



**Sample Exam**

Edition 202307

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# Introduction

This is the EXIN BCS Practitioner Certificate in Modelling Business Processes (MBPMC.EN) sample exam. The Rules and Regulations for EXIN's examinations apply to this exam.

This exam consists of 40 multiple-choice questions. Each multiple-choice question has a number of possible answers, of which only one is correct, unless otherwise stated.

The maximum number of points that can be obtained for this exam is 40. Each correct answer is worth 1 point. You need 26 points to pass the exam.

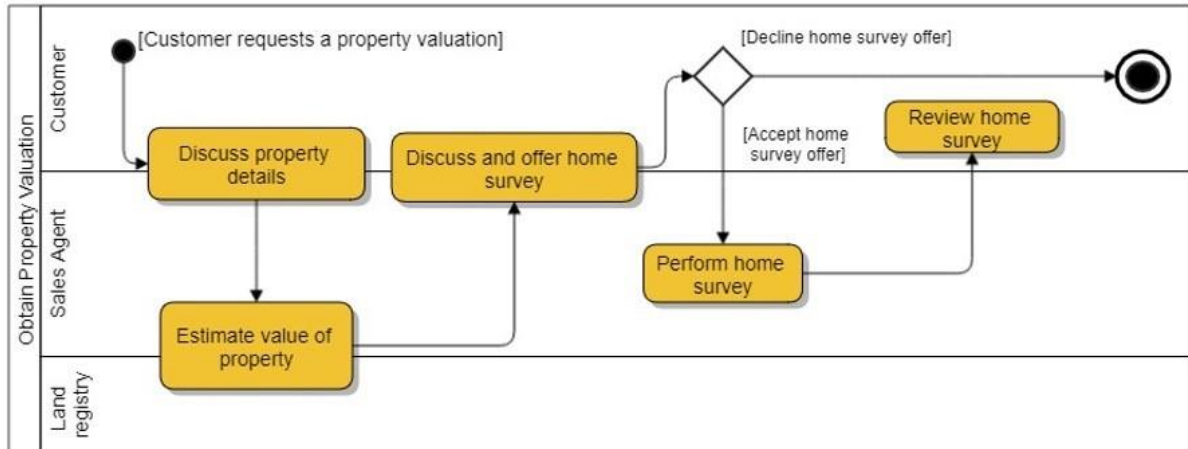
The time allowed for this exam is 60 minutes.

Good luck!

# Sample Exam

1 / 40

What is **not** clear from the following fragment of a business process model?



- A) The initiating business event
- B) The sales agent estimates the value of a property in consultation with the land registry
- C) What happens after the customer has reviewed the home survey
- D) What happens if the customer decides not to have a home survey

2 / 40

An organization is merging two existing departments.

To take a holistic approach to the internal organizational impacts of this change, which technique should a business analyst use?

- A) PESTLE
- B) POPIT
- C) SWOT
- D) VMOST

**3 / 40**

A restaurant offers customers the opportunity to book a table online. The business process name is 'book table', and 'take deposit' is one task within that business process. A draft swimlane diagram of 'book table' has been developed by a business analyst. However, a business user has noted that there is no confirmation issued to the customer to tell them that their booking has been accepted, and the restaurant does not offer refunds of deposits if customers cancel a booking.

Which **two** of the following actions suggested should the analyst take?

*Please remember to select 2 answers.*

- A) Extend the book table process to include the issue of a confirmation
- B) Extend the book table process to include the issue of a deposit refund
- C) Update the enterprise level process model to include a business process named cancel booking
- D) Update the enterprise level process model to include a business process named refund booking deposit

**4 / 40**

Which **three** of the following are levels in the business process hierarchy?

*Please remember to select 3 answers.*

- A) Actor-event
- B) Actor-task
- C) Enterprise-event
- D) Enterprise
- E) Event-response

**5 / 40**

How quickly a product can be delivered, and the robustness and effectiveness of a product are different product characteristics.

Under which **two** elements of value proposition would these characteristics be considered?

*Please remember to select 2 answers.*

- A) Availability or timing
- B) Choice
- C) Functionality
- D) Price
- E) Quality

**6 / 40**

A jewelry company fulfils online orders and delivers them via a secure courier company. It ensures that customers have received their orders by asking them to sign for them using their new secure app.

Which **two** primary activities in (Porter's) value chain can be identified from the above?

*Please remember to select 2 answers.*

- A) Firm infrastructure
- B) Inbound logistics
- C) Operations
- D) Outbound logistics
- E) Procurement

**7 / 40**

Which **two** of the following statements are true in relation to the functional view of an organization?

*Please remember to select 2 answers.*

- A) Describes the tangible and intangible outputs of an organization
- B) Focuses on the internal structure and reporting lines of the organization
- C) Helps to show management and staff how an organization is structured
- D) Identifies the tangible assets utilized to enable business operations
- E) Shows key interactions across different business areas

**8 / 40**

Which **three** of the following activities within (Porter's) value chain are considered support activities, to the primary activities which deliver the value proposition?

*Please remember to select 3 answers.*

- A) HR Management
- B) Operations
- C) Procurement
- D) Service
- E) Technology development

9 / 40

Which **three** of the following statements are true in relation to the process view of an organization?

*Please remember to select 3 answers.*

- A) Focuses on the internal structure and reporting lines of the organization
- B) Identifies where there are links to the external world outside the organization
- C) Provides a dynamic view of what the business does over time to respond to an event and deliver a service
- D) Shows the relative positioning and power of the organizations that participate in a particular industry or business domain
- E) Shows where there is collaboration across different business areas

10 / 40

A charity staffed by community volunteers, sources organic farm produce from a local farmer and prepares meals for distribution to local disadvantaged residents in accordance with food preparation standards defined by the local authority.

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

- A) Suppliers: community volunteers, local farmer.  
Customer: local authority food preparation standards.  
External business environment: local disadvantaged residents.
- B) Suppliers: community volunteers, local farmer.  
Customer: local disadvantaged residents.  
External business environment: local authority food preparation standards.
- C) Suppliers: community volunteers.  
Customer: local disadvantaged residents, local farmer.  
External business environment: local authority food preparation standards.
- D) Suppliers: community volunteers.  
Customer: local disadvantaged residents.  
External business environment: local farmer.



11 / 40

Consider the following sentence.

"At the [A] level of the business process hierarchy, an organization may identify several [B], each of which comprises a set of activities that together offer [C]."

Select the correct value for A, B and C.

- A) A= Actor-task.  
B= Value stream(s).  
C= Value proposition(s).
- B) A= Enterprise.  
B= Value proposition(s).  
C= Value stream(s).
- C) A= Enterprise.  
B= Value stream(s).  
C= Value proposition(s).
- D) A= Event-response.  
B= Value stream(s).  
C= Value proposition(s).

12 / 40

A sales manager closes the orders log on the last working day of the month to calculate staff commission payments. In response to last month's performance, the sales manager instructs the payroll team to increase commission for all sales staff by 4%.

What **two** types of business events have occurred?

*Please remember to select 2 answers.*

- A) Daily
- B) External
- C) Internal
- D) Routine
- E) Time-based

13 / 40

In response to an incident, a senior police officer initiates a request to the duty manager to deploy more officers to a crime scene. Subsequently, the government requests a formal report of the incident from the police force.

What **two** types of business events have occurred?

*Please remember to select 2 answers.*

- A) External
- B) Internal
- C) Operational
- D) Political
- E) Time-based

**14 / 40**

See the following extract from an internal report:

"We found activities that were no longer necessary, and far too many instances where the responsibility moved from one team to another, adding inefficiency to an already long-winded process."

Which of the following generic approaches to improving business processes should be applied to improve this business situation?

- A) Automate processing
- B) Change task sequence
- C) Redefine boundary
- D) Simplification

**15 / 40**

See the following extract from an internal audit report:

"We found activities that could have been undertaken separately while the main application was being processed, but because they were undertaken in a serial fashion, the delays just mounted-up, resulting in a 30% increase in customer complaints."

Which of the following generic approaches to improving business processes should be applied to improve this business situation?

- A) Automate processing
- B) Bottleneck removal
- C) Change task sequence
- D) Redefine boundary

**16 / 40**

What are **three** reasons why business scenarios are a useful means of testing business processes?

*Please remember to select 3 answers.*

- A) They highlight exceptions and alternative paths that may need to be followed when carrying out a task.
- B) They provide a means of reducing omissions in a process.
- C) They provide insight into customer emotions throughout a process.
- D) They support the definition of a value proposition.
- E) They support the surfacing of tacit knowledge.

**17 / 40**

A manager who is new to an organization wants to understand why business process modeling is useful.

Which **three** of the following statements are correct and should be shared with the manager?

*Please remember to select 3 answers.*

- A) It clarifies the core activities required to deliver products and services to customers and the nature of the value proposition offered to those customers.
- B) It guarantees a consistent, high level of customer satisfaction if the process is consistently followed.
- C) It helps business managers to take a holistic view of process and business staff to understand how their work relates to the work of others.
- D) It helps to identify competitor activity and market trends.
- E) It helps to recognize where an existing or 'as-is' business process is inefficient or ineffective in order to identify where improvements may be made.

**18 / 40**

A colleague describes the benefits of a technique as follows:

- Helps to ensure that customers receive the same level of service and a uniform experience.
- Helps clarify the core activities required to deliver products and services to customers.
- Improves consistency and standardization within the organization.
- Helps to demonstrate how an organization is ensuring compliance with legal regulations.

Which technique are they describing?

- A) Business process modeling
- B) Gap analysis
- C) POPIT
- D) Value stream construction

**19 / 40**

See the following extracts from a Business Analyst's notes from their interactions with a magazine sales team to model their 'register new subscriber' process.

The sales team are targeted to create 95% of new subscriptions within 5 minutes. Creating a new subscription involves a member of the sales team confirming if a customer already exists, and if not, then a new subscription schedule must be setup. To setup a new subscription schedule, the sales team member must determine the subscription term required and then confirm payment details.

How should these excerpts be recorded in terms of their level in the business process hierarchy?

- A) 2x tasks  
3x steps
- B) 2x tasks  
4x steps
- C) 3x tasks  
2x steps
- D) 3x tasks  
3x steps

**20 / 40**

During a meeting with a Pet Rescue team, a Business Analyst made some notes to help with the modeling of a 'register new adoption' process.

Members of the Pet Rescue team are targeted with completing 90% of new adoptions within 30 minutes. To register a new adoption, the team member must be logged into the adoption system. To create a new adopter on the system, the team member must ask for the adoption address and then ask for the adopter's date of birth, and then confirm the animal's vaccination status.

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

- A) 1x task  
3x steps
- B) 3x tasks  
2x steps
- C) 3x tasks  
3x steps
- D) 4x tasks  
2x steps

**21 / 40**

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

When applying the OPOPOT convention, how many tasks would be recorded on a business process model for this scenario?

- A) 2
- B) 3
- C) 4
- D) 5

**22 / 40**

Read the following scenario and then answer the question.

An events manager receives the booking request and immediately books the hotel facilities and confirms with the client. Later in the day they secure a booking for the orchestra. Two weeks before the event they email the client to confirm all the final details. One week before the event the events manager collates the total cost of the event. No later than 2 days before the event, the finance team then issue an invoice.

How many tasks would be recorded on a business process model for the following scenario, if the OPOPOT convention were applied?

- A) 3
- B) 4
- C) 5
- D) 6

**23 / 40**

At which **three** levels of the business process hierarchy should performance measures be defined?

*Please remember to select 3 answers.*

- A) Actor-task
- B) Department
- C) Enterprise
- D) Event-response
- E) Response-task

**24 / 40**

Process-related performance measures should be concerned with which **three** of the following areas?

*Please remember to select 3 answers.*

- A) Business staff morale
- B) Customer experience
- C) Financial
- D) Learning and growth
- E) Process efficiency

**25 / 40**

See the following extracts from a task description for a task involving a customer seeking a Personal Identification Number (PIN) for their credit card account.

1. Check customer identity at outset of 100% of calls.
2. Else proceed to issue PIN task
3. Average time to handle call is 3 minutes; equates to 1/20 of hourly rate for contract call handler.

Under which **three** elements of a task description would these excerpts be recorded?

*Please remember to select 3 answers.*

- A) Costs
- B) Event
- C) Input
- D) Performance measurements
- E) Steps

**26 / 40**

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

1. Details of the insurance policy.
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 **three** elements of a task description would these excerpts be recorded?

*Please remember to select 3 answers.*

- A) Costs
- B) Event
- C) Input
- D) Output
- E) Steps

**27 / 40**

See the following extracts from a task description involving a customer requesting to pre-order an item from a book subscription service.

1. Complete call within maximum of 5 minutes; on average, complete call within 3 minutes.
2. Ask customer for membership number.
3. If product is available, proceed to Record customer order step.

Under which **two** elements of a task description would these be recorded?

*Please remember to select 2 answers.*

- A) Actor
- B) Event
- C) Output
- D) Performance measures
- E) Steps

**28 / 40**

A sample of elements from a fully described use case description called 'log new crime report' are provided below:

1. Member of the public reports a crime.
2. Member of the public does not have an email address. Police user requests use of alternative contact details.
3. Police user is logged-on to the system.

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

*Please remember to select 3 answers.*

- A) Actor name
- B) Alternative flow
- C) Event
- D) Post conditions
- E) Preconditions

**29 / 40**

A sample of elements from a fully described use case description called 'create insurance agreement' are provided below:

1. System requests confirmation of excess agreement amount.
2. 80 times an hour.
3. Insurance administrator enters policy details: start date, end date, name of underwriter.
4. Should have.

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

*Please remember to select 3 answers.*

- A) Actions
- B) Event
- C) Frequency/volumes
- D) Preconditions
- E) Priority

**30 / 40**

In the 'order medication' task in an online pharmacy, a test is performed to enforce the following rules for certain products:

1. Customer must be over 18.
2. Quantity must be no more than 2 (of a standard pack).
3. An order of the same item must not have been made in the last 10 days.

What is this test an example of?

- A) Business rule - constraint
- B) Business rule - operational guidance
- C) Task condition - operational guidance
- D) Task rule - operational guidance

**31 / 40**

See the following extract from an internal audit report:

"We found activities that simply no longer needed to be undertaken, as well as instances where hand-offs between teams were unnecessary. We also witnessed instances where it was clear that the less-resourced parts of the process were impacting the better resourced parts."

Which of the following generic approaches to improving business processes should be applied to improve this business situation?

- A) Bottleneck removal and change task sequence
- B) Robotic Process Automation (RPA) and bottleneck removal
- C) Simplification and bottleneck removal
- D) Simplification and redefine boundary

**32 / 40**

A manager who is new to an organization made the following notes about the manufacturing process in their organization:

"The parts arrive and are stored in the warehouse, but they are only logged on the inventory system if/when they are requested and assembled. The team who do the assembly are very busy during this time, and this extra task holds them up. They often do not have enough work to keep them occupied when the parts are waiting in the warehouse".

Which of the following generic approaches to improving business processes should be applied to improve this business situation?

- A) Change task sequence
- B) Redefine the boundary
- C) Robotic Process Automation (RPA)
- D) Simplification



**33 / 40**

See the following excerpt from an internal audit report:

"It is clear that the new processes were introduced too quickly, the staff did not know how to run them, and the funding for the new point of sale terminals was not provided in a timely way. There was no clear champion for the change. The IT systems were not amended in time, and this led to much frustration."

Which one of the following common reasons for failure is **not** described in the excerpt?

- A) Constraints imposed by out-of-date business rules
- B) Insufficient resources
- C) Lack of ownership
- D) Lack of required skills

**34 / 40**

An organization needs to migrate to a new Retail Management System (RMS) to enable them to take advantage of a new internet-based stock management system that will radically reduce their stock holding costs. They are not confident that the move to the new RMS will go smoothly, so are looking at an option to run it alongside the current system for the next 3 months, whilst also implementing it (in its entirety) in a small part of the organization.

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

*Please remember to select 2 answers.*

- A) Big bang
- B) Direct changeover
- C) Parallel running
- D) Phased implementation
- E) Pilot running

**35 / 40**

An online take-away fulfilment company operates a commission-based collection and delivery service. It has recently been contacted by a government department with regard to new building regulations which restrict where hot food can be stored before it is delivered on to customers.

In which support activities in (Porter's) value chain would this issue be addressed?

- A) Firm infrastructure
- B) Inbound logistics
- C) Operations
- D) Outbound logistics

**36 / 40**

In which of the following **two** levels of the business process hierarchy would value stream(s) and business processes be found?

*Please remember to select 2 answers.*

- A) Actor-response
- B) Actor-task
- C) Enterprise-event
- D) Enterprise
- E) Event-response

**37 / 40**

Which of the following are **three** valid reasons for using the BPMN standard of notation when building business process models?

*Please remember to select 3 answers.*

- A) It enables models to be transferred between different tools.
- B) It enables process improvement via data and statistical measurement.
- C) It ensures people are using a standardized approach.
- D) It ensures precise logic which can be executed by workflow tools.
- E) It ensures sufficient detail to instruct process automation software products.

**38 / 40**

Which of the following describes a precise process logic which can be executed by process automation software products, and includes pools and lanes in its notation set?

- A) BPMN
- B) POPIT
- C) RACI
- D) UML

**39 / 40**

A city council is planning to reduce the use of buses and trams by introducing a new subsidized battery-powered bike hire service. The bikes will be made available via charging and docking stations in 50 locations across the city. In the proposed 'to-be' system, docking stations will record the removal and return of a bike. The system will also monitor bike availability levels and will automatically notify staff when key locations do not have enough bikes to meet the likely demand.

The below actions are all on the 'to-be' process models produced by the analyst.

Which **three** of these would be functional requirements of the IT solution?

*Please remember to select 3 answers.*

- A) Backup bike location data
- B) Install docking stations
- C) Record bike removal
- D) Record bike return
- E) Send bike availability notification

**40 / 40**

The SUNNDAYS travel company has been a successful provider of holiday packages for many years. Sales have increased for the past two years but so has staff turnover, meaning the company has no consolidated history of clients' requests, nor of the holidays they have previously purchased. This has resulted in a drop in the quality of the service offered, which the company fears will impact the business in the long term.

Seeking improvement, a business analyst was brought in by the company to develop a 'to-be' business process model. The company is currently considering a Commercial Off The Shelf (COTS) package to implement aspects of the 'to-be' process model.

Which **three** of the following requirements identified are functional requirements of an IT solution?

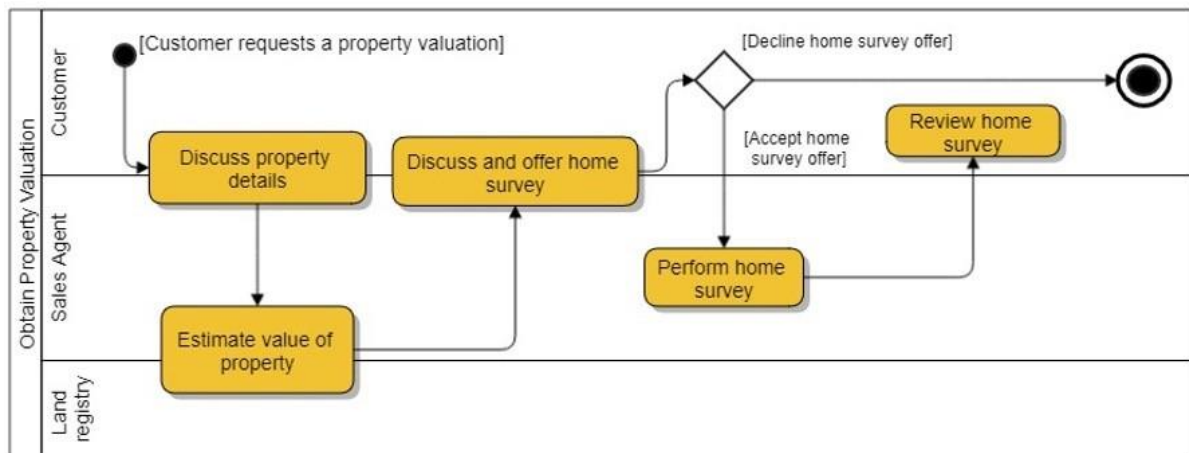
*Please remember to select 3 answers.*

- A) Install software: The installation of a selected COTS package on the existing infrastructure.
- B) Provide summary reports: Providing management information about sales, staffing and complaints.
- C) Retrieve holiday details: Retrieval of historical purchased holiday information for each customer.
- D) Train staff: Training of the staff in the new process.
- E) Update customer: Provision of a facility to allow customers to access and update their own records.

# Answer Key

1 / 40

What is **not** clear from the following fragment of a business process model?



- A) The initiating business event
- B) The sales agent estimates the value of a property in consultation with the land registry
- C) What happens after the customer has reviewed the home survey
- D) What happens if the customer decides not to have a home survey

- A) Incorrect.
- B) Incorrect.
- C) Correct. There are no next tasks post home-survey review displayed on the BPM.
- D) Incorrect.

2 / 40

An organization is merging two existing departments.

To take a holistic approach to the internal organizational impacts of this change, which technique should a business analyst use?

- A) PESTLE
  - B) POPIT
  - C) SWOT
  - D) VMOST
- A) Incorrect.
  - B) Correct. The use of POPIT would ensure that only internal factors are considered at an operational level.
  - C) Incorrect.
  - D) Incorrect.

3 / 40

A restaurant offers customers the opportunity to book a table online. The business process name is 'book table', and 'take deposit' is one task within that business process. A draft swimlane diagram of 'book table' has been developed by a business analyst. However, a business user has noted that there is no confirmation issued to the customer to tell them that their booking has been accepted, and the restaurant does not offer refunds of deposits if customers cancel a booking.

Which **two** of the following actions suggested should the analyst take?

*Please remember to select 2 answers.*

- A) Extend the book table process to include the issue of a confirmation
  - B) Extend the book table process to include the issue of a deposit refund
  - C) Update the enterprise level process model to include a business process named cancel booking
  - D) Update the enterprise level process model to include a business process named refund booking deposit
- 
- A) Correct. Updating the process map to include a process to cancel the booking and adding a confirmation to the book table process would overcome the issues presented.
  - B) Incorrect.
  - C) Correct. Updating the process map to include a process to cancel the booking and adding a confirmation to the book table process would overcome the issues presented.
  - D) Incorrect.

4 / 40

Which **three** of the following are levels in the business process hierarchy?

*Please remember to select 3 answers.*

- A) Actor-event
  - B) Actor-task
  - C) Enterprise-event
  - D) Enterprise
  - E) Event-response
- 
- A) Incorrect.
  - B) Correct. Actor-event and enterprise-event are not levels in the business process hierarchy.
  - C) Incorrect.
  - D) Correct. Actor-event and enterprise-event are not levels in the business process hierarchy.
  - E) Correct. Actor-event and enterprise-event are not levels in the business process hierarchy.

5 / 40

How quickly a product can be delivered, and the robustness and effectiveness of a product are different product characteristics.

Under which **two** elements of value proposition would these characteristics be considered?

*Please remember to select 2 answers.*

- A) Availability or timing
  - B) Choice
  - C) Functionality
  - D) Price
  - E) Quality
- 
- A) Correct. Quickness of delivery relates to availability and timing, and robustness and effectiveness are quality characteristics.
  - B) Incorrect.
  - C) Incorrect.
  - D) Incorrect.
  - E) Correct. Quickness of delivery relates to availability and timing, and robustness and effectiveness are quality characteristics.

6 / 40

A jewelry company fulfils online orders and delivers them via a secure courier company. It ensures that customers have received their orders by asking them to sign for them using their new secure app.

Which **two** primary activities in (Porter's) value chain can be identified from the above?

*Please remember to select 2 answers.*

- A) Firm infrastructure
  - B) Inbound logistics
  - C) Operations
  - D) Outbound logistics
  - E) Procurement
- 
- A) Incorrect.
  - B) Incorrect.
  - C) Correct. The delivery of the goods would be categorized as outbound logistics, and the confirmation of receipt is service.
  - D) Correct. The delivery of the goods would be categorized as outbound logistics, and the confirmation of receipt is service.
  - E) Incorrect.

7 / 40

Which **two** of the following statements are true in relation to the functional view of an organization?

*Please remember to select 2 answers.*

- A) Describes the tangible and intangible outputs of an organization
- B) Focuses on the internal structure and reporting lines of the organization
- C) Helps to show management and staff how an organization is structured
- D) Identifies the tangible assets utilized to enable business operations
- E) Shows key interactions across different business areas

- A) Incorrect.
- B) Correct. A functional view provides a static view of reporting lines within the organization, helping individuals and teams to understand the structure and their role within it.
- C) Correct. A functional view provides a static view of reporting lines within the organization, helping individuals and teams to understand the structure and their role within it.
- D) Incorrect.
- E) Incorrect.

8 / 40

Which **three** of the following activities within (Porter's) value chain are considered support activities, to the primary activities which deliver the value proposition?

*Please remember to select 3 answers.*

- A) HR Management
- B) Operations
- C) Procurement
- D) Service
- E) Technology development

- A) Correct. B and D are primary activities, whereas A, C and E are examples of the supporting activities. So-called because they handle the processes and tasks which enable and support the primary activities.
- B) Incorrect.
- C) Correct. B and D are primary activities, whereas A, C and E are examples of the supporting activities. So-called because they handle the processes and tasks which enable and support the primary activities.
- D) Incorrect.
- E) Correct. B and D are primary activities, whereas A, C and E are examples of the supporting activities. So-called because they handle the processes and tasks which enable and support the primary activities.

9 / 40

Which **three** of the following statements are true in relation to the process view of an organization?

*Please remember to select 3 answers.*

- A) Focuses on the internal structure and reporting lines of the organization
  - B) Identifies where there are links to the external world outside the organization
  - C) Provides a dynamic view of what the business does over time to respond to an event and deliver a service
  - D) Shows the relative positioning and power of the organizations that participate in a particular industry or business domain
  - E) Shows where there is collaboration across different business areas
- 
- A) Incorrect.
  - B) Correct. The process view of the organization shows how processes connect to different business areas, as well as the event which triggers the process, which may be external.
  - C) Correct. The process view of the organization shows how processes connect to different business areas, as well as the event which triggers the process, which may be external.
  - D) Incorrect.
  - E) Correct. The process view of the organization shows how processes connect to different business areas, as well as the event which triggers the process, which may be external.

10 / 40

A charity staffed by community volunteers, sources organic farm produce from a local farmer and prepares meals for distribution to local disadvantaged residents in accordance with food preparation standards defined by the local authority.

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

- A) Suppliers: community volunteers, local farmer.  
Customer: local authority food preparation standards.  
External business environment: local disadvantaged residents.
  - B) Suppliers: community volunteers, local farmer.  
Customer: local disadvantaged residents.  
External business environment: local authority food preparation standards.
  - C) Suppliers: community volunteers.  
Customer: local disadvantaged residents, local farmer.  
External business environment: local authority food preparation standards.
  - D) Suppliers: community volunteers.  
Customer: local disadvantaged residents.  
External business environment: local farmer.
- 
- A) Incorrect.
  - B) Correct. The farmer is supplying the produce, and the volunteers are creating the products/service – therefore both are suppliers. The residents receive the products and therefore are the customer. The local authority are an external business environment influence.
  - C) Incorrect.
  - D) Incorrect.



11 / 40

Consider the following sentence.

"At the [A] level of the business process hierarchy, an organization may identify several [B], each of which comprises a set of activities that together offer [C]."

Select the correct value for A, B and C.

- A) A= Actor-task.  
B= Value stream(s).  
C= Value proposition(s).
  - B) A= Enterprise.  
B= Value proposition(s).  
C= Value stream(s).
  - C) A= Enterprise.  
B= Value stream(s).  
C= Value proposition(s).
  - D) A= Event-response.  
B= Value stream(s).  
C= Value proposition(s).
- 
- A) Incorrect.
  - B) Incorrect.
  - C) Correct. The enterprise level allows the identification of a value stream.
  - D) Incorrect.

12 / 40

A sales manager closes the orders log on the last working day of the month to calculate staff commission payments. In response to last month's performance, the sales manager instructs the payroll team to increase commission for all sales staff by 4%.

What **two** types of business events have occurred?

*Please remember to select 2 answers.*

- A) Daily
  - B) External
  - C) Internal
  - D) Routine
  - E) Time-based
- 
- A) Incorrect.
  - B) Incorrect.
  - C) Correct. The increase is an internal event, created by results within the reported period. The event is time-based as it was triggered by the last working day of the month.
  - D) Incorrect.
  - E) Correct. The increase is an internal event, created by results within the reported period. The event is time-based as it was triggered by the last working day of the month.

**13 / 40**

In response to an incident, a senior police officer initiates a request to the duty manager to deploy more officers to a crime scene. Subsequently, the government requests a formal report of the incident from the police force.

What **two** types of business events have occurred?

*Please remember to select 2 answers.*

- A) External
- B) Internal
- C) Operational
- D) Political
- E) Time-based

- A) Correct. The request for more officers is internal, with the government request being external, as well as the incident itself.
- B) Correct. The request for more officers is internal, with the government request being external, as well as the incident itself.
- C) Incorrect.
- D) Incorrect.
- E) Incorrect.

**14 / 40**

See the following extract from an internal report:

"We found activities that were no longer necessary, and far too many instances where the responsibility moved from one team to another, adding inefficiency to an already long-winded process."

Which of the following generic approaches to improving business processes should be applied to improve this business situation?

- A) Automate processing
- B) Change task sequence
- C) Redefine boundary
- D) Simplification

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct. Simplification could remove unnecessary activities and improve efficiency of the process.

15 / 40

See the following extract from an internal audit report:

"We found activities that could have been undertaken separately while the main application was being processed, but because they were undertaken in a serial fashion, the delays just mounted-up, resulting in a 30% increase in customer complaints."

Which of the following generic approaches to improving business processes should be applied to improve this business situation?

- A) Automate processing
- B) Bottleneck removal
- C) Change task sequence
- D) Redefine boundary

- A) Incorrect.
- B) Incorrect.
- C) Correct. Changing the task sequence would allow activities to run potentially concurrently, reducing delays and customer complaints.
- D) Incorrect.

16 / 40

What are **three** reasons why business scenarios are a useful means of testing business processes?

*Please remember to select 3 answers.*

- A) They highlight exceptions and alternative paths that may need to be followed when carrying out a task.
- B) They provide a means of reducing omissions in a process.
- C) They provide insight into customer emotions throughout a process.
- D) They support the definition of a value proposition.
- E) They support the surfacing of tacit knowledge.

- A) Correct. Business scenarios do not define the value proposition, nor do they explore customer emotions.
- B) Correct. Business scenarios do not define the value proposition, nor do they explore customer emotions.
- C) Incorrect.
- D) Incorrect.
- E) Correct. Business scenarios do not define the value proposition, nor do they explore customer emotions.

17 / 40

A manager who is new to an organization wants to understand why business process modeling is useful.

Which **three** of the following statements are correct and should be shared with the manager?

*Please remember to select 3 answers.*

- A) It clarifies the core activities required to deliver products and services to customers and the nature of the value proposition offered to those customers.
- B) It guarantees a consistent, high level of customer satisfaction if the process is consistently followed.
- C) It helps business managers to take a holistic view of process and business staff to understand how their work relates to the work of others.
- D) It helps to identify competitor activity and market trends.
- E) It helps to recognize where an existing or 'as-is' business process is inefficient or ineffective in order to identify where improvements may be made.

- A) Correct. A BPMN cannot guarantee customer satisfaction.
- B) Incorrect.
- C) Correct. A BPMN cannot guarantee customer satisfaction.
- D) Incorrect.
- E) Correct. A BPMN cannot guarantee customer satisfaction.

18 / 40

A colleague describes the benefits of a technique as follows:

- Helps to ensure that customers receive the same level of service and a uniform experience.
- Helps clarify the core activities required to deliver products and services to customers.
- Improves consistency and standardization within the organization.
- Helps to demonstrate how an organization is ensuring compliance with legal regulations.

Which technique are they describing?

- A) Business process modeling
- B) Gap analysis
- C) POPIT
- D) Value stream construction

- A) Correct. These are benefits of business process modeling.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

19 / 40

See the following extracts from a Business Analyst's notes from their interactions with a magazine sales team to model their 'register new subscriber' process.

The sales team are targeted to create 95% of new subscriptions within 5 minutes. Creating a new subscription involves a member of the sales team confirming if a customer already exists, and if not, then a new subscription schedule must be set up. To set up a new subscription schedule, the sales team member must determine the subscription term required and then confirm payment details.

How should these excerpts be recorded in terms of their level in the business process hierarchy?

- A) 2x tasks  
3x steps
  - B) 2x tasks  
4x steps
  - C) 3x tasks  
2x steps
  - D) 3x tasks  
3x steps
- A) Correct. The sales team target is a performance measure and therefore should not be counted. There are two tasks 'creating a new subscription' and 'setup a new subscription schedule'. The three steps within these are confirming if a customer already exists, determining the subscription term and confirming the payment details.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

**20 / 40**

During a meeting with a Pet Rescue team, a Business Analyst made some notes to help with the modeling of a 'register new adoption' process.

Members of the Pet Rescue team are targeted with completing 90% of new adoptions within 30 minutes. To register a new adoption, the team member must be logged into the adoption system. To create a new adopter on the system, the team member must ask for the adoption address and then ask for the adopter's date of birth, and then confirm the animal's vaccination status.

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

- A) 1x task  
3x steps
  - B) 3x tasks  
2x steps
  - C) 3x tasks  
3x steps
  - D) 4x tasks  
2x steps
- A) Correct. The Pet Rescue team target is a performance measure, and being logged onto the system is a precondition, so these should not be counted. The only task is 'create a new adopter', and the three steps within this are asking for the adoption address, asking for the adopter's date of birth and confirming the animal's vaccination status.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

**21 / 40**

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

When applying the OPOPOT convention, how many tasks would be recorded on a business process model for this scenario?

- A) 2
  - B) 3
  - C) 4
  - D) 5
- A) Incorrect.
- B) Incorrect.
- C) Correct. The four tasks are: log payment request, make the payment, mark payment as complete, email employee.
- D) Incorrect.

22 / 40

Read the following scenario and then answer the question.

An events manager receives the booking request and immediately books the hotel facilities and confirms with the client. Later in the day they secure a booking for the orchestra. Two weeks before the event they email the client to confirm all the final details. One week before the event the events manager collates the total cost of the event. No later than 2 days before the event, the finance team then issue an invoice.

How many tasks would be recorded on a business process model for the following scenario, if the OPOPOT convention were applied?

- A) 3
- B) 4
- C) 5
- D) 6

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct. The six tasks are: book hotel, confirm with client, book orchestra, confirm with client, collate cost, issue invoice.

23 / 40

At which **three** levels of the business process hierarchy should performance measures be defined?

*Please remember to select 3 answers.*

- A) Actor-task
- B) Department
- C) Enterprise
- D) Event-response
- E) Response-task

- A) Correct. Performance measures cannot be applied to response-task, as this is external.
- B) Incorrect.
- C) Correct. Performance measures cannot be applied to response-task, as this is external.
- D) Correct. Performance measures cannot be applied to response-task, as this is external.
- E) Incorrect.

**24 / 40**

Process-related performance measures should be concerned with which **three** of the following areas?

*Please remember to select 3 answers.*

- A) Business staff morale
- B) Customer experience
- C) Financial
- D) Learning and growth
- E) Process efficiency

- A) Incorrect.
- B) Correct. Performance measures would not be concerned with learning and growth.
- C) Correct. Performance measures would not be concerned with learning and growth.
- D) Incorrect.
- E) Correct. Performance measures would not be concerned with learning and growth.

**25 / 40**

See the following extracts from a task description for a task involving a customer seeking a Personal Identification Number (PIN) for their credit card account.

1. Check customer identity at outset of 100% of calls.
2. Else proceed to issue PIN task
3. Average time to handle call is 3 minutes; equates to 1/20 of hourly rate for contract call handler.

Under which **three** elements of a task description would these excerpts be recorded?

*Please remember to select 3 answers.*

- A) Costs
- B) Event
- C) Input
- D) Performance measurements
- E) Steps

- A) Correct. 100% identity check is a performance measurement, proceed to PIN shows steps and call to hourly rate comparison is costs.
- B) Incorrect.
- C) Incorrect.
- D) Correct. 100% identity check is a performance measurement, proceed to PIN shows steps and call to hourly rate comparison is costs.
- E) Correct. 100% identity check is a performance measurement, proceed to PIN shows steps and call to hourly rate comparison is costs.



**26 / 40**

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

1. Details of the insurance policy.
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 **three** elements of a task description would these excerpts be recorded?

*Please remember to select 3 answers.*

- A) Costs
- B) Event
- C) Input
- D) Output
- E) Steps

- A) Correct. Details of policy is input, claim registered is output, call to hourly rate comparison is costs.
- B) Incorrect.
- C) Correct. Details of policy is input, claim registered is output, call to hourly rate comparison is costs.
- D) Correct. Details of policy is input, claim registered is output, call to hourly rate comparison is costs.
- E) Incorrect.

**27 / 40**

See the following extracts from a task description involving a customer requesting to pre-order an item from a book subscription service.

1. Complete call within maximum of 5 minutes; on average, complete call within 3 minutes.
2. Ask customer for membership number.
3. If product is available, proceed to Record customer order step.

Under which **two** elements of a task description would these be recorded?

*Please remember to select 2 answers.*

- A) Actor
- B) Event
- C) Output
- D) Performance measures
- E) Steps

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct. Call time is performance measure, asking for number and recording order are steps.
- E) Correct. Call time is performance measure, asking for number and recording order are steps.

28 / 40

A sample of elements from a fully described use case description called 'log new crime report' are provided below:

1. Member of the public reports a crime.
2. Member of the public does not have an email address. Police user requests use of alternative contact details.
3. Police user is logged-on to the system.

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

*Please remember to select 3 answers.*

- A) Actor name
  - B) Alternative flow
  - C) Event
  - D) Post conditions
  - E) Preconditions
- 
- A) Incorrect.
  - B) Correct. Event is reporting the crime, alternative details are alternative flow and user logged on is a precondition.
  - C) Correct. Event is reporting the crime, alternative details are alternative flow and user logged on is a precondition.
  - D) Incorrect.
  - E) Correct. Event is reporting the crime, alternative details are alternative flow and user logged on is a precondition.

**29 / 40**

A sample of elements from a fully described use case description called 'create insurance agreement' are provided below:

1. System requests confirmation of excess agreement amount.
2. 80 times an hour.
3. Insurance administrator enters policy details: start date, end date, name of underwriter.
4. Should have.

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

*Please remember to select 3 answers.*

- A) Actions
  - B) Event
  - C) Frequency/volumes
  - D) Preconditions
  - E) Priority
- 
- A) Correct. System requests and entering details are actions, 80 times per hour is frequency and should have is priority.
  - B) Incorrect.
  - C) Correct. System requests and entering details are actions, 80 times per hour is frequency and should have is priority.
  - D) Incorrect.
  - E) Correct. System requests and entering details are actions, 80 times per hour is frequency and should have is priority.

**30 / 40**

In the 'order medication' task in an online pharmacy, a test is performed to enforce the following rules for certain products:

1. Customer must be over 18.
2. Quantity must be no more than 2 (of a standard pack).
3. An order of the same item must not have been made in the last 10 days.

What is this test an example of?

- A) Business rule - constraint
  - B) Business rule - operational guidance
  - C) Task condition - operational guidance
  - D) Task rule - operational guidance
- 
- A) Correct. This is a constraint which would stop the sale of products which did not meet these conditions.
  - B) Incorrect.
  - C) Incorrect.
  - D) Incorrect.

**31 / 40**

See the following extract from an internal audit report:

"We found activities that simply no longer needed to be undertaken, as well as instances where hand-offs between teams were unnecessary. We also witnessed instances where it was clear that the less-resourced parts of the process were impacting the better resourced parts."

Which of the following generic approaches to improving business processes should be applied to improve this business situation?

- A) Bottleneck removal and change task sequence
  - B) Robotic Process Automation (RPA) and bottleneck removal
  - C) Simplification and bottleneck removal
  - D) Simplification and redefine boundary
- 
- A) Incorrect.
  - B) Incorrect.
  - C) Correct. Simplification would address the unnecessary tasks, and bottleneck removal would address the lesser resourced parts of the process.
  - D) Incorrect.

**32 / 40**

A manager who is new to an organization made the following notes about the manufacturing process in their organization:

"The parts arrive and are stored in the warehouse, but they are only logged on the inventory system if/when they are requested and assembled. The team who do the assembly are very busy during this time, and this extra task holds them up. They often do not have enough work to keep them occupied when the parts are waiting in the warehouse".

Which of the following generic approaches to improving business processes should be applied to improve this business situation?

- A) Change task sequence
  - B) Redefine the boundary
  - C) Robotic Process Automation (RPA)
  - D) Simplification
- 
- A) Correct. Simply changing the task sequence to log products onto the system earlier would improve this business situation.
  - B) Incorrect.
  - C) Incorrect.
  - D) Incorrect.

33 / 40

See the following excerpt from an internal audit report:

"It is clear that the new processes were introduced too quickly, the staff did not know how to run them, and the funding for the new point of sale terminals was not provided in a timely way. There was no clear champion for the change. The IT systems were not amended in time, and this led to much frustration."

Which one of the following common reasons for failure is **not** described in the excerpt?

- A) Constraints imposed by out-of-date business rules
  - B) Insufficient resources
  - C) Lack of ownership
  - D) Lack of required skills
- 
- A) Correct. No outdated business rules are referred to in the scenario.
  - B) Incorrect.
  - C) Incorrect.
  - D) Incorrect.

34 / 40

An organization needs to migrate to a new Retail Management System (RMS) to enable them to take advantage of a new internet-based stock management system that will radically reduce their stock holding costs. They are not confident that the move to the new RMS will go smoothly, so are looking at an option to run it alongside the current system for the next 3 months, whilst also implementing it (in its entirety) in a small part of the organization.

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

*Please remember to select 2 answers.*

- A) Big bang
  - B) Direct changeover
  - C) Parallel running
  - D) Phased implementation
  - E) Pilot running
- 
- A) Incorrect.
  - B) Incorrect.
  - C) Correct. Running two systems together is parallel running, and implementing in a small part of the organization for a short period is pilot running.
  - D) Incorrect.
  - E) Correct. Running two systems together is parallel running, and implementing in a small part of the organization for a short period is pilot running.

**35 / 40**

An online take-away fulfilment company operates a commission-based collection and delivery service. It has recently been contacted by a government department with regard to new building regulations which restrict where hot food can be stored before it is delivered on to customers.

In which support activities in (Porter's) value chain would this issue be addressed?

- A) Firm infrastructure
- B) Inbound logistics
- C) Operations
- D) Outbound logistics

- A) Correct. This issue relates to the physical building in which business activities take place.
- B) Incorrect.
- C) Incorrect.
- D) Incorrect.

**36 / 40**

In which of the following **two** levels of the business process hierarchy would value stream(s) and business processes be found?

*Please remember to select 2 answers.*

- A) Actor-response
- B) Actor-task
- C) Enterprise-event
- D) Enterprise
- E) Event-response

- A) Incorrect.
- B) Incorrect.
- C) Incorrect.
- D) Correct. Value streams would be found in enterprise level, with business processes in event-response.
- E) Correct. Value streams would be found in enterprise level, with business processes in event-response.

**37 / 40**

Which of the following are **three** valid reasons for using the BPMN standard of notation when building business process models?

*Please remember to select 3 answers.*

- A) It enables models to be transferred between different tools.
  - B) It enables process improvement via data and statistical measurement.
  - C) It ensures people are using a standardized approach.
  - D) It ensures precise logic which can be executed by workflow tools.
  - E) It ensures sufficient detail to instruct process automation software products.
- 
- A) Correct. Using the BPMN notation set does not enable statistical measurement.
  - B) Incorrect.
  - C) Incorrect.
  - D) Correct. Using the BPMN notation set does not enable statistical measurement.
  - E) Correct. Using the BPMN notation set does not enable statistical measurement.

**38 / 40**

Which of the following describes a precise process logic which can be executed by process automation software products, and includes pools and lanes in its notation set?

- A) BPMN
  - B) POPIT
  - C) RACI
  - D) UML
- 
- A) Correct. BPMN enables analysts to represent precise process logic to be executed by workflow or other process automation software products.
  - B) Incorrect.
  - C) Incorrect.
  - D) Incorrect.

39 / 40

A city council is planning to reduce the use of buses and trams by introducing a new subsidized battery-powered bike hire service. The bikes will be made available via charging and docking stations in 50 locations across the city. In the proposed 'to-be' system, docking stations will record the removal and return of a bike. The system will also monitor bike availability levels and will automatically notify staff when key locations do not have enough bikes to meet the likely demand.

The below actions are all on the 'to-be' process models produced by the analyst.

Which **three** of these would be functional requirements of the IT solution?

*Please remember to select 3 answers.*

- A) Backup bike location data
  - B) Install docking stations
  - C) Record bike removal
  - D) Record bike return
  - E) Send bike availability notification
- 
- A) Incorrect.
  - B) Incorrect.
  - C) Correct. A and B are non-functional requirements related to backup and recovery, and access.
  - D) Correct. A and B are non-functional requirements related to backup and recovery, and access.
  - E) Correct. A and B are non-functional requirements related to backup and recovery, and access.



40 / 40

The SUNNDAYS travel company has been a successful provider of holiday packages for many years. Sales have increased for the past two years but so has staff turnover, meaning the company has no consolidated history of clients' requests, nor of the holidays they have previously purchased. This has resulted in a drop in the quality of the service offered, which the company fears will impact the business in the long term.

Seeking improvement, a business analyst was brought in by the company to develop a 'to-be' business process model. The company is currently considering a Commercial Off The Shelf (COTS) package to implement aspects of the 'to-be' process model.

Which **three** of the following requirements identified are functional requirements of an IT solution?

*Please remember to select 3 answers.*

- A) Install software: The installation of a selected COTS package on the existing infrastructure.
- B) Provide summary reports: Providing management information about sales, staffing and complaints.
- C) Retrieve holiday details: Retrieval of historical purchased holiday information for each customer.
- D) Train staff: Training of the staff in the new process.
- E) Update customer: Provision of a facility to allow customers to access and update their own records.

- A) Incorrect.
- B) Correct. A and D are non-functional requirements related to access and usability.
- C) Correct. A and D are non-functional requirements related to access and usability.
- D) Incorrect.
- E) Correct. A and D are non-functional requirements related to access and usability.

# Evaluation

The table below shows the correct answers to the questions in this sample exam.

Question	Answer	Question	Answer
1	C	21	C
2	B	22	D
3	A & C	23	A & C & D
4	B & D & E	24	B & C & E
5	A & E	25	A & D & E
6	C & D	26	A & C & D
7	B & C	27	D & E
8	A & C & E	28	B & C & E
9	B & C & E	29	A & C & E
10	B	30	A
11	C	31	C
12	C & E	32	A
13	A & B	33	A
14	D	34	C & E
15	C	35	A
16	A & B & E	36	D & E
17	A & C & E	37	A & D & E
18	A	38	A
19	A	39	C & D & E
20	A	40	B & C & E





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