

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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- 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

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Answer Key and Rationale**

Question	Answer	Explanation / Rationale	Syllabus Selection
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

Question	Answer	Explanation / Rationale	Syllabus Selection
10	A	A: Correct B: Incorrect: functional is not correct C: Incorrect: technical is not correct D: Incorrect: functional and technical are both incorrect	3.10
11	C	A: Incorrect: c and d are not correct B: Incorrect: c is not correct C: Correct D: Incorrect: c and d are not correct	4.1.1
12	A	A: Correct B: Incorrect: a is not correct C: Incorrect: a and b are not correct D: Incorrect: d is not correct	4.1.2
13	D	A: Incorrect: design is incorrect B: Incorrect: analysis is incorrect C: Incorrect: feasibility study is incorrect, D: Correct	4.1.5
14	A	A: Correct B: Incorrect: c should be included C: Incorrect: b should be included D: Incorrect: a should be included	4.1.5
15	C	A: Incorrect: technology is not correct B: Incorrect: people is not correct C: Correct D: Incorrect: people and technology are both incorrect	5.1
16	C	A: Incorrect: the described conditions do not occur at this stage B: Incorrect: the described conditions do not occur at this stage C: Correct D: Incorrect: this is not a stage of Lewin's model of organisational change	5.2
17	B	A: Incorrect: anger is not correct B: Correct C: Incorrect: awe is not a stage of the SARAH model D: Incorrect: horror and acknowledgement are not stages of the SARAH model	5.3
18	A	A: Correct B: Incorrect: PID defines the business context for a project and clarifies the objectives, scope, deliverables, timescale, budget, authority and available resources C: Incorrect: pre-implementation report is not part of the syllabus D: Incorrect: a benefits profile is a description of each of the benefits, including the type of benefit and the identified benefit owner	6.1
19	C	A: Incorrect: does not rely on judgement B: Incorrect: does not rely on judgement C: Correct D: Incorrect: is not a benefits category	6.2

Question	Answer	Explanation / Rationale	Syllabus Selection
20	B	A: Incorrect: d is incorrect B: Correct C: Incorrect: a is incorrect D: Incorrect: a and d are incorrect	6.3