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## BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	<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>
Topic 2	<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 3	<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 4	<ul style="list-style-type: none"> <li>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.</li> </ul>

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## BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q52-Q57):

### NEW QUESTION # 52

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

**Answer: D**

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 # 53

PopUp Packaging is applying design thinking to a new project. In researching techniques to support this activity, it has come across divergent and convergent thinking.

Which stage of the Design Thinking Process should divergent and convergent thinking benefit?

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

**Answer: A**

Explanation:

Divergent and convergent thinking are most valuable when a team is generating options and then narrowing them down to the most promising set. In the business analysis guidance, this pattern appears in the creative problem-solving material: once ideas have been stimulated using creative thinking techniques (idea generation), they are then evaluated so the team can focus on ideas that could provide solutions (selection and refinement). This explicit "generate many ideas → evaluate and focus" flow is the essence of divergent (expanding possibilities) followed by convergent thinking (reducing and choosing).

Mapped to the Design Thinking Process, this aligns most directly to the Ideate stage. Ideation is where teams deliberately explore

alternatives, challenge assumptions, and use creativity tools to produce a wide range of concepts before assessing them. The guidance also cautions against moving into solution selection too early and highlights that solution finding comes later, after other aspects have been considered—reinforcing that ideation should first widen thinking before converging on the best options. By contrast, Empathise focuses on understanding users and their context, and Define focuses on clarifying the problem statement. Those stages can involve analysis and synthesis, but the documented "creative ideas then evaluate and focus" approach is most characteristically the work of Ideate.

#### NEW QUESTION # 54

The below statements have been made about the consensus Business Activity Model (BAM) Which THREE of the statements are TRUE?

- A. Shows the logical sequence of process steps
- B. A conceptual model
- C. Describes a stakeholder's perspective on what the business does
- D. Shows who undertakes the business activities
- E. Forms the basis of subsequent gap analysis

Answer: A,B,E

#### NEW QUESTION # 55

Adiyan has been considering the feasibility of introducing a new payments method into his company His draft report reads 'The new payment method has not yet been widely adopted although it has the backing of all the big phone brands. Our current payments system will be upgraded next month to take payment as part of a scheduled release This method of payment will be supported under our current license deal Trials have shown that the technology will scale to our customer base and cyber security testing is encouraging' Which of the following is the BEST description of the areas of Technical feasibility mentioned in the report?

- A. Timely, Compatible, Secure, Scalable
- B. Timely, Reliable, Proven, Architectural Alignment
- C. Proven, Compatible, Secure, Scalable
- D. Reliable, Compatible, Secure, Architectural Alignment

Answer: C

Explanation:

Technical feasibility is the extent to which a proposed business change or solution is possible and realistic from a technical perspective. It helps to assess whether a proposed business change or solution can be developed, implemented and maintained using the available or required technology. Therefore, option A is the correct answer, as it describes the areas of technical feasibility mentioned in the report. Proven is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution has been tested and verified by previous or existing users or applications. It helps to ensure reliability and quality of the technology. An example of proven in the report is the new payment method has not yet been widely adopted although it has the backing of all the big phone brands. Compatible is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can work or integrate with other existing or required technologies. It helps to ensure interoperability and functionality of the technology. An example of compatible in the report is our current payments system will be upgraded next month to take payment as part of a scheduled release. Secure is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can protect or prevent unauthorised access, use, modification or disclosure of data or information. It helps to ensure confidentiality, integrity and availability of the technology. An example of secure in the report is cyber security testing is encouraging. Scalable is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can handle or adapt to changes in demand, volume or performance. It helps to ensure efficiency and flexibility of the technology. An example of scalable in the report is trials have shown that the technology will scale to our customer base. Option B is not a correct answer, as it does not describe all the areas of technical feasibility mentioned in the report. Timely is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can be developed, implemented and maintained within the available or required time frame. It helps to ensure punctuality and speed of the technology. There is no example of timely in the report. Option C is not a correct answer, as it does not describe all the areas of technical feasibility mentioned in the report. Reliable is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can perform consistently and accurately without errors or failures. It helps to ensure dependability and accuracy of the technology. There is no example of reliable in the report. Architectural alignment is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can fit or align with other existing or required architectures, such as business, data or application architectures. It helps to ensure consistency and coherence of the technology. There is no example of architectural alignment in the report. Option D



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