



# BCS Practitioner Certificate in Business Analysis Practice

## Specimen Paper

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

**Sample paper only 20 questions, which are a mixture of multiple-choice and multiple-response 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.

Multiple response questions require the candidate to select a number of correct responses 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 30 minutes

**Copying of this paper is expressly forbidden without the direct approval of BCS, The Chartered Institute for IT.**

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

- 1 Jeremy and Maria both work as prison officers. They agree that prisons should be a means of both punishment and rehabilitation of prisoners before they return to the outside world. However, they do not agree on the range of opportunities that should be available to prisoners whilst they are serving their sentences. Jeremy, for example, does not think that it is right to provide significant, costly education services for its prisoners. Maria, on the other hand, thinks it is perfectly reasonable to do so and that education is an important aspect of rehabilitation.

If a business analyst produced CATWOEs for Jeremy and Maria, in which of the following elements would this difference of opinion be recorded?

- A Customer.
- B Actor.
- C Transformation.
- D Worldview.

- 2 A business analyst is working on a confidential project to introduce a new type of mobile device into the consumer market. He has been asked by his manager to review the notes from a meeting with the senior product innovation team and produce a Porter's Five Forces analysis.

Which of these notes would **NOT** be relevant to this analysis? Select the **THREE** that apply.

- A Product design must be fully patented before the product launch next month, or we could fail to protect our innovative design.
- B Shareholder dividends should be agreed before setting next year's budget to ensure sufficient cash is available for the product launch.
- C One of our major competitors plans to launch a new version of a similar product when it announces the appointment of a new CEO.
- D A final analysis is required from our legal team, confirming that the product does not violate emission regulations in our core markets.
- E The celebration event for the team that developed the new product needs to be agreed and organised.

- 3 Local authority is undertaking the redevelopment of its high street. This project is being led by the Chief Planning Officer who also owns the budget. He has appointed a planning specialist to advise on the project but also recognises the importance of local input, particularly from the town's Chamber of Commerce.

With regard to the overall project, which **TWO** RACI categories **BEST** reflect the level of involvement of these stakeholders?

- A Accountable.
- B Responsible.
- C Consulted.
- D Informed.

- 4 You have been asked by Faiza for advice. She has produced a set of Business Activity Models (BAMs) for a new venture. Each model represents the perspective of a different stakeholder and they do not align.

What would you suggest to Faiza as the **BEST** course of action?

- A Bring the stakeholders together to reach a consensus.
- B Ask the owner of the new venture which model they prefer.
- C Select the model that is best.
- D Hold a stakeholder vote on which model to use.

- 5 Kulwinder has been researching a competitor organisation. An introduction to its most recent company report reads:

'Having been established in the market for 20 years we are now the leading supplier of Widgets to the building industry. Our aim is to become the most innovative company in this sector through increasing our investment in research and development. This we believe will ensure we retain our market share, profitability and dividend payments.

Which of the following is **MOST LIKELY** to be the company's mission?

- A To be the leading supplier of Widgets.
- B To be at the forefront of Widget innovation.
- C To spend 5% of turnover on research and development.
- D To maintain market share, profitability and dividend payments.

- 6 Exquisite Analog, a music company, have been undertaking a strategic review. You have been asked to complete a VMOST analysis.

Which of the following **SHOULD** you include in the Strategy section? Select the **TWO** that apply.

- A To release 10 new albums by the end of the year.
  - B To expand the catalogue of artists by identifying and growing new talent.
  - C To revamp the graphics used on-line to create a contemporary feel.
  - D To update the recording studio in Paris.
  - E To enter partnerships with high end audio manufacturers to promote analog music.
- 7 Following her completion of a SWOT analysis, Cynthia has prepared a short summary for the Chief Executive of a Housing Association:

'Due to the buoyant market for new homes, new development continues at pace. This has resulted in an increase in the amount of social housing being built. The demand for homes is also driving up prices in the private rental sector, resulting in more people seeking social housing. The current level of demand for social housing exceeds supply and this may get worse if government proposals to reduce the amount of social housing required within new developments are accepted. However, we are in a position to respond to these challenges with a well trained and motivated workforce.'

Which of the following is **NOT** present in the SWOT analysis?

- A Opportunity.
- B Threat.
- C Strength.
- D Weakness.

- 8 Pigeon Parcels have been developing their Balanced Scorecard (BSC). This includes the Critical Success Factor (CSF), highly skilled & motivated delivery drivers. A number of Key Performance Indicators (KPIs) have been identified to support this. These in turns have targets associated with them.

Which **TWO** of the following **MIGHT** be targets related to this Critical Success Factor?

- A The number of drivers who have advanced driving qualifications.
  - B That 80% of drivers gain an advanced driving qualification within 6 months of joining.
  - C The number of drivers who complete the staff survey each year.
  - D That driver satisfaction is over 85% in the year staff survey.
  - E The number of complaints upheld against drivers.
- 9 A large bank has outsourced the provision of Anti Money Laundering (AML) checks to a 3rd party provider. This specialist service is tightly integrated into the bank's customer on-boarding process, which is run by a dedicated internal team. This uses data provided by an external credit agency. The regulator has recently announced a tightening of the regulation and a project is in the process of being set up to address this.

Which **THREE** of the following categories of stakeholder are **LIKELY** to be involved in the project?

- A Suppliers.
- B Employees.
- C Regulators.
- D Competitors.
- E Owners.

- 10 The Board of your company has been approached by another company, Rock Ltd to enter a joint venture. You have been assigned to the team working on this and the Sponsor has asked you to undertake some initial research to better understand Rock Ltd's mission and values.

Which would be the **BEST** sources of information? Select the **TWO** that apply.

- A Their website.
  - B Company reports.
  - C Customer feedback on their website.
  - D Customer feedback on industry websites
- 11 You have been discussing your latest assignment with your manager. He said:

'We need to complete an initial investigation into introducing robots to speed up claims handling. At the moment there are 3 key stakeholders, one of whom is senior and opposed to further automation. There is also sensitivity due to recent job losses in the claims teams. Some of the procedures relating to claims handling are out of date with some local practices having developed over the 2 locations where it takes place.

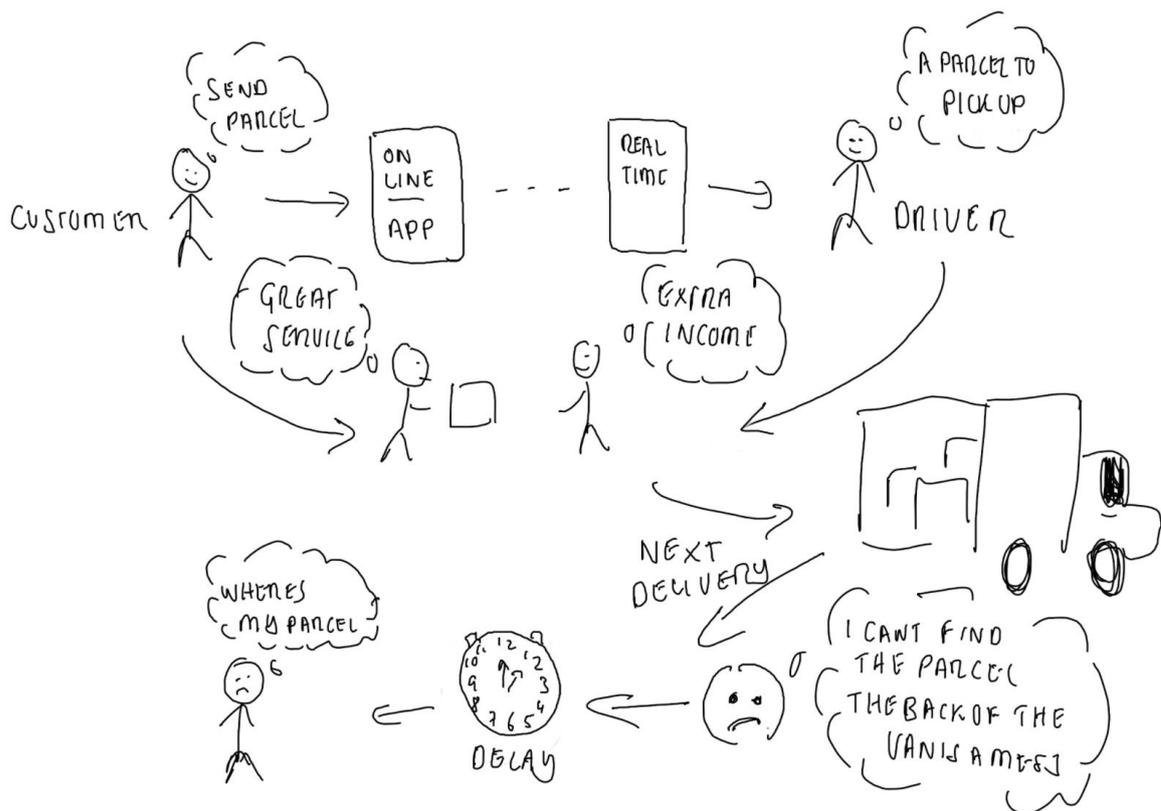
What would be the **BEST** first step?

- A Interview the stakeholders.
- B Hold a workshop with the stakeholders.
- C Undertake a document analysis.
- D Observe the process at both locations.

- 12 Terry has been reviewing the parcel pick up service introduced by Pigeon Parcels. This allows the customer to request a parcel pick up on line and that dynamically schedules the pick up for a delivery driver in the area. Both customers and drivers have complained about it.

The situation has been outlined by Terry in the rich picture, below.

When talking through the rich picture with the service team which **ONE** statement **SHOULD** Terry **NOT** make?



- A The drivers object in principle to picking up parcels whilst delivering.
- B The difficulty of finding parcels in the van causes delay.
- C Customers love the pick up service offered.
- D Customers dislike the delays caused in delivery.

13 Dynamic Insurance describe how they deal with a motor claim as follows:

'Normally a customer contacts us to tell us about the claim. Where a claim isn't resolved legal proceedings might be required. These are only started when a Senior Claims handler makes the request. Any legal claims need to be started within 3 years of the accident. So where a claim hasn't been settled or legal proceedings started, within 30 months, the systems automatically reports this. In some instances customer are unhappy with the outcome of the claim, in which case they can raise a complaint.'

How many of each of the different types of business event are described here?

- A 1 Internal, 2 External, 1 Time-based.
- B No Internal, 2 External, 2 Time Based.
- C 1 Internal, 1 External, 2 Time-based.
- D 3 Internal, 1 External, 1 Time-based.

14 A firm of solicitors has undertaken a gap analysis to ensure it complies with its anti money laundering commitments. The report produced states:

'Although largely compliant there are some areas where the team responsible lacks knowledge. To address this it is suggested that all staff undergo regular refresher training and a new team is created to focus on on-boarding new clients. Although this will require changes to the supporting processes the supporting systems do not need to be changed.'

Which **THREE** elements of the Target Operating Model **SHOULD** be updated?

- A People.
- B Process.
- C Information.
- D Technology.
- E Organisation.

- 15 Clodagh has been describing her recent work enhancing a mobile banking system. She said:

'There was a lot of focus on the customer and a substantial amount of time was spent considering exactly what problem we were trying to solve for them. This meant we spent a lot of time coming up with ideas, both on what the problem was and how we were going to solve it. We were even revisiting the problem as we worked on a prototype of the enhancements'

Which approach **BEST** describes the one taken by Clodagh?

- A Design Thinking.
  - B Agile.
  - C Waterfall.
  - D Divergent Thinking.
- 16 Dhurivika is explaining to a Project Manager how divergent and convergent thinking could help the project they are working on. The Project Manager asked what the output of the activity would be.

What is the **BEST** answer for Dhurivika to give?

- A A manageable set of ideas to take forward.
- B All the ideas generated relating to both the problem and the solution.
- C A defined set of business outcomes.
- D A defined set of delivery actions.

- 17 Upon analysing a profitable business, the business analyst concluded that staff have all the skills needed, the marketing of products is effective, product development is effective although slow and the tools used for market analysis are good but not market leading for long term trends.

Which category of the following Business Activity Model (BAM) activities SHOULD the analyst use?

- A 'Operating satisfactorily: no immediate action' and 'Some issues to be addressed: action required.'
  - B 'Operating satisfactorily: no immediate action.'
  - C 'Operating satisfactorily: no immediate action' and 'Not in place: urgent consideration.'
  - D 'Some issues to be addressed: action required' and 'Not in place: urgent consideration.'
- 18 Cafe Croissant is investigating whether to introduce an app allowing customers to order at their table. Olivia has been asked to consider the feasibility of the proposal.

Which **TWO** of the following **SHOULD** Olivia take into account in doing this?

- A The company would need to use its overdraft to fund the project.
- B The proposed package would require simple, limited customization.
- C Staff don't understand how the solution works.
- D The exact costs are not known.

**19** Dynamo Ltd have identified a gap in the market for their products. Sam has been asked to take responsibility for the Business Case for developing a new product to fit the gap. Which **THREE** of the following **SHOULD** Sam do?

- A** Undertake a Feasibility Study before creating the Business Case.
- B** Confirm the Business Case once costs are confirmed.
- C** Ensure the benefits realised match those in the Business Case.
- D** Revisit the Business Case before the new product is launched.

**20** Open Door Properties has created a Business Case to digitise its letting operation. The following statements appear in the report:

- A new technology supplier will need to be brought on board
- The internal processes will change due to automation
- A new developer role will be needed costing £60k per annum
- Two existing roles will be made redundant with a one of cost of £20k

In which section of the Business Case are these statements **MOST LIKELY** to be found?

- A** Impact Assessment.
- B** Cost Benefit Analysis.
- C** Risk Assessment.
- D** Options.

**End of Paper**

BCS Practitioner Certificate in Business Analysis Practice  
Answer Key

---

<b>Question</b>	<b>Answer</b>	<b>Syllabus Section</b>
1	C	2.3
2	B, D, E	1.3
3	A, C	2.5
4	A	4.3
5	B	1.1
6	B, E	1.2
7	D	1.4
8	B, D	1.5
9	A, B, C	2.2
10	A, B	3.1
11	A	3.3
12	A	3.4
13	A	4.4
14	A, B, E	4.5
15	A	5.1
16	A	5.2
17	A	5.3
18	A, B	5.4
19	A, B, D	6.1
20	A	6.2