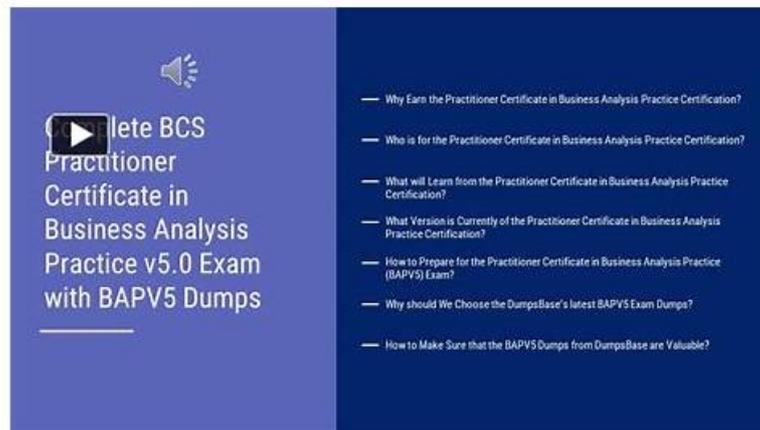# Pass Guaranteed 2026 BCS Unparalleled BAPv5: Exam BCS Practitioner Certificate in Business Analysis Practice v5.0 Papers

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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	• 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.

BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q32-Q37):

NEW QUESTION # 32
As pari of a strategic review for a recording company, Exquisite Analogue, Jay has been asked to undertake a resource audit As a result of him meeting with key stakeholders he has compiled a list of statements Which THREE of the following SHOULD be included in the resource audit?

- A. Imminent tax changes may impact profitability
- B. Recent awards include Vinyl magazines 'Customers Choice Award'.
- C. In the back catalogue there are 20,000 analogue recordings
- D. An offer has been made to purchase the company by a larger competitor
- E. There are two recording studios, one in London and one in Pans

Answer: B,C,E

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, options A, B and C are correct answers, as they should be included in the resource audit for Exquisite Analogue. They describe different types of resources that the organisation has and that contribute to its performance and potential. Option A describes a physical resource, which is a tangible asset that an organisation owns or uses, such as buildings, equipment or materials. Option B describes an intangible resource, which is a non-physical asset that an organisation owns or uses, such as intellectual property, brand or reputation. Option C describes a human resource, which is a person or group that an organisation employs or engages, such as staff, managers or customers. Option D is not a correct answer, as it should not be included in the resource audit for Exquisite Analogue. It describes a threat that affects the organisation externally, not a resource that the organisation has or needs internally. Option E is not a correct answer, as it should not be included in the resource audit for Exquisite Analogue. It describes a factor that affects the organisation externally, not a resource that the organisation has or needs internally.

NEW QUESTION # 33
BuildCo is small building company with the stall. The owner to reduce time spent on administration by simplifying the company's paperwork. This paperwork includes provides 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 the 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. Questionnaire
- B. Document Analysis
- C. Interviews
- D. Workshop

Answer: B

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.

NEW QUESTION # 34
Efua is planning to use Design Thinking to improve the m-store customer experience She has asked you to suggest good techniques to help with the different stages.
Looking at the list of techniques and stages below which THREE combinations SHOULD be of benefit to Efua?

- A. Create Personas
- B. Prototype: Scenario Analysis
- C. Evaluate Mind Mapping
- D. Empathise Customer Journey Map
- E. Define Current user needs or problems.

Answer: A,D,E

Explanation:
Design Thinking is an approach for solving complex problems by focusing on human needs and desires. It involves five stages: empathise, define, ideate, prototype and test. Therefore, options B, D and E are correct answers, as they suggest good techniques to help with the different stages of Design Thinking. Empathise is the stage where the problem is explored from the perspective of the users and their emotions, motivations and pain points are understood. A good technique to help with this stage is Customer Journey Map, which is a visual representation of the steps and emotions that a user goes through when interacting with a product or service. It helps to identify the pain points and opportunities for improvement in the user experience. Create is the stage where the users are represented by creating personas, which are fictional characters that embody the characteristics, goals and needs of a typical user group. Personas help to empathise with the users and design solutions that suit their preferences and expectations. Define is the stage where the problem is clearly defined and articulated based on the insights gained from the empathise stage. A good technique to help with this stage is Current user needs or problems, which is a statement that summarises what the users need or want to achieve and what prevents them from doing so. It helps to focus on the core problem and set the direction for ideation. Option A is not a correct answer, as Prototype is not a stage of Design Thinking, but a technique that can be used in the Prototype stage. Prototype is the stage where the ideas are turned into tangible and testable prototypes that can be used to demonstrate and evaluate the solutions. A good technique to help with this stage is Scenario Analysis, which is a technique that explores how different scenarios or situations could affect the outcomes of the solutions. It helps to test the feasibility and desirability of the prototypes. Option C is not a correct answer, as Evaluate is not a stage of Design Thinking, but a technique that can be used in the Test stage. Test is the stage where the prototypes are tested with real users and feedback is collected and analysed to refine and improve the solutions. A good technique to help with this stage is Mind Mapping, which is a technique that organises and visualises information in a hierarchical and associative way. It helps to capture and structure feedback and identify patterns and insights.

NEW QUESTION # 35
A large consultancy organization has assigned its BA. Girby, to a client called MetalCor, a manufacture of component for washing machines and fridge freezers. The management team of MetalCor need some help in understanding the problems they are experiencing with their production line. Recently. Reproduction has dipped to a record low and more parts are being return as fully. Production line staff blame each other and the more staff Girby speaker to, the more issue she identifies. She having difficulty keeping track of the arising themes and how they relate to each other.
Which of the following would enable Girby to model the arising themes and how they relate to each other?

- A. Business process model
- B. Business activity model
- C. Mind map

- D. Rich picture.

Answer: C

Explanation:
A mind map is a technique for organising and visualising information in a hierarchical and associative way. It helps to generate, structure and classify ideas and concepts and show how they are related or connected. Therefore, option A is the correct answer, as a mind map would enable Girby to model the arising themes and how they relate to each other. A mind map would help to identify the main theme or problem (declining production) and the sub-themes or causes (staff blaming each other, more parts being faulty etc.) and arrange them in a tree-like structure. A mind map would help to use colours, symbols, images and keywords to represent and emphasise the themes and their relationships. A mind map would help to analyse and evaluate the themes and their relationships and identify any patterns or gaps that may exist. Option B is not a correct answer, as a business activity model is not a technique for modelling the arising themes and how they relate to each other. A business activity model is a technique for modelling business activities within an organisation or project at a high level of abstraction. It helps to understand what an organisation does, how it does it, who does it, where it does it and why it does it. Option C is not a correct answer, as a rich picture is not a technique for modelling the arising themes and how they relate to each other. A rich picture is a technique for drawing a holistic view of a complex situation or problem using informal symbols and images. It helps to capture the main elements and aspects of a situation or problem and how they interact or influence each other. Option D is not a correct answer, as a business process model is not a technique for modelling the arising themes and how they relate to each other. A business process model is a technique for modelling business processes within an organisation or project at a low level of abstraction. It helps to understand how business processes are performed or delivered in terms of inputs, outputs, activities, tasks, roles, rules, events etc.

NEW QUESTION # 36
A Business Analyst and a project Manager are producing a business case for an initiative, which aims to improve the cyber defense of a large financial services provider.
They met recently to review progress, and made the following notes for the next draft:
The benefits of cyber will be describes in quantitative terms, so we will need to describe these Qualitatively.
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.
The threat posed to the organization from cyber attack, and therefore the justification for the project, needs to be clearly articulated.
Which of the following sets of elements of a business case will cover ALL of these points?

- A. Description of the current situation, impact assessment, risk assessment
- B. Description of the current situation. analysis of costs and benefits, options considered
- C. Impact assessment, analysis of costs and benefits, recommendations
- D. Recommendations, risk assessment, options considered

Answer: B

Explanation:
A business case is a formal written proposal that details the costs and benefits of a proposed business change or solution. It helps to justify and secure the approval and funding for a proposed business change or solution. A business case typically consists of several elements, such as description of the current situation, analysis of costs and benefits, options considered, recommendations, impact assessment, risk assessment etc. Therefore, option A is the correct answer, as it identifies which set of elements of a business case will cover all of these points respectively. Description of the current situation is an element that describes the problem or opportunity that exists in the current state and the need or rationale for a change or solution. It helps to explain what is wrong or missing in the current state and what are the objectives and outcomes of a change or solution. This element will cover the point that the threat posed to the organisation from cyber attack, and therefore the justification for the project, needs to be clearly articulated. Analysis of costs and benefits is an element that evaluates the financial and non-financial impacts of a proposed change or solution. It helps to compare and contrast the costs and benefits of different options or solutions and determine their feasibility and desirability. This element will cover the point that the benefits of cyber will be described in quantitative terms, so we will need to describe these qualitatively. Options considered is an element that identifies and describes the alternative ways of addressing a problem or opportunity. It helps to explore and analyse the pros and cons of different options or solutions and select the best one based on criteria and evidence. This element will cover the point that 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. Option B is not a correct answer, as it does not identify which set of elements of a business case will cover all of these points respectively. Impact assessment is an element that assesses the effects or consequences of a proposed change or solution on people, processes, organisation and technology. It helps to identify who or what will be affected by a proposed change or solution and how they will be affected. This element will not cover any of these points. Recommendations is an element that proposes and justifies the preferred option or solution for addressing a problem or opportunity. It helps to persuade and convince decision makers or influencers to approve and fund a proposed change

or solution. This element will not cover any of these points. Option C is not a correct answer, as it does not identify which set of elements of a business case will cover all of these points respectively. Recommendations is an element that proposes and justifies the preferred option or solution for addressing a problem or opportunity. It helps to persuade and convince decision makers or influencers to approve and fund a proposed change or solution. This element will not cover any of these points. Risk assessment is an element that identifies and evaluates the uncertainties or threats that may affect a proposed change or solution. It helps to estimate the likelihood and impact of risks and plan how to avoid or mitigate them. This element will not cover any of these points. Option D is not a correct answer, as it does not identify which set of elements of a business case will cover all of these points respectively. Description of the current situation is an element that describes the problem or opportunity that exists in the current state and the need or rationale for a change or solution. It helps to explain what is wrong or missing in the current state and what are the objectives and outcomes of a change or solution. This element will cover the point that the threat posed to the organisation from cyber attack, and therefore the justification for the project, needs to be clearly articulated. Impact assessment is an element that assesses the effects or consequences of a proposed change or solution on people, processes, organisation and technology. It helps to identify who or what will be affected by a proposed change or solution and how they will be affected. This element will not cover any of these points. Risk assessment is an element that identifies and evaluates the uncertainties or threats that may affect a proposed change or solution. It helps to estimate the likelihood and impact of risks and plan how to avoid or mitigate them. This element will not cover any of these points.

NEW QUESTION # 37

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