Mock Exam

Design Thinking Foundational Level

2021 Syllabus

Version 2.0

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Revision History

Version	Dates	Remarks
Version 2021	June 2021	• Release version.
Version 2025	July 2025	• Minor updates to question wording only.

1. **Tim Brown, Executive Chair of IDEO, provided a definition of design thinking. Which of the following statements is part of that definition?**

A Design thinking draws from the designer's toolkit to integrate the needs of people.
B Design thinking integrates a technology-centred approach with the designer's mindset.
C Design thinking is a solution-centered approach to master human problems.
D Design thinking solves problems in an agile and innovative way.

2. **In which situation is design thinking not the appropriate technique?**

A As a development team, you need to work on improving your company's new website.
B As a legal team, you need to come up with a creative solution to the legal case with your main client.
C As a project lead, you have to develop the plan for the replacement of the core banking system.
D As an analysis team, you have the mandate to support your board of directors in finding a new strategy.

3. **Which of the following properties is not part of the design thinking mindset?**

A Storytelling.
B Creativity.
C Collaboration.
D Outcome focus.

4. **Which statement does not describe a core element of the Design Thinking mindset?**

A The objective assessment of feedback is important in order to learn and realise desired benefits.
B It is necessary to empathise with customers to understand their needs, thoughts and feelings.
C A collaborative team can achieve great things.
D All stakeholders shall be involved in design thinking workshops.

5. **Which of the following describes the fundamental design thinking practice of 'empathy and perspective analysis'?**

A Engaging with people and understanding their deeply held beliefs, values, priorities and motivations.
B Discussing possible solutions with business stakeholders.
C Finding common ground with stakeholders in order to visualise outcomes on their behalf.
D Engaging with customers in their environment as an approach for development of common understanding.

6. **Jody has been asked to implement a new solution which will capture the time spent by team members on tasks on a weekly basis. While the solution appears to work, she is concerned that the design has not fully considered the views of team members that work part-time. She is also concerned that team members may not prioritise completing the time recordings in alignment with the weekly deadline. Which design thinking practice would be beneficial to help alleviate Jody's concerns?**

A Research and investigation.
B Empathy and perspective analysis.
C Brainstorming and brainwriting.
D Visualisation.

7. **Which of the following statements describes the design thinking practice of convergent thinking?**

A Applying thinking techniques to identify a wide range of new ideas.
B Evaluating options and deciding ways to move forward.
C Challenging assumptions and bias regarding ideas and potential solutions.
D Justifying options and ideas for change on behalf of senior stakeholders.

8. **Albertas has got into an argument with his colleague Alice about the nature of divergent thinking. They have different views on what this practice entails. Which of the following describes the practice of divergent thinking?**

A Arranging a meeting with a wide range of stakeholders.
B Applying desirability criteria to select an option.
C Thinking expansively about possible solutions.
D Trying out possible designs in order to obtain feedback.

9. **A team is particularly excited to obtain feedback against a proposal for a new solution. They want to determine whether or not the solution has the potential to work in practice and also want to gain insight into future potential modifications. Which of the following two design thinking practice would be helpful for the team?**

A Experimentation and prototyping / Validation.
B Validation / Empathy and perspective analysis.
C Assumption identification and testing / Convergent thinking.
D Visualisation / Research and investigation.

10. **Which of the following describes the design thinking practice of visualisation?**

A Using illustrations to express ideas and options.
B Using illustrations to express stakeholder perspective
C Creating an environment where assumptions behind ideas are routinely tested.
D Understanding the desirability, viability and feasibility criteria to be applied when evaluating options.

11. Which of the following is the name of the design thinking practice that is concerned with probing information and beliefs to uncover those that are open to challenge?

A Collaboration.
B Validation.
C Iteration and Continuous Learning
D Assumption Identification and Testing

12. Rosalyn is an experienced analyst who has solved many business problems in the past. As she is eager to become an even better analyst, she wants to learn more about the Design Council approach to Design Thinking. Recently, she has participated in advanced level training on analytical techniques. Which one of the following actions would be a good next step to expand her skills?

A Focus on quality assurance.
B Request coaching to implement the Lean methodology.
C Attend training in project management.
D Participate in a program to develop more empathy with customers/users.

13. The d.School approach consists of five stages. Which one of the following names is used for a stage of the d.School model?

A Develop.
B Deliver.
C Define.
D Discover.

14. In which stage of the d.School model would a design thinker gather feedback iteratively to refine solutions?

A Ideate.
B Test.
C Prototype.
D Empathize.

15. In Design Thinking, you can distinguish processes on a macro level and a micro level. Which one of the following statements about these processes is correct?

A Both macro processes and micro processes are sequential.
B The macro processes are sequential, and the micro processes are iterative.
C The macro processes are iterative, and the micro processes are sequential.
D Both macro processes and micro processes are iterative.

16. In Design Thinking, one of the macro level processes is concerned with the Double Diamond solution space. Which of the following is the first step in this macro level process?

A Use divergent thinking to ideate about the problem.
B Use divergent thinking to empathise with the situation.
C Use prototypes to envision possible solutions.
D Use convergent thinking to define the problem.

17. Jonathan has prepared an overview diagram on the overall functionality of a logistics system for an air freight carrier. This model is evaluated by a group of senior staff from the company. In their evaluation, they indicate that some minor functionality is missing. How should Jonathan proceed after receiving this comment?

A He must continue with the next macro-level process and update the model within that process.
B He should update the model based on the feedback received and proceed with the next macro-level process.
C At the micro level, he should do additional investigation, update the model and organize a new evaluation.
D He can ignore this feedback because the diagram is a high-level model, so there is no need to model minor functionalities at this stage.

18. A user researcher has been advised of complaints made regarding her company's customer service. She has decided to contact some of the complainants to find out more about them as individuals. In particular, she wishes to investigate what they think and feel about the company. Which of the following techniques is the user researcher using to conduct this investigation?

A Empathy mapping.
B Creating a Persona.
C Conducting a Focus group.
D Customer journey mapping

19. Aisha wants to create a visual representation of a typical set of customer interactions and emotions experienced with individual touchpoints for the purchase and use of a product sold by her company. Which of the following techniques should Aisha use?

A Empathy mapping.
B Creating a Persona.
C Customer journey mapping.
D Process modelling.

20. Which of the following is a rationale for developing a service blueprint?

A To identify the resources needed to deliver a particular service.
B To explore customers' feelings when receiving a service.
C To identify the touchpoints experienced when accessing a service.
D To support divergent thinking and the development of innovative ideas.

21. Which of the following techniques is used to analyse and represent the interactions between the front and back stage activities required to deliver a service?

A A service prototype.
B A service blueprint.
C A service safari.
D A service storyboard.

22. A design thinking team is investigating a problem in a business area. They have decided to use the assumption reversal technique and are currently focused on the assumption: 'All customers want a "value for money" experience'. Which of the following is not a reversal of this assumption?

A All customers want to pay the cheapest price possible and are not concerned about the experience.
B Some customers want to pay high prices and receive an excellent customer experience.
C All customers want an experience that is good value given the price paid.
D Some customers do not want a "value for money" experience.

23. Which of the following statements does not describe a rationale for prototyping?

A Mock ups may be used to evolve understanding of how users interact with the potential product.
B Representations of a service may be used to validate understanding of potential solutions.
C All stakeholders are engaged to define and develop a valuable service.
D To gather input in a workshop.

24. Which of the following is a rationale for applying the feedback capture grid?

A To better understand the user's attitude.
B To provoke agreement or disagreement with the design thinking process.
C To collect opinions on the problem.
D To get a structured input for the design challenge.

25. Which of the following activities does not describe a step of the A/B testing technique:

A Create variants using the determined variables.
B Automatically test the functionality of each variant.
C Determine variable (or variables) to be tested (two or more).
D Collect quantitative and/or qualitative data.

26. Which of the following is a technique used to generate as many ideas as possible by allowing individuals to call out their suggestions without fear of criticism?

A Brainwriting.
B Problem framing.
C Brainstorming.
D Storyboarding.

27. A group of individuals have been invited to a meeting with the aim of generating ideas to address an organisational challenge. Many of the individuals have expressed concerns about some members dominating a previous discussion. As a result, they have asked if a technique could be used that allows them to reflect prior to offering their suggestions and does not require them to call out their thoughts. Which of the following techniques would meet the needs of these individuals?

A Ideating.
B Brainstorming.
C Workshop.
D Brainwriting.

28. Which of the following techniques is used to gather feedback from a group of people on a service they have received?

A User role analysis.
B Focus group.
C Problem framing.
D Prototyping.

29. Hassan is reviewing a document that shows a representation of a typical person that holds an internal position. For a particular system, the representation shows the frequency of use, level of experience and technology proficiency. Which of the following techniques has been used as the basis for the document that Hassan is reviewing?

A User role.
B End user.
C Persona.
D Customer profile.

30. Which of the following attributes would be included within a persona?

A Frequency of use, technology proficiency, goal in using a solution.
B Age, technology proficiency, frequency of solution use.
C Name, occupation, character description, motivation and goals.
D Name, occupation, frequency of use, technology proficiency

31. Which of the following statements does not describe a step of the storyboarding technique?

A Accurately describe the steps within the service or customer journey.
B Select a service or customer journey to storyboard.
C Explore scenarios and develop the storyboard iteratively based upon the scenarios.
D Review the storyboard and agree next steps.

32. A business analyst has been tasked with carrying out a service safari in order to identify areas for improvement within an organisation. She begins by identifying a service of particular relevance to the organisation. What should she do next?

A Keep a record of the service experience obtained.
B Collect videos and pictures about the service.
C Talk to the staff who deliver the service.
D Engage in the service to gain personal experience.

33. Which design thinking technique helps to enhance understanding of customer perspectives by exploring their criticisms and suggestions for service improvement?

A Feedback capture grid
B A/B testing
C User role analysis
D Problem framing

34. **A design thinking team has been investigating and discussing several situations that have arisen within their organisation, which has resulted in multiple customer complaints. The team are iteratively discussing, investigating and evaluating to make sense of the situation. Alongside this they are also challenging individual assumptions and patterns of thinking. Which of the following is the technique they are applying?**

A Prototyping.
B Problem framing.
C Assumption reversal.
D Divergent thinking.

35. Which of the following states how experimentation impacts the implementation of Design Thinking?

A Ensures hierarchical control.
B Promotes a focus on the right answer.
C Enables the use of Design Thinking.
D Inhibits how Design Thinking is applied.

36. Which of the following states the three cultural dimension levels?

A Personas, People, Paradigm.
B Processes, Information, Organisation.
C World View, Formal, Informal.
D Structures, Systems, Staff.

37. **Which of the following is NOT included in the formal dimension of the Culture Pyramid?**

A Customs.
B Policies.
C Systems.
D Structures.

38. Which of the following is a cultural aspect that inhibits Design Thinking?

A Openness and Transparency.
B Willingness to experiment.
C Empowered staff.
D Aversion to feedback.

39. Fincast Inc is a large company that is experiencing business problems due to outdated products. The Chief Executive has decided to introduce Design Thinking into the organisation but has been advised that the blame culture in one of the key divisions that is likely to affect the level of success from this change. Which of the following states the impact this culture will have upon the implementation of Design Thinking within Fincast?

A It will inhibit the implementation of Design Thinking within Fincast.
B It will drive the implementation of Design Thinking within Fincast.
C It will enable the implementation of Design Thinking within Fincast.
D It will control the implementation of Design Thinking within Fincast.

40. Aftab wishes to use a model to help him identify the elements needed to support the implementation of Design Thinking. Which of the following models should Aftab use?

A The Double Diamond Deliver Stage.
B Service Blueprint.
C Empathy Map.
D POPIT Model.

Answer Key

Question Number	Correct Answer	K-Level	LO
1	A	1	DTLO 1.1
2	C	2	DTLO 1.2
3	A	1	DTLO 1.3
4	D	2	DTLO 1.3
5	A	1	DTLO 2.1.1
6	B	2	DTLO 2.1.2
7	B	1	DTLO 2.1.3
8	C	1	DTLO 2.1.3
9	A	2	DTLO 2.1.4 & 2.1.6
10	A	1	DTLO 2.1.5
11	D	1	DTLO 2.1.7
12	D	2	DTLO 3.1
13	C	1	DTLO 3.2
14	B	1	DTLO 3.2
15	D	2	DTLO 3.3
16	A	2	DTLO 3.3
17	C	3	DTLO 3.3
18	A	2	DTLO 4.2.1.2
19	C	1	DTLO 4.2.2.1
20	A	2	DTLO 4.2.3.1
21	B	1	DTLO 4.2.3.1
22	C	3	DTLO 4.2.3.2
23	C	1	DTLO 4.2.4.1
24	A	1	DTLO 4.2.4.2
25	B	1	DTLO 4.2.4.3
26	C	1	DTLO 4.3.1
27	D	2	DTLO 4.3.1
28	B	1	DTLO 4.3.2
29	A	1	DTLO 4.3.3
30	C	1	DTLO 4.3.3
31	A	1	DTLO 4.3.4
32	D	2	DTLO 4.2.1
33	A	2	DTLO 4.2.4
34	B	2	DTLO 4.2.2
35	C	1	DTLO 5.1
36	C	2	DTLO 5.3
37	A	1	DTLO 5.2
38	D	1	DTLO 5.3
39	A	2	DTLO 5.3
40	D	2	DTLO 5.4