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## BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 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 (Q63-Q68):

### NEW QUESTION # 63

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

**Answer: C**

Explanation:

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.

References:

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

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

### NEW QUESTION # 64

The management of a Health and Sports club has decided that one of its Critical Success Factors (CSF) is to provide excellent customer service. The below measures have been suggested.

Which two of these are appropriate Key Performance Indicators (KPIs) for the CSF "provide excellent customer service"?

- A. The number of customers who order food from the club restaurant.
- B. The percentage of customers who are fitter than when they joined the club.
- C. The percentage of customers who pay by monthly bank transfer.
- D. The percentage of customers who renew their annual subscription.
- E. The number of customers who post negative feedback.

**Answer: D,E**

Explanation:

The documentation explains that CSFs are the areas where things "must go right," and KPIs are the measures that show whether progress is being made toward achieving a CSF. KPIs should focus on specific performance areas and should be defined so they are SMART and monitored regularly.

For a CSF of "excellent customer service," appropriate KPIs should reflect customer experience outcomes and customer loyalty/retention. Option C ("number of customers who post negative feedback") is directly linked to service quality: negative feedback is a clear indicator that customers perceive service failures. Tracking it (and ideally setting a target such as "no more than X per month") provides a measurable signal of whether service is improving.

Option D ("percentage of customers who renew their annual subscription") is also strongly linked to customer service because renewal rates are a widely used indicator of customer satisfaction and loyalty: customers who experience consistently good service are more likely to continue their membership. As a KPI, it is measurable, trendable over time, and can be given SMART targets.

The other options are not direct indicators of customer service quality: restaurant ordering (A) is sales/upsell behaviour, fitness improvement (B) is an outcome of training/programming rather than service, and payment method (E) is an administrative preference. Therefore, the best KPIs for this CSF are C and D.

### NEW QUESTION # 65

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

**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 # 66**

The management of a chain of hotels has decided that one of its critical success factors (CSF) is to 'provide excellent customer service' The below measures have been suggested.

Which THREE of these are appropriate key performance indicators (KPIs) for the CSF 'provide excellent customer service'?

- **A. The percentage of customers who return**
- B. The number of customers who make use of their in-room mini bar
- **C. The number of customers who complain.**
- D. The percentage of customers who use the leisure facilities
- **E. The percentage of customers who join the hotel loyalty scheme**

**Answer: A,C,E**

Explanation:

Explanation

A key performance indicator (KPI) is a measurable value that demonstrates how effectively an organisation is achieving a key business objective or critical success factor (CSF). A KPI should be relevant, specific, measurable, achievable, realistic and time-bound (SMART). Therefore, options C, D and E are appropriate KPIs for the CSF 'provide excellent customer service', as they measure aspects of customer satisfaction and loyalty that are directly related to the quality of service provided by the hotel chain.

Option A is not an appropriate KPI, as it does not measure customer service, but rather customer consumption. Option B is not an appropriate KPI, as it does not measure customer service, but rather customer preference.

References: BCS Practitioner Certificate in BAP Specimen, page 15.

#### **NEW QUESTION # 67**

A business case features a management summary, from which the below extract is taken:

'The new approach will incur significant investment in terms of software licenses and annual maintenance fees, which will not be negotiable until year four of the proposal. We will research competing suppliers in the marketplace at end of year three, the supplier will, therefore, be likely to offer a reduced price for year five and beyond. However, we are convinced that the selected option is the right one. It will give us a competitive edge as a result of improved management information, in addition to the boost it will give to our image with our established customers.' Which categories of costs and benefits are described in this extract\*?

- A. Intangible benefits, intangible costs
- B. Tangible costs, intangible benefits.
- C. Tangible benefits, intangible costs
- **D. Intangible costs, tangible benefits**

**Answer: D**

**Explanation:**

A business case is 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. Costs and benefits can be classified into two types: tangible and intangible. Therefore, option D is the correct answer, as it identifies which categories of costs and benefits are described in this extract respectively. Intangible costs are costs that have no physical existence and cannot be measured or quantified easily by human senses. Examples of intangible costs are reputation, image, morale etc. An example of intangible costs in this extract is significant investment in terms of software licenses and annual maintenance fees, which will not be negotiable until year four of the proposal, as it has no physical existence and cannot be measured or quantified easily by human senses. Tangible benefits are benefits that have physical existence and can be measured or quantified easily by human senses. Examples of tangible benefits are revenue, profit, market share etc. An example of tangible benefits in this extract is improved management information, in addition to the boost it will give to our image with our established customers, as it has physical existence and can be measured or quantified easily by human senses. Option A is not a correct answer, as it does not identify which categories of costs and benefits are described in this extract respectively. Tangible costs are costs that have physical existence and can be measured or quantified easily by human senses. Examples of tangible costs are equipment, materials, labour etc. There is no example of tangible costs in this extract. Intangible benefits are benefits that have no physical existence and cannot be measured or quantified easily by human senses. Examples of intangible benefits are satisfaction, loyalty, quality etc. There is no example of intangible benefits in this extract (although image could be considered as an intangible benefit). Option B is not a correct answer, as it does not identify which categories of costs and benefits are described in this extract respectively. Tangible benefits are benefits that have physical existence and can be measured or quantified easily by human senses. Examples of tangible benefits are revenue, profit, market share etc. An example of tangible benefits in this extract is improved management information, in addition to the boost it will give to our image with our established customers, as it has physical existence and can be measured or quantified easily by human senses. Intangible costs are costs that have no physical existence and cannot be measured or quantified easily by human senses. Examples of intangible costs are reputation, image, morale etc. An example of intangible costs in this extract is significant investment in terms of software licenses and annual maintenance fees, which will not be negotiable until year four of the proposal, as it has no physical existence and cannot be measured or quantified easily by human senses. Option C is not a correct answer, as it does not identify any category of cost or benefit that has been described in this extract.

**NEW QUESTION # 68**

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