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>> BAPv5日本語受験教科書 <<

## 試験の準備方法-信頼的なBAPv5日本語受験教科書試験-有効的なBAPv5日本語版参考資料

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### 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>• 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>
トピック 2	<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>

トピック 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>
トピック 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>

## BCS Practitioner Certificate in Business Analysis Practice v5.0 認定 BAPv5 試験問題 (Q108-Q113):

### 質問 # 108

A group of Business Analysts in a large enterprise are defining best practice guidance for various governance related artefacts. When writing about the business case, they have made the statements listed below. Which of these statements is correct?

- A. The business case is useful up to, but not beyond implementation.
- **B. The business case should include benefits that cannot be easily measured.**
- C. The business case should never present the "do nothing" option.

正解: B

### 質問 # 109

You're managing a project for a company developing new software. During the stakeholder analysis, you identify a group of employees that are outside of the business area and scope and have no interest in the project. Some of these employees are due to move into the project business area in 6 months' time.

How would you plot this group on the Power/Interest grid?

- A. High power and some interest.
- **B. Low power and no interest.**
- C. Some power and high interest.
- D. No interest and some power.

正解: B

解説:

On a power/interest grid, stakeholders must be plotted where they actually are now, not where we wish they were or where they may be in the future. In this scenario, the employees are currently outside the business area and project scope and have no interest in the project. They also have no stated ability to influence decisions or outcomes. This places them in the "no or low interest and no or low power/influence" position (low interest, low power). The documented management guidance for this group is that, for day-to-day project work, they can largely be ignored because they have neither a direct interest nor the power to affect the project. However, the documentation also stresses that stakeholder positions can change over time, so stakeholder analysis should be a continuing activity, with the project team watching for shifts and adapting strategies accordingly. Since some employees will move into the business area in about six months, they may later gain interest (and possibly influence). Therefore, while you still plot them in the low/low quadrant now, you should monitor them and provide occasional, light-touch communications (e.g., newsletters/updates) so they are not surprised when they become more directly affected.

### 質問 # 110

Efua is planning to use Design Thinking to improve the m-store customer experience. She has asked you to suggest good techniques to help with the different stages.

Looking at the list of techniques and stages below which THREE combinations SHOULD be of benefit to Efua?

- A. Prototype: Scenario Analysis
- **B. Empathise: Customer Journey Map**
- **C. Create Personas**
- **D. Define Current user needs or problems.**
- E. Evaluate: Mind Mapping

正解： B、 C、 D

解説：

Explanation

Design Thinking is an approach for solving complex problems by focusing on human needs and desires. It involves five stages: empathise, define, ideate, prototype and test. Therefore, options B, D and E are correct answers, as they suggest good techniques to help with the different stages of Design Thinking. Empathise is the stage where the problem is explored from the perspective of the users and their emotions, motivations and pain points are understood. A good technique to help with this stage is Customer Journey Map, which is a visual representation of the steps and emotions that a user goes through when interacting with a product or service. It helps to identify the pain points and opportunities for improvement in the user experience. Create is the stage where the users are represented by creating personas, which are fictional characters that embody the characteristics, goals and needs of a typical user group. Personas help to empathise with the users and design solutions that suit their preferences and expectations. Define is the stage where the problem is clearly defined and articulated based on the insights gained from the empathise stage. A good technique to help with this stage is Current user needs or problems, which is a statement that summarises what the users need or want to achieve and what prevents them from doing so. It helps to focus on the core problem and set the direction for ideation. Option A is not a correct answer, as Prototype is not a stage of Design Thinking, but a technique that can be used in the Prototype stage. Prototype is the stage where the ideas are turned into tangible and testable prototypes that can be used to demonstrate and evaluate the solutions. A good technique to help with this stage is Scenario Analysis, which is a technique that explores how different scenarios or situations could affect the outcomes of the solutions. It helps to test the feasibility and desirability of the prototypes. Option C is not a correct answer, as Evaluate is not a stage of Design Thinking, but a technique that can be used in the Test stage. Test is the stage where the prototypes are tested with real users and feedback is collected and analysed to refine and improve the solutions. A good technique to help with this stage is Mind Mapping, which is a technique that organises and visualises information in a hierarchical and associative way. It helps to capture and structure feedback and identify patterns and insights.

References: BCS Practitioner Certificate in BAP Specimen, page 28.

#### 質問 # 111

A group of Business Analysts in a large enterprise are defining best practice guidance for various governance related artefacts. When writing about the business case, they have made the statements listed below. Which of these statements is correct?

- A. The business case is useful up to, but not beyond implementation.
- **B. The business case should include benefits that cannot be easily measured.**
- C. The business case should never present the "do nothing" option.

正解： B

解説：

The business analysis guidance makes it clear that a business case is not a "one-and-done" document that stops being useful at implementation. Instead, it is revisited at multiple decision gates through the lifecycle, including points after development estimates are known, before deployment, and later during operation when benefits realisation is checked. This directly contradicts statement A, because the business case remains relevant beyond implementation to confirm assumptions and verify whether expected benefits were actually achieved.

Statement B is also incorrect. The guidance explicitly states that the "do nothing / maintain the status quo" option should always be considered and will usually appear in the business case. It may sometimes be rejected due to unacceptable consequences, but it should still be included so decision-makers understand the risks of inaction.

Statement C is correct because the business case should consider both tangible and intangible benefits. The documentation explains that many benefits (for example improved customer satisfaction or staff morale) can be intangible, meaning they cannot be credibly valued in advance. While organisations vary in how they treat intangibles, the framework recognises them as legitimate benefits (with the caution not to overstate them or assign "spurious" values).

#### 質問 # 112

Maria is a business analyst working for a large supermarket chain, where she has been asked to work on a project exploring the potential opportunities of wearable technology. This work has led her to visit parts of the organisation that she has never come into contact with before and whilst observing and interviewing staff working in various stores and warehouses, she has identified a number of concerns, including noticeable gaps in staff training, stores and warehouses that seem to require extensive repair, and store management worries about cash flow. Maria is aware that these concerns are not directly related to the project she has been assigned to. However, she feels she has a responsibility to make her management team aware of these issues. As a way of enabling her organisation to fully explore these concerns and understand if any further intervention is required, which of the following would be the MOST valuable?

- A. Porter's Five Forces model
- B. Resource audit
- **C. SWOT.**
- D. PESTLE

正解: C

解説:

Explanation

A SWOT analysis is a technique for identifying and evaluating the strengths, weaknesses, opportunities and threats that affect an organisation or project. It helps to assess the internal and external factors that influence the performance and potential of the organisation or project. Therefore, option B is the correct answer, as a SWOT analysis would be the most valuable technique for enabling the organisation to fully explore the concerns and understand if any further intervention is required. A SWOT analysis would help to identify the strengths and weaknesses of the organisation's current situation, such as the gaps in staff training, the state of the stores and warehouses, and the cash flow issues. It would also help to identify the opportunities and threats that arise from the external environment, such as the market trends, customer preferences, competitors' actions, and regulatory changes. A SWOT analysis would provide a comprehensive picture of the organisation's situation and help to prioritise the areas that need improvement or attention. Option A is not a correct answer, as 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 the organisation's resources, such as human, physical, financial and intangible resources. A resource audit would not be sufficient to fully explore the concerns and understand if any further intervention is required, as it would only focus on one aspect of the organisation's situation and not consider the external factors that affect it. Option C is not a correct answer, as a PESTLE analysis is a technique for identifying and evaluating the political, economic, social, technological, legal and environmental factors that affect an organisation or project. It helps to assess the opportunities and threats that arise from the external environment. A PESTLE analysis would not be sufficient to fully explore the concerns and understand if any further intervention is required, as it would only focus on one aspect of the organisation's situation and not consider the internal factors that affect it. Option D is not a correct answer, as Porter's Five Forces model is a technique for analysing the competitive forces that shape an industry or market. It helps to assess the attractiveness and profitability of an industry or market by examining five forces: rivalry among existing competitors, threat of new entrants, threat of substitute products or services, bargaining power of suppliers, and bargaining power of buyers. Porter's Five Forces model would not be relevant to fully explore the concerns and understand if any further intervention is required, as it would not address the issues that affect the organisation internally.

References: BCS Practitioner Certificate in BAP Specimen, page 26.

## 質問 # 113

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