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## BCS BAPv5 Exam Syllabus Topics:

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

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## BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q54-Q59):

### NEW QUESTION # 54

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 landscape and that it would undermine the vision they had of living off the land.

On which element of CATWOE are Paul and his business partner in disagreement?

- A. Transformation
- B. Customer
- **C. Work view**
- D. Actor

**Answer: C**

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 Paul and his business partner are in disagreement on their worldview element of CATWOE. Worldview is the element that describes the beliefs, values, assumptions or principles that underpin a stakeholder's perspective. It helps to explain why a stakeholder thinks that a business situation or problem is worth addressing or solving. Paul and his business partner have different worldviews regarding the possibility of extracting natural gas from their land. Paul believes that it is a safe, profitable and reasonable option that will improve their financial situation. His business partner believes that it is a dangerous, unattractive and unacceptable option that will compromise their vision of living off the land. Option A is not a correct answer, as Paul and his business partner are not in disagreement on their customer element of CATWOE. Customer is the element that describes who benefits from or is affected by a business situation or problem or its solution. It helps to identify who are the main beneficiaries or victims of a business situation or problem or its solution. Paul and his business partner have the same customer, which is themselves as the owners of the farm. Option B is not a correct answer, as Paul and his business partner are not in disagreement on their actor element of CATWOE. 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. Paul and his business partner have the same actor, which is themselves as the owners of the farm. Option C is not a correct answer, as Paul and his business partner are not in disagreement on their transformation element of CATWOE. 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. Paul and his business partner have the same transformation, which is extracting natural gas from their land.

#### **NEW QUESTION # 55**

Why would a Business Analyst use a consensus Business Activity Model (BAM) in gap analysis?

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

**Answer: B**

Explanation:

Explanation

A consensus BAM is a conceptual model that depicts the agreed view of what the organisation does or should do. It shows the high-level activities and the logical dependencies between them. By comparing the consensus BAM with the current situation, a gap analysis can identify where the organisation is not performing as desired or where there are opportunities for improvement. Therefore, option A is the correct answer.

#### **NEW QUESTION # 56**

The customer journey map below was created for Eyes 4'U. 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 6?

□

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

- D. F provide clearer information on options and pricing 6 concern at cost

**Answer: A**

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 # 57**

A business case contains the following in its management summary:

'The recommended option meets the new regulatory requirements. It will ensure our products remain in the marketplace and be the first to receive compliance certification, which will enhance our reputation as the market leader. New business policies and processes will be introduced, which may temporarily reduce productivity. The action plan will be communicated to all staff at the next monthly meeting.'

Which TWO categories of costs and benefits are described in this extract?

- A. Tangible benefits
- B. Irregular costs
- **C. Intangible benefits**
- D. Tangible costs
- **E. Intangible costs.**

**Answer: C,E**

Explanation:

Explanation

A cost is an expenditure or sacrifice incurred or expected to be incurred as a result of a business change. A benefit is an advantage or improvement that is gained or expected to be gained as a result of a business change. Costs and benefits can be classified as tangible or intangible, depending on whether they can be measured in monetary terms or not. Therefore, options B and D are correct answers, as they describe intangible costs and benefits that are not easily quantified or valued. Intangible costs include the temporary reduction in productivity due to the introduction of new business policies and processes. Intangible benefits include the enhancement of the company's reputation as the market leader due to being the first to receive compliance certification. Option A is not a correct answer, as tangible costs are not described in the extract.

Tangible costs are those that can be measured in monetary terms, such as the cost of purchasing new equipment or hiring new staff. Option C is not a correct answer, as tangible benefits are not described in the extract. Tangible benefits are those that can be measured in monetary terms, such as the increase in revenue or decrease in expenses.

References: BCS Practitioner Certificate in BAP Specimen, page 20.

**NEW QUESTION # 58**

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. Prepare a Benefits Realisation Report
- C. Approve the budget for the new system
- **D. Prepare a Feasibility Study**

## Answer: D

Explanation:

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.

References: BCS Practitioner Certificate in BAP Specimen, page 29.

## NEW QUESTION # 59

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