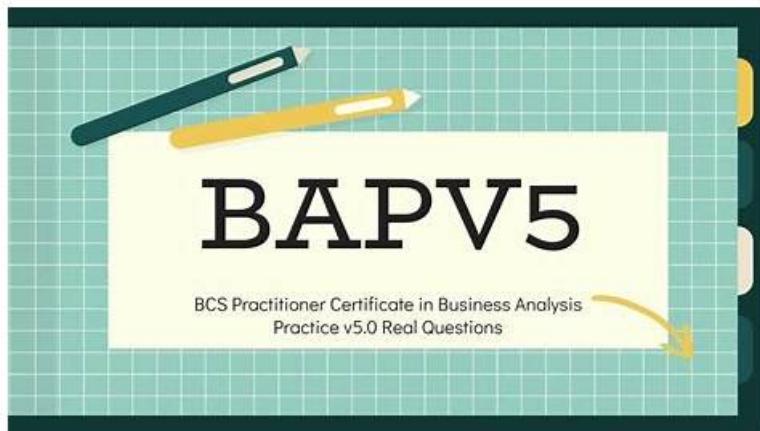


# BAPv5復習内容 & BAPv5科目対策



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MogiExamのBAPv5資料を言及するたびに、多くの人の反応は高い出題率です。BCS認証に参加する人が不安の状態から平静になって、試験に順調に合格しました。新しい資料がないなら、努力だけが不足です。BAPv5試験に合格したいなら、我々の全面的な資料を参考として試験を準備しましょう。

## BCS BAPv5 認定試験の出題範囲:

トピック	出題範囲
トピック 1	<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>
トピック 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>
トピック 3	<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>
トピック 4	<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>

>> BAPv5復習内容 <<

## BAPv5科目対策 & BAPv5日本語練習問題

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## BCS Practitioner Certificate in Business Analysis Practice v5.0 認定 BAPv5 試験問題 (Q12-Q17):

質問 #12

A business case is being created for a new automated auditing system that will improve the IT department's ability to record and monitor all the computing devices used across the organisation. The sponsor of the project is keen to get a better idea of the financial implications of the project and has asked for the simplest calculation possible. This calculation should consider the tangible costs and tangible benefits of the project, as well as showing when it will have saved the department as much money as it has cost.

Which of the following investment appraisal calculations has the sponsor asked for?

- A. Internal rate of return
- B. Net present value
- C. Discounted cash flow
- D. Payback calculation

正解: D

解説:

Explanation

An investment appraisal calculation is a technique for assessing whether a proposed business change or solution is financially viable and worthwhile. It helps to compare the costs and benefits of different options and select the best one based on objective criteria. There are different types of investment appraisal calculations, such as payback calculation, net present value, internal rate of return and discounted cash flow.

Therefore, option A is the correct answer, as payback calculation is the simplest investment appraisal calculation that considers the tangible costs and benefits of a project, as well as showing when it will have saved as much money as it has cost. Payback calculation measures how long it will take for a project to recover its initial investment by comparing its cumulative cash inflows with its cumulative cash outflows over time. It helps to show how quickly a project will break even or generate profit. Option B is not a correct answer, as net present value is not the simplest investment appraisal calculation that considers only tangible costs and benefits. Net present value measures how much value a project will add or subtract from an organisation by comparing its present value of cash inflows with its present value of cash outflows over time.

It helps to show how profitable a project will be in today's terms. Net present value requires discounting future cash flows using an appropriate discount rate, which adds complexity to the calculation. Option C is not a correct answer, as internal rate of return is not the simplest investment appraisal calculation that considers only tangible costs and benefits. Internal rate of return measures how efficient a project is by calculating its annualised effective compounded return rate or rate of growth over time. It helps to show how attractive a project is compared to other investment opportunities. Internal rate of return requires finding an unknown discount rate that makes net present value equal to zero, which adds complexity to the calculation. Option D is not a correct answer, as discounted cash flow is not an investment appraisal calculation itself, but a method for estimating future cash flows by applying an appropriate discount rate to reflect their present value. Discounted cash flow can be used in other investment appraisal calculations, such as net present value or internal rate of return.

References: BCS Practitioner Certificate in BAP Specimen, page 31.

### 質問 # 13

Paula is a business analyst working for a small bespoke furniture manufacturing company. The newly appointed chief executive, Beverly, has asked Paula to lead an initiative to refresh and restate (where necessary) the organization's plan for the next financial year. Paula recently led a planning worksop with senior managers and has made the following notes about issues raised in the workshop:

The company....

- a) Aims to supply 10% of the local bespoke furniture market by the end of the financial year.
- b) Will Invest In local radio advertising and appoint a creative team to develop an appropriate advertisement
- c) Will await the final draft of the annual accounts before considering investing in a new range of high-tech chairs.
- d) Will adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs
- e) Recognises that bespoke furniture will always be more expensive than mass-produced, standard furniture

Which of these notes will go into her MOST analysis?

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

正解: A

解説:

Explanation

The notes that will go into the MOST analysis are a, b and d, as they correspond to the elements of Mission, Strategy and Tactics.

The mission is to supply 10% of the local bespoke furniture market by the end of the financial year (a). The strategy is to adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs (d). The tactics are to invest in local radio advertising and appoint a creative team to develop an appropriate advertisement (b). Note c is not part of the MOST analysis, as it is not related to any of the elements.

References:

MOST Analysis - What It Is And How To Use It - BusinessAnalystMentor.com MOST Analysis - Part Of The Business Strategy Toolkit - Boardroom Advisors

#### 質問 # 14

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

正解: D

解説:

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.

#### 質問 # 15

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 G?

□

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

正解: C

#### 解説:

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.

#### 質問 # 16

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

#### 正解: B

#### 解説:

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.

#### 質問 # 17

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