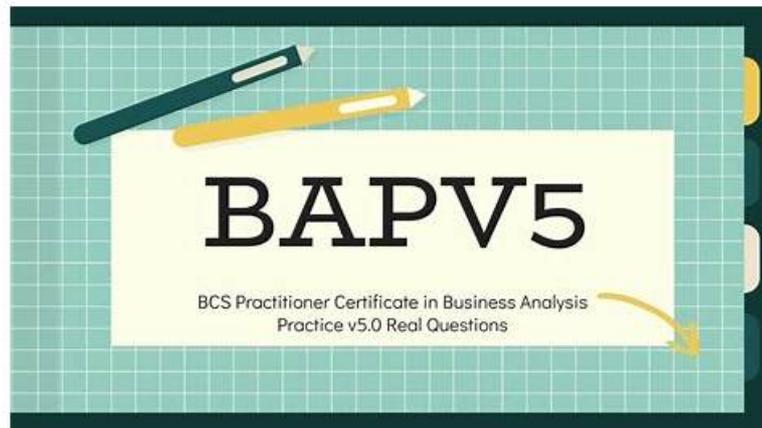


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BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">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	<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">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.

BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q69-Q74):

NEW QUESTION # 69

A business analyst working for a manufacturing company has been asked to support a new initiative to review and redesign the company's Process, enabling it to increase its production and expand into overseas markets. He is working in a team of business analytics and has been asked to do the following:

a) Assist in the evaluation of the benefits defined in the benefits plan b) Lead requirements elicitation and clarification activities c) Deliver coaching, training and ongoing support for any changes to existing processes.

Once the business analyst has completed these activities, which parts of the Business Change lifecycle will he have supported-?

- A. Design. Alignment and Implementation
- B. Design and Realisation
- C. Implementation. Definition and Alignment
- **D. Realisation. Design and Implementation**

Answer: D

Explanation:

Explanation

The parts of the Business Change lifecycle that the business analyst will have supported are Realisation, Design and Implementation. Realisation is the phase where the benefits defined in the benefits plan are evaluated and measured. The business analyst will support this phase by assisting in the evaluation of the benefits (a). Design is the phase where the elements that will support the change are defined and developed.

The business analyst will support this phase by leading requirements elicitation and clarification activities (b).

Implementation is the phase where the change is embedded into the organisation and its processes. The business analyst will support this phase by delivering coaching, training and ongoing support for any changes to existing processes .

References:

Business Change Lifecycle - YouTube

The Change Management Life Cycle; Involve Your People to Ensure Success ...

NEW QUESTION # 70

On joining a new company, Sara spent time reviewing the company's organisation chart She was particularly interested in the sponsor of the project she is joining What is Sara LIKELY to have learnt about the sponsor from this? Select the TWO that apply

- A. Their preferred management style
- B. The culture within their team
- **C. Their span of control**
- **D. Their position in the company hierarchy**
- E. The scope of their responsibilities

Answer: C,D

Explanation:

An organisation chart is a diagram that shows the structure and relationships of an organisation. It helps to identify who are the members, roles, levels and units of an organisation and how they are connected or related. Therefore, options A and B are correct answers, as they are the information that Sara is likely to have learnt about the sponsor from the organisation chart. Option A is a correct answer, as their position in the company hierarchy is the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their position in the company hierarchy is the level or rank of the sponsor within the organisation's structure. It helps to indicate their authority, status and influence within the organisation. Option B is a correct answer, as their span of control is the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their span of control is the number of people or units that report directly to the sponsor within the organisation's structure. It helps to indicate their responsibility, workload and management style within the organisation. Option C is not a correct answer, as their culture within their team is not the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their culture within their team is the shared values, beliefs, norms and behaviours of the sponsor and their team members within the organisation. It helps to indicate their motivation, satisfaction and performance within the organisation. Option D is not a correct answer, as their scope of responsibilities is not the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their scope of responsibilities is the range or extent of tasks or activities that the sponsor has to perform or oversee within the organisation. It helps to indicate their

objectives, outcomes and deliverables within the organisation. Option E is not a correct answer, as their preferred management style is not the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their preferred management style is the way or approach that the sponsor uses to lead or direct their team members within the organisation. It helps to indicate their communication, delegation and feedback skills within the organisation.

NEW QUESTION # 71

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

Answer: D

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 # 72

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 only.
- C. a, b and d.
- 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 # 73

A business analyst is reviewing the stakeholder management strategy for a project seeking to implement a new IT system to monitor the effectiveness of social work interventions. Three stakeholders have been identified.

1. Head of Monitoring and Evaluation is the project sponsor
2. The monitoring and evaluation officer working in the Head of Monitoring and Evaluation's team who is eager to get the project implemented as it will transform his role
- 3 The financial accountant assigned to the project to monitor the financial benefits of the new system This role is essential to the project, but he isn't interested in the detail.

The analyst has identified stakeholder management strategies for two of the three stakeholders 'active and constant management' and 'keep onside' Based on the information presented in the scenario, which further strategy is required?

- A. Watch
- **B. Keep satisfied**
- C. Keep informed
- D. Ignore

Answer: B

Explanation:

Explanation

A stakeholder management strategy is a plan for engaging and communicating with stakeholders based on their level of power and interest in an organisation or project. It helps to ensure that stakeholders are appropriately involved and informed throughout the organisation's or project's lifecycle. Therefore, option A is the correct answer, as keep satisfied is the further strategy that is required for one of the three stakeholders in this scenario. Keep satisfied is the strategy for managing stakeholders who have high power but low interest in an organisation or project. It involves meeting their needs and expectations without over-communicating or over-involving them. The stakeholder who requires this strategy in this scenario is the financial accountant assigned to the project to monitor the financial benefits of the new system. This stakeholder has high power, as he is essential to the project and can influence its outcome. However, he has low interest, as he is not interested in the detail of the project. Option B is not a correct answer, as watch is not the further strategy that is required for any of the three stakeholders in this scenario. Watch is the strategy for managing stakeholders who have low power and low interest in an organisation or project. It involves monitoring their behaviour and attitude without engaging or communicating with them too much. None of the stakeholders in this scenario have low power and low interest, as they are all involved or affected by the project in some way. Option C is not a correct answer, as ignore is not a valid strategy for managing any stakeholder in an organisation or project. Ignore is the strategy of disregarding or neglecting stakeholders who have no power or interest in an organisation or project. It involves excluding them from any engagement or communication activities. This strategy is not advisable, as it may lead to stakeholder dissatisfaction, resentment or resistance. Option D is not a correct answer, as keep informed is not the further strategy that is required for any of the three stakeholders in this scenario. Keep informed is the strategy for managing stakeholders who have low power but high interest in an organisation or project. It involves providing them with regular and sufficient information and updates without overloading them with details. None of the stakeholders in this scenario have low power but high interest, as they are all involved or affected by the project in some way.

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

NEW QUESTION # 74

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