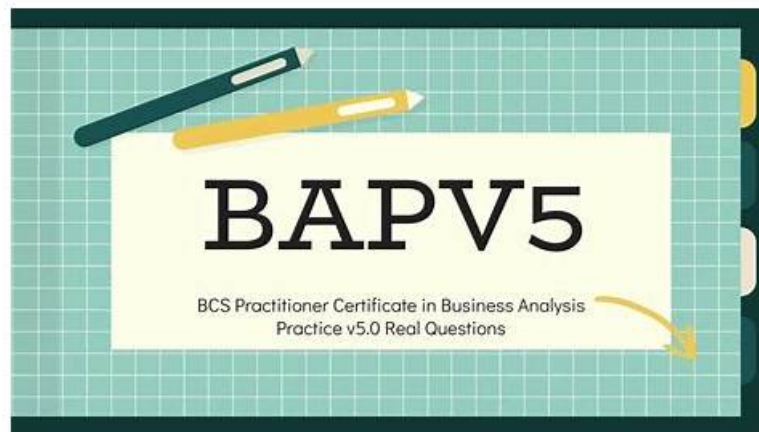


# BAPv5 Prüfungsübungen & BAPv5 Schulungsangebot



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Es ist nicht leicht für ITer, die BCS BAPv5 IT-Zertifizierungen zu besitzen. Aber Diese Weise ist am besten für sie, ihre Fähigkeit zu entwickeln und ihren Wert zu beweisen. Deshalb müssen viele Leute die BCS BAPv5 Prüfungen anmelden. So, gibt es eine einfache Methode, dass sie diese IT-Zertifizierungsprüfungen sehr leicht bestehen. Selbstverständlich! Die ZertSoft Dumps ist die beste Wahl. Alle Prüfungsunterlagen sind an ZertSoft vorhanden. Und es kann Ihre Forderungen erfüllen. Sie können sich mehr über die Prüfungsunterlagen an ZertSoft informieren.

## BCS BAPv5 Prüfungsplan:

Thema	Einzelheiten
Thema 1	<ul style="list-style-type: none"><li>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.</li></ul>
Thema 2	<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>
Thema 3	<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>
Thema 4	<ul style="list-style-type: none"><li>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.</li></ul>
Thema 5	<ul style="list-style-type: none"><li>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.</li></ul>

>> BAPv5 Prüfungsübungen <<

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Die Schulungsunterlagen zur BCS BAPv5 Zertifizierungsprüfung von ZertSoft werden die größte Erfolgsquote erzielen. Neben den Büchern sind heutzutage das Internet als ein Wissensschatz angesehen. In ZertSoft können Sie Ihren Wissensschatz finden. Das ist eine Website, die Ihnen sehr helfen können. Sie werden sicher komplizierte Übungen treffen, Unser ZertSoft wird Ihnen helfen, die Prüfung ganz einfach zu bestehen, weil es alle erforderlichen Kenntnisse zur BCS BAPv5 Zertifizierungsprüfung enthält.

# BCS Practitioner Certificate in Business Analysis Practice v5.0 BAPv5

## Prüfungsfragen mit Lösungen (Q19-Q24):

### 19. Frage

Casper Trading have identified the need for a change in management style within their business case to enhance team productivity. They have identified a risk that managers may struggle to adopt the new behaviours. Which is most likely to be an effective countermeasure?

- A. Requesting the team accept the managers' current behaviours.
- B. Taking out an insurance policy against the risk.
- C. Appointing a new management team with the right skills.
- **D. Training and educating the managers in the new behaviours.**

**Antwort: D**

Begründung:

The business case guidance states that risk assessment should identify principal risks and-critically-define countermeasures: what can be done to reduce the likelihood of the risk occurring or lessen its impact. It notes that some risks can be transferred (e.g, via insurance), but the key is choosing countermeasures that actually address the cause.

Here, the risk is behavioural: managers may struggle to adopt a new management style required by the change. The book explicitly recognises that business change often requires changes to working practices and sometimes management style, especially where roles and authority shift. The most direct countermeasure is to build capability and readiness in the affected managers-through training, education, coaching, and support-so they understand the new behaviours, can practise them, and can be reinforced through agreed expectations. This reduces both the probability of failure (managers not changing) and the impact (inconsistent adoption harming productivity).

Option A (insurance) does not address behavioural adoption; it might transfer financial impact in some scenarios but won't make managers change. Option C explicitly avoids change and therefore cannot mitigate the stated risk. Option B could work in extreme cases, but replacing the entire management team is a far more disruptive and costly response than necessary and is not the "most likely" effective countermeasure when the risk is capability/behaviour adoption. Therefore, training and educating the managers is the most appropriate countermeasure.

### 20. Frage

Elizabeth is an external consultant who is helping a company streamline its process. She has not worked for this company before. The managing director (MD) has explained that some of the line managers feel that this work is unnecessary, whilst others are concerned that their staff will be made redundant as a result of her recommendations. He is keen for Elizabeth to get an understanding Elizabeth with an of organization staff and for the involve line manager in formulating potential improvements. The MD has provided Elizabeth with an organizational chart, detailing the business areas she needs to investigate, as well as the names of the line managers involved.

To understand the concerns of operational staff and line managers, which pair of techniques SHOULD she use first?

- A. Observation and scenario analysis
- B. Document analysis and mind maps.
- C. Business activity modeling and fishbone diagrams.
- **D. Interviews and rich pictures.**

**Antwort: D**

Begründung:

The pair of techniques that Elizabeth should use first to understand the concerns of operational staff and line managers are interviews and rich pictures. Interviews are a way of eliciting information from stakeholders by asking them open-ended questions and listening to their responses. Interviews can help Elizabeth to explore the views, opinions, needs, and expectations of the staff and managers regarding the process improvement project. Rich pictures are a way of capturing complex situations in a visual form by using symbols, icons, cartoons, or diagrams. Rich pictures can help Elizabeth to illustrate the current problems and issues faced by the staff and managers, as well as their emotions and relationships. Option D is the correct answer.

### 21. Frage

You have been discussing Paurs 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. A neutral venue was available for stakeholder discussions
- B. The challenge of organising key stakeholder diaries
- C. The stakeholders were located in different time zones
- D. One stakeholder has a dominant personality
- E. Consensus from stakeholders needed to be established

**Antwort: A,B,C**

Begründung:

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.

## 22. Frage

A business case features a management summary, from which the below extract is taken:

"The new approach will incur significant investment in terms of software licenses and annual maintenance fees, which will not be negotiable until year four of the proposal. We will research competing suppliers in the marketplace at end of year three, the supplier will, therefore, be likely to offer a reduced price for year five and beyond. However, we are convinced that the selected option is the right one. It will give us a competitive edge as a result of improved management information, in addition to the boost it will give to our image with our established customers." Which categories of costs and benefits are described in this extract\*?

- A. Intangible benefits, intangible costs
- B. Tangible benefits, intangible costs
- C. Tangible costs, intangible benefits.
- D. Intangible costs, tangible benefits

**Antwort: D**

Begründung:

A business case is 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. Costs and benefits can be classified into two types: tangible and intangible. Therefore, option D is the correct answer, as it identifies which categories of costs and benefits are described in this extract respectively. Intangible costs are costs that have no physical existence and cannot be measured or quantified easily by human senses. Examples of intangible costs are reputation, image, morale etc. An example of intangible costs in this extract is significant investment in terms of software licenses and annual maintenance fees, which will not be negotiable until year four of the proposal, as it has no physical existence and cannot be measured or quantified easily by human senses. Tangible benefits are benefits that have physical existence and can be measured or quantified easily by human senses. Examples of tangible benefits are revenue, profit, market share etc. An example of tangible benefits in this extract is improved management information, in addition to the boost it will give to our image with our established customers, as it has physical existence and can be measured or quantified easily by human senses. Option A is not a correct answer, as it does not identify which categories of costs and benefits are described in this extract respectively. Tangible costs are costs that have physical existence and can be measured or quantified easily by human senses. Examples of tangible costs are equipment, materials, labour etc. There is no example of tangible costs in this extract. Intangible benefits are benefits that have no physical existence and cannot be measured or quantified easily by human senses. Examples of

intangible benefits are satisfaction, loyalty, quality etc. There is no example of intangible benefits in this extract (although image could be considered as an intangible benefit). Option B is not a correct answer, as it does not identify which categories of costs and benefits are described in this extract respectively. Tangible benefits are benefits that have physical existence and can be measured or quantified easily by human senses. Examples of tangible benefits are revenue, profit, market share etc. An example of tangible benefits in this extract is improved management information, in addition to the boost it will give to our image with our established customers, as it has physical existence and can be measured or quantified easily by human senses. Intangible costs are costs that have no physical existence and cannot be measured or quantified easily by human senses. Examples of intangible costs are reputation, image, morale etc. An example of intangible costs in this extract is significant investment in terms of software licenses and annual maintenance fees, which will not be negotiable until year four of the proposal, as it has no physical existence and cannot be measured or quantified easily by human senses. Option C is not a correct answer, as it does not identify any category of cost or benefit that has been described in this extract.

### 23. Frage

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. External constraints and external procedures.
- B. Internal procedures.
- C. External constraints and internal policies.
- D. Internal policies and internal procedures.

**Antwort: C**

Begründung:

Explanation

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.

### 24. Frage

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Mit langjähriger Forschung im Gebiet der IT-Zertifizierungsprüfung spielen wir ZertSoft eine führende Rolle in diesem Gewerbe. Die Softwares, die wir entwickeln, sind umfassend und enthält große Menge Prüfungsaufgaben. BCS BAPv5 Prüfungssoftware ist eine der Bestseller. Sie hilft gut die Prüfungsteilnehmer, die BCS BAPv5 zu bestehen. Und es ist allgemein bekannt, dass mit die BCS BAPv5 Zertifizierung wird Ihre Karriere im IT-Gewerbe leichter sein!

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