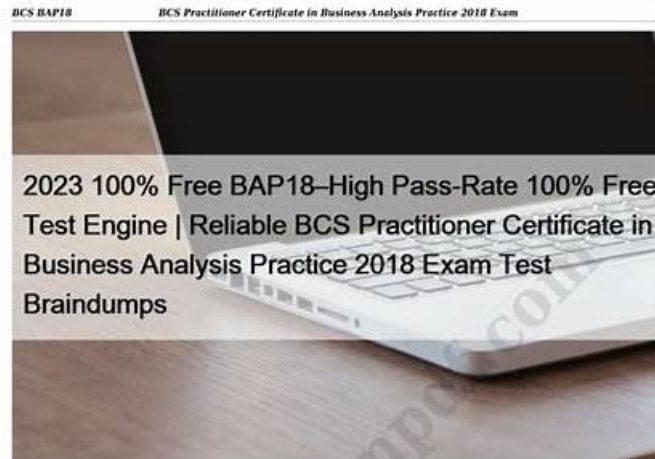


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BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	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.

Topic 2	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.
Topic 3	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.
Topic 4	Strategic Context for Business Analysis: This section of the exam covers the purpose of an organization's vision, how to apply a suitable technique to analyze the internal environment of an organization and use a suitable technique to analyze the external environment of an organization.
Topic 5	Establishing the Target State: In this section, the topics covered include utilizing a business activity mode and how to pinpoint the five activities included in a BAMExplain the three types of business events.

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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q47-Q52):

NEW QUESTION # 47

The board of Jackson Holding wants to save money on its purchases by introducing a new procurements system Before preparing the business case, what activity would it be BEST to undertake?

- A. Prepare a Benefits Realisation Report
- B. Approve the budget for the new system
- C. Prepare a Feasibility Study
- D. Select a procurement solution

Answer: C

Explanation:

A Feasibility Study is an assessment of whether a proposed business change or solution is viable and worthwhile. It helps to evaluate the benefits, costs, risks and constraints of different options and recommend the best one for further development. Therefore, option A is the correct answer, as preparing a Feasibility Study would be the best activity to undertake before preparing a business case for introducing a new procurement system. A Feasibility Study would help to identify and compare different procurement solutions based on their technical, operational, economic, legal and social feasibility. It would also help to estimate their expected benefits, costs, risks and impacts on the organisation and its stakeholders. A Feasibility Study would provide a solid foundation for preparing a business case that justifies why a particular procurement solution should be selected and implemented. Option B is not a correct answer, as selecting a procurement solution would not be an appropriate activity to undertake before preparing a business case. Selecting a procurement solution would require conducting a Feasibility Study first to evaluate different options and choose the best one based on objective criteria. Selecting a procurement solution without conducting a Feasibility Study would risk choosing an unsuitable or suboptimal solution that may not meet the organisation's needs or objectives. Option C is not a correct answer, as approving the budget for the new system would not be an appropriate activity to undertake before preparing a business case. Approving the budget for the new system would require preparing a business case first to estimate the costs and benefits of different options and justify why a particular option should be funded and implemented. Approving the budget for the new system without preparing a business case would risk allocating insufficient or excessive funds that may not reflect the value or feasibility of the solution. Option D is not a correct answer, as preparing a Benefits Realisation Report would not be an appropriate activity to undertake before preparing a business case. Preparing a Benefits Realisation Report would require implementing the new system first to measure and evaluate its actual benefits against its expected benefits. Preparing a Benefits Realisation Report without preparing a

business case would risk implementing an ineffective or inefficient solution that may not deliver the desired outcomes or benefits.

NEW QUESTION # 48

The following is an excerpt from a job advert for a Business Analyst

"We are seeking an experienced Business Analyst to assist us in the development of formal written proposals, detailing the cost and benefit of proposed business initiatives. The successful candidate should be able to use a variety of methods to explore and define complex situations Experience of producing blueprints In terms of processes, management structures, culture and people would be highly advantageous-Based on the extract, what are the competencies required for this role?

- A. Subject matter expertise. Investigation techniques, Business architecture.
- B. Business case development. Business modeling, Requirements engineering
- C. Business case development. Investigation techniques. Business architecture
- D. Domain knowledge. Business modeling. Gap analysis.

Answer: C

Explanation:

A competency is a combination of skills, knowledge and behaviours that enable a person to perform a task or role effectively and efficiently. Therefore, option D is the correct answer, as it describes the competencies required for this role based on the job advert. Business case development is a competency that involves creating and presenting a formal written proposal that details the costs and benefits of a proposed business change or solution. It helps to justify and secure the approval and funding for a proposed business change or solution. This competency is required for this role, as the job advert states that the business analyst will assist in the development of formal written proposals detailing the cost and benefit of proposed business initiatives. Investigation techniques is a competency that involves using a variety of methods to explore and define complex situations or problems within an organisation or project. It helps to elicit, analyse, validate and prioritise the views and needs of stakeholders and identify the root causes and effects of situations or problems. This competency is required for this role, as the job advert states that the business analyst should be able to use a variety of methods to explore and define complex situations. Business architecture is a competency that involves designing and modelling the structure and relationships of an organisation or project at a high level of abstraction. It helps to understand how an organisation or project operates, delivers value and achieves its objectives and outcomes. This competency is required for this role, as the job advert states that the business analyst should have experience of producing blueprints in terms of processes, management structures, culture and people. Option A is not a correct answer, as it does not describe all the competencies required for this role based on the job advert. Subject matter expertise is a competency that involves having in-depth knowledge and understanding of a specific domain or industry within an organisation or project. It helps to provide insights and guidance on the best practices and standards within a specific domain or industry. This competency is not required for this role, as the job advert does not state that the business analyst should have subject matter expertise in any specific domain or industry. Option B is not a correct answer, as it does not describe all the competencies required for this role based on the job advert. Domain knowledge is a competency that involves having general knowledge and understanding of a broad domain or industry within an organisation or project. It helps to provide context and background on the nature and scope of a domain or industry. This competency is not required for this role, as the job advert does not state that the business analyst should have domain knowledge in any broad domain or industry. Gap analysis is a competency that involves comparing current and desired situations or problems and identifying the differences or gaps between them. It helps to determine what changes or improvements are needed to bridge the gaps and achieve desired situations or problems. This competency is not required for this role, as the job advert does not state that the business analyst should have experience of gap analysis. Option C is not a correct answer, as it does not describe all the competencies required for this role based on the job advert. Requirements engineering is a competency that involves eliciting, analysing, specifying, validating and managing requirements for a system or product within an organisation or project. It helps to ensure that requirements are clear, complete, consistent, testable and traceable throughout the system or product lifecycle. This competency is not required for this role, as the job advert does not state that the business analyst should have experience of requirements engineering.

NEW QUESTION # 49

EcoBags is a company that designs and makes eco-friendly shopping bags for various clients An Internal analysis of the business has revealed the following information about the company.

a) Recent investment in new machinery will enable the company to continue its innovation programme b) Feedback from customers and an Increase in sales suggests that Leo Bugs is recognised as a quality brand c) The number of staff currently employed in the company is sufficient to meet expected future growth d) The ability of EcoBags to respond quickly to new market demands has earned it an innovation award.

e) The company has significant retained profits, which will help fund the innovation programme.

Which of these would be considered as 'tangible' resources in a resource audit?

- A. a, b and d.
- B. b, c, and e.
- C. c, d, and e
- **D. a, c and e.**

Answer: D

Explanation:

Explanation

A resource audit is a technique for identifying and evaluating the resources that an organisation has or needs to achieve its objectives. It helps to assess the availability and quality of an organisation's resources, such as human, physical, financial and intangible resources. Therefore, option C is the correct answer, as it identifies which of these would be considered as 'tangible' resources in a resource audit. Tangible resources are resources that have physical existence and can be seen or touched by human senses.

Examples of tangible resources are machinery, equipment, buildings, materials, money etc. Option A identifies 'a' (recent investment in new machinery), 'c' (the number of staff currently employed in the company) and 'e' (the company has significant retained profits) as tangible resources in a resource audit. These are correct examples of tangible resources in a resource audit, as they have physical existence and can be seen or touched by human senses. Option B identifies 'b' (feedback from customers and an increase in sales), 'c' (the number of staff currently employed in the company) and 'e' (the company has significant retained profits) as tangible resources in a resource audit. These are incorrect examples of tangible resources in a resource audit, as 'b' (feedback from customers and an increase in sales) is an intangible resource, not a tangible resource.

Intangible resources are resources that have no physical existence and cannot be seen or touched by human senses. Examples of intangible resources are reputation, brand, knowledge, skills etc. Option D identifies 'c' (the number of staff currently employed in the company), 'd' (the ability of EcoBags to respond quickly to new market demands) and 'e' (the company has significant retained profits) as tangible resources in a resource audit. These are incorrect examples of tangible resources in a resource audit, as 'd' (the ability of EcoBags to respond quickly to new market demands) is an intangible resource, not a tangible resource.

References: BCS Practitioner Certificate in BAP Specimen, page 34.

NEW QUESTION # 50

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 Activity Model
- B. Business Process Model
- C. POPIT
- **D. Prototype**

Answer: D

Explanation:

A prototype is a simplified version of a proposed system or product that can be used to demonstrate its functionality and usability to the stakeholders. A prototype can be useful for communicating changes that involve new technology or software, as it allows the users to interact with the system and provide feedback. Therefore, option D is the best choice, as it would allow the scheduling team to see how the new telephony software and online booking system would work and how they would affect their process. Option A is not a good choice, as a business process model is a graphical representation of the activities, inputs, outputs and resources involved in a business process. It would not show how the new software would work or how the team would be split. Option B is not a good choice, as a business activity model is a high-level view of the business activities that take place within an organisation. It would not show the details of the scheduling process or the new software. Option C is not a good choice, as POPIT is an acronym for People, Organisation, Process, Information and Technology. It is a framework for taking a holistic view of a business situation, but it is not a tool for communicating changes.

NEW QUESTION # 51

You have been asked to explain divergent and convergent thinking to a colleague. How would you describe the purpose of both divergent and convergent thinking to them? Select the BEST TWO answers.

- **A. Convergent thinking review ideas for way forward**
- **B. Divergent thinking generate ideas.**
- C. Convergent thinking define the solution in detail

- Answer: A,B**

Divergent thinking and convergent thinking are two types of thinking processes that can be used to solve problems creatively and effectively. Therefore, options A and B are correct answers, as they describe the purpose of both divergent and convergent thinking respectively. Option A describes the purpose of divergent thinking, which is to generate ideas. Divergent thinking involves exploring multiple possible solutions to a problem without judging or evaluating them. It helps to stimulate creativity and innovation by expanding the range and diversity of ideas. Option B describes the purpose of convergent thinking, which is to review ideas for way forward. Convergent thinking involves analysing and evaluating multiple possible solutions to a problem and selecting the best one for further development and implementation. It helps to ensure feasibility and suitability by narrowing down the range and diversity of ideas. Option C describes an aspect of divergent thinking, which is creatively considering multiple solutions to the problem, but not its purpose. The purpose of divergent thinking is to generate ideas, not just consider them creatively. Option D describes an aspect of convergent thinking, which is defining the solution in detail, but not its purpose. The purpose of convergent thinking is to review ideas for way forward, not just define them in detail. Option E describes an aspect of convergent thinking, which is defining the action to be taken, broadly, but not its purpose. The purpose of convergent thinking is to review ideas for way forward, not just define the action to be taken, broadly.

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