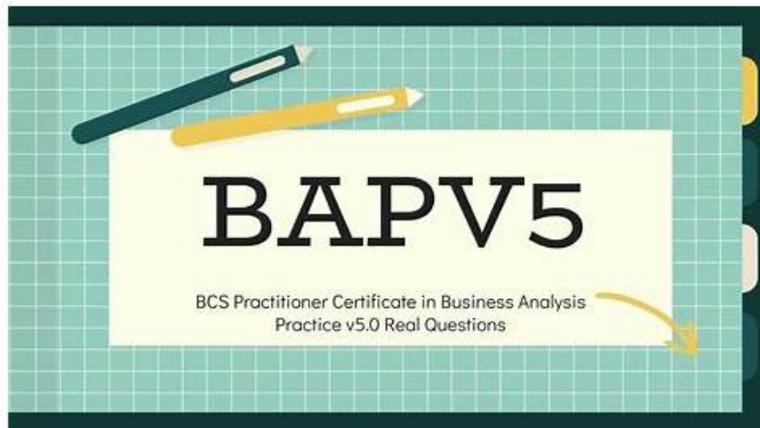# Latest BAPv5 Exam Practice - Pass Guaranteed 2026 First-grade BAPv5: BCS Practitioner Certificate in Business Analysis Practice v5.0 Reliable Practice Questions

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BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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.
Topic 2	• 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 3	• 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 4	• 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.
Topic 5	• 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.

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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q21-Q26):

NEW QUESTION # 21

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 is 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:
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.
References: BCS Practitioner Certificate in BAP Specimen, page 34.

NEW QUESTION # 22

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

Answer: D

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.

NEW QUESTION # 23

A business analyst is reviewing the stakeholder management strategy for a project seeking to implement a new IT system to monitor the effectiveness of social work interventions. Three stakeholders have been identified.
1. Head of Monitoring and Evaluation is the project sponsor
2. The monitoring and evaluation officer working in the Head of Monitoring and Evaluation's team who is eager to get the project implemented as it will transform his role
3 The financial accountant assigned to the project to monitor the financial benefits of the new system This role is essential to the project, but he isn't interested in the detail.
The analyst has identified stakeholder management strategies for two of the three stakeholders 'active and constant management' and 'keep onside' Based on the information presented in the scenario, which further strategy is required?

- A. Watch
- B. Ignore
- C. Keep satisfied
- D. Keep informed

Answer: C

Explanation:
Explanation
A stakeholder management strategy is a plan for engaging and communicating with stakeholders based on their level of power and interest in an organisation or project. It helps to ensure that stakeholders are appropriately involved and informed throughout the organisation's or project's lifecycle. Therefore, option A is the correct answer, as keep satisfied is the further strategy that is required for one of the three stakeholders in this scenario. Keep satisfied is the strategy for managing stakeholders who have high power but low interest in an organisation or project. It involves meeting their needs and expectations without over-communicating or over-involving them. The stakeholder who requires this strategy in this scenario is the financial accountant assigned to the project to monitor the financial benefits of the new system. This stakeholder has high power, as he is essential to the project and can influence its outcome. However, he has low interest, as he is not interested in the detail of the project. Option B is not a correct answer, as watch is not the further strategy that is required for any of the three stakeholders in this scenario. Watch is the strategy for managing stakeholders who have low power and low interest in an organisation or project. It involves monitoring their behaviour and attitude without engaging or communicating with them too much. None of the stakeholders in this scenario have low power and low interest, as they are all involved or affected by the project in some way. Option C is not a correct answer, as ignore is not a valid strategy for managing any stakeholder in an organisation or project. Ignore is the strategy of disregarding or neglecting stakeholders who have no power or interest in an organisation or project. It involves excluding them from any engagement or communication activities. This strategy is not advisable, as it may lead to stakeholder dissatisfaction, resentment or resistance. Option D is not a correct answer, as keep informed is not the further strategy that is required for any of the three stakeholders in this scenario. Keep informed is the strategy for managing stakeholders who have low power but high interest in an organisation or project. It involves providing them with regular and sufficient information and updates without overloading them with details. None of the stakeholders in this scenario have low power but high interest, as they are all involved or affected by the project in some way.
References: BCS Practitioner Certificate in BAP Specimen, page 40.

NEW QUESTION # 24

John has been working on a business case for opening up the overseas market to new products He has been asked to document the risks What SHOULD he do to ensure they are appropriately recorded? Select the TWO that apply

- A. Provide justification or each countermeasure identified
- B. Create a RAID log
- C. Impact assessment of each countermeasure identified
- D. Document the source of each risk
- E. Identify an owner for each risk

Answer: D,E

Explanation:
A risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives. To ensure that risks are appropriately recorded, they should be documented in a consistent and structured way, such as using a RAID log (Risks, Assumptions, Issues and Dependencies). A RAID log should include information such as the risk description, impact, probability, source, owner, mitigation actions, status and date. Therefore, options B and C are essential for recording risks, as they help to identify where the risk originates from and who is responsible for managing it. Option A is not relevant to recording risks, as it is the name of the tool used to document them. Option D and E are not relevant to recording risks, as they relate to the countermeasures or actions taken to address them, not the risks themselves.

NEW QUESTION # 25
Adiyan has been considering the feasibility of introducing a new payments method into his company His draft report reads
'The new payment method has not yet been widely adopted although it has the backing of all the big phone brands. Our current payments system will be upgraded next month to take payment as part of a scheduled release This method of payment will be supported under our current license deal Trials have shown that the technology will scale to our customer base and cyber security testing is encouraging' Which of the following is the BEST description of the areas of Technical feasibility mentioned in the report?

- A. Timely, Reliable, Proven, Architectural Alignment
- B. Timely, Compatible. Secure, Scalable
- C. Reliable. Compatible, Secure. Architectural Alignment
- D. Proven. Compatible, Secure. Scalable

Answer: D

Explanation:
Technical feasibility is the extent to which a proposed business change or solution is possible and realistic from a technical perspective. It helps to assess whether a proposed business change or solution can be developed, implemented and maintained using the available or required technology. Therefore, option A is the correct answer, as it describes the areas of technical feasibility mentioned in the report. Proven is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution has been tested and verified by previous or existing users or applications. It helps to ensure reliability and quality of the technology. An example of proven in the report is the new payment method has not yet been widely adopted although it has the backing of all the big phone brands. Compatible is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can work or integrate with other existing or required technologies. It helps to ensure interoperability and functionality of the technology. An example of compatible in the report is our current payments system will be upgraded next month to take payment as part of a scheduled release. Secure is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can protect or prevent unauthorised access, use, modification or disclosure of data or information. It helps to ensure confidentiality, integrity and availability of the technology. An example of secure in the report is cyber security testing is encouraging. Scalable is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can handle or adapt to changes in demand, volume or performance. It helps to ensure efficiency and flexibility of the technology. An example of scalable in the report is trials have shown that the technology will scale to our customer base. Option B is not a correct answer, as it does not describe all the areas of technical feasibility mentioned in the report. Timely is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can be developed, implemented and maintained within the available or required time frame. It helps to ensure punctuality and speed of the technology. There is no example of timely in the report. Option C is not a correct answer, as it does not describe all the areas of technical feasibility mentioned in the report. Reliable is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can perform consistently and accurately without errors or failures. It helps to ensure dependability and accuracy of the technology. There is no example of reliable in the report. Architectural alignment is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can fit or align with other existing or required architectures, such as business, data or application architectures. It helps to ensure consistency and coherence of the technology. There is no example of architectural alignment in the report. Option D

is not a correct answer, as it does not describe any of the areas of technical feasibility mentioned in the report.

NEW QUESTION # 26

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