



Exam Code: MBP18

Exam Name: BCS Practitioner Certificate in Modelling Business Processes

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Question: 1

In order to identify potential improvements, a business analyst has been asked to document the current customer sales experience in a large, electrical superstore. Whilst shadowing a customer service advisor, a sale was lost because the advisor couldn't authorise a price discount for a customer, who had seen the product advertised at a lower price by a competitor. The customer advisor tried to discount the product to match the competitor's price but was unable to do so.

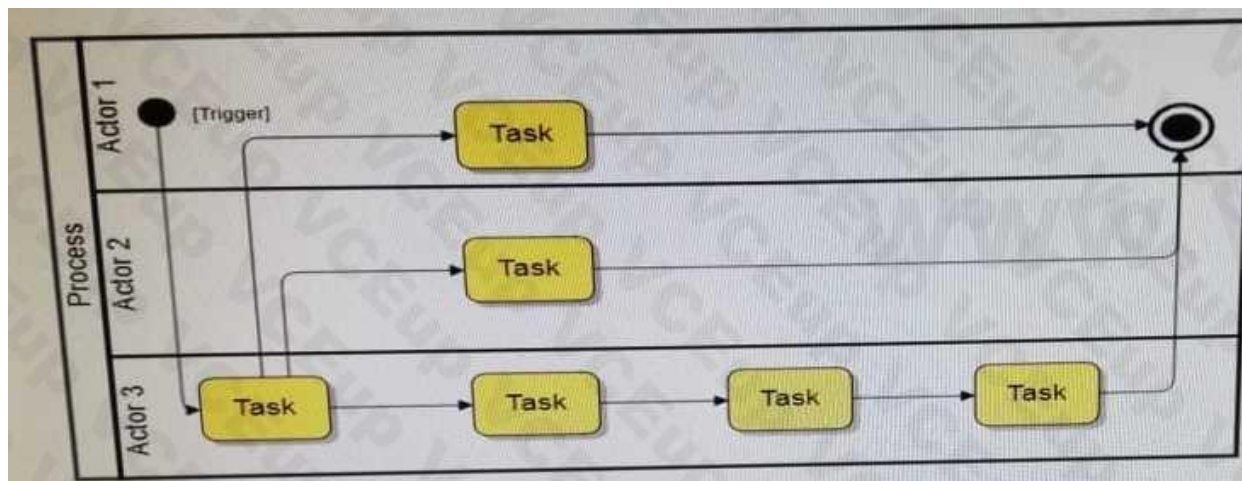
The customer service advisor explained that this discounting required management approval and, unfortunately, both managers authorised to do this were on their lunch break. What element of the POPII model had caused the sale to fail?

- A. Process.
- B. People.
- C. information.
- D. Technology

Answer: A

Question: 2

A business analyst has identified the following pattern of business activity in a process she has been asked to improve:



The following observations have been made. a) The hand-offs in the process are unlikely to be worthy of further investigation. b) The impact of bottlenecks in the tasks performed by Actor 2 should be explored. c) The first task of actor 1 should always be immediately after the trigger event d) The impact of bottlenecks in the tasks performed by Actor 3 should be explored.

Which of these observations are CORRECT?

- A. a, b and c.
- B. a, c and d.
- C. b, and d.
- D. a, and d.

Answer: C

Question: 3

Currently, all training offered by a company is delivered through classroom-based courses. The company recognizes that there is a need to offer a broader method of instruction. Such a change will enable company to return its market share and grow its customer base.

The proposed solution, driven by the IT department, will offer courses delivered over the web and ‘on demand.’ this will include supported videos, games and quizzes. All courses will be accredited by examination bodies and sample exams will also be offered online. Student will be able to make online notes as needed and back these up. 10 guard against accident loss.

The following have been identified on ‘to-be process models:

- a) Watch Video
- b) Create quiz
- c) Accredited course.
- d) Undertake sample examination.
- e) Backup

Which of these would be considered as functional requirements relating to student use of the proposed IT system?

- A. B, c and e.
- B. a and d.
- C. a, c and d.
- D. b and e.

Answer: B

Question: 4

A new project has been commissioned within an organisation's finance department. The assigned business analyst has decided to produce a functional view model to help him understand the department's work-Modeling the functional view of the finance department is advantageous, as it does which of the following ?

- A. Clarifies who reports to who in the finance department
- B. Shows how the finance department interacts with other departments
- C. Illustrates how processes work from beginning to end
- D. Explains how the finance department reacts to external events

Answer: C

Question: 5

A company’s electronic content management system was implemented last year, a business analyst has now been brought in to assess the business benefits of the system.

The analyst learnt that the project’s business case was primarily built around the efficiency that paperless order processing would bring and that the project went well, but the expected business benefit have not all been realized. In the course of an investigation, it was found that the sales team are continuing to out hard copies of customer order.

Which element of POPIT did the project not fully consider?

- A. Processes.
- B. Information and Technology
- C. People.
- D. Organisation

Answer: D

Question: 6

ACOMP buys in and then re-bands electronic products for various markets, including selling on to the selling on to other wholesales. It finds that business processes need to be adapted to new circumstances in multiple markets very quickly. Recently, ACOMP has investigated what might help it adjust its internal processes more quickly.

Which of the following would be MOST useful in helping ACOMP achieve this quick adjustment?

- A. Harmon's organizational model.
- B. The POPIT model.
- C. Value chain analysis.
- D. Standardised process modeling notation.

Answer: A

Question: 7

A record company is implementing a new system to replace an existing legacy system. The project has challenging as the new system must be implemented before support for the existing system is withdrawn. The business users have been involved throughout the project and their confidence in the new system is high.

Which implementation approach is the LEAST appropriate in this situation?

- A. Pilot
- B. Phased
- C. Direct changeover
- D. Parallel running.

Answer: C

Question: 8

A trainee business analyst wishes to clarify what is meant by a task level description within the business process hierarchy. Which of the following is a task level description?

- A. The customer finds the products they want on the company's website and places an order
- B. The organisation has an online channel, so customers can order directly from its website.
- C. The order is fulfilled by the company's Logistics team based at its central warehouse
- D. A Logistics team member uses a picking list to locate and pick each item on the order.

Answer: D

Question: 9

Lloyd works as a counter supervisor in the local branch of a national bank. Lloyd is responsible for ensuring that the back's cash machine has sufficient money.

The money for the cash machine has to be from the back's cash processing center, which supplies new and good quality banknotes. The cash machines can be topped-up with cash from the tills, but the poorer quality banknotes often cause the cash machine to jam.

Lloyd has the check the machine's cash levels and place an order for new notes by 3pm for delivery the following working day.

Which is the BEST performance measure for the task Maintain cash machine level's?

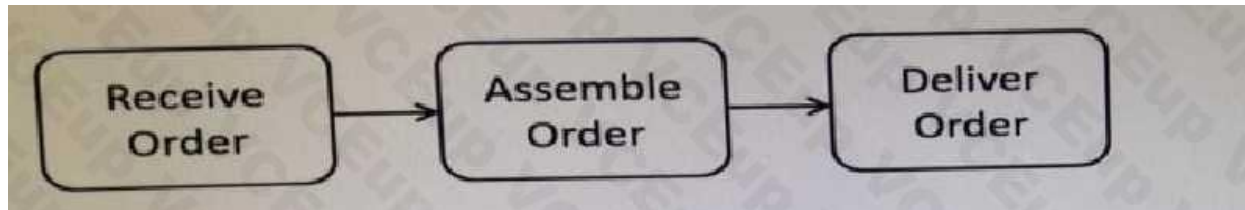
- A. No orders to the cash processing center should be for cash to be used by the back tills.

- B. 100% of cash orders must be delivery by 3pm the same day.
- C. 100% of cash machine notes must be new notes.
- D. No cash machine outages are experienced due to insufficient cash or poor quality notes.

Answer: A

Question: 10

This is a three-task extract from a model of a 'Fulfil Order' process:



The steps in the Assemble Order' task are listed below, in the wrong order:

- a) Get correct quality of item(S)
- b) Select suitable packing materials
- c) For each item on pick list
- d) Take items to packing table
- e) Go to bin location
- f) Print picklist

What is the CORRECT order of steps in the Assemble order' task'?

- A. f, c, e, a, d, b
- B. c, a, f, e, b, d
- C. b, f, e, a, d, c
- D. f, e, a, c, b, d

Answer: A

Question: 11

The CC call center handles telephone enquiries for six logistic and haulage companies. These enquiries range from the potential placement of business contracts through to complaints from individual customers.

The contractual arrangement between CCC and each company stipulates how quickly the phone should be answered (defined as a maximum number of rings) and the maximum number of calls the center will take each hour for the company. CCC also monitors the duration of calls, the actual number of calls per hour answered by each operator and how many calls to be escalated to the next level of support.

Which of the following includes an internal and external performance measure?

- A. Actual number of calls answered per hour and the number of calls escalated
- B. Time taken to answer the phone and the average duration of a call
- C. Time taken to answer the phone and the maximum number of calls per hour for the company

D. Average duration of a call and the actual number of calls answered per hour

Answer: D

Question: 12

ANTAB specializes in manufacturing tablet computer, which are rebadged by its customers and sold under the customer's brand name. Recently, some customer have suggested that a dual-boot tablet that can run more than one operating system would improve their competitive edge.

This would require a significant change in the manufacturing process and will require a decision from senior management, supported by a business case.

How would this suggestion be represented on an organization model of ANTAB's business?

A. Customer request

B. Supplier input

C. Output from a process.

D. Factor in the external environment

Answer: A

Question: 13

The Rich Farms Shop has had an issue with its products. All regulatory requirements are met; however, its ageing equipment is not providing the quality presentation that it advertises. A business analyst has been tasked with assembling a team to identify and recommend options to deal with this scenario.

Who will be regarded as a supplier in this scenario?

A. Organisations that the analyst will approach to research and give feedback on new equipment technology.

B. The shareholders of Rich Farms Shop, who will have an input into any investment decision.

C. The finance department that will manage the funds and budget for any investment project.

D. The marketing department, who will ensure that the product and its marketing materials are aligned.

Answer: C

Question: 14

An assessor for an examinations board has been asked to re-mark the examination script of a candidate who has appealed against a failing grade.

To remark the script, the assessor has to log on to the examinations board's secure examination marking system held on its server. Once in the marking system, the assessor enters the candidate number (given to her by the examinations board) and downloads the script. She then marks the script, annotating each question with comments and the marks gained. Once completed, she indicates that the script is fully marked and uploads the script back into the marking system. She raises an invoice for the re-marking and sends this to the examination board, who pay her one month later. The following all describe actions:

a) Log on to marking system.

b) Download script

c) Mark script.

d) Upload script

e) Raise invoice.

Which of these actions are tasks in the scenario?

A. b, c and d

B. a, d and e.

C. a and b.

D. c and e.

Answer: B

Question: 15

An organisation has an internal core IT section that delivers the infrastructure service to meet business demand. Application management is delegated to individual branches, which are located worldwide. However, these applications have to take into account infrastructure constraints.

On the recommendation of the business analyst, the IT director proposed a standard approach to business process documentation.

What will be the MAIN benefit of this approach to the organization?

A. Condition service implement: graphical notation will facilitate better understanding of performance bottlenecks.

B. Demonstration of best practice: showing standards that all other units should follow to achieve quality target.

C. Facilitate expansion: Core IT can take worldwide responsibility for application management to ensure the integrity of working practices.

D. Efficient operation: standard notation will ensure the efficiency and effectiveness of worldwide processes.

Answer: A

Question: 16

A business analyst has suggested that a process map should be built by first examining the product and services the organization provides. Before considering what processes are needed to deliver these products and services.

Which model would support this approach to building a process map?

A. Porter's value chain

B. POPIT model

C. Swimlane diagram

D. Harmon's organization model.

Answer: A

Question: 17

The following statements have been made about the process view of an organisation a) Used by employees to describe where they work in an organisation b) Defines the internally recognisable formal structure of an organisation c) Incorporates actors from a number of different organisational teams d) Emphasises the need for cooperation between actors from different parts of an organisation Which of these statements is/are TRUE?

A. c and d

B. a, b and c

C. a and b

D. d only

Answer: B

Question: 18

Analysis has revealed that what the business wants in the future is radically different from how it currently operates How SHOULD the business analyst proceed from this point?

- A. Develop an 'as is' model and define its problems before considering the 'to be' model
- B. Identify potential improvements that can be made to the 'as is' model, to accommodate the 'to be' model
- C. Do not develop a detailed 'as is' model, focus on developing a 'to be' model
- D. Identify tasks within the 'as is' process that are working effectively and consider them for inclusion in the 'to be' model

Answer: A

Question: 19

A sports club rents out its playing field, the name for this business process is 'book playing field'. If the playing field is available, the booking is accepted and the following steps are immediately undertaken by a staff member

1. Details of the booking are recorded on the club's computer system;
 2. A new booking record is created (manual record).
 3. The amount of the deposit taken is recorded on the booking record (manual record);
 4. The staff member records the booking on a planning chart (manual record),
 5. An electronic booking confirmation is automatically sent to the customer,
 6. A copy of the booking record is sent to the club manager (manual record)
- How SHOULD these steps be reflected on the swimlane for the business process 'book playing field'?

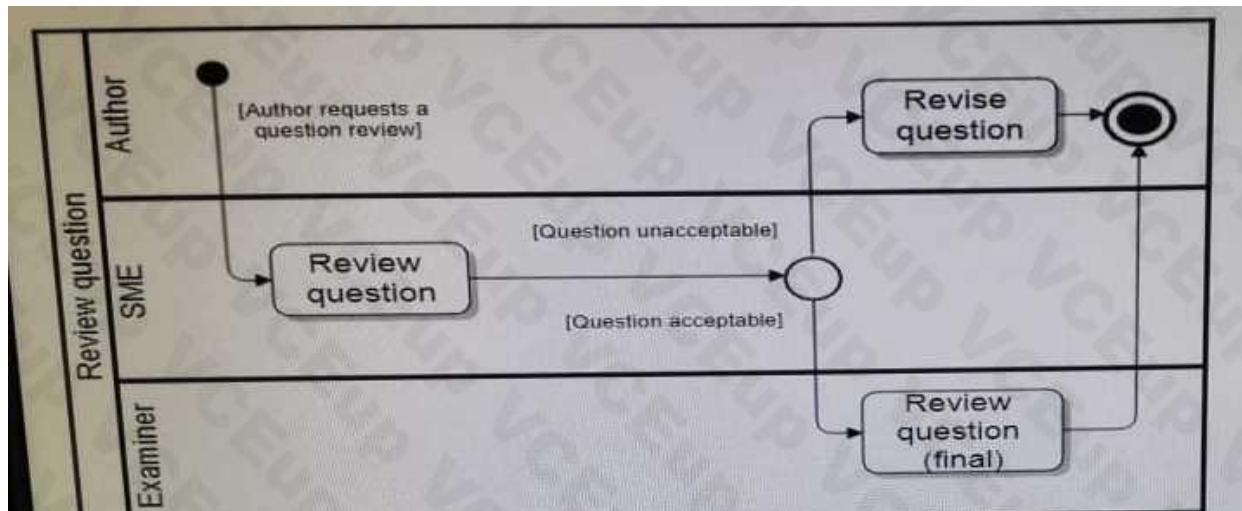
- A. Steps 1 and 2 will be in one task, steps 3, 4, 5 and 6 will be shown as separate tasks.
- B. All steps will be shown as separate tasks
- C. All steps will be included within one single task
- D. Steps 1 and 2 will be in one task, steps 3 and 4 will be in a second task, steps 5 and 6 will be in a third task

Answer: D

Question: 20

An exam provider employs a number of professionals as authors to write exam questions for industry-recognised qualifications. An author who has written an exam question submits it for review to a subject matter expert (SME), who either confirms it is acceptable and passes it to the examiner for final review and sign-off, or responds to the author with comments regarding the revision required.

A business analyst constructed a business process model of the review process:



The following statements are about the business process model:

- A) The diagram is a CORRECT representation of the scenario.
- b) There are aspects of the scenario which are INCORRECT represented in the diagram.
- c) There are aspects of the scenario which are INCORRECTLY omitted from the diagram.
- d) The notation used in the diagram is INCORRECT.

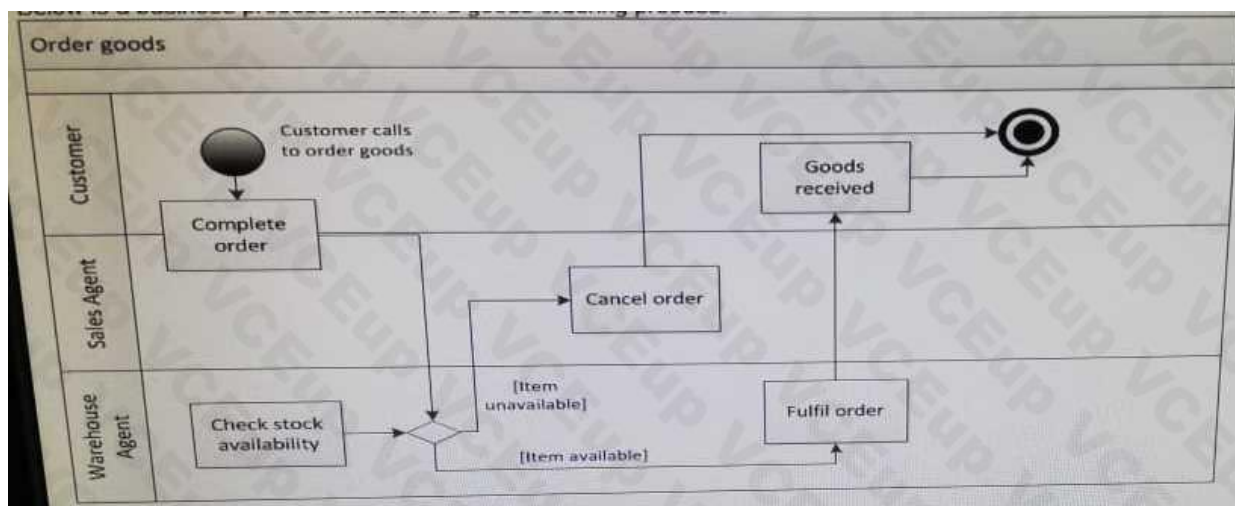
Which of these statements is/are TRUE?

- A. a only
- B. d only
- C. b and d.
- D. b and c.

Answer: A

Question: 21

Below is a business process model for a goods ordering process:



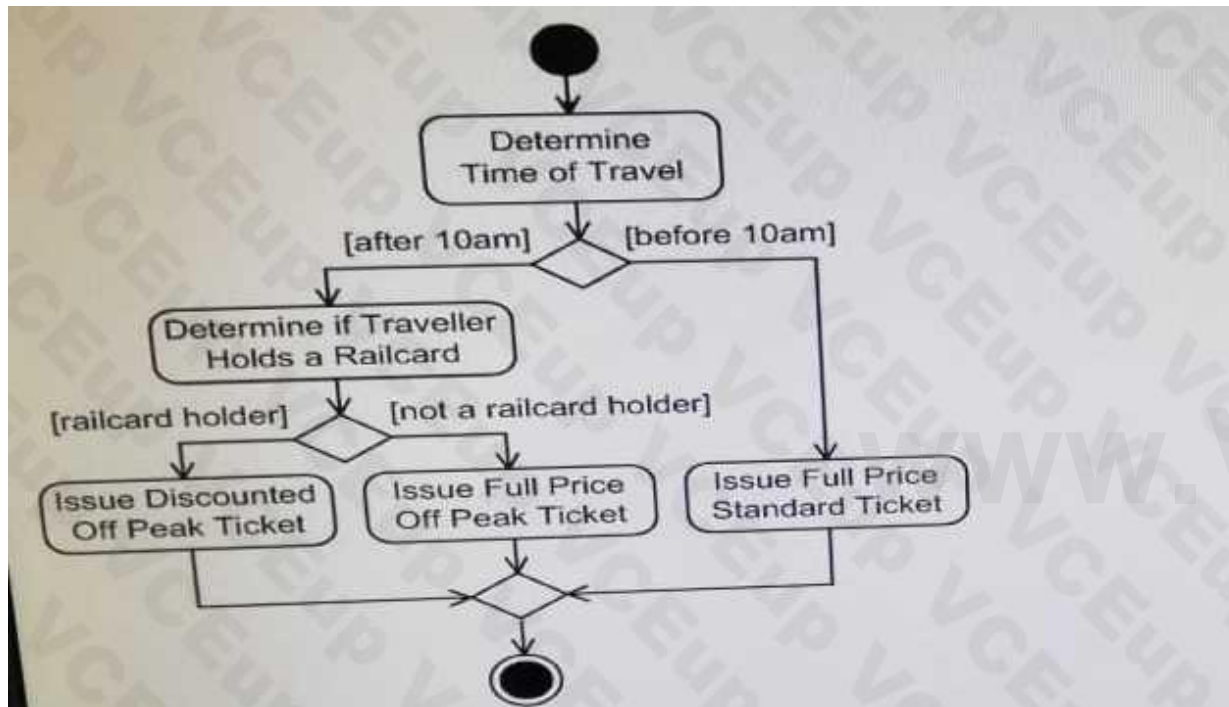
What error has been made in this diagram?

- A. The arrowed flow line from Fulfil order should go to the end node (the bull eye) not to the task received:
- B. The arrowed flow line from Complete order should go to check stock availability not to the decision diamond.
- C. The task 'Complete order's should be In only one swimlane, as tasks straddling two swim lanes are not permitted.
- D. The task ' Cancel order' should be rename Order cancelled as by this point in the process the order has been cancelled.

Answer: B

Question: 22

The following is an activity diagram of a rail company's rules determining ticket type.



Two elements of the business rule shown are:

All travel before 10am is at Full Fare and only Standard Ticket are issued.

Off Peak tickets are issued for travel after 10am.

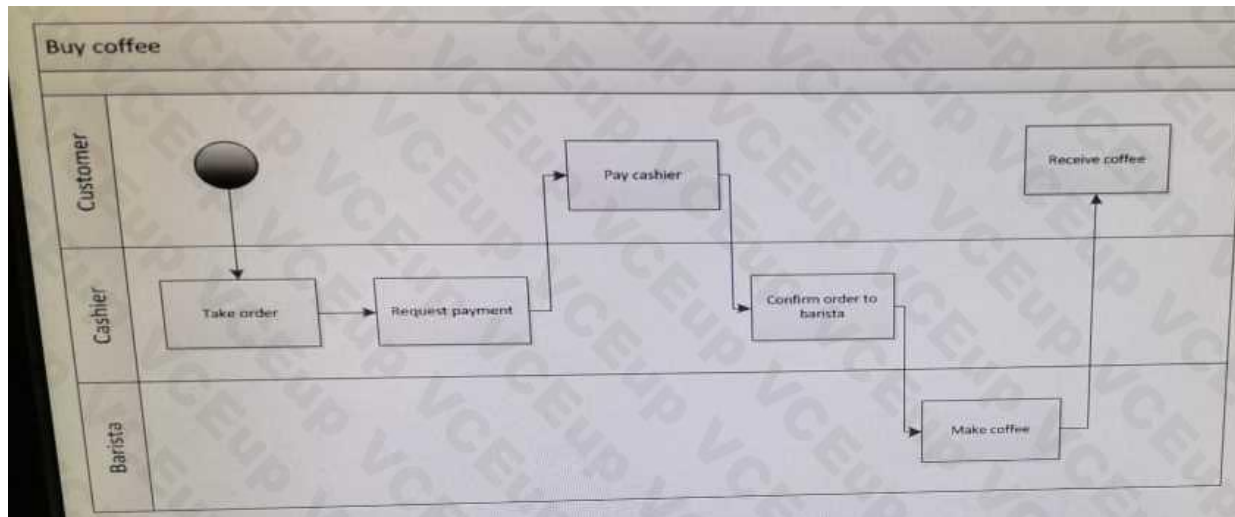
What is another element of this rule?

- A. Rail card holders are always entitled to a Discounted off Peak fare.
- B. During off Peak period, Railcard holders are entitled to a Discounted Standard fare.
- C. During Off periods, Railcard holder are entitled to Discounted off Peak fare.
- D. Railcard holders are always entitled to a Disconnected Standard fare.

Answer: B

Question: 23

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



- A. The payment is required before the coffee is made.
- B. The initiating business event is Order Coffee.
- C. The cashier instructs the barista.
- D. The barista gives the coffee to the customer

Answer: D

Question: 24

Below is a high-level breakdown of a task associated with using an ATM. drafted by a business analyst:

1. User inserts bank card
- 2 System asks for PIN
3. User enters PIN
- 4 System displays service options
5. User selects 'withdraw cash*' option
- 6- System ejects card
7. System issues cash
8. User collects printed receipt

Which optional or exceptional step is reflected in this detailed description?

- A. A user inputting an incorrect PIN
- B. A cash machine being empty
- C. A receipt for cash issued.
- D. A card being out of date-

Answer: C

Question: 25

As part helps disadvantaged child, It works in partnership with local education authorities and health services to supported those children who need it most. The charity has 5 trustees, 27 full-time employees and 33 volunteers.

As what will the volunteers be shown on an organsation model of the charity?

- A. Part of the environment.
- B. Supplier
- C. Customer
- D. Process

Answer: B

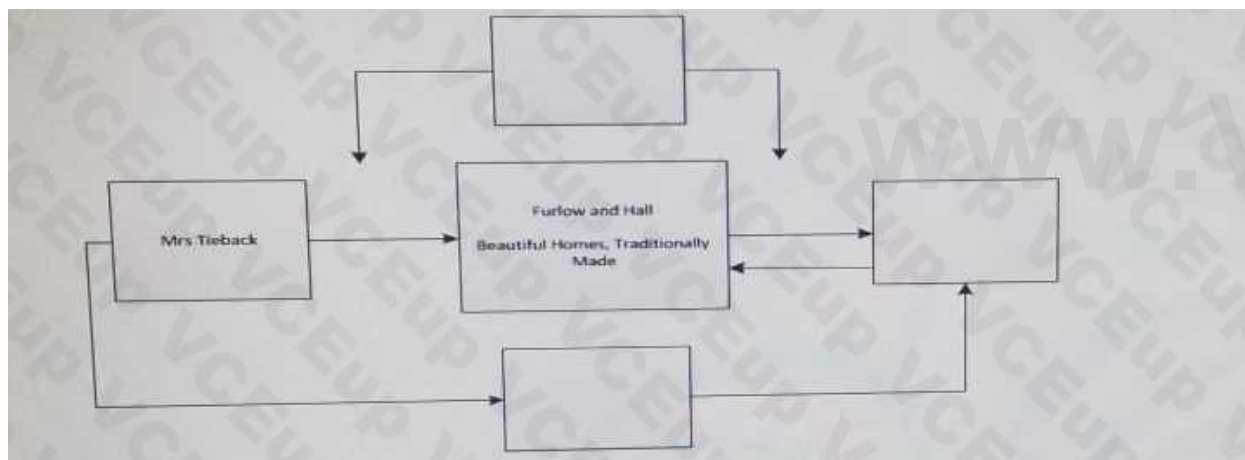
Question: 26

Furlow and Hall is an interior decorating business. Specializing in high-quality handmade soft furnishings and a best spoke design service. The business uses a small number of highly skilled craftspeople to make its products using traditional techniques.

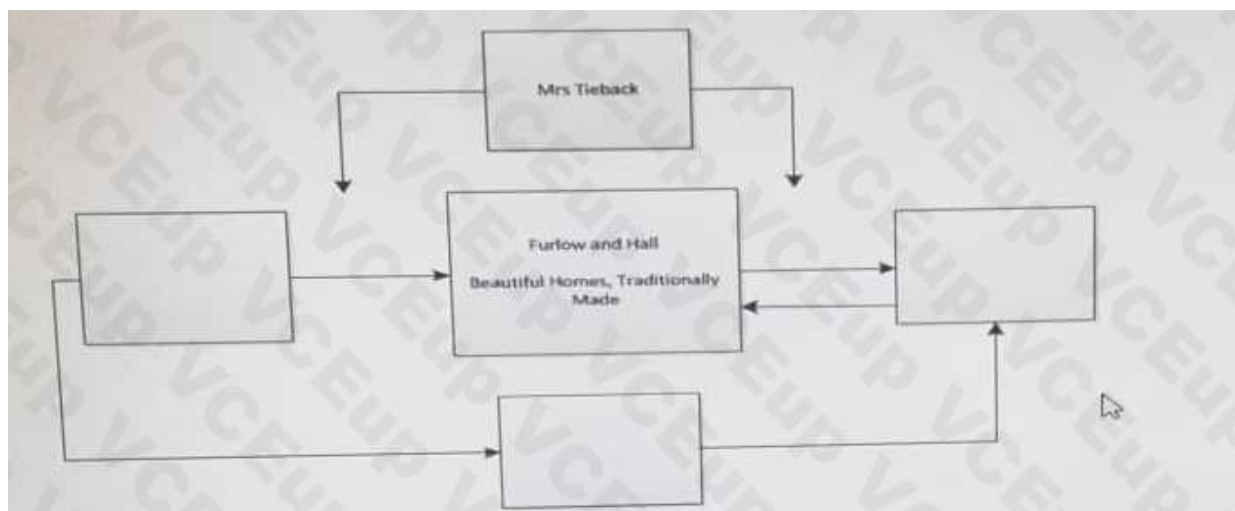
Mrs Tieback, who sews the curtains for Furlow and Hall, is retiring later this year. Her local council has discovered that she has a workshop at her home and has informed her she is liable for business rates. This will lead to increased costs and so it is no longer economically viable for her to continue working.

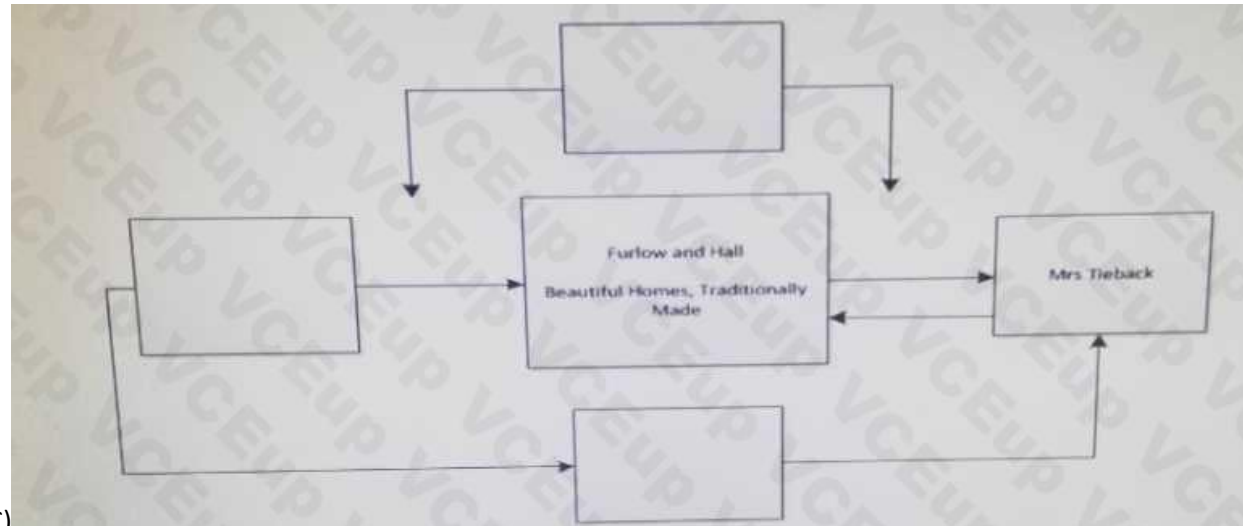
Where would Mrs Tieback be shown on an organisational model of Furlow and Hall?

A)



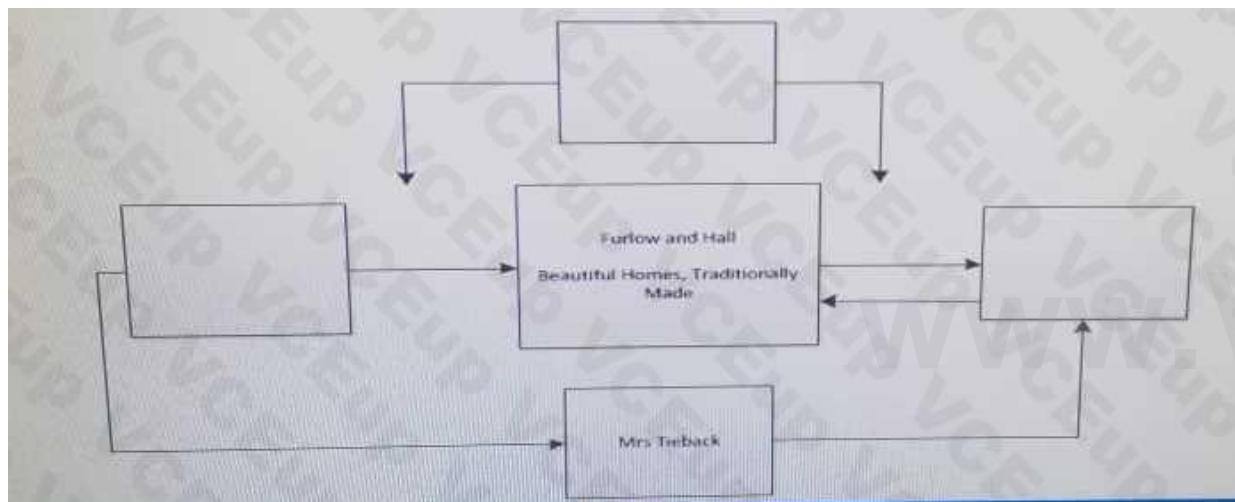
B)





C)

D)



A. Exhibit A

B. Exhibit B

C. Exhibit C

D. Exhibit D

Answer: D

Question: 27

The product enquiry process of a company is under investigation. The current process is as follows:

1. Take customer details: Name and address of the enquirer and preferred customer payment method.
2. Confirm stock availability: Check the computer system to see if the product required are in stock.
3. Confirm delivery date, Check with outbound logistics, the likely delivery data of the in-stock products to the price not being acceptable to the customer.
4. Go ahead with order: Place order for enquirers who have accepted the price and delivery date.

What approach to improving business processes would bring an immediate improvement in this process?

- A. Change the sequence of tasks
- B. Redefine the process boundary
- C. Automate the process.
- D. Remove non-value adding tasks

Answer: C

Question: 28

A village clerk receives bookings for the use of the village hall for events such as weddings and parties. Although the village hall has a website, bookings have to be made in an email request from a potential customer to the village clerk, giving the dates and times required. The event name is "Email

- A. Request deposit
- B. Check customer details
- C. Book hall
- D. Check hall availability

Answer: C

Question: 29

When ordering goods from an online shop, a customer is given a choice of delivery methods. If the customer lives within certain qualifying locations, they can select same day delivery for an extra cost.

Request of location the customer can choose to have their order delivered to their home for a charge of £2 select a weekend delivery to their home for £6, or choose to have their order delivered to a local store to collect, which is free.

Purchase of large products are dealt with by a separate delivery service, so customer are contacted once their order has been placed to arrange special delivery.

What are the input for the task select delivery type?

- A. The customer's preferred delivery day and the customer's location
- B. The customer's location and the customer's preferred delivery day
- C. The products the customer has bought and the location of the local store
- D. The products the customer has bought and the customer's location

Answer: D

Question: 30

A classic car racing club has regular race days. A business analyst has produced a series of 'to-be' business process models, showing re-designed tasks and process improvements these redesigned tasks and processes include:

- Monitor race positions The real-time display of race positions and lap times.
- Inspect cars Cars need to comply with racing regulations and experts are required to inspect cars both before and after a race
- Restrict access to the cars and the pits needs to be restricted to selected people and these access restrictions need to be enforced
- Comply with data protection legislation. All proposed record management systems must comply with government regulation concerning data storage and access.

Which of these is a functional requirement of an IT solution?

- A. Monitor race positions

- B. Inspect cars.
- C. Restrict access.
- D. Comply with data protection legislation

Answer: C

Question: 31

A local authority has declared that crime statistics will be published every month, summarizing crimes in the area. An additional report will be provided if a major incident has been recorded by the police in that month. To fulfill this requirement, the police performance team has initiated a process requiring all police units to send in detailed crime reports one week before the end of the month. This will allow time to validate, collate and issue the statistics required by the local authority. The statistics will be approved by the police before being released for publication.

Required by the local authority. The statistics will be approved by the police board before released for publication.

From the perspective of the police force, what would be considered a) an external event and b) internal event?

- A. a) Detailed report submission. b) Local authority declaration
- B. a) Major incident b) Crime statistics approval.
- C. a) Crime statistics release b) Crime statistics submission
- D. a) Major incident b) Major incident recording

Answer: A

Question: 32

Which of the following statements concerning an internal process performance measure is INCORRECT?

- A. Is documented at the task level
- B. Reflects key performance indicators.
- C. Aligns with what the organisation wants to achieve
- D. Relates to customer expectations.

Answer: D

Question: 33

Thomas is the secretary to the management board of a large oil company. He is preparing the papers and chasing up the actions from the last board meeting. Board meetings take place quarterly and always include the collation of monthly sales performance figures, an overview of operating costs and a review of market conditions.

As Thomas is pulling the sales figures together, he receives a phone call from the finance director who tells him that recent government changes to the export tax rate will mean that operating costs will need to be amended before they are presented to the board. Which type(s) of business event is/are NOT present in this scenario?

- A. Internal
- B. External
- C. Time-based.
- D. Internal and external

Answer: C

Question: 34

Some airlines have introduced new routes from an airport and the number of passengers has risen by 20% in the last 3 weeks. This number is expected to further increase as competition is forcing fares down Airport management is anticipating issues within the terminal as the number of passengers increases. There have been several meetings and it has been decided that the current passenger approach is still suitable, although it will take on more staff to work in both departures (particularly at check out and security) and in arrivals (particularly in baggage handling) What performance issue is this MOST likely to address?

- A. Bottlenecks.
- B. Duplication of work.
- C. Redundancy
- D. Hand offs.

Answer: A

Question: 35

A business analyst has documented the following description for the task 'Mark Script

1. Do Mark Script
2. Assessor enters student-id
3. IF system finds student-id
4. THEN display student details
5. ELSE return to step 3 (re-enter student-id)
6. Download script
7. ENDIF
8. Mark script
9. IF student fails
10. THEN write feedback comments about the script
11. ENDIF
12. Indicate that script is fully marked
13. System transfers marker fee amount to assessor's account
14. ENDDO- end of the mark script task

If an activity diagram is drawn for this task, how many flows will there be to the final completion

(Shown as a bull's eye) of the diagram?

- A. 3
- B. 1
- C. 2
- D. 4

Answer: D

Question: 36

No Exit Suppliers has decided to implement a Commercial Off the Shelf (COTS) inventory management solution to improve its stock (Inventory) control. Before the solution is implemented, all current stock levels and stock locations will be migrated into a related database to ensure that the solution starts with accurate information. Once the system is implemented, all stock movements will be tracked via barcode scanning technology.

To ensure that the proposed solution is acceptable, which exceptional condition MUST be proved?

- A. Stock levels cannot fall below the minimum stock reorder level.
- B. Inaccuracies in the migrated stock level can be corrected.
- C. Stock level is reduced when orders are dispatched.
- D. Changes in stock level can be monitored on a daily basis.

Answer: B

Question: 37

A company has the following issue to consider: a) The way staff interact with customers b) The image it wishes to portray c) The price of competing products. c) The margin that it aims to make.

Which of these SHOULD be reflected in its value proposition?

- A. b and c
- B. a and c
- C. a and b
- D. b and d

Answer: C

Question: 38

Freddie's Sandwich Shop makes sandwiches to order, using the finest locally sourced ingredients.

Freddie gets his bread from Country Bakes and the fillings for his sandwiches from Belle View Farms.

Freddie's local approach has proved popular and many people now get their lunch from his shop, rather than from a branch of Wholegram Foods, which used to be the town's most popular sandwich shop.

Freddie is expanding his business to provide catering for local organisations and has just won a contract to provide sandwich lunches for UK Systems Limited, the local headquarters of a highly successful computer company. However, Freddie is worried about the poor wheat harvest and the effect this might have on the cost of his bread. He has also heard that UK Systems Limited has lost a valuable contract to an overseas competitor. In Harmon's organisational model, which of the following would provide inputs to internal processes?

- A. Belle View Farms and concerns about the poor wheat harvest.
- B. Country Bakes and UK Systems Limited
- C. Country Bakes and Wholegrain Foods
- D. Wholegrain Foods and concerns about the poor wheat harvest

Answer: D

Question: 39

WALL Ltd is expanding through new product innovation and competitor acquisition. The business administrator support unit of WALL Ltd has implemented updates to handle increased load on the payroll caused by this expansion of the business. Payroll is a critical business application. The following business scenarios are being considered: a) Production of the payroll summary on completion of pay calculation. b) Taking new employees into the payroll after a business acquisition. c) Responding to local employment regulations. d) Introduction to local employment regulations. e) Introduction of new payment terms and condition.

Entry of absence information approved by HR.

Which of these business scenarios will MOST LIKELY give an indication of how well the updated payroll is performing?

A. b, d and e

B. a, c and e

C. b, c and d

D. a, d and e

Answer: C

Question: 40

The owner of a shop is taking a telephone order from a customer for a new vacuum cleaner. He needs to take and confirm customer details in this ordering process. As part of this, he enters the customer details onto a system.

What does the entry of the customer's name, address and contact number represent?

A. Event

B. Process

C. Step in a task

D. Task in process

Answer: A

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