

# BCS Foundation Certificate in Organisational Behaviour

## Specimen Paper A

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.

Pass mark is 13/20

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- 1 Which of the following is **NOT** a variable of the Leavitt Diamond?
- A Objectives.
  - B Process.
  - C Structure.
  - D Technology.
- 2 Which of the following is **NOT** a benefit of a high degree of the 'formalisation of rules' within an organisation?
- A Increased employee supervisory control.
  - B Controls and regulates what employees do.
  - C Ensures the predictability of organisational behaviour.
  - D Reduces job role ambiguity for employees.
- 3 Which of the following is an advantage of decentralisation?
- A The likelihood of increased uniformity in decision making by employees.
  - B Greater control and cost-effective utilisation of company resources.
  - C Less of a reliance on extensive planning and reporting procedures.
  - D Motivation of lower-level employees through increased decision-making responsibilities.
- 4 Which of the following is **NOT** a factor encouraging wider work span?
- A A significant gap in the manager's and subordinates' expertise.
  - B A similarity in the tasks that are carried out by subordinates.
  - C A high degree of standardised internal procedures.
  - D A low degree of interaction with managers and subordinates.
- 5 Which organisational structure creates boundaries around a temporary organisation with external partners?
- A Virtual organisation structure.
  - B Modular organisation structure.
  - C Hollow organisation structure.
  - D Functional organisation structure.

- 6 Which of the following would be an example of working with competitors to gain an economic advantage?
- A Outsourcing.
  - B A strategic alliance.
  - C Offshoring.
  - D A political alignment.
- 7 As part of organisational design, what structure groups activities and people according to the similarities in their work and their profession?
- A A team-based structure.
  - B A matrix structure.
  - C A divisional structure.
  - D A functional structure.
- 8 Where does 'Mission' reside on the Object Management Group (OMG) business motivation model?
- A Within 'End'.
  - B Within 'Means'.
  - C Within 'Assessment'.
  - D Within 'Influencer'.
- 9 Which of the following is **NOT** a factor on the Organisational Behaviour Field Map?
- A Management and organisation.
  - B Individual.
  - C Leadership process.
  - D Competitors.
- 10 Which performance measure on the Balanced Business Scorecard would measure the introduction of new products and services?
- A Financial.
  - B Customer.
  - C Learning and growth.
  - D Internal business processes.

- 11** 'Power Structures' are described in which of the following models for understanding culture?
- A** Deal and Kennedy's organisational culture.
  - B** Charles Handy's organisational culture.
  - C** The cultural web.
  - D** Geert Hofstede's national culture.
- 12** What term is used to describe the forces operating within groups that affect their performance and their members' satisfaction?
- A** Group dynamics.
  - B** Group communication.
  - C** Group formation.
  - D** Group normalisation.
- 13** In Tuckman and Jensen's theory of group development, which stage would be considered 'sharing group'?
- A** Storming.
  - B** Norming.
  - C** Forming.
  - D** Performing.
- 14** 'Trade receivables' would be considered as which of the following on a statement of financial position?
- A** Current liability.
  - B** Current asset.
  - C** Non-current liability.
  - D** Non-current asset.
- 15** What is the profit from running the business known as?
- A** Profit for the year.
  - B** Gross profit.
  - C** Profit before tax.
  - D** Operating profit.

- 16** The projection of income and costs over a defined period is known as the...
- A** Income statement.
  - B** Balance sheet.
  - C** Profit and loss account.
  - D** Cash flow forecast.
- 17** Costs that cannot be traced to a particular unit of cost are known as what?
- A** Fixed costs.
  - B** Variable costs.
  - C** Indirect costs.
  - D** Direct costs.
- 18** When classifying benefits, which intangible benefit can be provable in advance?
- A** Quantifiable.
  - B** Financial.
  - C** Observable.
  - D** Measurable.
- 19** Which of the following describes a technique for determining how soon an investment will pay for itself?
- A** Payback calculation.
  - B** Discounted cash flow.
  - C** Net present value.
  - D** Internal rate of return.
- 20** When comparing the discounted cash flow to the payback calculation, when would the break-even point occur in the discounted cash flow?
- A** At the same point in time.
  - B** Before that of the payback calculation.
  - C** After that of the payback calculation.
  - D** Will depend on the size of the investment.

**End of Paper**

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Answer Key and Rationale**

<b>Question</b>	<b>Answer</b>	<b>Explanation / Rationale</b>	<b>Syllabus Sections</b>
1	<b>B</b>	Reference Figure 15.2, Organizational Behaviour 10th Edition	1.2
2	<b>A</b>	Formalisation of rules reduces the degree for employee supervisory control... Reference - Organizational Behaviour 10th Edition.	1.6
3	<b>D</b>	Other options are advantages of centralisation... Reference - Organizational Behaviour 10th Edition.	1.7
4	<b>A</b>	A high gap in the managers and subordinates will encourage narrower work span... Table 15.2 Organizational Behaviour 10th Edition.	1.4
5	<b>A</b>	Other options are aspects of a virtual organisation structure... reference - Organizational Behaviour 10th Edition.	2.2
6	<b>B</b>	Other options are examples of a strategic alliance... Reference - Organizational Behaviour 10th Edition.	2.2
7	<b>D</b>	Other options are characteristics of a functional organisational structure... Reference - Organizational Behaviour 10th Edition.	2.1
8	<b>B</b>	'Mission' resides within the 'Means' on the OMG Business Motivation Model... Reference - Object Management Group (OMG) business motivation model.	3.1
9	<b>D</b>	The fourth factor is 'Group' not 'Team'.... Reference figure 1.1, Organizational Behaviour 10th Edition.	3.2
10	<b>C</b>	Learning and growth also includes innovation which links to new products and services... Reference figure 1.11, Business Analysis Techniques: 99 Essential Tools for Success.	3.3
11	<b>C</b>	'Power Structures' is one of the dimensions of the cultural web... Reference - Figure 7.1, Business Analysis Techniques: 99 Essential Tools for Success.	3.4
12	<b>A</b>	Group dynamics are the forces operating within groups that affect their performance and their members' satisfaction... Reference - Organizational Behaviour 10th Edition.	4.1
13	<b>B</b>	'Sharing Group' is considered stage 3 - Norming... Reference - Figure 10.8, Organizational Behaviour 10th Edition.	4.2
14	<b>B</b>	Trade receivables are amounts due from customers where goods or services have been sold on credit - as such would be a current asset ... Reference Finance for IT Decision Makers: A Practical Handbook.	5.1

Question	Answer	Explanation / Rationale	Syllabus Sections
15	D	Operating profit is the profit before deducting any finance-related expenses ... Reference - Finance for IT Decision Makers: A Practical Handbook.	5.2
16	D	The cash flow forecast will show a projection of the cash available at set periods over a specified period...Reference - Organizational Behaviour 10th Edition.	5.3
17	C	Indirect costs are costs that cannot be traced to a particular unit of cost... Reference - Finance for IT Decision Makers: A Practical Handbook.	5.4
18	A	Quantifiable benefits are intangible and can be provable in advance... Reference - Technique 60, Business Analysis Techniques: 99 Essential Tools for Success.	6.1.1
19	A	Payback calculation looks at our cumulative net cash flows to determine when the break-even point will occur... Reference - Finance for IT Decision Makers: A Practical Handbook.	6.1.2
20	C	As we are discounting the cash flows the break-even point will be after that of the payback calculation... Finance for IT Decision Makers: A Practical Handbook.	6.1.3