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BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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	• 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 3	• 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 4	• 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 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 (Q40-Q45):

NEW QUESTION # 40
A company is reviewing its critical success factors and key performance indicators So far. it has key performance indicators for the following The time to deliver orders for products Consumer satisfaction with products Wastage in product production The qualifications of production employees Which area of Kaplan and Norton's balanced business scorecard has NOT been considered?

- A. Internal business process
- B. Customer
- C. Learning and growth
- D. Financial

Answer: D

Explanation:
Explanation
Kaplan and Norton's balanced business scorecard is a strategic management tool that helps organisations to measure their performance across four perspectives: financial, customer, internal business process and learning and growth. The financial perspective focuses on how the organisation creates value for its shareholders and stakeholders. It includes measures such as revenue, profit, return on investment and cash flow. The customer perspective focuses on how the organisation meets the needs and expectations of its customers. It includes measures such as customer satisfaction, loyalty, retention and market share. The internal business process perspective focuses on how the organisation delivers its products and services to its customers. It includes measures such as quality, efficiency, productivity and innovation. The learning and growth perspective focuses on how the organisation develops its capabilities and competencies to achieve its goals. It includes measures such as employee skills, knowledge, motivation and empowerment. Therefore, option D is the correct answer, as financial measures have not been considered in the given list of key performance indicators. Option A is not correct, as learning and growth measures have been considered in the qualifications of production employees.
Option B is not correct, as internal business process measures have been considered in the time to deliver orders for products and wastage in product production. Option C is not correct, as customer measures have been considered in consumer satisfaction with products.
References: BCS Practitioner Certificate in BAP Specimen, page 17.

NEW QUESTION # 41
George and Laura are responsible for the marking strategy in a company vinyl records and cassette tapes online.
George feels that the company should focus its marking solely on people aged over 50, who are nostalgic for these older recording media. He also feels that the company should outsource all marketing activity.
Laura believes that the business should continue with its target of people aged 30-60. As this age group are particularly enthusiastic about vinyl records. She believes that marketing is one of their internal strengths and should remain in house Which specific areas of CATWOE are they considering?

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

Answer: A

Explanation:
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 A is the correct answer, as it identifies which specific areas of CATWOE are they considering respectively.
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 recipients or users of value or satisfaction from a business situation or problem or its solution. George and Laura are considering customer, as they have different views on who should be the target market for their products (people aged over 50

vs people aged 30-60). 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. George and Laura are considering owner, as they have different views on who should be responsible for marketing activities (outsourced vs in-house). Option B is not a correct answer, as it does not identify which specific areas of CATWOE are they considering respectively. 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. George and Laura are not considering actor, as they have no views on who carries out their products (although this may be related to owner). 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. George and Laura are not considering transformation, as they have no views on what changes or processes take place in their products (although this may be related to customer). Option C is not a correct answer, as it does not identify which specific areas of CATWOE are they considering respectively. 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. George and Laura are not considering transformation, as they have no views on what changes or processes take place in their products (although this may be related to customer). 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. George and Laura are not considering environment, as they have no views on what external factors or constraints affect their products (although this may be related to customer). Option D is not a correct answer, as it does not identify which specific areas of CATWOE are they considering respectively. 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 recipients or users of value or satisfaction from a business situation or problem or its solution. George and Laura are considering customer, as they have different views on who should be the target market for their products (people aged over 50 vs people aged
30-60). 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. George and Laura are not considering actor, as they have no views on who carries out their products (although this may be related to owner).
References: BCS Practitioner Certificate in BAP Specimen, page 37.

NEW QUESTION # 42

As pari of a strategic review for a recording company, Exquisite Analogue, Jay has been asked to undertake a resource audit As a result of him meeting with key stakeholders he has compiled a list of statements Which THREE of the following SHOULD be included in the resource audit?

- A. An offer has been made to purchase the company by a larger competitor
- B. In the back catalogue there are 20,000 analogue recordings
- C. Recent awards include Vinyl magazines 'Customers Choice Award'.
- D. Imminent tax changes may impact profitability
- E. There are two recording studios, one in London and one in Pans

Answer: B,C,E

Explanation:
A 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. Therefore, options A, B and C are correct answers, as they should be included in the resource audit for Exquisite Analogue. They describe different types of resources that the organisation has and that contribute to its performance and potential. Option A describes a physical resource, which is a tangible asset that an organisation owns or uses, such as buildings, equipment or materials. Option B describes an intangible resource, which is a non-physical asset that an organisation owns or uses, such as intellectual property, brand or reputation. Option C describes a human resource, which is a person or group that an organisation employs or engages, such as staff, managers or customers. Option D is not a correct answer, as it should not be included in the resource audit for Exquisite Analogue. It describes a threat that affects the organisation externally, not a resource that the organisation has or needs internally. Option E is not a correct answer, as it should not be included in the resource audit for Exquisite Analogue. It describes a factor that affects the organisation externally, not a resource that the organisation has or needs internally.

NEW QUESTION # 43

A business analyst and a project manager are producing a business case for an initiative, which aims to improve the cyber defences of a large financial services provider They met recently to review progress and made the following notes for the next draft
1. The benefits of cyber security will be hard to describe in quantitative terms, so we will need to describe these qualitatively.
2 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.

3. The threat posed to the organisation from cyber attack, and therefore the justification for this project, needs to be clearly articulated Which THREE sections of a business case will cover these points'?

- A. Recommendations
- B. Analysis of costs and benefits
- C. Description of the current situation
- D. Risk assessment
- E. Options considered

Answer: B,C,E

Explanation:
Explanation
A business case is a document that provides the rationale and justification for a proposed business change or solution. It helps to evaluate the benefits, costs, risks and impacts of different options and recommend the best one for further development and implementation. A business case typically consists of several sections, such as executive summary, description of the current situation, description of the desired situation, options considered, analysis of costs and benefits, risk assessment and recommendations. Therefore, options A, B and C are correct answers, as they cover the sections of a business case that will address the points noted by the business analyst and the project manager. Options considered is the section where different approaches or solutions to meet the objectives of the project are identified and described. It helps to show that a range of alternatives have been explored and evaluated. Analysis of costs and benefits is the section where the financial implications of each option are estimated and compared. It helps to show the expected value and return on investment of each option. Description of the current situation is the section where the problem or opportunity that motivates the project is clearly defined and articulated. It helps to show the justification and urgency for the project. Option D is not a correct answer, as recommendations is not a section of a business case that will address any of the points noted by the business analyst and the project manager. Recommendations is the section where the preferred option is selected and proposed based on the analysis and evaluation of other sections. Option E is not a correct answer, as risk assessment is not a section of a business case that will address any of the points noted by the business analyst and the project manager. Risk assessment is the section where the uncertainties and potential negative consequences of each option are identified and analysed. It helps to show how risks can be avoided, reduced or managed.
References: BCS Practitioner Certificate in BAP Specimen, page 30.

NEW QUESTION # 44

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

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

Answer: A

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 # 45
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