



BCS Practitioner Certificate in Modelling Business Processes

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 D E** or **F**. Your answers should be clearly indicated on the answer sheet.

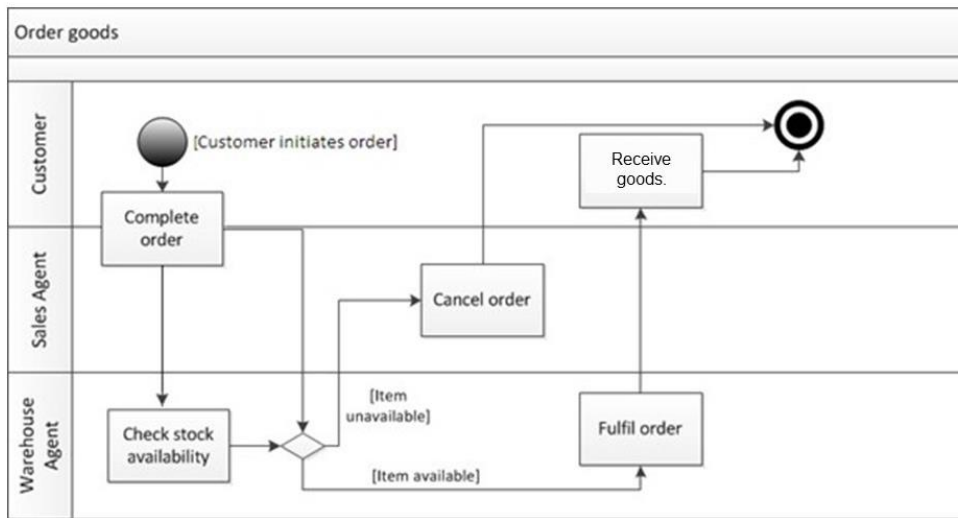
Pass mark is 13/20

Time allowed 30 minutes

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

1 Below is a business process model for a goods ordering process:



What error has been made in this diagram?

- A The arrowed flow line from 'Fulfil order' should go to the end node (the bullseye), not to the task 'Receive goods'.
- B There should only be a single arrowed flow from 'complete order' to the stock check task.
- C The task 'Complete order' should be in only one swimlane, as tasks straddling two swimlanes are not permitted.
- D The task 'Cancel order' should be renamed 'Order cancelled', as by this point in the process the order has been cancelled.

2 As part of an assignment, a business analyst has been asked to analyse an organisation's technological infrastructure, staff development policy, external threats and organisational structure. They plan to use the POPIT model to structure their analysis.

Which element of the organisation would POPIT **NOT** consider?

- A Technological infrastructure.
- B Staff development policy.
- C External threats.
- D Organisational structure.

- 3 What is a set of tasks, each of which may be conducted by a different actor, which starts with a triggering event and ends with the delivery or achievement of an outcome related to that event?
- A Process.
 - B Step.
 - C Value stream.
 - D Value chain.
- 4 Which of the following statements are TRUE in relation to the process view of an organisation? Select the **TWO** that apply.
- A Provides a dynamic view of what the business does over time to respond to an event and deliver a service.
 - B Focuses on the internal structure and reporting lines of the organisation.
 - C Shows line management reporting and staff allocation.
 - D Identifies where there are links to the external world outside the organisation.
 - E Identifies the tangible assets utilised to enable business operations.
- 5 Cycling enthusiasts test new cycling products supplied by an innovation company and provide honest reviews back to the innovation company (in accordance with a government-endorsed impartial review policy).

How would this be described on a (Harmon's) organisational model?

- A **Suppliers:** cycling enthusiasts, innovation company.
Customers: innovation company.
External business environment: government endorsed impartial review policy.
- B **Suppliers:** innovation company.
Customers: innovation company, cycling enthusiasts.
External business environment: government endorsed impartial review policy.
- C **Suppliers:** cycling enthusiasts.
Customers: innovation company.
External business environment: government endorsed impartial review policy.
- D **Suppliers:** cycling enthusiasts, innovation company.
Customer: government endorsed impartial review policy.
External business environment: innovation company.

6 Which **TWO** of the following **SHOULD NOT** be included in an organisation's value proposition?

- A The speed of an organisation's internal recruitment process.
- B The timeliness with which products are delivered.
- C The extent to which a service can be customised.
- D The structure of the teams inside an organisation.
- E The extent to which after-sales services are provided.

7 In response to a call to action from a national government after an earthquake, an appeals manager in a disaster charity instructs their team to initiate a new fundraising campaign.

What type of business events have occurred? Select the **TWO** that apply.

- A External.
- B Internal.
- C Time-based.
- D Emergency.
- E Environmental.

8 Consider the following sentence:-

"A scenario description includes the [A] that triggers the transaction, the set of actions that have to be completed in order to achieve a successful outcome, the [B] to be handled, plus other aspects such as the actor responsible for carrying out the task, the [C] and the post-conditions.

Select the CORRECT value for A, B and C.

- A A= Business event.
B= Exception situations.
C= Preconditions.
- B A= Business event.
B= Preconditions.
C= Exception situations.
- C A= Value chain.
B= Event.
C= Preconditions.
- D A= Value stream.
B= Exception situations.
C= Business event.

9 A business manager is putting together an outline business case for funding to create a new team to build a business process model for the organisation.

Which **TWO** of the following statements are CORRECT and should be included the benefits section?

- A Enable us to understand our customers more effectively, resulting in lower media costs.
- B Will enable the identification of inefficient or ineffective processes, resulting in tangible savings.
- C Will improve our competitiveness by highlighting the strategy of our competitors.
- D Will improve consistency and standardisation within the organisation, resulting in time savings.

- 10** See the following extracts from a business analyst's notes from their interactions with a colleague working with a finance team to model their make a payment process.

Their notes have become mixed-up with other information and are out of sequence.

1. Validate supplier.
2. Average time to make a payment is 3 minutes; equates to 1/20 of hourly rate for finance assistant.
3. Initiate payment.
4. If payment fails, proceed to validate supplier.
5. Ask for supplier registration number.

How would these excerpts be recorded in terms of levels in the business process hierarchy?

- A** 2 x Tasks.
2 x Steps.
 - B** 3 x Tasks.
1 x Step.
 - C** 2 x Tasks.
3 x Steps.
 - D** 2 x Tasks.
1 x Step.
- 11** When applying the OPOPOT convention, how many tasks would be recorded in a business process model for the following scenario?

The pension assistant receives the pension commencement request and immediately logs it into the finance system from their terminal. They move to the payment terminal in the secure room to set-up the payment schedule, and then return to their terminal and mark the pension as 'In-payment'. Later in the day they issue an email to the employee to let them know to expect a payment schedule in the next 3-5 working days.

- A** 2.
- B** 3.
- C** 4.
- D** 5.

12 See the following extracts from a task description involving a customer registering an insurance claim.

1. Claims processing team.
2. Claim registered and ready for payment.
3. Average time to handle call is 6 minutes; equates to 2/20 of hourly rate for contract call handler.

Under which elements of a task description would these excerpts be recorded? Select the **THREE** that apply.

- A Actor.
- B Event.
- C Output.
- D Steps.
- E Performance measures.
- F Costs.

13 See the following extracts from a task description involving a customer enquiring about an order they have not received.

1. Complete call within maximum of 5 minutes; on average, complete call within 3 minutes.
2. Customer order non-delivery enquiry received.
3. If product dispatched proceed to Record non-delivery task.

Under which elements of a task description would these be recorded? Select the **THREE** that apply.

- A Actor.
- B Event.
- C Output.
- D Steps.
- E Performance measures.
- F Title.

- 14 A sample of elements from a fully described use case description called 'register new employee' are provided below:-
1. Employee does not have an email address. HR administrator requests use of alternative contact details.
 2. HR administrator is logged-on to the system.
 3. HR administrator enters additional personal details: date of birth, telephone number, national insurance number.
 4. HR receives a request to induct a new employee.

Which **FOUR** types of elements are included?

- A Actor name.
- B Goal.
- C Event.
- D Preconditions.
- E Alternate flows.
- F Actions.

- 15 A sample of elements from a fully described use case description called 'book flight' are provided below:-
1. System requests confirmation of baggage allowance required.
 2. 1000 times an hour.
 3. Online customer enters passport details: Passport number, expiry date.
 4. Must have.

Which **THREE** types of elements are included?

- A Frequency/volumes.
- B Actions.
- C Event.
- D Preconditions.
- E Alternate flows.
- F Priority

- 16 An operations manager who is new to an organisation has made the following notes about the finance department in their organisation:-

"It's clear that the team are struggling to cope with the increasing number of orders, suppliers are complaining of late payments, and team members are getting frustrated with the delays that are occurring as the work moves (sometimes, it seems, unnecessarily) from team to team. We need a means of either merging the teams or perhaps seek a supplier who can help with the workload".

Which of the following generic approaches to Improving business processes would be **BEST** applied to improve this business situation?

- A Redefine boundary.
 - B Adaptation.
 - C Change step sequence.
 - D Automate processing.
- 17 See the attached excerpt from an internal audit report:-

"Whilst the sparkling new IT system has been introduced (and very nice is it too!), our process is still inefficient as it has not taken account of changes in the regulatory environment"

Which **ONE** of the following common reasons for failure are described in the excerpt?

- A Lack of required skills.
- B Insufficient resources.
- C Lack of ownership.
- D Lack of supporting systems.
- E Constraints imposed by out of date business rules.

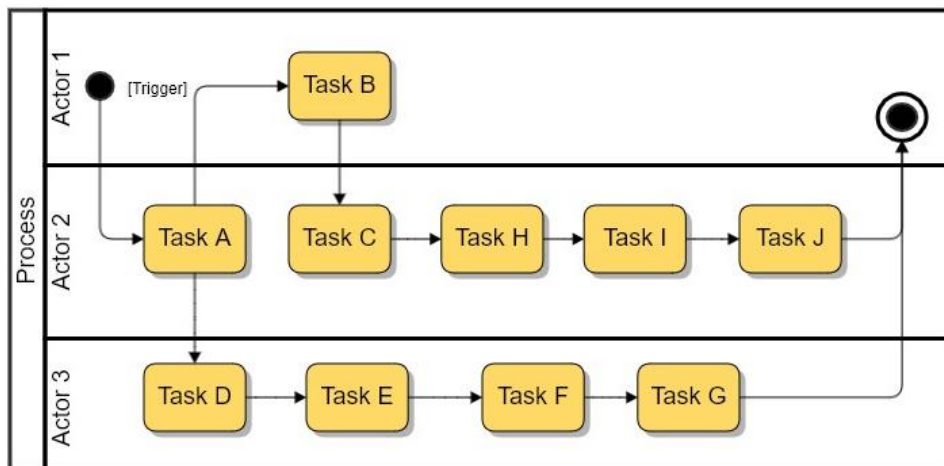
- 18 A charitable organisation is keen to introduce a new finance system which will allow their regional fundraisers to collect cashless payments from donors in shopping centre and leisure locations. They are cautious about the move from cash to cashless payments and are considering two options; option one would involve rolling out simple limited functionality to all regions; option two would involve selecting one region and implementing the system in its entirety.

Which **TWO** of the following implementation strategies are they considering?

- A Parallel changeover.
- B Phased implementation.
- C Pilot running.
- D Pilot changeover.
- E Pilot implementation.

- 19 The following pattern of business activity has been identified by a business analyst in a process they have been asked to improve.

Assume that all tasks are equal, and that there is an equal distribution across all divergent routes.



Which **TWO** of the following statements are CORRECT?

- A There would be a similar degree of impact to the tasks in the process if a bottleneck were to occur at Task A or Task B.
- B There would be a more significant impact to the tasks in the process if a bottleneck were to occur at Task A than at Task D.
- C Excluding the triggering event, there are 2 hand-offs between Actor 1 and Actor 2 in this process.
- D The number of hand-offs between Actor 1 and Actor 3 suggests an opportunity for process redesign.

- 20** Which **THREE** of the following are **VALID** reasons for using the BPMN notation set when building business process models?
- A** It enables use of a wide range of modelling tools.
 - B** It ensures that the models constructed are an accurate representation of a business situation.
 - C** Ensures precise logic which can be executed by workflow tools.
 - D** Ensures sufficient detail to be executed by process automation software products.

End of Paper

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Answer Key

| Question | Answer | Syllabus Section |
|-----------------|---------------|-------------------------|
| 1 | B | 3.1 |
| 2 | C | 6.1 |
| 3 | A | 1.2 |
| 4 | A, D | 1.3 |
| 5 | A | 2.1 |
| 6 | A, D | 2.2 |
| 7 | A, B | 3.5 |
| 8 | A | 5.4 |
| 9 | B, D | 1.1 |
| 10 | A | 3.3 |
| 11 | C | 3.4 |
| 12 | A, C, F | 4.1 |
| 13 | B, D, E | 4.1 |
| 14 | C, D, E, F | 4.2 |
| 15 | A, B, F | 4.2 |
| 16 | A | 5.1 |
| 17 | E | 5.3 |
| 18 | B, C | 6.2 |
| 19 | B, C | 5.2 |
| 20 | A, C, D | 3.2 |