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## BAPv5

Option D :

Manager.

Option E :

Competitor

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 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 38.

### 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:**

<b>Topic</b>	<b>Details</b>
Topic 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>
Topic 2	<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>
Topic 3	<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>
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>
Topic 5	<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>

### **BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q81-Q86):**

#### **NEW QUESTION # 81**

ParcelGo is a distribution company. Parcels arrive at its warehouse, where the inbound team use handheld barcode scanners to acknowledge their receipt. Parcels are then loaded onto pallets for onward distribution.

A project has been commissioned to replace the labour-intensive process and introduce a fully-automated system that reads the barcodes of parcels as they pass along a conveyor belt, automatically delivering to the correct area of the warehouse for onward distribution.

Staff from the inbound have informed their manager that about 30% of parcels either do not have barcodes, or the barcodes are obscured. The team currently resolves this issue manually. But the concerned that the new automated system will be able to do this. The staff members are also worried the system will make their roles redundant.

Using a holistic approach, which element of the POPIT model needs further investigation in order to address the team's concerns?

- **A. People and process**
- B. Information and technology
- C. Process and technology
- D. People and organisation

**Answer: A**

**Explanation:**

### Explanation

The elements of the POPIT model that need further investigation are people and process. This is because the staff members have raised concerns about the compatibility of the new automated system with the current process of handling parcels without barcodes or with obscured barcodes, as well as the impact of the system on their job security. These concerns relate to the people element, which covers the roles, skills, attitudes, and behaviors of the staff, and the process element, which covers the activities, tasks, and procedures involved in delivering a service or product. Option C is the correct answer.

### References:

POPIT Model - Four View Model | Taking A Holistic Perspective | BusinessAnalystMentor.com The POPIT Model | A Practical Guide To Delivering Results

### NEW QUESTION # 82

Marketing is primarily concerned with the 4Ps: product, promotion, price and place. The Institute of Analysis (IoA) offers qualification in system analysis. A number of interviews have been held with senior stakeholders, including the marketing Manager. Here are two five of the activities that have been identified by stakeholders:

- a) Agree new qualifications.
- b) Upgrade the website.
- c) Recruit new examiners.
- d) Register candidates.
- e) Analyze website activity.

Which of these activities would reflect the business perspective of the Marketing Manager of the IoA?

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

### Answer: B

### Explanation:

#### Explanation

Marketing is primarily concerned with the 4Ps: product, promotion, price and place. These are the elements of the marketing mix that an organisation can control or adjust to influence customer demand and satisfaction.

Therefore, option B is the correct answer, as it identifies which of these activities would reflect the business perspective of the Marketing Manager of the IoA. Option A identifies 'b' (upgrade the website), 'd' (register candidates) and 'e' (analyse website activity) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are incorrect examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as they are not related to any of the 4Ps. Option B identifies

'a' (agree new qualifications), 'b' (upgrade the website) and 'e' (analyse website activity) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are correct examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as they are related to some of the 4Ps. 'A' (agree new qualifications) is related to product, as it involves developing and offering new qualifications that meet customer needs and expectations. 'B' (upgrade the website) is related to promotion, as it involves improving and communicating the features and benefits of qualifications to potential customers. 'E' (analyse website activity) is related to place, as it involves monitoring and evaluating how customers access and purchase qualifications through online channels. Option C identifies 'a' (agree new qualifications), 'c' (recruit new examiners) and 'd' (register candidates) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are incorrect examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as 'c' (recruit new examiners) is not related to any of the 4Ps. Option D identifies 'b' (upgrade the website), 'c' (recruit new examiners) and 'e' (analyse website activity) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are incorrect examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as 'c' (recruit new examiners) is not related to any of the 4Ps.

References: BCS Practitioner Certificate in BAP Specimen, page 39.

### NEW QUESTION # 83

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 landscape and that it

would undermine the vision they had of living off the land.

On which element of CATWOE are Paul and his business partner in disagreement?

- A. Customer
- B. Transformation
- C. Actor
- **D. Work view**

**Answer: D**

Explanation:

Explanation

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. Therefore, option D is the correct answer, as Paul and his business partner are in disagreement on their worldview element of CATWOE. Worldview is the element that describes the beliefs, values, assumptions or principles that underpin a stakeholder's perspective. It helps to explain why a stakeholder thinks that a business situation or problem is worth addressing or solving. Paul and his business partner have different worldviews regarding the possibility of extracting natural gas from their land. Paul believes that it is a safe, profitable and reasonable option that will improve their financial situation. His business partner believes that it is a dangerous, unattractive and unacceptable option that will compromise their vision of living off the land. Option A is not a correct answer, as Paul and his business partner are not in disagreement on their customer element of CATWOE. Customer is the element that describes who benefits from or is affected by a business situation or problem or its solution. It helps to identify who are the main beneficiaries or victims of a business situation or problem or its solution. Paul and his business partner have the same customer, which is themselves as the owners of the farm. Option B is not a correct answer, as Paul and his business partner are not in disagreement on their actor element of CATWOE. Actor is the element that describes who carries out or performs a business situation or problem or its solution. It helps to identify who are responsible for implementing or delivering a business situation or problem or its solution. Paul and his business partner have the same actor, which is themselves as the owners of the farm. Option C is not a correct answer, as Paul and his business partner are not in disagreement on their transformation element of CATWOE. Transformation is the element that describes what changes or processes take place in a business situation or problem or its solution. It helps to identify what inputs are converted into outputs in a business situation or problem or its solution. Paul and his business partner have the same transformation, which is extracting natural gas from their land.

References: BCS Practitioner Certificate in BAP Specimen, page 37.

#### **NEW QUESTION # 84**

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 doing 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

- Determine which customers to target for our focused service.
- Track the progress of consultancy contracts placed by customers.
- Define the skills sets of the consultants supplying our service.
- Agree on a marketing campaign to make people aware of our new product focus
- Run monthly open days, showcasing our consultancy expertise.

Which of these would be categorized as planning activities on the CEO's BAM?

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

**Answer: D**

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 # 85

A local bakery, "Sweet Delights," is assessing its current situation using a SWOT analysis. After careful examination, the bakery has identified the following:

Ingredients are high quality and sourced locally.

The bakery has been asked to collaborate with local businesses on distribution.

There is a large chain bakery looking to move into the area next year.

The bakery employs locals but morale is lower than usual.

Which of the following indicates an external threat to the bakery?

- A. Ingredients are high quality and sourced locally.
- B. The bakery employs locals but morale is lower than usual.
- C. The bakery has been asked to collaborate with local businesses on distribution.
- **D. There is a large chain bakery looking to move into the area next year.**

**Answer: D**

Explanation:

In a SWOT analysis, the "strengths" and "weaknesses" are internal factors (within the organisation), while "opportunities" and "threats" are external factors (arising from outside the organisation). The documentation is explicit: strengths and weaknesses are found within the organisation, whereas opportunities and threats arise from outside and can often be identified using external analysis tools (for example PESTLE or Porter's Five Forces).

Applying that rule to the options:

A (high-quality locally sourced ingredients) is an internal capability and therefore aligns with a strength.

D (lower staff morale) is an internal people/culture issue, therefore a weakness.

B (being asked to collaborate on distribution) is an external development that could create growth or access advantages, so it is more consistent with an opportunity.

C (a large chain bakery entering the area) is a change in the external competitive environment that could reduce the bakery's market share, pricing power, and customer footfall. That fits the definition of a threat because it originates outside the bakery and could negatively affect performance.

Therefore, the correct external threat is C.

### NEW QUESTION # 86

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