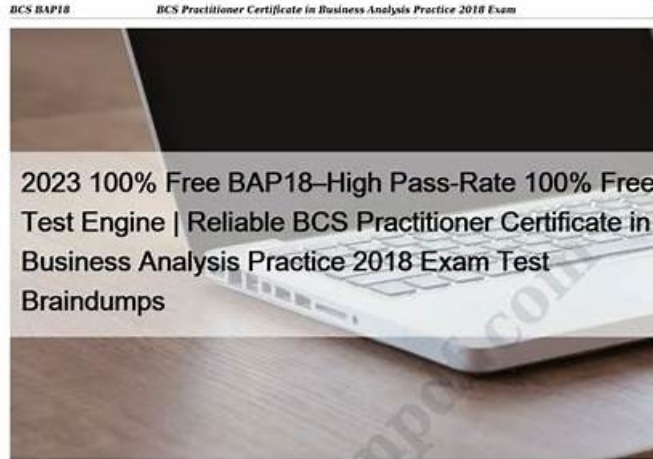


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## BCS BAPv5 Exam Syllabus Topics:

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

Topic 2	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
Topic 4	<ul style="list-style-type: none"> <li>• 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.</li> </ul>

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

#### NEW QUESTION # 107

A proposed new business model requires the following:

- \* Changes in the style and structure of the organisation.
- \* Improvements in the accessibility of systems.
- \* Better alignment with the existing data architecture.

Which two elements of the POPIT model consider these requirements?

- A. Infrastructure and Technology.
- **B. Organisation.**
- **C. Information and Technology.**
- D. People.
- E. Processes.

**Answer: B,C**

Explanation:

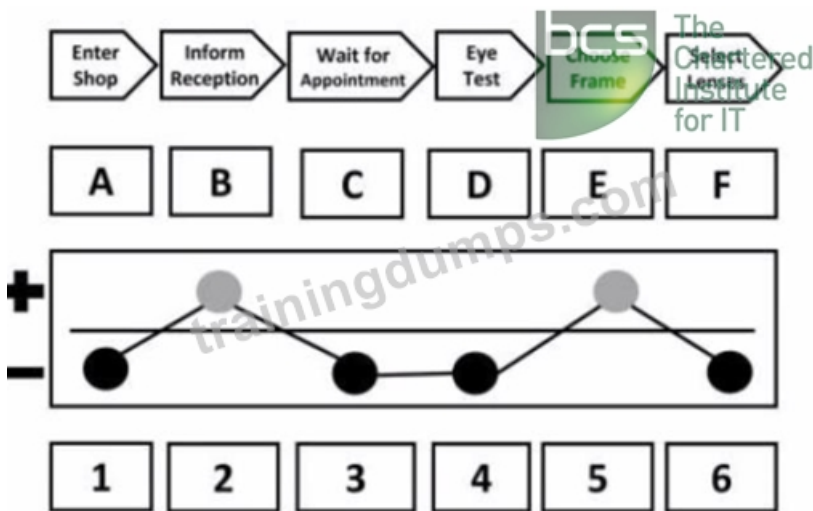
The POPIT model is used to ensure a holistic view when analysing and designing change, explicitly covering Organisation, People, Processes, and Information & Technology. The requirements listed in the question map most strongly to two of these elements. First, "changes in the style and structure of the organisation" are clearly within the Organisation element. The guidance emphasises that organisational aspects such as structure and culture/style must be considered during analysis and gap discussions, because overlooking them can undermine the new way of working.

Second, "improvements in the accessibility of systems" and "better alignment with the existing data architecture" are part of Information and Technology. The documentation highlights that many organisations suffer from poor integration and misalignment between systems and the wider infrastructure, causing issues like limited data transfer, re-keying, inconsistent formats/definitions, and conflicting values across systems. It states that during gap analysis it is critical to consider alignment with the existing enterprise architecture, because introducing new functionality without this alignment can create additional problems.

Therefore, the two POPIT elements that directly address these requirements are Organisation and Information and Technology.

#### NEW QUESTION # 108

The customer journey map below was created for Eyes 4U, a chain of high street opticians. This shows the journey of a person who is 67 years old and retired with a limited pension and active social life. What are the MOST LIKELY statements to be in Box F and Box G?



- A. F pleased appointment ending 6 provide clearer information on options and pricing
- B. F: worry about choosing the wrong frame 6: introduce virtual frame selection technology
- C. F provide clearer information on options and pricing 6 concern at cost
- **D. F concern at cost 6 provide clearer information on options and pricing**

**Answer: D**

Explanation:

A customer journey map is a visual representation of the steps and emotions that a customer goes through when interacting with a product or service. It helps to identify the pain points and opportunities for improvement in the customer experience. A customer journey map typically consists of the following elements: stages, actions, thoughts, feelings, touchpoints and opportunities. Therefore, option A is the correct answer, as it matches the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer at the stage of choosing a frame. The feeling is concern at cost, as the customer is worried about the price of the frames and lenses. Box 6 represents the opportunity for improvement at the stage of selecting lenses. The opportunity is to provide clearer information on options and pricing, as this would help the customer to make an informed decision and reduce their anxiety. Option B is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer. Option C is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer. Option D is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer.

### NEW QUESTION # 109

A business analyst and a project manager are producing a business case for an initiative, which aims to improve the cyber defences of a large financial services provider. They met recently to review progress and made the following notes for the next draft:

1. The benefits of cyber security will be hard to describe in quantitative terms, so we will need to describe these qualitatively.
2. 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.
3. The threat posed to the organisation from cyber attack, and therefore the justification for this project, needs to be clearly articulated. Which THREE sections of a business case will cover these points'?

- A. Risk assessment
- **B. Description of the current situation**
- **C. Analysis of costs and benefits**
- D. Recommendations
- **E. Options considered**

**Answer: B,C,E**

Explanation:

Explanation:

A business case is a document that provides the rationale and justification for a proposed business change or solution. It helps to

evaluate the benefits, costs, risks and impacts of different options and recommend the best one for further development and implementation. A business case typically consists of several sections, such as executive summary, description of the current situation, description of the desired situation, options considered, analysis of costs and benefits, risk assessment and recommendations. Therefore, options A, B and C are correct answers, as they cover the sections of a business case that will address the points noted by the business analyst and the project manager. Options considered is the section where different approaches or solutions to meet the objectives of the project are identified and described. It helps to show that a range of alternatives have been explored and evaluated. Analysis of costs and benefits is the section where the financial implications of each option are estimated and compared. It helps to show the expected value and return on investment of each option. Description of the current situation is the section where the problem or opportunity that motivates the project is clearly defined and articulated. It helps to show the justification and urgency for the project. Option D is not a correct answer, as recommendations is not a section of a business case that will address any of the points noted by the business analyst and the project manager. Recommendations is the section where the preferred option is selected and proposed based on the analysis and evaluation of other sections. Option E is not a correct answer, as risk assessment is not a section of a business case that will address any of the points noted by the business analyst and the project manager. Risk assessment is the section where the uncertainties and potential negative consequences of each option are identified and analysed. It helps to show how risks can be avoided, reduced or managed.

References: BCS Practitioner Certificate in BAP Specimen, page 30.

### NEW QUESTION # 110

A company is implementing a new enterprise software application. As the existing process has been associated with poor customer satisfaction levels, which have declined even further in recent years, the decision has been made to completely re-engineer the process to reduce handoffs between staff, which will also better support remote working practices.

Which two sources should the business analyst use as part of their initial analysis of the situation?

- A. Procedure manuals.
- B. Organisation charts.
- C. Annual reports.
- D. Mission and vision statements.
- E. Financial statements.

**Answer: A,B**

Explanation:

The guidance on prior research for business analysis work states that analysts should first study relevant background material to gain an "entry point" into the domain before undertaking deeper investigation. For projects focused on specific processes (such as re-engineering a customer-facing process with excessive handoffs), the documentation explicitly recommends studying procedure manuals and current system documentation to understand what the process is supposed to be and how it is documented. It also recommends studying the organisation chart to understand reporting lines, functional groupings, and where responsibilities and handoffs may occur—particularly important here because the goal is to reduce handoffs and support remote working practices. Financial statements and annual reports can be useful for strategic or corporate-level analysis, but the scenario is operational and process-focused (re-engineering a process linked to declining customer satisfaction). The most direct "initial analysis" sources, aligned with the prescribed prior-research approach for process-oriented work, are therefore procedure manuals/documentation and organisation charts.

Crucially, the guidance cautions that documentation may become out of date and can reflect "what we thought it ought to have been," so these sources support orientation and preparation, but they must be followed by proper investigation techniques (e.g., interviews, observation, workshops, and quantitative methods) to confirm what actually happens in practice.

### NEW QUESTION # 111

A business analyst is reviewing the stakeholder management strategy for a high profile Human Resources (HR) project. Following an organisational restructure, Harvey's role has changed from Director of Operations to Director of HR and he has inherited sponsorship of the project. Harvey was previously involved in the project, but had little interest because his focus was on the Operational Projects that he sponsored.

Which of the following sets of stakeholder management strategies represent appropriate approaches for Harvey; firstly, for when the project started and secondly now that his role has changed?

- A. Constant active management, keep informed
- B. Watch, Constant active management
- C. Keep informed; Constant active management
- D. Ignore, Constant active management

## Answer: B

Explanation:

Explanation

A stakeholder management strategy is a plan for how to engage and communicate with stakeholders based on their level of interest and influence in the organisation or project. A stakeholder management strategy can vary depending on the stakeholder's position on the power/interest grid, which has four quadrants: high power, high interest; high power, low interest; low power, high interest; and low power, low interest. Therefore, option C is the correct answer, as it represents appropriate stakeholder management strategies for Harvey based on his position on the grid before and after his role change. Watch means to monitor the stakeholder's level of interest and influence and keep them informed of relevant developments. This is suitable for when Harvey was in the low power, low interest quadrant, as he had little authority or concern over the project. Constant active management means to involve the stakeholder closely in the project and seek their input and feedback regularly. This is suitable for when Harvey moved to the high power, high interest quadrant, as he became the sponsor and owner of the project. Option A is not a correct answer, as keep informed means to provide the stakeholder with sufficient information and updates to maintain their interest and support. This is more suitable for when Harvey was in the low power, high interest quadrant, not the low power, low interest quadrant. Option B is not a correct answer, as ignore means to disregard the stakeholder's views and needs and exclude them from communication. This is not a good strategy for any stakeholder, especially one who has some power or influence over the project. Option D is not a correct answer, as constant active management means to involve the stakeholder closely in the project and seek their input and feedback regularly. This is more suitable for when Harvey was in the high power, high interest quadrant, not the low power, low interest quadrant.

References: BCS Practitioner Certificate in BAP Specimen, page 21.

## NEW QUESTION # 112

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