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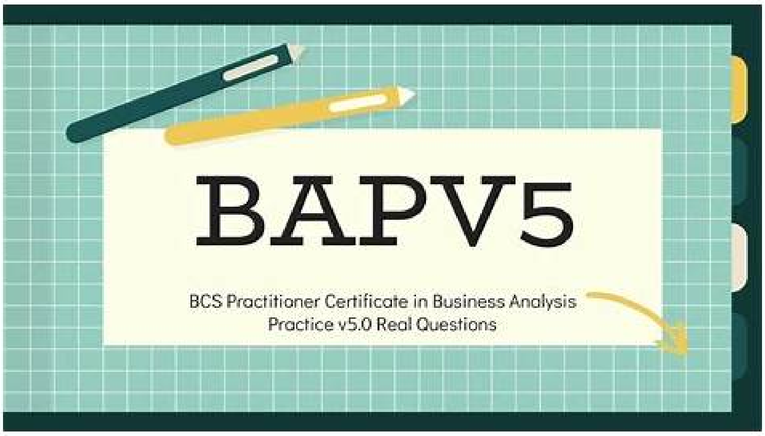

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BCS BAPv5 Exam Syllabus Topics:

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	• 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.
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	• 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 (Q97-Q102):

NEW QUESTION # 97
The innovation center of accompany has created a new reporting tool. The senior management initially supported its introduction into the business; however. End users in one business area are unwilling to adopt the new tool, as they perceive that it is unnecessary. One of the end users in this business area has been very vocal and has been rallying support from others through a corporate social media tool. End users In other business are also beginning to question whether they should adopt the tool and raising this issue with their managers.
The sponsor has fully supported the decision to go ahead with the new loot, but senior management is now questioning his decision, due to comments from the operational staff How would the end users be classified on a power/interest grid?

- A. Some interest, high power
- B. High interest, some power.
- C. Low interest, some power
- D. High interest, low power

Answer: D

Explanation:
Explanation
The end users are classified as high interest, low power on a power/interest grid. This is because they are directly affected by the new reporting tool and have a strong preference for not using it, but they do not have much authority or influence to change the project decision or outcome. Option A is the correct answer.
References:
How To Manage Stakeholders With a Power Interest Grid | Indeed.com UK
Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com

NEW QUESTION # 98
Pigeon Parcels is a delivery company that wants to understand, at a high level, where it has gaps in the activities it currently carries out.
Which of the following would be the best approach to documenting the desired state?

- A. Create a Business Activity Model.
- B. Design "to be" business processes.
- C. Define the business case.
- D. Capture stakeholder views using CATWOE.

Answer: A

Explanation:
To understand gaps at a high level in the activities a business performs, the best way to document the desired state is a Business Activity Model (BAM). The documentation explains that gap analysis compares a current state with a desired future state and that a BAM provides a conceptual overview of the desired future business system-showing what activities should exist to fulfil a stakeholder perspective (or an agreed consensus perspective).
This makes the BAM ideal for identifying "activity gaps" because the analyst can examine each activity on the desired-state BAM and assess whether it exists today, whether it operates satisfactorily, whether it is inadequate, or whether it is missing completely. The text explicitly states that the conceptual nature of the BAM helps the analyst see where the current business system is lacking and that gaps can vary by activity (some may be fine, others weak, others absent).
Option B ("to be" process models) is useful, but it is a more detailed view that focuses on how work is carried out rather than providing a conceptual "what activities should exist" overview. CATWOE (C) helps capture and analyse stakeholder perspectives, but it is not, by itself, the best way to document the desired activity set at high level. A business case (D) justifies change; it doesn't define the activity-based desired operating picture.

NEW QUESTION # 99
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. Document analysis and mind maps.
- B. Interviews and rich pictures.
- C. Business activity modeling and fishbone diagrams.
- D. Observation and scenario analysis

Answer: B

Explanation:
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.

NEW QUESTION # 100
Paula is a business analyst working for a small bespoke furniture manufacturing company. The newly appointed chief executive, Beverly, has asked Paula to lead an initiative to refresh and restate (where necessary) the organization's plan for the next financial year. Paula recently led a planning worksope with senior managers and has made the following notes about issues raised in the worshop:
The company....
a) Aims to supply 10% of the local bespoke furniture market by the end of the financial year.
b) Will Invest In local radio advertising and appoint a creative team to develop an appropriate advertisement c) Will await the final draft of the annual accounts before considering investing in a new range of high-tech chairs.
d) Will adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs e) Recognises that bespoke furniture will always be more expensive than mass-produced, standard furniture Which of these notes will go into her MOST analysis?

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

Answer: D

Explanation:
The notes that will go into the MOST analysis are a, b and d, as they correspond to the elements of Mission, Strategy and Tactics. The mission is to supply 10% of the local bespoke furniture market by the end of the financial year (a). The strategy is to adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs (d). The tactics are to invest in local radio advertising and appoint a creative team to develop an appropriate advertisement (b). Note c is not part of the MOST analysis, as it is not related to any of the elements.
Reference:
MOST Analysis - What It Is And How To Use It - BusinessAnalystMentor.com MOST Analysis - Part Of The Business Strategy Toolkit - Boardroom Advisors

NEW QUESTION # 101
You are a project manager tasked with leading the development of a new mobile application for a local community organisation. You realise the importance of understanding the various stakeholders and decide to utilise the power/interest grid analysis technique. Which of the following steps is not typically involved in conducting a power/interest grid analysis?

- A. Implement strategies to effectively engage with stakeholders based on the grid.
- B. Plot stakeholders on the grid where they actually are, not where they should be.

- C. Review the grid regularly to manage stakeholders and their relationship to the project.
- D. Explore strategies to move stakeholders into different areas of the grid to benefit the project.

Answer: A

Explanation:
The documentation describes the power/interest grid as a technique for analysing stakeholders, then using the analysis to plan management actions. It states that it is important to plot stakeholders where they actually are (not where you would like them to be), and then to explore strategies for managing them in their current positions or for moving them to more advantageous positions. It also emphasises that stakeholder analysis must be a continuing activity throughout the project, with the team watching for changes and re-evaluating strategies accordingly-this supports regular review of the grid.
Where option D differs is that it describes implementation of engagement strateggement actions is part of stakeholder management execution, which follows from the analysis rather than being a step "in conducting the analysis" itself. The text makes this separation clear: after plotting positions, up for managing stakeholders and the approach to take; the subsequent engagement is what the team then does based on that plan.
So A and B are explicitly in the technique guidance, and C aligns with the "continuing activity" requirement. D is the step that moves beyond the analysis activity into carrying out the management actions, making it the best choice for "not typically involved in conducting the analysis." ION NO: 65 A business case has been developed for the introduction of a new customer service platform. In the "Impact Assessment" section, which key factor should the business analyst highlight to communicate the potential organisational changes resulting from the platform's implementation?iomer service efficiency and employee workflow.
B . Discuss the usability of the recommended application and software requirements.
C . Review potential vendors including past experience in the industry and their financial stability.
D . Detail the operating system and solution architecture of the new platform.
Answe r: A
The business case "Impact assessment" section is used to explain what will happen to the organisation if the proposed option is adopted-not just the financial costs and benefits. The documentation states that, in addition to costs and benefits, the business case should explore organisational impacts, some of which may have costs attached and some of which are simply consequences of change. It gives concrete examples such as changes to organisation structure (e.g., reorganising departments, creating new roles like a single customer point of contact, or moving from specialist to generalist roles) and the effects on interdepartmental relationships and working patterns.
Option A best mause "customer service efficiency and employee workflow" directly communicates the operational and people/process impacts that typically accompany a new customer service platform-how work will be performed, how staff will interact, and what the service outcomes may be. This is exactly the kihange decision-makers need surfaced in an impact assessment so they can plan mitigation and change management (e.g., handling disruption, new responsibilities, revised collaboration).
Options B and D focus on technical solution detail, and C focuses on vendor evaluation-none of these are the core purpose of an "impact assessment" section as defined in the business case guidance.

NEW QUESTION # 102
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