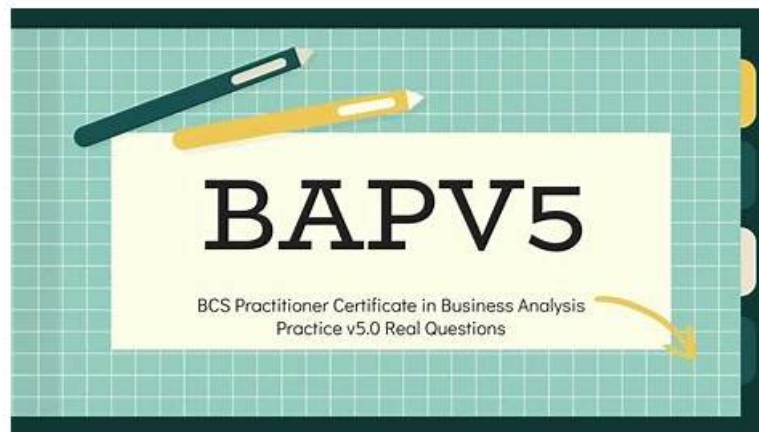


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## BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 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>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 (Q54-Q59):

### NEW QUESTION # 54

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. Information and technology
- B. Organisation
- C. Procedures

- D. People
- E. Processes

**Answer: A,B**

Explanation:

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.

References: BCS Practitioner Certificate in BAP Specimen, page 50.

## NEW QUESTION # 55

The following is an excerpt from a job advert for a Business Analyst

"We are seeking an experienced Business Analyst to assist us in the development of formal written proposals.

detailing the cost and benefit of proposed business initiatives. The successful candidate should be able to use a variety of methods to explore and define complex situations Experience of producing blueprints In terms of processes, management structures, culture and people would be highly advantageous-Based on the extract, what are the competencies required for this role?

- A. Domain knowledge. Business modeling. Gap analysis.
- **B. Business case development. Investigation techniques. Business architecture**
- C. Subject matter expertise. Investigation techniques, Business architecture.
- D. Business case development. Business modeling, Requirements engineering

**Answer: B**

Explanation:

Explanation

A competency is a combination of skills, knowledge and behaviours that enable a person to perform a task or role effectively and efficiently. Therefore, option D is the correct answer, as it describes the competencies required for this role based on the job advert. Business case development is a competency that involves creating and presenting a formal written proposal that details the costs and benefits of a proposed business change or solution. It helps to justify and secure the approval and funding for a proposed business change or solution. This competency is required for this role, as the job advert states that the business analyst will assist in the development of formal written proposals detailing the cost and benefit of proposed business initiatives.

Investigation techniques is a competency that involves using a variety of methods to explore and define complex situations or problems within an organisation or project. It helps to elicit, analyse, validate and prioritise the views and needs of stakeholders and identify the root causes and effects of situations or problems. This competency is required for this role, as the job advert states that the business analyst should be able to use a variety of methods to explore and define complex situations. Business architecture is a competency that involves designing and modelling the structure and relationships of an organisation or project at a high level of abstraction. It helps to understand how an organisation or project operates, delivers value and achieves its objectives and outcomes. This competency is required for this role, as the job advert states that the business analyst should have experience of producing

blueprints in terms of processes, management structures, culture and people. Option A is not a correct answer, as it does not describe all the competencies required for this role based on the job advert. Subject matter expertise is a competency that involves having in-depth knowledge and understanding of a specific domain or industry within an organisation or project. It helps to provide insights and guidance on the best practices and standards within a specific domain or industry. This competency is not required for this role, as the job advert does not state that the business analyst should have subject matter expertise in any specific domain or industry. Option B is not a correct answer, as it does not describe all the competencies required for this role based on the job advert. Domain knowledge is a competency that involves having general knowledge and understanding of a broad domain or industry within an organisation or project. It helps to provide context and background on the nature and scope of a domain or industry. This competency is not required for this role, as the job advert does not state that the business analyst should have domain knowledge in any broad domain or industry. Gap analysis is a competency that involves comparing current and desired situations or problems and identifying the differences or gaps between them. It helps to determine what changes or improvements are needed to bridge the gaps and achieve desired situations or problems. This competency is not required for this role, as the job advert does not state that the business analyst should have experience of gap analysis. Option C is not a correct answer, as it does not describe all the competencies required for this role based on the job advert. Requirements engineering is a competency that involves eliciting, analysing, specifying, validating and managing requirements for a system or product within an organisation or project. It helps to ensure that requirements are clear, complete, consistent, testable and traceable throughout the system or product lifecycle. This competency is not required for this role, as the job advert does not state that the business analyst should have experience of requirements engineering.

References: BCS Practitioner Certificate in BAP Specimen, page 33.

### NEW QUESTION # 56

A business analyst has been carrying out investigations into a problem situation. However, it is clear to the business analyst that, even after a number of interviews with individual stakeholders, some stakeholder's views still conflict.

Which investigation technique SHOULD be used to resolve the conflict and gain a consensus?

- A. Scenario analysis.
- **B. Workshop**
- C. Observation
- D. Questionnaire

**Answer: B**

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, option D is the correct answer, as a workshop would help the business analyst to resolve the conflict and gain a consensus among stakeholders who have different views after individual interviews. A workshop would help to bring together the conflicting stakeholders in one place and time and enable them to share and compare their views openly and constructively. A workshop would help to identify and address the sources and reasons of the conflict and find common ground and mutual understanding among stakeholders. A workshop would help to generate and evaluate different options or solutions that satisfy all or most of the stakeholder views and agree on the best one for further development and implementation. Option A is not a correct answer, as scenario analysis is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Scenario analysis is a technique for exploring how different scenarios or situations could affect the outcomes or impacts of an organisation or project. It helps to test the feasibility and desirability of different options or solutions under various circumstances or assumptions. Option B is not a correct answer, as questionnaire is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Questionnaire is a technique for collecting information from stakeholders by asking them predefined questions in written form. It helps to elicit quantitative or qualitative data from a large number of stakeholders in an efficient and consistent way. Option C is not a correct answer, as observation is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Observation is a technique for gathering information from stakeholders by watching them perform their tasks or activities in their natural environment. It helps to analyse how stakeholders work in practice and identify their implicit or tacit needs.

### NEW QUESTION # 57

Ajay works in the payroll department of his organization. Payslips for every employee are printed automatically at the end of each month. He is about to distribute the monthly payslips for each employee when he receives a notification from senior management explaining that they wish to give everyone a 10% bonus, for exceptional performance in the last quarter. Ajay is pleased with the bonus, but annoyed that he needs to re-print the monthly payslips.

Which types of business events can be identified from this scenario?

- A. External and Internal
- B. External and Time based.
- C. Time based only
- D. Internal and Time based.

**Answer: C**

Explanation:

A time based event is one that occurs at a regular or predetermined interval, such as monthly or quarterly. In this scenario, the printing of the monthly payslips is a time based event, as it happens every month. The notification from senior management is not an external or internal event, as it is not triggered by an external or internal stakeholder or situation. Therefore, option D is the correct answer.

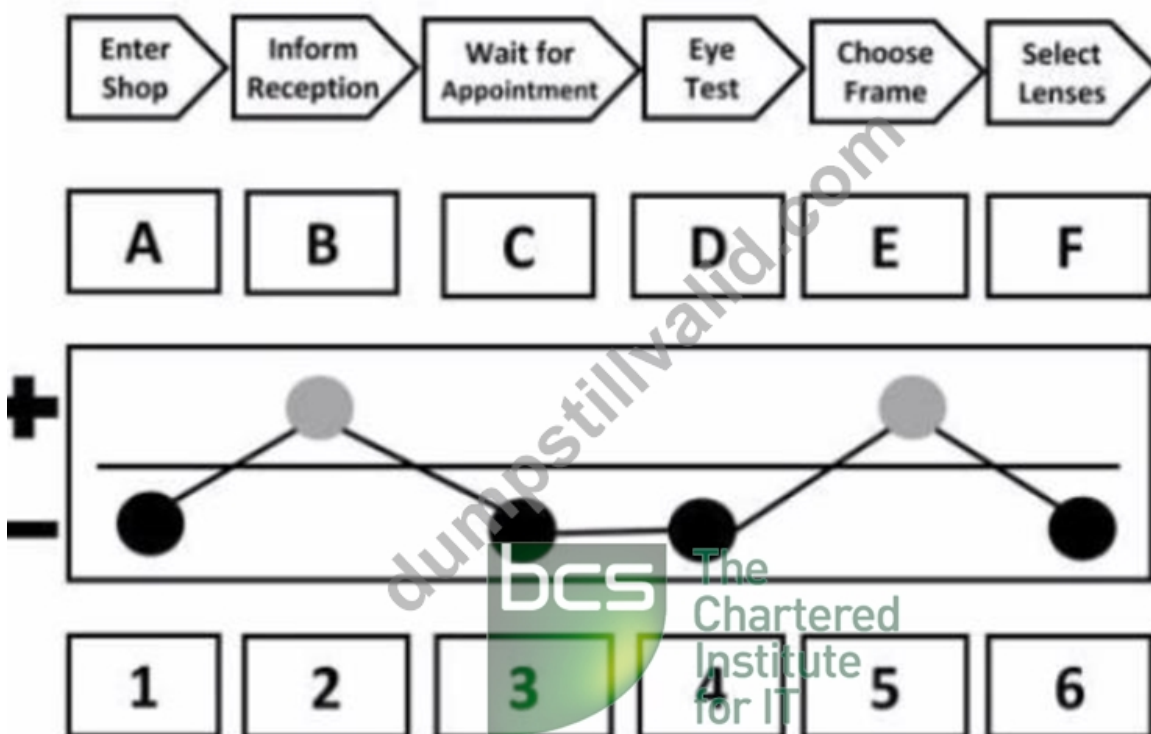
Reference:

Dependency arrows - IBM

oop - Explanation of the UML arrows - Stack Overflow

### NEW QUESTION # 58

The customer journey map below was created for Eyes 4'U, a chain of high street opticians. This shows the journey of a person who is 67 years old and retired with a limited pension and active social life. What are the MOST LIKELY statements to be in Box F and Box 6?



- A. F pleased appointment ending 6 provide clearer information on options and pricing
- B. F concern at cost 6 provide clearer information on options and pricing
- C. F provide clearer information on options and pricing 6 concern at cost
- D. F: worry about choosing the wrong frame 6: introduce virtual frame selection technology

**Answer: B**

Explanation:

A customer journey map is a visual representation of the steps and emotions that a customer goes through when interacting with a product or service. It helps to identify the pain points and opportunities for improvement in the customer experience. A customer journey map typically consists of the following elements: stages, actions, thoughts, feelings, touchpoints and opportunities. Therefore, option A is the correct answer, as it matches the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer at the stage of choosing a frame. The feeling is concern at cost, as the customer is worried about the price of the frames and lenses. Box 6 represents the opportunity for improvement at the stage of selecting lenses. The opportunity is to provide clearer information on options and pricing, as this would help the customer to make an informed decision and reduce their

anxiety. Option B is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer. Option C is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer. Option D is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer.

## NEW QUESTION # 59

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