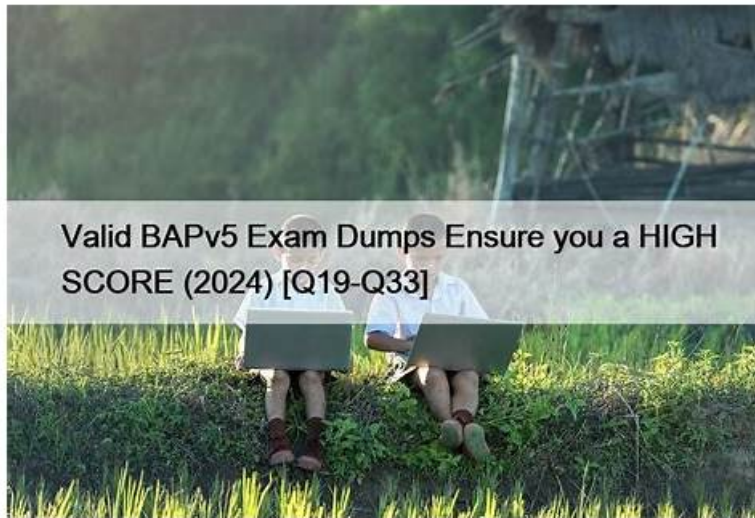


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### BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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>

- 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.

## BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q92-Q97):

### NEW QUESTION # 92

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

**Answer: D**

Explanation:

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.

References: BCS Practitioner Certificate in BAP Specimen, page 44.

### NEW QUESTION # 93

Paul has been struggling to make his farm profitable for a number of years. Recently, an energy firm has asked him if it can survey his land in order to determine if there is natural gas deep under his fields. If there is, they will pay him for the extracted gas.

Paul has discussed this request with his business partner, explaining that he would like to explore the possibility as he feels that any subsequent extraction process is safe, will cause minimal damage to the farm, and will return the farm to profitability. Paul's business partner disagrees, believing that the process for extracting the gas is dangerous, that the machinery will spoil the landscape and that it would undermine the vision they had of living off the land.

On which element of CATWOE are Paul and his business partner in disagreement?

- A. Transformation
- B. Work view
- C. Customer

- D. Actor

**Answer: B**

Explanation:

CATWOE is a technique for exploring stakeholder business perspectives by identifying six elements: Customer, Actor, Transformation, Worldview, Owner and Environment. It helps to understand how different stakeholders perceive a business situation or problem and what they expect from a solution. Therefore, option D is the correct answer, as Paul and his business partner are in disagreement on their worldview element of CATWOE. Worldview is the element that describes the beliefs, values, assumptions or principles that underpin a stakeholder's perspective. It helps to explain why a stakeholder thinks that a business situation or problem is worth addressing or solving. Paul and his business partner have different worldviews regarding the possibility of extracting natural gas from their land. Paul believes that it is a safe, profitable and reasonable option that will improve their financial situation. His business partner believes that it is a dangerous, unattractive and unacceptable option that will compromise their vision of living off the land. Option A is not a correct answer, as Paul and his business partner are not in disagreement on their customer element of CATWOE. Customer is the element that describes who benefits from or is affected by a business situation or problem or its solution. It helps to identify who are the main beneficiaries or victims of a business situation or problem or its solution. Paul and his business partner have the same customer, which is themselves as the owners of the farm. Option B is not a correct answer, as Paul and his business partner are not in disagreement on their actor element of CATWOE. Actor is the element that describes who carries out or performs a business situation or problem or its solution. It helps to identify who are responsible for implementing or delivering a business situation or problem or its solution. Paul and his business partner have the same actor, which is themselves as the owners of the farm. Option C is not a correct answer, as Paul and his business partner are not in disagreement on their transformation element of CATWOE. Transformation is the element that describes what changes or processes take place in a business situation or problem or its solution. It helps to identify what inputs are converted into outputs in a business situation or problem or its solution. Paul and his business partner have the same transformation, which is extracting natural gas from their land.

#### NEW QUESTION # 94

A local council has decided to completely redesign the way it provides library lending services it plans to stop lending books and move towards an entirely online e-book lending model Four activities to be included in the Business Activity Model (BAM) are given below a) Lend books b) Establish licensing arrangements with publishers c) Define lending policies d) Monitor lending usage What will be the dependencies between these activities on the BAM?

- A. c->d->a->b
- **B. c->b->a->d**
- C. d->c->a->b
- D. c->a->b->d

**Answer: B**

Explanation:

A Business Activity Model (BAM) is a high-level view of the business activities that take place within an organisation. It shows how activities are related to each other and how they contribute to achieving business objectives. A BAM consists of five types of high-level activities: directing, enabling, doing, monitoring and controlling. A BAM can also show dependencies between activities using arrows to indicate which activity depends on another activity to start or finish. Therefore, option A is the correct answer, as it shows the dependencies between the four activities on the BAM correctly. Activity c (define lending policies) is a directing activity that sets the rules and guidelines for lending e-books to customers. It depends on no other activity and precedes all other activities. Activity b (establish licensing arrangements with publishers) is an enabling activity that secures the rights and permissions to lend e-books from different publishers. It depends on activity c and precedes activity a. Activity a (lend books) is a doing activity that provides e-books to customers according to their requests and preferences. It depends on activity b and precedes activity d. Activity d (monitor lending usage) is a monitoring activity that tracks and records how customers use and return e-books. It depends on activity a and follows all other activities.

#### NEW QUESTION # 95

How would a business analyst make use of an agreed Target Operating Model (TOM) when carrying out a gap analysis?

- A. Identify and resolve activities on the TOM where there are conflicting stakeholder views.
- B. Use the TOM to define the stakeholders responsible for the future way of working.
- **C. Examine each activity on the TOM to identify any deficiencies in the current activity.**
- D. Examine the external environment to identify potential threats to activities on the TOM.

**Answer: C**

Explanation:

Gap analysis is defined as comparing a current state with a desired future state in order to determine where the current situation has "gaps" that need to be resolved and what actions are required to improve it. The guidance explains that when you have an agreed model of the desired future business system (the book uses a Business Activity Model as an example of an agreed "future view"), the analyst should examine the activities on that model one by one to see where the current business system is lacking. This is exactly what option A states: the agreed TOM (as a target picture of "how the business should operate") becomes the reference point for assessing deficiencies, inadequacies, or missing capabilities in today's way of working.

The documented gap analysis procedure reinforces this by explicitly instructing analysts to examine the activities on the future-state model, consider how well each activity is currently carried out (and supported by information systems), and then analyse the gaps between the existing and desired systems to identify improvements. Options B, C, and D may be useful activities in other contexts (e.g., stakeholder negotiation or external analysis), but they are not the core way the target model is used to perform a gap analysis as described in the guidance.

### NEW QUESTION # 96

EuroCoach is a holiday coach company that is reviewing its internal business processes. The following requirement for improvement has been logged as a business rule:

'EuroCoach is now legally responsible for ensuring that passengers taking cross-border journeys have valid passports and visas (if applicable) for the countries to which, and through which, they will travel' Which type of business rule is this?

- A. External constraint.
- B. Internal processed
- C. Internal policy.
- **D. External requirement.**

**Answer: D**

Explanation:



An external requirement is a business rule that is imposed by an external source, such as a law, regulation, or standard. The business rule in this question is a legal obligation that EuroCoach has to comply with, so it is an external requirement. Option C is the correct answer.

### NEW QUESTION # 97

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