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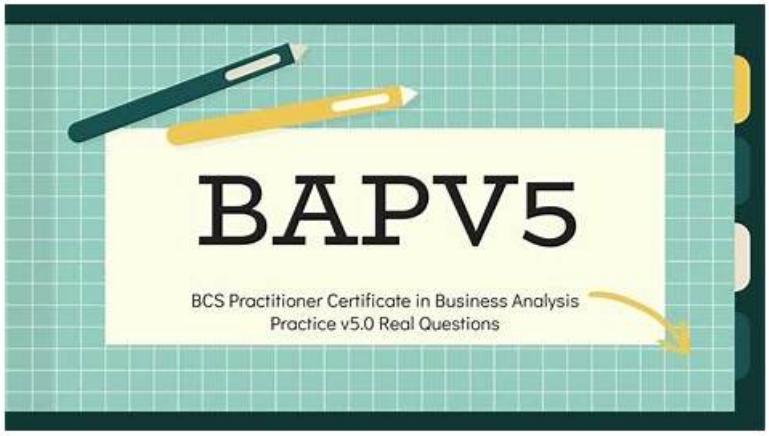

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BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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.
Topic 2	• 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.
Topic 3	• 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 4	• 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	• 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.

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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q46-Q51):

NEW QUESTION # 46
A Business Analyst is reviewing the stakeholder management strategy for a high profile I Human Resources (HR) protect.
Following an organizational restructure, Harvey's role has changed from Director of Operations to Director of HR and he has Inherited sponsorship of the project. Harvey was previously involved in the project, but had little interest because his focus was on the Operational Projects that he sponsored.
Which of the following sets of stakeholder management strategies represent appropriate approaches for Harvey; firstly for when the project started and secondly now that his role has changed?

- A. Ignore; Keep informed.
- B. Keep on side; Constant active management
- C. Ignore; Constant active management
- D. Keep watch; Constant active management

Answer: C

Explanation:
The stakeholder management strategy depends on the power and interest of the stakeholder in the project. Harvey's role has changed from Director of Operations to Director of HR, which means his power and interest in the HR project have also changed. When he was Director of Operations, he had low power and low interest in the HR project, so he could be ignored as a stakeholder. Now that he is Director of HR and the sponsor of the project, he has high power and high interest in the project, so he needs constant active management as a stakeholder. Option B is the correct answer.
Reference:
Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com Power Interest Grid: How to Use, Benefits, Examples - KnowledgeHut

NEW QUESTION # 47
A Business Analyst and a project Manager are producing a business case for an initiative, which aims to improve the cyber defense of a large financial services provider.
They met recently to review progress, and made the following notes for the next draft:
The benefits of cyber will be describes in quantitative terms, so we will need to describe these Qualitatively.
We need to make it clear that we have fully explored the solution market, and we have considered a range of approaches to meeting the objectives of this project.
The threat posed to the organization from cyber attack, and therefore the justification for the project, needs to be clearly articulated.
Which of the following sets of elements of a business case will cover ALL of these points?

- A. Recommendations, risk assessment, options considered
- B. Impact assessment, analysis of costs and benefits, recommendations
- C. Description of the current situation, impact assessment, risk assessment
- D. Description of the current situation. analysis of costs and benefits, options considered

Answer: D

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. A business case typically consists of several elements, such as description of the current situation, analysis of costs and benefits, options considered, recommendations, impact assessment, risk assessment etc. Therefore, option A is the correct answer, as it identifies which set of elements of a business case will cover all of these points respectively. Description of the current situation is an element that describes the problem or opportunity that exists in the current state and the need or rationale for a change or solution. It helps to explain what is wrong or missing in the current state and what are the objectives and outcomes of a change or solution. This element will cover the point that the threat posed to the organisation from cyber attack, and therefore the justification for the project, needs to be clearly articulated. Analysis of costs and benefits is an element that evaluates the financial and non-financial impacts of a proposed change or solution. It helps to compare and contrast the costs and benefits of different options or solutions and determine their feasibility and desirability. This element will cover the point that the benefits of cyber will be described in quantitative terms, so we will need to describe these qualitatively. Options considered is an element that identifies and describes the alternative ways of addressing a problem or

opportunity. It helps to explore and analyse the pros and cons of different options or solutions and select the best one based on criteria and evidence. This element will cover the point that we need to make it clear that we have fully explored the solution market, and we have considered a range of approaches to meeting the objectives of this project. Option B is not a correct answer, as it does not identify which set of elements of a business case will cover all of these points respectively. Impact assessment is an element that assesses the effects or consequences of a proposed change or solution on people, processes, organisation and technology. It helps to identify who or what will be affected by a proposed change or solution and how they will be affected. This element will not cover any of these points. Recommendations is an element that proposes and justifies the preferred option or solution for addressing a problem or opportunity. It helps to persuade and convince decision makers or influencers to approve and fund a proposed change or solution. This element will not cover any of these points. Option C is not a correct answer, as it does not identify which set of elements of a business case will cover all of these points respectively. Recommendations is an element that proposes and justifies the preferred option or solution for addressing a problem or opportunity. It helps to persuade and convince decision makers or influencers to approve and fund a proposed change or solution. This element will not cover any of these points. Risk assessment is an element that identifies and evaluates the uncertainties or threats that may affect a proposed change or solution. It helps to estimate the likelihood and impact of risks and plan how to avoid or mitigate them. This element will not cover any of these points. Option D is not a correct answer, as it does not identify which set of elements of a business case will cover all of these points respectively. Description of the current situation is an element that describes the problem or opportunity that exists in the current state and the need or rationale for a change or solution. It helps to explain what is wrong or missing in the current state and what are the objectives and outcomes of a change or solution. This element will cover the point that the threat posed to the organisation from cyber attack, and therefore the justification for the project, needs to be clearly articulated. Impact assessment is an element that assesses the effects or consequences of a proposed change or solution on people, processes, organisation and technology. It helps to identify who or what will be affected by a proposed change or solution and how they will be affected. This element will not cover any of these points. Risk assessment is an element that identifies and evaluates the uncertainties or threats that may affect a proposed change or solution. It helps to estimate the likelihood and impact of risks and plan how to avoid or mitigate them. This element will not cover any of these points.

NEW QUESTION # 48
A large mortgage provider has been running a project to develop an equity release product The project has run into difficulty due to a disagreement between two key stakeholders about whether the product should be developed in house or outsourced to a specialist company.
The business analyst on the project. George, has been discussing his role in resolving this problem with his manager.
Which of the following descriptions is George's manager LEAST LIKELY to use in describing his role'?

- A. To understand and challenge the stakeholders
- B. To negotiate with the stakeholders to reach a resolution
- C. To record the meeting and the resulting decision
- D. To facilitate the discussion to allow the stakeholders to find a way forward

Answer: B

Explanation:
The role of a business analyst (BA) is to analyse business situations and problems, identify and evaluate potential solutions, and facilitate change within an organisation or project. A BA works with stakeholders at different levels and with different interests and perspectives to understand their needs and expectations and ensure they are met by suitable solutions. Therefore, option C is not likely to be used by George's manager in describing his role as a BA in resolving this problem. To negotiate with stakeholders to reach resolution implies that George has to persuade or compromise with stakeholders to agree on one solution or approach. This is not part of the BA's role, as the BA does not have the authority or responsibility to make decisions or impose solutions on stakeholders. The BA's role is to analyse and evaluate different solutions or approaches objectively and present the findings and recommendations to stakeholders for their consideration and approval. Option A is likely to be used by George's manager in describing his role as a BA in resolving this problem. To understand and challenge the stakeholders means that George has to elicit and validate the stakeholders' views and needs and question their assumptions and rationale. This is part of the BA's role, as the BA has to ensure that the stakeholders' views and needs are clear, consistent, realistic and aligned with the organisation's strategy and objectives. Option B is likely to be used by George's manager in describing his role as a BA in resolving this problem. To facilitate the discussion to allow the stakeholders to find a way forward means that George has to organise and conduct meetings or workshops with stakeholders to explore and evaluate different solutions or approaches and help them reach a consensus or agreement. This is part of the BA's role, as the BA has to enable effective communication and collaboration among stakeholders and help them resolve conflicts or issues. Option D is likely to be used by George's manager in describing his role as a BA in resolving this problem. To record the meeting and the resulting decision means that George has to document and communicate the outcomes and actions of the meeting or workshop with stakeholders and ensure they are understood and accepted by all parties. This is part of the BA's role, as the BA has to ensure that there is a clear and accurate record of what has been discussed and decided by stakeholders and that there is a shared understanding and commitment among them.

NEW QUESTION # 49
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 provide clearer information on options and pricing 6 concern at cost
- B. F concern at cost 6 provide clearer information on options and pricing
- C. F: worry about choosing the wrong frame 6: introduce virtual frame selection technology
- D. F pleased appointment ending 6 provide clearer information on options and pricing

Answer: B

Explanation:
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.
References: BCS Practitioner Certificate in BAP Specimen, page 23.

NEW QUESTION # 50
A division of a telecommunication company is reviewing its current product range. It has decided to reposition itself by narrowing its product scope to 'deliver consultancy service'. The activity is the primary doing activity doing on a business Activity Model (BAM) defined by the Chief Executive Officer (CEO). A number of other activities have been identified, five of which are listed below:
Determine which customer to target for
a) Determine which customers to target for our focused service.
b) Track the progress of consultancy contracts placed by customers.
c) Define the skills sets of the consultants supplying our service.
d) Agree on a marketing campaign to make people aware of our new product focus e) Run monthly open days, showcasing our consultancy expertise.
Which of these would be categorized as planning activities on the CEO's BAM?

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

Answer: A

Explanation:
Planning activities are those that must be considered beforehand in order to complete the doing and enabling activities. They are usually related to defining or determining some aspects of the business. In this question, the activities c, d and e are planning activities, as they involve defining the skills sets of the consultants, agreeing on a marketing campaign, and running monthly open days. These activities are necessary to support the primary doing activity of delivering consultancy service. Option D is the correct answer.

NEW QUESTION # 51

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