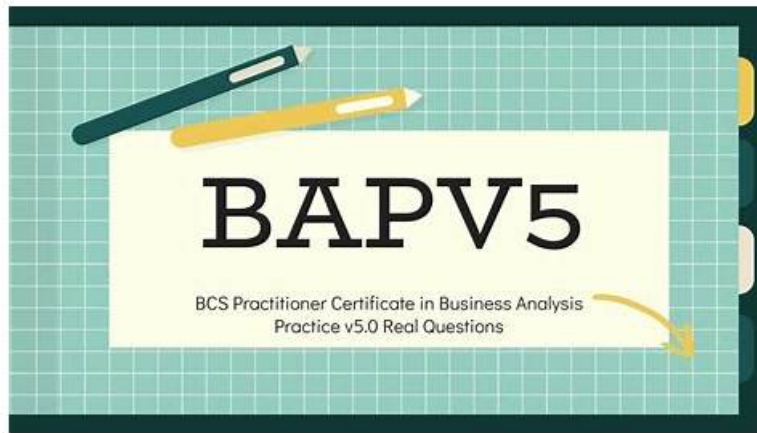


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### BCS BAPv5 Exam Syllabus Topics:

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>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.</li></ul>

Topic 4	<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>
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## BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q109-Q114):

### NEW QUESTION # 109

The following is an excerpt from a job advert for a Business Analyst

"We are seeking an experienced Business Analyst to assist us in the development of formal written proposals detailing the cost and benefit of proposed business initiatives. The successful candidate should be able to use a variety of methods to explore and define complex situations Experience of producing blueprints In terms of processes, management structures, culture and people would be highly advantageous-Based on the extract, what are the competencies required for this role?"

- A. Business case development. Business modeling. Requirements engineering
- B. Domain knowledge. Business modeling. Gap analysis.
- C. Business case development. Investigation techniques. Business architecture
- D. Subject matter expertise. Investigation techniques, Business architecture.

**Answer: C**

Explanation:

Explanation

A competency is a combination of skills, knowledge and behaviours that enable a person to perform a task or role effectively and efficiently. Therefore, option D is the correct answer, as it describes the competencies required for this role based on the job advert. Business case development is a competency that involves creating and presenting a formal written proposal that details the costs and benefits of a proposed business change or solution. It helps to justify and secure the approval and funding for a proposed business change or solution. This competency is required for this role, as the job advert states that the business analyst will assist in the development of formal written proposals detailing the cost and benefit of proposed business initiatives.

Investigation techniques is a competency that involves using a variety of methods to explore and define complex situations or problems within an organisation or project. It helps to elicit, analyse, validate and prioritise the views and needs of stakeholders and identify the root causes and effects of situations or problems. This competency is required for this role, as the job advert states that the business analyst should be able to use a variety of methods to explore and define complex situations. Business architecture is a competency that involves designing and modelling the structure and relationships of an organisation or project at a high level of abstraction. It helps to understand how an organisation or project operates, delivers value and achieves its objectives and outcomes. This competency is required for this role, as the job advert states that the business analyst should have experience of producing blueprints in terms of processes, management structures, culture and people. Option A is not a correct answer, as it does not describe all the competencies required for this role based on the job advert. Subject matter expertise is a competency that involves having in-depth knowledge and understanding of a specific domain or industry within an organisation or project. It helps to provide insights and guidance on the best practices and standards within a specific domain or industry. This competency is not required for this role, as the job advert does not state that the business analyst should have subject matter expertise in any specific domain or industry. Option B is not a correct answer, as it does not describe all the competencies required for this role based on the job advert. Domain knowledge is a competency that involves having general knowledge and understanding of a broad domain or industry within an organisation or project. It helps to provide context and background on the nature and scope of a domain or industry. This competency is not required for this role, as the job advert does not state that the business analyst should have domain knowledge in any broad domain or industry. Gap analysis is a competency that involves comparing current and desired situations or problems and identifying the differences or gaps between them. It helps to determine what changes or improvements are needed to bridge the gaps and achieve desired situations or problems. This competency is not required for this role, as the job advert does not state that the business analyst should have experience of gap analysis. Option C is not a correct answer, as it does not describe all the competencies required for this role based on the job advert. Requirements engineering is a competency that involves eliciting, analysing, specifying, validating and managing requirements for a system or product within an organisation or project. It helps to ensure that requirements are clear, complete, consistent, testable and traceable throughout the system or product lifecycle. This competency is not required for this role, as the job advert does not state that the business analyst should have experience of requirements engineering.

References: BCS Practitioner Certificate in BAP Specimen, page 33.

### NEW QUESTION # 110

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

**Answer: D,E**

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 # 111

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

**Answer: A**

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.

### NEW QUESTION # 112

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

**Answer: A,C**

Explanation:

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.

References: BCS Practitioner Certificate in BAP Specimen, page 14.

### NEW QUESTION # 113

A product manager has developed Business Activity Models (BAMs) with key stakeholders in their company. This is to support the Managing Director's initiative to bring a new product range into its shops. These BAMs provide differing perspectives for Finance, Marketing, Logistics, and Stores.

What should the product manager's next step be?

- A. Create a CATWOE for each stakeholder.
- B. Bring the stakeholders together to produce a consensus BAM.
- C. Ask the Managing Director which model they prefer.

**Answer: B**

Explanation:

The documentation is explicit about how BAMs should be used when multiple stakeholder perspectives exist. It states that initially there will be one BAM for each distinct perspective, and later these models are examined to identify where there is agreement or conflict. The ultimate aim is to combine them and, through discussion with stakeholders, achieve a consensus BAM.

This is important because different stakeholders can hold different (yet valid) "world views" about the same organisation-what the book describes as "duck-rabbit" perspectives-so the analyst must understand and reconcile them to avoid building change based on a single partial view. Once the separate BAMs exist (Finance, Marketing, Logistics, Stores), the next logical step is therefore to facilitate negotiation and collaboration to create one agreed model that represents the idealised way forward and that stakeholders will "buy in" to.

Option A is unnecessary at this point because CATWOE is used to help derive activities and perspectives; the BAMs already exist. Option C (asking the Managing Director to pick) is specifically described as a fallback only if stakeholders cannot agree; it is less desirable than securing shared agreement because it risks lack of acceptance and weaker commitment to the final model.

### NEW QUESTION # 114

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