BCS Professional Certificate in Business Architecture

Specimen Paper

Specimen paper only 20 multiple choice questions – 1 mark awarded to each question. There are no trick questions.
Multiple choice questions allow only one correct answer to be selected for 1 mark.

A number of possible answers are given for each question, indicated by either **A B C or D**. Your answers should be clearly indicated on the answer sheet.

Pass mark is 13/20.
Time allowed 45 minutes.

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This professional certification is not regulated by the following United Kingdom Regulators
- Ofqual, Qualifications in Wales, CCEA or SQA

1 Mike is a business architect within a large financial services organisation, and he is currently working on a major reorganisation of their UK operations. One of the people he has been working with is Siobhan, who has been tasked with managing the project's benefits and coordinating the work of the project with business-as-usual.

What role is Siobhan taking here?

A Business analyst.
B Business change manager.
C Programme manager.
D Subject matter expert.

2 Geri is the recently appointed chief executive of a UK-based engineering group. The chief information officer, Clark, has approached her with his plans to re-structure his department and to clarify some of the roles and responsibilities which he feels have become confused and blurred. Clark is explaining to Geri why he believes business architects should have greater prominence within the organisation and to do so, has identified four ways in which an enhanced business architecture function would benefit the group. He has identified these benefits as helping the organisation to:

(i)   Understand key value streams and the value propositions they offer.
(ii)   Solve complex enterprise business problems.
(iii)   Develop a view on strategic/competitive differentiators.
(iv)   Design a solution architecture to resolve a specific business problem.

However, Clark's deputy, Darren, has spotted that one of these is not a benefit of business architecture. Which of the above list is the three correct benefits?

A (i), (ii) and (iv)
B (ii), (iii) and (iv)
C (i), (ii) and (iii)
D (i), (iii) and (iv)

3   Greg is a consultant in business architecture, and he has been asked to review the business architecture practice of a large online retailer. After some initial interviews, he finds that the firm's business architects have some confused ideas about the artefacts of business architecture.

Which of the following is **not** one of these artefacts?

   A   Business change lifecycle.
   B   Capability map.
   C   Value stream.
   D   Value network.

4   Westshire District Council is a local authority in the western part of the United Kingdom. Donna is a business architect within its management services division, and she has been working with managers from its waste management department to create a business motivation model, based on the structure defined by the object management group.

Where in her model should Donna document the mission of the waste management department?

   A   End.
   B   Assessment.
   C   Means.
   D   Influencer.

5   Gregor is a business architect for a company that runs a chain of restaurants across many countries. He has been developing a business model canvas for this organisation. During a workshop with some managers, he used a flipchart and sticky notes to capture ideas but, unfortunately, transporting the sheets back to his office, some sticky notes have fallen on the floor. On one of them, Gregor has written 'Online ordering and delivery service'.

Where on the business model canvas has this note come from?

   A   Key activities.
   B   Value proposition.
   C   Customer relationships.
   D   Channels.

6 Lydia is building a business capability model for her organisation, a car distributor. One of the capabilities she has uncovered is 'Warranty management'.

Which stratum of the business capability model does this belong?

A Strategic.
B Primary/core.
C Operational.
D Support.

7 George is head of procurement in a government department, and he has become interested in business architecture as something that could help drive his business unit forward. He has developed a list of core capabilities and has asked a friend, who is a business architect, to critique them. The friend has pointed out that one of the four in the list below is not named correctly. Which one?
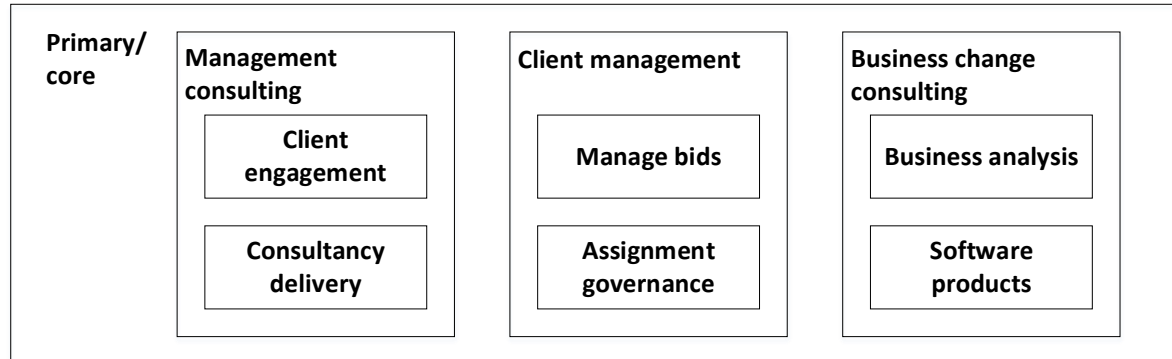
A Supplier identification.
B Supplier evaluation.
C Supplier information.
D Supplier procurement

8 Jon is a business architect and has been reviewing some capabilities defined by one of his colleagues, Angela. She has defined one of them as 'Change management' but Jon has explained that there is another capability called 'Change governance' that includes some change management responsibilities. As a result, the new capability does not conform to one of the SUAVE criteria.

Which of the following SUAVE criteria does this new capability fail to conform?

A S.
B U.
C A.
D V.

9 Sunita is documenting the capabilities in her organisation, a firm offering consultancy services. She has developed a diagram to represent the different capabilities.

Primary/ core	Management consulting	Client management	Business change consulting
	Client engagement	Manage bids	Business analysis
	Consultancy delivery	Assignment governance	Software products

Extract from business capability model for consultancy services firm.

Which of the following includes two invalid business capabilities from this stratum of the business capability model?

A Client engagement and manage bids.
B Business analysis and consultancy delivery.
C Manage bids and software products.
D Assignment governance and business analysis.

10 CornerStore is a chain of 100 stores in the north of England, located largely in small shopping precincts. Its directors are considering leveraging their expertise in running the chain to take over some small shops located within petrol stations. To explore this idea in more detail, they have asked business architect Josh to examine the firm's capabilities. Josh has discovered that there are several people within CornerStore that have considerable expertise in tailoring a store's product line to its local environment.

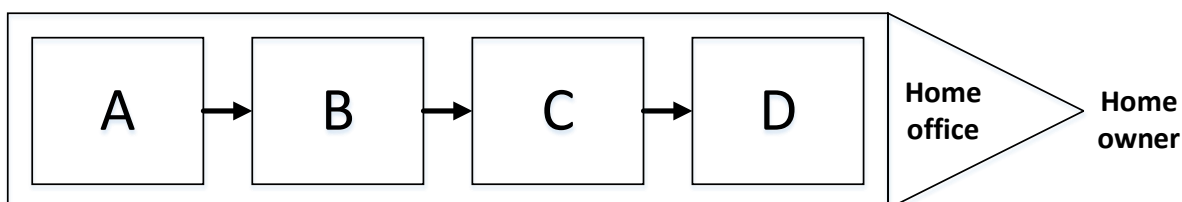Which of the following is the term used to define what has Josh found?

A A capability.
B A competency.
C A capacity.
D A cardinality

11 Tina is a consultant business architect who has been working with a firm of graphic designers to help them define their value proposition. She has discovered that:
- Their name is well-known and highly respected.
- They work to very high standards.
- They offer a wide range of services to their clients.
- They have a large staff of designers, so they can respond quickly to a client's needs.

Which element of the value proposition is not addressed here?

A   Choice.
B   Quality.
C   Image.
D   Functionality.

12 JH Smart and Co are a building firm who specialise in creating office spaces within domestic properties – in attics for example. Their business has boomed in recent years as more and more people work full-or-part-time from their homes. The company attracts new customers by placing advertisements in lifestyle magazines. Once a customer has been in contact, a salesperson arranges for a designer to call the customer and discuss their requirements for their home office. Installation takes place once the design is agreed.

Lynne is Smart's business architect and is conducting a value stream analysis of the company's home office service:

Where in this diagram should Lynne place the activity 'Design office'?

A   A.
B   B.
C   C.
D   D.

13 Ibrahim is a consultant within VMC, a professional services firm. Currently, he is performing an internal role as a business architect examining the strategic direction of the organisation. His manager has asked him to use Porter's value chain to analyse VMC's consulting division, but he is struggling to do this as he is unfamiliar with the value chain model. He has identified four activities but is uncertain about their categorisation.

Which of the following should Ibrahim show as a primary activity for VMC?

A Recruit consultants.
B Procure suppliers.
C Analyse client requirements.
D Install software applications.

14 Annie is using network value analysis to examine her organisation, a chain of beauty salons. The salons provide a range of beauty products and also services such as facial massages.

Which of the following is an intangible value exchange within Annie's beauty salons?

A Product suggestions.
B Payment.
C Client appointment.
D Standard treatment.

15 Rio has recently joined a co-operative of alternative healthcare professionals in a new role of office manager. Each of the healthcare professionals is an expert in their field and Rio is finding that they all focus on achieving their own aims. As a result, the organisation lacks cohesion and a focus on achieving organisational goals.
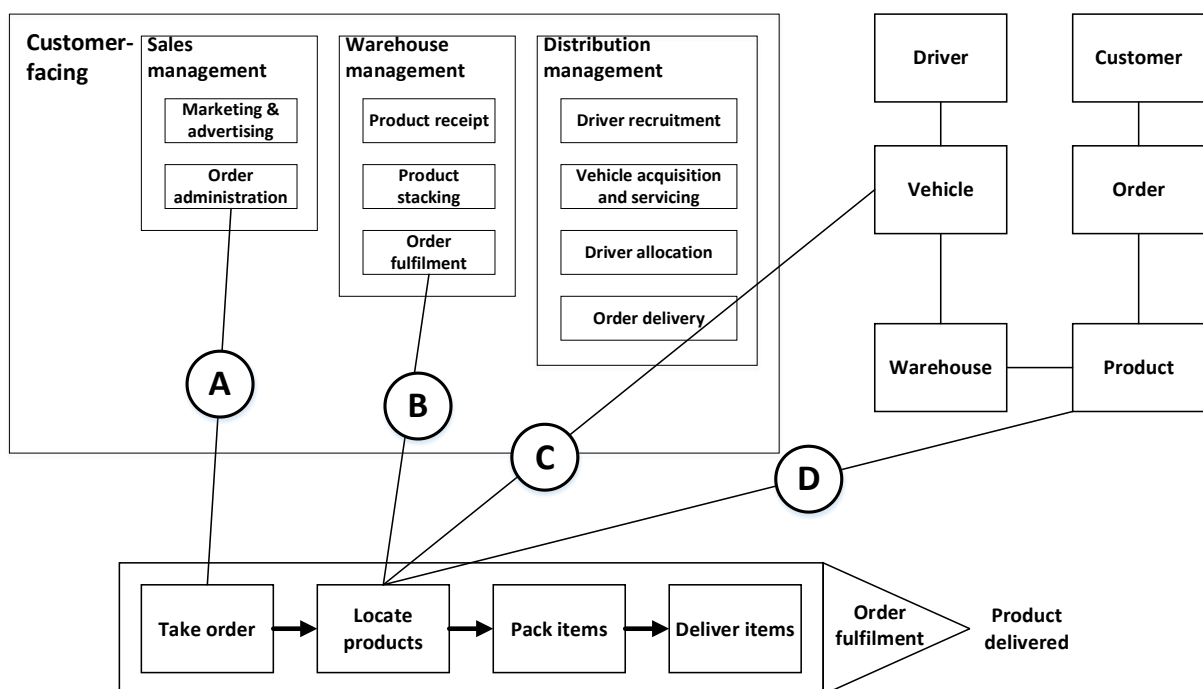
Which type of culture does this reflect, according to Charles Handy's definitions?

A Power culture.
B Person culture.
C Task Culture.
D Role culture.

16 Jayne is a consultant and has recently started an assignment with a new international client. She has already discerned that there seems to be a significant divide between the senior executives in the organisation, who make all of the decisions, and the employees who carry out the work. This appears to be accepted as the culture that prevails in the organisation.

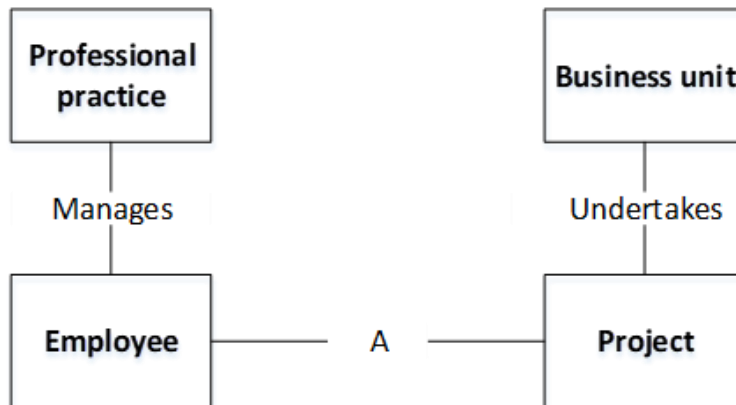Which dimension of national culture has Jayne identified, according to Geert Hofstede?

A   Uncertainty avoidance.

B   Power distance.

C   Long-term versus short-term orientation.

D   Individualism versus collectivism.

17 Carla has been reviewing the information requirements for her organisation, which supplies parts for cars. She has produced a capability model, business information model and value stream, as shown below:

Carla has drawn relationships between these artefacts but one of them is wrong. Which of the relationships is incorrect?

A   Relationship A.

B   Relationship B.

C   Relationship C.

D   Relationship D.

18 Bernadette is a business architect in a professional services firm and is developing an information model for the company. Part of this model is shown below:

Which of the following is a relevant name for association 'A' between the two information concepts employee and project?

A   Assigns.
B   Has assignments.
C   Assignment.
D   Is assigned to.

19 Zak is a professional trainer specialising in both business analysis and business architecture. He has been asked to present a short seminar on the information view of business architecture and he is writing the section on metadata.

Which of the following is the correct definition of metadata?

A   Aggregated data used to inform decision-making.
B   Data broken down to the lowest level of detail.
C   Data about data, including the structure.
D   The source of the data used in a solution.

20 Toni is involved in a change project in her organisation. One of the things that concerns her about this project concerns the re-structuring of the organisation and merging together departments and functions that have had very different histories and backgrounds. Her worry is that, during this change, the shared language and frameworks used by the people concerned may be lost, leading to a diminution of 'organisational memory'.

Which aspect of organisational memory, as defined by Walsh and Ungson, is Toni considering here?

A   Acquisition.
B   Documentation.
C   Retention.
D   Retrieval.

End of Paper

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Specimen Paper Answer Key

Question	Answer
1	B
2	C
3	A
4	C
5	D
6	B
7	C
8	B
9	C
10	B
11	D
12	C
13	C
14	A
15	B
16	B
17	C
18	D
19	C
20	C