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**QUESTION 1**

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

Correct Answer: BD

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. References: BCS Practitioner Certificate in BAP Specimen, page 20.

QUESTION 2

Adiyan has been considering the feasibility of introducing a new payments method into his company His draft report reads

\\The new payment method has not yet been widely adopted although it has the backing of all the big phone brands. Our current payments system will be upgraded next month to take payment as part of a scheduled release This method of payment will be supported under our current license deal Trials have shown that the technology will scale to our customer base and cyber security testing is encouraging\\'

Which of the following is the BEST description of the areas of Technical feasibility mentioned in the report?

- A. Proven. Compatible, Secure. Scalable
- B. Timely, Compatible. Secure, Scalable
- C. Reliable. Compatible, Secure. Architectural Alignment



D. Timely, Reliable, Proven, Architectural Alignment

Correct Answer: A

Technical feasibility is the extent to which a proposed business change or solution is possible and realistic from a technical perspective. It helps to assess whether a proposed business change or solution can be developed, implemented and maintained using the available or required technology. Therefore, option A is the correct answer, as it describes the areas of technical feasibility mentioned in the report. Proven is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution has been tested and verified by previous or existing users or applications. It helps to ensure reliability and quality of the technology. An example of proven in the report is the new payment method has not yet been widely adopted although it has the backing of all the big phone brands. Compatible is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can work or integrate with other existing or required technologies. It helps to ensure interoperability and functionality of the technology. An example of compatible in the report is our current payments system will be upgraded next month to take payment as part of a scheduled release. Secure is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can protect or prevent unauthorised access, use, modification or disclosure of data or information. It helps to ensure confidentiality, integrity and availability of the technology. An example of secure in the report is cyber security testing is encouraging. Scalable is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can handle or adapt to changes in demand, volume or performance. It helps to ensure efficiency and flexibility of the technology. An example of scalable in the report is trials have shown that the technology will scale to our customer base. Option B is not a correct answer, as it does not describe all the areas of technical feasibility mentioned in the report. Timely is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can be developed, implemented and maintained within the available or required time frame. It helps to ensure punctuality and speed of the technology. There is no example of timely in the report. Option C is not a correct answer, as it does not describe all the areas of technical feasibility mentioned in the report. Reliable is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can perform consistently and accurately without errors or failures. It helps to ensure dependability and accuracy of the technology. There is no example of reliable in the report. Architectural alignment is an area of technical feasibility that relates to whether the technology used for the proposed business change or solution can fit or align with other existing or required architectures, such as business, data or application architectures. It helps to ensure consistency and coherence of the technology. There is no example of architectural alignment in the report. Option D is not a correct answer, as it does not describe any of the areas of technical feasibility mentioned in the report. References: BCS Practitioner Certificate in BAP Specimen, page 48.

QUESTION 3

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

Correct Answer: BDE

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. References: BCS Practitioner Certificate in BAP Specimen, page 41.

QUESTION 4

EuroCoach is a holiday coach company that is reviewing its internal business processes. The following requirement for improvement has been logged as a business rule:

\\'EuroCoach is now legally responsible for ensuring that passengers taking cross-border journeys have valid passports and visas (if applicable) for the countries to which, and through which, they will travel\\'

Which type of business rule is this?

- A. Internal policy.
- B. Internal processed
- C. External requirement.
- D. External constraint.

Correct Answer: C

An external requirement is a business rule that is imposed by an external source, such as a law, regulation, or standard. The business rule in this question is a legal obligation that EuroCoach has to comply with, so it is an external requirement. Option C is the correct answer.

QUESTION 5

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.

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