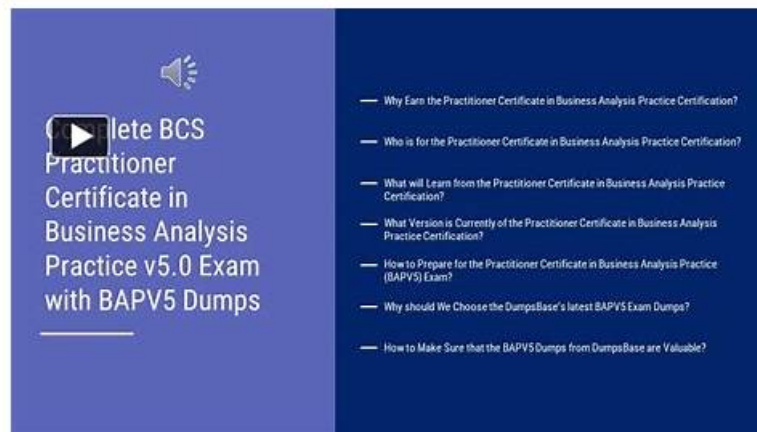


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## BCS Practitioner Certificate in Business Analysis Practice v5.0 Sample Questions (Q89-Q94):

### NEW QUESTION # 89

You're the business analyst for a marketing campaign aimed at launching a new product line for your company. The campaign involves multiple tasks and requires input from various team members. You assign the task of designing the promotional materials to a graphic designer.

What role would the graphic designer typically play in the RACI matrix?

- A. Responsible
- B. Accountable

**Answer: A**

Explanation:

A RACI chart (linear responsibility matrix) clarifies who does what for key deliverables and tasks, using the categories Responsible, Accountable, Consulted, and Informed. The text defines Responsible as the person or role responsible for creating/developing the product or performing the task. It defines Accountable as the person who will "carry the can" for the quality and ultimate ownership of the product or task-often a senior role such as the project sponsor being accountable for the business case.

In this scenario, the graphic designer has been assigned the work of designing the promotional materials. That is direct execution: they are the person performing the task and producing the deliverable. Under the RACI definitions, that makes them Responsible. "Accountable" would typically be held by the person who owns the outcome and is answerable for whether the promotional materials meet campaign objectives and brand standards-commonly the marketing lead, product manager, or campaign owner-rather than the specialist producing the asset. The RACI model is used precisely to prevent confusion between "doing the work" (Responsible) and "owning the outcome" (Accountable).

Therefore, the graphic designer's typical role in the RACI matrix for this task is Responsible (A).

### NEW QUESTION # 90

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. Risk assessment
- B. Options considered
- C. Analysis of costs and benefits
- D. Description of the current situation
- E. Recommendations

**Answer: B,C,D**

Explanation:

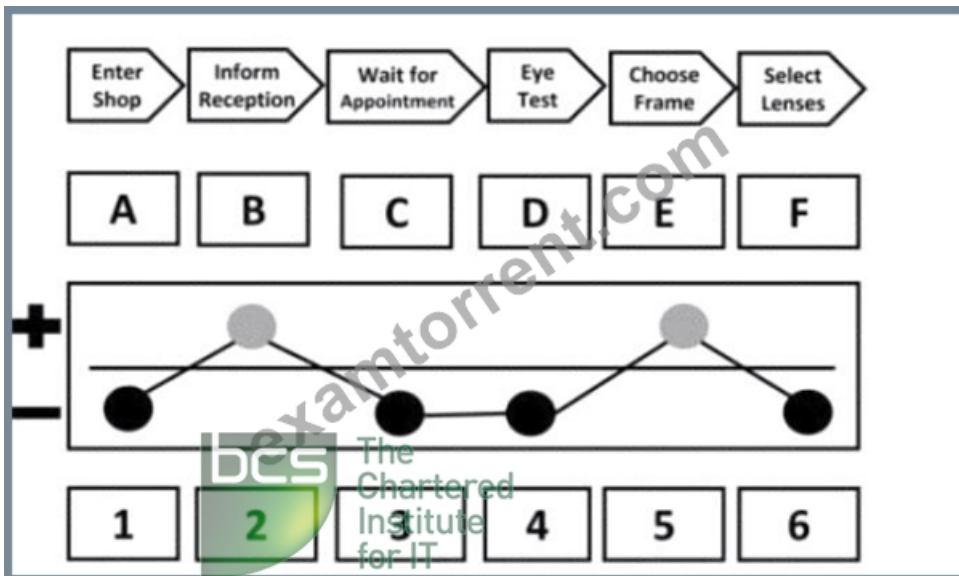
Explanation

A business case is a document that provides the rationale and justification for a proposed business change or solution. It helps to evaluate the benefits, costs, risks and impacts of different options and recommend the best one for further development and implementation. A business case typically consists of several sections, such as executive summary, description of the current situation, description of the desired situation, options considered, analysis of costs and benefits, risk assessment and recommendations. Therefore, options A, B and C are correct answers, as they cover the sections of a business case that will address the points noted by the business analyst and the project manager. Options considered is the section where different approaches or solutions to meet the objectives of the project are identified and described. It helps to show that a range of alternatives have been explored and evaluated. Analysis of costs and benefits is the section where the financial implications of each option are estimated and compared. It helps to show the expected value and return on investment of each option. Description of the current situation is the section where the problem or opportunity that motivates the project is clearly defined and articulated. It helps to show the justification and urgency for the project. Option D is not a correct answer, as recommendations is not a section of a business case that will address any of the points noted by the business analyst and the project manager. Recommendations is the section where the preferred option is selected and proposed based on the analysis and evaluation of other sections. Option E is not a correct answer, as risk assessment is not a section of a business case that will address any of the points noted by the business analyst and the project manager. Risk assessment is the section where the uncertainties and potential negative consequences of each option are identified and analysed. It helps to show how risks can be avoided, reduced or managed.

References: BCS Practitioner Certificate in BAP Specimen, page 30.

### NEW QUESTION # 91

The customer journey map below was created for Eyes 4U, a chain of high street opticians. This shows the journey of a person who is 67 years old and retired with a limited pension and active social life. What are the MOST LIKELY statements to be in Box F and Box G?



- A. F: worry about choosing the wrong frame 6: introduce virtual frame selection technology
- B. F provide clearer information on options and pricing 6 concern at cost
- C. F concern at cost 6 provide clearer information on options and pricing
- D. F pleased appointment ending 6 provide clearer information on options and pricing

**Answer: C**

Explanation:  
Explanation

A customer journey map is a visual representation of the steps and emotions that a customer goes through when interacting with a product or service. It helps to identify the pain points and opportunities for improvement in the customer experience. A customer journey map typically consists of the following elements: stages, actions, thoughts, feelings, touchpoints and opportunities. Therefore, option A is the correct answer, as it matches the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer at the stage of choosing a frame. The feeling is concern at cost, as the customer is worried about the price of the frames and lenses. Box 6 represents the opportunity for improvement at the stage of selecting lenses. The opportunity is to provide clearer information on options and pricing, as this would help the customer to make an informed decision and reduce their anxiety. Option B is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer. Option C is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer.

Option D is not a correct answer, as it does not match the elements of the customer journey map for Box F and Box 6. Box F represents the feeling of the customer, not an opportunity for improvement. Box 6 represents an opportunity for improvement, not a feeling of the customer.

References: BCS Practitioner Certificate in BAP Specimen, page 23.

### NEW QUESTION # 92

A software development company has been receiving increased customer complaints about the user interface of their new mobile app, leading to a drop in user engagement and app downloads.

Which of the following will enable a business analyst to identify the root causes of the problematic attitudes observed by the company?

- A. Rich pictures
- B. Empathy map
- C. Mind map

**Answer: A**

Explanation:

The technique that best supports identifying root causes of problematic attitudes is the rich picture. The documentation explains that many problematic business situations have "human and cultural aspects" that traditional structured models (like process or data

models) cannot capture well. These aspects include differing viewpoints, misunderstandings, stress, dissatisfaction with management, frustration at inadequate resources, and other "people" factors that can directly affect outcomes. A rich picture explicitly enables the analyst to document these human factors alongside information flows and other issues, because it is intentionally unstructured and allows a "brain dump" of what is happening and how people feel about it.

The guidance also positions rich pictures as particularly useful in messy situations with multiple causes, helping the analyst see connections between issues and progressively enrich understanding as new information emerges. This matters in the scenario: complaints about the UI may reflect deeper causes such as poor navigation, unclear content, inconsistent interaction patterns, internal constraints, or misalignment between user expectations and design choices—plus stakeholder tensions about priorities. A rich picture is designed to surface and connect these causes and perceptions early in investigation.

A mind map can help structure information, but the rich picture is explicitly highlighted as the technique that captures the essence of the whole situation, especially where attitudes and cultural factors are significant.

### NEW QUESTION # 93

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

**Answer: C**

Explanation:

Explanation

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.

### NEW QUESTION # 94

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