



# BCS Professional Certificate in Business Architecture

## Specimen Paper

**Specimen paper only. 10 multiple choice questions.**

There are no trick questions. For multiple-choice questions - a number of possible answers are given for each question, indicated by either A. B. C. or D. Select one option for each question. Answers are provided on page 6.

This is a specimen paper only. The full exam consists of 40 multiple choice questions. To pass the exam, you are required to gain a minimum of 65%. **Copying of this paper is expressly forbidden without the direct approval of BCS, The Chartered Institute for IT.**

1 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 re-structure 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 following list the three correct benefits?

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

2 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.

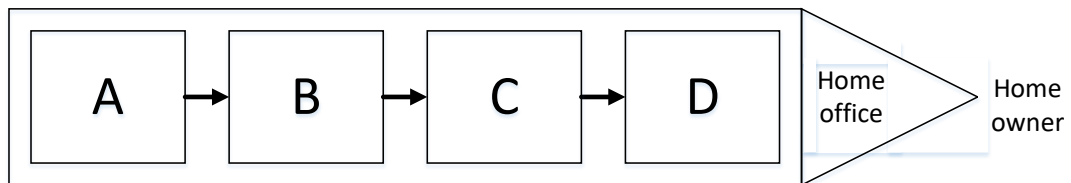
Where in her model should Donna document the Mission of the Waste Management Department?

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

- 3 Lydia is building a business capability model for her organisation, a car distributor. One of the capabilities she has uncovered is 'Warranty management'. In which stratum of the business capability model does this belong?
- A Strategic
  - B Primary/core
  - C Operational
  - D Support
- 4 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. With which of the following SUAVE criteria does this new capability fail to conform?
- A S.
  - B U.
  - C A.
  - D V.
- 5 CornerStore is a chain of 100 stores in the north of England, 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 is a team within CornerStore that has considerable expertise in tailoring a store's product line to its local environment. Which of the following is the term used to define what has Josh found?
- A A capability.
  - B A competency.
  - C A capacity.
  - D A cardinality.

- 6 JH Smart and Co are a building firm who specialise in creating office spaces within domestic properties – in attics for example. Their business has boomed in recent years as more and more people work full- or part-time 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 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

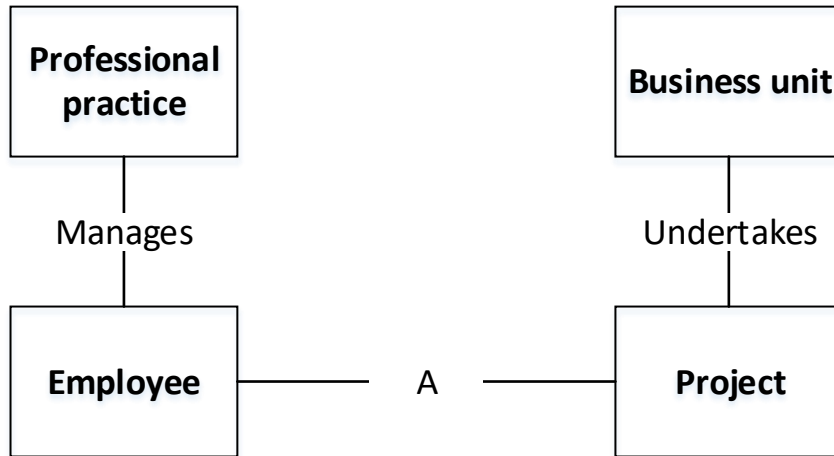
- 7 Annie is using network value analysis to examine her organisation, a chain of beauty salons. The salons provide a range of beauty products and also services such as facial massages. Which of the following is an intangible value exchange within Annie’s beauty salons?

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

- 8 Jayne is a consultant and has recently started an assignment with a new international client. She has already discerned that there seems to be a significant divide between the senior executives in the organisation, who make all of the decisions, and the employees who carry out the work. This appears to be accepted as the culture that prevails in the organisation. Which dimension of national culture has Jayne identified, according to Geert Hofstede?

- A Uncertainty avoidance.
- B Power distance.
- C Long-term versus short-term orientation.
- D Individualism versus collectivism.

- 9 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.

- 10 Toni is involved in a change project in her organisation. One of the things that concerns her about this project concerns the re-structuring of the organisation, merging together departments and functions that have had very different histories and backgrounds. Her worry is that, in the course of this change, the shared language and frameworks used by the people concerned may be lost, leading to a diminution of 'organisational memory'. Which aspect of organisational memory, as defined by Walsh and Ungson, is Toni considering here?

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

Specimen Paper Answer Sheet

<b>Question</b>	<b>Answer</b>
Question 1	<b>C</b> (i), (ii) and (iii)
Question 2	<b>C</b> Means
Question 3	<b>B</b> Primary/core
Question 4	<b>B</b> U
Question 5	<b>B</b> A competency
Question 6	<b>C</b> C
Question 7	<b>A</b> Product suggestions
Question 8	<b>B</b> Power distance
Question 9	<b>D</b> Is assigned to
Question 10	<b>C</b> Retention.