BCS Foundation Certificate in Business Change

Specimen Paper (2019)

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

Specimen paper only. 20 multiple-choice questions – 1 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.

The time allowed for this sample paper is 30 minutes.

Pass mark is 13/20

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This professional certification is not regulated by the following United Kingdom Regulators - Ofqual, Qualifications in Wales, CCEA or SQA
1  Which of the following are stages in the business change lifecycle?
   a) Transition.
   b) Design.
   c) Implementation.
   d) Evaluation.
   A  a, b, c and d.
   B  a, b and c only.
   C  b and c only.
   D  b, c and d only.

2  Which of the following are considered during the alignment stage of the business change lifecycle?
   a) The extent of alignment with the business strategy.
   b) The extent to which benefits have been realised.
   c) The extent of alignment with the enterprise architecture.
   d) The estimated internal rate of return.
   A  a, b, c and d.
   B  a and c only.
   C  a, c and d only.
   D  b and d only.

3  Which of the following techniques is used to analyse the external environment AND considers the power of suppliers?
   A  Porters five forces analysis.
   B  VMOST.
   C  Resource audit.
   D  Cost benefit analysis.

4  Which of the cultures proposed by Handy has few rules and little bureaucracy, whilst control radiates from the centre?
   A  Power.
   B  Role.
   C  Person.
   D  Free spirit.
5 Which of the following are aspects of performance measured on the balanced business scorecard?

a) Customer.
b) Supplier.
c) Stakeholder.
d) Financial.

A a and d only.
B a, b, c and d.
C a and b only.
D b and c only

6 Which of the following investigation technique(s) would best support the objective of achieving group consensus or agreement?

a) Interview.
b) Scenarios.
c) Workshop.
d) Observation.

A c only.
B a and c only.
C a, b and c only.
D a and d only.

7 Which of the following techniques has no fixed notation, can reflect intangible aspects of an organisation, and provides a holistic view of a business situation?

A Mind map.
B Rich picture.
C Boston box.
D Fishbone diagram.

8 Which of the following elements of CATWOE describe who ultimately controls the business system, and who carries out the transformation?

A W and T.
B C and O.
C O and E.
D A and O.
9. The money required to purchase new equipment and to train staff to use a new
system would be considered under which of the following categories?

A) Tangible benefit.
B) Intangible cost.
C) Tangible cost.
D) Intangible benefit.

10. Under which two categories of requirement would the following be recorded?

1. The languages which a system should support.
2. The number of users who should be able to access a system concurrently.

A) General and non-functional.
B) Functional and non-functional.
C) General and technical.
D) Functional and technical.

11. Which of the following would be considered under the people element of POPIT?

a) The extent to which staff have the skills required for their new roles.
b) The maturity of recruitment policies and procedures.
c) The extent to which staff have access to the information they need.
d) The extent of collaborative cross-functional working.

A) a, b, c and d.
B) b and c only.
C) a and b only.
D) c and d only.

12. Which of the following statements about organisational structure is/are TRUE?

a) In a tall structure, a manager’s span of control is bigger than in a flat structure.
b) In a tall structure, there are less layers to the head of the organisation than in a
   flat structure.
c) Large organisations tend to be taller than small organisations.
d) A manager in a tall organisation will tend to have less people reporting to them
   than a manager in a flat structure.

A) c and d only.
B) a and d only.
C) a, b and c only.
D) d only.
13 Which stage of the Waterfall lifecycle occurs before implementation, and after development?
   A Design.
   B Analysis.
   C Feasibility study.
   D Testing.

14 Which of the following are values stated in the agile manifesto?
   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.
   A a, b, c and d.
   B a, b and d only.
   C a, c and d only.
   D b, c and d only.

15 Management style, and the extent to which documents are passed around an organisation would be considered under which of the following two POPIT elements?
   A Organisation and technology.
   B People and processes.
   C Organisation and processes.
   D People and technology.

16 During which stage of Lewin's model of organisational change do new ways of working become established, and comfort levels return to normal?
   A Unfreeze.
   B Transition.
   C Freeze.
   D Cool-down.
17 Which of the following **two** stages of the SARAH model describe the initial adverse reaction to a change, and the eventual acknowledgement that it is going to happen?

A  Shock and anger.
B  Shock and acceptance.
C  Awe and acceptance.
D  Horror and acknowledgement.

18 Which of the following ensures that all the anticipated value of a business change is delivered to the organisation?

A  Benefits management plan.
B  Project initiation document.
C  Pre-implementation report.
D  Benefits profile.

19 Which of the following categories of benefit relies on clear criteria, and individuals qualified to make an objective judgement?

A  Measurable.
B  Financial.
C  Observable.
D  Qualitative

20 Which of the following roles are responsible for:

1. Ensuring that the project is completed on time and within the agreed budget.
2. Ensuring that benefits are realised.

   a) Project sponsor.
   b) Benefit owner.
   c) Project manager.
   d) Subject matter expert.

A  c and d only.
B  b and c only.
C  a and b only.
D  a, c and d only.

*End of Paper*
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
<th>Explanation / Rationale</th>
<th>Syllabus Selection</th>
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</thead>
</table>
| 1        | C      | A: Incorrect: a and d are not correct  
B: Incorrect: a is not correct  
C: Correct  
D: Incorrect: d is not correct | 1.2 |
| 2        | B      | A: Incorrect: b and d are not correct  
B: Correct  
C: Incorrect: d is not correct,  
D: Incorrect: b and d are not correct | 2.1 |
| 3        | A      | A: Correct  
B: Incorrect: Is applied internally  
C: Incorrect: Is applied internally  
D Incorrect: Is applied during business case production, and does not (explicitly) consider the power of suppliers | 2.2 |
| 4        | A      | A: Correct  
B: Incorrect: is a culture proposed by Handy, but control is widely delegated  
C: Incorrect: is a culture proposed by Handy, but it does not include all the features described in the question  
D: Incorrect: this is not a culture as proposed by Handy | 2.3 |
| 5        | A      | A: Correct  
B: Incorrect: b and c are not correct  
C: Incorrect: b is not correct  
D: Incorrect: b and c are not correct | 2.5 |
| 6        | A      | A: Correct  
B: Incorrect: a is not correct  
C: Incorrect: a and b are not correct  
D: Incorrect: a and d are not correct, | 3.1 |
| 7        | B      | A: Incorrect: has a fixed notion  
B: Correct  
C: Incorrect: has a fixed notation/technique  
D: Incorrect: has a fixed notation and is primarily diagnostic | 3.2 |
| 8        | D      | A: Incorrect: w (weltanschauung) and t (transformation) are not correct  
B: Incorrect: c (customer) is not correct  
C: Incorrect: e (environment) is not correct  
D: Correct | 3.4 |
| 9        | C      | A: Incorrect: the expenditure described is a cost not a benefit  
B: Incorrect: the costs described are not intangible.  
C: Correct  
D: Incorrect: the expenditure described is a cost and is tangible | 3.7 |
<table>
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<td>D: Incorrect: functional and technical are both incorrect</td>
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<td>C</td>
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<td>13</td>
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<td>A: Incorrect: design is incorrect</td>
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<td>B: Incorrect: analysis is incorrect</td>
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<td>C: Incorrect: feasibility study is incorrect,</td>
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<td>D: Correct</td>
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<td>14</td>
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<td>C: Correct</td>
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<td>D: Incorrect: people and technology are both incorrect</td>
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<td>16</td>
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<td>A: Incorrect: the described conditions do not occur at this stage</td>
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<td>B: Incorrect: the described conditions do not occur at this stage</td>
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<td>D: Incorrect: this is not a stage of Lewin’s model of organisational change</td>
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<td>17</td>
<td>B</td>
<td>A: Incorrect: anger is not correct</td>
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<td>C: Incorrect: awe is not a stage of the SARAH model</td>
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<td>D: Incorrect: horror and acknowledgement are not stages of the SARAH model</td>
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<td>18</td>
<td>A</td>
<td>A: Correct</td>
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<td>B: Incorrect: PID defines the business context for a project and clarifies the objectives, scope, deliverables, timescale, budget, authority and available resources</td>
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<td>C: Incorrect: pre-implementation report is not part of the syllabus</td>
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<td>D: Incorrect: a benefits profile is a description of each of the benefits, including the type of benefit and the identified benefit owner</td>
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<td>19</td>
<td>C</td>
<td>A: Incorrect: does not rely on judgement</td>
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<td>B: Incorrect: does not rely on judgement</td>
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<td>C: Correct</td>
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<td>D: Incorrect: is not a benefits category</td>
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