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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 10.

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 BAPv5 Exam Syllabus Topics:

Topic	Details

Topic 1	<ul style="list-style-type: none"> • 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.
Topic 2	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.

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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q22-Q27):

NEW QUESTION # 22

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 outside' Based on the information presented in the scenario, which further strategy is required?

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

Answer: D

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.

NEW QUESTION # 23

AlpineTrails 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. AlpineTrails books hotels, transport and equipment to create bespoke holidays for AlpineTrails customers. An agreement was recently reached with WalkNation, a national walking organisation, for AlpineTrails to provide a number of special holidays for its members. These will be branded as WalkNation Holidays. AlpineTrails 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. Supplier
- B. Manager.
- C. Partner
- D. Owner
- E. Competitor

Answer: A,C,D

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 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.

NEW QUESTION # 24

Maria and Nelly own a small jewellery shop and are considering whether they should renew the lease on their shop for another year. They are both thinking about alternative business ventures as they never intended to run the jewellery shop indefinitely. They source their jewellery products from an overseas manufacturer and market them in luxury presentation boxes, made by local craftsmen. They employ Maria's son, Darren, in the school holidays to make up the boxes and keep the stockroom full. Which of the following CATWOE categories CANNOT be identified from this scenario?

- A. Actor
- B. Owner
- C. Transformation
- D. Environment

Answer: D

Explanation:

CATWOE is a technique for exploring stakeholder business perspectives by identifying six elements: Customer, Actor, Transformation, Worldview, Owner and Environment. It helps to understand how different stakeholders perceive a business situation or problem and what they expect from a solution. Therefore, option D is the correct answer, as environment is the element that cannot be identified from this scenario. Environment is the element that describes the external factors or constraints that affect a stakeholder's perspective or limit their options. It helps to explain what factors or constraints are beyond the stakeholder's control or influence. There is no information in this scenario that indicates what external factors or constraints affect Maria and Nelly's perspective or limit their options. Option A is not a correct answer, as transformation is the element that can be identified from this

scenario. Transformation is the element 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. An example of transformation in this scenario is sourcing jewellery products from an overseas manufacturer and marketing them in luxury presentation boxes made by local craftsmen. Option B is not a correct answer, as actor is the element that can be identified from this scenario. Actor is the element that describes who carries out or performs a business situation or problem or its solution. It helps to identify who are responsible for implementing or delivering a business situation or problem or its solution. An example of actor in this scenario is Darren, who makes up the boxes and keeps the stockroom full. Option C is not a correct answer, as owner is the element that can be identified from this scenario. Owner is the element that describes who has the authority or power to start or stop a business situation or problem or its solution. It helps to identify who are the decision makers or influencers of a business situation or problem or its solution. An example of owner in this scenario is Maria and Nelly, who own the jewellery shop and are considering whether to renew the lease.

NEW QUESTION # 25

How would a business analyst use a Target Operating Model (TOM) in gap analysis?

- A. To assess how far the organisation's current activities support the desired situation.
- B. To determine which activities in the desired situation are not financially feasible
- C. To establish which stakeholder views will not be reflected in the desired situation
- D. To identify how the organisation should structure itself to support the desired situation.

Answer: A

Explanation:

Explanation

A Target Operating Model (TOM) is a high-level description of how an organisation wants to operate in order to achieve its vision and strategy. It defines what an organisation does, how it does it, who does it, where it does it and why it does it. A TOM can be used in gap analysis to compare the desired situation with the existing situation and identify what needs to change to achieve the desired situation. Therefore, option A is the correct answer, as using a TOM in gap analysis would help to assess how far the organisation's current activities support the desired situation. By comparing the current activities with those defined in the TOM, a gap analysis would help to identify what activities are missing, redundant or inefficient in achieving the desired situation. Option B is not a correct answer, as using a TOM in gap analysis would not help to identify how the organisation should structure itself to support the desired situation. The structure of an organisation is one aspect of a TOM, but not its main purpose. A TOM defines what an organisation does more than how it organises itself. Option C is not a correct answer, as using a TOM in gap analysis would not help to determine which activities in the desired situation are not financially feasible. The financial feasibility of an activity is not determined by comparing it with a TOM, but by conducting a cost-benefit analysis or a business case. Option D is not a correct answer, as using a TOM in gap analysis would not help to establish which stakeholder views will not be reflected in the desired situation. The stakeholder views are not determined by comparing them with a TOM, but by conducting a stakeholder analysis or a CATWOE analysis.

References: BCS Practitioner Certificate in BAP Specimen, page 27.

NEW QUESTION # 26

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. Implementation, Definition and Alignment
- B. Design and Realisation
- C. Realisation, Design and Implementation
- D. Design, Alignment and Implementation

Answer: C

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 # 27

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