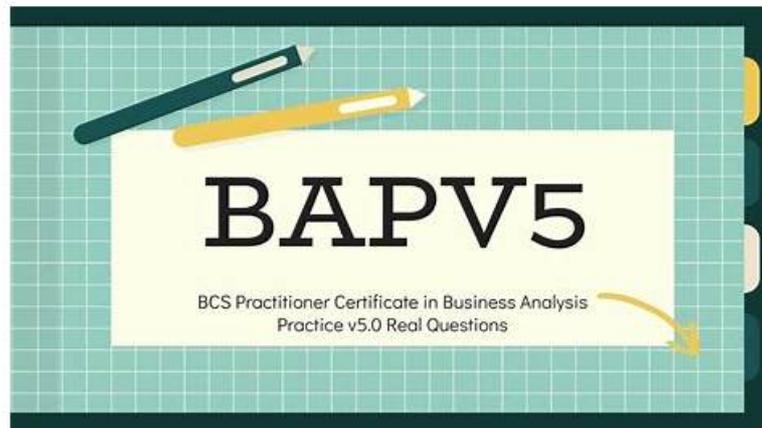


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BCS BAPv5 Exam Syllabus Topics:

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">• 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 3	<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.
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.

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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q107-Q112):

NEW QUESTION # 107

A business analyst working for a small organisation has identified a specific pain point.

- * They develop 3 possible solutions that can be piloted.
- * They conduct workshops to capture feedback related to the pilots.
- * They use the Double Diamond model as part of the design process.

Which of the following stages of Design Thinking is present in the bullet points?

- A. Define
- B. Create
- C. Empathise
- D. Evaluate

Answer: D

Explanation:

The bullet points describe taking candidate solutions and testing them, then collecting feedback to learn and decide what to do next. In design and change approaches, that is the essence of evaluation: trialling options (pilots) and assessing their suitability using stakeholder input and evidence.

The business analysis guidance places this kind of work in the "evaluate options / evaluate solution" part of the lifecycle: after a need is understood and options are generated, the next step is to assess them by considering feasibility, benefits, impacts, and risks, using structured stakeholder engagement such as workshops. Workshops are explicitly identified as an investigation technique used to gather and validate information collaboratively, which fits "workshops to capture feedback" from pilots.

Within a Double Diamond-style design process, developing multiple pilot solutions aligns with exploring the solution space, and then running pilots and gathering feedback aligns with converging by evaluating what works in practice and what should be refined, scaled, or discarded. That activity is best represented by Evaluate rather than Empathise (understanding users), Define (clarifying the problem), or Create (generating ideas without yet testing them).

Therefore, the stage present in the bullet points is Evaluate (Option C).

NEW QUESTION # 108

Bessant Co. manufactures and sells clothing. The company is every profitable and the IT director would like to invest some of these profits into improving the technical infrastructure of the company, which would help the organic growth of the company. However, the finance director would like to use the profits to acquire one of its competitors.

Shelly is the business analyst on this project and she recognises that the IT and finance director do not agree on the future direction of the business. One prefers organic growth and the other, growth by acquisition.

What technique COULD Shelly use to improve her understating of these two different perspectives?

- A. POPIT model.
- B. SWOT analysis
- C. CATWOE.
- D. The power/ interest grid

Answer: C

Explanation:

CATWOE is a technique that helps to understand different perspectives of a situation by analyzing six elements: Customers, Actors, Transformation process, Worldview, Owner, and Environmental constraints. Shelly could use CATWOE to improve her understanding of the IT and finance director's views on the future direction of the business, by identifying who are the customers, actors, owners, and so on for each option (organic growth or acquisition), and how they differ. Option A is the correct answer.

Reference:

What Is The CATWOE Analysis And Why It Matters In Business - FourWeekMBA CATWOE Analysis: A Holistic Approach to Problem Solving - SlideModel

NEW QUESTION # 109

Nastya is the CEO of a large technology firm, which develops new and innvolvative 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. Environmental, Political, Socio-Cultural
- C. Economic, Environmental, Legal
- D. Political, Legal, Economic

Answer: C

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 # 110

You're the business analyst for a marketing campaign aimed at launching a new product line for your company. The campaign involves multiple tasks and requires input from various team members. You assign the task of designing the promotional materials to a graphic designer.

What role would the graphic designer typically play in the RACI matrix?

- A. Responsible
- B. Accountable

Answer: A

Explanation:

A RACI chart (linear responsibility matrix) clarifies who does what for key deliverables and tasks, using the categories Responsible, Accountable, Consulted, and Informed. The text defines Responsible as the person or role responsible for creating/developing the product or performing the task. It defines Accountable as the person who will "carry the can" for the quality and ultimate ownership of the product or task-often a senior role such as the project sponsor being accountable for the business case.

In this scenario, the graphic designer has been assigned the work of designing the promotional materials. That is direct execution: they are the person performing the task and producing the deliverable. Under the RACI definitions, that makes them Responsible. "Accountable" would typically be held by the person who owns the outcome and is answerable for whether the promotional materials meet campaign objectives and brand standards-commonly the marketing lead, product manager, or campaign owner-rather than the specialist producing the asset. The RACI model is used precisely to prevent confusion between "doing the work" (Responsible) and "owning the outcome" (Accountable).

Therefore, the graphic designer's typical role in the RACI matrix for this task is Responsible (A).

NEW QUESTION # 111

ForestRetreat organises events in national forests and woodland, including log cabin accommodation and transport. It has recently

purchased a new woodland plot and plans to offer events there in the summer, but there is much to do in preparation. A local builder has been commissioned to construct the log cabins. A volunteer organisation will work with ForestRetreat to provide transport for customers who are attending the events. The senior officer for the south east region of ForestRetreat has been asked to oversee the development of the new woodland plot.

Which stakeholder group is not represented in this scenario?

- A. Partner.
- B. Supplier.
- C. Manager.
- **D. Employee.**

Answer: D

Explanation:

The business analysis documentation distinguishes stakeholder categories and provides examples including customers, employees, managers, partners, suppliers, and others. The scenario clearly includes a supplier: the local builder is providing goods/services (construction) to ForestRetreat, which fits the definition of a supplier. It also includes a partner: the volunteer organisation is "working with" ForestRetreat to provide transport on its behalf, which aligns with the definition of partners as organisations that work with an organisation to provide services on its behalf.

A manager is represented by the senior officer who has been asked to oversee development of the new plot. The glossary explicitly lists managers as a distinct stakeholder category, separate from employees. While managers are employees in a general HR sense, the stakeholder categorisation used here treats managers and employees as separate groups because they often have different interests, influence, and perspectives on change.

What is not represented is the employee stakeholder group (non-managerial staff). No operational staff, event staff, customer service staff, or other employees are mentioned-only a manager (senior officer). Therefore, the missing stakeholder group from the options is Employee.

NEW QUESTION # 112

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