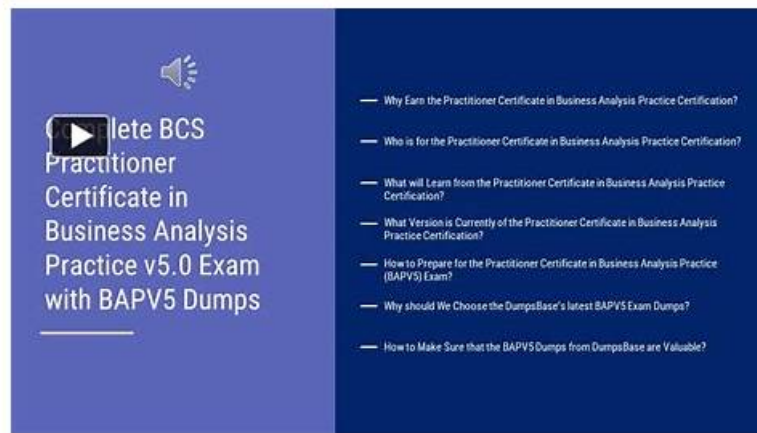


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BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 3	<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 4	<ul style="list-style-type: none"> 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.
Topic 5	<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.

BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q82-Q87):

NEW QUESTION # 82

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. External constraint.
- B. Internal processed
- C. Internal policy.
- D. External requirement.

Answer: D

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 # 83

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. Internal rate of return
- C. Payback calculation
- D. Net present value

Answer: C

Explanation:

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.

References: BCS Practitioner Certificate in BAP Specimen, page 31.

NEW QUESTION # 84

A local council has decided to completely redesign the way it provides library lending services it plans to stop lending books and move towards an entirely online e-book lending model Four activities to be included in the Business Activity Model (BAM) are given below a) Lend books b) Establish licensing arrangements with publishers c) Define lending policies d) Monitor lending usage What will be the dependencies between these activities on the BAM?

- A. c->d->a->b
- B. d->c->a->b
- C. c->a->b->d
- D. c->b->a->d

Answer: D

Explanation:

Explanation

A Business Activity Model (BAM) is a high-level view of the business activities that take place within an organisation. It shows how activities are related to each other and how they contribute to achieving business objectives. A BAM consists of five types of high-level activities: directing, enabling, doing, monitoring and controlling. A BAM can also show dependencies between activities using arrows to indicate which activity depends on another activity to start or finish. Therefore, option A is the correct answer, as it shows the dependencies between the four activities on the BAM correctly. Activity c (define lending policies) is a directing activity that sets the rules and guidelines for lending e-books to customers. It depends on no other activity and precedes all other activities. Activity b (establish licensing arrangements with publishers) is an enabling activity that secures the rights and permissions to lend e-books from different publishers. It depends on activity c and precedes activity a. Activity a (lend books) is a doing activity that provides e-books to customers according to their requests and preferences. It depends on activity b and precedes activity d.

Activity d (monitor lending usage) is a monitoring activity that tracks and records how customers use and return e-books. It depends on activity a and follows all other activities.

References: BCS Practitioner Certificate in BAP Specimen, page 24.

NEW QUESTION # 85

You're managing a project for a company developing new software. During the stakeholder analysis, you identify a group of employees that are outside of the business area and scope and have no interest in the project. Some of these employees are due to move into the project business area in 6 months' time.

How would you plot this group on the Power/Interest grid?

- A. Low power and no interest.
- B. Some power and high interest.
- C. No interest and some power.
- D. High power and some interest.

Answer: A

Explanation:

On a power/interest grid, stakeholders must be plotted where they actually are now, not where we wish they were or where they may be in the future. In this scenario, the employees are currently outside the business area and project scope and have no interest in the project. They also have no stated ability to influence decisions or outcomes. This places them in the "no or low interest and no or low power/influence" position (low interest, low power). The documented management guidance for this group is that, for day-to-day project work, they can largely be ignored because they have neither a direct interest nor the power to affect the project.

However, the documentation also stresses that stakeholder positions can change over time, so stakeholder analysis should be a continuing activity, with the project team watching for shifts and adapting strategies accordingly. Since some employees will move into the business area in about six months, they may later gain interest (and possibly influence). Therefore, while you still plot them in the low/low quadrant now, you should monitor them and provide occasional, light-touch communications (e.g., newsletters/updates) so they are not surprised when they become more directly affected.

NEW QUESTION # 86

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

Answer: B

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 # 87

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