

Specimen Paper

**Business Service Design
Foundation Level**

Syllabus 2022



© A4Q Copyright under license 2022 – 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 and in accordance with our licensing agreement. In particular, the copying or duplication of the work but also of parts of this work is prohibited. The A4Q reserves civil and penal consequences in case of infringement.

Revision History

Version	Date	Remark
Version 1.1	March 2022	Release version
Version 1.2	July 2022	Minor update
Version 1.3	Feb 2024	Minor update

Syllabus area 1: Introduction to Business Service Design (15%)

Q1. Business Service Design is concerned with which of the following?

- A Developing organizational capabilities
- B Achieving desired business outcomes
- C Delivering Agile software projects
- D Defining value-creating services

Q2. Sanjay has been reading about Business Service Design and the possibilities of using Digital technology to enhance his business. He is particularly keen on using digital technologies to define new value propositions.

What is the term used for the approach that is of interest to Sanjay?

- A Digital innovation
- B Digitization
- C Digital Business Design
- D Digital business analysis

Q3. Diane is a Chief Innovation Officer for a leading clothing brand. It is her job to ensure that the company's products are attractive to the market and that the sales services offer a good customer experience. Diane has asked her team to define value propositions for their products and services and to develop prototypes to determine how the products might look and feel.

Which of the following thinking approaches should Diane and her team apply to carry out this work?

- A Systems and service thinking
- B Lean and systems thinking
- C Design and lean thinking
- D Service and design thinking

Syllabus area 2: Fundamental Systems Thinking Practices (15%)

Q4. Which **TWO** of the following statements are correct about human activity systems?

1. A human activity system assesses its environment and responds when needed.
2. A human activity system is a system where people carry out work to deliver a service.
3. A human activity system may employ natural systems, designed physical systems and designed abstract systems
4. A human activity system must be analyzed using a reductionist approach to ensure the results are effective.

- A 1 & 2
- B 2 & 3
- C 3 & 4
- D 1 & 4

Q5. A Senior Business Analyst for a house building company has identified that several systems to be used in the houses on a new development will adjust automatically to changes in the environment. Two key examples are the air conditioning system and outside lighting system.

Which of the following is the type of system identified?

- A An adaptive system
- B A human activity system.
- C A designed abstract system.
- D A natural system.

Q6. A clothing manufacturer has the opportunity to expand its operations to the home furnishings market. The Chief Executive has been working with the Chief Operations Officer to examine the changes this would require to the management structure, manufacturing tasks, staff skills and technology.

Which of the following holistic techniques would not help with the analysis of these four areas?

- A The POPIT™ Model
- B The fishbone diagram (Ishikawa)
- C The business system diamond (Leavitt, 1973)
- D The business model canvas

Syllabus area 3: Fundamental Service Thinking Practices (15%)

- Q7.** A senior business manager has defined the term 'service' for his team. He is keen that the team members understand this term within the context of service thinking.

Which of the following statements is the correct definition of the term 'service' within this context?

- A The action of delivering value for a customer.
- B The work done for a customer that does not involve manufacturing goods.
- C The application of competencies for the benefit of another.
- D The assistance or advice given to customers following the sale of goods.

- Q8.** Noah is the Head of Sales for a training company. He has just been notified about a complaint that has been filed by a customer, Jan Dunn, about Leon, one of his team members. Jan spoke to Leon and booked a training course a few weeks earlier. Having attended the course, she has contacted the company to complain that it did not cover some topics that she wanted to learn.

Following investigation, Noah has uncovered that Leon failed to explain what was covered by the course, having assumed that it included all of the required areas.

Which gap in the Service Design Gaps Model does this situation relate to?

- A The Analysis gap.
- B The Delivery gap.
- C The Design gap.
- D The Service Communication gap.

- Q9.** Tara purchased a red dress from an online retailer to wear at her birthday party. The retailer delivered the dress in time for Tara to wear it at the party but she has decided to keep it for another occasion. Tara has stored the dress in her wardrobe and is excited about wearing it for a dinner party with friends next week.

Which of the following states correctly the position regarding Tara and value?

- A The retailer has offered value to Tara; this will be realized once she wears the dress
- B The retailer has delivered value to Tara by providing the dress when required
- C The retailer has delivered value to Tara by selling a dress that meets her requirements
- D The retailer has offered value, which has been realized by Tara taking receipt of the dress

Syllabus area 4: Fundamental Design Thinking Practices (15%)

Q10. Claire is the Head of Analysis for an international bank. She has called a meeting with her team to discuss how the bank can ensure it is compliant with new legislation that is soon to be introduced. She wants to investigate the legislative changes and understand the different areas where compliance issues may arise.

Which of the following aspects of the Design Council Double Diamond does this discussion address?

- A Divergent thinking: Develop stage
- B Convergent thinking: Define stage
- C Divergent thinking: Discover stage
- D Convergent thinking: Deliver stage

Q11. Olga is a member of the Senior Management Team for a major department store. Following a significant reduction in shoe sales, she has been asked to carry out some customer analysis on the shoe department to understand more about the customer experience. Olga decides to hire an agency to provide people who can act as potential customers and experience the sales process including how the sales staff work with customers.

Which discovery technique is Olga employing?

- A Fishbone diagrams
- B Scenario analysis
- C Service safari
- D Customer journey mapping

Q12. A user researcher has decided to apply design thinking with his team. However, several of the team members have not encountered design thinking previously and are not sure what the term means.

Which of the following statements should the user researcher offer as a correct definition of design thinking?

- A The human centered approach to innovation that draws from the designer's toolkit.
- B The use of one's resources to create value with and for the benefit of another.
- C The practice of doing more and more with less and less.
- D The investigation of a set of interrelated elements.

Syllabus area 5: Fundamental Lean Thinking Practices (20%)

Q13. Wahid works for a sofa company and oversees the upholstery process. He carries out a routine review of stock usage and has found that the fabric used to create the products is not being used cost effectively. He calculates that the upholsterer should be able to produce at least one more item from the same quantity of fabric.

Which type of waste has Wahid identified?

- A Muri
- B Muro
- C Mura
- D Muda

Q14. Michael's company produces car parts. He is planning to produce the more expensive parts as and when they are ordered by his customers. This is to prevent money being tied up in stock unnecessarily.

To which of the summary principles, advocated by Womack and Jones, does this approach relate?

- A Specify value
- B Flow
- C Pull
- D Perfection

Q15. Harry works for a kitchen equipment manufacturer. He has been working in the packing section for a few weeks and has raised an issue following a quality control inspection. The packaging used does not protect certain items and there is a risk they may be damaged while being delivered to customers.

To which element of the SIPOC technique does this issue concern?

- A Supplier / Input
- B Process
- C Output
- D Customer

Q16. Arthur works for a large bakery. His team are expected to produce 3600 loaves per hour but the machinery is not working properly and keeps stopping. If output drops below 3000 loaves per hour, Arthur will be subject to an automatic review by his manager.

Arthur has not reported the issue as he heard that a colleague lost his job last week due to a similar situation. Arthur is concerned that his manager will not listen to his explanation about the machinery issues and he will not be dealt with fairly.

Which component, from the House of lean, is missing within the company culture?

- A Kaizen
- B Respect for People
- C Gemba
- D Continuous improvement

Syllabus area 6: Organizational Agility (20%)

Q17. Jack runs a graphic design business. He enjoys treating his staff to a generous gift when he feels everyone has worked harder than usual and have achieved good customer service.

Which element of the cultural pyramid does this custom relate to?

- A World View
- B Company routines
- C Formal dimension
- D Informal dimension

Q18. Dilshad has explained to his team the importance of having the ability to understand and react quickly to business issues.

Which of the following is Dilshad describing as important in this explanation?

- A Lean thinking
- B Agile development
- C Organizational agility
- D Value co-creation

Q19. Which of the following include the domains of agility that span an entire organization and concern what the business offers to its customers?

- A Enterprise and Product
- B Line of business and Individual
- C Program and Product
- D Enterprise and Program

Q20. Adrienne provides consultancy services to artists looking to sell their artwork commercially. She has a strong track record in achieving sales targets and has a reputation for being highly competent in this area.

One of her artwork clients also sells handcrafted bespoke furniture. The client has asked Adrienne for assistance in securing commercial sales of bespoke furniture in addition to supporting artwork sales.

Adrienne has refused and has told the client that selling furniture is outside her area of expertise and she would need to develop new skills.

Which of the elements of organizational agility is Adrienne failing to offer?

- A Problem-solving mindset
- B Courage and Motivation
- C Capability leverage
- D Customer focus

Answer Key

Question number	Correct Answer	K-Level	LO
Syllabus area 1 - Introduction to Business Service Design (15%) – 3 questions			
Q1	B	K1	1.1
Q2	C	K2	1.1
Q3	D	K3	1.2
Syllabus area 2 - Fundamental Systems Thinking Practices (15%) – 3 questions			
Q4	B	K3	2.3
Q5	A	K2	2.3
Q6	D	K3	2.4
Syllabus area 3 - Fundamental Service Thinking Practices (15%) – 3 questions			
Q7	C	K2	3.1
Q8	D	K3	3.3
Q9	A	K3	3.1
Syllabus area 4 - Fundamental Design Thinking Practices (15%) – 3 questions			
Q10	C	K2	4.2
Q11	C	K2	4.3
Q12	A	K2	4.1
Syllabus area 5 - Fundamental Lean Thinking Practices (20%) - 4 questions			
Q13	D	K2	5.4
Q14	C	K2	5.2
Q15	C	K2	5.3
Q16	B	K2	5.3
Syllabus area 6 - Organizational Agility (20%) – 4 questions			
Q17	D	K2	6.4
Q18	C	K2	6.1
Q19	A	K2	6.2
Q20	B	K3	6.3