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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 benefit. 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.	

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:

Topic	Details
Topic 1	<ul style="list-style-type: none"> 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 2	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 5	<ul style="list-style-type: none"> 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 (Q72-Q77):

NEW QUESTION # 72

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. Organisation
- B. Information and technology
- C. People
- D. Processes
- E. Procedures

Answer: A,B

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.

NEW QUESTION # 73

IT services has commissioned a new desktop PC replacement project that has been funded and running for three months, with a fully-engaged sponsor and programme manager appointed. The head of IT services has not been involved beyond the initial project start-up interviews and has not attended any of the project meetings. What position on the power interest grid does the head of IT services currently occupy?

- A. Some power and influence and some interest
- B. **High power or influence but low interest**
- C. High power or influence and high interest
- D. Low power and influence but high interest

Answer: B

Explanation:

Explanation

A power/interest grid is a tool for analysing stakeholders based on their level of power or influence and their level of interest or involvement in the organisation or project. The grid has four quadrants: high power, high interest; high power, low interest; low power, high interest; and low power, low interest. The position of a stakeholder on the grid can help to determine the appropriate strategy for engaging and communicating with them. Therefore, option A is the correct answer, as the head of IT services currently occupies the high power, low interest quadrant. This means that he has the authority or ability to affect the outcome of the project, but he does not show much concern or involvement in it. Option B is not correct, as some power and influence and some interest would place the head of IT services in the middle of the grid, which is not a distinct quadrant.

Option C is not correct, as high power or influence and high interest would place the head of IT services in the top right quadrant, which is not consistent with his lack of involvement. Option D is not correct, as low power and influence but high interest would place the head of IT services in the bottom right quadrant, which is not consistent with his authority.

References: BCS Practitioner Certificate in BAP Specimen, page 19.

NEW QUESTION # 74

The business case for project XCON has been signed off and money has been allocated. The business analyst on the project wants to understand who the stakeholders are, how much authority they have, and how much involvement they want in the project so that a stakeholder management plan can be created.

Which technique SHOULD the business analyst use to gain this understanding?

- A. RACI chart
- B. Resource audit
- C. **Power / Interest Grid.**
- D. CATWOE

Answer: C

Explanation:

A Power / Interest Grid is a technique for analysing and managing stakeholders based on their level of power and interest in an organisation or project. It helps to identify who are the key stakeholders and how they should be engaged and communicated with. Therefore, option B is the correct answer, as a Power / Interest Grid would help the business analyst to gain an understanding of who the stakeholders are, how much authority they have, and how much involvement they want in the project so that a stakeholder management plan can be created. A Power / Interest Grid would help to classify stakeholders into four categories based on their

level of power and interest: high power, high interest; high power, low interest; low power, high interest; low power, low interest. A Power / Interest Grid would help to determine different stakeholder management strategies for each category: active and constant management; keep satisfied; keep informed; watch. Option A is not a correct answer, as CATWOE is not a technique for analysing and managing stakeholders based on their level of power and interest. 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. Option C is not a correct answer, as RACI chart is not a technique for analysing and managing stakeholders based on their level of power and interest. RACI chart is a technique for defining roles and responsibilities of stakeholders in relation to tasks or activities within an organisation or project. It helps to identify who are Responsible, Accountable, Consulted or Informed for each task or activity. Option D is not a correct answer, as resource audit is not a technique for analysing and managing stakeholders based on their level of power and interest. Resource audit is a technique for identifying and evaluating the resources that an organisation has or needs to achieve its objectives. It helps to assess the availability and quality of an organisation's resources, such as human, physical, financial and intangible resources.

NEW QUESTION # 75

A PESTLE analysis is being conducted for a small manufacturing company. The following has been discovered. The company's electricity provider is planning changes to the way in which electricity usage is calculated, it is likely that this will lead to increased electricity costs. An amendment to the Data Protection Act has recently been introduced. It states that information held about employees' payroll can now be held for more than six years, as long as the individual remains an employee. How will this information be categorised in the PESTLE analysis? Select the TWO that apply

- A. Political
- B. Legal
- C. Economic
- D. Technological
- E. Environmental.

Answer: B,C

Explanation:

A PESTLE analysis is a technique for identifying and evaluating the political, economic, social, technological, legal and environmental factors that affect an organisation or project. It helps to assess the opportunities and threats that arise from the external environment. Therefore, options A and B are correct answers, as they are categories of factors that can be included in a PESTLE analysis for a small manufacturing company. They describe different aspects of the external environment that influence the company's situation and prospects. Option A describes a legal factor, which is a factor related to laws, regulations, standards or policies that govern an organisation or project. An example of a legal factor is an amendment to the Data Protection Act, which affects how information about employees' payroll can be held by an organisation. Option B describes an economic factor, which is a factor related to money, markets, trade or resources that affect an organisation or project. An example of an economic factor is a change in electricity usage calculation by an electricity provider, which affects how much electricity costs for an organisation. Option C is not a correct answer, as political is not a factor that has been discovered in the investigation for the PESTLE analysis. A political factor is a factor related to government, politics, power or conflict that affect an organisation or project. Option D is not a correct answer, as technological is not a factor that has been discovered in the investigation for the PESTLE analysis. A technological factor is a factor related to science, innovation, invention or discovery that affect an organisation or project. Option E is not a correct answer, as environmental is not a factor that has been discovered in the investigation for the PESTLE analysis. An environmental factor is a factor related to nature, ecology, climate or geography that affect an organisation or project.

NEW QUESTION # 76

A business case is being created for a new automated auditing system that will improve the IT department's ability to record and monitor all the computing devices used across the organisation. The sponsor of the project is keen to get a better idea of the financial implications of the project and has asked for the simplest calculation possible. This calculation should consider the tangible costs and tangible benefits of the project, as well as showing when it will have saved the department as much money as it has cost. Which of the following investment appraisal calculations has the sponsor asked for?

- A. Discounted cash flow
- B. Net present value
- C. Payback calculation
- D. Internal rate of return

Answer: C

Explanation:

An investment appraisal calculation is a technique for assessing whether a proposed business change or solution is financially viable and worthwhile. It helps to compare the costs and benefits of different options and select the best one based on objective criteria. There are different types of investment appraisal calculations, such as payback calculation, net present value, internal rate of return and discounted cash flow. Therefore, option A is the correct answer, as payback calculation is the simplest investment appraisal calculation that considers the tangible costs and benefits of a project, as well as showing when it will have saved as much money as it has cost. Payback calculation measures how long it will take for a project to recover its initial investment by comparing its cumulative cash inflows with its cumulative cash outflows over time. It helps to show how quickly a project will break even or generate profit. Option B is not a correct answer, as net present value is not the simplest investment appraisal calculation that considers only tangible costs and benefits. Net present value measures how much value a project will add or subtract from an organisation by comparing its present value of cash inflows with its present value of cash outflows over time. It helps to show how profitable a project will be in today's terms. Net present value requires discounting future cash flows using an appropriate discount rate, which adds complexity to the calculation. Option C is not a correct answer, as internal rate of return is not the simplest investment appraisal calculation that considers only tangible costs and benefits. Internal rate of return measures how efficient a project is by calculating its annualised effective compounded return rate or rate of growth over time. It helps to show how attractive a project is compared to other investment opportunities. Internal rate of return requires finding an unknown discount rate that makes net present value equal to zero, which adds complexity to the calculation. Option D is not a correct answer, as discounted cash flow is not an investment appraisal calculation itself, but a method for estimating future cash flows by applying an appropriate discount rate to reflect their present value. Discounted cash flow can be used in other investment appraisal calculations, such as net present value or internal rate of return.

NEW QUESTION # 77

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