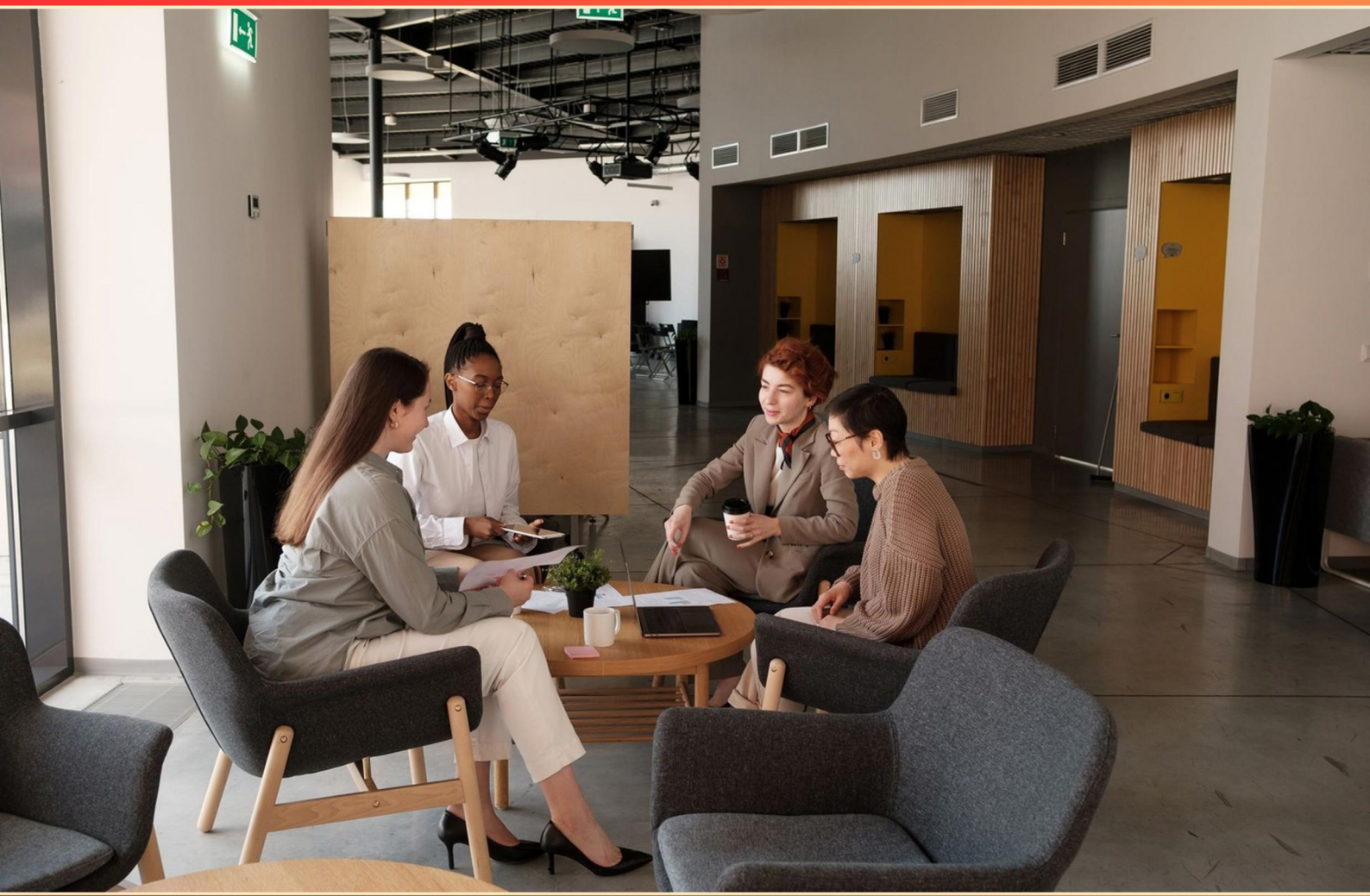
BCS FOUNDATION CERTIFICATE IN BUSINESS CHANGE PRACTICE EXAM (SAMPLE)

STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

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How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

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Questions

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1. Which of the following correctly describes a General Requirement?

A. Data entry, Procedural and Retrieval requirements

B. Business Policies, Legal and Language requirements

C. Performance, Security and Archiving requirements

D. Hardware, Software and Internet requirements

2. How can 'soft systems' be accurately described?

A. A piece of applications software

B. Network protocols

C. People acting together intentionally

D. A service business

3. Which of the following would you not expect to see as an output of a Business Change Design Phase?

A. Applications design

B. Description of the 'to be' process

C. Documented business strategy

D. Training requirements

4. What part of the requirements engineering process is focused on gathering information and requirements from business stakeholders?

A. Requirements analysis.

B. Requirements documentation.

C. Requirements validation.

D. Requirements elicitation.

5. Which managerial roles are accountable to the Senior Responsible Owner/Project Owner (SRO/PO)?

A. Programme Manager and Business Change Manager

B. Business Sponsor and Project Manager

C. Programme Manager and Programme Office Manager

D. IT Manager and Business Change Manager

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6. Which role is responsible for ensuring that a project or programme of change meets its objectives?

A. Project Manager

B. Senior Responsible Owner

C. Business Analyst

D. Programme Office Manager

7. Which of the following are a correct reflection of the Business Change Life-cycle?

A. Design

B. Definition

C. Acceptance

D. Implementation

E. Review

8. Which of the following is not a type of Change Programme?

A. IT Change Programme

B. Specification Led Programme

C. Political and Societal Change Programme

D. Business Transformation Programmes

9. What is the first phase of Kotter's 8 Steps of Change model?

A. Create urgency

B. Form a powerful coalition

C. Create a vision for change

D. Communicate the vision

10. What does Force Field analysis primarily help to identify in an organization?

A. A mechanism for driving change across organisational boundaries

B. Where the change is most likely to provide the greatest value within an organisation

C. Where effort will be required in assisting change and overcoming resistance to it

D. A set of steps that will help to force through change in situations that show resistance

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Answers

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1. B
2. C
3. C
4. D
5. A
6. B
7. D
8. A
9. A
10. C

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Explanations

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1. Which of the following correctly describes a General Requirement?

A. Data entry, Procedural and Retrieval requirements

B. Business Policies, Legal and Language requirements

C. Performance, Security and Archiving requirements

D. Hardware, Software and Internet requirements

A General Requirement encapsulates essential parameters that guide the development and implementation of systems within an organization. The choice highlighting Business Policies, Legal, and Language requirements accurately illustrates the aspects of business change that are not just technical but foundational to operational consistency and compliance. Business Policies dictate how an organization operates and must be adhered to in any system development. Legal requirements ensure that the business remains compliant with applicable laws and regulations, thus mitigating risks associated with non-compliance. Language requirements address the need for communication and documentation clarity, ensuring that all stakeholders can effectively engage with the system. The other options, while relevant to different aspects of system requirements, do not capture the broader scope of General Requirements necessary for effective business change. For instance, choices involving data entry and procedural needs are more specific to functionality, while options focusing on performance or hardware/software are too technical and fail to encompass policy and regulatory dimensions that are vital for comprehensive business change practice.

2. How can 'soft systems' be accurately described?

A. A piece of applications software

B. Network protocols

C. People acting together intentionally

D. A service business

The term 'soft systems' relates specifically to a methodology that focuses on understanding and modeling complex situations and human activities, particularly in contexts where opinions and perceptions vary. This approach sees systems not just as technical entities but as a collection of people interacting and making decisions within a framework that often lacks clear boundaries or structures. By describing soft systems as 'people acting together intentionally', it highlights the essence of their nature: human involvement is crucial, emphasizing collaboration, shared goals, and social contexts rather than strict processes or hardware components. This perspective allows for a richer exploration of problems and solutions compared to more mechanical or rigid interpretations of systems. In the context of the other options, applications software (like a specific piece of software) and network protocols (which are technical standards for communication between devices) focus on defined and structured systems rather than the dynamic, interpersonal relationships that characterize soft systems. Similarly, a service business, while it may involve people acting together, does not encapsulate the holistic and interpretive qualities that define soft systems thinking. Instead, it often refers to the nature of organizational structure and service delivery, which operates within defined parameters rather than the open-ended exploration of human interactions.

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3. Which of the following would you not expect to see as an output of a Business Change Design Phase?

A. Applications design

B. Description of the 'to be' process

C. Documented business strategy

D. Training requirements

The reason for identifying documented business strategy as something you would not expect to see as an output of a Business Change Design Phase lies in the specific focus of each phase within a business change initiative. The Business Change Design Phase primarily concentrates on designing how the change will be implemented, including specific outputs such as applications design, descriptions of 'to be' processes, and training requirements. Applications design involves the technical specifications and features of the systems that will support the business change, while the description of the 'to be' process outlines how the business operations will function after the proposed changes are applied. Training requirements are also a critical output as they indicate what training needs to be provided to ensure that staff can effectively operate in the new environment. In contrast, the documented business strategy is usually developed earlier in the process, typically during the initial phases of strategic planning and analysis. It serves as the foundation for why changes are necessary and what the organization aims to achieve overall, but it is not a direct output of the design phase itself. Instead, it provides context for the design work; thus, it would not be an expected output from this specific phase of business change.

4. What part of the requirements engineering process is focused on gathering information and requirements from business stakeholders?

A. Requirements analysis.

B. Requirements documentation.

C. Requirements validation.

D. Requirements elicitation.

The phase of the requirements engineering process that centers on gathering information and requirements from business stakeholders is known as requirements elicitation. This phase is crucial because it involves direct interaction with the stakeholders to capture their needs, expectations, and ideas regarding the system being developed. Effective elicitation leads to a clearer understanding of what the stakeholders require, ensuring that the final product aligns with their business objectives. During requirements elicitation, various techniques are used, such as interviews, surveys, workshops, and observation, to draw out requirements in a collaborative manner. This not only helps in capturing explicit and implicit needs but also establishes a context for the requirements, taking into account stakeholder priorities and any constraints they may face. The other phases, while important, serve different purposes: requirements analysis focuses on examining and refining the gathered requirements, requirements documentation is about formally recording those requirements for reference, and requirements validation involves checking and confirming that the requirements meet the needs of the stakeholders and are feasible. Each of these phases relies on the groundwork laid during the elicitation process and does not primarily involve gathering new information from stakeholders.

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5. Which managerial roles are accountable to the Senior Responsible Owner/Project Owner (SRO/PO)?

A. Programme Manager and Business Change Manager

B. Business Sponsor and Project Manager

C. Programme Manager and Programme Office Manager

D. IT Manager and Business Change Manager

The correct choice indicates that the Programme Manager and Business Change Manager hold roles that are accountable to the Senior Responsible Owner/Project Owner (SRO/PO). This is accurate because, in project management frameworks, the Programme Manager is responsible for overseeing the delivery of a program of projects, ensuring they align with the organization's strategic objectives. This role involves reporting directly to the SRO, who is accountable for the program's success. The Business Change Manager also holds significant accountability, as their role focuses on managing the transition and advocating for change within the organization. This includes aligning projects with business strategy, handling stakeholder engagement, and ensuring that the benefits of the change are realized. Both roles are critical in providing the necessary information and updates to the SRO regarding the progress and performance of their respective initiatives. In contrast, other options include roles that may have different responsibilities or levels of accountability. For instance, while Project Managers oversee individual projects, they are primarily accountable to the Programme Manager or a specific governance structure rather than directly to the SRO. Consequently, understanding these accountabilities helps to clarify the hierarchies and relationships within project governance and emphasizes the importance of strategic alignment and management across workstreams.

6. Which role is responsible for ensuring that a project or programme of change meets its objectives?

A. Project Manager

B. Senior Responsible Owner

C. Business Analyst

D. Programme Office Manager

The Senior Responsible Owner (SRO) plays a crucial role in ensuring that a project or programme of change meets its objectives. This individual is typically appointed at the outset of the initiative and carries the overall accountability for the success of the project or programme. The SRO is responsible for strategic oversight, ensuring alignment with organizational goals, and maintaining stakeholder engagement throughout the process. By having a clear focus on the objectives, the SRO can make informed decisions, allocate resources effectively, and resolve issues that may arise during the project. This position acts as a bridge between the project team and higher management, ensuring that the vision is effectively communicated and that the project maintains its direction toward achieving the desired outcomes. The emphasis on accountability and strategic alignment underscores the importance of the SRO in driving the project towards success.

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7. Which of the following are a correct reflection of the Business Change Life-cycle?

A. Design

B. Definition

C. Acceptance

D. Implementation

E. Review

The Business Change Life-cycle reflects the stages that an organization goes through when undergoing change. The implementation phase is a critical part of this cycle, as it involves executing the planned changes and ensuring that all necessary actions are completed to integrate the changes into the organization's operations. During the implementation stage, various activities occur, including assigning tasks, mobilizing resources, and setting up the necessary processes and systems to support the changes. This phase is crucial for making the theoretical aspects of the change tangible and operational within the organization. Therefore, recognizing implementation as a pivotal stage in the Business Change Life-cycle highlights its role in bridging planning and reality, facilitating the transition from idea to action. While the other stages like design and definition contribute to the overall framework of managing change, they do not directly reflect the execution aspect as implementation does. Acceptance relates more to stakeholder buy-in, and review refers to assessing the outcomes post-implementation. Thus, implementation stands out as a foundational element of bringing change to fruition.

8. Which of the following is not a type of Change Programme?

A. IT Change Programme

B. Specification Led Programme

C. Political and Societal Change Programme

D. Business Transformation Programmes

The category of Change Programme that is not recognized is the Specification Led Programme. Change programmes typically address broader areas of transformation and improvement within an organization, which can include IT, political and societal influences, and comprehensive business transformations. IT Change Programmes focus specifically on changes related to information technology, implementing new systems or processes to improve efficiency and effectiveness in an organization. Political and Societal Change Programmes deal with external factors that influence an organization's operations, including legislative changes and societal expectations. Business Transformation Programmes encompass extensive changes across an organization aimed at enhancing performance and creating a more agile and responsive business model. In contrast, the Specification Led Programme is not a standard type of Change Programme recognized within this framework, primarily because it implies a focus on specific criteria or standards rather than a holistic approach to organizational change. Therefore, its absence from the list of recognized change programme types elucidates that not all change frameworks fit neatly into predefined categories.

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9. What is the first phase of Kotter's 8 Steps of Change model?

A. Create urgency

B. Form a powerful coalition

C. Create a vision for change

D. Communicate the vision

The first phase of Kotter's 8 Steps of Change model is to create urgency. This step is crucial because it lays the foundation for the change initiative by highlighting the need for transformation. Creating a sense of urgency helps to engage stakeholders and encourages them to recognize the importance of the change. It often involves communicating potential threats and opportunities that the change can address, thereby mobilizing support and motivating individuals within the organization to participate in the change effort. Establishing urgency is essential to overcome complacency which often exists in organizations. When people understand why change is necessary, they are more likely to become involved and advocate for the initiative, increasing the chances of successful transformation. This phase sets the stage for subsequent steps in the change process, where building a coalition and developing a vision are emphasized, further driving the change forward.

10. What does Force Field analysis primarily help to identify in an organization?

A. A mechanism for driving change across organisational boundaries

B. Where the change is most likely to provide the greatest value within an organisation

C. Where effort will be required in assisting change and overcoming resistance to it

D. A set of steps that will help to force through change in situations that show resistance

Force Field Analysis is a strategic tool developed by Kurt Lewin that is designed to identify and understand the forces that influence a situation, particularly in terms of change within an organization. The primary focus of this analysis is to identify both the driving forces that support the change and the restraining forces that oppose it. By mapping out these forces, an organization can clearly see where efforts will be necessary to facilitate change and address any resistance that may arise. This insight is crucial because it helps leaders plan their approaches to change management more effectively, ensuring that they can bolster the driving forces while mitigating the impact of the restraining forces. The emphasis on understanding where resistance is likely to occur allows organizations to prepare targeted strategies to deal with potential barriers to change, ensuring that initiatives can be implemented more smoothly. In contrast, the other choices do not accurately reflect the primary focus of Force Field Analysis. For instance, while it may help in identifying areas of value or mechanisms for driving change, its fundamental aim is not to create steps for enactment or simply to define value but rather to analyze the forces at play regarding resistance and support for change. Hence, recognizing where effort will be required to manage change and overcome resistance captures the essence of Force Field Analysis effectively.

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Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

https://bcsfoundationbusinessvhange.examzify.com

We wish you the very best on your exam journey. You've got this!

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