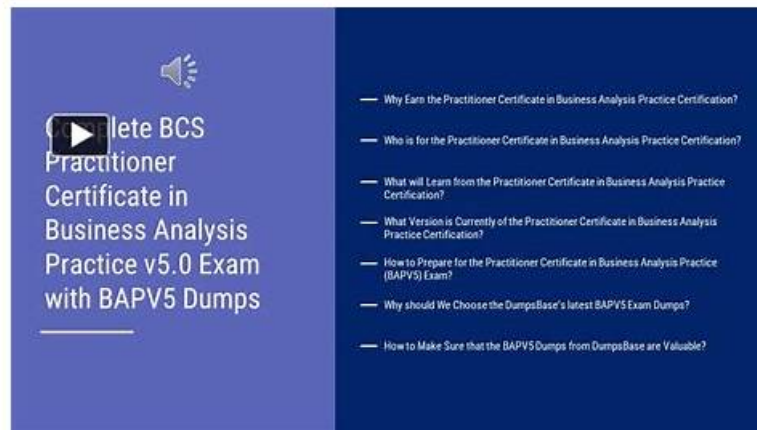


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## BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 2	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 4	<ul style="list-style-type: none"> <li>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.</li> </ul>

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## BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q90-Q95):

### NEW QUESTION # 90

A business analyst has created a Business Activity Model (BAM) for a sales call centre. The model includes the following activities:

- \* Take control actions.
- \* Define telesales skills.
- \* Monitor call quality.
- \* Determine sales targets.
- \* Research target customers.

Which three activity categories are represented in the list?

- A. Doing, Planning, and Enabling.
- **B. Planning, Monitoring, and Controlling.**
- C. Doing, Enabling, and Monitoring.
- D. Enabling, Planning, and Controlling.

**Answer: B**

Explanation:

The glossary definition of a Business Activity Model states that it contains five activity types: Planning, Enabling, Doing, Monitoring, and Controlling. In the provided list, we can map each activity to these categories using the documented explanations and examples. "Monitor call quality" is clearly a Monitoring activity, because monitoring activities measure performance and check whether expected results are being achieved. "Take control actions" is a Controlling activity. The guidance explains that when monitoring reveals performance is not as expected, control activities are required to institute remedial actions, and it provides an explicit example of a control activity ("Take control action") on a BAM.

The remaining activities- "Define telesales skills," "Determine sales targets," and "Research target customers"-are Planning activities. The documentation describes planning activities as those that set direction for the business system, including defining numbers/skills needed and setting targets/KPIs. It also shows examples such as "Define target customers," "Define nos/skills," and "Define sales targets" as planning items on a BAM.

None of the listed items are Doing (the core operational delivery activity) or Enabling (acquiring/replenishing resources). Therefore, the three categories represented are Planning, Monitoring, and Controlling.

### NEW QUESTION # 91

The following definition has been agreed by the partners of DeanLegal

DeanLegal is owned by its two founding partners. Derek Little and Anne Smith The two partners, together with a team of experienced negotiators, provide insolvency services to small and medium-sized companies Comprehensive support is provided to customers at what can be a very difficult and stressful time in their lives DeanLegal is currently considering extending its range of services to include, for example, advice in funding the purchase of capital assets All work undertaken by DeanLegal is regulated by the Federation of Insolvency Practitioners (FIP) and adherence to its rules is constantly checked by the FIP The partners have agreed that the primary doing activity of a BAM reflecting their business perspective is to provide insolvency services' What enabling activity would support this?

- A. Extend range of services
- B. Recruit experienced negotiators
- **C. Check adherence to regulation**
- D. Provide comprehensive support to customers.

**Answer: C**

Explanation:

An enabling activity is an activity that supports or facilitates another activity within an organisation or project. It helps to ensure that another activity can be performed or delivered effectively and efficiently. Therefore, option B is the correct answer, as check adherence to regulation is an enabling activity that supports provide insolvency services, which is the primary doing activity of a BAM reflecting DeanLegal's business perspective. Check adherence to regulation is an enabling activity, as it involves verifying that the insolvency services provided by DeanLegal comply with the rules and standards set by the Federation of Insolvency Practitioners (FIP). It helps to ensure that DeanLegal can perform its primary doing activity legally and ethically. Option A is not a correct answer, as provide comprehensive support to customers is not an enabling activity that supports provide insolvency services, but another doing activity within DeanLegal's business perspective. Provide comprehensive support to customers is a doing activity, as it involves delivering value and satisfaction to customers who use DeanLegal's insolvency services. It helps to achieve DeanLegal's objectives

and outcomes. Option C is not a correct answer, as extend range of services is not an enabling activity that supports provide insolvency services, but a potential change or improvement within DeanLegal's business perspective. Extend range of services is a change or improvement, as it involves introducing new types of services, such as advice in funding the purchase of capital assets, that DeanLegal may offer to its customers in addition to its insolvency services. It helps to enhance DeanLegal's performance and potential. Option D is not a correct answer, as recruit experienced negotiators is not an enabling activity that supports provide insolvency services, but a resource audit within DeanLegal's business perspective. Recruit experienced negotiators is a resource audit, as it involves identifying and evaluating the human resources that DeanLegal has or needs to perform its insolvency services. It helps to assess the availability and quality of DeanLegal's staff.

#### NEW QUESTION # 92

A retail store is looking to build an enhanced online presence. They currently have a limited e-commerce capability, with products listed online but no integration with their inventory system. They want to improve their online shopping experience and fully integrate their other applications with the website.

Which of the following actions would be performed as part of a gap analysis?

- A. Conduct a brainstorming session to generate ideas on how to improve the online customer journey.
- B. Creation of a Gantt chart to plan the timelines for the digital transformation project.
- C. Develop a RACI matrix to define roles and responsibilities in the existing retail operations.
- D. Creation of a Gantt chart to plan the timelines for the digital transformation project.
- E. Identification of new and improved business capabilities as part of the TOM.

**Answer: E**

Explanation:

The documentation defines gap analysis as exploring the differences between a current state ("as is") and a desired future state ("to be"). The emphasis is on understanding where the organisation wants to be and, by comparing with the current situation, identifying what needs to change to reach that target state. It also states that the outcome of gap analysis is a list of business requirements to be delivered-typically phrased at the "what" level rather than prescribing detailed solutions.

In this scenario, the retailer's desired future state includes a more capable online experience and integration with inventory and other applications-this is fundamentally a change in capability. Therefore, identifying new and improved business capabilities (and capturing them in a target view such as a Target Operating Model) is exactly the kind of work performed in gap analysis: it clarifies what the future business system must be able to do, so gaps against the current capabilities can be identified and addressed.

By contrast, a Gantt chart (A/B) is delivery planning, not gap analysis; a RACI matrix (C) is a responsibilities definition; and brainstorming (D) is an idea-generation technique that may help option creation but is not the core "compare as-is to to-be and identify gaps" activity.

#### NEW QUESTION # 93

Imran is the chief executive of FairCrops, a producer of ethically and sustainably sourced coffee and cocoa products. He is a true advocate of the FairCrops brand and has seen the positive impact of its approach in the South American regions in which It operates. He believed that there is a market for customers who want to ensure the products they consume have been purchased for a fair price and where the producer has not been unfairly treated.

FairCrops provide their products via an exclusive contract with Donald, the owner of Rest House; a small chain of coffee shops.

Ronaldo is a supplier to FairCrops. The prices he receives means he can provide for Ins family and enhance his crop yield through the advice and training provided by Alan, the FairCrops local representative and support officer From Imran's perspective, which of the following is a CORRECT partial CATWOE analysis of this situation?

- A. Owner = Ronaldo. Actor = Donald. Customer = Imran
- B. Customer = Alan. Actor = Ronaldo. Owner = Imran.
- C. Customer - Alan, Actor = Donald. Actor = Ronaldo
- D. Customer = Donald, Actor = Alan. Owner = Imran

**Answer: D**

Explanation:

A partial CATWOE analysis of this situation from Imran's perspective would identify Donald as the customer, Alan as the actor, and Imran as the owner. Donald is the customer because he is the beneficiary of FairCrops' products and services. Alan is the actor because he is the one who implements FairCrops' approach in the South American regions. Imran is the owner because he is the chief executive of FairCrops and has the authority to make decisions about its direction and purpose. Option A is the correct answer.

Reference:

What Is The CATWOE Analysis And Why It Matters In Business - FourWeekMBA CATWOE Analysis: A Holistic Approach to Problem Solving - SlideModel

#### NEW QUESTION # 94

Halliday Holdings is embarking on a programme to improve its customer experience. On joining the programme, Natasha wants to gain an understanding of how its current brand is perceived. Which would be the BEST source of information for Natasha?

- A. Independent industry websites
- B. The company's complaints procedures
- C. The company website
- D. The company's organisational structure

**Answer: A**

Explanation:

Explanation

A brand is a name, term, design, symbol or any other feature that identifies one seller's good or service as distinct from those of other sellers. A brand perception is how customers and potential customers view a brand based on their experiences, associations and impressions. Therefore, option A is the best choice, as independent industry websites are likely to provide unbiased and reliable information on how customers perceive different brands in the market. They may also include customer reviews, ratings and feedback that can help measure customer satisfaction and loyalty. Option B is not a good choice, as the company website is likely to provide biased and selective information on its own brand that may not reflect how customers actually perceive it. It may also omit negative aspects or criticisms that could affect its image or reputation.

Option C is not a good choice, as the company's organisational structure is not relevant to its brand perception.

It may show how the company is organised internally, but it does not indicate how customers view its products or services externally. Option D is not a good choice, as the company's complaints procedures are not sufficient to measure its brand perception. They may show how the company handles customer issues or problems, but they do not capture how customers feel about its overall quality or value.

References: BCS Practitioner Certificate in BAP Specimen, page 22.

#### NEW QUESTION # 95

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