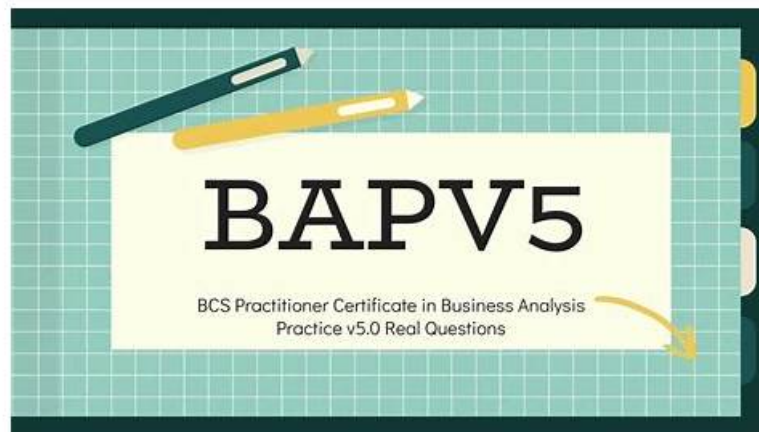


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BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	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	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.
Topic 3	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.
Topic 4	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 5	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.

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competitiveness to make our dreams come true.

BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q33-Q38):

NEW QUESTION # 33

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

Answer: B,D

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 # 34

The management of a chain of hotels has decided that one of its critical success factors (CSF) is to 'provide excellent customer service' The below measures have been suggested.

Which THREE of these are appropriate key performance indicators (KPIs) for the CSF 'provide excellent customer service'?

- **A. The percentage of customers who join the hotel loyalty scheme**
- B. The percentage of customers who use the leisure facilities
- C. The number of customers who make use of their in-room mini bar
- **D. The number of customers who complain.**
- **E. The percentage of customers who return**

Answer: A,D,E

Explanation:

Explanation

A key performance indicator (KPI) is a measurable value that demonstrates how effectively an organisation is achieving a key business objective or critical success factor (CSF). A KPI should be relevant, specific, measurable, achievable, realistic and time-bound (SMART). Therefore, options C, D and E are appropriate KPIs for the CSF 'provide excellent customer service', as they measure aspects of customer satisfaction and loyalty that are directly related to the quality of service provided by the hotel chain. Option A is not an appropriate KPI, as it does not measure customer service, but rather customer consumption. Option B is not an appropriate KPI, as it does not measure customer service, but rather customer preference.

References: BCS Practitioner Certificate in BAP Specimen, page 15.

NEW QUESTION # 35

A company produces kitchens to order. Customers specify the design of the kitchen by using a computer-aided design tool, provided on the company's website. The tool allows customers to select products, such as cabinets and cookers, and place them into a floor plan of the kitchen that they have specified.

Once the customer confirms the design, an order is placed and the customer is given a planned installation date for the kitchen. The company orders the raw materials for the kitchen and the kitchen is built by its skilled carpenters. The customer can track the progress of the build on the Internet. If the kitchen is likely to be delivered later than originally promised, a control action is taken to bring it back on schedule. A Business Activity Model (BAM) developed for the company has 'sell bespoke kitchens' as its doing activity.

Which of the following activities would be directly linked by a logical dependency arrow to or from this doing activity?

- A. Define carpentry skills
- B. Track build
- C. Take control action
- D. Determine range of products.

Answer: D

Explanation:

A logical dependency arrow on a BAM shows that one activity depends on another activity for its completion or initiation. In this question, the doing activity of 'sell bespoke kitchens' depends on the planning activity of 'determine range of products', as the customers need to select products from a predefined range when they design their kitchens. Therefore, option C is the correct answer.

Reference:

Types of Events: The Ultimate Guide with Examples | Social Tables

Business events overview - Finance & Operations | Dynamics 365

NEW QUESTION # 36

Imani has been asked to prepare a SWOT analysis for her company, which sells van insurance. Her investigation has revealed that the company is a UK-based company which sells insurance in the UK and Ireland. The recent increase in home shopping has led to a corresponding increase in delivery drivers and vehicles across both markets. However, the call centre, which serves both markets, has not been able to deal with the large influx of calls. This has resulted in it being unclear whether in the longer term the call centre capacity needs to be expanded due to customers moving to digital channels and new regulatory hurdles, following Brexit, to trading in Ireland.

Which THREE of the following SHOULD be included in the SWOT analysis?

- A. Opportunity
- B. Threat
- C. Technology
- D. Strength
- E. Weakness

Answer: A,B,E

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, options A, B and C are correct answers, as they should be included in the SWOT analysis for the company that sells van insurance. They describe different types of factors that affect the company's situation and prospects. Option A describes an opportunity, which is a favourable or advantageous circumstance or situation that arises from the external environment and that can be exploited to achieve the objectives of the organisation or project. An example of an opportunity is the

increase in home shopping, which has led to an increase in delivery drivers and vehicles across both markets. This creates a potential demand for van insurance that the company can cater to. Option B describes a weakness, which is a negative or unfavourable characteristic or situation that arises from the internal environment and that can hinder or prevent the achievement of the objectives of the organisation or project. An example of a weakness is the inability of the call centre to deal with the large influx of calls, which may result in poor customer service, dissatisfaction and loss of business. Option C describes a threat, which is a harmful or adverse circumstance or situation that arises from the external environment and that can endanger or damage the achievement of the objectives of the organisation or project. An example of a threat is the new regulatory hurdles following Brexit, which may affect the company's ability to trade in Ireland and reduce its market share and revenue. Option D is not a correct answer, as strength is not a factor that has been discovered in the investigation for the SWOT analysis. A strength is a positive or favourable characteristic or situation that arises from the internal environment and that can facilitate or enhance the achievement of the objectives of the organisation or project. Option E is not a correct answer, as technology is not a type of factor that can be included in a SWOT analysis. Technology is an aspect of the external environment that can affect an organisation or project positively or negatively, depending on how it is used or adapted to.

NEW QUESTION # 37

Maria and Nelly own a small jewellery shop and are considering whether they should renew the lease on their shop for another year. They are both thinking about alternative business ventures as they never intended to run the jewellery shop indefinitely. They source their jewellery products from an overseas manufacturer and market them in luxury presentation boxes, made by local craftsmen. They employ Maria's son, Darren, in the school holidays to make up the boxes and keep the stockroom full. Which of the following CATWOE categories CANNOT be identified from this scenario?

- A. Actor
- **B. Environment**
- C. Transformation
- D. Owner

Answer: B

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 environment is the element that cannot be identified from this scenario.

Environment is the element that describes the external factors or constraints that affect a stakeholder's perspective or limit their options. It helps to explain what factors or constraints are beyond the stakeholder's control or influence. There is no information in this scenario that indicates what external factors or constraints affect Maria and Nelly's perspective or limit their options. Option A is not a correct answer, as transformation is the element that can be identified from this scenario. 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. An example of transformation in this scenario is sourcing jewellery products from an overseas manufacturer and marketing them in luxury presentation boxes made by local craftsmen. Option B is not a correct answer, as actor is the element that can be identified from this scenario. 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. An example of actor in this scenario is Darren, who makes up the boxes and keeps the stockroom full. Option C is not a correct answer, as owner is the element that can be identified from this scenario. Owner is the element that describes who has the authority or power to start or stop a business situation or problem or its solution. It helps to identify who are the decision makers or influencers of a business situation or problem or its solution. An example of owner in this scenario is Maria and Nelly, who own the jewellery shop and are considering whether to renew the lease.

References: BCS Practitioner Certificate in BAP Specimen, page 38.

NEW QUESTION # 38

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