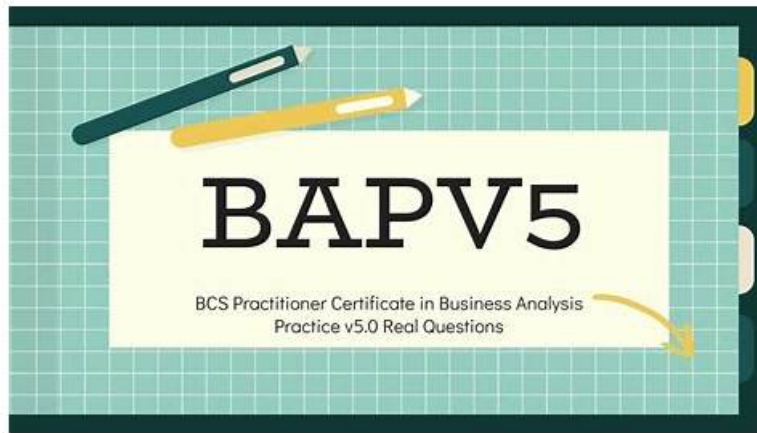


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## BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"><li>Analysing and Managing Stakeholders: In this section of the exam, the topics covered explain the activities required to engage stakeholders. It also covers identifying generic stakeholder categories using the stakeholder wheel and how to utilize the CATWOE technique to analyze stakeholder perspectives.</li></ul>

Topic 2	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>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.</li> </ul>

## BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q98-Q103):

### NEW QUESTION # 98

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:

- The benefits of cyber security will be hard to describe 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 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. Analysis of costs and benefits
- B. Recommendations
- C. Options considered
- D. Risk assessment
- E. Description of the current situation

**Answer: A,C,E**

Explanation:

Explanation

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.

### NEW QUESTION # 99

You have been discussing Paul's recent project with him. He explained that he had needed to spend considerable time interviewing stakeholders and was now behind plan. You asked him why he didn't use a workshop to avoid delays.

Which of the following MIGHT Paul reply'? Select the THREE that apply

- A. One stakeholder has a dominant personality
- B. Consensus from stakeholders needed to be established
- C. The stakeholders were located in different time zones
- D. A neutral venue was available for stakeholder discussions

- E. The challenge of organising key stakeholder diaries

**Answer: C,D,E**

Explanation:

Explanation

A workshop is a technique for conducting group discussions and activities with stakeholders to elicit, analyse, validate and prioritise their views and needs. It helps to facilitate effective communication and collaboration among stakeholders and resolve conflicts or issues. Therefore, options B, D and E are correct answers, as they are possible reasons why Paul did not use a workshop to avoid delays. They describe different challenges or constraints that may prevent or limit the use of a workshop technique. Option B describes a challenge related to the geographical location of stakeholders. If the stakeholders are located in different time zones, it may be difficult or impractical to arrange a workshop that suits their availability and preferences. Option D describes a challenge related to the availability of stakeholders. If the key stakeholders have busy or conflicting schedules, it may be hard or impossible to organise a workshop that involves all of them at the same time. Option E describes a constraint related to the venue of the workshop. If a neutral venue is available for stakeholder discussions, it may be preferable or necessary to use it instead of a workshop, as it may reduce bias or influence from any stakeholder group. Option A is not a correct answer, as it is not a reason why Paul did not use a workshop to avoid delays. It describes an issue that may arise during a workshop, but not prevent or limit its use. If one stakeholder has a dominant personality, it may affect the dynamics and outcomes of the workshop, but it can be managed by using appropriate facilitation skills and techniques. Option C is not a correct answer, as it is not a reason why Paul did not use a workshop to avoid delays. It describes an objective that may be achieved by using a workshop, but not prevent or limit its use. If consensus from stakeholders needs to be established, it may be beneficial or essential to use a workshop, as it can help to reach a common understanding and agreement among stakeholders.

References: BCS Practitioner Certificate in BAP Specimen, page 41.

#### NEW QUESTION # 100

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. Threat of substitute products
- D. Bargaining power of suppliers

**Answer: B**

Explanation:

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.

### NEW QUESTION # 101

The senior designer of a clothing company has been asked to put together a business vision and objectives. An experienced business analyst has been asked to help review the objectives, which are as follows:

Increase market share in key demographics.

Enhance customer experience and loyalty.

Expand product lines and reach new markets.

Which two of the following should be included as Critical Success Factors (CSFs) based on the stated objectives?

- A. Monitor employee satisfaction and ensure that the company has strategies in place to manage changes to company roles.
- **B. Evaluate and establish new distribution channels such as online marketplaces, brick-and-mortar stores, or partnerships.**
- C. Investigate social media reach and engagement and ensure that the follower count for the company remains high.
- **D. Monitor pricing strategies of competitors and adjust pricing to remain competitive while ensuring profitability.**
- E. Review regulatory and compliance processes to ensure that the company has the appropriate licences in place.

**Answer: B,D**

Explanation:

The documentation defines Critical Success Factors (CSFs) as the few key areas where "things must go right" for the business to flourish and for managerial goals to be attained. The key points are that CSFs are few, they are key, and they are musts-not just "nice-to-have" activities.

Given the objectives, CSFs should be chosen that directly drive market share growth, customer loyalty, and expansion into new markets. Option A aligns strongly to "increase market share in key demographics" because pricing competitiveness is often a critical lever in apparel retail: if pricing drifts out of line with competitor positioning or customer value expectations, share and loyalty can rapidly erode. A CSF framed around continuously monitoring competitor pricing and responding in a controlled way supports both market share and profitability-key for sustained growth.

Option D aligns strongly to "expand product lines and reach new markets." Establishing new distribution channels (marketplaces, stores, partnerships) is frequently a make-or-break capability for expansion: without the right channels, new product lines won't reach target segments effectively. That makes it a credible "must go right" area.

Option E (follower count) is not necessarily critical-engagement can matter, but "follower count must remain high" is too narrow and can be a vanity metric. Options B and C may be important hygiene or internal factors, but they are not as directly tied to the stated objectives as A and D.

### NEW QUESTION # 102

A business analyst working for a large, luxury home furnishings retailer has recall from one of their overseas buyers:

"Hi, I have recently returned from China, where I was searching for items for a new furniture range we are planning to release over the summer. The first thing that the first company looking to source these products from this market. By chance, I met a representative of HomeLux (one of our competitors). They told me that they had negotiated a very competitive price with the producers here ..." The business analyst is going to put together an analysis from this information.

What can be identified from the email?

- A. Threat of new entrants, intensity of competitive rivalry, political factors.
- B. Threat of substitute products, threat of new entrants, intensity of competitive rivalry.
- **C. Bargaining power of buyers, bargaining power of suppliers, industry competitors.**
- D. Bargaining power of buyers, industry competitors, threat of new entrants.

**Answer: C**

Explanation:

The email provides clues aligned to Porter's Five Forces, which the documentation presents as a way to understand competitive pressures in an industry (threat of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitutes, and rivalry among existing competitors).

First, the buyer is discussing negotiating prices with "producers" in China. Those producers are suppliers to the retailer, and price/terms negotiation is directly related to the bargaining power of suppliers (how much leverage producers have versus retailers, and what conditions they can impose). Secr (and competitor) negotiating pricing indicates the bargaining power of buyers in the supply market: if buyers can negotiate "very competitive" prices, that suggests buyers may have meaningful leverage (e.g., alternative sources or volume).

