

BCS Foundation Certificate in Business Change Practice Exam (Sample)

Study Guide



Everything you need from our exam experts!

This is a sample study guide. To access the full version with hundreds of 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.

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. Don't worry about getting everything right, 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, and take breaks to retain information better.

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.

7. Use Other Tools

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

- 1. Which of the following is not a recognized organizational structure?**
 - A. Product Based**
 - B. Lean**
 - C. Centralized**
 - D. Decentralized**
- 2. What is the primary purpose of a 'business case' in project management?**
 - A. To outline the project timeline and milestones**
 - B. To justify the investment and benefits of the project**
 - C. To define roles and responsibilities within the project**
 - D. To assess the risks associated with the project**
- 3. Which one of the following pairs of techniques can help identify important external factors that may influence strategy?**
 - A. MOST and 5 Forces**
 - B. SWOT and PESTLE**
 - C. Value Chain and SWOT**
 - D. PESTLE and 5 Forces**
- 4. What kind of data predominately comprises unstructured data?**
 - A. Databases containing numeric entries**
 - B. Video or audio files without metadata**
 - C. Excel sheets with calculated fields**
 - D. Survey responses in a database**
- 5. Which of the following roles is responsible for investigating and documenting business requirements?**
 - A. Programme manager**
 - B. Business analyst**
 - C. Systems designer**
 - D. Business sponsor**

- 6. When assessing project risks, what is the main purpose of a risk assessment?**
- A. To evaluate the impact of potential risks**
 - B. To detail project objectives**
 - C. To list project stakeholders**
 - D. To create a communication plan**
- 7. Which of the following acronyms correctly describes the content and direction of travel for the Business Change Life-cycle?**
- A. TOGAF**
 - B. PESTLE**
 - C. CATWOE**
 - D. ADDIR**
- 8. Which of the following is not normally an example of an internal stakeholder?**
- A. Sponsor**
 - B. Business Analyst**
 - C. IT Consultant**
 - D. Business Actor**
- 9. In a Use Case diagram which of the following is represented by a Matchstick figure?**
- A. Function**
 - B. Association**
 - C. System Boundary**
 - D. Actor**
- 10. Which of the following correctly represent the Revolutionary levels of Venkatraman's IT-enabled business change model?**
- A. Business Scope Redefinition**
 - B. Integral Integration**
 - C. Business Process Redesign**
 - D. Business Network Redesign**

Answers

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

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Explanations

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1. Which of the following is not a recognized organizational structure?

- A. Product Based**
- B. Lean**
- C. Centralized**
- D. Decentralized**

The choice of "Lean" as the answer stems from its nature as a methodology or approach rather than a structural classification. Lean principles are often applied to improve efficiency, eliminate waste, and enhance value within organizations across various structures, but it does not describe a specific organizational structure like the others do. On the other hand, the concepts of centralized and decentralized structures define how decision-making authority is distributed within an organization. A centralized structure concentrates decision-making power at the top levels of management, while a decentralized structure distributes that power across various levels or departments, allowing for more local decision-making and responsiveness. Similarly, a product-based structure organizes a company around specific products or product lines. In this structure, teams are typically dedicated to the individual products, leading to a focused approach to management and development. Understanding the distinctions among these terms is vital for recognizing how different organizational structures support various business strategies and operational efficiencies. Lean, while important in operational contexts, does not fall into the category of formal organizational structures.

2. What is the primary purpose of a 'business case' in project management?

- A. To outline the project timeline and milestones**
- B. To justify the investment and benefits of the project**
- C. To define roles and responsibilities within the project**
- D. To assess the risks associated with the project**

The primary purpose of a 'business case' in project management is to justify the investment and benefits of the project. A business case serves as a foundational document that outlines the rationale for undertaking a project, detailing both the anticipated benefits and the reasons why these merits outweigh the costs and risks involved. It communicates the value proposition of a project to stakeholders and decision-makers, ensuring they understand how the project aligns with organizational goals and objectives. In establishing this justification, the business case typically includes analyses of potential returns on investment, cost-benefit analyses, and how the project responds to market demands or organizational needs. By providing a clear framework that supports decision-making, the business case helps to secure necessary funding and resources, fostering a more strategic approach to project management. While outlining project timelines and milestones, defining roles and responsibilities, and assessing risks are important aspects of project management, they are secondary to the overarching need to justify the project's existence and anticipated impact.

3. Which one of the following pairs of techniques can help identify important external factors that may influence strategy?

- A. MOST and 5 Forces**
- B. SWOT and PESTLE**
- C. Value Chain and SWOT**
- D. PESTLE and 5 Forces**

The pairing of PESTLE and 5 Forces is indeed effective for identifying important external factors that can influence strategy. PESTLE analysis provides a framework for examining the external macro-environmental factors that may impact an organization, including Political, Economic, Social, Technological, Legal, and Environmental aspects. This allows organizations to understand broader trends and changes in the external environment that could affect their strategy and operations. On the other hand, the 5 Forces model, developed by Michael Porter, focuses specifically on the competitive dynamics within an industry. It assesses the bargaining power of suppliers and buyers, the threat of new entrants, the threat of substitute products or services, and the intensity of competitive rivalry within the industry. This technique helps organizations understand the competitive landscape they operate in and how various factors can shape their competitive strategy. When used together, PESTLE provides insights into the macro-environment, while the 5 Forces analysis zeroes in on the industry level dynamics, equipping organizations with a comprehensive view of both external pressures and competitive forces. This combined knowledge is crucial for effective strategy formulation and adjustment in response to changing external conditions.

4. What kind of data predominately comprises unstructured data?

- A. Databases containing numeric entries**
- B. Video or audio files without metadata**
- C. Excel sheets with calculated fields**
- D. Survey responses in a database**

Unstructured data primarily includes information that does not have a predefined data model or is not organized in a pre-defined manner. Video or audio files without metadata exemplify unstructured data since they consist of raw content that cannot be easily categorized using traditional database structures. This type of data is often complex and varied, including formats such as text documents, images, and multimedia files, which lack a specific format and structure that would allow for straightforward data retrieval and analysis. In contrast, databases containing numeric entries, Excel sheets with calculated fields, and survey responses in a database represent structured or semi-structured data, where the information is organized in a way that allows for easier access and manipulation. The clear delineation between structured and unstructured data underscores the importance of understanding these differences in data management and analytics.

5. Which of the following roles is responsible for investigating and documenting business requirements?

- A. Programme manager**
- B. Business analyst**
- C. Systems designer**
- D. Business sponsor**

The role responsible for investigating and documenting business requirements is that of a business analyst. A business analyst serves as a critical link between stakeholders, gathering detailed information on their needs, expectations, and existing processes. This involves conducting interviews, workshops, and research to identify what is needed from a business perspective and subsequently documenting those requirements in a clear and structured manner. The business analyst plays an essential part in ensuring that the project's objectives align with broader business goals and that the resulting solution addresses the specific needs of the organization. They also work closely with various stakeholders, including users and technical teams, to validate requirements and adjust them as necessary throughout the project lifecycle. In contrast, a programme manager oversees the overall direction and management of programmes of work, ensuring strategic alignment and resource allocation, but does not typically engage deeply in the day-to-day documentation of requirements. A systems designer focuses on how the technical solution will be built based on the requirements but is not primarily responsible for gathering or documenting those requirements. The business sponsor, usually a senior stakeholder, provides vision and support, funding and resources, but does not delve into the specifics of business requirements documentation.

6. When assessing project risks, what is the main purpose of a risk assessment?

- A. To evaluate the impact of potential risks**
- B. To detail project objectives**
- C. To list project stakeholders**
- D. To create a communication plan**

The main purpose of a risk assessment is to evaluate the impact of potential risks that could affect the project's success. This process involves identifying various risks, analyzing their likelihood and potential consequences, and determining how they could influence the project's objectives, timelines, and resources. By focusing on the impact, the project team can prioritize risks, ensure that appropriate mitigation strategies are in place, and enhance the overall resilience of the project. While detailing project objectives, listing project stakeholders, and creating a communication plan are important elements of project management, they do not specifically address the proactive identification and mitigation of risks. Evaluating the impact of potential risks is essential for making informed decisions that ultimately lead to successful project outcomes.

7. Which of the following acronyms correctly describes the content and direction of travel for the Business Change Life-cycle?

- A. TOGAF**
- B. PESTLE**
- C. CATWOE**
- D. ADDIR**

The acronym that accurately describes the content and direction of travel for the Business Change Life-cycle is ADDIR. This framework stands for Assessment, Design, Development, Implementation, and Review, which illustrates the sequential steps involved in managing and executing business change initiatives effectively. Understanding the stages in the ADDIR model is crucial for professionals involved in business change, as it provides a structured approach to ensure that changes are thoroughly considered, planned, executed, and evaluated. Each stage plays a vital role in the overall success of the business change process, ensuring that the organization can adapt and thrive in a continuously evolving environment. In contrast, the other acronyms such as TOGAF, PESTLE, and CATWOE pertain to different contexts. TOGAF is focused on enterprise architecture, providing methods and tools for crafting and managing an architectural framework. PESTLE is a tool for analyzing external factors affecting an organization, specifically Political, Economic, Social, Technological, Legal, and Environmental aspects. CATWOE is a mnemonic used in soft systems methodology to understand the perspectives of stakeholders involved in business changes but does not directly describe a life-cycle framework. By identifying the key stages represented by ADDIR, practitioners can better navigate the complexities of change management, making

8. Which of the following is not normally an example of an internal stakeholder?

- A. Sponsor**
- B. Business Analyst**
- C. IT Consultant**
- D. Business Actor**

In the context of business change practice, internal stakeholders are individuals or groups within an organization who have a vested interest or a role in the project's outcome. These stakeholders typically include employees and management directly involved in the operations and success of the organization. The correct answer identifies the IT Consultant as not normally being an internal stakeholder. An IT Consultant is often an external party brought in for their expertise to advise on specific technology or process improvements. They may have a significant impact on the project but do not belong to the organization. Their role is usually temporary and focused on specific objectives, rather than part of the ongoing internal structure. In contrast, the Sponsor, Business Analyst, and Business Actor are typically internal stakeholders. A Sponsor often represents senior management or executives within the organization who provide resources and support for the project. A Business Analyst is usually an employee who analyzes and communicates requirements and needs within the company. A Business Actor can refer to anyone within the organization who plays a role in the business process, such as employees or management personnel. Understanding the distinction between internal and external stakeholders is crucial in business change practice, as it affects the communication strategies, engagement approaches, and the overall management of the stakeholders involved in a project.

9. In a Use Case diagram which of the following is represented by a Matchstick figure?

- A. Function**
- B. Association**
- C. System Boundary**
- D. Actor**

In a Use Case diagram, the Matchstick figure typically represents an Actor. An Actor is an entity that interacts with the system being designed and can be a user, another system, or any stakeholder that has a role in the business process. This visual representation helps to identify who is involved in the use cases and their relationships with the system. Actors are crucial in understanding the requirements and interactions necessary for the system's functionalities. Their representation using a simple figure makes it easy to visualize distinct entities that can initiate interactions within the system, distinguishing them from the functional aspects of the system itself, like Use Cases and Systems boundaries, which are represented differently in diagrams. By recognizing Actors through this standardized visual cue, stakeholders can more easily grasp the intended audience and their roles in the system's operations. This facilitates clear communication and better design of the system tailored to meeting user needs.

10. Which of the following correctly represent the Revolutionary levels of Venkatraman's IT-enabled business change model?

- A. Business Scope Redefinition**
- B. Integral Integration**
- C. Business Process Redesign**
- D. Business Network Redesign**

In Venkatraman's IT-enabled business change model, the Revolutionary level describes a significant shift in how businesses leverage technology to transform their operations and strategies fundamentally. The correct representation at this level is Integral Integration. This aspect signifies that organizations are not just implementing technology for incremental improvements; instead, they are rethinking their entire business processes and strategies around technology, embedding it deeply into the fabric of the organization. Integral Integration involves aligning IT capabilities with business objectives in a way that creates a seamless flow of information and processes throughout all facets of the organization. This comprehensive level of integration enables businesses to leverage technology to a degree that fundamentally alters how they operate and compete in their markets, leading to impactful changes in their business models. Business Scope Redefinition, Business Process Redesign, and Business Network Redesign also represent important aspects of business transformation but align more closely with different levels of change in Venkatraman's model. These options generally relate to making adjustments and improvements rather than the transformational, holistic integration of technology represented by Integral Integration at the Revolutionary level.

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!