



BCS Professional Certificate in Business Architecture V3.0

Sample Paper

Sample paper only 20 multiple choice 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.

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 [45 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 Stefan is a new business architect who has just started working for a large financial services organisation. The lead business architect has suggested Stefan should review the business architecture service framework to give him a good overview of the business architecture services.

Stefan remembers one of the services called Feasibility assessment and business case development but can't remember what this involves.

Which of the following is the **correct** description for this service?

- A Investigate business situations that are problematic or offer opportunities for improvement.
 - B Identify and evaluate any proposed solutions from the business, financial or technical perspectives, taking into account the organisational capabilities.
 - C Define, communicate and maintain the principles that underlie the business architecture.
 - D Develop the strategic roadmap for change in line with strategic priorities and decisions.
- 2 Geri is the recently appointed Chief Executive of a UK-based engineering group. The Chief Information Officer, Clark, has approached her with his plans to restructure his department and to clarify some of the roles and responsibilities which, he feels, have become confused and blurred. Clark is explaining to Geri why he believes business architects should have greater prominence within the organisation and, to do so, has identified four ways in which an enhanced business architecture function would benefit the group. He has identified these benefits as helping the organisation to:

- (i) Understand key value streams and the value propositions they offer.
- (ii) Solve complex enterprise business problems.
- (iii) Develop a view on strategic/competitive differentiators.
- (iv) Design a solution architecture to resolve a specific business problem.

However, Clark's deputy, Darren, has spotted that one of these is not a benefit of business architecture.

Which of the above list are the three **correct** benefits?

- A (i), (ii) and (iv).
- B (ii), (iii) and (iv).
- C (i), (ii) and (iii).
- D (i), (iii) and (iv).

- 3 Lily has recently become aware of the Zachman Framework, and she has decided to start using this to record the different key perspectives of her organisation.

She is looking at one of the column descriptions which says, 'This column focusses on investigating and documenting the inventory sets of the organisation'.

Which column aligns to this description?

- A What.
- B How.
- C Where.
- D Who.

- 4 Westshire District Council is a local authority in the western part of the United Kingdom. Donna is a business architect within its Management Services Division, and she has been working with managers from its Waste Management Department to create a Business Motivation Model, based on the structure defined by the Object Management Group.

Where in her model **should** Donna document the Mission of the Waste Management Department?

- A End.
- B Assessment.
- C Means.
- D Influencer.

- 5 Gregor is a business architect for a company that runs a chain of restaurants across many countries. He has been developing a business model canvas. During a workshop he used a flipchart and sticky notes to capture ideas but, unfortunately, while transporting the sheets back to his office, some sticky notes have fallen on the floor. On one of them, Gregor has written 'Online ordering and delivery service'.

Where on the business model canvas has this note come from?

- A Key activities.
- B Value proposition.
- C Customer relationships.
- D Channels.

- 6 Lydia is building a business capability model for her organisation, a car distributor. One of the capabilities she has uncovered is 'Warranty management'.

To which stratum of the business capability model does this belong?

- A Strategic.
- B Primary.
- C Operational.
- D Support.

- 7 George is Head of Procurement in a government department, and he has become interested in business architecture as something that could help drive his business unit forward. He has developed a list of capabilities and has asked a business architect to review them.

Which of the following capabilities has the business architect said is **not** named correctly?

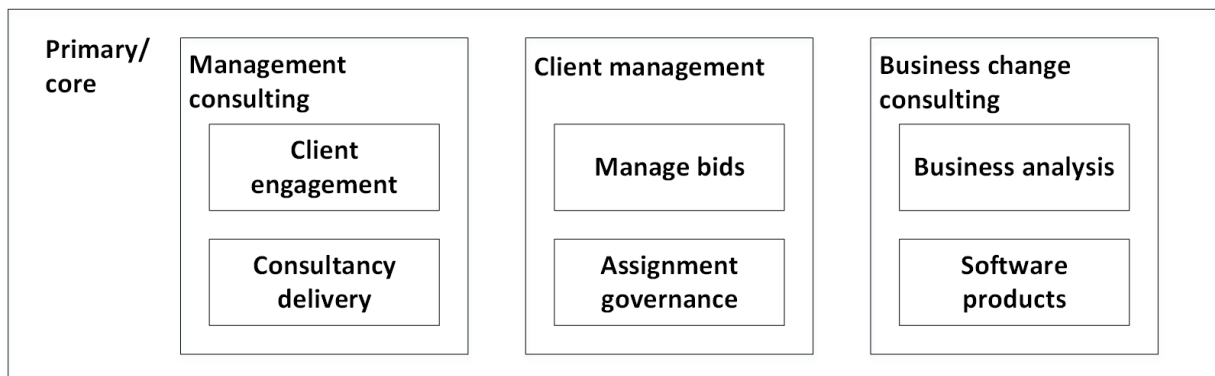
- A Supplier identification.
- B Supplier evaluation.
- C Supplier information.
- D Supplier procurement.

- 8 Jon is a business architect and has been reviewing some capabilities defined by one of his colleagues, Angela. She has defined one of them as 'Change management' but Jon has explained that there is another capability called 'Change governance' that includes some change management responsibilities. As a result, the new capability does not conform to one of the SUAVE criteria.

Which of the following SUAVE criteria does this new capability fail to conform to?

- A S.
- B U.
- C A.
- D V.

- 9 Sunita is documenting the capabilities in her organisation which offers consultancy services. She has developed a diagram to represent the different capabilities.



Extract from business capability model for consultancy services firm

Which of the following includes two invalid business capabilities from this stratum of the business capability model?

- A Client engagement and Manage bids.
- B Business analysis and Consultancy delivery.
- C Manage bids and Software products.
- D Assignment governance and Business analysis.

- 10 CornerStore is a chain of 100 stores in Ireland, located largely in small shopping precincts. Its directors are considering leveraging their expertise in running the chain to take over some small shops located within petrol stations. To explore this idea in more detail, they have asked business architect Josh to examine the firm's capabilities. Josh has discovered that there are several people within CornerStore that have considerable expertise in tailoring a store's product line to its local environment.

Which of the following is the term used to define what Josh has found?

- A A capability.
- B A competency.
- C A capacity.
- D A customer relationship.

11 Marina is a consultant business architect who has been working with a firm of graphic designers to help them define their value proposition. She discovered that:

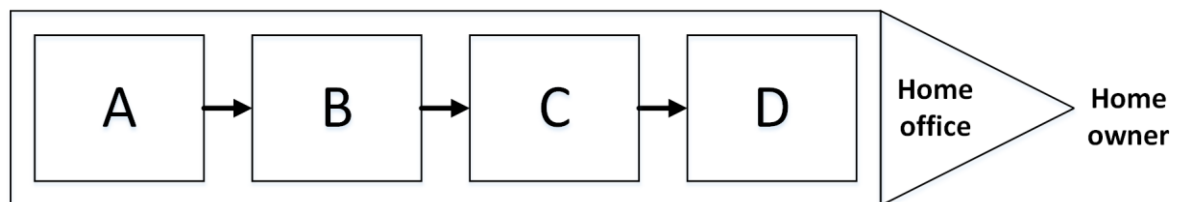
- Their name is well-known and highly respected
- They work to very high standards
- They offer a wide range of services to their clients
- They have a large staff of designers, so they can respond quickly to a client's needs

Which element of the value proposition is **not** addressed here?

- A Choice.
- B Quality.
- C Image.
- D Functionality.

12 JH Smart and Co are a building company who specialise in creating home offices. Their business has boomed in recent years as more and more people work from their homes. The company attracts new customers by placing advertisements in lifestyle magazines. Once a customer has been in contact, a salesperson arranges for a designer to call the customer and discuss their requirements for their home office. Installation takes place once the design is agreed.

Lynne is JH Smart's business architect and is conducting a value stream analysis of the company's home office service:



Where in this diagram **should** Lynne place the activity 'Design office'?

- A A.
- B B.
- C C.
- D D.

- 13** Ibrahim is a consultant within VMC, a professional services company. Currently, he is performing an internal role as a business architect, examining the strategic direction of the organisation. His manager has asked him to use Porter's value chain to analyse VMC's consulting division, but he is struggling to do this as he is unfamiliar with the value chain model. He has identified four activities but is uncertain about their categorisation.

Which of the following **should** Ibrahim show as a primary activity on the value chain model for VMC?

- A** Recruit consultants.
- B** Procure suppliers.
- C** Analyse client requirements.
- D** Install software applications.

- 14** Lauren is using network value analysis to examine her chain of beauty salons that she owns. The salons provide a range of beauty products and services such as facial massages.

Which of the following is an intangible value exchange within Lauren's beauty salons?

- A** Product suggestions.
- B** Payment.
- C** Client appointment.
- D** Standard treatment.

15 Ricardo is the director of a customer services team for an online clothing company and has been asked to document the work his function carries out. He has made the following notes:

- To implement the company's customer service strategy
- To provide excellent and timely support to all customers
- Number of hours taken to answer a customer enquiry

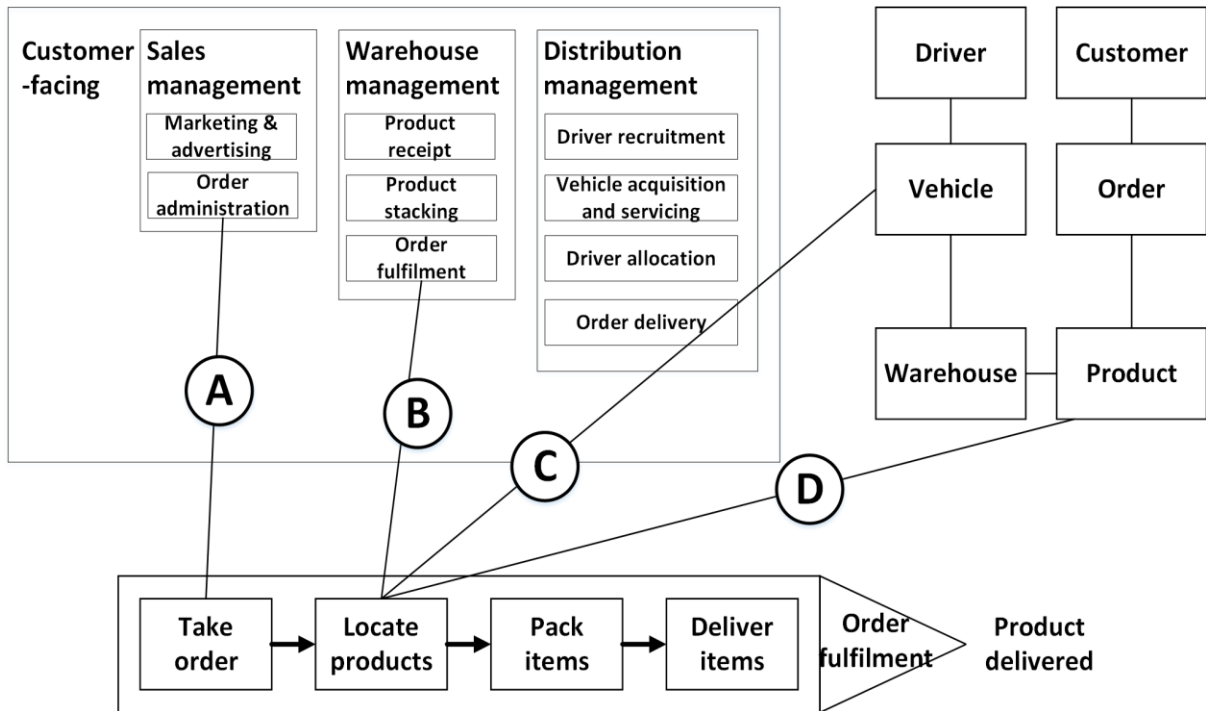
Which sections on the Function Description template would these notes be documented against?

- A** Rationale and Key Goals.
- B** Key Goals and Critical Success factors/Key Performance Indicators.
- C** Structure and roles and Key services/tasks.
- D** Critical Success Factors/Key Performance Indicators and Key services/tasks.

16 Which of the following is the **correct** definition for the term Capability?

- A** A specific area of skill at a required level of ability.
- B** A task or action that an organisation has the ability or motivation to perform.
- C** A general level of ability.
- D** The volume or quantity of items that may be delivered or tasks that may be carried out.

- 17 Carla has been reviewing the information requirements for her organisation, which supplies parts for cars. She has produced a capability model, business information model and value stream, as shown below:

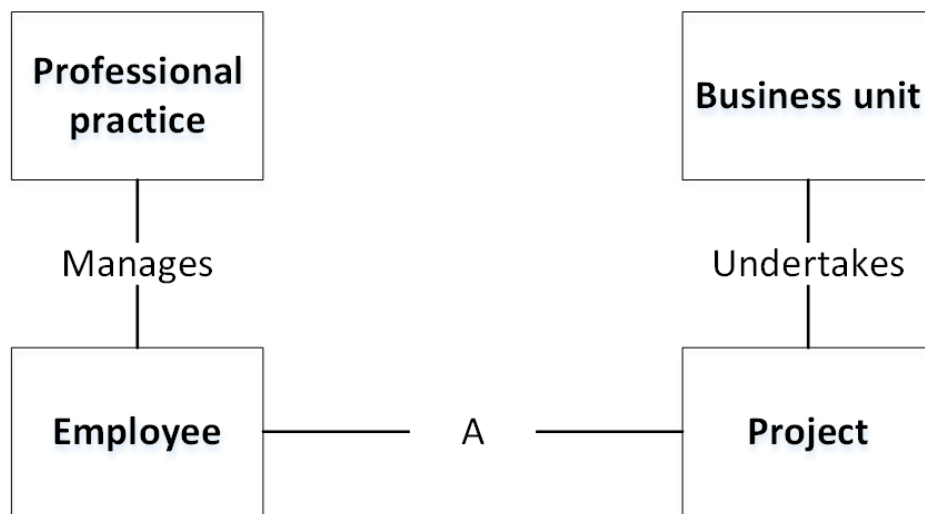


Carla has drawn relationships between these artefacts but one of them is wrong.

Which of the relationships is **not** correct?

- A** Relationship A.
- B** Relationship B.
- C** Relationship C.
- D** Relationship D.

- 18 Bernadette is a business architect in a professional services firm and is developing an information model for the company. Part of this model is shown below:



Which of the following is a relevant name for association 'A' between the two information concepts Employee and Project?

- A Assigns.
 - B Has assignments.
 - C Assignment.
 - D Is assigned to.
- 19 Zak is a professional trainer specialising in both business analysis and business architecture. He has been asked to present a short seminar on the information view of business architecture, and he is writing the section on metadata.

Which of the following is the **correct** definition of metadata?

- A Aggregated data used to inform decision-making.
- B Data broken down to the lowest level of detail.
- C Data about data, including the structure.
- D The source of the data used in a solution.

- 20** Demi is involved in a change project in her organisation. One of the things that concerns her about this project is the re-structuring of the organisation and merging departments and functions that have had very different histories and backgrounds. Her worry is that, during this change, the shared language and frameworks used by the people concerned may be lost, leading to a loss of 'organisational memory'.

Which aspect of organisational memory, as defined by Walsh and Ungson, is Demi considering here?

- A** Acquisition.
- B** Documentation.
- C** Retention.
- D** Retrieval.

End of Paper

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Answer Key**

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