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The image shows a preview of a BAPv5 exam question. The question is about stakeholder classification. It lists five options: A, B, C, D, and E. Options A, B, and C are marked as correct, while D and E are marked as incorrect. The correct answer is A, B, C. The explanation for the question is provided, mentioning the stakeholder wheel and the classification of owner, partner, supplier, customer, regulator, and competitor. The reference is to the BCS Practitioner Certificate in BAP Specimen, page 18.

Correct Answer: A,B,C

Explanation/Reference:

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 30% of AlpineTrails. Partner refers to the person or group who collaborates or cooperates with the organisation or project to achieve mutual benefit. 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.

QUESTION: 6

Paul has been struggling to make his farm profitable for a number of years. Recently, an energy firm has asked him if it can survey his land in order to determine if there is natural gas deep under his fields. If there is, they will pay him for the extracted gas. Paul has discussed this request with his business partner, explaining that he would like to explore the possibility as he feels that any subsequent extraction process is safe, will cause minimal damage to the farm, and will return the farm to profitability. Paul's business partner disagrees, believing that the process for extracting the gas is dangerous, that the machinery will spoil the

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BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">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 2	<ul style="list-style-type: none">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 BAME explain the three types of business events.
Topic 3	<ul style="list-style-type: none">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 4	<ul style="list-style-type: none">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.

BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q38-Q43):

NEW QUESTION # 38

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

Answer: A

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 # 39

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. CATWOE
- C. Resource audit
- D. Power / Interest Grid.

Answer: D

Explanation:

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.

NEW QUESTION # 40

Jayon has been asked to explain the gap analysis process to a new colleague. Which THREE of the following SHOULD Jayon cover?

- A. Consider possible actions to address the gaps
- B. Deliver the solution to close the gaps
- C. Define the solutions to close the gaps
- D. Understand the existing situation
- E. Compare the desired situation and existing situation

Answer: A,D,E

Explanation:

Explanation

Gap analysis is a process of identifying and assessing the differences between the current state and desired state of an organisation or project. It helps to determine what needs to be done to achieve business objectives or solve business problems. Gap analysis typically involves three main steps: understand the existing situation, compare the desired situation and existing situation, and consider possible actions to address the gaps.

Therefore, options A, B and C are correct answers, as they cover these steps in gap analysis. Option D is not a correct answer, as defining solutions to close gaps is not part of gap analysis itself, but rather a subsequent step that follows gap analysis. Gap analysis helps to identify what needs to be done, but not how it should be done.

Option E is not a correct answer, as delivering solutions to close gaps is not part of gap analysis itself, but rather a final step that

follows defining solutions. Gap analysis helps to identify what needs to be done, but not how it should be done or implemented. References: BCS Practitioner Certificate in BAP Specimen, page 25.

NEW QUESTION # 41

A large retail company has asked a business analyst to investigate a problem with declining sales. Which of the following techniques is the business analyst MOST LIKELY to use to identify underlying causes of this problem?

- A. Business Activity Model
- B. Customer journey maps
- C. Use case diagram
- D. Scenario analysis

Answer: A

Explanation:

Explanation

A Business Activity Model (BAM) is a technique for modelling business activities within an organisation or project at a high level of abstraction. It helps to understand what an organisation does, how it does it, who does it, where it does it and why it does it.

Therefore, option D is the correct answer, as a BAM would help the business analyst to identify underlying causes of a problem with declining sales. A BAM would help to analyse how different activities within an organisation contribute or relate to sales performance and identify any gaps or issues that may affect sales performance. A BAM would help to compare current and desired situations or problems and identify what changes or improvements are needed to achieve desired situations or problems. Option A is not a correct answer, as customer journey maps are not a technique for identifying underlying causes of a problem with declining sales.

Customer journey maps are a technique for visualising customer experiences with an organisation or product across different touchpoints and stages. They help to understand customer needs, expectations and emotions and how they are met or influenced by an organisation or product. Option B is not a correct answer, as scenario analysis is not a technique for identifying underlying causes of a problem with declining sales. Scenario analysis is a technique for exploring how different scenarios or situations could affect outcomes or impacts of an organisation or project. They help to test feasibility and desirability of different options or solutions under various circumstances or assumptions.

Option C is not a correct answer, as use case diagram is not a technique for identifying underlying causes of a problem with declining sales. Use case diagram is a technique for modelling functional requirements of a system or product at a high level of abstraction. They help to understand what functions or features are required or provided by a system or product and how they interact with actors or users.

References: BCS Practitioner Certificate in BAP Specimen, page 32.

NEW QUESTION # 42

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

Answer: A,B,C

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.

NEW QUESTION # 43

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