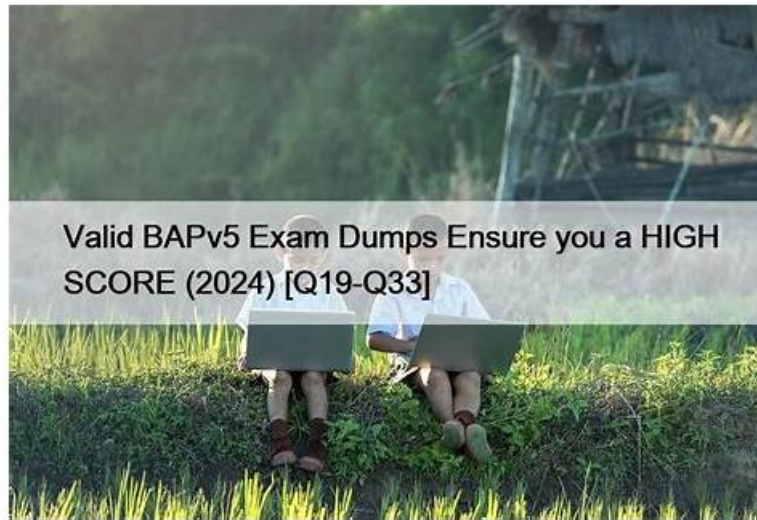


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BCS BAPv5 Exam Syllabus Topics:

Topic	Details
Topic 1	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 2	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	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	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.

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BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q41-Q46):

NEW QUESTION # 41

A large retail company has asked a business analyst to investigate a problem with declining sales. Which of the following techniques is the business analyst MOST LIKELY to use to identify underlying causes of this problem?

- **A. Business Activity Model**
- B. Use case diagram
- C. Customer journey maps
- D. Scenario analysis

Answer: A

Explanation:

Explanation

A Business Activity Model (BAM) is a technique for modelling business activities within an organisation or project at a high level of abstraction. It helps to understand what an organisation does, how it does it, who does it, where it does it and why it does it. Therefore, option D is the correct answer, as a BAM would help the business analyst to identify underlying causes of a problem with declining sales. A BAM would help to analyse how different activities within an organisation contribute or relate to sales performance and identify any gaps or issues that may affect sales performance. A BAM would help to compare current and desired situations or problems and identify what changes or improvements are needed to achieve desired situations or problems. Option A is not a correct answer, as customer journey maps are not a technique for identifying underlying causes of a problem with declining sales. Customer journey maps are a technique for visualising customer experiences with an organisation or product across different touchpoints and stages. They help to understand customer needs, expectations and emotions and how they are met or influenced by an organisation or product. Option B is not a correct answer, as scenario analysis is not a technique for identifying underlying causes of a problem with declining sales. Scenario analysis is a technique for exploring how different scenarios or situations could affect outcomes or impacts of an organisation or project. They help to test feasibility and desirability of different options or solutions under various circumstances or assumptions.

Option C is not a correct answer, as use case diagram is not a technique for identifying underlying causes of a problem with declining sales. Use case diagram is a technique for modelling functional requirements of a system or product at a high level of abstraction. They help to understand what functions or features are required or provided by a system or product and how they interact with actors or users.

References: BCS Practitioner Certificate in BAP Specimen, page 32.

NEW QUESTION # 42

On joining a new company, Sara spent time reviewing the company's organisation chart. She was particularly interested in the sponsor of the project she is joining. What is Sara LIKELY to have learnt about the sponsor from this? Select the TWO that apply.

- **A. Their position in the company hierarchy**
- **B. Their span of control**
- C. Their preferred management style
- D. The culture within their team
- E. The scope of their responsibilities

Answer: A,B

Explanation:

Explanation

An organisation chart is a diagram that shows the structure and relationships of an organisation. It helps to identify who are the members, roles, levels and units of an organisation and how they are connected or related.

Therefore, options A and B are correct answers, as they are the information that Sara is likely to have learnt about the sponsor from the organisation chart. Option A is a correct answer, as their position in the company hierarchy is the information that Sara is likely to have learnt about the sponsor from the organisation chart.

Their position in the company hierarchy is the level or rank of the sponsor within the organisation's structure.

It helps to indicate their authority, status and influence within the organisation. Option B is a correct answer, as their span of control is the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their span of control is the number of people or units that report directly to the sponsor within the organisation's structure. It helps to indicate their responsibility, workload and management style within the organisation. Option C is not a correct answer, as their culture within their team is not the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their culture within their team is the shared values, beliefs, norms and behaviours of the sponsor and their team members within the organisation. It helps to indicate their motivation, satisfaction and performance within the organisation. Option D is not a correct answer, as their scope of responsibilities

is not the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their scope of responsibilities is the range or extent of tasks or activities that the sponsor has to perform or oversee within the organisation. It helps to indicate their objectives, outcomes and deliverables within the organisation. Option E is not a correct answer, as their preferred management style is not the information that Sara is likely to have learnt about the sponsor from the organisation chart. Their preferred management style is the way or approach that the sponsor uses to lead or direct their team members within the organisation. It helps to indicate their communication, delegation and feedback skills within the organisation.

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

NEW QUESTION # 43

A large consultancy organization has assigned its BA, Girby, to a client called MetalCor, a manufacture of component for washing machines and fridge freezers. The management team of MetalCor need some help in understanding the problems they are experiencing with their production line. Recently, Reproduction has dipped to a record low and more parts are being return as fully. Production line staff blame each other and the more staff Girby speaker to, the more issue she identifies. She having difficulty keeping track of the arising themes and how they relate to each other.

Which of the following would enable Girby to model the arising themes and how they relate to each other?

- A. Rich picture.
- B. Business process model
- C. Business activity model
- D. Mind map

Answer: D

Explanation:

Explanation

A mind map is a technique for organising and visualising information in a hierarchical and associative way. It helps to generate, structure and classify ideas and concepts and show how they are related or connected.

Therefore, option A is the correct answer, as a mind map would enable Girby to model the arising themes and how they relate to each other. A mind map would help to identify the main theme or problem (declining production) and the sub-themes or causes (staff blaming each other, more parts being faulty etc.) and arrange them in a tree-like structure. A mind map would help to use colours, symbols, images and keywords to represent and emphasise the themes and their relationships. A mind map would help to analyse and evaluate the themes and their relationships and identify any patterns or gaps that may exist. Option B is not a correct answer, as a business activity model is not a technique for modelling the arising themes and how they relate to each other. A business activity model is a technique for modelling business activities within an organisation or project at a high level of abstraction. It helps to understand what an organisation does, how it does it, who does it, where it does it and why it does it. Option C is not a correct answer, as a rich picture is not a technique for modelling the arising themes and how they relate to each other. A rich picture is a technique for drawing a holistic view of a complex situation or problem using informal symbols and images. It helps to capture the main elements and aspects of a situation or problem and how they interact or influence each other. Option D is not a correct answer, as a business process model is not a technique for modelling the arising themes and how they relate to each other. A business process model is a technique for modelling business processes within an organisation or project at a low level of abstraction. It helps to understand how business processes are performed or delivered in terms of inputs, outputs, activities, tasks, roles, rules, events etc.

References: BCS Practitioner Certificate in BAP Specimen, page 36.

NEW QUESTION # 44

A business analyst has been assigned to help develop a plan for expanding a business that produces software for mobile phones and has interview he managing director to understand his perspective regarding the expansion. The managing director's worldview is as follows:

"The purpose of our business is to develop and sell software for mobile phones. The expansion will enable us to increase the amount of software we procedure, so we can keep pace with the growing demand of the market for software that is easy to use." Which of the following is a 'transformation' for this worldview?

- A. Keep pace with the growing demands of the market.
- B. Develop and sell software for mobile phones.
- C. Increase the amount of software we produce.
- D. Ensure that software is easy to use

Answer: B

Explanation:

Explanation

Transformation is the element of CATWOE that describes what changes or processes take place in a business situation or problem or its solution. It helps to identify what inputs are converted into outputs in a business situation or problem or its solution. Therefore, option A is the correct answer, as it is the transformation for this worldview. Develop and sell software for mobile phones is the transformation for this worldview, as it describes what changes or processes take place in the business situation or problem or its solution. It identifies what inputs (software development resources) are converted into outputs (software products) in the business situation or problem or its solution. Option B is not a correct answer, as it is not the transformation for this worldview, but an aspect of the output quality. Ensure that software is easy to use is not the transformation for this worldview, but an aspect of the output quality. It describes how the output (software products) should meet the customer needs and expectations, not what changes or processes take place in the business situation or problem or its solution. Option C is not a correct answer, as it is not the transformation for this worldview, but an aspect of the environment. Keep pace with the growing demands of the market is not the transformation for this worldview, but an aspect of the environment. It describes an external factor or constraint that affects the stakeholder's perspective or limits their options, not what changes or processes take place in the business situation or problem or its solution. Option D is not a correct answer, as it is not the transformation for this worldview, but an aspect of the desired outcome. Increase the amount of software we produce is not the transformation for this worldview, but an aspect of the desired outcome. It describes what the stakeholder wants to achieve from the business situation or problem or its solution, not what changes or processes take place in the business situation or problem or its solution.

References: BCS Practitioner Certificate in BAP Specimen, page 38.

NEW QUESTION # 45

An overseas bank is currently undertaking a feasibility study looking into the possible launch of a new bank in the UK. Preliminary findings suggest that the market is saturated, customers have a lot of choice and it is easy for them to switch from one bank to another.

In which area of Porter's Five Forces model would these preliminary findings be documented'?

- A. Threat of substitute products
- B. Bargaining power of suppliers
- C. Threat of new entrants
- **D. Bargaining power of customers**

Answer: D

Explanation:

Porter's Five Forces model is a technique for analysing the competitive forces that affect an organisation or industry. It helps to assess the attractiveness and profitability of an organisation or industry. Porter's Five Forces model consists of five forces: threat of new entrants, bargaining power of customers, bargaining power of suppliers, threat of substitute products and competitive rivalry. Therefore, option B is the correct answer, as these preliminary findings would be documented in the bargaining power of customers force of Porter's Five Forces model. Bargaining power of customers is the force that measures the ability and influence of customers to affect the price, quality and quantity of products or services offered by an organisation or industry. It depends on factors such as customer concentration, switching costs, differentiation and loyalty. An example of bargaining power of customers in this scenario is the market is saturated, customers have a lot of choice and it is easy for them to switch from one bank to another, which implies that customers have high bargaining power and can demand lower prices or better services from banks. Option A is not a correct answer, as these preliminary findings would not be documented in the threat of new entrants force of Porter's Five Forces model. Threat of new entrants is the force that measures the likelihood and impact of new competitors entering an organisation or industry. It depends on factors such as entry barriers, economies of scale, capital requirements and brand loyalty. An example of threat of new entrants in this scenario is an overseas bank launching a new bank in the UK, which implies that there is a potential threat of new entrants to the existing banks in the UK. Option C is not a correct answer, as these preliminary findings would not be documented in the bargaining power of suppliers force of Porter's Five Forces model. Bargaining power of suppliers is the force that measures the ability and influence of suppliers to affect the price, quality and quantity of products or services supplied to an organisation or industry. It depends on factors such as supplier concentration, switching costs, differentiation and dependency. An example of bargaining power of suppliers in this scenario is the suggested changes to the business structure will affect our relationships with suppliers, which implies that suppliers may have some bargaining power over the organisation or industry. Option D is not a correct answer, as these preliminary findings would not be documented in the threat of substitute products force of Porter's Five Forces model. Threat of substitute products is the force that measures the likelihood and impact of customers switching to alternative products or services that satisfy their needs or wants better than those offered by an organisation or industry. It depends on factors such as availability, price, quality and performance of substitute products or services. There is no example of threat of substitute products in this scenario.

NEW QUESTION # 46

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