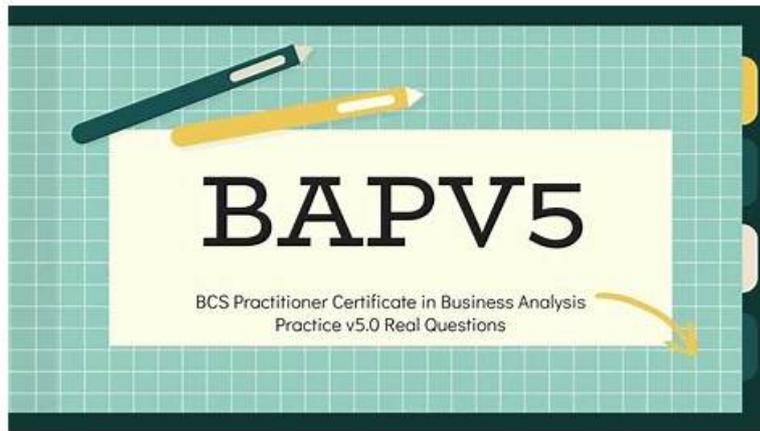


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BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	<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.
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">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 4	<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 5	<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.

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

NEW QUESTION # 33

A large retail company has asked a business analyst to investigate a problem with declining sales. Which of the following techniques is the business analyst MOST LIKELY to use to identify underlying causes of this problem?

- A. Customer journey maps
- **B. Business Activity Model**
- C. Use case diagram
- D. Scenario analysis

Answer: B

Explanation:

Explanation

A Business Activity Model (BAM) is a technique for modelling business activities within an organisation or project at a high level of abstraction. It helps to understand what an organisation does, how it does it, who does it, where it does it and why it does it. Therefore, option D is the correct answer, as a BAM would help the business analyst to identify underlying causes of a problem with declining sales. A BAM would help to analyse how different activities within an organisation contribute or relate to sales performance and identify any gaps or issues that may affect sales performance. A BAM would help to compare current and desired situations or problems and identify what changes or improvements are needed to achieve desired situations or problems. Option A is not a correct answer, as customer journey maps are not a technique for identifying underlying causes of a problem with declining sales. Customer journey maps are a technique for visualising customer experiences with an organisation or product across different touchpoints and stages. They help to understand customer needs, expectations and emotions and how they are met or influenced by an organisation or product. Option B is not a correct answer, as scenario analysis is not a technique for identifying underlying causes of a problem with declining sales. Scenario analysis is a technique for exploring how different scenarios or situations could affect outcomes or impacts of an organisation or project. They help to test feasibility and desirability of different options or solutions under various circumstances or assumptions.

Option C is not a correct answer, as use case diagram is not a technique for identifying underlying causes of a problem with declining sales. Use case diagram is a technique for modelling functional requirements of a system or product at a high level of abstraction. They help to understand what functions or features are required or provided by a system or product and how they interact with actors or users.

References: BCS Practitioner Certificate in BAP Specimen, page 32.

NEW QUESTION # 34

AlpineTrails 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. Partner**
- **B. Owner**
- C. Manager.
- D. Competitor
- **E. Supplier**

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 E 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 # 35

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 landscape and that it would undermine the vision they had of living off the land. On which element of CATWOE are Paul and his business partner in disagreement?

- A. Transformation
- B. Actor
- C. Customer
- D. Work view

Answer: D

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 Paul and his business partner are in disagreement on their worldview element of CATWOE. Worldview is the element that describes the beliefs, values, assumptions or principles that underpin a stakeholder's perspective. It helps to explain why a stakeholder thinks that a business situation or problem is worth addressing or solving. Paul and his business partner have different worldviews regarding the possibility of extracting natural gas from their land. Paul believes that it is a safe, profitable and reasonable option that will improve their financial situation. His business partner believes that it is a dangerous, unattractive and unacceptable option that will compromise their vision of living off the land. Option A is not a correct answer, as Paul and his business partner are not in disagreement on their customer element of CATWOE. 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 main beneficiaries or victims of a business situation or problem or its solution. Paul and his business partner have the same customer, which is themselves as the owners of the farm. Option B is not a correct answer, as Paul and his business partner are not in disagreement on their actor element of CATWOE. 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. Paul and his business partner have the same actor, which is themselves as the owners of the farm. Option C is not a correct answer, as Paul and his business partner are not in disagreement on their transformation element of CATWOE. 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. Paul and his business partner have the same transformation, which is extracting natural gas from their land.

NEW QUESTION # 36

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. Internal rate of return
- D. Payback calculation

Answer: D

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 # 37

A business analyst is discussing 5 possible options that may be presented in a business case for a new learning management system. They have checked alignment with VMOST and checked the business capabilities. From this, they have noted that there is interest surrounding an off-the-shelf learning management system that contains a new AI marking function which could improve productivity. Therefore, the analyst will conduct further research on the limitations of the AI features.

Which two aspects of feasibility have they considered?

- A. Project.
- B. Timescale.
- C. Business.
- D. Financial.
- E. Technical.

Answer: C,E

Explanation:

The documentation explains that feasibility evaluation commonly considers business, technical, and financial feasibility. It also provides a feasibility framework describing business feasibility as including strategic fit, market/timeliness considerations, and organisational/cultural fit; and technical feasibility as including compatibility, architecture fit, skills, reliability, performance, security, and whether the technology is proven.

In the scenario, the analyst has "checked alignment with VMOST and checked the business capabilities." That is a direct assessment of business feasibility: whether the option supports the organisation's vision/mission/objectives/strategy and whether it fits the required business capability model (i.e., whether it supports what the business must be able to do). This is exactly the "strategic fit / business fit" focus described under business feasibility.

The analyst then plans "further research on the limitations of the AI features." That is a technical feasibility concern: the AI marking function may or may not work adequately, may have constraints, may require specific data quality, or may not integrate well with the enterprise architecture. Investigating limitations is therefore assessing whether the technology can deliver the required performance and capabilities.

No explicit financial feasibility work (budget, ROI) is described, and timescale/project feasibility are not used as the primary feasibility categories in the text. Therefore, the two feasibility aspects considered are Business and Technical.

NEW QUESTION # 38

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