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BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">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 2	<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.
Topic 3	<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.

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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q20-Q25):

NEW QUESTION # 20

A Business Analyst is reviewing the stakeholder management strategy for a high profile Human Resources (HR) project. Following an organizational restructure, Harvey's role has changed from Director of Operations to Director of HR and he has inherited sponsorship of the project. Harvey was previously involved in the project, but had little interest because his focus was on the Operational Projects that he sponsored.

Which of the following sets of stakeholder management strategies represent appropriate approaches for Harvey; firstly for when the project started and secondly now that his role has changed?

- A. Keep watch; Constant active management
- B. Keep on side; Constant active management
- C. Ignore; Constant active management
- D. Ignore; Keep informed.

Answer: C

Explanation:

Explanation

The stakeholder management strategy depends on the power and interest of the stakeholder in the project.

Harvey's role has changed from Director of Operations to Director of HR, which means his power and interest in the HR project have also changed. When he was Director of Operations, he had low power and low interest in the HR project, so he could be ignored as a stakeholder. Now that he is Director of HR and the sponsor of the project, he has high power and high interest in the project, so he needs constant active management as a stakeholder. Option B is the correct answer.

References:

Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com Power Interest Grid: How to Use, Benefits, Examples - KnowledgeHut

NEW QUESTION # 21

Halliday Holdings is embarking on a programme to improve its customer experience. On joining the programme, Natasha wants to gain an understanding of how its current brand is perceived. Which would be the BEST source of information for Natasha?

- A. The company website
- B. The company's complaints procedures
- C. The company's organisational structure
- D. Independent industry websites

Answer: D

Explanation:

A brand is a name, term, design, symbol or any other feature that identifies one seller's good or service as distinct from those of other sellers. A brand perception is how customers and potential customers view a brand based on their experiences, associations and impressions. Therefore, option D is the best choice, as independent industry websites are likely to provide unbiased and reliable information on how customers perceive different brands in the market. They may also include customer reviews, ratings and feedback that can help measure customer satisfaction and loyalty. Option A is not a good choice, as the company website is likely to provide biased and selective information on its own brand that may not reflect how customers actually perceive it. It may also omit negative aspects or criticisms that could affect its image or reputation. Option B is not a good choice, as the company's organisational structure is not relevant to its brand perception. It may show how the company is organised internally, but it does not indicate how customers view its products or services externally. Option C is not a good choice, as the company's complaints procedures are not sufficient to measure its brand perception. They may show how the company handles customer issues or problems, but they do not capture how customers feel about its overall quality or value.

NEW QUESTION # 22

Nastya is the CEO of a large technology firm, which develops new and innovative nanotechnology. Below is an email she has sent to her management team:

Dear Team,

Recent media coverage has revealed that our competitors have lower costs. It is important that we get back to our suppliers to see if

they can secure a better component price for the next version of our NanoVac range. Let's also consider the energy costs of our labs, I'm mindful that costs are rising due to investment in renewable power- I want us to negotiate with our energy supplier to get a better deal.

I've also been reading reports on social responsibility and sustainability and I'd like a full review of the biodegradability of the packaging of all our products- we don't want media attention for being a technology company that wastes natural resources. Our employment regulations also need revisiting as there have been changes to pension rules and paternity/maternity rights for workers and I want us to be aware of these. Finally, regarding the staff conference I want to launch a new staff development programme, which aims to identify and develop the rising stars in our business. People development should be a key priority in our next annual plan.

Thanks. Nastya."

Which elements of PESTLE are identified in this email?

- A. Socio-Cultural, Technological, Economic
- **B. Economic, Environmental, Legal**
- C. Political, Legal, Economic
- D. Environmental, Political, Socio-Cultural

Answer: B

Explanation:

The elements of PESTLE that are identified in this email are Economic, Environmental and Legal. Economic factors are related to the costs and prices of the business and its competitors. In this email, Nastya mentions that their competitors have lower costs and that they need to secure a better component price and negotiate with their energy supplier (B). Environmental factors are related to the natural resources and sustainability of the business and its impact on the environment. In this email, Nastya mentions that she wants a full review of the biodegradability of the packaging of all their products and that she is mindful of the costs of renewable power (E). Legal factors are related to the laws and regulations that affect the business and its operations. In this email, Nastya mentions that their employment regulations need revisiting due to changes in pension rules and paternity/maternity rights (L).

Reference:

PESTLE Analysis Explained (With Examples)

What is a PESTLE Analysis? A Complete PESTLE Analysis Guide - OnStrategy

NEW QUESTION # 23

Maria is a business analyst working for a large supermarket chain, where she has been asked to work on a project exploring the potential opportunities of wearable technology. This work has led her to visit parts of the organisation that she has never come into contact with before and whilst observing and interviewing staff working in various stores and warehouses, she has identified a number of concerns, including noticeable gaps in staff training, stores and warehouses that seem to require extensive repair, and store management worries about cash flow. Maria is aware that these concerns are not directly related to the project she has been assigned to. However, she feels she has a responsibility to make her management team aware of these issues. As a way of enabling her organisation to fully explore these concerns and understand if any further intervention is required, which of the following would be the MOST valuable?

- A. PESTLE
- B. Resource audit
- C. Porter's Five Forces model
- **D. SWOT.**

Answer: D

Explanation:

Explanation

A SWOT analysis is a technique for identifying and evaluating the strengths, weaknesses, opportunities and threats that affect an organisation or project. It helps to assess the internal and external factors that influence the performance and potential of the organisation or project. Therefore, option B is the correct answer, as a SWOT analysis would be the most valuable technique for enabling the organisation to fully explore the concerns and understand if any further intervention is required. A SWOT analysis would help to identify the strengths and weaknesses of the organisation's current situation, such as the gaps in staff training, the state of the stores and warehouses, and the cash flow issues. It would also help to identify the opportunities and threats that arise from the external environment, such as the market trends, customer preferences, competitors' actions, and regulatory changes. A SWOT analysis would provide a comprehensive picture of the organisation's situation and help to prioritise the areas that need improvement or attention. Option A is not a correct answer, as 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 the organisation's resources, such

as human, physical, financial and intangible resources. A resource audit would not be sufficient to fully explore the concerns and understand if any further intervention is required, as it would only focus on one aspect of the organisation's situation and not consider the external factors that affect it. Option C is not a correct answer, as a PESTLE analysis is a technique for identifying and evaluating the political, economic, social, technological, legal and environmental factors that affect an organisation or project. It helps to assess the opportunities and threats that arise from the external environment. A PESTLE analysis would not be sufficient to fully explore the concerns and understand if any further intervention is required, as it would only focus on one aspect of the organisation's situation and not consider the internal factors that affect it. Option D is not a correct answer, as Porter's Five Forces model is a technique for analysing the competitive forces that shape an industry or market. It helps to assess the attractiveness and profitability of an industry or market by examining five forces: rivalry among existing competitors, threat of new entrants, threat of substitute products or services, bargaining power of suppliers, and bargaining power of buyers. Porter's Five Forces model would not be relevant to fully explore the concerns and understand if any further intervention is required, as it would not address the issues that affect the organisation internally.

References: BCS Practitioner Certificate in BAP Specimen, page 26.

NEW QUESTION # 24

The following definition has been agreed by the partners of DeanLegal

DeanLegal is owned by its two founding partners. Derek Little and Anne Smith The two partners, together with a team of experienced negotiators, provide insolvency services to small and medium-sized companies Comprehensive support is provided to customers at what can be a very difficult and stressful time in their lives DeanLegal is currently considering extending its range of services to include, for example, advice in funding the purchase of capital assets All work undertaken by DeanLegal is regulated by the Federation of Insolvency Practitioners (FIP) and adherence to its rules is constantly checked by the FIP The partners have agreed that the primary doing activity of a BAM reflecting their business perspective is to provide insolvency services' What enabling activity would support this?

- A. Check adherence to regulation
- B. Extend range of services
- C. Provide comprehensive support to customers.
- D. Recruit experienced negotiators

Answer: A

Explanation:

An enabling activity is an activity that supports or facilitates another activity within an organisation or project. It helps to ensure that another activity can be performed or delivered effectively and efficiently. Therefore, option B is the correct answer, as check adherence to regulation is an enabling activity that supports provide insolvency services, which is the primary doing activity of a BAM reflecting DeanLegal's business perspective. Check adherence to regulation is an enabling activity, as it involves verifying that the insolvency services provided by DeanLegal comply with the rules and standards set by the Federation of Insolvency Practitioners (FIP). It helps to ensure that DeanLegal can perform its primary doing activity legally and ethically. Option A is not a correct answer, as provide comprehensive support to customers is not an enabling activity that supports provide insolvency services, but another doing activity within DeanLegal's business perspective. Provide comprehensive support to customers is a doing activity, as it involves delivering value and satisfaction to customers who use DeanLegal's insolvency services. It helps to achieve DeanLegal's objectives and outcomes. Option C is not a correct answer, as extend range of services is not an enabling activity that supports provide insolvency services, but a potential change or improvement within DeanLegal's business perspective. Extend range of services is a change or improvement, as it involves introducing new types of services, such as advice in funding the purchase of capital assets, that DeanLegal may offer to its customers in addition to its insolvency services. It helps to enhance DeanLegal's performance and potential. Option D is not a correct answer, as recruit experienced negotiators is not an enabling activity that supports provide insolvency services, but a resource audit within DeanLegal's business perspective. Recruit experienced negotiators is a resource audit, as it involves identifying and evaluating the human resources that DeanLegal has or needs to perform its insolvency services. It helps to assess the availability and quality of DeanLegal's staff.

NEW QUESTION # 25

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If we waste a little bit of time, we will miss a lot of opportunities. If we miss the opportunity, we will accomplish nothing. Then, life becomes meaningless. Our BAPv5 preparation exam have taken this into account, so in order to save our customer's precious time, the experts in our company did everything they could to prepare our BAPv5 Study Materials for those who need to improve themselves quickly in a short time to pass the exam to get the BAPv5 certification.

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