

# BCS Professional Certificate in Benefits Planning and Realisation

## Specimen Paper A

Record your surname/last/family name and initials on the Answer Sheet.

**Specimen paper only. 7 multiple-choice questions** – 2 marks awarded to each question. Mark only one answer to each question.

There are no trick questions.

Pass mark is 26/40 for exam paper.

A number of possible answers are given for each question, indicated by either **A. B. C. or D.**

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## Scenario One

SDLC Council is proposing to close a community centre based in a former factory. It intends to sell this community centre for housing development and build a new community centre on land that it owns just over a mile from the current centre. The Council has identified income from the sale of the community centre and an improved meeting and learning environment as important benefits of the proposal.

The various groups that use the current community centre acknowledge that there will be benefits from moving to the new centre but they are concerned about the longer journeys that many of their participants will have to make. The proposed new centre is on the periphery of the community it serves, while the current centre is in the middle. They are also concerned that rental charges for using the centre will also increase, making the centre uneconomic for them to use.

The council is currently working with the user groups of the community centre to understand and resolve their concerns. It has already abandoned its original timescales for the closure of the current centre, allowing for a longer period of consultation about the user's concerns.

1 How would the benefit 'improve meeting and learning environment' be classified?

- A As a financial benefit.
- B As a quantifiable benefit.
- C As a measurable benefit.
- D As an observable benefit.

2 How would the current users of the education centre be classified?

- A Net benefits (Low changes required / high benefits).
- B Benefits but... (High changes required / high benefits).
- C Few benefits but... (Low changes required / low benefits).
- D Net dis-benefit (High changes required/ low benefits).

3 Which of the following costs **SHOULD** be included in the financial Business Case for the project?

- A The cost of building the new centre.
- B The cost of longer journeys for centre users.
- C The cost of full-time council staff working on the project.
- D The cost of knocking down the current community centre.

4 What management change approach is being used in this project?

- A Top-down.
- B Coalition.
- C Negotiation.
- D Participative.

## Scenario Two

K&C Co launched a customer focus initiative project one year ago to respond to trends in consumer expectations and customer behaviour. The company has life-cycle approach to benefit management, led by business owners. This approach includes a comprehensive benefit review process.

At a recent post-implementation benefits review meeting a number of benefits included in the customer focus initiative project were discussed. The benefit of 'reduce customer waiting time' at check-out tills had not been achieved and the reasons for this were identified and documented. However, recent customer loyalty initiatives had not only increased customer satisfaction but also delivered the unanticipated benefit of greater brand recognition.

The Marketing Manager, Richard Sharp, was identified as the person to blame for the failure of achieving the benefit 'reduce conventional advertising costs'. The benefit review participants felt that he was out of touch with marketing trends and too conciliatory when negotiating advertising contracts with advertisers.

There was also some feeling that all stakeholders had not been adequately informed about the progress of the customer focus initiative project. Lessons learnt in this area were agreed and documented.

- 5 At what level of organisational success and practice maturity is K&C?
- A Unsuccessful.
  - B Moderately successful.
  - C Successful.
  - D Highly successful.

- 6 What **SHOULD NOT** have been discussed at the post-implementation benefits review meeting?
- A Whether the benefit 'reduce customer waiting time' had not been achieved.
  - B Why the benefit 'increase customer satisfaction' had been achieved.
  - C Who was to blame for the benefit 'reduce conventional advertising costs' not being achieved.
  - D Why the unanticipated benefit 'increased brand recognition' had been achieved.
- 7 What are dis-benefits?
- A Negative cash flows during the project.
  - B Benefits that have high associated costs.
  - C Projects with a negative Net Present Value.
  - D Negative impacts on particular stakeholders.

**-End of Paper-**