presentation tool and would not be the best choice for directly communicating the changes to the scheduling team.
Prototype: A prototype is typically used to demonstrate the functionality of a system or software. While the introduction of telephony software and an online booking system could involve prototyping, this option does not address the need to communicate process and role changes.
Evaluation of Each Option:
A . Business Process Model:

A BPM is ideal for illustrating the changes to the scheduling process, including the split into inpatient and outpatient teams and the integration of new software. It provides a clear, step-by-step visual representation that the scheduling team can easily understand.

Conclusion: This is the best option .
B . Business Activity Model:

While a BAM could provide a high-level overview of the changes, it lacks the detail needed to explain specific process adjustments.

Conclusion: This is not the best option .
C . POPIT:

POPIT is a framework for analysis, not a communication tool. It would not effectively convey the changes to the scheduling team.

Conclusion: This is not the best option .
D . Prototype:

Prototyping is relevant for demonstrating software functionality but does not address the need to communicate process and role changes.

Conclusion: This is not the best option .

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Final Recommendation:
The changes should be presented using a Business Process Model , as it effectively communicates the revised workflows and roles to the scheduling team.

Question: 5

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: D

Explanation:
Kaplan and Norton's Balanced Business Scorecard is a strategic framework that evaluates organizational performance across four key perspectives: Financial, Customer, Internal Business Processes, and Learning and Growth . To determine which area has not been considered, we need to map the provided KPIs to these perspectives.
Mapping the KPIs:
The time to deliver orders for products:

This relates to operational efficiency and falls under the Internal Business Process perspective.
Consumer satisfaction with products:

This directly measures customer experience and falls under the Customer perspective.
Wastage in product production:

This also relates to operational efficiency and falls under the Internal Business Process perspective.
The qualifications of production employees:

This measures employee capabilities and development, falling under the Learning and Growth perspective.
Evaluating Each Perspective:
Financial:

None of the provided KPIs address financial performance, such as revenue, profitability, or cost management.

Conclusion: This perspective has not been considered .
Customer:

Consumer satisfaction with products is a clear indicator of the Customer perspective.

Conclusion: This perspective has been considered.
Internal Business Process:

Both "time to deliver orders" and "wastage in production" relate to internal processes.

Conclusion: This perspective has been considered.
Learning and Growth:

The qualifications of production employees indicate employee development, which aligns with this perspective.

Conclusion: This perspective has been considered.
Final Recommendation:
The Financial perspective has not been considered in the company’s KPIs.

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