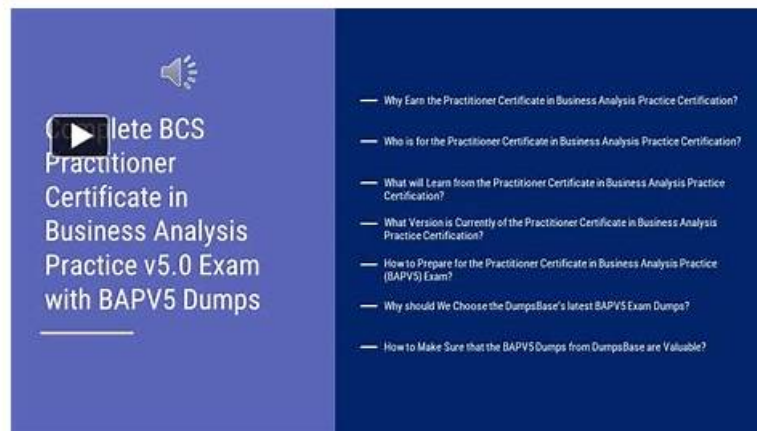# 100% Pass Quiz 2026 Efficient BAPv5: BCS Practitioner Certificate in Business Analysis Practice v5.0 Certification Test Questions

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BCS BAPv5 Exam Syllabus Topics:

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

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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q36-Q41):

NEW QUESTION # 36
Paula is a business analyst working for a small bespoke furniture manufacturing company. The newly appointed chief executive, Beverly, has asked Paula to lead an initiative to refresh and restate (where necessary) the organization's plan for the next financial year. Paula recently led a planning worksope with senior managers and has made the following notes about issues raised in the worshop:
The company....
a) Aims to supply 10% of the local bespoke furniture market by the end of the financial year.
b) Will Invest In local radio advertising and appoint a creative team to develop an appropriate advertisement c) Will await the final draft of the annual accounts before considering investing in a new range of high-tech chairs.
d) Will adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs e) Recognises that bespoke furniture will always be more expensive than mass-produced, standard furniture Which of these notes will go into her MOST analysis?

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

Answer: C

Explanation:
The notes that will go into the MOST analysis are a, b and d, as they correspond to the elements of Mission, Strategy and Tactics. The mission is to supply 10% of the local bespoke furniture market by the end of the financial year (a). The strategy is to adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs (d). The tactics are to invest in local radio advertising and appoint a creative team to develop an appropriate advertisement (b). Note c is not part of the MOST analysis, as it is not related to any of the elements.
Reference:
MOST Analysis - What It Is And How To Use It - BusinessAnalystMentor.com MOST Analysis - Part Of The Business Strategy Toolkit - Boardroom Advisors

NEW QUESTION # 37
A Business Analyst is reviewing the stakeholder management strategy for a high profile I Human Resources (HR) protect.
Following an organizational restructure, Harvey's role has changed from Director of Operations to Director of HR and he has Inherited sponsorship of the project. Harvey was previously involved in the project, but had little interest because his focus was on the Operational Projects that he sponsored.
Which of the following sets of stakeholder management strategies represent appropriate approaches for Harvey; firstly for when the project started and secondly now that his role has changed?

- A. Ignore; Constant active management
- B. Keep watch; Constant active management
- C. Ignore; Keep informed.
- D. Keep on side; Constant active management

Answer: A

Explanation:
Explanation
The stakeholder management strategy depends on the power and interest of the stakeholder in the project.
Harvey's role has changed from Director of Operations to Director of HR, which means his power and interest in the HR project have also changed. When he was Director of Operations, he had low power and low interest in the HR project, so he could be ignored as a stakeholder. Now that he is Director of HR and the sponsor of the project, he has high power and high interest in the project, so he needs constant active management as a stakeholder. Option B is the correct answer.
References:
Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com Power Interest Grid: How to Use, Benefits, Examples - KnowledgeHut

NEW QUESTION # 38

George and Laura are responsible for the marking strategy in a company vinyl records and cassette tapes online.

George feels that the company should focus its marking solely on people aged over 50, who are nostalgic for these older recording media. He also feels that the company should outsource all marketing activity.

Laura believes that the business should continue with its target of people aged 30-60. As this age group are particularly enthusiastic about vinyl records. She believes that marketing is one of their internal strengths and should remain in house Which specific areas of CATWOE are they considering?

- A. Customer and Owner.
- B. Actor and Transformation
- C. Customer and Actor
- D. Transformation and Environment

Answer: A

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 A is the correct answer, as it identifies which specific areas of CATWOE are they considering respectively.
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 recipients or users of value or satisfaction from a business situation or problem or its solution. George and Laura are considering customer, as they have different views on who should be the target market for their products (people aged over 50 vs people aged 30-60). 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. George and Laura are considering owner, as they have different views on who should be responsible for marketing activities (outsourced vs in-house). Option B is not a correct answer, as it does not identify which specific areas of CATWOE are they considering respectively. 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. George and Laura are not considering actor, as they have no views on who carries out their products (although this may be related to owner). 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. George and Laura are not considering transformation, as they have no views on what changes or processes take place in their products (although this may be related to customer). Option C is not a correct answer, as it does not identify which specific areas of CATWOE are they considering respectively. 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. George and Laura are not considering transformation, as they have no views on what changes or processes take place in their products (although this may be related to customer). 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. George and Laura are not considering environment, as they have no views on what external factors or constraints affect their products (although this may be related to customer). Option D is not a correct answer, as it does not identify which specific areas of CATWOE are they considering respectively. 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 recipients or users of value or satisfaction from a business situation or problem or its solution. George and Laura are considering customer, as they have different views on who should be the target market for their products (people aged over 50 vs people aged 30-60). 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. George and Laura are not considering actor, as they have no views on who carries out their products (although this may be related to owner).
References: BCS Practitioner Certificate in BAP Specimen, page 37.

NEW QUESTION # 39

A report has been created into improving the scheduling of physio appointments at a major hospital An extract reads
'The scheduling team have a strong set of skills that will not need to be updated However, the team should be split into two. one dealing with inpatients and one with outpatients The introduction of a new telephony software and an online booking system will also require changes to the process' How might these changes be BEST presented to communicate with the scheduling team'?

- A. Prototype
- B. Business Process Model
- C. Business Activity Model

- D. POPIT

Answer: A

Explanation:
Explanation
A prototype is a simplified version of a proposed system or product that can be used to demonstrate its functionality and usability to the stakeholders. A prototype can be useful for communicating changes that involve new technology or software, as it allows the users to interact with the system and provide feedback.
Therefore, option D is the best choice, as it would allow the scheduling team to see how the new telephony software and online booking system would work and how they would affect their process. Option A is not a good choice, as a business process model is a graphical representation of the activities, inputs, outputs and resources involved in a business process. It would not show how the new software would work or how the team would be split. Option B is not a good choice, as a business activity model is a high-level view of the business activities that take place within an organisation. It would not show the details of the scheduling process or the new software. Option C is not a good choice, as POPIT is an acronym for People, Organisation, Process, Information and Technology. It is a framework for taking a holistic view of a business situation, but it is not a tool for communicating changes.
References: BCS Practitioner Certificate in BAP Specimen, page 16.

NEW QUESTION # 40
AlpmeTrails is a company that specialises in offering tailored walking holidays The company was set up by two people, who each own 50% of the business AlpineTrails books hotels, transport and equipment to create bespoke holidays for AlpineTrails customers. An agreement was recently reached with WalkNation. a national walking organisation, for AlpineTrails to provide a number of special holidays for its members These will be branded as WalkNation Holidays AlpineTrails will be responsible for organising the holidays but WalkNation will undertake the marketing and booking of these special holidays for its members As well as customers, which THREE stakeholder groups are represented in this scenario?

- A. Supplier
- B. Partner
- C. Competitor
- D. Manager.
- E. Owner

Answer: A,B,E

Explanation:
Explanation
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 18.

NEW QUESTION # 41
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