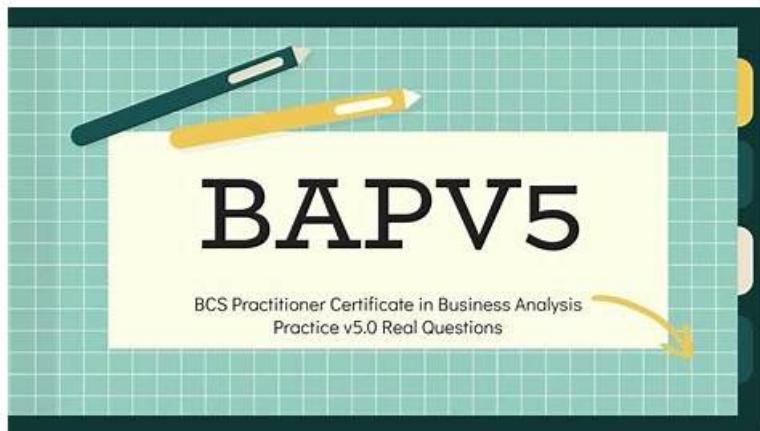


# BAPv5유효한인증시험덤프, BAPv5인증덤프샘플다운



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<https://drive.google.com/open?id=1GvkDmN3RyTDXG0Ib6HZNn1Uq4y-7BOXH>

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## BCS BAPv5 시험요강:

주제	소개
주제 1	<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>
주제 2	<ul style="list-style-type: none"><li>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.</li></ul>
주제 3	<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>
주제 4	<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>
주제 5	<ul style="list-style-type: none"><li>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.</li></ul>

>> BAPv5유효한 인증 시험덤프 <<

## BAPv5인증덤프샘플 다운 & BAPv5시험대비 최신버전 공부자료

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## 최신 Business Analysis BAPv5 무료샘플문제 (Q40-Q45):

### 질문 # 40

John has been working on a business case for opening up the overseas market to new products. He has been asked to document the risks. What SHOULD he do to ensure they are appropriately recorded? Select the TWO that apply

- A. Impact assessment of each countermeasure identified
- B. Provide justification for each countermeasure identified
- C. Identify an owner for each risk
- D. Create a RAID log
- E. Document the source of each risk

정답: C,E

#### 설명:

A risk is an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives. To ensure that risks are appropriately recorded, they should be documented in a consistent and structured way, such as using a RAID log (Risks, Assumptions, Issues and Dependencies). A RAID log should include information such as the risk description, impact, probability, source, owner, mitigation actions, status and date. Therefore, options B and C are essential for recording risks, as they help to identify where the risk originates from and who is responsible for managing it. Option A is not relevant to recording risks, as it is the name of the tool used to document them. Option D and E are not relevant to recording risks, as they relate to the countermeasures or actions taken to address them, not the risks themselves.

### 질문 # 41

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

정답: D

#### 설명:

##### 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.

References: BCS Practitioner Certificate in BAP Specimen,

#### 질문 # 42

Maria is a business analyst working for a large supermarket chain, where she has been asked to work on a project exploring the potential opportunities of wearable technology. This work has led her to visit parts of the organisation that she has never come into contact with before and whilst observing and interviewing staff working in various stores and warehouses, she has identified a number of concerns, including noticeable gaps in staff training, stores and warehouses that seem to require extensive repair, and store management worries about cash flow. Maria is aware that these concerns are not directly related to the project she has been assigned to. However, she feels she has a responsibility to make her management team aware of these issues. As a way of enabling her organisation to fully explore these concerns and understand if any further intervention is required, which of the following would be the MOST valuable?

- A. PESTLE
- B. Porter's Five Forces model
- C. SWOT.
- D. Resource audit

정답: C

#### 설명:

A SWOT analysis is a technique for identifying and evaluating the strengths, weaknesses, opportunities and threats that affect an organisation or project. It helps to assess the internal and external factors that influence the performance and potential of the organisation or project. Therefore, option B is the correct answer, as a SWOT analysis would be the most valuable technique for enabling the organisation to fully explore the concerns and understand if any further intervention is required. A SWOT analysis would help to identify the strengths and weaknesses of the organisation's current situation, such as the gaps in staff training, the state of the stores and warehouses, and the cash flow issues. It would also help to identify the opportunities and threats that arise from the external environment, such as the market trends, customer preferences, competitors' actions, and regulatory changes. A SWOT analysis would provide a comprehensive picture of the organisation's situation and help to prioritise the areas that need improvement or attention. Option A is not a correct answer, as 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 the organisation's resources, such as human, physical, financial and intangible resources. A resource audit would not be sufficient to fully explore the concerns and understand if any further intervention is required, as it would only focus on one aspect of the organisation's situation and not consider the external factors that affect it. Option C is not a correct answer, as a PESTLE analysis is a technique for identifying and evaluating the political, economic, social, technological, legal and environmental factors that affect an organisation or project. It helps to assess the opportunities and threats that arise from the external environment. A PESTLE analysis would not be sufficient to fully explore the concerns and understand if any further intervention is required, as it would only focus on one aspect of the organisation's situation and not consider the internal factors that affect it. Option D is not a correct answer, as Porter's Five Forces model is a technique for analysing the competitive forces that shape an industry or market. It helps to assess the attractiveness and profitability of an industry or market by examining five forces: rivalry among existing competitors, threat of new entrants, threat of substitute products or services, bargaining power of suppliers, and bargaining power of buyers. Porter's Five Forces model would not be relevant to fully explore the concerns and understand if any further intervention is required, as it would not address the issues that affect the organisation internally.

#### 질문 # 43

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. A neutral venue was available for stakeholder discussions
- B. Consensus from stakeholders needed to be established
- C. The challenge of organising key stakeholder diaries

- D. One stakeholder has a dominant personality
- E. The stakeholders were located in different time zones

정답: A,C,E

설명:

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.

질문 # 44

Why would a Business Analyst use a consensus Business Activity Model (BAM) in gap analysis?

- A. To identify how the organisation should structure itself to support 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 establish which stakeholder views will not be reflected in the desired situation

정답: C

설명:

Explanation

A consensus BAM is a conceptual model that depicts the agreed view of what the organisation does or should do. It shows the high-level activities and the logical dependencies between them. By comparing the consensus BAM with the current situation, a gap analysis can identify where the organisation is not performing as desired or where there are opportunities for improvement. Therefore, option A is the correct answer.

질문 # 45

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