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BAPv5

Option D :
Manager.

Option E :
Competitor

Correct Answer: A,B,C

Explanation/Reference:

A stakeholder is any person or group who has an interest in or influence over an organisation or project. Stakeholders can be classified into different categories based on their relationship with the organisation or project. One possible classification is the stakeholder wheel, which identifies six generic stakeholder categories: owner, partner, supplier, customer, regulator and competitor. Therefore, options A, B and C are correct answers, as they represent three stakeholder groups that are involved in the scenario. Owner refers to the person or group who owns or controls the organisation or project. In this case, it is the two people who each own 50% of AlpineTrails. Partner refers to the person or group who collaborates or cooperates with the organisation or project to achieve mutual benefits. In this case, it is WalkNation, who has agreed to work with AlpineTrails to provide special holidays for its members. Supplier refers to the person or group who provides goods or services to the organisation or project. In this case, it is the hotels, transport and equipment providers that AlpineTrails books for its customers. Option D is not a correct answer, as manager is not one of the generic stakeholder categories defined in the stakeholder wheel. Manager refers to the person or group who oversees or coordinates the activities of the organisation or project. In this case, it could be either one of the owners of AlpineTrails or someone appointed by them. Option E is not a correct answer, as competitor is not represented in this scenario. Competitor refers to the person or group who offers similar or alternative goods or services to the same market as the organisation or project. In this case, it could be another company that specialises in offering tailored walking holidays.

References: BCS Practitioner Certificate in BAP Specimen, page 10.

QUESTION: 6

Paul has been struggling to make his farm profitable for a number of years. Recently, an energy firm has asked him if it can survey his land in order to determine if there is natural gas deep under his fields. If there is, they will pay him for the extracted gas. Paul has discussed this request with his business partner, explaining that he would like to explore the possibility as he feels that any subsequent extraction process is safe, will cause minimal damage to the farm, and will return the farm to profitability. Paul's business partner disagrees, believing that the process for extracting the gas is dangerous, that the machinery will spoil the

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BCS BAPv5 Exam Syllabus Topics:

Topic	Details
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Topic 1	<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 2	<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 3	<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 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"> • 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.

>> BAPv5 Exam Exercise <<

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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q61-Q66):

NEW QUESTION # 61

You have been discussing Paul's recent project with him. He explained that he had needed to spend considerable time interviewing stakeholders and was now behind plan. You asked him why he didn't use a workshop to avoid delays.

Which of the following MIGHT Paul reply? Select the THREE that apply

- A. The stakeholders were located in different time zones
- B. The challenge of organising key stakeholder diaries
- C. A neutral venue was available for stakeholder discussions
- D. Consensus from stakeholders needed to be established
- E. One stakeholder has a dominant personality

Answer: A,B,C

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, options B, D and E are correct answers, as they are possible reasons why Paul did not use a workshop to avoid delays. They describe different challenges or constraints that may prevent or limit the use of a workshop technique. Option B describes a challenge related to the geographical location of stakeholders. If the stakeholders are located in different time zones, it may be difficult or impractical to arrange a workshop that suits their availability and preferences. Option D describes a challenge related to the availability of stakeholders. If the key stakeholders have busy or conflicting schedules, it may be hard or impossible to organise a workshop that involves all of them at the same time. Option E describes a constraint related to the venue of the workshop. If a neutral venue is available for stakeholder discussions, it may be preferable or necessary to use it instead of a workshop, as it may reduce bias or influence from any stakeholder group. Option A is not a correct answer, as it is not a reason why Paul did not use a workshop to avoid delays. It describes an issue that may arise during a workshop, but not prevent or limit its use. If one stakeholder has a dominant personality, it may affect the dynamics and outcomes of the workshop, but it can be managed

by using appropriate facilitation skills and techniques. Option C is not a correct answer, as it is not a reason why Paul did not use a workshop to avoid delays. It describes an objective that may be achieved by using a workshop, but not prevent or limit its use. If consensus from stakeholders needs to be established, it may be beneficial or essential to use a workshop, as it can help to reach a common understanding and agreement among stakeholders.

NEW QUESTION # 62

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 identify how the organisation should structure itself to support the desired situation.
- D. To assess how far the organisation's current activities support the desired situation.

Answer: D

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.

NEW QUESTION # 63

TeamClothing sells clothes through its shops based around the country. If a customer in a shop cannot find the item they wish to buy, a sales assistant can order it for them online and when it arrives, the customer can then collect the item from the shop. Customers may also order directly from TeamClothing's website. Orders from the website are usually delivered to the customer's home address. Online customers also automatically receive a monthly catalogue from the firm, which lists current offers. Three events are of particular interest:

Shop sales assistants ordering items for a customer online
Customers ordering through the website
Sending a monthly catalogue to website customers
How would these events be classified'?

- A. External = 2, Time-based = 1
- B. Internal = 2; Time-based = 1.
- C. External = 1; Time-based = 1; Internal = 1.
- D. External = 3

Answer: A

Explanation:

An event is something that happens or occurs within or outside an organisation or project that triggers or affects an activity or process. Events can be classified into three types: external, internal and time-based. Therefore, option B is the correct answer, as it correctly classifies the events of interest in this scenario according to their types. External events are events that originate from outside the organisation or project and are beyond its control or influence. An example of an external event in this scenario is customers ordering through the website, as it originates from outside TeamClothing and is beyond its control or influence. There are two external events in this scenario. Internal events are events that originate from within the organisation or project and are under its control or influence. An example of an internal event in this scenario is shop sales assistants ordering items for a customer online, as it originates from within TeamClothing and is under its control or influence. There are no internal events in this scenario. Time-based events are events that occur at regular intervals or on specific dates or times. An example of a time-based event in this scenario is sending a monthly catalogue to website customers, as it occurs at regular intervals (every month). There is one time-based event in this scenario.

NEW QUESTION # 64

A business case contains the following in its management summary:

'The recommended option meets the new regulatory requirements. It will ensure our products remain in the marketplace and be the first to receive compliance certification, which will enhance our reputation as the market leader. New business policies and processes will be introduced, which may temporarily reduce productivity. The action plan will be communicated to all staff at the next monthly meeting?'

Which TWO categories of costs and benefits are described in this extract?

- A. Intangible benefits
- B. Intangible costs.
- C. Irregular costs
- D. Tangible benefits
- E. Tangible costs

Answer: A,B

Explanation:

A cost is an expenditure or sacrifice incurred or expected to be incurred as a result of a business change. A benefit is an advantage or improvement that is gained or expected to be gained as a result of a business change. Costs and benefits can be classified as tangible or intangible, depending on whether they can be measured in monetary terms or not. Therefore, options B and D are correct answers, as they describe intangible costs and benefits that are not easily quantified or valued. Intangible costs include the temporary reduction in productivity due to the introduction of new business policies and processes. Intangible benefits include the enhancement of the company's reputation as the market leader due to being the first to receive compliance certification. Option A is not a correct answer, as tangible costs are not described in the extract. Tangible costs are those that can be measured in monetary terms, such as the cost of purchasing new equipment or hiring new staff. Option C is not a correct answer, as tangible benefits are not described in the extract. Tangible benefits are those that can be measured in monetary terms, such as the increase in revenue or decrease in expenses.

NEW QUESTION # 65

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

Answer: C

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 # 66

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