BCS Foundation Certificate in Business Change Practice Exam (Sample)

Study Guide

BY EXAMZIFY

Everything you need from our exam experts!

Table of Contents

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. 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!

Questions

SAMPLE

1. **Where would you expect the change Sponsor to be located on a Power/Interest Grid?**

    A. Low / Low

    B. Low / High

    C. High / Low

    D. High / High

2. **Which of the following is a characteristic of parallel running?**

    A. Implementation costs are minimized.

    B. The risk of service interruption is increased.

    C. Business acceptance testing is no longer required.

    D. Transactions have to be entered into two systems.

3. **What does a Business Readiness Assessment systematically analyze?**

    A. The ability to align Business and IT Strategy

    B. The ability to support the adoption of a proposal

    C. The ability to undertake a transformation process or change

    D. The ability to prevail in its business domain

4. **Which of the following is incorrect in relation to writing a business case?**

    A. The Management Summary should be completed first as it serves as the structure

    B. The Current Situation can be kept short unless there is something unexpected to say

    C. The Options Considered should include the reasons why the option was not recommended

    D. The Appendices should include more detailed information references in the Business Case.

5. **Which of the following is a type of Intangible Resource?**

    A. Know how

    B. Intellectual Property

    C. Length of Service

    D. Information

6. Who developed the concept of Force Field Analysis?

    A. A. Handy

    B. B. Schien

    C. C. Kotter

    D. D. Lewin

7. What are the four stages of option identification?

    A. Identify, Evaluate, Shortlist, Decide

    B. Analyse, Define, Decide, Implement

    C. Identify, Shortlist, Evaluate, Take Forward

    D. Analyse, Define, Shortlist, Take Forward

8. Which of the following represents a functional requirement?

    A. The system must allow the user to amend customer details

    B. The system must be password protected

    C. The system must comply with the Data Protection Act

    D. The system must output all reports within five minutes

9. Which of the following is correct in relation to the People aspect of the POPIT model?

    A. It includes a consideration of people's skills

    B. It includes a consideration of staff development, motivation and reward

    C. It is considered to be at the heart of the model when delivering change

    D. It includes aspects of McKinsey's 7's model

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

    A. Sponsor

    B. Business Analyst

    C. IT Consultant

    D. Business Actor

Answers

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

Explanations

1. Where would you expect the change Sponsor to be located on a Power/Interest Grid?

A. Low / Low

B. Low / High

C. High / Low

D. High / High

The change Sponsor is typically positioned in the High/High quadrant of the Power/Interest Grid, indicating that they hold significant power and interest in the project. This is crucial because the role of a change Sponsor is to champion the change initiative, providing necessary resources, support, and direction. Their high level of interest ensures they are actively engaged in the project, monitoring its progress and addressing any challenges that arise. Additionally, having power allows the change Sponsor to influence stakeholders, align resources, and facilitate decisions that drive the change forward. Their commitment not only promotes the initiative within the organization but also motivates other stakeholders to get involved and support the transition. Being at the intersection of high power and high interest means that they are a key player in guiding the change and ensuring its success, ultimately playing a pivotal role in achieving the desired outcomes of the initiative.

2. Which of the following is a characteristic of parallel running?

A. Implementation costs are minimized.

B. The risk of service interruption is increased.

C. Business acceptance testing is no longer required.

D. Transactions have to be entered into two systems.

Parallel running is a method often used during system implementation where both the old and new systems operate simultaneously for a period of time. This approach allows organizations to measure and compare the performance of the new system against the existing one. A key characteristic of parallel running is that transactions must be entered into both systems, which ensures that accurate data is maintained across both platforms during the transition period. By doing this, organizations can verify that the new system is functioning correctly and that it can handle all transactions as expected before completely phasing out the old system. This method helps to mitigate risks associated with the deployment of new systems, particularly in terms of continuity of service, as it provides a fallback option should issues arise with the new system. The dual entry of transactions allows for verification and validation of the new system through direct comparison with the outcomes from the old system. In contrast, minimizing implementation costs, increasing service interruption risk, and bypassing business acceptance testing are not inherent traits of parallel running, making those options less suitable in this context.

3. What does a Business Readiness Assessment systematically analyze?

A. The ability to align Business and IT Strategy

B. The ability to support the adoption of a proposal

C. The ability to undertake a transformation process or change

D. The ability to prevail in its business domain

A Business Readiness Assessment systematically analyzes the organization's ability to undertake a transformation process or change. This assessment is crucial because it evaluates various factors that impact how prepared an organization is to implement changes or transformations effectively.   By focusing on this aspect, the assessment looks at readiness indicators such as organizational culture, stakeholder engagement, systems and processes, resource availability, and potential risks that might hinder the success of the change initiative. It helps determine whether the organization has the necessary infrastructure and support mechanisms in place to absorb and sustain the proposed changes. In contrast, while the other options touch on relevant themes, they do not accurately represent the specific focus of a Business Readiness Assessment. Alignment of Business and IT Strategy relates more to strategic governance and planning. Supporting the adoption of a proposal pertains to change management practices, whereas prevailing in a business domain refers to broader competitive capabilities rather than readiness for specific change initiatives.

4. Which of the following is incorrect in relation to writing a business case?

A. The Management Summary should be completed first as it serves as the structure

B. The Current Situation can be kept short unless there is something unexpected to say

C. The Options Considered should include the reasons why the option was not recommended

D. The Appendices should include more detailed information references in the Business Case.

The rationale for why the management summary should be the first section completed is tied to its role as a concise overview of the entire business case. It synthesizes key information and sets the stage for the reader, summarizing the purpose, benefits, and essential points of the business case. While it serves as a structural guideline, drafting it before completing the rest of the case may limit its effectiveness since the details needed to inform the summary might not yet be fully developed. In contrast, the current situation can indeed be kept concise unless there are unexpected developments that necessitate a more elaborate explanation. This helps maintain focus in the document, providing just enough context without overwhelming the reader with unnecessary information. When it comes to the options considered, it is important to include the reasons why some options were not recommended. This transparency allows stakeholders to understand the decision-making process and the rationale behind selecting a particular course of action, thereby enhancing the credibility of the business case. Lastly, including detailed information in the appendices is a best practice as it supports the main content without cluttering it. This way, stakeholders can refer to additional materials as needed without detracting from the main arguments and points presented in the business case itself.

5. Which of the following is a type of Intangible Resource?

A. Know how

B. Intellectual Property

C. Length of Service

D. Information

The concept of intangible resources encompasses assets that cannot be physically touched or quantified in the same way as tangible assets like machinery or buildings. Intangible resources play a critical role in providing organizations with competitive advantages, enhancing innovation, and driving business value.   "Know how" refers to the skills, expertise, and specific knowledge that individuals within an organization possess, making it an essential intangible resource. This type of resource is foundational for effective problem-solving and decision-making, which can lead to improved operational efficiencies and the development of unique offerings in the marketplace.   Intellectual Property also qualifies as an intangible resource because it represents creations of the mind, but the focus on "know how" specifically emphasizes the skills and practical knowledge that contribute directly to a company's operations. Length of Service typically pertains to a measurable experience metric within an organization but does not constitute a resource in the same sense as "know how", which embodies critical capabilities. Information, while valuable, is often categorized as a management resource rather than an intangible capability, as it usually has a specific context of use that relates to decision-making processes rather than being a personal or organizational skill set. Thus, "know how" is recognized as an intangible resource because it embodies the collective competencies that enable organizations to operate effectively and

6. Who developed the concept of Force Field Analysis?

A. A. Handy

B. B. Schien

C. C. Kotter

D. D. Lewin

Force Field Analysis is a model developed by Kurt Lewin, a prominent psychologist, as a means to facilitate organizational change and decision-making processes. This approach identifies and evaluates the driving forces that promote change and the restraining forces that hinder it. The model operates on the premise that for change to be successful, the forces supporting change must outweigh those opposing it.   In utilizing Force Field Analysis, organizations can visualize the dynamics at play in their current state and better understand the complexities involved in initiating change. This tool is highly valuable in business change practice as it helps leaders and teams to strategize effectively, making informed decisions based on a balanced assessment of the forces affecting their situation.   The other figures mentioned, while influential in the fields of management and organizational development, are not associated with the development of Force Field Analysis specifically, which underscores the significance of Lewin's contribution in this context.

7. What are the four stages of option identification?

A. Identify, Evaluate, Shortlist, Decide

B. Analyse, Define, Decide, Implement

C. Identify, Shortlist, Evaluate, Take Forward

D. Analyse, Define, Shortlist, Take Forward

The correct sequence of the four stages of option identification is the process that ensures a structured approach to generating and selecting viable options for a business change initiative. In this context, the stages involve: 1. **Identify**: This is the initial phase where various potential options are generated to address a specific business need or problem. It requires creativity and broad thinking to ensure that a wide range of possibilities is considered. 2. **Shortlist**: After identifying numerous potential options, the next step is to filter these options down to a manageable number. This step involves assessing feasibility and relevance to the business objectives, ensuring that only the most promising options move forward in the process. 3. **Evaluate**: In this stage, the shortlisted options are rigorously assessed against defined criteria such as costs, benefits, risks, and alignment with strategic goals. This is a critical step to ensure that the chosen options have the potential to deliver the desired outcomes. 4. **Take Forward**: Finally, the most viable options are selected for further development or implementation. This stage emphasizes the importance of making informed decisions based on the evaluations carried out previously. This structured approach is essential in managing business changes effectively, as it allows organizations to explore various options systematically and ensures that decision-making

8. Which of the following represents a functional requirement?

A. The system must allow the user to amend customer details

B. The system must be password protected

C. The system must comply with the Data Protection Act

D. The system must output all reports within five minutes

A functional requirement specifies what a system should do, focusing on the behaviors, functions, and capabilities that the system must deliver to users. The statement that the system must allow users to amend customer details clearly outlines a specific functionality that the system needs to provide. It emphasizes an action that users can perform, which directly relates to the core operations of the system regarding customer information management. In contrast, the other options cover different aspects. For example, stating that the system must be password protected pertains to a security requirement rather than a functional one; it ensures only authorized users can access the system but does not describe a specific function or behavior of the system. Similarly, compliance with the Data Protection Act is focused on legal and regulatory standards, while the requirement of outputting reports within five minutes relates to performance criteria rather than defining what specific actions the system must support. Thus, option A stands out as the best example of a functional requirement since it describes a particular functionality of the system.

9. Which of the following is correct in relation to the People aspect of the POPIT model?

A. It includes a consideration of people's skills

B. It includes a consideration of staff development, motivation and reward

C. It is considered to be at the heart of the model when delivering change

D. It includes aspects of McKinsey's 7's model

The correct response highlights that the People aspect of the POPIT model encompasses elements derived from other well-established frameworks, such as McKinsey's 7S model, which emphasizes the importance of shared values, skills, style, staff, systems, strategy, and structure within an organization. Understanding how these interconnected elements influence people within an organizational context is crucial when implementing change. The focus on the People aspect in the POPIT model recognizes that effective change hinges not just on processes and technology, but significantly on the human elements involved. The inclusion of aspects from McKinsey's 7S model further reinforces this idea by providing a broader, more integrated view of how people interact with various organizational elements. This illustrates that successful change requires consideration of both the individual skills and the deeper cultural and structural factors that shape an organization's dynamics. The other choices, while relevant to the concept of change management and the importance of people within that context, do not encapsulate the comprehensive integration provided by referencing McKinsey's framework. Thus, this highlights that the People aspect is fundamental not just in isolation, but as part of a more extensive interrelationship with other organizational components.

10. 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.

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!