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BAPv5

Option D :
Manager.

Option E :
Competitor

Correct Answer: A,B,C

Explanation/Reference:

A stakeholder is any person or group who has an interest in or influence over an organisation or project. Stakeholders can be classified into different categories based on their relationship with the organisation or project. One possible classification is the stakeholder wheel, which identifies six generic stakeholder categories: owner, partner, supplier, customer, regulator and competitor. Therefore, options A, B and C are correct answers, as they represent three stakeholder groups that are involved in the scenario. Owner refers to the person or group who owns or controls the organisation or project. In this case, it is the two people who each own 30% of AlpineTrails. Partner refers to the person or group who collaborates or cooperates with the organisation or project to achieve mutual benefit. In this case, it is WalkNation, who has agreed to work with AlpineTrails to provide special holidays for its members. Supplier refers to the person or group who provides goods or services to the organisation or project. In this case, it is the hotels, transport and equipment providers that AlpineTrails books for its customers. Option D is not a correct answer, as manager is not one of the generic stakeholder categories defined in the stakeholder wheel. Manager refers to the person or group who oversees or coordinates the activities of the organisation or project. In this case, it could be either one of the owners of AlpineTrails or someone appointed by them. Option E is not a correct answer, as competitor is not represented in this scenario. Competitor refers to the person or group who offers similar or alternative goods or services to the same market as the organisation or project. In this case, it could be another company that specialises in offering tailored walking holidays.

References: BCS Practitioner Certificate in BAP Specimen, page 18.

QUESTION: 6

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

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BCS BAPv5 Exam Syllabus Topics:

Topic	Details
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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"> 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"> 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.

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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q38-Q43):

NEW QUESTION # 38

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

Answer: D

Explanation:

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 A 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 B 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 C 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 D 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.

References: BCS Practitioner Certificate in BAP Specimen, page 22.

NEW QUESTION # 39

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

Answer: B

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.

NEW QUESTION # 40

BuildCo is a small building company with the stall. The owner wants to reduce time spent on administration by simplifying the company's paperwork. This paperwork includes quotes and invoices, as well as managing orders and receipts for building materials. Most of the paperwork is completed manually and copies are stored in filing cabinets. However, quotes and invoices are produced on a word processor and stored on a computer, with printed copies also stored in the filing cabinets. The owner is not sure that all the current paperwork is necessary.

Which investigation technique would be MOST effective in establishing the need for item of paperwork?

- A. Interviews
- **B. Document Analysis**
- C. Questionnaire
- D. Workshop

Answer: B

Explanation:

Explanation

Document analysis is a technique for collecting information from existing documents within an organisation or project. It helps to understand the current situation or problem and identify any gaps or issues that may exist.

Therefore, option D is the correct answer, as document analysis would be the most effective technique in establishing the need for each item of paperwork. Document analysis would help to review the content and purpose of each item of paperwork and compare it with the organisation's objectives and requirements.

Document analysis would help to evaluate the usefulness and relevance of each item of paperwork and identify any duplication or

redundancy that may exist. Document analysis would help to recommend any changes or improvements to each item of paperwork and justify them with evidence and rationale. Option A is not a correct answer, as questionnaire is not the most effective technique in establishing the need for each item of paperwork. Questionnaire is a technique for collecting information from stakeholders by asking them predefined questions in written form. It helps to elicit quantitative or qualitative data from a large number of stakeholders in an efficient and consistent way. Questionnaire would not be the most effective technique in establishing the need for each item of paperwork, as it may not provide enough detail or explanation for each item of paperwork and may be influenced by stakeholder bias or preference. Option B is not a correct answer, as workshop is not the most effective technique in establishing the need for each item of paperwork.

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. Workshop would not be the most effective technique in establishing the need for each item of paperwork, as it may not be practical or feasible to involve all relevant stakeholders in a workshop and may be affected by stakeholder dynamics or politics. Option C is not a correct answer, as interviews are not the most effective technique in establishing the need for each item of paperwork.

Interviews are a technique for collecting information from stakeholders by asking them open-ended questions in verbal form. It helps to elicit rich and detailed information from individual stakeholders in an interactive and flexible way. Interviews would not be the most effective technique in establishing the need for each item of paperwork, as it may be time-consuming and costly to interview all relevant stakeholders and may be subject to stakeholder interpretation or opinion.

References: BCS Practitioner Certificate in BAP Specimen, page 35.

NEW QUESTION # 41

The board of Jackson Holding wants to save money on its purchases by introducing a new procurements system Before preparing the business case, what activity would it be BEST to undertake?

- A. Select a procurement solution
- B. Prepare a Benefits Realisation Report
- C. Approve the budget for the new system
- D. **Prepare a Feasibility Study**

Answer: D

Explanation:

A Feasibility Study is an assessment of whether a proposed business change or solution is viable and worthwhile. It helps to evaluate the benefits, costs, risks and constraints of different options and recommend the best one for further development. Therefore, option A is the correct answer, as preparing a Feasibility Study would be the best activity to undertake before preparing a business case for introducing a new procurement system. A Feasibility Study would help to identify and compare different procurement solutions based on their technical, operational, economic, legal and social feasibility. It would also help to estimate their expected benefits, costs, risks and impacts on the organisation and its stakeholders. A Feasibility Study would provide a solid foundation for preparing a business case that justifies why a particular procurement solution should be selected and implemented. Option B is not a correct answer, as selecting a procurement solution would not be an appropriate activity to undertake before preparing a business case.

Selecting a procurement solution would require conducting a Feasibility Study first to evaluate different options and choose the best one based on objective criteria. Selecting a procurement solution without conducting a Feasibility Study would risk choosing an unsuitable or suboptimal solution that may not meet the organisation's needs or objectives. Option C is not a correct answer, as approving the budget for the new system would not be an appropriate activity to undertake before preparing a business case.

Approving the budget for the new system would require preparing a business case first to estimate the costs and benefits of different options and justify why a particular option should be funded and implemented. Approving the budget for the new system without preparing a business case would risk allocating insufficient or excessive funds that may not reflect the value or feasibility of the solution. Option D is not a correct answer, as preparing a Benefits Realisation Report would not be an appropriate activity to undertake before preparing a business case. Preparing a Benefits Realisation Report would require implementing the new system first to measure and evaluate its actual benefits against its expected benefits. Preparing a Benefits Realisation Report without preparing a business case would risk implementing an ineffective or inefficient solution that may not deliver the desired outcomes or benefits.

NEW QUESTION # 42

A company has decided to change one of its financial Key Performance indicators (KPIs). It has traditionally measured profit through its gross profit margin, however, it now wishes to measure it through its Return on Capital Employed (ROCE).

The following activities are on the consensus Business Activity Model (BAM) a) Take control action b) Monitor performance targets

c) Define performance targets.

d) Define target customers

Which of these would the event 'amend KPI' affect?

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

Answer: A

Explanation:

Explanation

The event 'amend KPI' would affect the activity 'define performance targets', as the company would need to change its current performance target of gross profit margin to ROCE. The other activities would not be directly affected by this event, as they are either related to monitoring or defining other aspects of the business.

Therefore, option A is the correct answer.

References:

10 types of business events and their basic functions | Indeed.com UK

7 Types of Corporate Events [+ Virtual Event Ideas] - HubSpot Blog

NEW QUESTION # 43

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