BCS Professional Certificate in Stakeholder Engagement v3.0

Specimen Paper

Record your surname / last / family name and initials on the answer sheet.

Sample paper only 20 multiple choice questions – 1 mark awarded to each question.
There are no trick questions.
Multiple-choice questions allow only one correct answer to be selected for 1 mark.

A number of possible answers are given for each question, indicated by either **A B C or D**. Your answers should be clearly indicated on the answer sheet.

Pass mark is 13/20

Time allowed 45 minutes

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This professional certification is not regulated by the following United Kingdom Regulators
- Ofqual, Qualifications in Wales, CCEA or SQA

1   A stakeholder has been invited to a workshop and the business analyst has asked them to take notes during the workshop, as they volunteered to do this during their last conversation.

    Which of the following roles has this stakeholder volunteered to perform?

    A   Facilitator.
    B   Scribe.
    C   Participant.
    D   Chair.

2   A business analyst is planning a workshop to understand the 'as is' process for their project.

    Which of the following steps would the business analyst include in this planning stage?

    A   Select participants and identify and book venue.
    B   Select participants and confirm objectives.
    C   Identify and book venue and set ground rules.
    D   Confirm objectives and set ground rules.

3   According to Mehrabian's survey on communication feelings and attitudes, which of the following is in the correct order of impact (highest impact to lowest impact)?

    A   Body language, tone of voice, words.
    B   Tone of voice, words, body language.
    C   Words, body language, tone of voice.
    D   Tone of voice, body language, words.

4 A business analyst has started work on a project where her stakeholders are all remote and geographically dispersed. She needs to ensure she starts to build relationships that will achieve her first objective of achieving consensus on the way forward for the project. Her first thought is to book calls with the stakeholders so she can begin to understand them and gain insights into their views.

Which of the following actions would help the business analyst to build rapport during these sessions?

A Avoid eye contact.
B Mirror the other person's actions on the screen.
C Interrupt when the other person is speaking.
D Avoid using the same phrases as the other person.

5 A project manager and a business analyst are working on a project to deliver a new software application for a veterinary practice. The project manager wants to progress the selection and implementation of the software application, while the business analyst has stated a preference for defining clear requirements before the software application is selected.

Which of the following approaches should the business analyst adopt to help overcome the conflict with the project manager?

A Agree with the project manager that the immediate action should be to select the software.
B Advise the project manager that selecting the software at this stage is inadvisable and request removal from the project.
C Request a meeting with the project manager to discuss interests and priorities regarding the project.
D Encourage the project manager to evaluate the software applications available while continuing to elicit the requirements.

6   A project to deliver a new mobile application has two stakeholders who constantly disagree about the proposed solution. The project needs there to be consensus among all stakeholders to ensure the planned benefits can be achieved.

According to the Thomas Kilmann Conflict model, which of the following modes of conflict management should the business analyst recommend that the stakeholders adopt to resolve this situation?

A   Avoiding.
B   Collaborating.
C   Accommodating.
D   Competing.

7   Due to a role change, the business analyst on a website redevelopment project has been introduced to a new stakeholder. The stakeholder's role is to represent the internal users of the new website as they are very concerned about how easy it is to use. However, the sponsor of the project has made it very clear that the timescale for delivering the new website has a higher priority than ease of use. This has led to the new stakeholder becoming frustrated with his inability to influence the project.

According to the Power/Interest Grid, which of the following strategies should the business analyst employ with the new stakeholder?

A   Keep satisfied.
B   Constant active management.
C   Watch.
D   Keep informed.

8   What is the element in a CATWOE analysis that would enable a business analyst to understand a stakeholder's beliefs about the organisation and why it exists?

A   Transformation.
B   Actor.
C   Worldview.
D   Environment.

9   A high-priority and impactful legislation change is underway at Money Bank Ltd. The business analyst working on the change project is aware that large fines may be levied if the organisation fails to deliver the changes successfully. However, he is finding the powerful conflicting voices of some of the senior stakeholders difficult to manage.

Which of the following actions should the business analyst take to establish stakeholder salience and decide the level of attention to give each stakeholder?

A   Analyse the power, legitimacy and urgency of each stakeholder.
B   Analyse each stakeholder's world view.
C   Analyse each stakeholder's level of interest in the change project.
D   Analyse each stakeholder's preferred conflict position.

10   A digital media company has decided to change their office space from individual offices and partitioned desks into a more open plan, modern workspace.

Which of the following communication barriers is this strategy addressing?

A   Psychological barriers.
B   Physical barriers.
C   Environmental barriers.
D   Semantic barriers.

11   The sponsor of a project wants to come up with some options for a new flavour of crisps for Crispco Ltd but has run into some challenges with the project stakeholders. She has identified a flavour that she thinks will be popular (chocolate and chilli) and has told the new business analyst that the ideas raised by other members of the team are not workable. She's already talked to most of them individually and, while they have each tried to explain their ideas, they have been concerned that she has not been listening and has seemed more concerned with gaining their agreement about her flavour suggestion and ignoring any alternative ideas.

Which of the following unhelpful listening behaviours are being shown here by the sponsor?

A   Being right and filtering.
B   Being right and derailing.
C   Filtering and rehearsing.

D Filtering and mind reading.

12 When planning a workshop with a new project team, the business analyst knows that some of the team haven't yet met so are unfamiliar with each other and the ways of working.

What stage of Tuckman's group development model are this team at?

A Forming.
B Storming.
C Norming.
D Performing.

13 An identified user of a proposed new piece of software has been invited to a workshop to try some new ideas and learn about using a new app. The user has asked if there is any guidance documentation they can review and consider in advance of the discussion.

Which of the following learning styles is this user adopting?

A Activist.
B Pragmatist.
C Theorist.
D Reflector.

14 Sam is a senior business analyst who wants to recruit a junior business analyst. He has received several job applications from applicants with an age range of between 18 and 50. Sam has reviewed the applications and ensured age is not a factor as he wants to treat the applicants fairly and give the job to the most suitable applicant.

Which of the following is Sam demonstrating in this scenario?

A Inclusion.
B Diversity.
C Trust.
D Equality.

15 Which of the following is **NOT** a step in the communication process?

    A Encode the message.
    B Transmit the message.
    C Accept the message.
    D Decode the message.

16 The sponsor of a project to purchase a new Customer Management System is negotiating with the supplier of the system. He knows the supplier is a small organisation and this sale could mean the continuation of the development of their platform. A failure to complete the sale would result in a need to reduce the size of the company and delay any development projects. However, the sponsor is concerned only with the need to purchase the software for the best price and has researched the data relating to alternative systems, and the prices charged, intensively.

Which of the following negotiation behaviours is the sponsor displaying?

    A Integrative.
    B Compromising.
    C Distributive.
    D Hard ball.

17 A business analyst is working on a business case that will include the objectives of a project to replace an outdated paper-based solution for a membership application. She has had to work towards achieving an outcome that would be positive for all parties so would give the business case the best chance of approval. She is currently conducting collaborative discussions to understand the outcomes desired by the various parties.

Which of the following steps of principled negotiation is she currently working through?

    A People.
    B Interests.
    C Options.
    D Criteria.

18 Which of the following describes the purpose of forming a BATNA when negotiating?

    A To ensure there is a fallback position if an agreement cannot be reached.
    B To support an agreement that has been reached.
    C To exclude any consideration of other assets if an agreement cannot be reached.
    D To show the best-case scenario if an agreement can be reached.

19 Which of the following would be categorised as a short-term controllable expectation creator?

    A First impressions.
    B Brand and reputation.
    C Customer preferences.
    D Negative information.

20 Which of the following statements is true in relation to the process for managing customer expectations?

    A The 'discover' stage of the process is to calibrate the expectation.
    B The 'analyse' stage of the process is to look at containment strategies.
    C The 'discover' stage of the process is to analyse the source of the expectations.
    D The 'manage' stage is to find out whether the expectations come from a supplier or competitor.

End of Paper

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Answer Key

Question	Answer
1	B
2	A
3	A
4	B
5	C
6	B
7	D
8	C
9	A
10	B
11	A
12	A
13	D
14	D
15	C
16	C
17	B
18	A
19	A
20	C