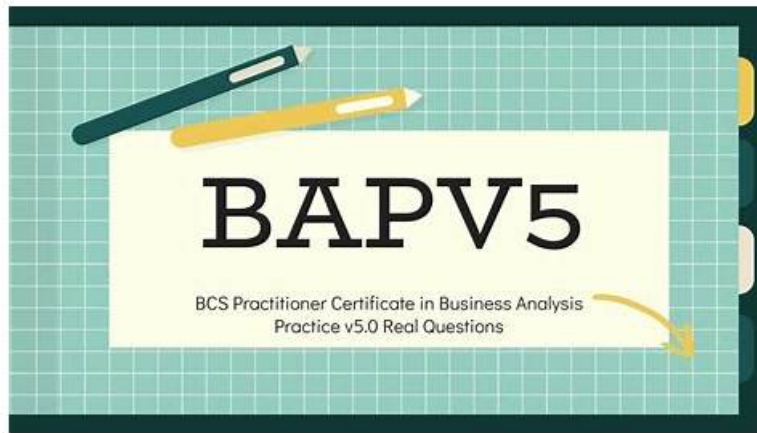


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BCS BAPv5 Exam Syllabus Topics:

| Topic | Details |
|---------|---|
| Topic 1 | <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. |
| 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">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 (Q100-Q105):

NEW QUESTION # 100

A product manager has developed Business Activity Models (BAMs) with key stakeholders in their company. This is to support the Managing Director's initiative to bring a new product range into its shops. These BAMs provide differing perspectives for Finance, Marketing, Logistics, and Stores.

What should the product manager's next step be?

- A. Create a CATWOE for each stakeholder.
- B. Ask the Managing Director which model they prefer.
- C. Bring the stakeholders together to produce a consensus BAM.

Answer: C

Explanation:

The documentation is explicit about how BAMs should be used when multiple stakeholder perspectives exist. It states that initially there will be one BAM for each distinct perspective, and later these models are examined to identify where there is agreement or conflict. The ultimate aim is to combine them and, through discussion with stakeholders, achieve a consensus BAM.

This is important because different stakeholders can hold different (yet valid) "world views" about the same organisation-what the book describes as "duck-rabbit" perspectives-so the analyst must understand and reconcile them to avoid building change based on a single partial view. Once the separate BAMs exist (Finance, Marketing, Logistics, Stores), the next logical step is therefore to facilitate negotiation and collaboration to create one agreed model that represents the idealised way forward and that stakeholders will "buy in" to.

Option A is unnecessary at this point because CATWOE is used to help derive activities and perspectives; the BAMs already exist. Option C (asking the Managing Director to pick) is specifically described as a fallback only if stakeholders cannot agree; it is less desirable than securing shared agreement because it risks lack of acceptance and weaker commitment to the final model.

NEW QUESTION # 101

The following planning activity has been identified in a consensus BAM for a company that makes clothes:

'P4 - Define marketing strategy'

Which of the following is an enabling activity linked to this planning activity?

- A. Monitor sales.
- B. Advertise clothes
- C. Define sales targets
- D. Sell clothes

Answer: C

Explanation:

Explanation

An enabling activity is an activity that supports or facilitates another activity within a business activity model.

It helps to ensure that another activity can be performed or delivered effectively and efficiently. Therefore, option B is the correct answer, as it is an enabling activity linked to this planning activity. Define sales targets is an enabling activity linked to this planning activity, as it supports or facilitates defining marketing strategy.

It helps to ensure that marketing strategy can be aligned with sales objectives and outcomes. Option A is not a correct answer, as it is not an enabling activity linked to this planning activity, but a monitoring and control activity. Monitor sales is a monitoring and control activity that measures or evaluates another activity within a business activity model. It helps to ensure that another activity meets quality and performance standards and criteria. Option C is not a correct answer, as it is not an enabling activity linked to this planning activity, but a doing activity. Advertise clothes is a doing activity that produces or delivers value or satisfaction for customers within a business activity model. It helps to achieve customer demand and satisfaction for products or services. Option D is not a correct answer, as it is not an enabling activity linked to this planning activity, but a doing activity. Sell clothes is a doing activity that produces or delivers value or satisfaction for customers within a business activity model. It helps to achieve customer demand and satisfaction for products or services.

References: BCS Practitioner Certificate in BAP Specimen, page 40.

NEW QUESTION # 102

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

Answer: A,B,E

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.

NEW QUESTION # 103

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:

1. The benefits of cyber security will be hard to describe in quantitative terms, so we will need to describe these qualitatively.
2. 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.
3. 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. Recommendations
- B. Analysis of costs and benefits
- C. Options considered
- D. Description of the current situation
- E. Risk assessment

Answer: B,C,D

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 # 104

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

Answer: C

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.

NEW QUESTION # 105

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