


# Sample Exam A

Edition 202609

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# Introduction

This is the EXIN BCS Modelling Business Processes (MBP.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.

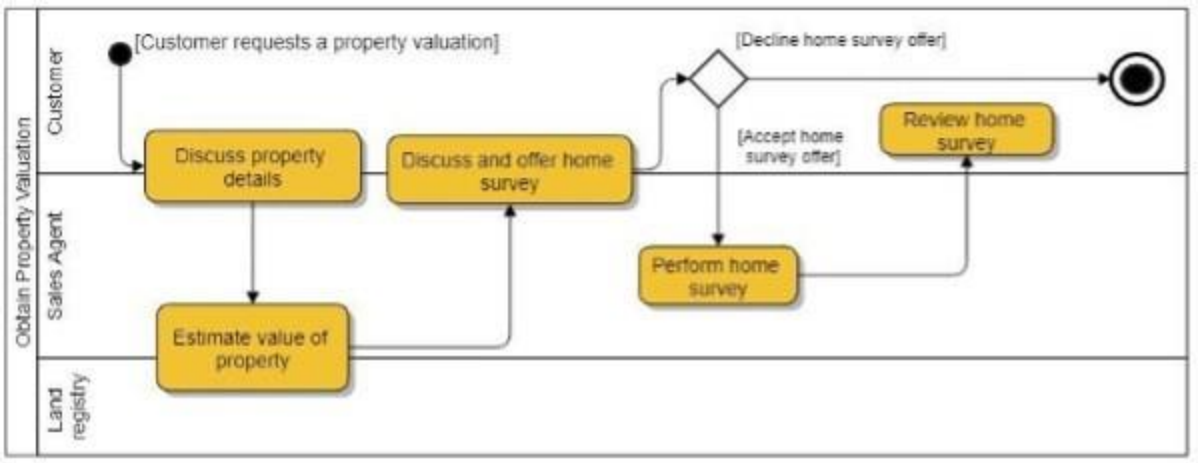
The maximum number of points that can be obtained for this exam is 40. Each correct answer is worth 1 point. You need 26 points or more to pass the exam.

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 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 would be considered under which elements of value proposition?

*Please remember to select 2 answers.*

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

**6 / 40**
A jewelry company fulfills 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)** Outbound logistics
**D)** Procurement
**E)** Service

**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 in 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%.

Which **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.

Which **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**
Why are business scenarios a useful means of evaluating 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**
When applying the OPOPOT convention, how many tasks would be recorded on a business process model for the following scenario?

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.

**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 level 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.

- Check customer identity at outset of 100% of calls.
- Else proceed to Issue PIN task.
- 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.

- Details of the insurance policy.
- Claim registered and ready for payment. 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.

- Complete call within maximum of 5 minutes; on average, complete call within 3 minutes.
- Ask customer for membership number.
- If product 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:

- Member of the public reports a crime.
- Member of the public does not have an email address. Police user requests use of alternative contact details.
- 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 business analyst has been asked to develop a customer journey map to help to identify which areas of existing business processes might be improved to enhance the customer experience.

Which **two** sections of the Customer Journey Map can indicate the level and types of frustration that the customer experiences?

*Please remember to select 2 answers.*

**A)** Emotional responses
**B)** Persona goal
**C)** RAG assessment
**D)** Role
**E)** Stage

**30 / 40**
In the "order medication" task in an online pharmacy, a test is performed to enforce the following rules for certain products:
- Customer must be over 18.
- Quantity must be no more than 2 (of a standard pack).
- 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 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 does the assembly are very busy during this time, and this extra task holds them up. They often don't 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)** Increase inspection and control
**C)** Redefine the boundary
**D)** Simplification

**33 / 40**
See the following excerpt from an internal audit report:

"It's clear that the new processes were introduced too quickly, the staff didn't 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**
A bicycle hire company has been experiencing a high demand for hire bikes during the school summer holiday season.

There are 15 hire bikes that cannot be used until they have had their annual service. There are plenty of serviced bikes available to meet the level of demand, but the backlog of bikes awaiting service will grow as more bikes become due for their annual service.

The company only has one qualified bike engineer, and the backlog has built up because this member of staff has been required to serve customers.

Which **two** wastes of Lean can be identified in this scenario?

*Please remember to select 2 answers.*

**A)** Inventory
**B)** Motion
**C)** Overprocessing
**D)** Skills underutilization
**E)** Transport

**35 / 40**
An online take-away fulfillment 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 to customers.

In which support activity 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 **two** of the following 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 **three** of the following are 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.

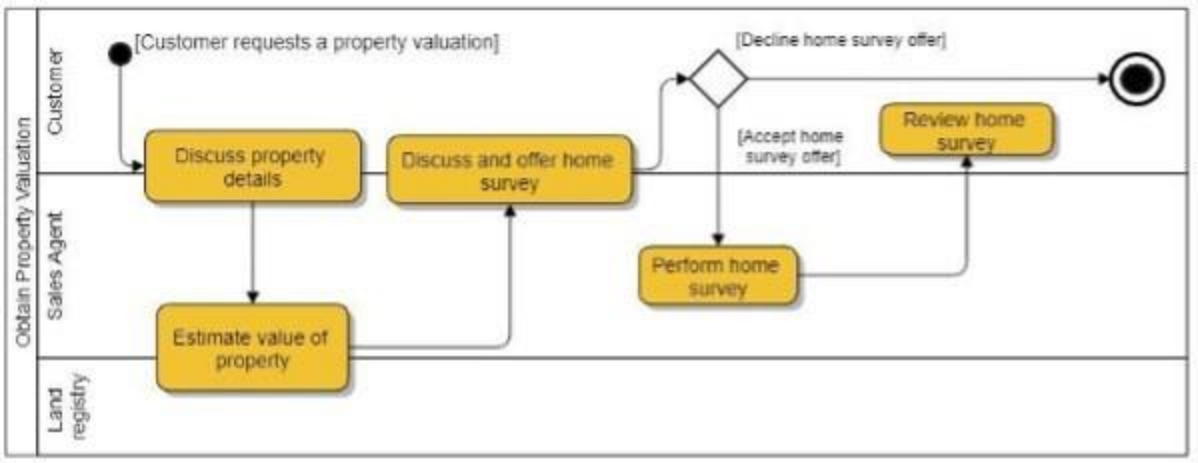
Which three of the following requirements identified are functional requirements of an IT solution?

*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. There is no process flow following the review home survey task, so we do not know if it should lead to the process end node or to another task.
**B)** Incorrect.
**C)** Correct. There is no process flow following the review home survey task, so we do not know if it should lead to the process end node or to another task.
**D)** Incorrect.

**4 / 40**
Which 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. Actor-event is not a level in the business process hierarchy.
**B)** Correct.
**C)** Incorrect. Enterprise-event is not a level in the business process hierarchy.
**D)** Correct.
**E)** Correct.

**5 / 40**
How quickly a product can be delivered, and the robustness and effectiveness of a product would be considered under which elements of value proposition?

*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 fulfills 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)** Outbound logistics
**D)** Procurement
**E)** Service

**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)** Incorrect.
**E)** Correct. The delivery of the goods would be categorized as outbound logistics, and the confirmation of receipt is service.

**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. HR management is an example of the supporting activities. So-called because they handle the processes and tasks which enable and support the primary activities.
**B)** Incorrect. Operations is an example of primary activities.
**C)** Correct. Procurement is an example of the supporting activities. So-called because they handle the processes and tasks which enable and support the primary activities.
**D)** Incorrect. Service is an example of primary activities.
**E)** Correct. Technology development is an example 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 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 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 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 in 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%.

Which **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.
**D)** Incorrect.
**E)** Correct. 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.

Which **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.
**B)** Correct. 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**
Why are business scenarios a useful means of evaluating 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.
**B)** Correct.
**C)** Incorrect. Business scenarios do not explore customer emotions.
**D)** Incorrect. Business scenarios do not define the value proposition.
**E)** Correct.

**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.
**B)** Incorrect. Business process modeling cannot guarantee customer satisfaction; it supports improvement but does not ensure outcomes.
**C)** Correct.
**D)** Incorrect. Identifying competitor activity and market trends is typically achieved through strategic analysis techniques (e.g. PESTLE, Five Forces), not process modeling.
**E)** Correct.

**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 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

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

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.

**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 level 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 should be defined: At a strategic level to assess enterprise performance; At a process level to evaluate responses to business events; At a task level to measure operational efficiency and effectiveness.
**B)** Incorrect. Performance measures should be process-oriented rather than function- or department-oriented.
**C)** Correct. Performance measures should be defined: At a strategic level to assess enterprise performance; At a process level to evaluate responses to business events; At a task level to measure operational efficiency and effectiveness.
**D)** Correct. Performance measures should be defined: At a strategic level to assess enterprise performance; At a process level to evaluate responses to business events; At a task level to measure operational efficiency and effectiveness.
**E)** Incorrect. "Response-task" is not a standard level in the recognized BCS process hierarchy.

**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. Process-related performance measures focus on how efficiently a process operates, how much it costs, and how well it meets customer needs, rather than on broader organizational capability or people-focused indicators.
**C)** Correct. Process-related performance measures focus on how efficiently a process operates, how much it costs, and how well it meets customer needs, rather than on broader organizational capability or people-focused indicators.
**D)** Incorrect.
**E)** Correct. Process-related performance measures focus on how efficiently a process operates, how much it costs, and how well it meets customer needs, rather than on broader organizational capability or people-focused indicators.

**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.

- Check customer identity at outset of 100% of calls.
- Else proceed to Issue PIN task.
- 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.Call to hourly rate comparison is costs.
**B)** Incorrect.
**C)** Incorrect.
**D)** Correct. 100% identity check is a performance measurement.
**E)** Correct. Proceed to PIN shows steps

**26 / 40**
See the following extracts from a task description for a task involving a customer registering an insurance claim.

- Details of the insurance policy.
- Claim registered and ready for payment. 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. Call to hourly rate comparison is costs.
**B)** Incorrect.
**C)** Correct. Details of policy is input.
**D)** Correct. Claim registered is output.
**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.

- Complete call within maximum of 5 minutes; on average, complete call within 3 minutes.
- Ask customer for membership number.
- If product 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.
**E)** Correct. 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:

- Member of the public reports a crime.
- Member of the public does not have an email address. Police user requests use of alternative contact details.
- 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. Alternative details are alternative flow.
**C)** Correct. Event is reporting the crime.
**D)** Incorrect.
**E)** Correct. User logged on is a precondition.

**29 / 40**
A business analyst has been asked to develop a customer journey map to help to identify which areas of existing business processes might be improved to enhance the customer experience.

Which **two** sections of the Customer Journey Map can indicate the level and types of frustration that the customer experiences?

*Please remember to select 2 answers.*

**A)** Emotional responses
**B)** Persona goal
**C)** RAG assessment
**D)** Role
**E)** Stage

**A)** Correct. The 'emotional responses' records what the customer says about that stage of the customer journey which can include positive, neutral and negative statements.
**B)** Incorrect.
**C)** Correct. The RAG assessment is used to identify the different categories or levels of response of Red (negative), Amber (neutral) and Green (positive).
**D)** Incorrect.
**E)** Incorrect.

**30 / 40**
In the "order medication" task in an online pharmacy, a test is performed to enforce the following rules for certain products:
- Customer must be over 18.
- Quantity must be no more than 2 (of a standard pack).
- 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. These are constraints 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 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 does the assembly are very busy during this time, and this extra task holds them up. They often don't 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)** Increase inspection and control
**C)** Redefine the boundary
**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's clear that the new processes were introduced too quickly, the staff didn't 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**
A bicycle hire company has been experiencing a high demand for hire bikes during the school summer holiday season.

There are 15 hire bikes that cannot be used until they have had their annual service. There are plenty of serviced bikes available to meet the level of demand, but the backlog of bikes awaiting service will grow as more bikes become due for their annual service.

The company only has one qualified bike engineer, and the backlog has built up because this member of staff has been required to serve customers.

Which **two** wastes of Lean can be identified in this scenario?

*Please remember to select 2 answers.*

**A)** Inventory
**B)** Motion
**C)** Overprocessing
**D)** Skills underutilization
**E)** Transport

**A)** Correct. There are 15 bikes (Inventory) requiring a service that cannot be used until that service is complete.
**B)** Incorrect.
**C)** Incorrect.
**D)** Correct. The bike engineer is not making the most of their skills (Skills underutilization).
**E)** Incorrect.

**35 / 40**
An online take-away fulfillment 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 to customers.

In which support activity 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 **two** of the following 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.
**E)** Correct. Business processes in event-response.

**37 / 40**
Which **three** of the following are 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.
**B)** Incorrect. BPMN is a modeling notation, not a statistical or measurement technique.
**C)** Incorrect. BPMN does not, by itself, ensure a consistent or standardized modeling approach.
**D)** Correct.
**E)** Correct.

**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. Business Process modeling and Notation 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. A is excluded because it describes a non-functional requirement (backup and recovery), not system functionality.
**B)** Incorrect. B is excluded because it is a project / implementation activity, not a requirement of the IT system at all.
**C)** Correct.
**D)** Correct.
**E)** Correct.

**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. Install software is a project and organizational activity, not requirements of the IT solution.
**B)** Correct.
**C)** Correct.
**D)** Incorrect. Train staff is a project and organizational activity, not requirements of the IT solution.
**E)** Correct.

# 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 & E | 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 |
| 10 | B | 30 | A |
| 11 | C | 31 | C |
| 12 | C & E | 32 | A |
| 13 | A & B | 33 | A |
| 14 | D | 34 | A & D |
| 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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