BCS Practitioner Certificate in Business Analysis Practice v5.0

BCS BAPv5

Version Demo

Total Demo Questions: 13

Total Premium Questions: 133

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QUESTION NO: 1

A company is reviewing its critical success factors and key performance indicators So far. it has key performance indicators for the following

The time to deliver orders for products Consumer satisfaction with products Wastage in product production The qualifications of production employees

Which area of Kaplan and Norton ' s balanced business scorecard has NOT been considered?

A. Learning and growth

B. Internal business process

C. Customer

D. Financial

ANSWER: D

Explanation:

Financial is correct because none of the stated key performance indicators measures the organisation’s financial performance or the economic outcomes expected by owners and other financial stakeholders. Kaplan and Norton’s Balanced Scorecard includes a financial perspective alongside customer, internal business process, and learning and growth perspectives. Financial objectives and measures indicate whether the organisation’s strategy and operations are contributing to improved financial results. Typical measures include revenue growth, profitability, operating margin, return on capital employed, cash flow, cost reduction, or economic value created.

The listed measures already provide coverage of the non-financial perspectives: delivery time and production wastage concern the effectiveness and efficiency of internal processes; consumer satisfaction concerns outcomes for customers; and employees’ qualifications indicate organisational capability within learning and growth. What is absent is a measure showing the financial consequence of performance in these areas. For example, the company could add a KPI for profit margin, manufacturing cost per unit, sales revenue, or return on investment. This would complete the scorecard’s high-level coverage by linking operational and capability measures to financial results. Kaplan and Norton introduced the framework as a balanced set of financial and operational measures; see Harvard Business Review: The Balanced Scorecard—Measures that Drive Performance and the Balanced Scorecard Institute overview.

QUESTION NO: 2

A university is considering improvements to its online accommodation-application service. Students report that they are uncertain about which evidence is required and cannot easily tell whether an application has been received or is still being assessed.

Which TWO techniques would be MOST useful for exploring the student experience and testing possible improvements before committing to a full solution?

A. Customer journey mapping.

B. Prototyping.

C. Organisation chart.

D. Resource audit.

E. PESTLE analysis.

ANSWER: A B

Explanation:

Customer journey mapping is useful for exploring the student experience across the application journey. It can identify key touchpoints, uncertainty, delays and pain points, such as difficulty locating evidence requirements or understanding application status.

Prototyping is useful for testing proposed improvements, such as clearer evidence guidance and status messages, before full development. Students can interact with an early representation of the service and provide feedback on whether it addresses the identified needs.

An organisation chart would show the university's reporting structure rather than the student experience. A resource audit examines organisational assets and capabilities, while a PESTLE analysis examines external environmental factors.

QUESTION NO: 3

BrightYourLife designs and manufactures low energy light solutions for homes and offices. A business analyst has undertaken a comprehensive review of the business and has reported the following findings:

The company has earned a reputation for being one of the best quality manufacturers in Europe.

The company has registered the name BrightYourLife as a trademark.

Budget has been approved for the proposed research into the "e-friendly" initiative.

Key performance indicators have been created to monitor success factors.Which two of the following techniques did the business analyst use to discover their findings?

A. VMOST.

B. SWOT.

C. Resource Audit.

D. Stakeholder Wheel.

E. PESTLE.

ANSWER: A C

Explanation:

VMOST. and **Resource Audit.** are the two techniques evidenced by the findings. A resource audit identifies the resources and capabilities available to an organisation. It covers tangible resources, including financial resources such as an approved research budget, and intangible resources. Reputation for high-quality manufacturing is an important intangible resource because it represents market confidence and organisational capability. A registered trademark is also an intangible asset, providing protected brand identity and potential competitive advantage. Together, these findings are characteristic outputs of a resource audit used to understand the organisation's internal strategic position.

VMOST provides a structured means of examining the relationship between vision, mission, objectives, strategy and tactics. In particular, it supports analysis of objectives and the measures used to establish whether those objectives and associated critical success factors are being achieved. The creation of key performance indicators to monitor success factors therefore indicates work on the objectives and performance-measurement elements of VMOST. Used together, these techniques give the analyst a coherent view of both the organisation's available resources and how progress towards its intended direction will be monitored. This aligns with the strategic-analysis techniques covered in the BCS Business Analysis Practice qualification: BCS Business Analysis Practice and the wider BCS Business Analysis certifications.

QUESTION NO: 4

A business analyst and a project manager are producing a business case for an initiative, which aims to improve the cyber defences of a large financial services provider

They met recently to review progress and made the following notes for the next draft

1. The benefits of cyber security will be hard to describe in quantitative terms, so we will need to describe these qualitatively.

2 We need to make it clear that we have fully explored the solution market, and we have considered a range of approaches to meeting the

objectives of this project.

3. The threat posed to the organisation from cyber attack, and therefore the justification for this project, needs to be clearly articulated

Which THREE sections of a business case will cover these points'?

A. Options considered

B. Analysis of costs and benefits

C. Description of the current situation

D. Recommendations

E. Risk assessment

ANSWER: A B C

Explanation:

“Analysis of costs and benefits” is the appropriate place to set out the expected value of improved cyber security. Benefits do not need to be wholly financial: where reliable monetary measures are unavailable, the business case should describe important non-financial benefits qualitatively, such as improved resilience, customer confidence, regulatory assurance and reduced exposure to disruption. This provides decision-makers with a balanced view of the initiative’s value.

“Options considered” demonstrates that the organisation has investigated the market and assessed a credible range of ways to meet the objective. It records the approaches considered and supplies the evidence needed to select a preferred way forward, rather than assuming a particular solution from the outset.

“Description of the current situation” establishes the problem context and case for change. For this initiative, it should clearly describe the cyber threat landscape, the organisation’s current defensive position, relevant vulnerabilities or consequences, and why action is necessary. That baseline makes the justification for investment understandable before proposed options and benefits are evaluated. These uses are consistent with business-case practice, which requires a clear strategic rationale, an appraisal of options and consideration of benefits. See the HM Treasury Green Book and the Green Book guidance.

QUESTION NO: 5

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 landscape and that it would undermine the vision they had of living off the land.

On which element of CATWOE are Paul and his business partner in disagreement?

A. Customer

B. Actor

C. Transformation

D. World view

ANSWER: D

Explanation:

World view is correct. In CATWOE, the world view—also called Weltanschauung—captures the beliefs, values and assumptions that make a transformation meaningful, worthwhile or unacceptable from a particular stakeholder's perspective. It provides the wider rationale through which a person interprets a proposed change, rather than merely identifying the people involved or the operational activity.

Paul sees gas extraction through a commercial and practical lens: he believes it can be undertaken safely, with little damage, and can restore the farm's financial viability. His business partner interprets the same proposal through a different set of values: preserving the landscape, avoiding perceived danger, and maintaining their aspiration to live off the land. The disagreement is therefore rooted in the significance and acceptability they attach to the proposed activity. This is precisely the distinction that the world-view element is intended to reveal when analysing contrasting stakeholder perspectives.

CATWOE is used within soft systems thinking to formulate and test purposeful activity models while making these differing perspectives explicit. See the BCS Business Analysis Practice qualification and the Open University's overview of CATWOE and root definitions.

QUESTION NO: 6

A business case proposes replacing ageing warehouse equipment. The following impacts have been identified:

1. The purchase and installation of the equipment will require an initial payment of £480,000.

2. The new equipment is expected to reduce annual electricity costs by £60,000.

3. Warehouse staff expect the modernised operation to improve the company's reputation as an employer.

4. During installation, picking capacity will be reduced for two weeks.

Which TWO statements describe tangible items that should be included in the costs and benefits analysis?

A. The initial payment of £480,000.

B. The annual electricity-cost reduction of £60,000.

C. The improved reputation as an employer.

D. The temporary reduction in picking capacity.

E. The confidence of warehouse staff in the new operation.

ANSWER: A B

Explanation:

The initial payment of £480,000 is a tangible cost because it is a measurable financial outlay. **The expected annual electricity-cost reduction of £60,000** is a tangible benefit because it can be expressed in monetary terms and incorporated into financial appraisal.

An improved reputation as an employer may be valuable, but it is an intangible benefit unless it can be valued reliably. The temporary reduction in picking capacity is a disbenefit or risk that should be considered, but the scenario does not give it a monetary value. It should therefore not be treated as a tangible item on the evidence provided.

QUESTION NO: 7

AlpmeTrails is a company that specialises in offering tailored walking holidays The company was set up by two people, who each own 50% of the business AlpineTrails books hotels, transport and equipment to create bespoke holidays for AlpineTrails customers.

An agreement was recently reached with WalkNation. a national walking organisation, for AlpineTrails to provide a number of special holidays for its members These will be branded as WalkNation Holidays AlpineTrails will be responsible for organising the holidays but WalkNation will undertake the marketing and booking of these special holidays for its members

As well as customers, which THREE stakeholder groups are represented in this scenario?

A. Owner

B. Partner

C. Supplier

D. Manager.

E. Competitor

ANSWER: A B C

Explanation:

The stakeholder groups represented are *Owner*, *Partner* and *Supplier*. The two individuals who established AlpineTrails and each hold half of the business are owners: they have an ownership interest and are directly affected by the organisation's performance and strategic decisions. WalkNation is a partner because it has entered into an agreement with AlpineTrails to deliver a jointly branded holiday offering. The organisations have complementary responsibilities—AlpineTrails organises the holidays while WalkNation markets them and manages bookings for its members—demonstrating a collaborative relationship intended to create mutual value. The hotels, transport providers and equipment providers are suppliers because they provide the external goods and services that AlpineTrails needs in order to assemble and deliver its tailored holidays.

Business Analysis Practice uses stakeholder analysis to identify parties that affect, or are affected by, an organisation's activities and change initiatives. Identifying owners, partners and suppliers is important because each has a distinct interest in the service proposition, operating arrangements and outcomes. These groups align with the stakeholder categories used in the BCS Business Analysis Practice syllabus and stakeholder-analysis techniques. See the BCS Business Analysis Practice qualification page and the BCS Business Analysis Practice syllabus.

QUESTION NO: 8

PopUp Packaging is applying design thinking to a new project. In researching techniques to support this activity, it has come across divergent and convergent thinking.

Which stage of the Design Thinking Process should divergent and convergent thinking benefit?

A. Create.

B. Define.

C. Empathise.

D. Ideate.

ANSWER: D

Explanation:

Ideate. is the Design Thinking stage most directly supported by the complementary use of divergent and convergent thinking. Ideation is intended to move a team beyond its first, familiar answer and explore a broad range of potential ways to address the defined user need. Divergent thinking supports this expansion: participants suspend early judgement, challenge assumptions and generate numerous alternative ideas, perspectives and concepts. This creates the breadth needed for genuinely creative problem solving.

Convergent thinking then gives the activity practical direction. The team considers the ideas generated, applies relevant criteria such as user value, feasibility, cost, risk and alignment with the business need, and focuses on the concepts most worth developing. Used together, the techniques prevent the team from selecting a solution prematurely while ensuring that idea generation leads to a manageable and purposeful set of candidate solutions for subsequent creation and evaluation.

This deliberate cycle of opening up possibilities and then narrowing attention is a central feature of ideation in Design Thinking. It enables collaborative creativity while retaining a clear connection to the problem that has been defined. Further background on the Design Thinking process is available from the Interaction Design Foundation and the Design Council's Double Diamond.

QUESTION NO: 9

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 new entrants

B. Bargaining power of customers

C. Bargaining power of suppliers

D. Threat of substitute products

ANSWER: B

Explanation:

Bargaining power of customers is correct because the findings describe customers' ability to influence competition among banks. A saturated market gives customers numerous comparable providers from which to choose. When customers can readily move their accounts or obtain banking services elsewhere, their switching costs are low. Choice and low switching costs strengthen customers' negotiating position: banks must compete more actively on price, service quality, product features and customer experience in order to attract and retain them.

In Porter's Five Forces framework, buyer power examines the influence purchasers have over the firms supplying an industry. Relevant indicators include the availability of alternatives, customers' price sensitivity, the differentiation of offerings and the cost or difficulty of changing provider. The preliminary findings directly address these indicators, so they should be recorded under bargaining power of customers in the feasibility study's industry analysis. This assessment helps the prospective entrant understand that winning customers in the UK banking market may require a compelling proposition and sustained investment in retention as well as acquisition. Porter's framework is intended to assess the competitive pressures shaping industry profitability, as outlined by Harvard Business School and described in the Encyclopaedia Britannica overview of Porter's Five Forces.

QUESTION NO: 10

During a project meeting, a key stakeholder with high interest and high power over the project proposes a new software feature that they would urgently like included in scope. This feature hasn't been discussed before.

What is the most appropriate action to take as the meeting facilitator?

A. Politely interrupt the stakeholder and suggest discussing the new feature at a later time to stay on agenda.

B. Quickly jot down the key points of the new feature and continue with the meeting without further discussion.

C. Encourage the stakeholder to explain the new feature and its potential impact while noting down relevant details.

D. Disregard the stakeholder's suggestion as it deviates from the meeting agenda and focus on the planned topics.

ANSWER: C

Explanation:

"Encourage the stakeholder to explain the new feature and its potential impact while noting down relevant details." is the most appropriate facilitation response. A stakeholder with both high power and high interest is a key player: they need active engagement and should have an opportunity to communicate concerns, priorities, and expected benefits. Allowing a concise explanation helps the facilitator elicit the information needed to understand the request, including its business rationale, urgency, likely impacts, dependencies, and affected stakeholders.

Recording the relevant details is equally important. A feature that has not previously been considered represents potential new scope and must be captured clearly so it can subsequently be assessed through the project's agreed governance and change-control arrangements. The facilitator is not committing the project to include the feature merely by discussing it; rather, they are ensuring that the request is understood accurately and is available for an informed decision. This approach also maintains a constructive relationship with an influential stakeholder while preserving an auditable record of matters raised and actions needed. BCS business analysis practice emphasises effective stakeholder engagement and structured elicitation as foundations for understanding needs and managing change. See BCS Business Analysis Practice and BCS Business Analysis certifications.

QUESTION NO: 11

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. Resource audit

B. SWOT.

C. PESTLE

D. Porter's Five Forces model

ANSWER: A

Explanation:

Resource audit is the most valuable technique because Maria's observations concern the organisation's internal resources and its capability to operate effectively. Staff training is a human-resource and capability issue; the condition of stores and warehouses concerns physical assets; and cash-flow worries concern financial resources. A resource audit provides a structured way to identify these resources, assess their condition, availability and adequacy, and establish whether there are material gaps between what the organisation has and what it needs to achieve its operational and strategic objectives.

This gives management an evidence-based view of the areas needing attention and supports decisions on whether intervention is needed, such as investment in training, maintenance programmes, asset renewal, or financial controls. It also enables the findings to be prioritised according to their likely effect on service, operational performance and the organisation's ability to deliver change. This is especially useful where concerns have emerged incidentally during work on a separate initiative: the audit can define the scope of the underlying resource issues before solutions are selected. Resource analysis is a core element of the strategy-analysis content covered in the BCS Business Analysis Practice qualification; see BCS Business Analysis Practice. The related BCS business-analysis certification framework is available at BCS Business Analysis certifications.

QUESTION NO: 12

A business case for a new field-service scheduling system was approved six months ago. During detailed analysis, the supplier has increased its annual support charge, and a newly announced industry standard will require additional integration work. The expected reduction in missed appointments remains unchanged.

Which THREE actions SHOULD the business analyst take to maintain a sound business case?

A. Update the costs and financial appraisal.

B. Review the risk assessment.

C. Review the options and recommendation.

D. Replace the benefit with a new target without further analysis.

E. Continue implementation without revisiting the business case.

ANSWER: A B C

Explanation:

Update the costs and financial appraisal is necessary because the increased support charge and additional integration work affect the cost of the preferred option. **Review the risk assessment** is required because the new industry standard may introduce delivery, compliance and implementation risks. **Review the options and recommendation** is also appropriate because a change in costs or risks may affect whether the preferred option remains the best value way of achieving the business objective.

The unchanged benefit should remain recorded, but it does not remove the need to reassess the case as its assumptions change. Replacing the stated benefit with a new target without evidence would reduce traceability, and proceeding without review would rely on an outdated justification.

QUESTION NO: 13

Nastya is the CEO of a large technology firm, which develops new and innvolvative nanotechnology. Below is an email she has sent to her management team:

Dear Team,

Recent media coverage has revealed that our competitors have lower costs. It is important that we get back to our suppliers to see il they can secure a better component pnce for the next version of our NanoVac range Let's also consider the energy costs of our labs, I'm mindful that costs are rising due to investment in renewable power-1 want us to negotiate with our energy supplier to get a better deal.

I've also been reading reports on social responsibility and sustainability and I'd like a lull review of the biodegradability of the packaging of all our products- we don't want media attention for being a technology company that wastes natural resources.

Our employment regulations also need revisiting as there have been changes to pension rules and paternity/maternity rights for workers and I want us to be aware of these

Finally, regarding the staff conference I want to launch a new staff development programme, which aims to identify and develop the rising stars in our business People development should be a key priority in our next annual plan.

Thanks. Nastya."

Which elements of PESTLE are identified in this email?

A. Environmental, Political. Socio-Cultural.

B. Economic, Environmental, Legal

C. Socio-Cultural. Technological. Economic

D. Political, Legal. Economic

ANSWER: B

Explanation:

Economic, Environmental, Legal is correct because the email identifies external influences in each of these three PESTLE categories. The discussion of competitors having lower costs, the price of components, and the cost of laboratory energy concerns economic conditions affecting the organisation’s cost base, supplier arrangements, and competitive position.

These are economic influences because changes in prices, costs, and market competitiveness can affect commercial viability and planning.

The request to review packaging biodegradability, coupled with concern about the use of natural resources and renewable power, identifies environmental considerations. These matters concern the organisation's impact on the natural environment, sustainability expectations, and the environmental implications of its operations and products.

Changes to pension rules and workers' paternity and maternity rights are legal factors. Employment law and associated regulations establish obligations that the organisation must understand and reflect in its employment policies and practices. Although staff development is an important internal strategic priority, it is not itself evidence of an external PESTLE factor in the email. PESTLE is used to structure analysis of the external macro-environment influencing an organisation. See the BCS Business Analysis Practice qualification and the CIPD strategic analysis factsheet for further context on environmental scanning.