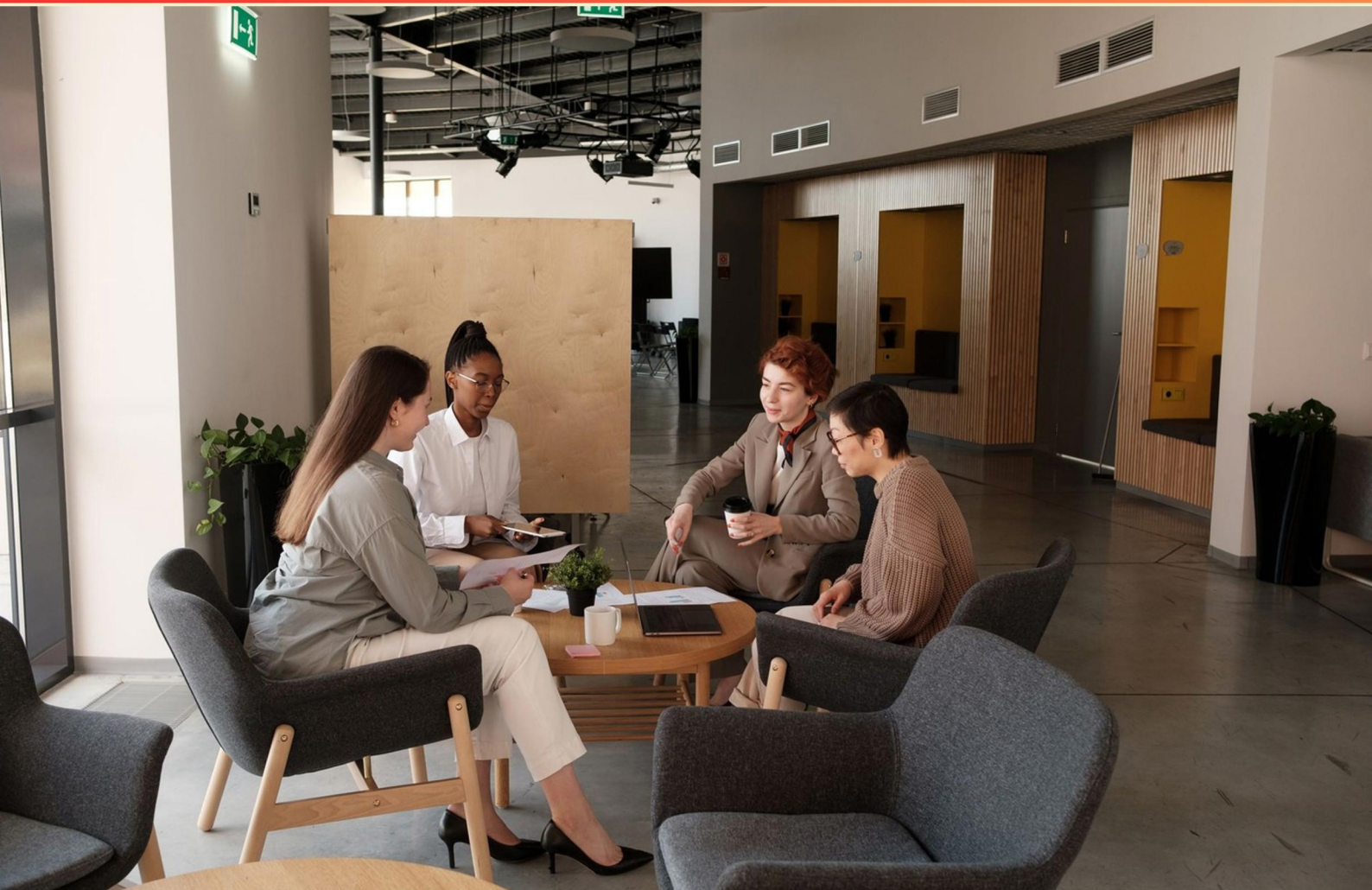


BCS FOUNDATION CERTIFICATE IN BUSINESS CHANGE PRACTICE EXAM (SAMPLE) STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

VISIT US ONLINE FOR
THE FULL VERSION STUDY GUIDE

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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. 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

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1. Which of the following is a characteristic of data that supports operational decisions?

- A. It is produced internally within the organisation.
- B. It is derived from publicly available external sources.
- C. It is in a consolidated, summarised format.
- D. It records tacit information which is difficult to identify.

2. A Business Actor must be able to:

- A. Manage the achievement of the business case
- B. Analyse and model business requirements
- C. Represent the interests of the entire group of business users
- D. Provide information about the business domain

3. Who developed the concept of Force Field Analysis?

- A. A. Handy
- B. B. Schien
- C. C. Kotter
- D. D. Lewin

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

- A. Localised Exploitation
- B. Integral Integration
- C. Business Process Redesign
- D. Business Network Redesign

5. Which of the following are techniques for analysing the root cause of a problem or situation?

- A. Fishbone Diagrams
- B. Hothousing
- C. Rich Pictures
- D. Mind Maps

- 6. Which of the following are recognized organizational structures?**
- A. Tall
 - B. Short
 - C. Geographical
 - D. Product Based
- 7. In the context of business change, what does stakeholder engagement primarily focus on?**
- A. Minimizing opposition to change
 - B. Maximizing communication with external investors
 - C. Encouraging collaborative input from those affected by change
 - D. Establishing a strong hierarchy within teams
- 8. Which represents the second phase of Kotter's 8 Steps of Change model?**
- A. Communicate the vision
 - B. Create quick wins
 - C. Build on the change
 - D. Empower action
- 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. In which of the following lists are all three techniques used to document the outcomes of a workshop?**
- A. A. Use case diagram, task scenario, process model
 - B. B. Brainstorming, brainwriting, round robin
 - C. C. Interviewing, questionnaires, observation
 - D. D. Document analysis, meeting record, stepwise refinement

Answers

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

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Explanations

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1. Which of the following is a characteristic of data that supports operational decisions?

- A. It is produced internally within the organisation.**
- B. It is derived from publicly available external sources.
- C. It is in a consolidated, summarised format.
- D. It records tacit information which is difficult to identify.

Data that supports operational decisions is often characterized by its direct applicability to an organization's internal processes and routines. When data is produced internally, it reflects the specific operations, trends, and activities of the organization itself, making it highly relevant for day-to-day decision-making. Operational decisions typically require real-time or near-real-time data that provides insight into daily activities, resource allocations, performance metrics, and immediate issues that need addressing. Internal data is usually more accurate for these purposes as it is collected directly from the organization's systems and operations, offering a precise picture of the current state of affairs. In contrast, data derived from publicly available external sources may not align closely with the unique operational context of the organization. Additionally, data that is in a consolidated or summarised format is more suited for strategic decision-making, as it provides an overview rather than specific operational details. Finally, tacit information, which is often subjective and difficult to identify, may not be effectively captured in structured data that supports clear operational decisions. Therefore, the focus on internally produced data underscores its significance and alignment with operational needs.

2. A Business Actor must be able to:

- A. Manage the achievement of the business case
- B. Analyse and model business requirements
- C. Represent the interests of the entire group of business users**
- D. Provide information about the business domain

The role of a Business Actor is primarily about advocacy and representation within the context of business change. Being able to represent the interests of the entire group of business users is crucial because it ensures that the diverse needs, concerns, and goals of various stakeholders are acknowledged and addressed in the decision-making process. This representation facilitates effective communication between business users and other stakeholders, ensuring that the final outcomes reflect the collective interests of the group. In contrast, managing the achievement of the business case and analysing and modeling business requirements focus more on operational aspects and technical execution rather than on advocacy and engaging with different user groups. Providing information about the business domain pertains more to the knowledge sharing aspect, which, while important, does not encompass the broader responsibility of ensuring that all user perspectives are considered in business decisions. Thus, representing the interests of the entire group is a fundamental aspect of a Business Actor's responsibilities.

3. 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.

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

- A. Localised Exploitation
- B. Integral Integration
- C. Business Process Redesign
- D. Business Network Redesign**

Venkatraman's IT-enabled business change model outlines various levels of how organizations can leverage information technology to impact their business processes and structures. The correct identification of 'Business Network Redesign' highlights a significant evolution within this model. This choice embodies a comprehensive approach wherein organizations not only alter their internal processes but also rethink the way they collaborate and engage with external partners, suppliers, and customers. It signifies a shift towards more integrated and interconnected systems that facilitate not just operational efficiency but also value co-creation across the entire business ecosystem. In essence, Business Network Redesign represents a deep transformation in the way business transactions and interactions take place, enabled through advancements in IT. The other options, while relevant to aspects of business change, reflect different levels or facets within the overall framework. Localized Exploitation involves optimizing existing processes within a limited scope, Integral Integration focuses on more cohesive internal processes, and Business Process Redesign is concerned with reengineering specific workflows. Each of these plays a role in business change, but none captures the broader transformational vision encapsulated by Business Network Redesign as articulated in Venkatraman's model.

5. Which of the following are techniques for analysing the root cause of a problem or situation?

- A. Fishbone Diagrams
- B. Hothousing
- C. Rich Pictures
- D. Mind Maps**

The chosen answer, Mind Maps, is recognized for their utility in problem analysis, especially in organizing thoughts and visualizing relationships between different ideas or concepts. Mind Maps allow individuals or teams to break down complex problems into smaller, more manageable components. This technique aids in identifying potential root causes by visually categorizing various aspects related to the issue at hand, facilitating a more profound understanding of the problem's structure and underlying factors. Fishbone Diagrams, on the other hand, are also a well-known method for root cause analysis. They help in systematically identifying the various causes of a problem by categorizing potential sources of issues, typically into four categories: people, processes, equipment, and materials. Hothousing, while beneficial for generating ideas quickly in a collaborative environment, is less focused on analyzing root causes. It typically emphasizes rapid brainstorming to foster innovation rather than methodically dissecting a problem's origins. Rich Pictures serve as a qualitative tool to visually represent complex situations and stakeholder views but do not directly analyze root causes in the same rigorous way as Mind Maps or Fishbone Diagrams. Therefore, although Mind Maps have their strengths, the selection may not encompass the best choice overall for root cause analysis, where techniques like Fishbone Diagrams are more aligned with

6. Which of the following are recognized organizational structures?

- A. Tall
- B. Short**
- C. Geographical
- D. Product Based

The correct answer encompasses various recognized organizational structures that help define how an organization is arranged to manage its operations and resources effectively. While the term "short" isn't typically recognized as a formal organizational structure, the other choices you did not select—such as tall, geographical, and product-based—are indeed established frameworks. A "tall" organizational structure refers to a hierarchical setup where there are many levels of management between the top leaders and the frontline employees. This structure can lead to narrow spans of control but may result in increased bureaucracy and slower decision-making processes. "Geographical" structures organize a company based on different locations, facilitating management that is tailored to the regional markets, cultures, and operational needs. This structure is especially useful for multinational companies needing localized strategies. "Product-based" structures focus on different product lines. Each product may have its own dedicated teams for marketing, sales, and production, which can lead to enhanced focus and expertise in managing individual products. Understanding these structures is crucial, as they directly impact communication, management style, and operational efficiency within an organization.

7. In the context of business change, what does stakeholder engagement primarily focus on?

- A. Minimizing opposition to change
- B. Maximizing communication with external investors
- C. Encouraging collaborative input from those affected by change**
- D. Establishing a strong hierarchy within teams

Stakeholder engagement primarily focuses on encouraging collaborative input from those affected by change because it ensures that the perspectives, concerns, and insights of various stakeholders are taken into consideration during the change process. By actively involving stakeholders—such as employees, customers, suppliers, and management—organizations can create a more inclusive environment that promotes understanding and buy-in. This collaboration not only helps identify potential issues and resistance early on but also encourages a sense of ownership and commitment to the change. Inclusive stakeholder engagement fosters better decision-making, as a diverse range of viewpoints can lead to more innovative solutions and approaches. Additionally, by valuing the input of those impacted by the change, organizations can build trust and facilitate smoother transitions, ultimately leading to more successful change initiatives. In contrast, focusing solely on minimizing opposition to change or maximizing communication with external investors may overlook the vital contributions and needs of internal stakeholders. Establishing a strong hierarchy within teams is less about engagement and more about structure, which does not directly facilitate the collaborative input necessary for effective stakeholder involvement.

8. Which represents the second phase of Kotter's 8 Steps of Change model?

- A. Communicate the vision
- B. Create quick wins**
- C. Build on the change
- D. Empower action

In Kotter's 8 Steps of Change model, the second phase is focused on empowering action among employees and stakeholders to facilitate the necessary changes. This step emphasizes removing obstacles and enabling people to take action towards the vision of change. It is crucial to encourage and support individuals to act on the changes, as this helps to build momentum and fosters a culture where change is seen as possible and achievable. Strong leadership and organizational support are essential in this phase to ensure that those involved feel empowered to take initiative and contribute positively to the change process. Empowering action ultimately helps to lay the groundwork for further implementation of change initiatives, thereby reinforcing commitment to the overall vision.

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. In which of the following lists are all three techniques used to document the outcomes of a workshop?

- A. A. Use case diagram, task scenario, process model**
- B. B. Brainstorming, brainwriting, round robin
- C. C. Interviewing, questionnaires, observation
- D. D. Document analysis, meeting record, stepwise refinement

The correct choice highlights specific techniques that are commonly employed to capture and document the outcomes of a workshop effectively. Use case diagrams help visualize the functional requirements and interactions between users and a system, providing clarity on the end-user experience. Task scenarios describe how users will achieve goals within the system's context, which aids in understanding user needs and workflows. Process models depict the flow of activities or information within a process, serving as a useful tool to outline operational sequences and interdependencies. Together, these techniques offer a comprehensive framework for documenting the outcomes of workshops by focusing on user interactions, scenarios, and processes, ensuring that all key aspects of the workshop discussions and decisions are accurately captured and represented. This structured approach is essential for translating workshop inputs into actionable documentation for project development and implementation.

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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