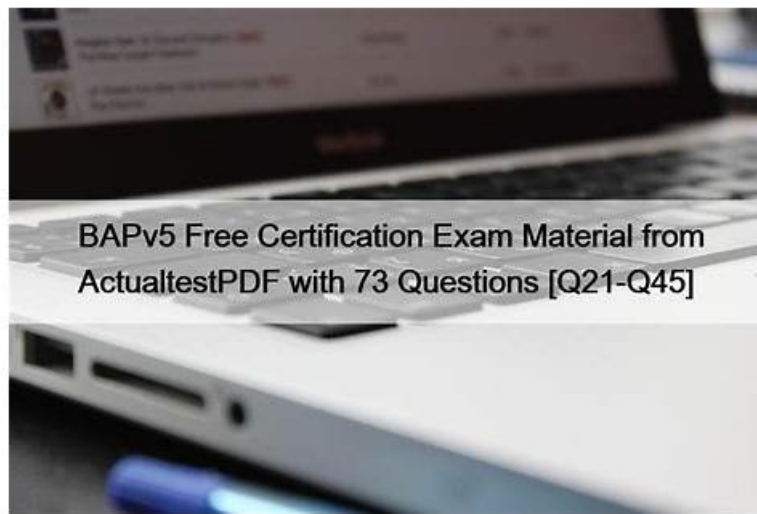


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BCS BAPv5 Exam Syllabus Topics:

Section	Weight	Objectives
Developing a Business Case	15%	- Costs, benefits, risks and impact assessment - Alignment with business change lifecycle - Purpose and structure of a business case
Strategic Context for Business Analysis	20%	- Internal and external environment analysis - Organisational vision, mission and objectives - SWOT analysis and strategic alignment
Analysing the Current State	15%	- Investigation techniques and data collection - Identifying problems, gaps and improvement opportunities - Modelling current processes, systems and data
Establishing the Target State	15%	- Defining future requirements and objectives - Defining desired outcomes and success measures - Business activity modelling and process design
Designing and Defining the Solution	15%	- Gap analysis and option evaluation - Design thinking and solution concepts - Defining requirements and specifications
Analysing and Managing Stakeholders	20%	- Stakeholder influence, interest and engagement assessment - Engagement and communication strategies - Stakeholder identification and classification - CATWOE and stakeholder perspective analysis

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sale they can contact our customer service at any time.

BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q21-Q26):

NEW QUESTION # 21

A company has decided to change one of its financial Key Performance indicators (KPIs). It has traditionally measured profit through its gross profit margin, however, it now wishes to measure it through its Return on Capital Employed (ROCE).

The following activities are on the consensus Business Activity Model (BAM) a) Take control action b) Monitor performance targets

c) Define performance targets.

d) Define target customers

Which of these would the event 'amend KPI' affect?

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

Answer: D

Explanation:

The event 'amend KPI' would affect the activity 'define performance targets', as the company would need to change its current performance target of gross profit margin to ROCE. The other activities would not be directly affected by this event, as they are either related to monitoring or defining other aspects of the business. Therefore, option A is the correct answer.

Reference:

10 types of business events and their basic functions | Indeed.com UK

7 Types of Corporate Events [+ Virtual Event Ideas] - HubSpot Blog

NEW QUESTION # 22

A large consultancy organization has assigned its BA, Girby, to a client called MetalCor, a manufacturer of components for washing machines and fridge freezers. The management team of MetalCor need some help in understanding the problems they are experiencing with their production line. Recently, production has dipped to a record low and more parts are being returned as faulty. Production line staff blame each other and the more staff Girby speaks to, the more issues she identifies. She is having difficulty keeping track of the arising themes and how they relate to each other.

Which of the following would enable Girby to model the arising themes and how they relate to each other?

- A. Mind map
- B. Business process model
- C. Rich picture.
- D. Business activity model

Answer: A

Explanation:

A mind map is a technique for organising and visualising information in a hierarchical and associative way. It helps to generate, structure and classify ideas and concepts and show how they are related or connected. Therefore, option A is the correct answer, as a mind map would enable Girby to model the arising themes and how they relate to each other. A mind map would help to identify the main theme or problem (declining production) and the sub-themes or causes (staff blaming each other, more parts being faulty etc.) and arrange them in a tree-like structure. A mind map would help to use colours, symbols, images and keywords to represent and emphasise the themes and their relationships. A mind map would help to analyse and evaluate the themes and their relationships and identify any patterns or gaps that may exist. Option B is not a correct answer, as a business activity model is not a technique for modelling the arising themes and how they relate to each other. A business activity model 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. Option C is not a correct answer, as a rich picture is not a technique for modelling the arising themes and how they relate to each other. A rich picture is a technique for drawing a holistic view of a complex situation or problem using informal symbols and images. It helps to capture the main elements and aspects of a situation or problem and how they interact or influence each other. Option D is not a correct answer, as a business process model is not a technique for modelling the arising themes and how they relate to each other. A business process model is a technique for modelling business processes within an organisation or project at a low level of abstraction. It helps to understand how business processes are performed or delivered in terms of inputs, outputs, activities, tasks, roles, rules, events etc.

NEW QUESTION # 23

Maria and Nelly own a small jewellery shop and are considering whether they should renew the lease on their shop for another year. They are both thinking about alternative business ventures as they never intended to run the jewellery shop indefinitely. They source their jewellery products from an overseas manufacturer and market them in luxury presentation boxes, made by local craftsmen. They employ Maria's son, Darren, in the school holidays to make up the boxes and keep the stockroom full. Which of the following CATWOE categories CANNOT be identified from this scenario?

- A. Transformation
- **B. Environment**
- C. Actor
- D. Owner

Answer: B

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 environment is the element that cannot be identified from this scenario. 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. There is no information in this scenario that indicates what external factors or constraints affect Maria and Nelly's perspective or limit their options. Option A is not a correct answer, as transformation is the element that can be identified from this scenario. 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. An example of transformation in this scenario is sourcing jewellery products from an overseas manufacturer and marketing them in luxury presentation boxes made by local craftsmen. Option B is not a correct answer, as actor is the element that can be identified from this scenario. 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. An example of actor in this scenario is Darren, who makes up the boxes and keeps the stockroom full. Option C is not a correct answer, as owner is the element that can be identified from this scenario. 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. An example of owner in this scenario is Maria and Nelly, who own the jewellery shop and are considering whether to renew the lease.

NEW QUESTION # 24

A business analyst and a project manager are producing a business case for an initiative, which aims to improve the cyber defences of a large financial services provider. They met recently to review progress and made the following notes for the next draft:

1. The benefits of cyber security will be hard to describe in quantitative terms, so we will need to describe these qualitatively.
2. We need to make it clear that we have fully explored the solution market, and we have considered a range of approaches to meeting the objectives of this project.
3. The threat posed to the organisation from cyber attack, and therefore the justification for this project, needs to be clearly articulated. Which THREE sections of a business case will cover these points'?

- A. Recommendations
- **B. Description of the current situation**
- **C. Options considered**
- **D. Analysis of costs and benefits**
- E. Risk assessment

Answer: B,C,D

Explanation:

Explanation:

A business case is a document that provides the rationale and justification for a proposed business change or solution. It helps to evaluate the benefits, costs, risks and impacts of different options and recommend the best one for further development and implementation. A business case typically consists of several sections, such as executive summary, description of the current situation, description of the desired situation, options considered, analysis of costs and benefits, risk assessment and recommendations. Therefore, options A, B and C are correct answers, as they cover the sections of a business case that will address the points noted by the business analyst and the project manager. Options considered is the section where different

approaches or solutions to meet the objectives of the project are identified and described. It helps to show that a range of alternatives have been explored and evaluated. Analysis of costs and benefits is the section where the financial implications of each option are estimated and compared. It helps to show the expected value and return on investment of each option. Description of the current situation is the section where the problem or opportunity that motivates the project is clearly defined and articulated. It helps to show the justification and urgency for the project. Option D is not a correct answer, as recommendations is not a section of a business case that will address any of the points noted by the business analyst and the project manager. Recommendations is the section where the preferred option is selected and proposed based on the analysis and evaluation of other sections. Option E is not a correct answer, as risk assessment is not a section of a business case that will address any of the points noted by the business analyst and the project manager. Risk assessment is the section where the uncertainties and potential negative consequences of each option are identified and analysed. It helps to show how risks can be avoided, reduced or managed.

References: BCS Practitioner Certificate in BAP Specimen, page 30.

NEW QUESTION # 25

Marketing is primarily concerned with the 4Ps: product, promotion, price and place. The Institute of Analysis (IoA) offers qualification in system analysis. A number of interviews have been held with senior stakeholders, including the marketing Manager. Here are two five of the activities that have been identified by stakeholders:

- a) Agree new qualifications.
- b) Upgrade the website.
- c) Recruit new examiners.
- d) Register candidates.
- e) Analyze website activity.

Which of these activities would reflect the business perspective of the Marketing Manager of the IoA?

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

Answer: B

Explanation:

Marketing is primarily concerned with the 4Ps: product, promotion, price and place. These are the elements of the marketing mix that an organisation can control or adjust to influence customer demand and satisfaction. Therefore, option B is the correct answer, as it identifies which of these activities would reflect the business perspective of the Marketing Manager of the IoA. Option A identifies 'b' (upgrade the website), 'd' (register candidates) and 'e' (analyse website activity) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are incorrect examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as they are not related to any of the 4Ps. Option B identifies 'a' (agree new qualifications), 'b' (upgrade the website) and 'e' (analyse website activity) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are correct examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as they are related to some of the 4Ps. 'A' (agree new qualifications) is related to product, as it involves developing and offering new qualifications that meet customer needs and expectations. 'B' (upgrade the website) is related to promotion, as it involves improving and communicating the features and benefits of qualifications to potential customers. 'E' (analyse website activity) is related to place, as it involves monitoring and evaluating how customers access and purchase qualifications through online channels. Option C identifies 'a' (agree new qualifications), 'c' (recruit new examiners) and 'd' (register candidates) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are incorrect examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as 'c' (recruit new examiners) is not related to any of the 4Ps. Option D identifies 'b' (upgrade the website), 'c' (recruit new examiners) and 'e' (analyse website activity) as activities that would reflect the business perspective of the Marketing Manager of the IoA. These are incorrect examples of activities that would reflect the business perspective of the Marketing Manager of the IoA, as 'c' (recruit new examiners) is not related to any of the 4Ps.

NEW QUESTION # 26

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