BCS Foundation Certificate in Digital Business Change

Specimen Paper

Record your surname / last / family name and initials on the answer sheet.

Specimen paper only 20 multiple-choice questions – one mark awarded to each question. Mark only one answer to each question. There are no trick questions.

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 30 minutes

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1 Which of the following is a common risk category?

A Compliance.
B People.
C Culture.
D Environment.

2 Porter's Five Forces framework considers which one of the following elements?

A Bargaining power of suppliers.
B Environmental impact.
C Threat of legal non-compliance.
D Cultural and societal trends.

3 In VMOST analysis, the "O" represents:

A Operations.
B Opportunity.
C Objectives.
D Opposition.

4 SWOT analysis can be **best** described as:

A A process for determining an organisation's strengths in the market.
B A tool to analyse the internal and external environments and aid strategic decision making.
C A framework to help organisations plan their approach to process improvement.
D An approach to determine an organisation's profitability in their respective market.

5 What is the main objective of security architecture in an organisation's IT infrastructure?

A To design aesthetically pleasing user interfaces for software applications.
B To maximise the effectiveness and efficiency of data use.
C To ensure the confidentiality, integrity, and availability of information and assets.
D To minimise the cost of infrastructure acquisition and maintenance.

6 Which of the following is **most likely** to be a disadvantage of using a workshop as part of qualitative analysis?

A The inclusion of statistics and survey results to inform content.
B The attendance of senior staff with decision-making capability.
C Having a separate scribe to take minutes and actions.
D The undue influence of dominant personalities.

7 What strategy should you **generally** adopt for stakeholders that have high interest and high power/influence in a project?

A Watch.
B Constant active management.
C Keep informed.
D Ignore.

8 In UML notation, which shape is **normally** used in a business process model to show a "decision point"?

A A rectangle.
B A diamond.
C A circle.
D A bullseye.

9 Which one of the following elements of a customer journey map relates to the way that the customer is feeling during their interaction with an organisation?

A Potential opportunities for improvement.
B Customer touchpoints.
C Stages of the customer journey.
D Emotional responses of persona.

10 The gap analysis process is **best** described as:

A Comparing the current state to the desired future state.
B Building an enterprise view of business processes.
C Modelling the data required within a system.
D Identifying strengths and weaknesses of an organisation.

11 Which one of the following is an example of a non-functional requirement?

A Interface.
B Availability.
C Legal.
D Hardware.

12 Which of the following terms relates to the process of managing the items that make up the deliverables or product?

A User access management.
B Configuration management.
C Quality management.
D Change management.

13 The primary purpose of conducting a cost-benefit analysis can be **best** described as:

A Identifying potential risks and uncertainties associated with a project.
B Assessing the impact of a project on the organisation's brand reputation.
C Comparing alternatives and determining the most financially viable option.
D Allocating resources and assigning responsibilities to project team members.

14 Which of the following **best** describes the key purpose of using the payback investment appraisal technique?

A To compare the percentage returns with other investment opportunities.
B To understand the future value of money by discounting it to present values.
C To ensure project risk is managed over time.
D To forecast the costs and benefits of a solution over time.

15 Which development lifecycle has the advantage of not defining all requirements upfront?

A "V" Model.
B Waterfall.
C Iterative.
D Linear.

16 Which part of the Agile Manifesto is **most** concerned with developing a functioning product that meets customer needs and expectations?

A Individuals and interactions over processes and tools.
B Working software over comprehensive documentation.
C Customer collaboration over contract negotiation.
D Responding to change over following a plan.

17 In the CPPOLDAT framework that explores business readiness for change, the "D" represents:

A Diagram.
B Defect.
C Data.
D Design.

18 Which of the following **best** describes the pilot running implementation strategy?

A Changes are delayed until a fully working solution is available for deployment.
B Changes are partially implemented at one time, implementing future changes later.
C Changes are made to a new system while running it in parallel with the old system.
D Changes are made in a specific part of the business and tested before wider deployment.

19 Which of the following is the **best** reason for capturing tangible benefits in a business case?

A They provide a more comprehensive view of the potential impacts of the project from a social and environmental perspective.
B They often influence the organisation's culture and the way employees and stakeholders perceive the company.
C They provide measurable targets and benchmarks for evaluating a solution's performance and success.
D They can demonstrate how the project aligns with the company's broader strategic goals and vision.

20 Which of the following is a diagrammatic representation of what needs to be done on a project in order to achieve its expected positive outcomes?

A A benefits dependency network.
B A culture map.
C A power/interest grid.
D A forcefield analysis.

End of Paper

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Specimen Paper Answer Key and Rationale

Question	Answer	Explanation / Rationale	Syllabus Section
1	A	The five broad risk categories considered in the syllabus are financial risk, operational risk, compliance risk, strategic risk, and operational risk. Compliance risk is the risk of non-compliance with laws, regulations or industry standards.	1.3
2	A	Porter's Five Forces model considers the threat of new entrants, bargaining power of suppliers, bargaining power of buyers, threat of substitute products or services, and industry competitors.	2.1
3	C	VMOST analysis is a tool to examine an organisation's vision, mission, objectives, strategy and tactics.	2.2
4	B	A SWOT analysis is typically conducted as part of the strategic planning process to gain insights into the organisation's current position and to help identify potential areas for improvement or growth.	2.3
5	C	Security architecture encompasses all components and systems through which the enterprise protects its assets from harm, loss or danger.	2.6
6	D	Forceful participants can dominate discussions during workshops, so they require careful facilitation.	3.1
7	B	According to the power/interest grid, stakeholders who have high interest and high power/influence in a project require constant active management.	3.4
8	B	In UML notation, a diamond is used to show a decision point that leads to alternative process flows.	3.5
9	D	In a customer journey map, emotional responses of persona are statements that reflect the emotional response to the customer experience at each touchpoint.	3.6
10	A	Gap analysis is a systematic process, whereby the existing situation is compared with the desired or target system in order to identify where there are differences and where changes need to be made.	3.7
11	B	Non-functional requirements are concerned with the level of performance offered by a solution in certain areas.	4.3
12	B	Configuration management involves managing different versions of requirements and other deliverables throughout the development process.	4.6

Question	Answer	Explanation / Rationale	Syllabus Section
13	**C**	A cost-benefit analysis is a key aspect of a business case as it examines the predicted costs and benefits of an option to consider its financial viability.	5.1
14	**D**	The payback technique compares the year-by-year financial benefits of a proposed solution with the predicted costs to find out when the payback or break-even occurs.	5.2
15	**C**	Unlike linear development models, iterative development approaches do not require a complete set of requirements to be gathered at the start of a project.	6.2
16	**B**	This value of the Agile Manifesto highlights the importance of delivering functional and working software as the primary measure of progress, emphasising that the ultimate goal is to produce a tangible product that can be tested, used, and validated by customers.	6.3
17	**C**	The data consideration of CPPOLDAT should assess the availability and quality of required data and address any gaps before the change is deployed.	7.1
18	**D**	In the pilot implementation strategy, systems and processes are deployed in a specific part of the business, allowing the organisation to test how well the solution works in an operational environment and to learn where adjustments are required. Any changes may then be made before the new solution is deployed more widely.	7.2
19	**C**	Tangible benefits are measurable and quantifiable results that can be expressed in monetary terms or physical units. They can be objectively assessed and often relate directly to the financial aspect of the project.	8.1
20	**A**	The benefits dependency network shows the business changes required to deliver the predicted benefits, as well as the dependencies between the benefits and the ultimate business objectives.	8.2