

# BAPv5 Prüfungsinformationen & BAPv5 Musterprüfungsfragen

## 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 50% of AlpineTrails. Partner refers to the person or group who collaborates or cooperates with the organisation or project to achieve mutual benefits. 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 38.

### 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 Practitioner Certificate in Business Analysis Practice v5.0 BAPv5 Prüfungsfragen mit Lösungen (Q56-Q61):

#### 56. Frage

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

**Antwort: C,D,E**

Begründung:

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.

#### 57. Frage

A business analyst has been assigned to help develop a plan for expanding a business that produces software for mobile phones and has interviewed the managing director to understand his perspective regarding the expansion. The managing director's worldview is as follows:

"The purpose of our business is to develop and sell software for mobile phones. The expansion will enable us to increase the amount of software we produce, so we can keep pace with the growing demand of the market for software that is easy to use." Which of the following is a 'transformation' for this worldview?

- A. Increase the amount of software we produce.
- B. Ensure that software is easy to use
- C. Keep pace with the growing demands of the market.
- D. Develop and sell software for mobile phones.

**Antwort: D**

Begründung:

Transformation is the element of CATWOE that describes what changes or processes take place in a business situation or problem or its solution. It helps to identify what inputs are converted into outputs in a business situation or problem or its solution. Therefore, option A is the correct answer, as it is the transformation for this worldview. Develop and sell software for mobile phones is the transformation for this worldview, as it describes what changes or processes take place in the business situation or problem or its solution. It identifies what inputs (software development resources) are converted into outputs (software products) in the business situation or problem or its solution. Option B is not a correct answer, as it is not the transformation for this worldview, but an aspect of the output quality. Ensure that software is easy to use is not the transformation for this worldview, but an aspect of the output quality. It describes how the output (software products) should meet the customer needs and expectations, not what changes or processes take place in the business situation or problem or its solution. Option C is not a correct answer, as it is not the transformation for this worldview, but an aspect of the environment. Keep pace with the growing demands of the market is not the transformation for this worldview, but an aspect of the environment. It describes an external factor or constraint that affects the stakeholder's perspective or limits their options, not what changes or processes take place in the business situation or problem or its solution. Option D is not a correct answer, as it is not the transformation for this worldview, but an aspect of the desired outcome. Increase the amount of software we produce is not the transformation for this worldview, but an aspect of the desired outcome. It describes what the stakeholder wants to achieve from the business situation or problem or its solution, not what changes or processes take place in the business situation or problem or its solution.

### 58. Frage

You have been discussing Paul's recent project with him. He explained that he had needed to spend considerable time interviewing stakeholders and was now behind plan. You asked him why he didn't use a workshop to avoid delays. Which of the following MIGHT Paul reply? Select the THREE that apply.

- A. The challenge of organising key stakeholder diaries
- B. The stakeholders were located in different time zones
- C. One stakeholder has a dominant personality
- D. A neutral venue was available for stakeholder discussions
- E. Consensus from stakeholders needed to be established

**Antwort: A,B,D**

Begründung:

Explanation

A 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. Therefore, options B, D and E are correct answers, as they are possible reasons why Paul did not use a workshop to avoid delays. They describe different challenges or constraints that may prevent or limit the use of a workshop technique. Option B describes a challenge related to the geographical location of stakeholders. If the stakeholders are located in different time zones, it may be difficult or impractical to arrange a workshop that suits their availability and preferences. Option D describes a challenge related to the availability of stakeholders. If the key stakeholders have busy or conflicting schedules, it may be hard or impossible to organise a workshop that involves all of them at the same time. Option E describes a constraint related to the venue of the workshop. If a neutral venue is available for stakeholder discussions, it may be preferable or necessary to use it instead of a workshop, as it may reduce bias or influence from any stakeholder group. Option A is not a correct answer, as it is not a reason why Paul did not use a workshop to avoid delays. It describes an issue that may arise during a workshop, but not prevent or limit its use. If one stakeholder has a dominant personality, it may affect the dynamics and outcomes of the workshop, but it can be managed by using appropriate facilitation skills and techniques. Option C is not a correct answer, as it is not a reason why Paul did not use a workshop to avoid delays. It describes an objective that may be achieved by using a workshop, but not prevent or limit its use. If consensus from stakeholders needs to be established, it may be beneficial or essential to use a workshop, as it can help to reach a common understanding and agreement among stakeholders.

References: BCS Practitioner Certificate in BAP Specimen, page 41.

### 59. Frage

Alpine Trails is a company that specialises in offering tailored walking holidays. The company was set up by two people, who each own 50% of the business. Alpine Trails books hotels, transport and equipment to create bespoke holidays for Alpine Trails customers. An agreement was recently reached with WalkNation, a national walking organisation, for Alpine Trails to provide a number of special holidays for its members. These will be branded as WalkNation Holidays. Alpine Trails will be responsible for organising the holidays but WalkNation will undertake the marketing and booking of these special holidays for its members. As well as customers, which THREE stakeholder groups are represented in this scenario?

- A. Manager.
- B. Owner
- C. Partner
- D. Supplier
- E. Competitor

**Antwort: B,C,D**

Begründung:

Explanation

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 50% of Alpine Trails. Partner refers to the person or group who collaborates or cooperates with the organisation or project to achieve mutual benefits. In this case, it is WalkNation, who has agreed to work with Alpine Trails 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 Alpine Trails 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 Alpine Trails 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.

### 60. Frage

You have been discussing Paul's recent project with him. He explained that he had needed to spend considerable time interviewing stakeholders and was now behind plan. You asked him why he didn't use a workshop to avoid delays.

Which of the following MIGHT Paul reply? Select the THREE that apply.

- A. The challenge of organising key stakeholder diaries
- B. The stakeholders were located in different time zones
- C. One stakeholder has a dominant personality
- D. A neutral venue was available for stakeholder discussions
- E. Consensus from stakeholders needed to be established

**Antwort: A,B,D**

Begründung:

Explanation

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by using appropriate facilitation skills and techniques. Option C is not a correct answer, as it is not a reason why Paul did not use a workshop to avoid delays. It describes an objective that may be achieved by using a workshop, but not prevent or limit its use. If consensus from stakeholders needs to be established, it may be beneficial or essential to use a workshop, as it can help to reach a common understanding and agreement among stakeholders.

References: BCS Practitioner Certificate in BAP Specimen, page 41.

## 61. Frage

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Wie kann man die BAPv5 Prüfung bestehen, ohne dass man mühsam die Kenntnisse mehrmals wiederholen, wenn man sich noch um die anderen Angelegenheiten im Alltäglichen Leben kümmern muss?

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