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## BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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>

Topic 3	<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 4	<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>

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## BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q85-Q90):

### NEW QUESTION # 85

A Housing Association has received press attention due to the poor state of its properties and the difficulties tenants experience in getting repairs done. It recently released the following press statement:

"It's vital to us that our tenants live in good quality accommodation and that any problems are addressed in a timely manner. To this end we are launching an initiative to completely overhaul our maintenance strategy and operation." Which two of the following should the Housing Association consider as targets to measure their performance against this press statement?

- A. Emergency repairs to be required to no more than 5% of properties in any 12-month period.
- B. The number of complaints relating to repairs.
- C. The number of press stories about poor accommodation and difficulties in repairs.
- D. Complaints relating to property condition and repairs should be no more than 10 in any month.

**Answer: A,D**

Explanation:

The statement commits to two outcomes: good quality accommodation and repairs addressed in a timely manner. The documentation emphasises that performance targets and measures must be chosen carefully and should reflect not only internal views but also customer expectations; otherwise performance may look "fine" internally while failing customers. It also stresses that KPIs/targets should be SMART and monitored regularly.

Option A provides a clear, measurable proxy for property condition: if emergency repairs are needed in a high proportion of properties, that indicates poor underlying condition and reactive maintenance. Setting a target like "no more than 5%" directly measures progress toward "good quality accommodation." Option C translates tenant experience into a clear target: limiting complaints about condition/repairs to a defined maximum per month is specific and measurable, and it reflects the customer perspective that the press statement is trying to reassure.

Option B is a valid measure but it is not defined as a target (it has no threshold), so it is less aligned to the question asking for "targets to measure performance against." Option D measures media coverage, which is indirect and can be influenced by factors outside operational performance; it is not a reliable operational KPI for accommodation quality or repair timeliness. Therefore, A and C are the best targets.

### NEW QUESTION # 86

During a project meeting, a key stakeholder with high interest and high power over the project proposes a new software feature that they would urgently like included in scope. This feature hasn't been discussed before.

What is the most appropriate action to take as the meeting facilitator?

- A. Quickly jot down the key points of the new feature and continue with the meeting without further discussion.
- B. Disregard the stakeholder's suggestion as it deviates from the meeting agenda and focus on the planned topics.
- C. Politely interrupt the stakeholder and suggest discussing the new feature at a later time to stay on agenda.

- **D. Encourage the stakeholder to explain the new feature and its potential impact while noting down relevant details.**

**Answer: D**

Explanation:

The documentation defines a workshop/meeting as a facilitated session with a prepared agenda, where the facilitator elicits information and views, and where actions and decisions are recorded. In addition, stakeholders with high power and high interest are described as key players who require positive, active management, including frequent meetings and discussions about the direction the project is taking.

Given that context, the most appropriate response is to allow the stakeholder to explain the proposed feature and its potential impact, while capturing the details. This ensures the facilitator is actively managing a high power/high interest stakeholder (rather than shutting them down), and it also supports good governance by making sure the idea is captured clearly enough to be assessed properly later (e.g., as a change request or option).

Option A is better than ignoring the point entirely, but it risks appearing dismissive and could undermine engagement with a key stakeholder. Option B captures notes but fails to explore impact, which may be critical when the request is "urgent." Option D is inappropriate because it disregards input from a stakeholder who can significantly affect the project.

Therefore, C best balances facilitation discipline (capturing information and controlling the meeting) with effective stakeholder management for high influence stakeholders.

### NEW QUESTION # 87

AlpineTrails is a company that specialises in offering tailored walking holidays. The company was set up by two people, who each own 50% of the business. AlpineTrails books hotels, transport and equipment to create bespoke holidays for AlpineTrails customers. An agreement was recently reached with WalkNation, a national walking organisation, for AlpineTrails to provide a number of special holidays for its members. These will be branded as WalkNation Holidays. AlpineTrails will be responsible for organising the holidays but WalkNation will undertake the marketing and booking of these special holidays for its members. As well as customers, which THREE stakeholder groups are represented in this scenario?

- A. Manager.
- **B. Partner**
- **C. Supplier**
- D. Competitor
- **E. Owner**

**Answer: B,C,E**

Explanation:

Explanation

A stakeholder is any person or group who has an interest in or influence over an organisation or project.

Stakeholders can be classified into different categories based on their relationship with the organisation or project. One possible classification is the stakeholder wheel, which identifies six generic stakeholder categories: owner, partner, supplier, customer, regulator and competitor. Therefore, options A, B and C are correct answers, as they represent three stakeholder groups that are involved in the scenario. Owner refers to the person or group who owns or controls the organisation or project. In this case, it is the two people who each own 50% of AlpineTrails. Partner refers to the person or group who collaborates or cooperates with the organisation or project to achieve mutual benefits. In this case, it is WalkNation, who has agreed to work with AlpineTrails to provide special holidays for its members. Supplier refers to the person or group who provides goods or services to the organisation or project. In this case, it is the hotels, transport and equipment providers that AlpineTrails books for its customers. Option D is not a correct answer, as manager is not one of the generic stakeholder categories defined in the stakeholder wheel. Manager refers to the person or group who oversees or coordinates the activities of the organisation or project. In this case, it could be either one of the owners of AlpineTrails or someone appointed by them. Option E is not a correct answer, as competitor is not represented in this scenario. Competitor refers to the person or group who offers similar or alternative goods or services to the same market as the organisation or project. In this case, it could be another company that specialises in offering tailored walking holidays.

References: BCS Practitioner Certificate in BAP Specimen, page 18.

### NEW QUESTION # 88

ForestRetreat organises events in national forests and woodland, including log cabin accommodation and transport. It has recently purchased a new woodland plot and plans to offer events there in the summer, but there is much to do in preparation. A local builder has been commissioned to construct the log cabins. A volunteer organisation will work with ForestRetreat to provide transport for customers who are attending the events. The senior officer for the south east region of ForestRetreat has been asked to oversee the development of the new woodland plot.

Which stakeholder group is not represented in this scenario?

- A. Manager.
- **B. Employee.**
- C. Partner.
- D. Supplier.

**Answer: B**

Explanation:

The business analysis documentation distinguishes stakeholder categories and provides examples including customers, employees, managers, partners, suppliers, and others. The scenario clearly includes a supplier: the local builder is providing goods/services (construction) to ForestRetreat, which fits the definition of a supplier. It also includes a partner: the volunteer organisation is "working with" ForestRetreat to provide transport on its behalf, which aligns with the definition of partners as organisations that work with an organisation to provide services on its behalf.

A manager is represented by the senior officer who has been asked to oversee development of the new plot. The glossary explicitly lists managers as a distinct stakeholder category, separate from employees. While managers are employees in a general HR sense, the stakeholder categorisation used here treats managers and employees as separate groups because they often have different interests, influence, and perspectives on change.

What is not represented is the employee stakeholder group (non-managerial staff). No operational staff, event staff, customer service staff, or other employees are mentioned—only a manager (senior officer). Therefore, the missing stakeholder group from the options is Employee.

#### **NEW QUESTION # 89**

Alana has identified several issues in a process redesign project she is working on, including the following

- 1) The suggested changes to the business structure will affect our relationships with suppliers.
- 2) The proposed electronic data sharing with our suppliers will raise legal accessibility issues.

Which TWO elements of POPIT consider these issues?

- A. Procedures
- B. Processes
- C. People
- **D. Information and technology**
- **E. Organisation**

**Answer: D,E**

Explanation:

POPIT is a technique for taking a holistic view when investigating a business situation or problem. It helps to ensure that all aspects and dimensions of a business situation or problem are considered and addressed. POPIT consists of four elements: People, Processes, Organisation and Information and technology. Therefore, options C and D are correct answers, as they are the elements of POPIT that consider these issues respectively. Option C considers issue 1: The suggested changes to the business structure will affect our relationships with suppliers. Organisation is the element that describes how an organisation is structured and governed internally and externally. It helps to identify who are involved in decision making and authority within an organisation and how an organisation relates to its stakeholders outside its boundaries. Issue 1 relates to organisation, as it involves changes to the business structure that will affect how the organisation interacts with its suppliers, who are external stakeholders. Option D considers issue 2: The proposed electronic data sharing with our suppliers will raise legal accessibility issues. Information and technology is the element that describes how information and data are created, stored, accessed, used and communicated within an organisation using technology systems and tools. It helps to identify what information and data are needed and available for an organisation to perform its activities and processes effectively and efficiently using appropriate technology systems and tools. Issue 2 relates to information and technology, as it involves electronic data sharing with suppliers using technology systems that will raise legal accessibility issues regarding information security and privacy. Option A does not consider any issue in this scenario. People is the element that describes who are involved in performing or supporting the activities and processes within an organisation. It helps to identify what skills, knowledge, attitudes and behaviours are required and exhibited by people within an organisation to perform their roles and responsibilities effectively and efficiently. There is no issue in this scenario that relates to people. Option B does not consider any issue in this scenario. Processes is the element that describes what activities and tasks are performed within an organisation to achieve its objectives and outcomes. It helps to identify how activities and tasks are sequenced, coordinated, controlled and measured within an organisation to ensure quality and consistency. There is no issue in this scenario that relates to processes. Option E is not a valid element of POPIT. Procedures is not an element of POPIT, but a term that refers to the detailed steps or instructions for performing a specific activity or task within a process.

## NEW QUESTION # 90

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