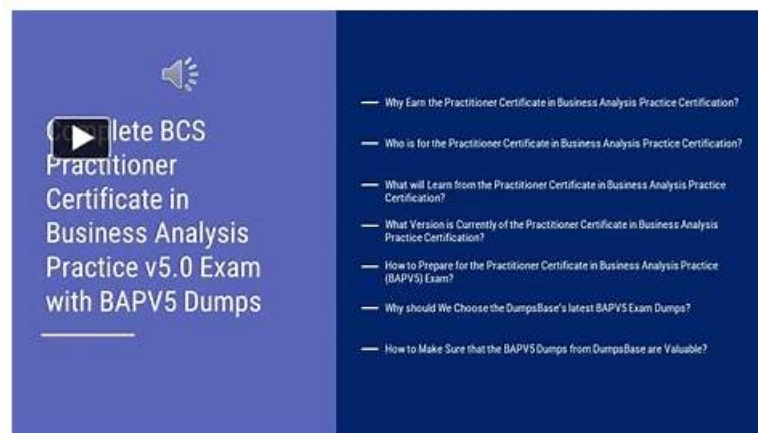


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## BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 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 (Q31-Q36):

### NEW QUESTION # 31

You have been discussing Paul's recent project with him. He explained that he had needed to spend considerable time interviewing stakeholders and was now behind plan. You asked him why he didn't use a workshop to avoid delays. Which of the following MIGHT Paul reply? Select the THREE that apply.

- A. One stakeholder has a dominant personality
- B. A neutral venue was available for stakeholder discussions
- C. Consensus from stakeholders needed to be established
- D. The challenge of organising key stakeholder diaries
- E. The stakeholders were located in different time zones

**Answer: B,D,E**

Explanation:

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, options B, D and E are correct answers, as they are possible reasons why Paul did not use a workshop to avoid delays. They describe different challenges or constraints that may prevent or limit the use of a workshop technique. Option B describes a challenge related to the geographical location of stakeholders. If the stakeholders are located in different time zones, it may be difficult or impractical to arrange a workshop that suits their availability and preferences. Option D describes a challenge related to the availability of stakeholders. If the key stakeholders have busy or conflicting schedules, it may be hard or impossible to organise a workshop that involves all of them at the same time. Option E describes a constraint related to the venue of the workshop. If a neutral venue is available for stakeholder discussions, it may be preferable or necessary to use it instead of a workshop, as it may reduce bias or influence from any stakeholder group. Option A is not a correct answer, as it is not a reason why Paul did not use a workshop to avoid delays. It describes an issue that may arise during a workshop, but not prevent or limit its use. If one stakeholder has a dominant personality, it may affect the dynamics and outcomes of the workshop, but it can be managed by using appropriate facilitation skills and techniques. Option C is not a correct answer, as it is not a reason why Paul did not use a workshop to avoid delays. It describes an objective that may be achieved by using a workshop, but not prevent or limit its use. If consensus from stakeholders needs to be established, it may be beneficial or essential to use a workshop, as it can help to reach a common understanding and agreement among stakeholders.

References: BCS Practitioner Certificate in BAP Specimen, page 41.

### NEW QUESTION # 32

The below statements have been made about the consensus Business Activity Model (BAM). Which THREE of the statements are TRUE?

- A. Describes a stakeholder's perspective on what the business does
- B. Shows who undertakes the business activities
- C. Forms the basis of subsequent gap analysis
- D. Shows the logical sequence of process steps
- E. A conceptual model

**Answer: C,D,E**

Explanation:

Explanation

A consensus Business Activity Model (BAM) is a diagram that shows the high level activities that an organisation performs or delivers and the flow or sequence of the activities. It helps to understand what an organisation does, how it does it, who does it, where it does it and why it does it from a common or shared perspective of all relevant stakeholder groups. Therefore, options A, C and D are true statements about a consensus BAM. Option A is a true statement, as a consensus BAM is a conceptual model that represents a business situation or problem at a high level of abstraction. It helps to simplify and clarify the complexity and ambiguity of the business situation or problem. Option C is a true statement, as a consensus BAM shows the logical sequence of process steps that the organisation follows or performs to achieve its objectives and outcomes. It helps to identify the order and dependencies of the activities and how they are connected or related. Option D is a true statement, as a consensus BAM forms the basis of subsequent gap analysis that compares the current and desired situations or problems and identifies the differences or gaps between them. It helps to determine what changes or improvements are needed to bridge the gaps and achieve the desired situation or problem. Option B is not a true statement, as a consensus BAM does not show who undertakes the business activities, but what the business activities are. The actors or performers of the business activities are shown in another technique, such as RACI chart. Option E is not a true statement, as a consensus BAM does not describe a stakeholder's perspective on what the business does, but

a common or shared perspective of all stakeholder groups on what the business does. A stakeholder's perspective on what the business does is described in another technique, such as CATWOE.

References: BCS Practitioner Certificate in BAP Specimen, page 45.

### NEW QUESTION # 33

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

**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 # 34

An overseas bank is currently undertaking a feasibility study looking into the possible launch of a new bank in the UK. Preliminary findings suggest that the market is saturated, customers have a lot of choice and it is easy for them to switch from one bank to another.

In which area of Porter's Five Forces model would these preliminary findings be documented'?

- A. Threat of new entrants
- B. Bargaining power of suppliers
- C. Bargaining power of customers
- D. Threat of substitute products

**Answer: C**

Explanation:

Explanation

Porter's Five Forces model is a technique for analysing the competitive forces that affect an organisation or industry. It helps to assess the attractiveness and profitability of an organisation or industry. Porter's Five Forces model consists of five forces: threat of new entrants, bargaining power of customers, bargaining power of suppliers, threat of substitute products and competitive rivalry. Therefore, option B is the correct answer, as these preliminary findings would be documented in the bargaining power of customers force of Porter's Five Forces model. Bargaining power of customers is the force that measures the ability and influence of customers to affect the price, quality and quantity of products or services offered by an organisation or industry. It depends on factors such as customer concentration, switching costs, differentiation and loyalty. An example of bargaining power of customers in this scenario is the market is saturated, customers have a lot of choice and it is easy for them to switch from one bank to another, which implies that customers have high bargaining power and can demand lower prices or better services from banks. Option A is not a correct answer, as these preliminary findings would not be documented in the threat of new entrants force of Porter's Five Forces model. Threat of new entrants is the force that measures the likelihood and impact of new competitors entering an organisation or industry. It depends on factors such as entry barriers, economies of scale, capital requirements and brand loyalty. An example of threat of new entrants in this scenario is an overseas bank launching a new bank in the UK, which implies that there is a potential threat of new entrants to the existing banks in the UK. Option C is not a correct answer, as these preliminary findings would not be documented in

the bargaining power of suppliers force of Porter's Five Forces model. Bargaining power of suppliers is the force that measures the ability and influence of suppliers to affect the price, quality and quantity of products or services supplied to an organisation or industry. It depends on factors such as supplier concentration, switching costs, differentiation and dependency. An example of bargaining power of suppliers in this scenario is the suggested changes to the business structure will affect our relationships with suppliers, which implies that suppliers may have some bargaining power over the organisation or industry. Option D is not a correct answer, as these preliminary findings would not be documented in the threat of substitute products force of Porter's Five Forces model. Threat of substitute products is the force that measures the likelihood and impact of customers switching to alternative products or services that satisfy their needs or wants better than those offered by an organisation or industry. It depends on factors such as availability, price, quality and performance of substitute products or services. There is no example of threat of substitute products in this scenario.

References: BCS Practitioner Certificate in BAP Specimen, page 49.

### NEW QUESTION # 35

A company has decided to change one of its financial Key Performance indicators (KPIs). It has traditionally measured profit through its gross profit margin, however, it now wishes to measure It through it Return on Capital Employed (ROCE).

The following activities are on the consensus Business Activity Model (BAM) a) Take control action b) Monitor performance targets

c) Define performance targets.

d) Define target customers

Which of these would the event 'amend KPI' affect?

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

**Answer: A**

Explanation:

Explanation

The event 'amend KPI' would affect the activity 'define performance targets', as the company would need to change its current performance target of gross profit margin to ROCE. The other activities would not be directly affected by this event, as they are either related to monitoring or defining other aspects of the business.

Therefore, option A is the correct answer.

References:

10 types of business events and their basic functions | Indeed.com UK

7 Types of Corporate Events [+ Virtual Event Ideas] - HubSpot Blog

### NEW QUESTION # 36

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