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**QUESTION 1**

End users in one business area are unwilling to adopt a new finance management system (recently introduced by the innovation team), as they perceive that it is unnecessarily complicated and not useful. One of the end users in this business area has been very vocal and has been relying support from others since posting about it on the company's intranet homepage.

The introduction finance system was initially supported by senior managers, but now users in other business area are also beginning to question whether they adopt the tool and are raising the issue with their managers.

The sponsor fully supports the decision to go ahead with the new tool and has made it very clear to senior managers that he expects them to support this Initiative.

Which stakeholder management strategy SHOULD be taken with the senior managers?

- A. Keep on side.
- B. Constant active management
- C. Watch
- D. Keep informed

Correct Answer: B

The stakeholder management strategy for senior managers should be constant active management. Senior managers have high power and high interest in the project, as they are responsible for overseeing its implementation and ensuring its

alignment with organizational goals. They also have influence over other stakeholders, such as end users and employees. Therefore, they need to be regularly engaged, consulted, informed, and involved in decision making throughout the

project lifecycle.

Option B is the correct answer.

References:

Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com Power Interest Grid: How to Use, Benefits, Examples - KnowledgeHut

QUESTION 2

Elizabeth is an external consultant who is helping a company streamline its process. She has not worked for this company before.

The managing director (MD) has explained that some of the line managers feel that this work is unnecessary, whilst others are concerned that their staff will be made redundant as a result of her recommendations. He is keen for Elizabeth to get an understanding of the organization's staff and for the line manager to be involved in formulating potential improvements. The MD has provided Elizabeth with an organizational chart, detailing the business areas she needs to investigate, as well as the names of the line managers involved.



To understand the concerns of operational staff and line managers, which pair of techniques SHOULD she use first?

- A. Document analysis and mind maps.
- B. Observation and scenario analysis
- C. Business activity modeling and fishbone diagrams.
- D. Interviews and rich pictures.

Correct Answer: D

The pair of techniques that Elizabeth should use first to understand the concerns of operational staff and line managers are interviews and rich pictures. Interviews are a way of eliciting information from stakeholders by asking them open-ended questions and listening to their responses. Interviews can help Elizabeth to explore the views, opinions, needs, and expectations of the staff and managers regarding the process improvement project. Rich pictures are a way of capturing complex situations in a visual form by using symbols, icons, cartoons, or diagrams. Rich pictures can help Elizabeth to illustrate the current problems and issues faced by the staff and managers, as well as their emotions and relationships. Option D is the correct answer.

QUESTION 3

A business analyst has been carrying out investigations into a problem situation. However, it is clear to the business analyst that, even after a number of interviews with individual stakeholders, some stakeholder's views still conflict.

Which investigation technique SHOULD be used to resolve the conflict and gain a consensus?

- A. Scenario analysis.
- B. Questionnaire
- C. Observation
- D. Workshop

Correct Answer: D

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, option D is the correct answer, as a workshop would help the business analyst to resolve the conflict and gain a consensus among stakeholders who have different views after individual interviews. A workshop would help to bring together the conflicting stakeholders in one place and time and enable them to share and compare their views openly and constructively. A workshop would help to identify and address the sources and reasons of the conflict and find common ground and mutual understanding among stakeholders. A workshop would help to generate and evaluate different options or solutions that satisfy all or most of the stakeholder views and agree on the best one for further development and implementation. Option A is not a correct answer, as scenario analysis is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Scenario analysis is a technique for exploring how different scenarios or situations could affect the outcomes or impacts of an organisation or project. It helps to test the feasibility and desirability of different options or solutions under various circumstances or assumptions. Option B is not a correct answer, as questionnaire is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Questionnaire is a technique for collecting information from stakeholders by asking them predefined questions in written form. It helps to elicit quantitative or qualitative data from a large number of stakeholders in an efficient and consistent way. Option C is not a correct answer, as observation is not a technique for resolving conflict and gaining consensus among stakeholders who have different views after individual interviews. Observation is a technique for gathering



information from stakeholders by watching them perform their tasks or activities in their natural environment. It helps to analyse how stakeholders work in practice and identify their implicit or tacit needs. References: BCS Practitioner Certificate in BAP Specimen, page 42.

QUESTION 4

Imran is the chief executive of FairCrops, a producer of ethically and sustainably sourced coffee and cocoa products. He is a true advocate of the FairCrops brand and has seen the positive impact of its approach in the South American regions in which It operates. He believed that there is a market for customers who want to ensure the products they consume have been purchased for a fair price and where the producer has not been unfairly treated.

FairCrops provide their products via an exclusive contract with Donald, the owner of Rest House; a small chain of coffee shops.

Ronaldo is a supplier to FairCrops. The prices he receives means he can provide for Ins family and enhance his crop yield through the advice and training provided by Alan, the FairCrops local representative and support officer

From Imran\\'s perspective, which of the following is a CORRECT partial CATWOE analysis of this situation?

- A. Customer = Donald, Actor = Alan. Owner = Imran
- B. Customer - Alan, Actor = Donald. Actor = Ronaldo
- C. Owner = Ronaldo. Actor = Donald. Customer = Imran
- D. Customer = Alan. Actor = Ronaldo. Owner = Imran.

Correct Answer: A

A partial CATWOE analysis of this situation from Imran\\'s perspective would identify Donald as the customer, Alan as the actor, and Imran as the owner. Donald is the customer because he is the beneficiary of FairCrops\\' products and services. Alan is the actor because he is the one who implements FairCrops\\' approach in the South American regions. Imran is the owner because he is the chief executive of FairCrops and has the authority to make decisions about its direction and purpose. Option A is the correct answer. References: What Is The CATWOE Analysis And Why It Matters In Business - FourWeekMBA CATWOE Analysis: A Holistic Approach to Problem Solving - SlideModel

QUESTION 5

Efua is planning to use Design Thinking to improve the m-store customer experience She has asked you to suggest good techniques to help with the different stages.

Looking at the list of techniques and stages below which THREE combinations SHOULD be of benefit to Efua?

- A. Prototype: Scenario Analysis
- B. Empathise Customer Journey Map
- C. Evaluate Mind Mapping
- D. Create Personas
- E. Define Current user needs or problems.



Correct Answer: BDE

Design Thinking is an approach for solving complex problems by focusing on human needs and desires. It involves five stages: empathise, define, ideate, prototype and test. Therefore, options B, D and E are correct answers, as they suggest good techniques to help with the different stages of Design Thinking. Empathise is the stage where the problem is explored from the perspective of the users and their emotions, motivations and pain points are understood. A good technique to help with this stage is Customer Journey Map, which is a visual representation of the steps and emotions that a user goes through when interacting with a product or service. It helps to identify the pain points and opportunities for improvement in the user experience. Create is the stage where the users are represented by creating personas, which are fictional characters that embody the characteristics, goals and needs of a typical user group. Personas help to empathise with the users and design solutions that suit their preferences and expectations. Define is the stage where the problem is clearly defined and articulated based on the insights gained from the empathise stage. A good technique to help with this stage is Current user needs or problems, which is a statement that summarises what the users need or want to achieve and what prevents them from doing so. It helps to focus on the core problem and set the direction for ideation. Option A is not a correct answer, as Prototype is not a stage of Design Thinking, but a technique that can be used in the Prototype stage. Prototype is the stage where the ideas are turned into tangible and testable prototypes that can be used to demonstrate and evaluate the solutions. A good technique to help with this stage is Scenario Analysis, which is a technique that explores how different scenarios or situations could affect the outcomes of the solutions. It helps to test the feasibility and desirability of the prototypes. Option C is not a correct answer, as Evaluate is not a stage of Design Thinking, but a technique that can be used in the Test stage. Test is the stage where the prototypes are tested with real users and feedback is collected and analysed to refine and improve the solutions. A good technique to help with this stage is Mind Mapping, which is a technique that organises and visualises information in a hierarchical and associative way. It helps to capture and structure feedback and identify patterns and insights. References: BCS Practitioner Certificate in BAP Specimen, page 28.

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