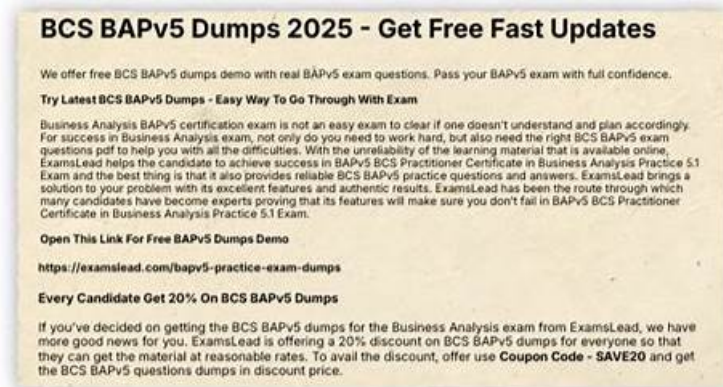


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BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">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.
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">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 4	<ul style="list-style-type: none">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 5	<ul style="list-style-type: none">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.

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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q28-Q33):

NEW QUESTION # 28

A business case features a management summary, from which the below extract is taken:

'The new approach will incur significant investment in terms of software licenses and annual maintenance fees, which will not be negotiable until year four of the proposal. We will research competing suppliers in the marketplace at end of year three, the supplier will, therefore, be likely to offer a reduced price for year five and beyond. However, we are convinced that the selected option is the right one. It will give us a competitive edge as a result of improved management information, in addition to the boost it will give to our image with our established customers.' Which categories of costs and benefits are described in this extract*?

- A. Tangible costs, intangible benefits.
- B. Tangible benefits, intangible costs
- C. Intangible benefits, intangible costs
- D. Intangible costs, tangible benefits

Answer: D

Explanation:

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.

Costs and benefits can be classified into two types: tangible and intangible. Therefore, option D is the correct answer, as it identifies which categories of costs and benefits are described in this extract respectively.

Intangible costs are costs that have no physical existence and cannot be measured or quantified easily by human senses. Examples of intangible costs are reputation, image, morale etc. An example of intangible costs in this extract is significant investment in terms of software licenses and annual maintenance fees, which will not be negotiable until year four of the proposal, as it has no physical existence and cannot be measured or quantified easily by human senses. Tangible benefits are benefits that have physical existence and can be measured or quantified easily by human senses. Examples of tangible benefits are revenue, profit, market share etc. An example of tangible benefits in this extract is improved management information, in addition to the boost it will give to our image with our established customers, as it has physical existence and can be measured or quantified easily by human senses. Option A is not a correct answer, as it does not identify which categories of costs and benefits are described in this extract respectively. Tangible costs are costs that have physical existence and can be measured or quantified easily by human senses. Examples of tangible costs are equipment, materials, labour etc. There is no example of tangible costs in this extract. Intangible benefits are benefits that have no physical existence and cannot be measured or quantified easily by human senses.

Examples of intangible benefits are satisfaction, loyalty, quality etc. There is no example of intangible benefits in this extract (although image could be considered as an intangible benefit). Option B is not a correct answer, as it does not identify which categories of costs and benefits are described in this extract respectively. Tangible benefits are benefits that have physical existence and can be measured or quantified easily by human senses.

Examples of tangible benefits are revenue, profit, market share etc. An example of tangible benefits in this extract is improved management information, in addition to the boost it will give to our image with our established customers, as it has physical existence and can be measured or quantified easily by human senses.

Intangible costs are costs that have no physical existence and cannot be measured or quantified easily by human senses. Examples of intangible costs are reputation, image, morale etc. An example of intangible costs in this extract is significant investment in terms of software licenses and annual maintenance fees, which will not be negotiable until year four of the proposal, as it has no physical existence and cannot be measured or quantified easily by human senses. Option C is not a correct answer, as it does not identify any category of cost or benefit that has been described in this extract.

References: BCS Practitioner Certificate in BAP Specimen,

NEW QUESTION # 29

The directors of Swift Despatch believe they might be able to improve their service and reduce costs by opening a distribution centre in Coventry. A team has been created to investigate this further, including representatives of logistics, property and marketing. Yasmin has been asked to advise on how the Business Case should be progressed at this point.

What SHOULD she advise?

- A. Create a high level Business Case
- B. Create a detailed Business Case
- C. It is too early to work on the Business Case
- D. Confirm with the directors the costs and benefits

Answer: A

Explanation:

A high level Business Case is a document that provides a preliminary rationale and justification for a proposed business change or solution. It helps to establish the feasibility and desirability of the project and secure initial approval and funding for further investigation and development. Therefore, option A is the correct answer, as creating a high level Business Case would be the best activity to undertake at this point for introducing a new procurement system. A high level Business Case would help to define the problem or opportunity that motivates the project, identify and compare different procurement solutions based on their expected benefits, costs, risks and impacts, and recommend the preferred option for further analysis and evaluation. A high level Business Case would provide a solid foundation for proceeding with the project and preparing a detailed Business Case later on. Option B is not a correct answer, as creating a detailed Business Case would not be an appropriate activity to undertake at this point for introducing a new procurement system. A detailed Business Case is a document that provides a comprehensive rationale and justification for a proposed business change or solution. It helps to confirm the viability and worthiness of the project and secure final approval and funding for implementation and delivery. A detailed Business Case would require conducting extensive research and analysis on the preferred procurement solution and presenting its definitive benefits, costs, risks and impacts. A detailed Business Case would be premature and unnecessary at this point, as it would depend on the outcome of the high level Business Case first. Option C is not a correct answer, as it is too early to work on the Business Case would not be an appropriate activity to undertake at this point for introducing a new procurement system. Working on the Business Case is an essential activity for any project that involves significant business change or investment. It helps to provide evidence and support for the project and ensure its alignment with the organisation's strategy and objectives. Working on the Business Case would not be too early at this point, as it would help to establish the feasibility and desirability of the project and secure initial approval and funding for further investigation and development. Option D is not a correct answer, as confirming with the directors the costs and benefits would not be an appropriate activity to undertake at this point for introducing a new procurement system. Confirming with the directors the costs and benefits would require preparing a high level Business Case first to estimate and compare the financial implications of different options and recommend the best one for further development and implementation. Confirming with the directors the costs and benefits without preparing a high level Business Case first would risk providing inaccurate or incomplete information that may not reflect the value or feasibility of the project.

NEW QUESTION # 30

The business case for project XCON has been signed off and money has been allocated. The business analyst on the project wants to understand who the stakeholders are, how much authority they have, and how much involvement they want in the project so that a stakeholder management plan can be created.

Which technique SHOULD the business analyst use to gain this understanding?

- **A. Power / Interest Grid.**
- B. CATWOE
- C. Resource audit
- D. RACI chart

Answer: A

Explanation:

Explanation

A Power / Interest Grid is a technique for analysing and managing stakeholders based on their level of power and interest in an organisation or project. It helps to identify who are the key stakeholders and how they should be engaged and communicated with. Therefore, option B is the correct answer, as a Power / Interest Grid would help the business analyst to gain an understanding of who the stakeholders are, how much authority they have, and how much involvement they want in the project so that a stakeholder management plan can be created. A Power / Interest Grid would help to classify stakeholders into four categories based on their level of power and interest: high power, high interest; high power, low interest; low power, high interest; low power, low interest. A Power / Interest Grid would help to determine different stakeholder management strategies for each category: active and constant management; keep satisfied; keep informed; watch. Option A is not a correct answer, as CATWOE is not a technique for analysing and managing stakeholders based on their level of power and interest. 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. Option C is not a correct answer, as RACI chart is not a technique for analysing and managing stakeholders based on their level of power and interest. RACI chart is a technique for defining roles and responsibilities of stakeholders in relation to tasks or activities within an organisation or project. It helps to identify who are Responsible, Accountable, Consulted or Informed for each task or activity. Option D is not a correct answer, as resource audit is not a technique for analysing and managing stakeholders based on their level of power and interest. 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.

References: BCS Practitioner Certificate in BAP Specimen, page 39.

NEW QUESTION # 31

The board of Jackson Holding wants to save money on its purchases by introducing a new procurements system Before preparing the business case, what activity would it be BEST to undertake?

- A. Select a procurement solution
- B. Approve the budget for the new system
- C. Prepare a Feasibility Study
- D. Prepare a Benefits Realisation Report

Answer: C

Explanation:

A Feasibility Study is an assessment of whether a proposed business change or solution is viable and worthwhile. It helps to evaluate the benefits, costs, risks and constraints of different options and recommend the best one for further development. Therefore, option A is the correct answer, as preparing a Feasibility Study would be the best activity to undertake before preparing a business case for introducing a new procurement system. A Feasibility Study would help to identify and compare different procurement solutions based on their technical, operational, economic, legal and social feasibility. It would also help to estimate their expected benefits, costs, risks and impacts on the organisation and its stakeholders. A Feasibility Study would provide a solid foundation for preparing a business case that justifies why a particular procurement solution should be selected and implemented. Option B is not a correct answer, as selecting a procurement solution would not be an appropriate activity to undertake before preparing a business case. Selecting a procurement solution would require conducting a Feasibility Study first to evaluate different options and choose the best one based on objective criteria. Selecting a procurement solution without conducting a Feasibility Study would risk choosing an unsuitable or suboptimal solution that may not meet the organisation's needs or objectives. Option C is not a correct answer, as approving the budget for the new system would not be an appropriate activity to undertake before preparing a business case. Approving the budget for the new system would require preparing a business case first to estimate the costs and benefits of different options and justify why a particular option should be funded and implemented. Approving the budget for the new system without preparing a business case would risk allocating insufficient or excessive funds that may not reflect the value or feasibility of the solution. Option D is not a correct answer, as preparing a Benefits Realisation Report would not be an appropriate activity to undertake before preparing a business case. Preparing a Benefits Realisation Report would require implementing the new system first to measure and evaluate its actual benefits against its expected benefits. Preparing a Benefits Realisation Report without preparing a business case would risk implementing an ineffective or inefficient solution that may not deliver the desired outcomes or benefits.

NEW QUESTION # 32

A company has decided to change one of its financial Key Performance indicators (KPIs). It has traditionally measured profit through its gross profit margin, however, it now wishes to measure It through it Return on Capital Employed (ROCE).

The following activities are on the consensus Business Activity Model (BAM) a) Take control action b) Monitor performance targets

c) Define performance targets.

d) Define target customers

Which of these would the event 'amend KPI' affect?

- A. b, c and d.
- B. a only.
- C. a, b and d.
- D. c only.

Answer: D

Explanation:

The event 'amend KPI' would affect the activity 'define performance targets', as the company would need to change its current performance target of gross profit margin to ROCE. The other activities would not be directly affected by this event, as they are either related to monitoring or defining other aspects of the business. Therefore, option A is the correct answer.

Reference:

10 types of business events and their basic functions | Indeed.com UK

7 Types of Corporate Events [+ Virtual Event Ideas] - HubSpot Blog

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