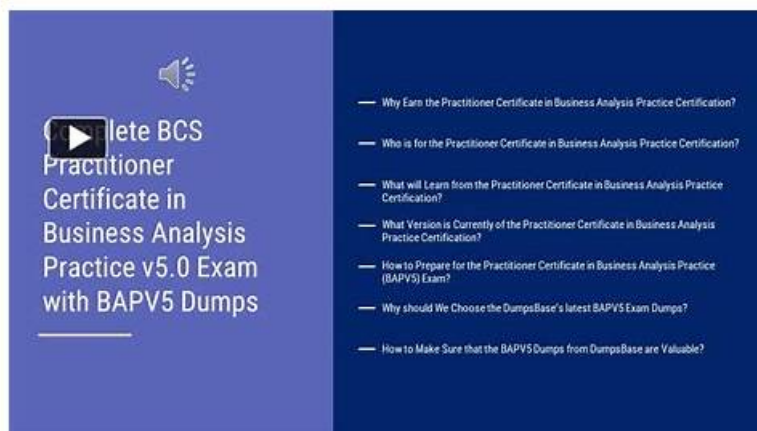


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BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 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"> 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"> 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.

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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q43-Q48):

NEW QUESTION # 43

A business analyst has been carrying out investigations into a problem situation. However, it is clear to the business analyst that, even after a number of interviews with individual stakeholders, some stakeholders' views still conflict.

Which investigation technique SHOULD be used to resolve the conflict and gain a consensus?

- A. Workshop
- B. Questionnaire
- C. Observation
- D. Scenario analysis.

Answer: A

Explanation:

Explanation

A workshop is a technique for conducting group discussions and activities with stakeholders to elicit, analyse, validate and prioritise their views and needs. It helps to facilitate effective communication and collaboration among stakeholders and resolve conflicts or issues. Therefore, option D is the correct answer, as a workshop would help the business analyst to resolve the conflict and gain a consensus among stakeholders who have different views after individual interviews. A workshop would help to bring together the conflicting stakeholders in one place and time and enable them to share and compare their views openly and constructively. A workshop would help to identify and address the sources and reasons of the conflict and find common ground and mutual understanding among stakeholders. A workshop would help to generate and evaluate different options or solutions that satisfy all or most of the stakeholder views and agree on the best one for further development and implementation. Option A is not a correct answer, as scenario analysis is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Scenario analysis is a technique for exploring how different scenarios or situations could affect the outcomes or impacts of an organisation or project. It helps to test the feasibility and desirability of different options or solutions under various circumstances or assumptions. Option B is not a correct answer, as questionnaire is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Questionnaire is a technique for collecting information from stakeholders by asking them predefined questions in written form. It helps to elicit quantitative or qualitative data from a large number of stakeholders in an efficient and consistent way. Option C is not a correct answer, as observation is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Observation is a technique for gathering information from stakeholders by watching them perform their tasks or activities in their natural environment. It helps to analyse how stakeholders work in practice and identify their implicit or tacit needs.

References: BCS Practitioner Certificate in BAP Specimen, page 42.

NEW QUESTION # 44

EcoBags is a company that designs and makes eco-friendly shopping bags for various clients. An internal analysis of the business has revealed the following information about the company.

- a) Recent investment in new machinery will enable the company to continue its innovation programme.
- b) Feedback from customers and an increase in sales suggests that EcoBags is recognised as a quality brand.
- c) The number of staff currently employed in the company is sufficient to meet expected future growth.
- d) The ability of EcoBags to respond quickly to new market demands has earned it an innovation award.
- e) The company has significant retained profits, which will help fund the innovation programme.

Which of these would be considered as 'tangible' resources in a resource audit?

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

Answer: A

Explanation:

A 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. Therefore, option C is the correct answer, as it identifies which of these would be considered as 'tangible' resources in a resource audit. Tangible resources are resources that have physical existence and can be seen or touched by human senses. Examples of tangible resources are machinery, equipment, buildings, materials, money etc. Option A identifies 'a' (recent investment in new machinery), 'c' (the number of staff currently employed in the company) and 'e' (the company has significant retained profits) as tangible resources in a resource audit. These are correct examples of tangible resources in a resource audit, as they have physical existence and can be seen or touched by human senses. Option B identifies 'b' (feedback from customers and an increase in sales), 'c' (the number of staff currently employed in the company) and 'e' (the company has significant retained profits) as tangible resources in a resource audit. These are incorrect examples of tangible resources in a resource audit, as 'b' (feedback from customers and an increase in sales) is an intangible resource, not a tangible resource. Intangible resources are resources that have no physical existence and cannot be seen or touched by human senses. Examples of intangible resources are reputation, brand, knowledge, skills etc. Option D identifies 'c' (the number of staff currently employed in the company), 'd' (the ability of EcoBags to respond quickly to new market demands) and 'e' (the company has significant retained profits) as tangible resources in a resource audit. These are incorrect examples of tangible resources in a resource audit, as 'd' (the ability of EcoBags to respond quickly to new market demands) is an intangible resource, not a tangible resource.

NEW QUESTION # 45

Paula is a business analyst working for a small bespoke furniture manufacturing company. The newly appointed chief executive, Beverly, has asked Paula to lead an initiative to refresh and restate (where necessary) the organization's plan for the next financial year. Paula recently led a planning workshop with senior managers and has made the following notes about issues raised in the workshop:

The company....

- a) Aims to supply 10% of the local bespoke furniture market by the end of the financial year.
- b) Will Invest In local radio advertising and appoint a creative team to develop an appropriate advertisement c) Will await the final draft of the annual accounts before considering investing in a new range of high-tech chairs.
- d) Will adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs e) Recognises that bespoke furniture will always be more expensive than mass-produced, standard furniture Which of these notes will go into her MOST analysis?

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

Answer: B

Explanation:

The notes that will go into the MOST analysis are a, b and d, as they correspond to the elements of Mission, Strategy and Tactics. The mission is to supply 10% of the local bespoke furniture market by the end of the financial year (a). The strategy is to adopt new 3D printing technologies to gain an advantage when quoting for bespoke furniture designs (d). The tactics are to invest in local radio advertising and appoint a creative team to develop an appropriate advertisement (b). Note c is not part of the MOST analysis, as it is not related to any of the elements.

Reference:

MOST Analysis - What It Is And How To Use It - BusinessAnalystMentor.com MOST Analysis - Part Of The Business Strategy Toolkit - Boardroom Advisors

NEW QUESTION # 46

How would a business analyst use a Target Operating Model (TOM) in gap analysis?

- A. To establish which stakeholder views will not be reflected in the desired situation
- B. To determine which activities in the desired situation are not financially feasible
- **C. To assess how far the organisation's current activities support the desired situation.**
- D. To identify how the organisation should structure itself to support the desired situation.

Answer: C

Explanation:

Explanation

A Target Operating Model (TOM) is a high-level description of how an organisation wants to operate in order to achieve its vision and strategy. It defines what an organisation does, how it does it, who does it, where it does it and why it does it. A TOM can be used in gap analysis to compare the desired situation with the existing situation and identify what needs to change to achieve the desired situation. Therefore, option A is the correct answer, as using a TOM in gap analysis would help to assess how far the organisation's current activities support the desired situation. By comparing the current activities with those defined in the TOM, a gap analysis would help to identify what activities are missing, redundant or inefficient in achieving the desired situation. Option B is not a correct answer, as using a TOM in gap analysis would not help to identify how the organisation should structure itself to support the desired situation. The structure of an organisation is one aspect of a TOM, but not its main purpose. A TOM defines what an organisation does more than how it organises itself. Option C is not a correct answer, as using a TOM in gap analysis would not help to determine which activities in the desired situation are not financially feasible. The financial feasibility of an activity is not determined by comparing it with a TOM, but by conducting a cost-benefit analysis or a business case. Option D is not a correct answer, as using a TOM in gap analysis would not help to establish which stakeholder views will not be reflected in the desired situation. The stakeholder views are not determined by comparing them with a TOM, but by conducting a stakeholder analysis or a CATWOE analysis.

References: BCS Practitioner Certificate in BAP Specimen, page 27.

NEW QUESTION # 47

EuroCoach is a holiday coach company that is reviewing its internal business processes. The following requirement for improvement has been logged as a business rule:

'EuroCoach is now legally responsible for ensuring that passengers taking cross-border journeys have valid passports and visas (if applicable) for the countries to which, and through which, they will travel' Which type of business rule is this?

- A. Internal process
- B. Internal policy.
- C. External requirement.
- D. External constraint.

Answer: C

Explanation:

An external requirement is a business rule that is imposed by an external source, such as a law, regulation, or standard. The business rule in this question is a legal obligation that EuroCoach has to comply with, so it is an external requirement. Option C is the correct answer.

NEW QUESTION # 48

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