



## BCS BAPv5 Practice Questions

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## Question 1

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Question Type: MultipleChoice

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A large mortgage provider has been running a project to develop an equity release product. The project has run into difficulty due to a disagreement between two key stakeholders about whether the product should be developed in house or outsourced to a specialist company.

The business analyst on the project, George, has been discussing his role in resolving this problem with his manager.

Which of the following descriptions is George's manager LEAST LIKELY to use in describing his role'?

### Options:

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- A- To understand and challenge the stakeholders
- B- To facilitate the discussion to allow the stakeholders to find a way forward
- C- To negotiate with the stakeholders to reach a resolution
- D- To record the meeting and the resulting decision

### Answer:

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C

### Explanation:

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The role of a business analyst (BA) is to analyse business situations and problems, identify and evaluate potential solutions, and facilitate change within an organisation or project. A BA works with stakeholders at different levels and with different interests and perspectives to understand their needs and expectations and ensure they are met by suitable solutions. Therefore, option C is not likely to be used by George's manager in describing his role as a BA in resolving this problem. To negotiate with stakeholders to reach a resolution implies that George has to persuade or compromise with stakeholders to agree on one solution or approach. This is not part of the BA's role, as the BA does not have the authority or responsibility to make decisions or impose solutions on stakeholders. The BA's role is to analyse and evaluate different solutions or approaches objectively and present the findings and recommendations to stakeholders for their consideration and approval. Option A is likely to be used by George's manager in describing his role as a BA in resolving this problem. To understand and challenge the stakeholders means that George has to elicit and validate the stakeholders' views and needs and question their assumptions and rationale. This is part of the BA's role, as the BA has to ensure that the stakeholders' views and needs are clear, consistent, realistic and aligned with the organisation's strategy and objectives. Option B is likely to be used by George's manager in describing his role as a BA in resolving this problem. To facilitate the discussion to allow the stakeholders to find a way forward means that George has to organise and conduct meetings or workshops with stakeholders to explore and evaluate different solutions or approaches and help

them reach a consensus or agreement. This is part of the BA's role, as the BA has to enable effective communication and collaboration among stakeholders and help them resolve conflicts or issues. Option D is likely to be used by George's manager in describing his role as a BA in resolving this problem. To record the meeting and the resulting decision means that George has to document and communicate the outcomes and actions of the meeting or workshop with stakeholders and ensure they are understood and accepted by all parties. This is part of the BA's role, as the BA has to ensure that there is a clear and accurate record of what has been discussed and decided by stakeholders and that there is a shared understanding and commitment among them.

## Question 2

Question Type: MultipleChoice

A company has just completed a two-year project to implement a commercial off-the-shelf (COTS) system in its customer service department. The results have been significantly worse than expected, with staff being forced to create manual workarounds to accommodate the expectations of large customers. Which investigative technique would have been most likely to uncover these problems earlier in the analysis process?

### Options:

- A- Document analysis of existing policies.
- B- Workshops with the vendor's development team.
- C- Surveys of customer service staff.
- D- Shadowing customer service personnel.

### Answer:

D

### Explanation:

The key issue described---staff creating manual workarounds to satisfy important customers---often reflects tacit knowledge and "what really happens" in day-to-day work, not what is written in policies or what people might summarise in a survey. The guidance is clear that while interviews and workshops can reveal stakeholder views, the "back-story" of real working practices can differ; techniques such as work shadowing and observation help clarify what actually happens.

Shadowing is specifically defined as following a user as they carry out their job for a period (e.g., a day or two) in order to find out what the job entails. This is exactly the kind of technique that exposes hidden steps, exceptions, customer-specific handling, and unofficial procedures---

precisely the conditions that drive workarounds when a COTS package does not fit real operational needs.

The observation section also highlights that seeing the workplace provides a much better understanding of problems and difficulties faced by business users and helps uncover tacit information that would otherwise remain unstated. Additionally, the guidance even uses customer services as an example area where an analyst might shadow staff to record real call types, durations, and retrieval delays---evidence that supports discovering process pain and mismatch early.

Therefore, shadowing customer service personnel (D) would have been most likely to uncover the workaround drivers earlier.



### Question 3

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Question Type: MultipleChoice

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- C- Surveys of customer service staff.
- D- Shadowing customer service personnel.

#### Answer:

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#### Explanation:

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Therefore, shadowing customer service personnel (D) would have been most likely to uncover the workaround drivers earlier.

## Question 4

Question Type: MultipleChoice

A company produces kitchens to order. Customers specify the design of the kitchen by using a computer-aided design tool, provided on the company's website. The tool allows customers to select products, such as cabinets and cookers, and place them into a floor plan of the kitchen that they have specified.

Once the customer confirms the design, an order is placed and the customer is given a planned installation date for the kitchen. The company orders the raw materials for the kitchen and the kitchen is built by its skilled carpenters. The customer can track the progress of the build on the Internet. If the kitchen is likely to be delivered later than originally promised, a control action is taken to bring it back on schedule.

A Business Activity Model (BAM) developed for the company has 'sell bespoke kitchens' as its doing activity.

Which option best activities would be directly linked by a logical dependency arrow to or from this doing activity?

### Options:

- A- Track build
- B- Define carpentry skills
- C- Determine range of products.
- D- Take control action

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**Answer:**

C

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**Explanation:**

A logical dependency arrow on a BAM shows that one activity depends on another activity for its completion or initiation. In this question, the doing activity of 'sell bespoke kitchens' depends on the planning activity of 'determine range of products', as the customers need to select products from a predefined range when they design their kitchens. Therefore, option C is the correct answer.

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**Question 5**

Question Type: MultipleChoice

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A company produces kitchens to order. Customers specify the design of the kitchen by using a computer-aided design tool, provided on the company's website. The tool allows customers to select products, such as cabinets and cookers, and place them into a floor plan of the kitchen that they have specified.

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A Business Activity Model (BAM) developed for the company has 'sell bespoke kitchens' as its doing activity.

Which of the following activities would be directly linked by a logical dependency arrow to or from this doing activity?

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**Options:**

- A- Track build
- B- Define carpentry skills
- C- Determine range of products.
- D- Take control action

Answer:

---

C

Explanation:

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A logical dependency arrow on a BAM shows that one activity depends on another activity for its completion or initiation. In this question, the doing activity of 'sell bespoke kitchens' depends on the planning activity of 'determine range of products', as the customers need to select products from a predefined range when they design their kitchens. Therefore, option C is the correct answer.

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## Question 6

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Question Type: MultipleChoice

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The innovation center of accompany has created a new reporting tool. The senior management initially supported its introduction into the business; however. End users in one business area are unwilling to adopt the new tool, as they perceive that it is unnecessary.

One of the end users in this business area has been very vocal and has been rallying support from others through a corporate social media tool. End users In other business are also beginning to question whether they should adopt the tool and raising this issue with their managers.

The sponsor has fully supported the decision to go ahead with the new loot, but senior management is now questioning his decision, due to comments from the operational staff

How would the end users be classified on a power/interest grid?

Options:

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- A- High interest, low power
- B- Some interest, high power
- C- High interest, some power.
- D- Low interest, some power

Answer:

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A

### Explanation:

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The end users are classified as high interest, low power on a power/interest grid. This is because they are directly affected by the new reporting tool and have a strong preference for not using it, but they do not have much authority or influence to change the project decision or outcome. Option A is the correct answer.

How To Manage Stakeholders With a Power Interest Grid | Indeed.com UK

Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com

## Question 7

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**Question Type:** MultipleChoice

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The innovation center of accompany has created a new reporting tool. The senior management initially supported its introduction into the business; however. End users in one business area are unwilling to adopt the new tool, as they perceive that it is unnecessary.

One of the end users in this business area has been very vocal and has been rallying support from others through a corporate social media tool. End users In other business are also beginning to question whether they should adopt the tool and raising this issue with their managers.

The sponsor has fully supported the decision to go ahead with the new loot, but senior management is now questioning his decision, due to comments from the operational staff

How would the end users be classified on a power/interest grid?

### Options:

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- A- High interest, low power
- B- Some interest, high power
- C- High interest, some power.
- D- Low interest, some power

### Answer:

---

A

### Explanation:

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The end users are classified as high interest, low power on a power/interest grid. This is because they are directly affected by the new reporting tool and have a strong preference for not using it, but they do not have much authority or influence to change the project decision or outcome. Option A is the correct answer.

How To Manage Stakeholders With a Power Interest Grid | Indeed.com UK

Stakeholder Analysis using the Power Interest Grid - ProjectManagement.com



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