

최근인기시험BAPv5덤프샘플문제덤프공부

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5V0-41.21 인기덤프자료 최신인증시험

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BCS BAPv5 시험요강:

주제	소개
주제 1	<ul style="list-style-type: none"> • Designing and Defining the Solution: In this exam, the topics covered include how to identify the stages of Design Thinking, defining the utilization of divergent and convergent thinking, and gap analysis.
주제 2	<ul style="list-style-type: none"> • Developing a Business Case: In this section of the exam, the topics covered include how to explain the rationale for the development of a business case. It also covers how to identify the contents of a business case, identify tangible and intangible costs and benefits risks and their potential impact. Moreover, the section covers how to relate the business case to the business change lifecycle.
주제 3	<ul style="list-style-type: none"> • Analyzing the Current State: This section of the exam covers choosing the most viable method methods to research the business situation and how to utilize tools to represent the current business situation.

최신버전 BAPv5덤프샘플문제 덤프는 BCS Practitioner Certificate in Business Analysis Practice v5.0 시험을 단번에 패스하는 필수자료

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최신 Business Analysis BAPv5 무료샘플문제 (Q94-Q99):

질문 # 94

How would a business analyst use a Target Operating Model (TOM) in gap analysis?

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

정답: D

설명:

A Target Operating Model (TOM) is a high-level description of how an organisation wants to operate in order to achieve its vision and strategy. It defines what an organisation does, how it does it, who does it, where it does it and why it does it. A TOM can be used in gap analysis to compare the desired situation with the existing situation and identify what needs to change to achieve the desired situation. Therefore, option A is the correct answer, as using a TOM in gap analysis would help to assess how far the organisation's current activities support the desired situation. By comparing the current activities with those defined in the TOM, a gap analysis would help to identify what activities are missing, redundant or inefficient in achieving the desired situation. Option B is not a correct answer, as using a TOM in gap analysis would not help to identify how the organisation should structure itself to support the desired situation. The structure of an organisation is one aspect of a TOM, but not its main purpose. A TOM defines what an organisation does more than how it organises itself. Option C is not a correct answer, as using a TOM in gap analysis would not help to determine which activities in the desired situation are not financially feasible. The financial feasibility of an activity is not determined by comparing it with a TOM, but by conducting a cost-benefit analysis or a business case. Option D is not a correct answer, as using a TOM in gap analysis would not help to establish which stakeholder views will not be reflected in the desired situation. The stakeholder views are not determined by comparing them with a TOM, but by conducting a stakeholder analysis or a CATWOE analysis.

질문 # 95

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. Ignore
- **B. Keep satisfied**
- C. Keep informed
- D. Watch

정답: B

설명:

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.

질문 # 96

A software development company has been receiving increased customer complaints about the user interface of their new mobile app, leading to a drop in user engagement and app downloads.

Which of the following will enable a business analyst to identify the root causes of the problematic attitudes observed by the company?

- A. Rich pictures
- B. Mind map
- C. Empathy map

정답: A

설명:

The technique that best supports identifying root causes of problematic attitudes is the rich picture. The documentation explains that many problematic business situations have "human and cultural aspects" that traditional structured models (like process or data models) cannot capture well. These aspects include differing viewpoints, misunderstandings, stress, dissatisfaction with management, frustration at inadequate resources, and other "people" factors that can directly affect outcomes. A rich picture explicitly enables the analyst to document these human factors alongside information flows and other issues, because it is intentionally unstructured and allows a "brain dump" of what is happening and how people feel about it.

The guidance also positions rich pictures as particularly useful in messy situations with multiple causes, helping the analyst see connections between issues and progressively enrich understanding as new information emerges. This matters in the scenario: complaints about the UI may reflect deeper causes such as poor navigation, unclear content, inconsistent interaction patterns, internal constraints, or misalignment between user expectations and design choices—plus stakeholder tensions about priorities. A rich picture is designed to surface and connect these causes and perceptions early in investigation.

A mind map can help structure information, but the rich picture is explicitly highlighted as the technique that captures the essence of the whole situation, especially where attitudes and cultural factors are significant.

질문 # 97

A group of Business Analysts in a large enterprise are defining best practice guidance for various governance related artefacts. When writing about the business case, they have made the statements listed below. Which of these statements is correct?

- A. The business case should never present the "do nothing" option.
- B. The business case is useful up to, but not beyond implementation.
- C. The business case should include benefits that cannot be easily measured.

정답: C

질문 # 98

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 number of customers who complain.**
- **C. The percentage of customers who join the hotel loyalty scheme**
- D. The percentage of customers who use the leisure facilities
- **E. The percentage of customers who return**

정답: B,C,E

설명:

Explanation

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.

질문 # 99

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