



# BCS Professional Certificate in Team Leadership

## Specimen Paper

**Specimen paper only 20 multiple-choice questions** – 1 mark awarded 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**.

Pass mark is 13/20  
Time allowed 45 minutes

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- Ofqual, Qualifications in Wales, CCEA or SQA

- 1 A senior business analyst has taken over leadership of an existing team. She knows many of the team members and has decided to adopt a friendly approach, treating them as peers rather than her staff.

Which of the following will be a concern for the senior business analyst if she adopts a 'country club' leadership style, as defined in the Blake-Mouton grid?

- A Content workforce / low productivity.
- B Discontented workforce / high productivity.
- C Discontented workforce / low productivity.
- D Content workforce / high productivity.

- 2 A conflict has arisen between two team managers. One of them has decided to use the Thomas-Kilmann Conflict MODE instrument as a way of resolving the conflict.

Which of the following is **not** one of the conflict positions defined by Thomas-Kilmann?

- A Competing.
- B Collaborating.
- C Compromising.
- D Cooperating.

- 3 A business analyst is in a team meeting and his manager has just criticised him in front of his co-workers.

How would the business analyst demonstrate high emotional intelligence in this scenario?

- A Become defensive, stand up and storm out of the office.
- B Stay in the meeting but question his worth and consider what he did wrong.
- C Acknowledge the feedback and ask the manager for a 1-to-1 meeting to discuss in more detail.
- D Excuse himself from the meeting and compose an angry email to his manager.

- 4** Jo is a sales team leader who has been made aware of a project to deliver a new finance system that is close to the implementation phase. She is being asked to provide some information to a business analyst on how ready her team are for the change.

Jo thinks her team are currently in denial that a new system is coming and are carrying on as if no change will be happening.

Which behaviour is Jo's team likely to experience next on the SARAH Change Curve?

- A** Optimism.
  - B** Anger.
  - C** Rejection.
  - D** Adapting.
- 5** Which of the following communication styles is being exhibited with the statement "I am direct in expressing my needs, wants and opinions, and I give no thought to other peoples"?
- A** Passive.
  - B** Passive aggressive.
  - C** Openly aggressive.
  - D** Assertive.
- 6** Which of the following describes an objective?
- A** The driver for actions to be taken to achieve a goal.
  - B** An achievable target pursued in the long term.
  - C** Articulates aspirations, purpose and vision.
  - D** A set of measures used to manage delivery of actions.

- 7 The line manager of a new staff member needs to deliver some negative feedback that she thinks may cause defensive behaviour.

What is the **first** thing the line manager needs to do when having this conversation?

- A Invite the staff member to respond.
  - B Describe their emotions around the issue.
  - C Name the issue using specific wording.
  - D Indicate their wish to resolve the situation.
- 8 In Covey's Time Management Matrix, which of the following can be categorised in the 'urgent, not important' section of the matrix?
- A Trivia, pleasant activities, time wasters.
  - B Planning, prevention, relationship building.
  - C Crises, pressing problems, deadline driven projects.
  - D Interruptions, some calls and mail, small pressing matters.
- 9 Lennox, the new business analysis (BA) practice manager at Metalparts Ltd, has secured senior leadership support for implementing robust BA techniques across all projects. This is a change for the team of 11 existing business analysts who have been used to doing things their way and not following standard practice. Lennox has been made aware that some of the team who have been at the organisation a long time may not be happy that things are changing.

Lennox thinks using Lewin's Change Model might help and starts with the 'unfreeze' stage.

Which of the following describes the key activity in this stage?

- A Develop a compelling message explaining why things need to change.
- B Allow people time to participate proactively in the change.
- C Celebrate the success of change and thank the team for their participation.
- D Take time with individuals to understand their resistance to change.

- 10 John is part of a team who produce quotes for insurance customers on the phone. He joined the organisation 4 weeks ago and although he understands the process he must follow, he's still making mistakes. He has identified the areas he needs to work on to reduce the mistakes.

Which of the following Learning Cycle stages is John at?

- A Unconscious incompetence.
  - B Consciously incompetent.
  - C Consciously competent.
  - D Unconsciously competent.
- 11 Which of the following is **not** an element of transactional leadership?
- A Performance monitoring.
  - B Goal setting.
  - C Feedback.
  - D Creating a vision.
- 12 Which of the following is **not** one of the core competencies of a servant leader?
- A Lead by example.
  - B Creates a positive culture.
  - C Builds morale in the team.
  - D Useful in a crisis.
- 13 Sue has started a new job where she doesn't know anyone. She is confident in her skills to perform her job well and is keen to let her team members know her strengths and her willingness to learn.

Which quadrant on the Johari window should Sue focus on to achieve the above?

- A Open area.
- B Blind area.
- C Unknown area.
- D Hidden area.

- 14** Sandip works for a leading mortgage provider, and he strives to follow the rules and regulations to ensure he always does the right thing for his customers.

Which of the universal goals of human communications is described above?

- A** Affiliation.
- B** Accuracy.
- C** Maintaining positive self-concept.
- D** Consistency.

- 15** Lisa is the lead business analyst working on a project to deliver a new mobile application for a cat protection charity. She has asked Hugo, who is one of her highly skilled business analysts, to look at the project to determine how long it will take to complete the analysis stage of the project and to set out a plan of action to achieve this. Hugo is a very motivated team member.

Which leadership style from Lewin's Leadership Styles model is Lisa demonstrating in the above scenario?

- A** Authoritarian.
- B** Participative.
- C** Delegative.
- D** Combative.

- 16** Paul has been appointed as team leader for a team that has consistently failed to hit their sales targets. From initial conversations with the team, Paul has discovered they are really motivated and willing to do better, but lack the specific skills needed to improve their sales.

Which of the following leadership styles, according to Blanchard, should Paul adopt?

- A** Directing.
- B** Delegating.
- C** Supporting.
- D** Coaching.

- 17 A team manager knows that learning from problems and successes is a catalyst for his team to be productive and happy at work.

Which of the following inhibitors is **likely** to result if this approach is not taken?

- A If achievements are not recognised, people will feel their efforts haven't been valued.
- B When managers shut down new ideas, people tend to feel more isolated.
- C When resources are not available people realise that progress will be difficult.
- D When people have conflicting priorities or unclear goals, they become demotivated.

- 18 When setting SMART objectives, which of the following does the "R" represent?

- A Relatable.
- B Relevant.
- C Responsible.
- D Reasonable.

- 19 Dr Stephen Covey's 'The Seven Habits of Highly Effective People' contains seven principles that can be applied to management and leadership activities.

Which of the following is used to describe the habit of creative co-operation?

- A Synergize.
- B Sharpen the saw.
- C Put first things first.
- D Be proactive.

- 20** Daniel is the Head of Change at an organisation that is going through a big digital transformation programme. He has been informed by the board that he has 1 year left to deliver the changes.

Which of the following, according to Kotter's 8 Steps Guide to Change model, is an action that Daniel could take to establish a sense of urgency in the team?

- A** Ask for an emotional commitment from key people.
- B** Apply his vision to all aspects of operations, from training to performance reviews.
- C** Examine opportunities that should be, or could be, exploited.
- D** Talk about progress every chance he gets and tell success stories about the changes.

**End of Paper**



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Specimen Paper Answer Key

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Question	Answer
1	A
2	D
3	C
4	B
5	C
6	A
7	C
8	D
9	A
10	B
11	D
12	D
13	D
14	B
15	C
16	A
17	A
18	B
19	A
20	C