



A4Q Service Design Consultancy

MOCK EXAM
Questions with Answers

Released 2023



Copyright Notice

All contents of this work, in particular texts and graphics, are protected by copyright. The use and exploitation of the work is exclusively the responsibility of the A4Q.

In particular, the copying or duplication of the work but also parts of this work is prohibited.

The A4Q reserves civil and penal consequences in case of infringement.

Revision History

Version	Date	Remark
V 1.0	30.11.2023	Release Version

Table of Contents

Copyright Notice.....	1
Table of Contents	2
Sample Questions with Answers	3

Sample Questions with Answers

LO1.1.2

Q1. A service design consultant has been engaged by a manufacturing company to investigate the services offered by its people, processes and information. Which of the following is the reason for engaging this consultant?

- A. To improve productivity when the goods are being built and delivered
- B. To ensure value is being delivered to shareholders of the organisation
- C. To enhance customers' experiences when engaging with the organisation
- D. To align the working practices with the regulatory framework governing manufacturing

LO1.1.2

Q2. Which of the following is NOT a key concept that underlies service design?

- A. Services are designed holistically
- B. Services are designed independently from stakeholders
- C. Services are designed iteratively
- D. Services are designed based on comprehensive investigation

LO1.1.3

Q3. When conducting a Service Design consultancy assignment, which of the following should the consultant maintain awareness of?

- A. The trends, impacts and relationships within the organisations ecosystem
- B. The employees' view of the organisation
- C. The strategic vision, mission objectives and priorities of competitor organisations
- D. The suppliers view of the organisation

LO1.1.4

Q4. A local charity shop has reopened following redecoration but is opening at 10am rather than continuing with the previous 9am opening time. The volunteers who work in the shop have reported that very few people bring donations or wish to make purchases before 10am so they aren't needed until that time. The shop manager has been struggling to cover all of the opening hours with a small team of volunteers so has decided that this change will help the organisation without impacting customers. Which of the following is the main driver for making this change?

- A. Productivity and efficiency requirements
- B. Regulation and compliance
- C. Product and service innovation
- D. Customer expectations and requirements

LO1.2.1

Q5. Alex is a newly appointed Service Design Consultant who works for a national builder. They have been tasked with:

- Understanding the views and expectations of house buyers.
- Researching and understanding the cause of quality issues associated with the completion of building work.

Which of the following core services should they offer?

- A. Service deployment and CX analysis
- B. Situation investigation and Service definition
- C. CX analysis and Service experimentation
- D. CX analysis and Situation investigation

LO1.2.3

Q6. Which of the following is an aspect of a Design Thinking Mindset?

- A. Assertiveness
- B. Creativity
- C. Logical Thinking
- D. Product Focus

LO2.2.1

Q7. Almeda is drafting a post to be used on social media. The post states that 'Inclusive design considers specific qualities that make a service available to all customers. It should consider all aspects of human diversity.'

Which hashtags best describe the subjects referred to within the post?

- A. #Inclusivity #Experience
- B. #Inclusivity #Accessibility
- C. #Diversity #CX
- D. #Uniqueness #Design

LO2.2.2

Q8. Which of the following techniques can be used to model a target customer base and ensure that the needs of those who have different levels of difficulty in accessing a service are considered?

- A. MANDACT
- B. POPIT™
- C. Cynefin
- D. Diversity Pyramid

LO2.3

Q9. Which of the following is a key service design considerations relative to Security and Privacy?

- A. Data must not be deleted
- B. Data must be used responsibly
- C. Data must be accessible to employees
- D. Data must align with marketing requirements

LO2.4.2

Q10. Which TWO of the following could be included in a company's strategy for sustainability?

- A. Regular review of and improvement of capacity planning
- B. Frequent replacement of all personal computers with updated models
- C. Ensure the rapid deployment of new hardware technologies
- D. Extending the life of existing assets

LO3.1

Q11. Simran is a service design consultant with several years' experience. She has been asked to take on a contract for a large, global firm and has decided to use the MANDACT model to qualify the opportunity. Simran is worried she does not have enough experience to meet the stakeholder's needs. Her previous contracts have been with much smaller companies and she feels someone else, with more experience, may be better suited for this particular job. Which of the following elements of the MANDACT model is causing Simran concern?

- A. Ability
- B. Timing
- C. Authority
- D. Need

LO3.2.2

Q12. When using OSCAR to create a Terms of Reference, which of the following is NOT part of the framework?

- A. Constraints
- B. Assumptions
- C. Resources
- D. Objectives

LO3.4.1

Q13. Chris works for a micro-brewery that is looking to expand its sales across the country. He has been asked to assess the feasibility of this expansion proposal but is concerned that the sponsor does not have confidence in his ability to carry out this work. Chris has scheduled his first meeting with the sponsor to discuss his experience and approach.

Which of the following should Chris do to make a good first impression with the sponsor?

- A. Mirror the sponsor's body language
- B. Explain his experience in assessing feasibility
- C. Arrive prepared for the meeting
- D. Be positive about his proposed approach

LO3.4.2

Q14. Which of the following is **NOT** a technique for building rapport?

- A. Maintain eye contact
- B. Remain neutral
- C. Adopt similar speech patterns
- D. Remove threat

LO3.5.1

Q15. Manuel has recently joined a large law firm as a Service Design Consultant. He is nervous about his first assignment, a process improvement project, which has been sponsored by one of the firm's directors. Manuel has had limited interaction with the director but is keen for the director to like him as this will help them build a good working relationship.

Which of the following is the Goal of Influencing that Manuel is focused on?

- A. Accuracy
- B. Maintaining a positive self-concept
- C. Affiliation
- D. Building and maintaining rapport

LO3.6.1

Q16. Which of the following describes how to engage a stakeholder with high power and low interest?

- A. Regularly engage, manage closely
- B. Actively consult, keep satisfied
- C. Maintain interest, keep informed
- D. Keep informed, monitor

LO3.6.3

Q17. A large cosmetic manufacturer is launching a new premium brand in a major high street chemist. Sophie has been assigned to the project, primarily to deal with stakeholders and their expectations of the brand launch. Which of the following is a NOT a key technique that Sophie would use to manage expectations?

- A. Escalation to Change
- B. Containment
- C. Escalation to Conflict
- D. Take Control

LO3.7.2

Q18. Which of the following is the primary human emotion that is concerned with reminding us of what's important?

- A. Joy
- B. Anticipation
- C. Surprise
- D. Honesty

LO4.1

Q19. A retail organisation has experienced falling sales so have decided to revisit the VMOST defined by the Executive Board for the organisation. While analysing the VMOST, the Board members have identified issues with the description of what the organisation does and the definition of the long-term approach to achieve this. As a result, they have decided to ask a Service Design Consultant to analyse and revise these elements.

Which of the following VMOST elements has the Service Design Consultant been asked to review?

- A. The Vision and Mission
- B. The Strategy and Tactics
- C. The Mission and Strategy
- D. The Vision and Objectives

LO4.2.1

Q20. An organisation has defined a goal and 3 measures that will be used to track progress towards completion of the goal. Which of the following has the organisation defined?

- A. A Balanced Score Card element and Lagging Measures
- B. A Critical Success Factor and Key Performance Indicators
- C. A Mission and Measurable Targets
- D. An Objective and Key Results

LO4.2.3

Q21. Which of the following Balanced Scorecard dimensions would have metrics that concern both efficiency and time?

- A. Financial
- B. Learning and Growth
- C. Internal Business Processes
- D. Customer

LO4.3.1

Q22.

Tim has been asked to create a Service Value Proposition for his company, which is a national printing firm. Which TWO of the following key elements must Tim include in the Service Value Proposition?

- A. The number of employees working to create the print products
- B. The quality of the paper used and the print products
- C. The cost of the paper used to create the print products
- D. The price charged for each print product

LO4.4.1

Q23. A service design consultant works for a multi-national organisation so engages with colleagues and suppliers in many countries. Which of the following would help the Service Design Consultant compare the features and concerns of one country with others?

- A. Cynefin
- B. Rich Picture
- C. MECE
- D. Culture Scales

LO4.4.2

Q24. Which of the following is an Organisational Climate dimension?

- A. Safety Climate
- B. Risk Climate
- C. Power Climate
- D. Design Climate

LO5.1

Q25. Kim is working on a process improvement project for her building company. She has been analysing data collected from building development sites by the local Sales Managers. This data relates to the number of customers who view the newly built properties and the number who purchase a property. Which of the following describes this type of data?

- A. Discrete quantitative data
- B. Preference qualitative data
- C. Continuous quantitative data
- D. Product qualitative data

LO5.2.2

Q26. Which of the following is NOT a Cynefin domain?

- A. Clear
- B. Complicated
- C. Chaotic
- D. Confused

LO5.2.4

Q27. Daphne has been assigned to a project that will incorporate a newly purchased local retail company into her organisation. Her company's management team has little understanding of the business model applied by the retail organisation so she has been asked to engage with the

retail management team to find out about their model. She has decided to use the storytelling technique to do this. Which of the following will she obtain when using this technique?

- A. Insight into the retail organisation's culture and patterns of behaviour
- B. Knowledge of the retail organisation's business strategy
- C. Awareness of the need for process improvement within the retail organisation
- D. Clarification of the retail organisation's line management structure

LO5.3.2

Q28. Many organisations have complex systems, built over several years. Which of the following techniques is used to understand such systems and identify the key variables and relation links within and between them?

- A. Causal loops
- B. POPIT™
- C. Background research
- D. Cynefin

LO6.1.1

Q29. Which of the following techniques starts with the answer and works backwards using the MECE framework to prove or disprove that answer?

- A. Decision Tree
- B. Gap Analysis
- C. Service Value Proposition
- D. Hypothesis Tree

LO6.2

Q30. Emily works for an advertising company, primarily working with online influencers. She has been asked to investigate the customer age demographic of her influencers and present to the board. Which of the following techniques could she utilise to segment customer data and present potential options.

- A. Prototyping
- B. Gap Analysis
- C. MECE
- D. Amygdala Hijack

LO6.3.2

Q31. During gap analysis, a consultant may deal with a hard problem. Which of the following is the definition of this type of problem?

- A. The current and target states are clear
- B. The current state is clear but the target state is unclear
- C. The current state is unclear but the target state is clear
- D. The current and target states are unclear

LO6.4.2

Q32. Which of the following is NOT one of the 3 perspectives of feasibility analysis?

- A. Strategic feasibility analysis
- B. Technical feasibility analysis
- C. Financial feasibility analysis
- D. Business feasibility analysis

LO6.5

Q33. A newly formed company is investigating its need for business insurance. The owners are particularly concerned about risks such as flood, fire and theft. They are planning to purchase an insurance policy that will compensate them financially if they are subject to a flood, fire or theft event.

What type of risk countermeasure are the company owners considering?

- A. Risk acceptance
- B. Risk mitigation
- C. Risk transfer
- D. Risk avoidance

LO6.9.2

Q34. Pat is involved in a conflict situation where he would like to achieve his goals while also enabling the other party to achieve their goals. Which of the following conflict positions is Pat adopting?

- A. Compromising
- B. Avoiding
- C. Collaborating
- D. Accommodating

LO7.1

Q35. Which of the following is the activity that follows 'Plan the transition' in the roadmap for implementing change?

- A. Assess Business Readiness
- B. Deploy the changes
- C. Design the Transition
- D. Sustain the changes

LO7.2.1

Q36. A gaming company needs to ensure that their stakeholders are prepared for the implementation of a process improvement project. Which of the following elements from the CPPOLDAT framework is concerned with this aspect of business change planning?

- A. Process
- B. Data
- C. People
- D. Customer

LO7.2.2

Q37. A bank has decided that it needs to update its processes to make greater use of digital technologies. The bank staff are fearful of this change so a service design consultant has been asked to help encourage them to engage with the changes. Which of the following techniques could be used to identify the aspects that support or oppose the changes and the balance between them?

- A. Force Field analysis
- B. Observation
- C. MANDACT
- D. POPIT

LO7.3.2

Q38. Which of the following is NOT an element of the McKinsey 7S framework

- A. Service
- B. Skills
- C. Staff
- D. Style

LO7.4

Q39. Which of the following implementation strategies attracts the highest risk?

- A. Phased
- B. Pilot
- C. Parallel
- D. Big Bang

LO7.7.1

Q40. Karen works as a service design consultant for a large music company and has noticed that the sale of physical copies of artists' work is increasing. However, the company leadership team is focused on selling via downloads. The company CEO has asked Karen to introduce process and technology changes that will enable the sales of physical items. Karen has investigated this situation and wants to encourage the leadership team to have a greater sense of urgency about the changes. Which of the following models would support Karen's approach?

- A. Bridges Transition Model
- B. Lewin's 3-step model of change
- C. The SARAH curve
- D. Kotter's 8-steps change model

SDC – Sample Paper

Question	Learning Objective	Answer	K Level
1	LO1.1.1	C	2
2	LO1.1.2	B	2
3	LO1.1.3	A	2
4	LO1.1.4	A	3
5	LO1.2.1	D	3
6	LO1.2.3	B	1
7	LO2.2.1	B	3
8	LO2.2.2	D	1
9	LO2.3	B	1
10	LO2.4.2	A, D	2
11	LO3.1	A	3
12	LO3.2.2	B	1
13	LO3.4.1	C	2
14	LO3.4.2	B	1
15	LO3.5.1	C	2
16	LO3.6.1	B	1
17	LO3.6.3	D	2
18	LO3.7.2	A	1
19	LO4.1	C	3
20	LO4.2.1	D	2
21	LO4.2.3	C	1
22	LO4.3.1	B, D	2
23	LO4.4.1	D	2
24	LO4.4.2	A	1
25	LO5.1	A	2
26	LO5.2.2	D	1
27	LO5.2.4	A	3
28	LO5.3.2	A	2
29	LO6.1.1	D	1
30	LO6.2	C	2
31	LO6.3.2	A	1
32	LO6.4.2	A	1
33	LO6.5	C	1
34	LO6.9.2	C	1
35	LO7.1	B	1
36	LO7.2.1	D	1
37	LO7.2.2	A	2
38	LO7.3.2	A	1
39	LO7.4	D	1
40	LO7.7.1	D	2