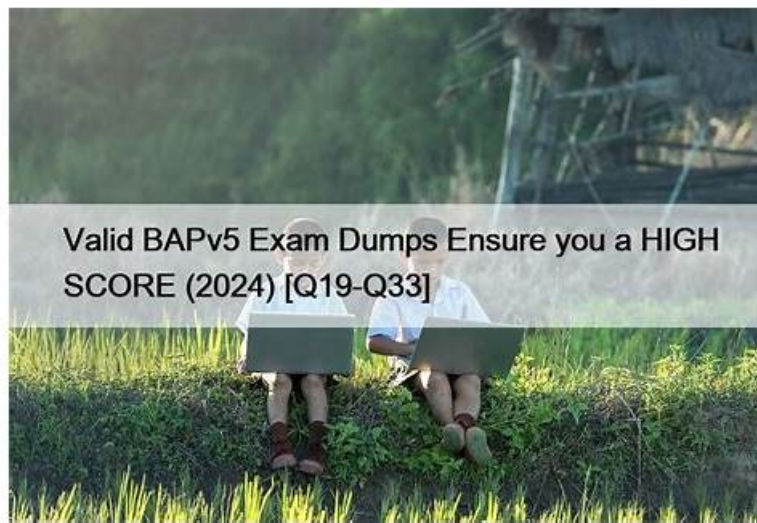


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## BCS BAPv5 Exam Syllabus Topics:

| Topic   | Details                                                                                                                                                                                                                                                                                                                                                         |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Topic 1 | <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>                                                                                              |
| Topic 2 | <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 3 | <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 4 | <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> |

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## BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q29-Q34):

### NEW QUESTION # 29

Elizabeth is an external consultant who is helping a company streamline its process. She has not worked for this company before. The managing director (MD) has explained that some of the line managers feel that this work is unnecessary, whilst others are concerned that their staff will be made redundant as a result of her recommendations. He is keen for Elizabeth to get an understanding of the organization and for the line manager to be involved in formulating potential improvements. The MD has provided Elizabeth with an organizational chart, detailing the business areas she needs to investigate, as well as the names of the line managers involved.

To understand the concerns of operational staff and line managers, which pair of techniques SHOULD she use first?

- A. Document analysis and mind maps.
- **B. Interviews and rich pictures.**
- C. Business activity modeling and fishbone diagrams.
- D. Observation and scenario analysis

**Answer: B**

Explanation:

The pair of techniques that Elizabeth should use first to understand the concerns of operational staff and line managers are interviews and rich pictures. Interviews are a way of eliciting information from stakeholders by asking them open-ended questions and listening to their responses. Interviews can help Elizabeth to explore the views, opinions, needs, and expectations of the staff and managers regarding the process improvement project. Rich pictures are a way of capturing complex situations in a visual form by using symbols, icons, cartoons, or diagrams. Rich pictures can help Elizabeth to illustrate the current problems and issues faced by the staff and managers, as well as their emotions and relationships. Option D is the correct answer.

### NEW QUESTION # 30

A local council wishes to improve its housing allocation process. The following notes were made by the head of housing about the current process.

Housing application decisions are made using a set of criteria based on a range of factors, including the length of time application has been on the waiting list and the number of dependents they have. The criteria by the council housing committee, who meet on a regular basis and seek to ensure that the criteria continue to enable effective housing allocation.

Occasionally, legislation ensuring protection for the most vulnerable people in our society can affect the criteria, as can changes issued by central government concerning practical issues, such as building regulations?

Which of the following types(s) of business rule has been described in this extract?

- A. Internal procedures.
- **B. External constraints and internal policies.**
- C. External constraints and external procedures.
- D. Internal policies and internal procedures.

**Answer: B**

Explanation:

A business rule is a statement that defines or constrains some aspect of a business situation or problem or its solution. It helps to ensure consistency and compliance with policies, regulations, standards or criteria within an organisation or project. Business rules can be classified into four types: external constraints, internal policies, external procedures and internal procedures. Therefore, option B is the correct answer, as it identifies which types(s) of business rule have been described in this extract respectively. External constraints are business rules that originate from outside an organisation or project and are beyond its control or influence. They help to ensure compliance with laws, regulations, standards or criteria imposed by external authorities or bodies. An example of external constraints in this extract is legislation ensuring protection for the most vulnerable people in our society can affect the criteria, as it originates from outside the local council and is beyond its control or influence. Internal policies are business rules that originate from within an organisation or project and are under its control or influence. They help to ensure alignment with objectives, strategies, values or principles established by internal decision makers or influencers. An example of internal policies in this extract is the criteria are agreed by the council housing committee, who meet on a regular basis and seek to ensure that the criteria continue to enable effective housing allocation, as it originates from within the local council and is under its control or influence. Option A is not a correct answer, as it does not identify which types(s) of business rule have been described in this extract respectively. Internal policies and internal procedures are not the types of business rule that have been described in this extract. Internal procedures are business rules that specify how an activity or task should be performed or delivered within an organisation or project. They help to ensure quality and consistency of performance or delivery within an organisation or project. There is no example of internal procedures in this extract. Option C is not a correct answer, as it does not identify which types(s) of business rule have been described in this extract respectively. External constraints and external procedures are not the types of business rule that have been

described in this extract. External procedures are business rules that specify how an activity or task should be performed or delivered outside an organisation or project. They help to ensure compatibility and interoperability of performance or delivery with external parties or systems. There is no example of external procedures in this extract. Option D is not a correct answer, as it does not identify any type of business rule that has been described in this extract.

### NEW QUESTION # 31

A software development company has been receiving increased customer complaints about the user interface of their new mobile app, leading to a drop in user engagement and app downloads.

Which of the following will enable a business analyst to identify the root causes of the problematic attitudes observed by the company?

- A. Rich pictures
- B. Empathy map
- C. Mind map

**Answer: A**

Explanation:

The technique that best supports identifying root causes of problematic attitudes is the rich picture. The documentation explains that many problematic business situations have "human and cultural aspects" that traditional structured models (like process or data models) cannot capture well. These aspects include differing viewpoints, misunderstandings, stress, dissatisfaction with management, frustration at inadequate resources, and other "people" factors that can directly affect outcomes. A rich picture explicitly enables the analyst to document these human factors alongside information flows and other issues, because it is intentionally unstructured and allows a "brain dump" of what is happening and how people feel about it.

The guidance also positions rich pictures as particularly useful in messy situations with multiple causes, helping the analyst see connections between issues and progressively enrich understanding as new information emerges. This matters in the scenario: complaints about the UI may reflect deeper causes such as poor navigation, unclear content, inconsistent interaction patterns, internal constraints, or misalignment between user expectations and design choices—plus stakeholder tensions about priorities. A rich picture is designed to surface and connect these causes and perceptions early in investigation.

A mind map can help structure information, but the rich picture is explicitly highlighted as the technique that captures the essence of the whole situation, especially where attitudes and cultural factors are significant.

### NEW QUESTION # 32

A company is implementing a new enterprise software application. As the existing process has been associated with poor customer satisfaction levels, which have declined even further in recent years, the decision has been made to completely re-engineer the process to reduce handoffs between staff, which will also better support remote working practices.

Which two sources should the business analyst use as part of their initial analysis of the situation?

- A. Procedure manuals.
- B. Mission and vision statements.
- C. Organisation charts.
- D. Annual reports.
- E. Financial statements.

**Answer: A,C**

Explanation:

The guidance on prior research for business analysis work states that analysts should first study relevant background material to gain an "entry point" into the domain before undertaking deeper investigation. For projects focused on specific processes (such as re-engineering a customer-facing process with excessive handoffs), the documentation explicitly recommends studying procedure manuals and current system documentation to understand what the process is supposed to be and how it is documented. It also recommends studying the organisation chart to understand reporting lines, functional groupings, and where responsibilities and handoffs may occur—particularly important here because the goal is to reduce handoffs and support remote working practices. Financial statements and annual reports can be useful for strategic or corporate-level analysis, but the scenario is operational and process-focused (re-engineering a process linked to declining customer satisfaction). The most direct "initial analysis" sources, aligned with the prescribed prior-research approach for process-oriented work, are therefore procedure manuals/documentation and organisation charts.

Crucially, the guidance cautions that documentation may become out of date and can reflect "what we thought it ought to have been," so these sources support orientation and preparation, but they must be followed by proper investigation techniques (e.g., interviews,

observation, workshops, and quantitative methods) to confirm what actually happens in practice.

### NEW QUESTION # 33

A business analyst has been carrying out investigations into a problem situation. However, it is clear to the business analyst that, even after a number of interviews with individual stakeholders, some stakeholder's views still conflict. Which investigation technique SHOULD be used to resolve the conflict and gain a consensus?

- **A. Workshop**
- B. Scenario analysis.
- C. Questionnaire
- D. Observation

**Answer: A**

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, option D is the correct answer, as a workshop would help the business analyst to resolve the conflict and gain a consensus among stakeholders who have different views after individual interviews. A workshop would help to bring together the conflicting stakeholders in one place and time and enable them to share and compare their views openly and constructively. A workshop would help to identify and address the sources and reasons of the conflict and find common ground and mutual understanding among stakeholders. A workshop would help to generate and evaluate different options or solutions that satisfy all or most of the stakeholder views and agree on the best one for further development and implementation. Option A is not a correct answer, as scenario analysis is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Scenario analysis is a technique for exploring how different scenarios or situations could affect the outcomes or impacts of an organisation or project. It helps to test the feasibility and desirability of different options or solutions under various circumstances or assumptions. Option B is not a correct answer, as questionnaire is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Questionnaire is a technique for collecting information from stakeholders by asking them predefined questions in written form. It helps to elicit quantitative or qualitative data from a large number of stakeholders in an efficient and consistent way. Option C is not a correct answer, as observation is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Observation is a technique for gathering information from stakeholders by watching them perform their tasks or activities in their natural environment. It helps to analyse how stakeholders work in practice and identify their implicit or tacit needs.

### NEW QUESTION # 34

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