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学习资料

Exam : **CCBA**

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1.You are currently working on creating the activity list for an initiative in your organization.

What characteristic must be assigned to each task in your task list?

A. Procurement needs

B. Risk level

C. Unique number

D. Roles and responsibilities

Answer: C

Explanation:

Each task in the task list should have a unique number to identify the specific task and it should have a description of what the task is.

Answer: B is incorrect. The risk level is not associated with the task list.

Answer: D is incorrect. Roles and responsibilities are not included directly in the task list.

Answer: A is incorrect. Procurement needs are not included in the task list.

2.Shelly is the business analyst for her organization and she's working with Thomas to review the business requirements. They are discussing the identified requirements, how the requirements will transition to the operations, and the longevity of the solution. Thomas is concerned that the dentified requirements may not map to the desired future state of the organization.

What business analysis task is Shelly facilitating in this scenario?

A. Acceptance evaluation criteria definition

B. Requirements quality assurance

C. Validate requirements

D. Stakeholder management

Answer: C

Explanation:

Shelly and Thomas are performing the validate requirements task. This task helps to ensure that the requirements map to the business goals and objectives, resolve the issue, and predict the longevity of the requirements to satisfy business needs.

Answer: B is incorrect. There is not a business analysis task called requirements quality assurance.

Answer: A is incorrect. Acceptance evaluation criteria definition is a task to ensure that the requirements are clear and precise enough to create tests and inspect to know that the work has been completed.

Answer: D is incorrect. Stakeholder management is the management of stakeholders' issues, conflicts, queries, concerns, threats, and perceived threats about the requirements.

3.Which of the following are documented approaches to the business analysis work? Each correct answer represents a complete solution. Choose all that apply.

A. Deming's Quality Circle

B. Lean

C. Six Sigma

D. Waterfall approach

Answer: D, B, and C

Explanation:

The waterfall approach, lean, and Six Sigma are the valid answer for business analysis approaches.

Answer: A is incorrect. Deming's Quality Circle describes the quality management approach of plan, do,

check, and act. This isn't a business analysis approach.

4.You are the business analyst for your organization and working with the stakeholders to prioritize the requirements. The stakeholders are concerned about the financial impact of the requirements should some of them fail during the implementation. You would like to rank the risk tolerance of the stakeholders based on their comments about the solution and the requirements.

The following are the three categories of risk tolerance associated with the stakeholders except for which one?

A. Neutrality

B. Mitigation

C. Risk-seeking

D. Risk-aversion

Answer: B

Explanation:

Mitigation is a risk response that seeks to lower the risk's probability and/or impact. It is not one of the three categories of risk tolerance.

5.Tracy is a business analyst for her organization and she's gathered and identified the needed requirements for the solution scope.

What must Tracy do before she can begin managing the requirements? Choose the best answer.

A. Tracy must decompose the requirements in WBS.

B. Tracy must create cost-benefits analysis of each requirement to manage the benefits first.

C. Tracy must identify roles, responsibilities, and owners of the requirements to fully manage the requirements.

D. Tracy must communicate the requirements to the stakeholders for their consent and approval.

Answer: D

Explanation:

Requirements must be communicated before they are managed. Tracy must communicate the requirements to the stakeholders for their consent and approval before managing the requirements.

Answer: A is incorrect. Before Tracy decomposes the requirements, she should have the approval of the stakeholders.

Answer: B is incorrect. To begin managing the requirements, Tracy needs the approval and consent of the stakeholders.

Answer: C is incorrect. This isn't a valid statement, as the best thing to do is to gain the approval of the stakeholders first.

6.Ben is the business analyst for his organization. Ben is currently working on a solution to improve a laser printer. He has taken the laser printer apart, identified each component, and documented each component's purpose.

What type of requirements organization is Ben doing in this scenario?

A. Functional decomposition

B. Process modeling

C. Scope modeling

D. Data modeling

Answer: A

Explanation:

Ben is completing the functional decomposition technique for the organize requirements process. Each component in the printer can have its own set of requirements, while the improved printer to be manufactured is the ultimate goal of the requirements.

Answer: D is incorrect. Data modeling describes the concepts and relationships relevant to the solution or business domain.

Answer: C is incorrect. Scope modeling allows the requirements to be organized by the solution component they're relevant to.

Answer: B is incorrect. Process modeling is the activity of representing processes of an enterprise, so that the current process may be analyzed and improved in future. It allows the requirements to be organized around the related processes. Processes are also considered to have sub-processes, inputs, and outputs.

7.You are the business analyst for your organization and you're working with Fran on business analysis processes. Fran is a stakeholder who wants to ensure that your business analysis approach and activities are compatible with the project activities.

Of the following, what type of business analysis stakeholder is Fran?

A. Regulator

B. Project manager

C. Sponsor

D. Domain subject matter expert

Answer: B

Explanation:

Fran is the project manager. The project manager must ensure that the business analysis approach is compatible with other project activities.

Answer: D is incorrect. The domain subject matter expert is a person who is steeped in knowledge regarding the project's purpose.

Answer: A is incorrect. The regulator approves any tailoring to the business analysis processes or activities.

Answer: C is incorrect. The sponsor allows the business analysis activities and resources to exist in support of the organization.

8.You are a business analyst for your organization and you're working with Mary. Mary wants to know what you need to complete the process of planning the business analysis approach if you're already the business analyst for your organization.

Which of the following statements is true regarding the plan business analysis approach?

A. The plan business analysis approach describes the amount of budget needed for the requirements elicitation.

B. The plan business analysis approach is required to select an approach that will perform business analysis.

C. The plan business analysis approach describes the processes the business analyst will or will not do, based on the time and budget available.

D. The plan business analysis approach describes the amount of time needed for the business analysis

approach.

Answer: B

Explanation:

The plan business analysis approach is required to select an approach that will perform business analysis. This approach helps to find out the following:

Which stakeholders need to be involved in the decision? Who will be consulted regarding and informed of the approach?

What is the rationale for using it?

Answer: D, A, and C are incorrect. These statements are not true regarding the plan business analysis approach.

9.You are the business analyst for a large software development project. There are several issues that must be resolved by certain dates or the problem will prevent the project from advancing.

What technique can you use to track problems with the requirements?

A. Issue tracking

B. RTM

C. Problem tracking

D. Baselining

Answer: C

Explanation:

The technique you'll use is simply problem tracking. This technique allows the business analyst to manage any issues identified within requirements by stakeholders and to ensure that those issues are resolved. Problem tracking allows the business analyst to manage any issues identified within requirements by stakeholders and to ensure that those issues are resolved. It provides an organized approach to tracking, management, and resolution of defects, issues, problems, and risks throughout business analysis activities. Management of issues is important so that they can be resolved in a timely manner to ensure success.

Answer: D is incorrect. Baselining the requirements does not track problems but creates a standard set of requirements that deliverables may be compared against.

Answer: A is incorrect. Issue tracking is not a valid business analysis term.

Answer: B is incorrect. An RTM is a requirements trace matrix which tracks requirements through the solution, not issues.

10.Which one of the following statements is most true about changing requirements in a change-driven approach to business analysis and requirements management?

A. Change-driven approaches must use a change control system with a change control board.

B. Change-driven approaches only use a change control system for approved changes.

C. Change-driven approaches don't use a formal change control process.

D. Change-driven approaches are driven by change control processes.

Answer: C

Explanation:

Change-driven approaches typically do not use a formal change control process, as requirements are prioritized and selected for implementation at the beginning of each iteration and no changes to the requirements occur during the iteration process.

Answer: A is incorrect. Change-driven approaches don't typically use a change control board.

Answer: B is incorrect. This isn't a valid statement to describe the processes of change within a change-driven approach to requirements management.

Answer: D is incorrect. This isn't a valid statement to describe the processes of change within a change-driven approach to requirements management.

11.Which element of the process of assessing the capability gaps is best described as gathering as much enterprise architecture information as is available about the current state of the organization and the areas affected by the business need?

A. Current capability analysis

B. Current organizational needs assessment

C. Enterprise architecture assessment

D. Snapshot baseline

Answer: A

Explanation:

Current capability analysis is an approach of assessing the organization's capability gaps. This process reviews the process and helps determine what capabilities exist now and how large the gap may be.

Answer: C is incorrect. This isn't a valid assessment type so this choice is not valid.

Answer: B is incorrect. This isn't a valid assessment type so this choice is not valid.

Answer: D is incorrect. This isn't a valid assessment type so this choice is not valid.

12.Beth is the business analyst for her organization and she wants to be certain that she and her team follow the correct procedures for enterprise analysis.

What document can provide the governances for enterprise analysis efforts?

A. Organizational process assets

B. Enterprise environmental factors

C. Business analysis plans

D. Project charter

Answer: C

Explanation:

Business analysis plans define the governance or rules and procedures that Beth should follow as the business analyst for her organization.

Answer: A is incorrect. Organizational process assets are the rules and procedures for the implementation of documents, templates, and guidelines.

Answer: B is incorrect. Enterprise environmental factors are the regulations, policies, and procedures that are unique to an organization and industry.

Answer: D is incorrect. The project charter isn't the correct answer, as the charter authorizes the project, not business analysis activities.

13.You are the business analyst for your organization and preparing to plan the business analysis approach. There are three inputs to the business analysis approach.

Which one of the following is not an input to this process?

A. Enterprise environmental factors

B. Expert judgment

C. Organizational process assets

D. Business need

Answer: A

Explanation:

Enterprise environmental factors are the rules, policies, and procedures that the business analyst must adhere. These are already established and therefore are not considered to be an input to this process. The three inputs to the plan business analysis approach are the business needs, expert judgment, and organizational process assets.

Answer: D is incorrect. The business need is an input to the plan business analysis approach.

Answer: B is incorrect. Expert judgment is an input to the plan business analysis approach.

Answer: C is incorrect. Organizational process assets are an input to the plan business analysis approach.

14.Kendra is the business analyst for her organization. She's working with the project manager and the project sponsor to discuss the current requirements. Kendra believes it's important for the project manager to first implement the requirements with the highest amount of risks. Is this a good idea?

A. No, the project manager and team should actually implement the lowest risk requirements first.

B. Yes, if the risky requirements cause the project to fail, the organization will not suffer much loss, as it hasn't invested much time or money on the project.

C. No, the project manager and team should implement the requirements with the highest risks last.

D. Yes, this allows the project manager to get the risky work done as soon as possible in the schedule.

Answer: B

Explanation:

It's often best to implement the most risky requirements first in the project. If the risky requirements cause the project to fail, the organization will not suffer much loss, as it hasn't invested much time or money on the project.

Answer: A is incorrect. It's not the best idea to implement the lowest risk requirements first.

Answer: C is incorrect. Implementing the highest risk requirements last could cause all of the prior work to be worthless if the risky requirements fail.

Answer: D is incorrect. This choice is tempting, but the best reason is the financial consideration of the risky event in the project.

15.A business analyst is studying the cost of the endeavor in relation to the projected income the endeavor will bring once the project is completed.

What financial valuation technique can the business analyst use to determine the breakeven point for the project?

A. Payback period

B. Average rate of return

C. Cost-benefit analysis

D. Discounted cash flow

Answer: A

Explanation:

Payback period quantifies the duration that the project will need to exist and generate revenue in order to pay back the original investment of the project. The payback period is also known as management

horizon or the breakeven point.

Answer: B is incorrect. Average rate of return describes the rate of return the project will create.

Answer: C is incorrect. Cost-benefits analysis describes the relation of costs to benefits in a project.

Answer: D is incorrect. Discounted cash flow describes the future value on the investment of the project.

16.When a business analyst completes the elicitation process, she will create four outputs.

Which one of the following is an output of the elicitation process?

A. Requirements management plan

B. Resource identification

C. Stakeholder Concerns

D. Solution scope

Answer: C

Explanation:

Following are the outputs of the elicitation process:

Stakeholder Concerns

Elicitation Results

Schedule Resources

Supporting Materials

17.When using a change-driven approach, the business analyst may create an initial list of high-level requirements for the initiative. This high-level requirements list is also known as what term?

A. Requirements envisioning

B. Project scope

C. Product scope

D. Requirements foundation

Answer: A

Explanation:

The initial high-level listing of requirements in a change-driven approach is also known as requirements envisioning.

Answer: B is incorrect. Project scope defines all of the required work to satisfy the requirements of the project.

Answer: C is incorrect. Product scope defines all of the features and functions of the thing, solution, or service the project or organization will create.

Answer: D is incorrect. Requirements foundation is not a valid term for business analysis.

18.As a business analyst, you may be called upon to define the scope of work and to develop the estimates for the endeavor.

Which one of the following is an important tool for this activity?

A. Organizational process asset

B. WBS

C. Project management plan

D. Pareto chart

Answer: B

Explanation:

The work breakdown structure (WBS) is a tool used to define the scope of work and to develop estimates. This tool creates a hierarchy of work by decomposing the project scope into smaller and smaller pieces. WBS can perform the following tasks: It may break the project into iterations, releases, or phases. It can break deliverables into work packages. It may break activities into smaller tasks.
Answer: C is incorrect. The project management plan could be helpful, in some instances, but for this question, the best answer is WBS.
Answer: D is incorrect. A Pareto chart is a special type of bar chart where the values being plotted are arranged in descending order. The graph is accompanied by a line graph, which shows the cumulative totals of each category, left to right. The chart is named after Vilfredo Pareto, and its use in quality assurance was popularized by Joseph M. Juran and Kaoru Ishikawa.\
Answer: A is incorrect. Organizational process assets are elements of historical information, guidelines, processes, and standard procedures within an organization. They mandate certain deliverables and the lessons learned from business analysis activities can be used in the development of business analysis plans.

19.You are the project manager of the NGQQ Project for your company. To help you communicate project status to your stakeholders, you are going to create a stakeholder register.
All of the following information should be included in the stakeholder register except for which one?
A. Assessment information of the stakeholders' major requirements, expectations, and potential influence
B. Stakeholder management strategy
C. Stakeholder classification of their role in the project
D. Identification information for each stakeholder
Answer: B
Explanation:
The stakeholder management strategy is generally not included in the stakeholder registry because it may contain sensitive information that should not be shared with project team members or certain other individuals that could see the stakeholder register. The stakeholder register is a project management document that contains a list of the stakeholders associated with the project. It assesses how they are involved in the project and identifies what role they play in the organization. The information in this document can be very perceptive and is meant for limited exchange only. It also contains relevant information about the stakeholders, such as their requirements, expectations, and influence on the project.
Answer: D is incorrect. Stakeholder identification should be included in the stakeholder register.
Answer: A is incorrect. Assessment information should be included in the stakeholder register.
Answer: C is incorrect. Stakeholder classification should be included in the stakeholder register.

20.According to 'A Guide to the Business Analysis Body of Knowledge', the two most common data models are the entity-relationship diagram and what other model?
A. Class model
B. Project network diagram
C. Data flow diagram
D. WBS
Answer: A
Explanation:
The class model is most often used with object-oriented development, while the entity-relationship

diagram is preferred for relational databases.

Answer: D is incorrect. WBS isn't a data model, but a decomposition of the project scope.

Answer: B is incorrect. The project network diagram is an illustrated flow of project activities.

Answer: C is incorrect. A data flow diagram shows how data moves into, through, and out of a system.

21.You are the business analyst for your organization and you're performing the solution assessment process. When you assess a solution, what are you actually looking for?

A. To determine the value of the proposed solution to the stakeholder requirements

B. To determine the quality of the proposed solution to the stakeholder requirements

C. To determine the cost of the proposed solution to the stakeholder requirements

D. To determine the accuracy of the proposed solution to the stakeholder requirements

Answer: D

Explanation:

The purpose of assessing proposed solutions is to determine how closely they meet stakeholder and solution requirements. The business analyst, while assessing a single solution, determines whether the solution delivers enough business value to justify its implementation. However, the business analyst has the additional goal of attempting to determine which solution delivers the greatest business value while assessing multiple alternative solutions.

Answer: A is incorrect. Solution assessment isn't concerned with the value of the solution.

Answer: B is incorrect. Solution assessment isn't concerned with the quality, but with the accuracy of the solution in light of the stakeholders' requirements.

Answer: C is incorrect. Solution assessment isn't concerned with the costs, but with the accuracy of the solution in light of the stakeholders' requirements.

22.Beth is the business analyst for her organization and she's creating a data dictionary for her organization.

All of the following information should be included in the data dictionary for an endeavor Beth is leading except for which one?

A. Description

B. Aliases

C. Name

D. Code of account identifier

Answer: D

Explanation:

Code of account identifier is not a valid selection. The code of accounts is a numbering system used in WBS to identify each element and work packages. The correct elements to include in the data dictionary are names, aliases, values and meanings, and description.

Answer: C is incorrect. This is a valid element to include in the data dictionary.

Answer: B is incorrect. This is a valid element to include in the data dictionary.

Answer: A is incorrect. This is a valid element to include in the data dictionary.

23.You are a business analyst for your organization. Your current business analysis endeavor includes working with stakeholders who are located in offices around the world. Because these stakeholders are dispersed, what are likely to increase in this endeavor as opposed to a collocated group of stakeholders?

A. Face-to-face meetings

B. Communication needs

C. Risks

D. Costs

Answer: B

Explanation:

Of all these possible choices, the best answer is that communication needs will increase. Because complex projects often involve non-collocated stakeholders, it may be necessary to travel more often, have more teleconferences or video conferences, or take other measures to provide accurate and consistent communications across offices, countries, and time zones.

Answer: A is incorrect. Face-to-face meetings are often the best type of communication, but this isn't the best choice presented.

Answer: C is incorrect. Risks do not necessarily increase because the stakeholders are not collocated.

Answer: D is incorrect. Costs do not necessarily increase in the business analysis approach because of dispersed stakeholders.

24.What's the difference between a desired outcome and a solution? Choose the best answer.

A. The desired outcome is how the organization will operate in the future; the solution is the method to reach the desired outcome.

B. They are synonymous.

C. The solution is the ideal fulfillment of the business goals; the desired outcome is the financial gain created by the implementation of the solution.

D. The desired outcome is what the solution will remove.

Answer: A

Explanation:

Of all the choices, only this answer properly identifies the desired outcome as how the organization will operate once the solution has been implemented.

Answer: B is incorrect. Business goals and desired outcomes are not the same.

Answer: D is incorrect. The solution doesn't remove the desired outcome.

Answer: C is incorrect. The solution is not always a financial gain so this choice is not valid.

25.In order to plan the business analysis approach, the business analyst must understand the organizational process needs and what other thing?

A. Objectives that apply to the initiative

B. Stakeholders' threats and perceived threats

C. Consideration of risk and reward

D. Purpose of the proposed solution

Answer: A

Explanation:

The business analyst must understand how the organization operates and the objectives of business analysis duties. Without a clear understanding of what the expected outcomes are to be of the business analysis duties, the business analyst cannot adequately plan for the business analysis duties.

Answer: B is incorrect. It's important for the business analyst to identify and categorize stakeholders, but this isn't the best answer for this question.

Answer: D is incorrect. The purpose of the proposed solution is valid only if the initiative is to solve a problem. Business analysis can also occur to detail an opportunity, not just to create solutions to identified problems.

Answer: C is incorrect. This isn't the best answer for this question.

26.You are the business analyst for your organization. Management has asked you to define and document the requirements of an endeavor so that the requirements may be reused again in the organization.

Why would an organization want to re-use requirements?

A. Re-using requirements is useful if the organization wants to sell the set of requirements to its customers.

B. Re-using requirements is useful if the current solution fails.

C. Re-using requirements is useful when the requirements are something the organization must do on an ongoing basis.

D. Re-using requirements doesn't mean re-using the requirements over and over, but tracing the requirements to actual deliverables.

Answer: C

Explanation:

When an organization identifies a set of requirements for an ongoing set of activities, it's useful to craft the requirements so that the requirements may be used over and over. This saves time, effort, and cost.

Answer: B is incorrect. This is not a valid statement about re-using requirements in an organization.

Answer: A is incorrect. This is not a valid statement about re-using requirements in an organization.

Answer: D is incorrect. This is not a valid statement about re-using requirements in an organization.

27.In the life of a project, when do the number and impact of change requests often increase?

A. During project planning

B. Once the project scope is reviewed

C. Towards the end of the project

D. At the launch of the project

Answer: C

Explanation:

As the life of the project draws towards its end, there's often an increase in the number of change requests. When change requests are made towards the end of a project, however, the cost and impact of the change increases significantly.

Answer: D is incorrect. It's ideal for change requests, if they must happen, to happen at the launch of the project, not just at the end.

Answer: A is incorrect. The best answer is that change requests must happen towards the end of project execution, not just project planning. Planning spans the entire life of the project.

Answer: B is incorrect. Scope review happens early in the project and changes early in the project are easier to incorporate and manage than changes at the end of the project.

28.You are the business analyst for your organization and preparing to plan the business analysis approach. There are three inputs to the business analysis approach.

Which one of the following is not an input to this approach?

A. Organizational process asset

B. Expert judgment

C. Enterprise environmental factor

D. Business need

Answer: C

Explanation:

Enterprise environmental factors are the rules, policies, and procedures that the business analyst must adhere to. These are already established and therefore are not considered to be inputs to this process. The three inputs to the plan business analysis approach are business needs, expert judgment, and organizational process assets.

29.Bradley is working with the business analyst Marsha to prioritize requirements for their organization. Marsha insists that the requirements be ranked on the cost-benefits analysis of the relative value to the organization.

What type of prioritization approach does Marsha want to use in this scenario?

A. Likelihood of success

B. Business value

C. Urgency

D. CBR Ratio

Answer: B

Explanation:

Marsha wants to utilize the business value of the requirements using a cost-benefit analysis of each requirement. The requirements with the higher value are most important.

Answer: A is incorrect. This is not a valid approach to be used in this scenario.

Answer: D is incorrect. There is not a basis for prioritization called the CBR ratio; this is not a valid choice.

Answer: C is incorrect. Urgency prioritizes requirements based on time sensitivity.

30.Billy is the business analyst for her organization and she's working with a team to select a model. Richard doesn't understand why a model is needed for the requirements.

Which one of the following statements best describes the reason to use a model?

A. Models abstract and simplify reality.

B. Models restrict the effect, risk, cost, and schedule of the solution.

C. Models define the solution in time, cost, space, and logistics.

D. Models show the complete solution in a non-functional slice of the organization.

Answer: A

Explanation:

According to 'A Guide to the Business Analysis Body of Knowledge', models are ideal because they abstract and simplify reality. They help simplify reality in a way that's useful for understanding the requirements and their impact on the organization.

Answer: C is incorrect. This isn't a valid statement about why it's important to use a model.

Answer: D is incorrect. Models do not show the solution in a non-functional portion of the organization.

Answer: B is incorrect. Models do not restrict the attributes of the solution.

31.What business analysis process is needed to define the solution scope and prepare the business plan for the endeavor?

A. Verify requirements.

B. Define requirements management and communication.

C. Prioritize requirements.

D. Determine solution approach.

Answer: D

Explanation:

The business analysis process of determining the solution approach is the process that's needed in order to define the solution scope and prepare the business plan for the endeavor.

Answer: C is incorrect. Prioritization of requirements is needed to rank requirements from the most important to the least important based on the identified needs.

Answer: B is incorrect. Defining requirements management and communication is not related to the solution scope.

Answer: A is incorrect. Verifying requirements is the verification of the requirements for the stakeholders and completeness of the endeavor.

32.You are the business analyst for your organization. Your stakeholders have recently reviewed and approved the set of requirements that you've presented to them. You have now baselined the requirements.

What does it mean to baseline the requirements in the light of this scenario? Choose the best answer.

A. The baseline represents the final collection and approval of all requirements.

B. The baseline represents the future set of physical deliverables.

C. The baseline represents the approved set of requirements and no additional changes are allowed.

D. The baseline represents the approved requirements and any changes must go through a change control system.

Answer: D

Explanation:

Of all the choices, this is the best answer, as it acknowledges that although the current set of requirements is approved, any future changes to the requirements must pass through a change control system.

Answer: B is incorrect. This statement is moderately true, but current requirements don't always equate to complete future deliverables.

Answer: A is incorrect. This statement is moderately true, but current requirements don't always equate to complete future deliverables.

Answer: C is incorrect. This statement is not valid, as changes can enter the set of requirements through the change control process.

33.When you, a Business Analyst, work with your stakeholders, team, and experts to define the business analysis activities, what thing do you actually define?

A. You define the requirements of the initiative.

B. You define the roles and responsibilities.

C. You define the communication needs.

D. You define the business analysis approach.

Answer: D

Explanation:

The purpose of the plan business analysis approach is to define the business analysis approach.

Answer: A is incorrect. The plan business analysis approach does not define the requirements.

Answer: B is incorrect. The plan business analysis approach does not define the roles and responsibilities.

Answer: C is incorrect. The plan business analysis approach does not define the communication needs.

34.A business analyst has just hosted a brainstorming session that has generated 57 ideas for a solution. What should the business analyst do with the ideas now?

A. Discuss each idea with the project manager.

B. Research each idea for time and cost.

C. Record the ideas as requirements.

D. Rate the ideas.

Answer: D

Explanation:

Once the ideas have been recorded, then the business analyst should rate the ideas and distribute the list to the appropriate stakeholders.

Answer: C is incorrect. The business analyst doesn't record the ideas as requirements.

Answer: B is incorrect. This isn't a valid statement as time and cost estimates aren't needed for each idea generated in the session.

Answer: A is incorrect. The project manager doesn't need, necessarily, to discuss the brainstorming ideas.

35.Which of the following is used as a means of validating a created, selected, or tailored business analysis approach?

A. Process modeling

B. Progressive elaboration

C. Decision analysis

D. Structured walkthrough

Answer: D

Explanation:

Structured walkthrough is used as a means of validating a created, selected, or tailored business analysis approach.

Answer: C is incorrect. Decision analysis is used to rate available methodologies against organizational needs and objectives.

Answer: A is incorrect. Process modeling is used to define and document the business analysis approach.

Answer: B is incorrect. Progressive elaboration describes the process of providing more and more information through incremental details. It is a form of deductive reasoning to go from a very broad set of requirements to the exact details on the requirements.

36.As a business analyst in your organization, you must understand the difference between operative rules and structural rules.

What is the difference between structural rules and operative rules?

A. Structural rules are rules that the organization chooses to enforce as a matter of policy. Operative rules are intended to help determine when something is or is not true, or when things fall into a specific category.

B. Operative rules are rules that the organization chooses to enforce as a matter of policy. Structural rules are intended to help determine when something is or is not true, or when things fall into a specific category.

C. Operative rules are rules that describe the organizational process assets of the organization. Structural rules are policies that restrict the authority of each line of business.

D. Operative rules are rules that define how an organization operates. Structural rules define the boundaries of the structure, business units, and departments within the organization.

Answer: B

Explanation:

Operative rules are the policies of the organization. Structural rules create categories of things, actions, and departments within an entity.

Answer: A is incorrect. This is not a valid statement about structural rules and operative rules.

Answer: C is incorrect. This is not a valid statement about structural rules and operative rules.

Answer: D is incorrect. This is not a valid statement about structural rules and operative rules.

37.The task of verifying requirements is used to ensure that the requirements are ready for formal review and validation by the customers and for what other purpose?

A. For defining the specifications for the desired future state based on the solution

B. For gaining approval of chartering the project

C. For defining the information to allow additional work to be performed

D. For gaining approval of cost and schedule

Answer: C

Explanation:

Requirement's verification allows the business analyst and key stakeholders to define any additional information that will allow any additional work to be performed. In other words, once the current requirements are approved, the tasks may continue forward based on what's been analyzed so far.

Answer: D is incorrect. Gaining approval of the cost and schedule is not an accurate answer.

Answer: B is incorrect. Chartering a project isn't the best answer for this question.

Answer: A is incorrect. The requirements comprise the solution scope for the business need, so this isn't the best answer for the question.

38.Which technique in organizing requirements is best described as showing the concepts and relationships relevant to the solution or business domain?

A. Data flow diagram

B. Business rules analysis

C. Data modeling

D. Functional decomposition

Answer: C

Explanation:

Data modeling is the best answer, as this approach describes the concepts and relationships relevant to

the solution or business domain.

Answer: A is incorrect. The data flow diagram shows how information flows through a system.

Answer: B is incorrect. The business rules analysis examines how business rules may be implemented and managed in an organization.

Answer: D is incorrect. Functional decomposition is the process of breaking down the scope into smaller, more manageable deliverables. It ensures that all of the active characteristics of the proposed solution are identified, documented, and capable of being tracked.

39.A business analyst is helping management determine which solution they should choose. As it happens that the organization can only choose one of the two solutions due to time and resource restrictions. Solution A worths $456,000 to the organization while solution B worths $565,000 to the organization. While solution A costs less, it is less risky and takes less time to complete so management elects to seize Solution A.

What is the opportunity cost?

A. $565,000

B. There is not enough information to know how much the solution will cost the organization.

C. $109,000

D. $456,000

Answer: A

Explanation:

The opportunity cost is the total value of the opportunity that can be taken advantage of.

40.You are the business analyst for your organization and you're working with Adam on business analysis processes. Adam is steeped in knowledge regarding the project's purpose.

Of the following, what type of business analysis stakeholder is Adam?

A. Project manager

B. Domain subject matter expert

C. Sponsor

D. Regulator

Answer: B

Explanation:

The domain subject matter expert is a person who is steeped in knowledge regarding the project's purpose.

Answer: A is incorrect. The project manager must ensure that the business analysis approach is compatible with other project activities.

Answer: D is incorrect. The regulator approves any tailoring to the business analysis processes or activities.

Answer: C is incorrect. The sponsor allows the business analysis activities and resources to exist in support of the organization.

41.You are the business analyst for your organization. You are currently identifying opportunities for a customer to improve their business processes. The customer wants to streamline their business efforts either through new technologies, better processes, or a combination of both. The customer demands, however, that the solution should not cost more than $300,000 to implement and support for one year.

What does the $300,000 represent?

A. Budget

B. Constraint

C. Solution cost

D. Requirements

Answer: B

Explanation:

The maximum price of $300,000 is a constraint that the solution must be bound to. The solution does not have to cost $300,000, it just cannot exceed this limit.

Answer: A is incorrect. A budget is the defined amount of funds to implement a solution. In this instance, the stakeholder will accept a maximum of $300,000 or less for a solution. Because a solution has not been identified the budget is not yet known.

Answer: D is incorrect. Requirements are the characteristics of the solution, not the constraint of the price.

Answer: C is incorrect. A solution has not yet been proposed so the cost of the solution is still unknown.

42.You are the business analyst for your organization. On your current project you'll be using the change-driven approach for defining requirements and gathering feedback.

Which of the following statements best describes the change-driven approach?

A. The change-driven approach favors defining requirements through experimentation.

B. The change-driven approach favors defining requirements standardized templates.

C. The change-driven approach favors defining requirements through team interaction.

D. The change-driven approach does not define the requirements until after a solution for the problem has been identified.

Answer: C

Explanation:

The change-driven approach looks to create business value in short iterations. The downside of this approach, however, is that there is more risk and uncertainty in the overall direction. The change-driven approach relies on team interaction to define requirements and gather feedback on the solution.

Answer: B is incorrect. The plan-driven approach relies on standardized templates, not the change-driven approach.

Answer: A is incorrect. This is not a valid description of the change-driven approach.

Answer: D is incorrect. Requirements may evolve through the change-driven approach, but they are still identified early in the business analysis work. The requirements must be identified so that the business analysts know what solution would satisfy the requirements.

43.According to the business analysis book 'A Guide to the Business Analysis Body of Knowledge', which your exam is largely based on, almost all methodologies fit somewhere along a spectrum between plan-driven and what other methodology?

A. Risk-driven

B. Cost-driven

C. Change-driven

D. Reward-driven

Answer: C

Explanation:

The methodology that defines the business analysis approach is either plan-driven or change-driven.

Answer: A is incorrect. Risk-driven is not a valid approach for planning business analysis activities.

Answer: B is incorrect. Cost-driven is not a valid approach for planning the business analysis activities.

Answer: D is incorrect. Reward-driven is not a valid approach for planning the business analysis activities.

44.Which of the following is used to rate available methodologies against organizational needs?

A. Structured walkthrough

B. Progressive elaboration

C. Decision analysis

D. Process modeling

Answer: C

Explanation:

Decision analysis is used to rate available methodologies against organizational needs and objectives.

Answer: D is incorrect. Process modeling is used to define and document the business analysis approach.

Answer: A is incorrect. Structured walkthrough is used as a means of validating a created, selected, or tailored business analysis approach.

Answer: B is incorrect. Progressive elaboration describes the process of providing more and more information through incremental details. It is a form of deductive reasoning to go from a very broad set of requirements to the exact details on the requirements.

45.You're organizing the business analysis approach for your organization. Jane wants to know when changes to requirements are most likely to happen in business analysis processes.

Which one of the following statements best describes when changes to requirements may happen?

A. Changes to requirements usually happen at the end of the business analysis processes.

B. Changes to requirements usually happen early in the business analysis processes.

C. Changes to requirements may happen at any time.

D. Changes to requirements happen after the business analysis processes.

Answer: C

Explanation:

Changes to requirements may happen at any time in the business analysis processes and throughout the project. When these changes happen later in the process, it becomes more difficult to accept, communicate, and manage those changes.

Answer: B is incorrect. Changes may happen at any time, not just at the beginning of the processes.

Answer: A is incorrect. Changes don't just happen at the end of the business analysis processes.

Answer: D is incorrect. Changes may happen at any time, not just after the business analysis processes.

46.There are three inputs for stakeholder analysis.

Which input describes the organizational units that exist and their interactions with one another?

A. Business need

B. Enterprise architecture

C. Matrix structure

D. Organizational process asset

Answer: B

Explanation:

The enterprise architecture describes the relationship among the organizational units and how the organizational units act with one another.

Answer: A is incorrect. The business need describes business requirements, solution scope, and solution requirements.

Answer: C is incorrect. A matrix structure is not one of the three inputs to stakeholder analysis.

Answer: D is incorrect. Organizational process assets describe organizational policies, procedures, forms, and methodologies the business analyst is to follow.

47.You are the business analyst in your organization. Management comes to you with a customer complaint that they'd like you to analyze.

What's the common task associated with customer complaints or loss of revenue?

A. Stakeholder assessment of implementation

B. Issue management and identification

C. Evaluation of a business need

D. Capability assessment

Answer: C

Explanation:

When there are customer complaints, loss of revenue, or new market opportunities, the best course of action is the evaluation of a business need.

Answer: D is incorrect. Capability assessments are useful, but they happen after defining and evaluating the business need.

Answer: B is incorrect. Issue management and identification cannot be the best answer for understanding and research customer complaints.

Answer: A is incorrect. Stakeholder assessment of implementation is not a valid business analysis activity.

48.Kelly is the business analyst for her organization and she's identifying roles and responsibilities of the people involved in business analysis activities. Her manager has asked Kelly to create the RACI matrix to accomplish this task.

What is the RACI matrix?

A. The RACI matrix is a roles and responsibilities chart that uses the legend of Responsible, Action, Controlled, and Informed.

B. The RACI matrix is a roles and responsibilities chart that uses the legend of Role, Action, Controlled, and Information.

C. The RACI matrix is a roles and responsibilities chart that uses the legend of Responsible, Accountable, Consulted, and Informed.

D. The RACI matrix is a roles and responsibilities chart that uses the legend of Risk, Action, Cost,and Information.

Answer: C

Explanation:

The RACI matrix is a roles and responsibilities chart that uses the legend of Responsible, Accountable,

Consulted, and Informed.

49.Beth is a business analyst for her organization and she's discussing the solution with her key stakeholders. Beth is considering that moving to a new operating system, new office software, and new customized applications will be too much for the end users to learn and to manage their ongoing responsibilities.

What task is Beth completing in this scenario?

A. Manage the stakeholders.

B. Evaluate solution performance.

C. Define transition requirements.

D. Assess organizational readiness.

Answer: D

Explanation:

Beth is performing the assessment of organizational readiness. This task reviews the organization's ability to accept and use the solution.

Answer: A is incorrect. Stakeholder management is not an applicable business analysis task for this scenario.

Answer: C is incorrect. The task of defining transition requirements describes the process of moving from one solution to another.

Answer: B is incorrect. Evaluation of solution performance is the task of reviewing current solutions for improvement.

50.Management comes to you and asks you to complete some specifications and models about the current state of the organization.   Management wants you to complete this business analysis activity as soon as possible and report back to them with your findings.

What is the primary purpose of the specify and model requirements process?

A. To analyze the roles and responsibilities of users within the organization to determine how the processes may be improved.

B. To analyze the utility function within the organization to determine how risk tolerance may allow for new opportunities.

C. To analyze the functioning of an organization and to provide an insight into opportunities for improvement.

D. To analyze the processes of an organization to determine what processes can be improved, removed, or added.

Answer: C

Explanation:

The specify and model requirements is a business analysis process to analyze the functioning of an organization and provide an insight into opportunities for improvement.

Answer: D, A, and B are incorrect. These are not valid definitions of the specify and model requirements process.

51.In preparation for your business analysis examinations, you should be familiar with the tasks to complete requirements management and communication activities.

How many tasks are there in the knowledge area of requirements management and communication?

A. 7

B. 4

C. 5

D. 6

Answer: C

Explanation:

Following are the tasks in Requirements Management and Communication:

Manage solution scope and requirements.

Manage requirements traceability.

Maintain requirements for reuse.

Prepare requirements package.

Communicate requirements.

52.Which business analysis task in the requirements management and communication domain is best described as creating and maintaining relationships among business objectives, requirements, team deliverables, and solution components to support business analysis activities?

A. Communicate requirements.

B. Prepare the requirements package.

C. Manage requirements traceability.

D. Document requirements for review.

Answer: C

Explanation:

The question describes the task of managing requirements traceability.

Answer: B is incorrect. Preparing the requirements package is a task that selects and structures a set of requirements to ensure that the requirements are effectively communicated to, understood by, and usable by a stakeholder group or groups.

Answer: A is incorrect. Communicating requirements is the process of discussing the requirements through communication channels to ensure that the stakeholders understand the requirements.

Answer: D is incorrect. Documenting requirements for review is not a valid answer, as this is not a business analysis task in the requirements management and communication knowledge area.

53.Which of the following describes the organizational policies, procedures, forms, and methodologies the business analyst is to follow?

A. Organizational process asset

B. Enterprise architecture

C. Business need

D. Matrix structure

Answer: A

Explanation:

Organizational process assets describe the organizational policies, procedures, forms, and methodologies the business analyst is to follow.

Answer: C is incorrect. The business need describes business requirements, solution scope, and solution requirements.

Answer: B is incorrect. The enterprise architecture describes the relationship among the organizational

units and how the organizational units act with one another.

Answer: D is incorrect. A matrix structure is not one of the three inputs to the business analysis process.

54.You are the business analyst for your organization. You've believed that your solution can actually be purchased from outside vendor rather than trying to create the solution internally. You decide to ask the vendor to provide a fee for their services based on the statement of work.

What document will you give the vendor along with the statement of work?

A. Request for quote

B. Contract terms

C. Request for proposal

D. Purchase order

Answer: A

Explanation:

When an organization wants just the cost of the service or product, request for quote is used. Quotes, provided by vendors to buyers, don't present any ideas or direction, but provide just the cost of the solution.

Answer: C is incorrect. Request for proposal asks the vendor to provide detail on a proposed solution and the cost of the solution.

Answer: D is incorrect. Purchase order tells the vendor that your organization will be purchasing the goods or services.

Answer: B is incorrect. Contract terms aren't feasible, as the business analyst doesn't know how much the solution will cost. Contract terms come later in the procurement process.

55.Which requirements allocation technique is best described as the breaking down of the solution scope into smaller units for allocation?

A. Functional decomposition

B. Resource allocation granularity

C. WBS creation

D. Process modeling

Answer: A

Explanation:

Functional decomposition takes the solution scope and decomposes it into smaller, more manageable units.

Answer: B is incorrect. Resource allocation granularity isn't a business analysis term and is not acceptable for this question.

Answer: D is incorrect. Process modeling maps activities in a process model to different roles, vendors, and contractors.

Answer: C is incorrect. WBS creation also uses a decomposition of the project scope into work packages, but it's not the process described in this question.

56.John and Hanna are business analysts in their organization and they are completing the verification activities to check for completeness of the requirements.

When should John and Hanna perform these verification activities?

A. At each milestone of the requirements analysis process

B. Once all of the requirements have been gathered

C. Iteratively throughout the requirements analysis process

D. As often as the requirements management plan calls for

Answer: C

Explanation:

Requirements verification activities are performed iteratively throughout the requirements analysis process.

Answer: A is incorrect. Requirements verification happens in iterations, not just at milestones (assuming there are milestones in the process).

Answer: B is incorrect. Verification activities don't happen just at the end of the requirements gathering process, but iteratively throughout the process.

Answer: D is incorrect. This answer is tempting, but it's not the best answer.

57.Business needs do not always originate from the business analyst or from business owners. There are several stakeholders which may identify or contribute to the identification of a business need.

Which one of the following stakeholders are most likely to have the most direct awareness of problems that could lead to a business need?

A. End users

B. Business analysts

C. Project managers

D. Functional managers

Answer: A

Explanation:

End users of a system are the stakeholders that are to have the most direct awareness of problems. The end users typically represent the largest group of stakeholders and are closest to the applications, services, and facilities where business needs may be represented.

Answer: C is incorrect. Project managers may be aware of business needs, but they aren't the most likely stakeholders.

Answer: D is incorrect. Functional managers oversee end users and other resources, but may not be the stakeholders closest to the need.

Answer: B is incorrect. Business analysts can help identify and clarify the need, but this isn't the best choice for the question.

58.You are the business analyst for your organization and are leading a presentation about an identified problem. This presentation will help the stakeholders to understand the problem and it will help you when you begin to elicit requirements from the stakeholders.

Which type of learner learns best through the presentation of models?

A. Kinesthetic learners

B. Auditory learners

C. Communication model learners

D. Visual learners

Answer: D

Explanation:

Visual learners are people that learn best by observing a model of the problem or visual aids to

demonstrate the problem.

Answer: B is incorrect. Auditory learners describe people that learn best by oral and written communications.

Answer: A is incorrect. Kinesthetic learners learn best by experiencing the topic, hands-on activities, and walk-throughs of the identified topic.

Answer: C is incorrect. This is not a valid learning type.

59.Brian is the business analyst for his organization and he's hosting a brainstorming session. He is facilitating the session with eight stakeholders. Why is it important for Brian to not set a goal for the number of ideas the group should generate in the session?

A. A goal for the number of ideas to be generated should be created.

B. A goal for the number of ideas puts too much pressure on the group.

C. A goal for the number of ideas may be too large to reach.

D. A goal for the number of ideas actually limits the ideas that can be generated.

Answer: D

Explanation:

When a business analyst sets a goal for the number of ideas to be generated during a brainstorming session, it actually limits the number of ideas that the group can generate. For example, if Brian sets the goal of 25 ideas, then once the group reaches 25, the session ends instead of urging more ideas into the session.

Answer: C is incorrect. While it's possible that the goal may be too large to be feasible for the session, this isn't the best choice presented.

Answer: B is incorrect. A goal may put pressure on the group, but the best answer is that the goal for the number of ideas may actually limit the number of ideas created.

Answer: A is incorrect. This isn't a valid statement as Brian should not create a goal.

60.You are the business analyst for your organization and you're preparing the solution for your organization's review and implementation. Some of the requirements of the solution, however, must be inspected by compliance officers before the project and implementation can move forward.

The requirements of the inspection can be best described as what?

A. Bottleneck

B. Requirements

C. Cost-negativity

D. Constraint

Answer: D

Explanation:

Requirements that require a compliance officer to be regulated and inspected are constraints that limit the project's options.

Answer: B is incorrect. While these are requirements, the best answer is a constraint. Constraints limit the project's ability to move forward. A delay in the inspection can delay the project.

Answer: C is incorrect. This isn't a valid term and isn't applicable to this scenario.

Answer: A is incorrect. While some business analysts and project managers may call this a bottleneck in the flow of the project, the correct business analysis term for this is constraint.

61.Karen is the business analyst for her organization and she's reviewing the tasks within her endeavor. Several of the tasks have the characteristic that the activity will be completed with the project stakeholders, consultants, and business analyst, though this hasn't yet been approved.

What is this condition of believing some things to be true about an activity without proving the validity of the belief called?

A. Risk

B. Assumption

C. Constraint

D. Boundary

Answer: B

Explanation:

An assumption is something that you believe to be true, but it's not been proven to be true or false. The assumption in this scenario is that the stakeholders will be available to complete activities.

Answer: C is incorrect. A constraint is something that limits your options.

Answer: D is incorrect. A boundary defines what's in and out of the domain of business analysis, project management, or any other endeavor.

Answer: A is incorrect. A risk is an uncertain event or condition that may have a positive or negative effect on the project.

62.All of the following are examples of elicitation techniques that are used as part of the business analyst elicitation task except for which one?

A. Brainstorming

B. Observation

C. Decomposition

D. Prototyping

Answer: C

Explanation:

Decomposition describes the process of taking the product or project scope and breaking it down into smaller, more manageable units.

Decomposition is not an elicitation technique.

Answer: A is incorrect. Brainstorming is an elicitation technique that's useful for requirements gathering.

Answer: B is incorrect. Observation allows the stakeholder to actively or passively observe the work to better understand the requirements of the solution.

Answer: D is incorrect. Prototyping allows the business analyst and team to create mockups of the deliverable for solution testing and requirements approval.

63.You are the business analyst for your organization and you're preparing to elicit requirements from the stakeholders. You've gathered several inputs to help with the elicitation process.

Which input(s) will be used to ensure that you understand the type of information that should be elicited from the stakeholders?

A. Stakeholder list

B. Risk assessment

C. Business need

D. Roles and responsibility

Answer: C

Explanation:

The business need and the solution scope are the two inputs which help the business analyst understand what should be elicited from the stakeholders.

Answer: A is incorrect. Stakeholder list, roles, and responsibilities help the business analyst understand from whom the requirements should be elicited.

Answer: D is incorrect. Stakeholder list, roles, and responsibilities help the business analyst understand from whom the requirements should be elicited.

Answer: B is incorrect. Risk assessment is a review of the risks in the project and isn't an input to elicitation business analyst tasks.

64.You are a business analyst for your organization and you're working with the stakeholders to identify the primary inputs to the business analysis approach.

Which one of the following is a primary input to the business analysis approach?

A. The business analysis approach will be shaped by the problem or opportunity faced by the organization.

B. The business analysis approach will be shaped by the penalty of not seizing the opportunity.

C. The business analysis approach will be shaped by the time allowed for business analysis planning.

D. The business analysis approach will be shaped by the risks faced by the organization.

Answer: A

Explanation:

A primary input to the business analysis approach is to consider the problem or opportunity faced by the organization.

Answer: C is incorrect. The time allowed for business analysis planning does have an effect on the thoroughness of the business analysis activities, but this isn't the best answer for the question.

Answer: D is incorrect. While risk and reward are considerations, consideration of the problem or opportunity is a better choice for this question.

Answer: B is incorrect. This answer doesn't consider the reward of the opportunity or acknowledge, as there may also be problems to be solved, not just opportunities to seize.

65.Your organization is using a plan-driven approach to business analysis.

What must you do with all of the communication documents created as part of this high-priority project that you are serving as the business analyst for?

A. The communications management plan will dictate what will happen to the business analysis communications.

B. All formal communication must be destroyed once the project is completed.

C. All communications must be archived and will become part of the organizational process assets.

D. All communications must be documented and passed onto the solution's project manager for analysis and to serve as supporting detail.

Answer: C

Explanation:

Communications in a plan-driven approach to business analysis must use formal communication. Formal communications should be archived as part of the organizational process assets.

Answer: A is incorrect. The communications management plan may dictate that the communications be

archived, but this is not a requirement of the communications management plan.

Answer: D is incorrect. The project manager may want to reference the communication but doesn't always need. If the communications are archived then the project manager can access them as needed.

Answer: B is incorrect. Communication documents are not destroyed; they are archived as part of the organizational process assets.

66.Linda is the business analyst for her organization and she's working with Joe, a new business analyst, to prioritize requirements. Joe doesn't understand why requirements need to be prioritized; as all requirements are required, they should carry equal weight in the analysis.

What should Linda tell Joe as to why requirements must be prioritized?

A. Prioritization ranks the requirements according to the cost and schedule.

B. Prioritization ranks the requirements on a weighted scale of key performance indicators, suchas cost, schedule, risk, and experience.

C. Prioritization ensures that the most important stakeholders are considered first.

D. Prioritization of requirements focuses on the most critical requirements first.

Answer: D

Explanation:

Prioritization of requirements is used to make certain that analysis and implementation efforts focus on the most critical requirements. The requirement prioritization process ranks the requirements by importance. It is a decision process. This process is used for determining the relative importance of requirements. These priorities determine which requirements should be targets for further analysis.

Answer: C is incorrect. Requirements prioritization does not rank the requirements by the stakeholders, but by the needs of the stakeholders and the requirements that are most important to satisfy those needs.

Answer: A is incorrect. Requirements prioritization does not rank the requirements according to the cost and schedule, but by importance.

Answer: B is incorrect. Requirements prioritization does not rank the requirements on a weighted scale; this isn't a valid statement.

67.What condition of the requirements must be fulfilled in order to use the matrix documentation approach to specify and model requirements?

A. The requirements must have opposing values.

B. The requirements must have common characteristics.

C. The requirements must have the uniform structure.

D. The requirements must have rated goals, such as time, cost, and quality.

Answer: C

Explanation:

In order to use the matrix documentation approach to model requirements, the identified requirements must have the uniform structure of their characteristics and identification.

Answer: A is incorrect. The requirements do no need to have opposing values to use the matrix documentation approach.

Answer: B is incorrect. While this choice is tempting, the best answer is the uniform structure.

Answer: D is incorrect. This isn't a valid answer, as requirements don't need rated goals.

68.Which of the following is a business management strategy originally developed by Motorola, USA in

1986?

A. Quality Circle

B. Waterfall model

C. Lean

D. Six Sigma

Answer: D

Explanation:

Six Sigma is a business management strategy originally developed by Motorola, USA in 1986. It is widely used in many sectors of industry, although its use is not without controversy. The Six Sigma approach seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing variability in manufacturing and business processes. It uses a set of quality management methods, including statistical methods, and creates a special infrastructure of people within the organization who are experts in these methods. Each Six Sigma project carried out within an organization follows a defined sequence of steps and has quantified financial targets.

69.As a business analyst, you'll often have to coach stakeholders on the processes, knowledge areas, and tasks you'll complete for an organization. One of the knowledge areas is enterprise analysis.

This knowledge area completes all of the following activities except for which one?

A. It defines the nature of a solution that meets that need.

B. It identifies business needs, problems, or opportunities.

C. It justifies the investment necessary to deliver that solution.

D. It manages and expresses requirements to a broad and diverse audience.

Answer: D

Explanation:

The Requirements Management and Communication knowledge area describes the activities and considerations to manage and express requirements to a broad and diverse audience. The execution of these tasks ensures the following facts: The stakeholders have a shared understanding of the nature of a solution. Those stakeholders with approval authority are in agreement as to the requirements that the solution shall meet.

Answer: B, A, and C are incorrect. The Enterprise Analysis knowledge area describes the following business analysis activities: It identifies business needs, problems, or opportunities.   It defines the nature of a solution that meets that need. It justifies the investment necessary to deliver that solution.

70.You are the business analyst for your organization and you're working with your manager to discuss the constraints and assumptions that may affect the requirements. Your manager wants to know from where you've derived the list of constraints and assumptions.

What's the best answer as to where assumptions and constraints are identified?

A. Assumptions and constraints are identified through a review of project requirements.

B. Assumptions and constraints are identified through elicitation from stakeholders.

C. Assumptions and constraints are identified through risk identification and analysis.

D. Assumptions and constraints are identified through document analysis.

Answer: B

Explanation:

Assumptions and constraints are identified through elicitation from stakeholders.

Answer: D is incorrect. Assumptions and constraints are not identified through document analysis.

Answer: C is incorrect. Assumptions and constraints are not identified through risk identification, though false assumptions may be subject to risk analysis.

Answer: A is incorrect. Assumptions and constraints are not identified through a review of project requirements.

71.There are five tasks and six inputs to requirements management and communication.

As a business analyst, you'll need to gather all of the following inputs for this knowledge area except for which one?

A. Requirement Management Plan

B. Work breakdown structure

C. Business Analysis (BA) communication plan

D. Solution scope

Answer: B

Explanation:

The work breakdown structure (WBS) is a tool used to define the scope of work and to develop estimates. This tool creates a hierarchy of work by decomposing the project scope into smaller and smaller pieces. WBS can perform the following tasks: It may break the project into iterations, releases, or phases. It can break deliverables into work packages. It may break activities into smaller tasks.

Answer: C, A, and D are incorrect. The inputs to requirements management and communication are as follows: Business Analysis (BA) communication plan Requirement Management Plan Solution Scope Requirements Structure Organizational Process Assets Stakeholder, List, Roles, and Responsibilities Requirements

72.Which of the following is an output of the Identify Stakeholders process?

A. Scope baseline

B. Project charter

C. Stakeholder register

D. Project scope statement

Answer: C

Explanation:

The Identify Stakeholders process identifies all people or organizations that are impacted by the project. It also documents relevant information regarding their interests, involvement, and impact on project success. Stakeholder register and stakeholder management strategy are outputs of this process.

Answer: B is incorrect. Project charter is one of the inputs of the Identify Stakeholders process.

Answer: A is incorrect. Scope baseline is one of the outputs of the Create Work Breakdown Structure (WBS) process.

Answer: D is incorrect. Project scope statement is one of the outputs of the Define Scope process.

73.You are documenting the requirements attribute for your requirements management plan.

Which attribute would you use if you want to identify the person who created the requirements?

A. Absolute reference

B. Ownership

C. Requirements sponsor

D. Author of the requirements

Answer: D

Explanation:

The author of the requirements is a good attribute to include in the requirements attribute. This allows follow-up questions or clarifications, if necessary, for the project.

Answer: A is incorrect. Absolute reference is needed to define specific requirements. A numeric coding is preferred over text and this code should not be reused.

Answer: B is incorrect. The ownership attribute describes who will be the owner of the requirement or deliverable. The owner isn't necessarily the same person who created the requirement.

Answer: C is incorrect. There is not an attribute called requirements sponsor, so this choice is not valid.

74.A business analyst has just completed an elicitation event.

What stakeholder(s) is/are involved in the documentation of the elicitation results?

A. Business analyst and key stakeholders

B. Business analyst

C. Project manager, project team, and business analyst

D. Project manager, business analyst, and project sponsor

Answer: B

Explanation:

Only the business analyst is involved in the documentation of the elicitation results.

Answer: D is incorrect. Only the business analyst is involved in the documentation of the elicitation results, not the project manager and project sponsor.

Answer: C is incorrect. Only the business analyst is involved in the documentation of the elicitation results, not the project manager and project team.

Answer: A is incorrect. Only the business analyst is involved in the documentation of the elicitation results, not key stakeholders.

75.Consider a business analyst who is completing the business analysis tasks of specifying and modeling requirements for an organization.

This task can help an organization achieve all of the following objectives except for which one?

A. Supporting training activities and knowledge management

B. Facilitating communication among stakeholders

C. Compliance with contracts and regulations

D. Increasing revenue and/or reducing costs within an organization

Answer: D

Explanation:

The task of specifying and modeling requirements does not ensure that revenues will increase or that costs will be reduced. However, the task does allow for some insight into operational improvements.

Answer: C is incorrect. The task of specifying and modeling requirements does help with compliance to contracts and regulations.

Answer: B is incorrect. The task of specifying and modeling requirements does help the stakeholders communicate better.

Answer: A is incorrect. The task of specifying and modeling requirements can help with training and knowledge management.

76.In order to begin defining the solution scope, you'll need four inputs.

Which one of the following is actually a task that will use the solution scope and is not an input?

A. Required capability

B. Assumptions and constraints

C. Business need

D. Allocation of requirements

Answer: D

Explanation:

The task of allocating requirements is the future task in the business analysis domain that will need the solution scope. The four inputs tothe solution scope are assumptions and constraints, business need, required capabilities, and solution approach.

Answer: B is incorrect. Assumptions and constraints is one of the four inputs to the solution scope.

Answer: C is incorrect. Business need is one of the four inputs to the solution scope.

Answer: A is incorrect. Required capability is one of the four inputs to the solution scope.

77.What can be considered the only input to the task of defining assumptions and constraints?

A. Business case

B. Prioritized requirements

C. Requirements

D. Stakeholder concern

Answer: D

Explanation:

The only input to the task of defining assumptions and constraints is stakeholder concern.

Answer: C is incorrect. Requirements aren't inputs to the task of defining assumptions and constraints.

Answer: B is incorrect. Prioritized requirements aren't inputs to the task of defining assumptions and constraints.

Answer: A is incorrect. The business case isn't an input to the task of defining assumptions and constraints.

78.A business analyst wants to elicit requirements from a large group of stakeholders. One of her primary goals of this event is to produce a broad set of options for solutions.

Which elicitation technique would you recommend for this business analyst?

A. Business rules analysis

B. Brainstorming

C. Benchmarking

D. Data flow diagrams

Answer: B

Explanation:

Brainstorming is the business analysis solution the business analyst should use to generate a broad set of options.

Answer: C is incorrect. Benchmarking compares two comparable businesses, solutions, systems, or other entities for measurement, goal setting, and idea generation.

Answer: A is incorrect. Business rules analysis defines the rules that govern decisions in an organization

and that define, constrain, or enable organizational operations.

Answer: D is incorrect. Data flow diagrams illustrate how information is input, processed, stored, and output from systems.

79.Which of the following is the prime purpose of the Manage Stakeholders Expectations process?

A. Identify stakeholders

B. Close project

C. Resolve issues

D. Updating risk registers

Answer: C

Explanation:

The prime purpose of the Manage Stakeholders Expectations process is to resolve issues. These issues may be from different areas of the project. An issue log or action item log can be used to document and monitor the resolution of issues. It can be used to facilitate communication and ensure a common understanding of issues. Issues are resolved to maintain good, constructive working relationships among various stakeholders, including team members.

Answer: B is incorrect. Although, the Manage Stakeholders Expectations process helps in closing the project, it is not the prime purpose of this process.

Answer: A is incorrect. Stakeholders identification is done in the separate process named Identify Stakeholders.

Answer: D is incorrect. Risk register is a document that contains the results of the qualitative risk analysis, quantitative risk analysis, and risk response planning. Description, category, cause, probability of occurring, impact on objectives, proposed responses, owner, and the current status of all identified risks are put in the risk register. Updating risk registers is done throughout the project duration. It is not the prime purpose of the Manage Stakeholders Expectations process.

80.Sam is preparing for the task of prioritizing requirements and he'll need five inputs to accomplish the task.

Which one of the following is not an input that Sam will use to prioritize requirements?

A. Risk analysis

B. Business need

C. Requirements management plan

D. Business case

Answer: A

Explanation:

Risk analysis is not considered for prioritization of requirements. The correct inputs are business case, business need, requirements, requirements management plan, and the stakeholder list, roles, and responsibilities.

Answer: D is incorrect. Business case is needed as an input for the task of prioritizing requirements.

Answer: B is incorrect. Business need is needed as an input for the task of prioritizing requirements.

Answer: C is incorrect. The requirements management plan is needed as an input for the task of prioritizing requirements.

81.What elicitation technique is best described as a study to compare the strengths and weaknesses of

an organization against its peers and competitors?

A. Brainstorming

B. Market analysis

C. Comparative analysis

D. Benchmarking

Answer: D

Explanation:

Benchmarking is the only valid business analysis process that compares the strengths and weaknesses of an organization against other similar entities.

Answer: A is incorrect. Brainstorming generates ideas and inputs to the business analysis process.

Answer: C is incorrect. Comparative analysis is not a valid BABOK term, so this choice is incorrect.

Answer: B is incorrect. Market analysis is not a valid BABOK term, so this choice is incorrect.

82.You are the business analyst for your organization and you and your staff are creating as many solutions as possible to an identified problem in the solution approach process.

What is this activity element called?

A. Alternative generation

B. Brainstorming

C. Prototyping

D. Lateral thinking

Answer: A

Explanation:

When the business analyst and stakeholders are generating as many potential options as possible for a solution, it's called alternative generation.

Answer: B is incorrect. Brainstorming is not used as an element for the solution approach process.

Answer: D is incorrect. Lateral thinking is not an element used in the solution approach process.

Answer: C is incorrect. Prototyping creates models and mockups of a solution.

83.What type of requirements elicitation technique is the Delphi Technique?

A. Survey

B. Workshop

C. Prototyping

D. Round table

Answer: A

Explanation:

The Delphi Technique uses rounds of anonymous surveys to build consensus among the stakeholders.

Answer: B is incorrect. The workshop is not an example of the Delphi Technique.

Answer: D is incorrect. The round table is a discussion of a topic, not a requirements elicitation technique.

Answer: C is incorrect. Prototyping is not the equivalent of the Delphi Technique.

84.Which one of the following is not an event-based elicitation technique?

A. Focus group

B. Interface analysis

C. Interview

D. Workshop

Answer: B

Explanation:

Interface analysis is not an event-based elicitation technique. It is an elicitation technique that identifies interfaces between solutions and how the interfaces will interact.

Answer: D is incorrect. A workshop is an event-based elicitation technique.

Answer: A is incorrect. A focus group is an event-based elicitation technique.

Answer: C is incorrect. An interview is an event-based elicitation technique.

85.What do business goals and objectives of enterprise analysis actually describe?

A. Business goals and objectives describe the increased revenue that the organization is seeking to gain.

B. Business goals and objectives describe the solution scope that the organization is seeking to accomplish.

C. Business goals and objectives describe the ends that the organization is seeking to achieve.

D. Business goals and objectives describe the desired future state of problems.

Answer: C

Explanation:

Business goals and objectives describe the ends that the organization is seeking to achieve. It is the assessment of the desired future state of the organization.

Answer: B is incorrect. The best answer is that the ends of the solution are defined, not just the solution scope.

Answer: A is incorrect. Business goals and objectives aren't always focused on increased revenue so this isn't the best choice for the question.

Answer: D is incorrect. This answer is close, but it's not the future state of the problems that is defined, but the future state of the organization.

86.Which technique consists of review meetings to determine if the stakeholders agree that their needs are being met with the identified requirements?

A. Risk analysis

B. Prototyping

C. Stakeholder management

D. Structured walkthrough

Answer: D

Explanation:

Structured walkthroughs are meetings that help determine if the stakeholders agree that their needs are being met with the identified requirements.

Answer: A is incorrect. Risk analysis reviews identified risks in the requirements to determine the probability and impact of the risk event.

Answer: B is incorrect. Prototyping is used to gain user agreement with the proposed solution and requirements for the solution.

Answer: C is incorrect. Stakeholder management is not a technique that is used as part of validating requirements.

87.You are a business analyst for your organization and you're working with the stakeholders to identify the primary inputs to the business analysis approach.

Which of the following are primary inputs of planning the business analysis approach? Each correct answer represents a complete solution. Choose all that apply.

A. Organizational process assets

B. Penalty of not seizing the opportunity

C. Expert Judgement

D. Business need

Answer: D, C, and A

Explanation:

These are the primary inputs of planning the business analysis approach. The primary input of planning the business analysis approach is to consider the problem or opportunity faced by the organization. Time allowed for business analysis planning does have an effect on the thoroughness of the business analysis activities. The risk associated with the plan is also considered.

88.A business analyst needs to prepare the requirements package for her endeavor in a predefined template for her company.

What term can be assigned to this standardized template for packaging the requirements?

A. Organizational process assets

B. Derivative adaption

C. Essential

D. Enterprise environmental factors

Answer: A

Explanation:

Templates for requirements packages are taken from organizational process assets.

Answer: C is incorrect. Essential isn't a valid explanation for this question.

Answer: D is incorrect. Enterprise environmental factors aren't where templates originate from for business analyst requirements packages.

Answer: B is incorrect. This isn't a valid term for organizational process assets or templates needed by the business analyst.

89.When do change requests generally increase in a project?

A. Towards the beginning of the project.

B. During the project scope management processes.

C. During the project's launch.

D. Towards the end of the project.

Answer: D

Explanation:

Changes generally increase towards the end of the project. This can be due to a loosely defined scope, lack of requirements, and other reasons.

Answer: B is incorrect. The scope management process happens throughout the project until the scope is completed.

Answer: C is incorrect. Changes are easier to incorporate at the launch of the project but generally do not

happen until later in the project.

Answer: A is incorrect. Scope changes generally happen towards the end of the project.

90.You are the business analyst for your organization and you're working with the key stakeholders to validate the requirements. In your review, you have determined the business value of each requirement and you've discovered three requirements that do not deliver direct or indirect value to the stakeholders. What should you do with these requirements?

A. Determine their purpose in the requirements set.

B. Justify their existence.

C. See if the requirements are integrated with other requirements.

D. Remove them from the requirements set.

Answer: D

Explanation:

Requirements that do not add direct or indirect value need to be removed from the requirements set.

Answer: B is incorrect. It's not best to justify the existence of requirements; requirements must contribute to the business need or solution.

Answer: A is incorrect. If the requirements do not add some type of value, then you don't need to determine the purpose of the requirements. This answer isn't valid.

Answer: C is incorrect. If the requirements were integrated or linked to other requirements, then it would already be evident that the requirements offer an indirect value to the requirements, solution, or stakeholders.

91.According to 'A Guide to the Business Analysis Body of Knowledge', when should the business analyst and an organization actually start requirements allocation?

A. As soon as a budget has been created

B. After approval of the requirements

C. After the project charter

D. As soon as the solution approach is determined

Answer: D

Explanation:

Requirements allocation typically begins early in the project lifecycle (as soon as the solution approach is determined) and will continue to be performed until all valid requirements are allocated. Allocation typically continues through design and construction of a solution.

Answer: C is incorrect. Requirements allocation doesn't have to wait until the project has been chartered.

Answer: B is incorrect. Approval of the requirements is good, but the solution scope for the requirements needs to created to begin allocating the requirements.

Answer: A is incorrect. The budget creation isn't linked to the requirements allocation process.

92.You are working with the project stakeholders to analyze and prioritize their requirements for the project. One of the project requirements is to achieve a high-level of customer satisfaction for the project deliverable.

What is the danger in this project requirement?

A. Achieving customer satisfaction is a risk, as the project manager cannot control how satisfied the customer will be with the project deliverables.

B. Achieving customer satisfaction is an assumption and should be documented in the project scope.

C. Achieving customer satisfaction should always map to the quality requirements for the project.

D. Achieving customer satisfaction is a subjective requirement and entails a high level of risk of being successfully accomplished.

Answer: D

Explanation:

While every project manager wants to achieve customer satisfaction, this subjective term is too vague to be measured or accounted for.

What one person deems customer satisfaction may be low compared to another. Requirements need metrics to determine the level of success.

Answer: C is incorrect. The subjective requirements cannot be measured or mapped to quality requirements.

Answer: B is incorrect. This is not an assumption, but a subjective requirement.

Answer: A is incorrect. This is not a risk, but a requirement that needs metric for measurement attached to it.

93.You are a business analyst in an organization that has recently embraced business analysis as part of its initiative for new projects. In this organization, there is not an organizational standard for tailoring business analysis duties and expectations.

Which one of the following best describes the action you should take to begin business analysis?

A. Work with the appropriate stakeholders to determine how the business analysis work should be completed.

B. Define the organizational standard first.

C. Create a business case for the need of organizational standards for business analysis.

D. Take charge and begin the business analysis activities, but document your approach to serve as a template for future business analysis initiatives.

Answer: A

Explanation:

The best answer is to work with stakeholders to determine what business analysis activities should be done in the present initiative.

Answer: B is incorrect. There's not a need to define an organizational standard immediately, as this can evolve over time based on projects and business analysis experience in the organization.

Answer: C is incorrect. A business case isn't needed; the business analyst needs to work with the stakeholders to define the needed activities.

Answer: D is incorrect. While this answer is tempting, it does not address the cooperation and involvement of the stakeholders.

94.You are the business analyst for your organization and you're working with the project manager to complete some business analysis activities. The project manager has the authority to approve the requirements based on the short iterations of business analysis activities.

What approach of business analysis are you using in this scenario?

A. Progressive elaboration

B. Change-driven

C. Plan-driven

D. Iterative

Answer: B

Explanation:

Change-driven approaches to business analysis deal with rapid delivery of the business value. The business value is delivered in short iterations in return for acceptance of a higher degree of uncertainty regarding the overall delivery of the solution. The change-driven approaches are preferred while taking an exploratory approach for incremental improvement of an existing solution.

Answer: D is incorrect. Iterative is not a valid business analysis approach.

Answer: C is incorrect. The plan-driven approach defines business analysis activities. This approach is used to focus on minimizing up-front uncertainty and to ensure that the solution is fully defined before implementation begins in order to maximize control and minimize risk. It is preferred when requirements are effectively defined in advance of implementation.

Answer: A is incorrect. Progressive elaboration describes the project management approach of refining requirements and project scope, not the business analysis approach.

95.In a change-driven environment, what's more important than formal communications in regard to effective requirements management?

A. Correct communication

B. Frequency of communication

C. Message of communication

D. Type of communication

Answer: B

Explanation:

Change-driven approaches focus more on frequency of communication than on formal documentation. Official documentation is often in writing, but informal communication takes precedence over more formal written communication.

Answer: D is incorrect. The best answer is frequency of communication, not the type of communication.

Answer: A is incorrect. The best answer is frequency of communication, not correct communication - which is important, but it's not the best selection for the question.

Answer: C is incorrect. The best answer is frequency of communication, not message of communication. Having the correct message and correct communication channels are important, but these aren't the best selection for this question.

96.When a business analyst performs requirements tracing, he may need to trace the requirements backward through their lineage and may need to trace the requirements forward through their relationship to other requirements.

What is the forward tracing activity called in requirements traceability?

A. Lineage tracking

B. Backwards pass

C. Derivation

D. Allocation

Answer: D

Explanation:

Allocation is the forward tracking of a requirement to future requirements in the set of requirements.
Answer: C is incorrect. Backward tracing of a requirement is called its derivation, as the requirements may be derived from other older requirements.
Answer: A is incorrect. Lineage tracking is not a valid term, so this choice is not valid.
Answer: B is incorrect. Backwards pass isn't a valid requirements tracing term; it describes a process in schedule management.

97.You are the business analyst for the NHQ Project. You have identified several stakeholders that need different types of information related to the requirements.
Which stakeholder would need detailed technical interface requirements?
A. Project manager
B. Testers
C. Implementation subject matter experts
D. Regulators
Answer: C
Explanation:
The implementation subject matter experts will need requirements that provide detailed interface requirements, so that they may construct the solution. They are responsible for designing and implementing potential solutions. Implementation subject matter experts will provide specialist expertise on the design and construction of the solution components.
Answer: A is incorrect. The project manager will need requirements in an easy to understand format, so that he may create the project scope.
Answer: D is incorrect. Regulators may have specific legal, contractual, or governance requirements regarding what is included in a requirements document.
Answer: B is incorrect. Testers focus on understanding the critical success factors based on the needs of the business users.

98.As a business analyst, you should be able to identify the characteristics of each business analysis task and domain area.
Which one of the following statements best describes the characteristics of the business analysis knowledge area of requirements analysis?
A. It describes the activities and considerations for managing and expressing requirements to a broad and diverse audience.
B. It describes the business analysis activities necessary to identify a business need, problem, oropportunity, define the nature of a solution that meets that need, and justify the investment necessary to deliver that solution.
C. It describes the tasks and techniques used by a business analyst to analyze stated requirements in order to define the required capabilities of a potential solution that will fulfill stakeholder needs.
D. It is the act of eliciting business, stakeholder, solution, or transition requirements.
Answer: C
Explanation:
This is the only statement that correctly defines the business analysis knowledge area of requirements analysis.
Answer: B is incorrect. This statement describes the enterprise analysis knowledge area.

Answer: A is incorrect. This statement is the definition of the requirements management and communication domain.

Answer: D is incorrect. This statement describes the process for the elicitation of requirements in an organization.

99.Which of the following is the best definition of the business rules analysis?

A. To define the historical information that is available for the business analyst to rely on for his research.

B. To define the rules that govern decisions in and organization and that define, constrain, or enable organizational policies.

C. To define the people that govern decisions in and organization and that define, constrain, or enable organizational policies.

D. To define the job functions, roles and responsibilities, and the designation of power among the project stakeholders.

Answer: B

Explanation:

The process of the business rules analysis is the documentation and understanding of the enterprise environmental factors that enable the organization to operate while also creating boundaries for the people and processes within the organization.

Answer: A is incorrect. This is a description of the organizational process assets.

Answer: D is incorrect. This is an identification of the stakeholders and their positions and characteristics for the business analysis duties.

Answer: C is incorrect. The identification of the people that create the enterprise environmental factors are not relevant for this business analysis process.

100.You are the business analyst for your organization. You are currently working with Susan on creating a model as part of the specify and model requirements process. Susan doesn't understand why you need a model.

You explain to Susan that a model is just a simplified representation of a complex reality that is useful for understanding that reality and making decisions regarding it. In fact, you tell Susan, model can do all of the following except one option. Choose the option that model cannot do?

A. Define the resources that will be needed on the project team

B. Define boundaries for the business domain

C. Describe a situation or problem

D. Describe thought processes and action flows

Answer: A

Explanation:

Models do not typically address the resources needed for the project team so this choice is incorrect. Models can describe a situation or problem, define boundaries for the business domain, describe thought processes and action flows, categorize and create hierarchies of items, show components and relationships, and show business logic.

Answer: C, B, D are incorrect. These are valid components of a model; so these choices are incorrect.

101.You are the business analyst for a large project that will create new software for the entire organization. This new software will affect all of the administrative assistants in the organization schedule

meetings, reserve facilities, and share calendars. There are approximately 2,400administrative assistants in your organization and not all of these people can attend requirements gathering workshops.

What approach canyou use to manage and gather requirements from these 2,400 administrative assistants?

A. You can meet with a small group of administrative assistants that will serve as representatives for the remaining administrative assistants.

B. You will need to meet with all of the administrative assistants as part requirements elicitation.

C. You can meet with a small group of administrative assistants and assume their requirements are ref kelective of the remaining group of administrative assistants.

D. You can meet with the administrative assistants' managers.

Answer: A

Explanation:

When there are large groups of stakeholders, such as in this example, it's practical to find a group of staholders that can serve as representatives for the remainder of the stakeholders.

Answer: B is incorrect. It's not feasible, as the question indicates, for this large group of administrative assistants to attend requirements gathering workshops.

Answer: C is incorrect. You can't assume that one small group of the administrative assistants needs is truly indicative of the reminder of the administrative assistants.

Answer: D is incorrect. The administrative assistants' managers likely don't know enough detail of how the administrative assistants currently do their work to speak on their behalf.

102.Enterprise analysis provides many things for an organization.

All of the following are tasks included in enterprise analysis except for which one?

A. Assess capability gaps

B. Determine solution approach

C. Define business need

D. Solution performance assessment

Answer: D

Explanation:

Solution performance assessment is not a task of enterprise analysis, it is in an input to this process.

There are five tasks for enterprise analysis. define business need, assess capability gaps, determine solution approach, define solution scope, and define business case.

Enterprise analysis is a business analysis activity that helps define and identify business opportunities for an organization.

Answer: C, A, and B are incorrect. This is an enterprise analysis task.

103.You are the business analyst for a large project in your organization. While your company prefers face-to-face communications there are many stakeholders located in different geographical locations.

How can you still effectively serve as a business analyst when the stakeholders are not collocated?

A. You will need the stakeholders to periodically gather in one locale.

B. You will need to travel on a regular rotation to each of the geographical locations to complete the business analyst duties.

C. Add more business analysts in each of the geographical location.

D. You will need to implement videoconferences.

Answer: D

Explanation:

According to the BABOK, the best solution in these instances is to increase videoconferences and teleconferences to complete the business analysis duties.

Answer: C is incorrect. Adding more business analysts will increase the cost of the business analysis duties.

Answer: B is incorrect. Traveling to all of the geographical locations is not always a feasible solution as there may be a small amount of stakeholders in one locale versus another.

Answer: A is incorrect. Sometimes it is effective to bring all of the stakeholders together, but this is not always practical due to cost, schedules, and the amount of stakeholders involved in the project.

104.You are the business analyst in your organization and you've just completed the assessment on three different proposed solutions. In your judgment, you don't think any of the solutions provide enough value to justify being implemented.

What should you tell the stakeholders?

A. Choose the least costly solution.

B. Ask for more time to find justification for the solutions.

C. Terminate the initiative.

D. Present each solution and allow the stakeholders to decide.

Answer: C

Explanation:

When there is no business value to implement the solution, then you should recommend that the initiative be terminated.

Answer: A is incorrect. Choosing the least costly solution that doesn't add value doesn't make sense for the organization.

Answer: D is incorrect. While this is tempting, the best choice is to recommend that the initiative be terminated. There's not a good reason to implement a solution that doesn't bring value to the organization.

Answer: B is incorrect. Asking for more time isn't the best answer when you've already determined there's no business value in the solutions.

105.Which stakeholder(s) will be involved to determine if the requirements can be implemented?

A. Domain subject matter expert

B. Implementation subject matter expert

C. Project team members

D. Sponsor

Answer: B

Explanation:

The implementation subject matter expert will be involved in the process to ensure that the requirements can be implemented.

Answer: A is incorrect. The domain subject matter expert may be involved in the review and approval of requirements as defined by the stakeholder by the stakeholder roles and responsibility designation.

Answer: C is incorrect. Project team members aren't involved in the decision of implementation, so this isn't a valid choice for this answer.

Answer: D is incorrect. The project sponsor reviews the business case, solution, product scope, and all requirements and approves the documents before implementation.

106. You are the business analyst for your organization and you're working to identify all of the stakeholders within your organization and outside   your organization to ensure that you've captured the correct requirements for a project.
Which one of the following techniques can be best suited for identifying stakeholders?
A. Interviews
B. User stories
C. Acceptance and Evaluation Criteria
D. Risk analysis
Answer: A
Explanation:
An interview is a systematic approach. It is used for eliciting information from a person or a group of people in an informal or formal setting by talking to an interviewee, asking relevant questions, and documenting the responses. Interviewees are also able to identify other stakeholders.
Answer: C is incorrect. Acceptance and evaluation criteria are useful for identifying who has the authority to accept or reject solutions.
Answer: D is incorrect. Risk analysis is the study of the probability, impact, and scoring of identified risk events. Risk analysis is the science of risks and their probability and evaluation in a business or a process. It is an important factor in security enhancement and prevention in a system. Risk analysis should be performed as part of the risk management process for each project. The outcome of the risk analysis would be the creation or review of the risk register to identify and quantify risk elements to the project and their potential impact.
Answer: B is incorrect. User stories are useful to capture requirements, stakeholder attitudes, and for identifying actors and roles.

107. When an organization implements a new solution, the organization will often have to provide dual-support for the new solution and the solution that's being replaced.
Which one of the following is not an input to the transitional requirements definition?
A. Stakeholder management strategy
B. Deployed solution
C. Stated requirement
D. Organizational readiness assessment
Answer: A
Explanation:
There is not any stakeholder management strategy during the operational transfer. The correct answer is the organizational readiness assessment, the stated requirements, the deployed solution, and the designed solution.
Answer: D is incorrect. The organizational readiness assessment is one of the four inputs to the definition transition requirements task.
Answer: C is incorrect. The stated requirement is one of the four inputs to the definition transition requirements task.
Answer: B is incorrect. The deployed solution is one of the four inputs to the definition transition

requirements task.

108.The initial high-level listing of requirements in a change-driven approach is also known as what?

A. Requirements envisioning

B. Requirements foundation

C. Product scope

D. Project scope

Answer: A

Explanation:

The initial high-level listing of requirements in a change-driven approach is also known as requirements envisioning.

Answer: D is incorrect. The project scope defines all of the required work to satisfy the requirements of the project.

Answer: C is incorrect. The product scope defines all of the features and functions of the thing, solution, or service the project or organization will create.

Answer: B is incorrect. Requirements foundation is not a valid term for business analysis.

109.Martha is the business analyst for her organization and she's been asked to help create a SMART goal for her company.

Which one of the following organizational goals could be considered SMART?

A. No errors in production of customer products.

B. Increase revenue by ten percent by January 15.

C. Increase revenue by ten percent.

D. Add 25 new customers to the sales base.

Answer: B

Explanation:

SMART means that the goals are specific, measurable, achievable, relevant, and time-bounded. The only goal that meets all of these requirements is the goal to increase revenue by ten percent by January 15.

Answer: C is incorrect. This is not an example of a SMART goal because there is no deadline.

Answer: D is incorrect. This is not an example of a SMART goal because there is no deadline.

Answer: A is incorrect. This is not an example of a SMART goal because there is no deadline.

110.There are four methods to generate a business need in an organization.

Which approach would an organization use when there's recognized competition in the marketplace?

A. From the bottom up

B. From external drivers

C. From middle management

D. From the top down

Answer: B

Explanation:

From external drivers is used when there's recognized competition in the marketplace.

Answer: D is incorrect. From the top down is defined as the need to achieve a strategic goal.

Answer: A is incorrect. From the bottom up is described as a problem with the current state of a process, function, or system.

Answer: C is incorrect. From middle management is described as a manager needs additional information to make sound decisions or must perform additional functions to meet business objectives.

111.You are the business analyst for your organization. You are currently writing the business goals and objectives as part of the elements for the define business process.

Which one of the following statements best describes the business goals and objectives element?

A. They describe all of the required work the project will need to complete in order to reach its objectives.

B. They describe the ends that the organization is seeking to achieve.

C. They describe the processes the solution will need to improve for the project to be successful.

D. They describe all of the positive benefits in ratio to the risk and costs of the project.

Answer: B

Explanation:

Business goals and objectives clearly define the ends that the organization is seeking to achieve.

Answer: C is incorrect. This is not a valid definition of the business goals and objectives.

Answer: A is incorrect. This is a definition of the project scope.

Answer: D is incorrect. This is not a valid definition of the business goals and objectives.

112.You are the business analyst for a large project for your organization. Your project has 65 stakeholders and this will greatly increase the complexity of the communication in this project. To demonstrate how complex this project and its communication will be, you show the management the number of communication channels in this project.

How many channels exist in this project based on the number of stakeholders?

A. 4160

B. 4225

C. 65

D. 2080

Answer: D

Explanation:

There are 2,080 communication channels in this project. You can find the number of communication channels by using the formula $N(N-1)/2$ where N represents the number of stakeholders.

Answer: B is incorrect. This is simply 65 times 65.

Answer: A is incorrect. This is simply 65 times 64.

Answer: C is incorrect. This is the number of identified stakeholders.

113.In order to have high quality in requirements, all of the following characteristics should exist in the requirements except for which one?

A. Cohesive

B. Consistent

C. Complete

D. Constrained

Answer: D

Explanation:

Constrained is not an attribute of high quality in a requirement. The requirements should be cohesive, complete, consistent, correct, modifiable, unambiguous, and testable.

Answer: A is incorrect. Cohesive is one of the characteristics of quality in a requirement.

Answer: B is incorrect. Consistent is one of the characteristics of quality in a requirement.

Answer: C is incorrect. Complete is one of the characteristics of quality in a requirement.

114.All of the following stakeholders participate in the prioritization of requirements except for which one?

A. Project team

B. Implementation subject matter expert

C. Domain subject matter expert

D. Project manager

Answer: A

Explanation:

The project team does not participate in the prioritization of requirements.

115.In order to define the business need for an organization, there are two inputs.

What are the two inputs a business analyst will need to define the business need?

A. Business goals and objectives

B. Stakeholder identification and stakeholder analysis

C. Requirements and Business analysis approach

D. Elicitation approach and Solution approach

Answer: A

Explanation:

In order to conduct the task of defining the business need, the business analyst will need business goals and objectives.

Answer: C is incorrect. This isn't a valid answer, as Requirements and Business analysis approach are actually outputs of the task of defining the business need.

Answer: B is incorrect. This isn't a valid answer, as stakeholder identification and stakeholder analysis are actually outputs of the task of defining the business need.

Answer: D is incorrect. This isn't a valid answer, as Elicitation approach and Solution approach aren't valid inputs.

116.What type of analysis can a business analyst perform to understand the functions of stakeholders, the location of stakeholders, the tasks stakeholders complete, and the stakeholders' concerns about the solution?

A. Technical assessment

B. Stakeholder impact analysis

C. Organizational assessment

D. Operational analysis

Answer: B

Explanation:

The stakeholder impact analysis captures the stakeholders' functions, locations, tasks, and concerns about the solution.

Answer: C is incorrect. An organizational assessment isn't a valid element for the assessment of organizational readiness.

Answer: D is incorrect. The operational analysis will predict if the organization will actually take

advantage of the solution once it's implemented.

Answer: A is incorrect. A technical assessment, like an operational assessment, reviews the implementation to see if the stakeholders will use the solution once it's been implemented.

117.In order to assess proposed solutions, business analysts will need three inputs.

Which one of the following is not an input to the task of assessing proposed solutions?

A. Solution options

B. Requirements

C. Risk assessments

D. Assumptions and constraints

Answer: C

Explanation:

Risk assessments are not inputs to the task of assessing proposed solutions. Business analysts will need assumptions and constraints, requirements, and solution options to consider.

Answer: D is incorrect. Assumptions and constraints are inputs to the task of assessing the proposed solution.

Answer: B is incorrect. Requirements are inputs to the task of assessing the proposed solution.

Answer: A is incorrect. Solution options are inputs to the task of assessing the proposed solution.

118.There are three inputs in the plan business analysis approach.

Which one of the following is not one of the three inputs?

A. Organizational process assets

B. Expert judgment

C. Risk and rewards analysis

D. Business need

Answer: C

Explanation:

Risk and rewards analysis is not, of itself, an input to the business analysis approach process.

Answer: D, B, and A are incorrect. Following are the inputs in the plan business analysis approach: Business need Expert judgment Organizational process assets

119.You are the business analyst for your organization and you're reviewing a change to your requirements. During this impact analysis, what tool can best help you assess the total impact of a requirement change?

A. Implementation SME

B. Traceability

C. Coverage matrix

D. Integrated change control

Answer: B

Explanation:

Traceability can help a business analyst determine the full impact of a change on requirements. When changes are presented and/or approved, traceability helps the business analyst determine what changes affect other requirements within the set.

Answer: C is incorrect. A coverage matrix can be used to help facilitate tracing of requirements.

Answer: A is incorrect. An Implementation SME is a stakeholder, not a tool, who may help link requirements to the solution components.

Answer: D is incorrect. Integrated change control is a project management activity, not a business analysis tool, so this choice is incorrect.

120.You are the business analyst for your organization and you're working with Nancy, the Sales Director. You've been identifying requirements for Nancy about the sales force and her desire to add a customer management solution to the sales process. Nancy believes that the software can help automate the sales process, keep things better organized than the current approach, and ultimately create more sales for the organization. As a business analyst, which one of the following should you advise Nancy about her need?

A. There's an assumption that the perceived solution will create the desired benefit.

B. There are no constraints in the analysis process.

C. There is a cost, time, and quality constraint that must be satisfied to create the solution.

D. There will be a cost and time element to create the solution.

Answer: A

Explanation:

Nancy is making an assumption that the software will make the entire sales process better. She's identified a solution that she assumes will improve the entire sales process.

Answer: D is incorrect. While there will be a cost and time element, this isn't the best answer to the question and scenario.

Answer: B is incorrect. There are constraints in the analysis process, so this isn't the best choice.

Answer: C is incorrect. While this statement is true, it doesn't address Nancy's assumption about the solution; she's already attached to the problem.

121.If a requirement has been satisfied, why is it still considered a requirement?

A. A requirement is considered a requirement as long as the requirement may be able to be changed.

B. Requirements are considered requirements even if the requirements have been satisfied.

C. A requirement is considered valid as long as the business stakeholders need it.

D. If a requirement has been satisfied, it is no longer a requirement and should be purged from the requirements set.

Answer: C

Explanation:

A requirement is considered valid as long as the business stakeholders need it. This is true for ongoing requirements that are reused in the organization.

Answer: D is incorrect. This isn't a valid statement as to why satisfied requirements are still considered requirements.

Answer: B is incorrect. This isn't a valid statement as to why satisfied requirements are still considered requirements.

Answer: A is incorrect. This isn't a valid statement; the ability to change a requirement doesn't make it necessarily a satisfied requirement.

122.You need to identify assumptions as part of the assessment of capability gaps.

Which of the following is an example of an assumption?

A. The project manager believes that her project team members can program in COBOL.

B. The software must be compatible with the current operating system.

C. The risk in the project must be quantified.

D. All vendors must have security clearance.

Answer: A

Explanation:

Of all the choices, the belief about the project team members is the best example of an assumption. An assumption is something that is believed to be true, but it has not been proven to be true.

Answer: B is incorrect. This is an example of a constraint.

Answer: D is incorrect. This is an example of a requirement.

Answer: C is incorrect. This is an enterprise environmental factor, which could also be seen as a requirement.

123.You are the business analyst for a smaller project where there are few requirements. Management would still like you to create a method to trace the few requirements for this project.

What type of matrix would be best in this instance?

A. Coverage matrix

B. Requirements trace matrix

C. Roles and responsibility matrix

D. RACI matrix

Answer: A

Explanation:

A coverage matrix is a table used to manage tracing. It is ideal for smaller projects where there are few requirements to trace. It's also ideal for when only the high-level requirements need to be traced.

Answer: B is incorrect. A requirements trace matrix is a table used to track requirements' relationships. The columns in the table provide requirements information and associated project. It is ideal for a solution with many requirements to trace throughout the solution.

Answer: C is incorrect. A roles and responsibility matrix maps team members to their work in the project or business analysis duties.

Answer: D is incorrect. A RACI chart is a type of roles and responsibilities matrix that uses the legend of responsible, accountable, consult, and inform.

124.A business analyst has determined that there are five possible solutions to a business need.

If the business analyst completes the solution assessment on multiple solutions, what is the goal of the assessment?

A. The business analyst should determine which solution has the greatest business value.

B. The business analyst should determine the opportunity cost of each assessment.

C. The business analyst should only have one solution, not five.

D. The business analyst should determine which solution is quickest to implement.

Answer: A

Explanation:

The purpose of assessing proposed solutions is to determine how closely they meet stakeholder and solution requirements. The business analyst, while assessing a single solution, determines whether the solution delivers enough business value to justify its implementation.

However, the business analyst has the additional goal of attempting to determine which solution delivers

the greatest business value while assessing multiple alternative solutions.

Answer: C is incorrect. The business analyst can have multiple solutions for a business need.

Answer: B is incorrect. The opportunity cost is not applicable to this scenario.

Answer: D is incorrect. The fastest implementation may not necessarily be the best solution for an organization.

125.Which approach to business analysis activities deals with rapid delivery of the business value?

A. Quality-driven

B. Change-driven

C. Plan-driven

D. Stakeholder-driven

Answer: B

Explanation:

Change-driven approaches to business analysis deal with rapid delivery of the business value. The business value is delivered in short iterations in return for acceptance of a higher degree of uncertainty regarding the overall delivery of the solution. The change-driven approaches are preferred while taking an exploratory approach for incremental improvement of an existing solution.

Answer: C is incorrect. The plan-driven approach defines business analysis activities. This approach is used to focus on minimizing up-front uncertainty and to ensure that the solution is fully defined before implementation begins in order to maximize control and minimize risk. It is preferred when requirements are effectively defined in advance of implementation.

Answer: A is incorrect. The quality-driven approach is not a valid defined approach to business analysis activities.

Answer: D is incorrect. This is not a valid defined approach for the CCBA examination.

126.Fred is the business analyst for his organization. His current initiative is quite large, so Fred decides to create a high-level plan for the business analysis approach, and then to create a detailed plan for the most imminent activities.

What type of business analysis planning is Fred using in this scenario?

A. Step planning

B. Iterative planning

C. Cyclic planning

D. Rolling wave planning

Answer: D

Explanation:

This is an example of rolling wave planning. This approach to planning is ideal for larger business analysis initiatives and allows the business analyst to plan the entire initiative and approach at the high-level and the most imminent activities at the detailed level.

Answer: B is incorrect. Iterative planning is not a valid choice; planning does happen in iterations with the rolling wave planning approach, but it's not the correct name for the approach.

Answer: A is incorrect. Step planning is not a valid term for business analysis processes.

Answer: C is incorrect. Cyclic planning isn't a valid term for the described rolling wave planning.

127.As a business analyst, you'll need to communicate with the stakeholders of the solution you propose.

Why is it important for the business analyst to review the stakeholder concerns as part of the assessment of the organization for the readiness of the solution?

A. To gain confidence and synergy among the stakeholders

B. To confirm stakeholder prioritization

C. To confirm the stakeholders' commitment of the solution

D. To address potential problems or issues

Answer: D

Explanation:

Stakeholder concerns can magnify to problems and issues with the implementation of the solution. It's best to address these concerns, issues, threats, and perceived threats before the actual transition to the new solution.

Answer: C is incorrect. This isn't the best answer for the question, as the stakeholders are already committed to the solution if they've approved the solution scope.

Answer: B is incorrect. Stakeholder prioritization isn't an activity at this point of business analysis duties. Requirements have already been prioritized and presented in the solution scope.

Answer: A is incorrect. While it's ideal to create synergy among the stakeholders, this input is really addressing any issues or perceived threats.

128.As a business analyst, you should work to identify opportunities to improve the operations of your organization.

Which one of the following improvement opportunities aims to improve the experience of the customer?

A. Eliminate redundancy.

B. Automate or simplify the work people perform.

C. Increase consistency of behavior.

D. Improve the purchasing process.

Answer: C

Explanation:

When customers experience the same process, such as checkout in different ways, it's frustrating. This improvement opportunity aims to create consistency in all behaviors to improve the customer experience.

Answer: B is incorrect. Automating or simplifying the work people perform helps streamline costs and improve quality by doing the work in the same way each time the work is performed.

Answer: A is incorrect. Eliminating redundancy considers that stakeholders may have common needs that can be met with a single solution, reducing the cost of implementation.

Answer: D is incorrect. While this choice is tempting, it's not an actual improvement opportunity for the business analyst to consider.

129.When a business analyst wants to present requirements for review, she must consider the requirements, audience, and what other factor to determine the level of formality in the presentation?

A. Standards

B. Organizational process assets

C. Governance

D. Regulations

Answer: B

Explanation:

The best answer is organizational process assets. These include the organization's preference for presenting requirements, forms, processes, and internal requirements.

Answer: D is incorrect. Regulations don't represent the best answer for this question.

Answer: A is incorrect. Standards are guidelines and don't represent the best answer for this question.

Answer: C is incorrect. While governance is tempting, the best answer is organizational process assets, as it represents the rules and policies of the organization.

130.You are the business analyst for your organization and your requirements for the endeavor have recently been approved. Your organization creates a baseline for the requirements based on the approval of the requirements.

What must happen in your business analysis activities if the requirements for your endeavor need to be changed?

A. You'll need to create new baselines.

B. You'll need to implement configuration management.

C. You'll need to use a change control system.

D. You'll need to create requirements versioning.

Answer: C

Explanation:

If an organization baselines requirements and the requirements change after approval, then the organization must use a change control system. The change control system helps to manage desired changes, provides governance for the change, and documents the proposed change.

Answer: A is incorrect. Rebaselining is rarely appropriate; sending the changes through the change control system is the best answer.

Answer: D is incorrect. Requirements versioning may be appropriate if the changes are actually approved after they've passed through the change control system.

Answer: B is incorrect. Configuration management controls the features and functions of the requirements. The best choice is to send the proposed change through the change control system.

131.When can changes to requirements occur in a business analysis planning and monitoring assignment?

A. Changes to requirements can occur any time after the project's change control system has been enacted.

B. Changes to requirements can occur at any time.

C. Change to requirements can occur any time before the project scope statement is created.

D. Change to requirements can occur at any time before the key stakeholders approve the identified requirements.

Answer: B

Explanation:

Changes to requirements can, and often do, happen at any time.

Answer: D is incorrect. Just because the key stakeholders approve the requirements does not mean that they would not like to add requirements later in the project.

Answer: C is incorrect. The project scope is generally a good reflection of the identified requirements, but changes can still happen.

Answer: A is incorrect. Changes to the requirements can happen even before the project begins.

132.You are the business analyst for your organization. You are coaching Tom about the different approaches to business analysis.

Which type of business analysis approach has the most business analysis work at the beginning of the project or during the start of a project phase?

A. Requirements-driven approach

B. Change-driven approach

C. Plan-driven approach

D. Value-driven approach

Answer: C

Explanation:

The plan-driven approach has the most business analysis work at the beginning of the project or during the start of a project phase. This approach has a high amount of formality and detail for all areas of the business analysis duties, requirements gathering, and monitoring.

Answer: B is incorrect. Change-driven approach uses short iterations of business analysis tasks throughout the project.

Answer: A is incorrect. Requirements-driven approach is not a valid business analysis term.

Answer: D is incorrect. Value-driven approach is not a valid business analysis term.

133.Some of the requirements in the solution must be completed because of laws and regulations in your industry. Management would like you, the business analyst, to rank the requirements according to the relevant laws.

What type of requirements prioritization is management having you complete?

A. Business value ranking

B. Risk ranking

C. Constraint ranking

D. Regulatory ranking

Answer: D

Explanation:

This is an example of a regulatory ranking as you're prioritizing the requirements based on the requirements that must be implemented based on the regulatory demands.

Answer: B is incorrect. Risk ranking is a prioritization of requirements based on their associated technical risks.

Answer: C is incorrect. This is not a valid prioritization method.

Answer: D is incorrect. The business value ranking prioritizes requirements based on their cost-benefit analysis.

134.There are three inputs for stakeholder analysis.

Which input describes the existing organizational units and their interactions with one another?

A. Business need

B. Enterprise architecture

C. Matrix structure

D. Organizational process asset

Answer: B

Explanation:
The enterprise architecture describes the relationship among the organizational units and their interactions with one another.
Answer: A is incorrect. Business need describes business requirements, solution scope, and solution requirements.
Answer: C is incorrect. A matrix structure is not one of the three inputs for stakeholder analysis.
Answer: D is incorrect. Organizational process assets describe the organizational policies, procedures, forms, and methodologies the business analyst is to follow.

135.Which of the following defines all of the features and functions of the thing, solution, or service the project or organization will create?
A. Requirements envisioning
B. Project scope
C. Requirements foundation
D. Product scope
Answer: D
Explanation:
The product scope defines all of the features and functions of the thing, solution, or service the project or organization will create.
Answer: B is incorrect. The project scope defines all of the required work to satisfy the requirements of the project.
Answer: A is incorrect. The initial high-level listing of requirements in a change-driven approach is also known as requirements envisioning.
Answer: C is incorrect. Requirements foundation is not a valid term for business analysis.

136.You are the business analyst for your organization. You're considering if you should make a solution or purchase it from a vendor. If your team creates the solution, it will cost $286,000 and will cost $2,400 per month to support. The vendor's solution, however, will cost $239,000 and will cost $2,850 per month to support.
How long will you need to use your in-house solution to be more cost effective than the vendor's proposed solution?
A. 105 months
B. 32 months
C. 64 months
D. 19 months
Answer: A
Explanation:
In 105 months, your solution will equate to the cost savings offered by the vendor. In other words, if your solution will be kept longer than 105 months, it's best to use your solution. You can find this solution by first finding the difference of the build and buy costs, which is $47,000. Next, find the difference of the monthly costs, which is only $450. You'll then divide $47,000 by $450 for an answer of 104.4 months, or for this answer, 105 months.
Answer: C is incorrect. 64 months is not the correct calculation to this scenario.
Answer: B is incorrect. 32 months is not the correct calculation to this scenario.

Answer: D is incorrect. 19 months is not the correct calculation to this scenario.

137.You are the business analyst for your organization and you're notifying the key stakeholders of a need to gather requirements for an endeavor. One of the stakeholders that you'll need to attend your requirements workshop is the project manager.

What role will the project manager have in this workshop?

A. The project manager will facilitate the requirements workshop.

B. The project manager will ensure that the needed resources are available.

C. None, the project manager should not be involved until all of the requirements have been identified.

D. The project manager will help elicit requirements from the stakeholders.

Answer: B

Explanation:

The role of the project manager in elicitation tasks is to ensure that the needed resources are available.

Answer: C is incorrect. The project manager will likely be involved in the requirements workshop.

Answer: A is incorrect. The project manager won't facilitate the requirements workshop, the business analyst will.

Answer: D is incorrect. The project manager may help elicit requirements from stakeholders, but this isn't the best choice for the question.

138.You are a Business Analyst for your organization, and you're preparing to elicit requirements from stakeholders. You've gathered several inputs to help with the elicitation process.

Which input will you use to ensure that you understand the type of information that should be elicited from stakeholders?

A. Roles and Responsibilities

B. Stakeholder List

C. Business Need

D. Risk Assessment

Answer: C

Explanation:

The inputs required to prepare for elicitation are as follows: Business Need. It guarantees that the type of information elicited from stakeholders is understood to the business analyst. This input is used at the time of eliciting business requirements. Solution Scope and Business Case. It guarantees that the type of information elicited from stakeholders is understood to the business analyst. This input is used at the time of eliciting stakeholder, transaction requirement, and solution. Stakeholder List, Roles, and Responsibilities. It is required for the identification of stakeholders that are required to participate in elicitation activity.

Answer: D is incorrect. Risk Assessment is a review of the risks in the project, and isn't an input to the elicitation business analyst tasks.

139.Nancy has asked you to trace a particular requirement for her.

What does 'to trace a requirement' mean?

A. Tracing a requirement means to look at a requirement and the others to which it is related. It links business requirements to components in the project's work breakdown structure.

B. Tracing a requirement means to track a requirements from its first identification all the way to its

completion to see what issues, risks, costs, quality, and defects have surrounded the requirement.

C. Tracing a requirement means to look at a requirement and the others to which it is related. It links risk, cost, quality, and scope elements to stakeholder and solution requirements to other artifacts created by the team and to solution components.

D. Tracing a requirement means to look at a requirement and the others to which it is related. It links business requirements to stakeholder and solution requirements to other artifacts created by the team and to solution components.

Answer: D

Explanation:

Tracing a requirement is the linkage of the requirements to all the parts of solution including its execution and creation.

Answer: C is incorrect. This is not a valid definition of tracing a requirement. Requirement tracing does not consider risk, cost, quality, and other scope elements.

Answer: A is incorrect. This is not a valid definition of tracing a requirement. It does not examine its position in the project WBS.

140.Which elicitation activity is best described to ensure that the needed resources are organized and available for the elicitation?

A. Confirming elicitation results

B. Preparing for elicitation

C. Planning for elicitation

D. Managing stakeholder requirements

Answer: B

Explanation:

In order to conduct the elicitation process, the business analyst must work with the appropriate people, such as the project manager, to ensure that the needed resources are organized and available for the elicitation.

Answer: C is incorrect. Planning for elicitation is not a valid elicitation task.

Answer: A is incorrect. Confirming elicitation results is the confirmation that the business analyst understands the requirements and that the stakeholder confirms the results of the elicitation.

Answer: D is incorrect. Managing stakeholder requirements is not a valid elicitation task.

141.You are the business analyst for your organization. You're creating a document that states the business need, identifies the key stakeholders, and defines the positive impact the solution will bring to the organization and stakeholders.

What document are you creating?

A. Requirements documentation

B. Business case

C. Project charter

D. Vision statement

Answer: D

Explanation:

This is an example of a vision statement. A vision statement, also called a problem statement, shows the categories of stakeholders and how the solution will help each stakeholder.

Answer: C is incorrect. A project charter authorizes the project.

Answer: B is incorrect. The business case justifies the cost of the solution for the rewards the solution will bring to the organization.

Answer: A is incorrect. The requirements documentation doesn't define the benefits of the solution for the stakeholders; it only lists the requirements of the endeavor.

142.You are the business analyst for your organization. Management has asked you to create a plan that will define the proposed structure and schedule for communicating the business analysis activities to the appropriate stakeholders.

What plan does management want you to create?

A. Stakeholder Management Plan

B. Business Analysis Plan

C. Communications management plan

D. Business Analysis Communications Plan

Answer: D

Explanation:

Management is asking you to create the business analysis communication plan.

Answer: C is incorrect. This is a specific question asking for the BABOK definition of the business analysis communication plan.

Answer: B is incorrect. The business analysis plan defines the activities and scope of work.

Answer: A is incorrect. The stakeholder management plan defines how the business analyst will manage the fears, threats, requirements, and demands of the stakeholders.

143.Sam is the project manager of the NHT Project. His project has stakeholders from the end users, server administrators, functional managers, external customers, technicians, and executive managers. In this high-profile project, which group of stakeholders is the most important?

A. End users

B. External customers

C. Executive management

D. No stakeholders are more important than other stakeholders.

Answer: B

Explanation:

Customers, internal or external, are always considered to be the most important group of stakeholders in a project. Recall that a stakeholder is anyone that has a vested interest in the outcome of your project.

144.Which stakeholder map shows the relative influence, impact, and relation of stakeholders by plotting them closer to or farther away from the solution?

A. RACI Matrix

B. Onion diagram

C. Control chart

D. Tornado diagram

Answer: B

Explanation:

An onion diagram shows the relative influence, impact, and relation of stakeholders by plotting them

closer to or farther away from the solution. It is called an onion diagram because plotting of the stakeholders is done in ovals which, when completed, looks like an onion sliced in half.

Answer: D is incorrect. A tornado diagram is often used to show opposing forces for a solution or issue.

Answer: A is incorrect. The RACI matrix explains the roles of the people involved in business analysis activities. It depicts stakeholders as having one or more of the following responsibilities for a given task or deliverable: [R]. Responsible does the work [A]. Accountable is the decision maker (only one) [C]. Consulted must be consulted prior to the work and gives input.   [I]. Informed means that they must be notified of the outcome

Answer: C is incorrect. A control chart is a quality control tool that shows the results of measurements over time.

145.When a business analyst completes the task of organizing requirements, he is completing two key objectives.

What are the two objectives?

A. The business analyst should categorize the requirements first by functional or non-functional decomposition and then structure the categories by identified prioritization elements.

B. The business analyst should strive to find logic in the organizational structure and to establish a prioritization approach on key elements.

C. The business analyst should aim to understand which models are appropriate for the business domain and solution scope and to identify model interrelationships and dependencies.

D. The business analyst should work with stakeholders to organize defined categories and then to structure each category by a key performance indicator.

Answer: C

Explanation:

The two key objectives when organizing requirements are to understand which models are appropriate for the business domain and solution scope and to identify model interrelationships and dependencies.

Answer: B is incorrect. This is not a valid statement about the task of organizing requirements.

Answer: D is incorrect. Each requirement will have a key performance indicator, but it's not an element for organizing requirements.

Answer: A is incorrect. There is not a structural or organizational reason to sort requirements by functional or non-functional decomposition.

146.As a business analyst, you'll often need to analyze business needs, requirements, and solutions for assumptions and constraints.

Which one of the following is a constraint? Choose the best answer.

A. The solution must cost less than $450,000.

B. The solution should be implemented during the summer months.

C. The solution must be done by December 31.

D. The solution won't need external resources.

Answer: C

Explanation:

Of all the choices, the deadline of December 31 is the best example of a constraint.

Answer: B is incorrect. This is an assumption and/or a loose requirement of the solution's work.

Answer: A is incorrect. This is a loose constraint as there's the maximum amount of finance available, but

as long as the solution is less than this amount, it's acceptable.

Answer: D is incorrect. This is an example of an assumption, as there's no evidence that external resources are not needed.

147. You work as a business analyst for u Certify Inc. You have been assigned the task to implement the job shadowing process.

Which of the following statements are true regarding the job shadowing process? Each correct answer represents a complete solution. Choose all that apply.

A. The job shadowing process is a part of business analysis planning and monitoring activities.

B. In this process, the observer is required to keep an eye on those workers whose work routine is down and who are unable to explain their work.

C. In this process, the observer has to understand their work process for better assessment of the modifications of the work required.

D. Job shadowing is an elicitation process that is a part of job observation.

Answer: D, B, and C

Explanation:

Job shadowing is an elicitation process that is a part of job observation. In this process, the observer is required to keep an eye on those workers whose work routine is down and who are unable to explain their work. The observer has to understand their work process for better assessment of the modifications of the work required. The following are the approaches for this technique: Passive/Invisible. In this approach, the observer does not ask questions from the user about his work while the user is working. Active/Visible. In this approach, the observer does ask questions from the user about his work even when the user is working.

148. When a business analyst hosts a structured walkthrough of the requirements, what should the walkthrough always include at the beginning of the process?

A. Review of the business case for the analysis

B. Review of the requirements to be discussed

C. Agenda

D. Identification of the objectives and goals

Answer: B

Explanation:

A structured walkthrough should begin with a review of the requirements to be discussed in the session.

Answer: C is incorrect. An agenda is often necessary, but it's not the best answer for this question.

Answer: A is incorrect. The business case isn't needed for review during a structured walkthrough of the requirements.

Answer: D is incorrect. The identification of the objectives and goals isn't appropriate at this meeting.

149. What should an organization do if the business analyst has determined that the existing capabilities are inadequate to seize an opportunity?

A. Recommend that the organization launch a project to create the capabilities needed.

B. Recommend that the organization not pursue the opportunity.

C. Recommend that the organization hire contractors with the needed capabilities.

D. Recommend that the organization share the opportunity with other organizations.

Answer: A

Explanation:

When a business analyst identifies a resource or capabilities gap, it's often recommended that the organization launch a project in order to fill the capabilities gap. The recommended project allows the organization to get the capabilities needed to seize the opportunity or satisfy the business need.

Answer: B is incorrect. The business analyst shouldn't recommend against seizing the opportunity.

Answer: D is incorrect. Sharing the opportunity with others isn't always a feasible option.

Answer: C is incorrect. Hiring contracts isn't the preferred recommendation for this scenario.

150.As a business analyst, it's important to understand the relationships among requirements. All of the following are valid relationship types among requirements except for which one?

A. Linked

B. Necessity

C. Cover

D. Subset

Answer: A

Explanation:

There is not a relationship type called linked. There are five relationship types among requirements. necessity, effort, subset, cover, and value.

Answer: B is incorrect. Necessity is a relationship type that describes the linkage between requirements based on the implementation of one requirement in order to add the second requirement.

Answer: D is incorrect. The subset relationship type describes the decomposition of one requirement to more specific requirements.

Answer: C is incorrect. The cover relationship among requirements describes the top-level requirement of a decomposed requirement.

151.You are the business analyst for a new project. Part of this project is for the project team to manually install new workstations through the company's campus. Based on your research you have determined that the project team can install 25 new workstations per hour. Since there is a fixed amount of time that these workstations need to be installed you are considering adding additional labor for the implementation. You are also considering to adjust the prioritization of the project requirements based on the amount of workstations the project team can install per hour.

What does the 25 workstations per hour represent in this scenario?

A. Parametric estimate

B. Planning

C. Report project

D. Timeboxing

Answer: D

Explanation:

Timeboxing describes the amount of work that the project team is capable of completing in a set period of time.

Answer: B is incorrect. Planning is a generic project management process that plans for the project work.

152.Why is it important to have a requirements signoff process for approved requirements?

A. It formalizes the agreement by the stakeholders that the requirements are complete and accurate.

B. It confirms that the project sponsor and the project manager are in agreement with the business analyst about the accuracy and completeness of the requirements.

C. It holds stakeholders accountable for the cost and schedule of the requirements.

D. It allows the project manager to begin the project.

Answer: A

Explanation:

Signoff formalizes the agreement and confirmation that the requirements are accurate and complete.

Answer: C is incorrect. This isn't a valid statement, as signoff shows the agreement of the stakeholders that the requirements are complete.

Answer: D is incorrect. This isn't a valid statement.

Answer: B is incorrect. This isn't a valid statement, as the agreement is among the stakeholders, not between the project manager and the project sponsor.

153.Which of the following describes business requirements, solution scope, and solution requirements?

A. Matrix structure

B. Enterprise architecture

C. Organizational process asset

D. Business need

Answer: D

Explanation:

The business need describes business requirements, solution scope, and solution requirements.

Answer: B is incorrect. The enterprise architecture describes the relationship among the organizational units and how the organizational units act with one another.

Answer: A is incorrect. A matrix structure is not one of the three inputs to the business analysis process.

Answer: C is incorrect. Organizational process assets describe the organizational policies, procedures, forms, and methodologies the business analyst is to follow.

154.When a business analyst performs requirements tracing, he may need to trace the requirements backward through their lineage and may need to trace the requirements forward through their relationship to other requirements.

What is the backwards tracing activity called in requirements traceability?

A. Allocation

B. Lineage tracking

C. Derivation

D. Backwards pass

Answer: C

Explanation:

Backward tracing of a requirement is called its derivation, as the requirements may be derived from other older requirements.

Answer: B is incorrect. Lineage tracking is not a valid term, so this choice is not valid.

Answer: A is incorrect. Allocation is the forward tracking of a requirement to future requirements in the set of requirements.

Answer: D is incorrect. Backwards pass isn't a valid requirements tracing term; it describes a process in

schedule management.

155.Which one of the following statements best describes what an assumption is?

A. These are the things that may restrict the options for the endeavor.

B. The weather will always be hot in the summer and cool in the winter.

C. The project must be completed by December 18.

D. These are things that are believed to be true, but they have not yet been confirmed.

Answer: D

Explanation:

Assumptions are the things that are believed to be true, but they have not yet been confirmed. False assumptions can increase risks, costs, and frustrations among the stakeholders.

Answer: B is incorrect. This is an example of an assumption, but it does not answer the question.

Answer: C is incorrect. This statement is an example of a constraint.

Answer: A is incorrect. This statement defines what a constraint is within a project or endeavor.

156.Project Communication Management includes the processes required to _____.

A. Ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information.

B. Identify, define, combine, unify, and coordinate the various processes and project management activities with the Project Management Process Groups.

C. Manage timely completion of the project.

D. Organize, manage, and lead the project team.

Answer: A

Explanation:

Project Communications Management is one of the nine Knowledge Areas. It employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information. The following processes are part of Project Communications Management.

Identify Stakeholders

Plan Communications Distribute Information Manage Stakeholder Expectations

Report Performance The Project Communications Management processes provide the critical links among people and information that are necessary for successful communication. These processes interact with each other and with the processes in the other Knowledge Areas as well.

Answer: D is incorrect. This is true for Project Human Resource Management.

Answer: B is incorrect. This is true for Project Integration Management.

Answer: C is incorrect. This is true for Project Time Management.

157.What is problem tracking?

A. It's the identification of missing requirements.

B. It's the assumption that there will be defects in the requirements that must be resolved.

C. It's the documentation of known defects in the requirements.

D. It's the identification and management of any issues for resolution.

Answer: D

Explanation:

Problem tracking is the identification and management of any issues for resolution.

Answer: A is incorrect. This is not a valid statement about problem tracking.

Answer: C is incorrect. This is not a valid statement about problem tracking.

Answer: B is incorrect. This is not a valid statement about problem tracking.

158.Mary is the business analyst for your organization. She asks you what the purpose of the assess capability gaps task is.

Which of the following is the best response to give Mary?

A. It identifies the skill gaps in the existing resources.

B. It identifies the causal factors that are contributing to an effect the solution will solve.

C. It identifies new capabilities required by the organization to meet the business need.

D. It describes the ends that the organization wants to improve.

Answer: C

Explanation:

The assessment of capability gaps is a business analysis task to identify new capabilities required in order to meet the business need.

Answer: D is incorrect. This is the definition of the business goal.

Answer: A is incorrect. This is the definition of a resource skill assessment which may be included as part of the assessment of capability gaps.

Answer: B is incorrect. This is a description of root cause analysis.

159.You have 83 project stakeholders from all across your organization. Some of the stakeholders, such as functional management, require weekly communication from you, while other stakeholders, such as the end users, only need quarterly progress updates.

Where can you record this communication requirements based on your stakeholder analysis?

A. Project schedule

B. Project scope management plan

C. Project reporting structure

D. Project communications management plan

Answer: D

Explanation:

The project communications management plan is a document to define who needs what information, when the information is needed, and the modality the information is expected. Stakeholder communication preferences are also recorded here.

160.Mark is a business analyst for his organization. A business need has been identified; therefore, Mark immediately sets out to identify the stakeholders.

How long will stakeholder analysis need to continue?

A. It will continue until all of the stakeholders have been identified.

B. It will continue until the requirements have been approved.

C. It will continue as long as business analysis continues.

D. It will continue until the project charter is signed.

Answer: C

Explanation:

Stakeholder analysis is an ongoing business analysis activity. It continues as long as business analysis continues.

Answer: B is incorrect. This isn't a valid statement, as stakeholder analysis continues as long as business analysis continues.

Answer: A is incorrect. This isn't a valid statement, as stakeholder analysis continues as long as business analysis continues.

Answer: D is incorrect. This isn't a valid statement, as stakeholder analysis continues as long as business analysis continues.

161.You are the business analyst for your organization and you've identified a business need. In order to satisfy this business need, you believe that your organization will need to hire three electrical engineers, purchase equipment, and likely provide training to existing resources.

What process is being described in this scenario?

A. Communication needs

B. Assessment of capability gaps

C. Resource allocation

D. Resource procurement

Answer: B

Explanation:

This is an example of assessing the capability gaps within an organization. The additional electricians, training, and procurement of equipment will satisfy the identified gaps.

Answer: A is incorrect. This isn't a communication need, but an assessment of capabilities and resources that can fill the gaps.

Answer: C is incorrect. Resource allocation describes the assignment of resources to activities and the timeframe for the utilization of resource.

Answer: D is incorrect. This isn't just about resource procurement, as there is training for the existing staff.

162.All of the following are documented approaches to business analysis work except for which one?

A. Deming's Quality Circle

B. Six Sigma

C. Waterfall approach

D. Lean

Answer: A

Explanation:

Deming's Quality Circle describes the quality management approach of plan, do, check, and act. This isn't a business analysis approach.

Answer: C is incorrect. The waterfall approach is a valid answer for business analysis approaches.

Answer: D is incorrect. Lean is a valid answer for business analysis approaches.

Answer: B is incorrect. Six Sigma is a valid answer for business analysis approaches.

163.The RGQ Organization utilizes a change log.

What is a change log?

A. It is a document that tracks all unauthorized changes to the project solution.

B. It is a document that records all change requests for the project.

C. It is a document that tracks the changes that have been received, including their implementation to the project solution.

D. It is a document that tracks all characteristics and status of changes that have been received.

Answer: D

Explanation:

A change log tracks all characteristics of a proposed change request and it status.

Answer: A is incorrect. The change log tracks change requests and its status.

Answer: B is incorrect. This description is close to being accurate, but the change log records the status of the change request too.

Answer: C is incorrect. This statement is false because a request for change can be made, but it does not necessarily mean that the change will be implemented into the project.

164.You are a business analyst for your organization and you're working with Mary. Mary wants to know what you need to complete the process of planning the business analysis approach if you're already the business analyst for your organization.

This approach helps to find out the following except for which one?

A. Which stakeholders need to be involved in the decision?

B. Who will be consulted regarding and informed of the approach?

C. Who will be observed in job shadowing?

D. What is the rationale for using it?

Answer: C

Explanation:

The plan business analysis approach is required to select an approach that will perform business analysis. This approach helps to find out the following:

Which stakeholders need to be involved in the decision? Who will be consulted regarding and informed of the approach?

What is the rationale for using it?

165.Jon is a business analyst for his organization and he's preparing for the process of elicitation.

How many inputs are available for Jon to use in the elicitation process?

A. 7

B. 5

C. 6

D. 4

Answer: C

Explanation:

Following are the inputs in the elicitation process: Business case Business Need Organizational process Assets Requirements Management Plan Solution Scope Stakeholder List, Roles, and Responsibilities

166.Holly is the business analyst for her organization and she's leading a requirements workshop for a proposed solution. In this workshop, Holly is using a requirements tracing matrix to help prevent against scope creep.

What is scope creep?

A. It's the removal of the things that don't conform to the quality of the requirements.

B. It's the addition of the things that aren't needed to consume the project budget.

C. It's the addition of the things that don't trace back to the original project scope.

D. It's the addition of the deliverables that don't trace back to the original business goals to the project scope.

Answer: D

Explanation:

Scope creep is the addition of the deliverables that don't trace back to the original business goals to the project scope.

Answer: B is incorrect. The addition of deliverables to the project scope in an attempt to consume the project budget is called gold plating.

Answer: A is incorrect. The removal of elements that don't contribute to the overall quality is the removal of non-value added deliverables.

Answer: C is incorrect. This answer is tempting but is incorrect, as the project scope doesn't exist yet, as Holly is only gathering the requirements for a proposed solution.

167.A business analyst has determined that a project should be worth $2,750,000 in four years if her company decides to pursue the project.

Assuming the rate of return on the investment is six percent, what is the minimum amount of funds the organization should invest in this project?

A. $2,585,000.00

B. $2,749,001.99

C. $2,178,257.57

D. $165,000

Answer: C

Explanation:

To find the solution to this answer, you'll need to use the present value formula which is Present value=future value(1+i)n, where i is the interest rate and n is the power of the number of time periods. In this instance, it's $2,750,000(1.262) for the present value of $2,178,257.57.

If the cost of the project is more than the present value, it's not a good investment for the organization.

Answer: D is incorrect. This is not a valid calculation of the present value formula.

Answer: B is incorrect. This is not a valid calculation of the present value formula.

Answer: A is incorrect. This is not a valid calculation of the present value formula.

168.Audrey is the business analyst for her organization and she's doing an assessment of the organization's readiness to implement the solution. In her assessment, she's finding that there are conflicting stakeholder groups for and against the proposed solution. Some of the stakeholders have more power over the solution than others.

What diagram can Audrey create to visualize the people that are for and against the solution?

A. Force field analysis diagram

B. Tornado diagram

C. Stakeholder matrix

D. Pareto chart

Answer: A

Explanation:

A force field analysis diagram shows the opposing forces to the solution and ranks their force, their power over the solution decision.

Answer: B is incorrect. A tornado diagram is used in sensitivity analysis. It's called a diagram because the bar chart is listed vertically and often looks like a tornado when complete.

Answer: C is incorrect. A stakeholder matrix can be used in stakeholder management to show concerns, threats, and strategies for managing the stakeholders.

Answer: D is incorrect. A Pareto chart is a bar chart that ranks problems or categories from largest to smallest. It's often used in quality control to rank categories of defects for improvements.

169.When a business analyst prepares for elicitation, he must define the scope of the selected elicitation technique, notify the stakeholders of the elicitation plan and technique to be used, and what other preparation activity?

A. Schedule all needed resources.

B. Create an elicitation plan.

C. Define the solution.

D. Perform stakeholder analysis.

Answer: A

Explanation:

When preparing for the elicitation event, the business analyst must also schedule all needed resources. The resources are people, facilities, equipment, and other things that can help complete the event.

Answer: C is incorrect. Defining the solution is not part of preparing the elicitation.

Answer: B is incorrect. The business analyst doesn't create an elicitation plan in preparation of the elicitation event.

Answer: D is incorrect. Performing stakeholder analysis is not an elicitation preparedness technique.

170.As a business analyst, you'll need to recognize the methods that are appropriate for recording and documenting the results of elicitation activities.

Which one of the following cannot be considered as a valid method for documenting elicitation?

A. Whiteboards

B. Audio recordings

C. Voice mails

D. Written documentation describing the outcome of the event

Answer: C

Explanation:

Voice mails are not appropriate for documenting the results of elicitation activities.

Answer: D is incorrect. Written documentation is the preferred method for documenting the results of an elicitation event.

Answer: B is incorrect. Audio and video recordings are appropriate documentations of the elicitation event.

Answer: A is incorrect. Whiteboards (actual or virtual) are approved methods for documenting elicitation events.

171.You are a business analyst in an organization that has recently embraced business analysis as part

of its initiative for new projects. In this organization, there is not an organizational standard for tailoring business analysis duties and expectations.

Which one of the following best describes the action that you should take to begin business analysis?

A. Take charge and begin the business analysis activities, but document your approach to serve as a template for future business analysis initiatives.

B. Create a business case for the need for organizational standards for business analysis.

C. Define the organizational standard first.

D. Work with the appropriate stakeholders to determine how the business analysis work should be completed.

Answer: D

Explanation:

The best answer is to work with the appropriate stakeholders to determine what business analysis activities should be done in the present initiative.

Answer: C is incorrect. There's not a need to define an organizational standard immediately, as this can evolve over time based on projects and business analysis experience in the organization.

Answer: B is incorrect. A business case isn't needed.

Answer: A is incorrect. While this answer is tempting, it does not address the cooperation and involvement of the stakeholders.

172.An organization has selected a solution for a business need and the business analyst has elected to use the time boxing/budgeting technique for requirements prioritization.

What is the time boxing/budgeting technique?

A. It's a method to prioritize requirements based on a pre-determined budget and/or a pre-determined deadline.

B. It's used when there are conflicting requirements that must be resolved quickly and cost efficiently.

C. It's a method to rank requirements in different boxes based on time, cost, risk, and need.

D. It's used to determine which requirements can be implemented fastest and for the least   amount of cost.

Answer: A

Explanation:

The timeboxing/budgeting technique for requirements prioritization allows the business analyst to filter requirements down to meet the amount of funds available and the amount of schedule that may be available.

Answer: B is incorrect. This isn't a valid definition of the timeboxing/budgeting technique for requirements prioritization.

Answer: D is incorrect. This isn't a valid definition of the timeboxing/budgeting technique for requirements prioritization.

Answer: C is incorrect. This isn't a valid definition of the timeboxing/budgeting technique for requirements prioritization.

173.Which solution scope creation technique can be best described as the depiction of the scope of work required to integrate the new solution into the business and technical environments?

A. Scope modeling

B. Interface analysis

C. User stories

D. Functional decomposition

Answer: B

Explanation:

The interface analysis technique depicts the scope of work required to integrate the solution into the business environment.

Answer: D is incorrect. Functional decomposition is used to understand the scope of work and to break the solution scope into smaller work products or deliverables.

Answer: A is incorrect. Scope modeling is used to identify appropriate boundaries for the solution scope.

Answer: C is incorrect. User stories describe stakeholders and the goals the system supports and as such can also be used to define the solution scope.

174.You are the business analyst for your organization. You are currently working with Steve on the organize requirements process. You and Steve have elected to use the user stories approach for this process.

What is the user stories approach for requirements organization?

A. Stakeholders' objectives are described to identify the requirements that the solution will need to support.

B. Stakeholders are interviewed and their stories are recorded as part of the requirements.

C. Stakeholders are interviewed and their experiences are recorded to help identify the requirements.

D. Stakeholders' experiences equate to the stakeholder requirements.

Answer: A

Explanation:

User stories are a brief description of functionality that users need from a solution to meet a business objective.

Answer: C, B, and D are incorrect. These are not valid definitions of user stories.

175.Barry is a project stakeholder that is excited about the deliverable your project wants to create for the organization. He's helpful, provides information, and offers support whenever your project needs it.

How would you classify Barry based on this information?

A. Positive stakeholder

B. Cheerleader

C. Project sponsor

D. Project team member

Answer: A

Explanation:

Barry is considered a positive stakeholder, as he is in favor of the project's success. Negative stakeholders are people that are opposed to your project.

176.Before requirements can actually be approved to be managed, what must be true about the requirements?

A. Requirements must support the solution scope.

B. Requirements must be approved by the technical review board.

C. Requirements must support the requirements management plan.

D. Requirements are governed by the requirements management plan.

Answer: A

Explanation:

For requirements to be approved, they must support the solution scope. The solution scope defines what's in and out of the range of requirements for business analysis activities.

Answer: B is incorrect. A technical review doesn't approve requirements; the solution scope defines what's approved based on what's in alignment with the scope.

Answer: C is incorrect. The requirements management plan doesn't affect the requirements that are or are not approved.

Answer: D is incorrect. While this statement may be somewhat true, it doesn't define how requirements are approved before their governance.

177.Which stakeholder analysis technique shows stakeholders that fall outside the scope of the solution but still interact with it in some way?

A. Risk analysis

B. Interview

C. Scope modeling

D. Process modeling

Answer: C

Explanation:

Scope modeling shows stakeholders that fall outside the scope of the solution but still interact with it in some way. Scope models are used to describe the scope of analysis or the scope of a solution. It serves as a basis for defining and delimiting the scope of business analysis and project work.

Answer: D is incorrect. Process modeling can be a source for identifying additional stakeholders, since related processes may be affected.

Answer: A is incorrect. Risk analysis is the study of the probability, impact, and scoring of identified risk events. Risk analysis is the science of risks and their probability and evaluation in a business or a process. It is an important factor in security enhancement and prevention in a system. Risk analysis should be performed as part of the risk management process for each project. The outcome of the risk analysis would be the creation or review of the risk register to identify and quantify risk elements to the project and their potential impact.

Answer: B is incorrect. Interviews are useful for collecting requirements and for identifying other stakeholders. An interview is a systematic approach. It is used for eliciting information from a person or a group of people in an informal or formal setting by talking to an interviewee, asking relevant questions, and documenting the responses. Interviewees are also able to identify other stakeholders.

178.Which task in the requirements analysis knowledge area is best described as ensuring that the requirements specifications and models meet the necessary standard of quality to allow them to be used effectively to guide further work?

A. Defining assumptions and constraints

B. Organizing requirements

C. Specifying and modeling requirements

D. Requirements verification

Answer: D

Explanation:

Requirements verification is the correct answer. This task verifies that requirements specifications and models are accurate so that the endeavor may continue to achieve the best solution for the organization.

Answer: A is incorrect. The task of defining assumptions and constraints identifies factors other than requirements that may affect which solutions are viable.

Answer: C is incorrect. The task to specify and model requirements is used to analyze expressed stakeholder desires and/or the current state of the organization using a combination of textual statements, matrices, diagrams, and formal models.

Answer: B is incorrect. The purpose of organizing requirements is to create a set of views of the requirements for the new business solution that are comprehensive, complete, consistent, and understood from all stakeholder perspectives.

179.What type of a business analysis approach focuses on the rapid delivery of business value in short iterations?

A. Risk-driven

B. Profit-driven

C. Change-driven

D. Risk-laden

Answer: C

Explanation:

The change-driven approach looks to create business value in short iterations. The downside of this approach, however, is that there is more risk and uncertainty in the overall direction. The change-driven approach relies on team interaction to define requirements and gather feedback on the solution.

Answer: D is incorrect. This is not a valid term to describe the change-driven business analysis approach.

Answer: A is incorrect. This is not a valid term to describe the change-driven business analysis approach.

Answer: B is incorrect. This is not a valid term to describe the change-driven business analysis approach.

180.What term is given to the collection of notes and diagrams used by the business analyst to develop the requirements during the requirements development process?

A. Work product

B. Deliverable

C. Supporting requirements package detail

D. Work package

Answer: A

Explanation:

Work product is the business analyst term for the collection of notes and diagrams used by the business analyst to develop the requirements.

Answer: D is incorrect. A work package is the smallest item in the work breakdown structure.

Answer: B is incorrect. Deliverable is a specific output of the business analysis process that the business analyst has agreed to produce.

Answer: C is incorrect. This is not a valid business analysis term.

181.Management in your organization wants you to create a graphical model to show the business logic of the requirements.

What other term are graphical models known as?

A. Flowcharts

B. Mind maps

C. Influence diagram

D. Diagrams

Answer: D

Explanation:

Graphical models, of which there are many types, are also known as simply diagrams.

Answer: A is incorrect. A flowchart is a type of model, but this isn't the best answer for the question.

Answer: C is incorrect. An influence diagram shows the effect of one element on the other elements in the diagram.

Answer: B is incorrect. This isn't the best choice for the question.

182.Which one of the following statements best describes a business analysis methodology?

A. It is the conformance to requirements and a fitness for use.

B. It is a formalized and repeatable business analysis approach.

C. It specifies team roles, deliverables, analysis techniques, and the timing and frequency of stakeholder interactions.

D. It is a complete set of action, processes, and output to collect, analyze, and prioritize the project requirements.

Answer: B

Explanation:

According to 'A Guide to the Business Analysis Body of Knowledge', a methodology is a formalized and repeatable business analysis approach.

Answer: C is incorrect. A business analysis approach defines team roles, deliverables, analysis techniques, and the timing and frequency of stakeholder interactions.

Answer: D is incorrect. This is the description of project requirements elicitation.

Answer: A is incorrect. This is the definition of project quality.

183.Henry is the business analyst for the UUH Organization. Currently Henry is working on several work products as part of the requirements development process. He may need to share these work products with the stakeholders.

Which of the following is not an example of a work product?

A. Interview questions and notes

B. Presentation slides

C. Meeting agendas and minutes

D. Requirements documentation

Answer: D

Explanation:

Requirements documentation is not a work product but a formal document that describes the requirements for the solution scope.

Solution scope is a set of capabilities a solution must deliver in order to meet the business need.

Answer: C, A, and B are incorrect. These are examples of a work product.

184.You are working with several business analysts to determine the solution approach for an identified problem.

All of the following techniques are acceptable for identifying the solution approach except for which one?

A. Benchmarking

B. Brainstorming

C. Decision analysis

D. Risk analysis

Answer: D

Explanation:

Risk analysis is not included as a technique for the solution approach. Risk analysis will be used later as part of the business case.

185.Robert is the business analyst for his organization and he gathered and documented the requirements for a new solution. The stakeholders agree through informal communications that Robert has successfully captured the needed requirements for the solution. The stakeholders signoff on the requirements.

What does the signoff represent to Robert?

A. That the stakeholders agree that the requirements are constrained by time, cost, and quality.

B. That the project can now be launched.

C. That the stakeholders agree that the requirements are accurate and complete.

D. That his work is done.

Answer: C

Explanation:

Stakeholder signoff of the requirements can be formal or informal, though either instance is a confirmation by the stakeholders that the business analyst has identified the completed and accurate requirements.

Answer: D is incorrect. Robert is not done with his business analysis duties just because the requirements have been approved.

Answer: B is incorrect. The project may not launch even though the requirements are accurate and complete. There could be other circumstances that prevent the project from launching - such as cost, feasibility, or tactics.

Answer: A is incorrect. Requirements are simply the identified needs to solve a problem or present a solution. Projects are constrained by time, cost, and scope. Quality is not one of the three constraints but it is achieved by the balance of time, cost, and fulfillment of scope.

186.You are the business analyst for your organization and you're working with your team to define the business problem. As part of this analysis, you've identified the adverse impacts of the problem, the benefits from a potential solution, and how quickly the problem could be solved.

What other element should you consider?

A. Vendors input and paid solutions

B. Competition and their approach

C. Dataflow of the problem

D. Underlying source of the problem

Answer: D

Explanation:

When examining a business problem, it's always important to define the underlying source of the problem. This identification can help resolve the matter faster and for less cost. This resolution can also help to prevent the problem from continuing with a new solution that doesn't properly address the problem.

Answer: B is incorrect. Competition and their approach may be useful in some instances, but it's not the best answer considering the question.

Answer: A is incorrect. This isn't a valid answer for the question.

Answer: C is incorrect. There's no evidence that a dataflow has been created, or even needs to be created.

187.A business analyst has been assigned the task of developing a model of the current state of an organization. The business analyst doesn't understand why a current state may be needed.

All of the following are good reasons to create a current state model of an organization except for which one?

A. Analyzing the current state of the organization to look for opportunities for improvement

B. Assessing the positive and negative risks that may exist within the current state

C. Validating the solution scope with businesses and technical stakeholders

D. Assisting stakeholders to understand the current state

Answer: B

Explanation:

The process of creating a model of the current state isn't needed to assess the positive and negative risks of the organization. This is not a valid statement, so this is the correct answer to the question.

Answer: C is incorrect. Validating the solution scope with businesses and technical stakeholders is a good reason to create a current statement assessment and model.

Answer: A is incorrect. Analyzing the current state of the organization to look for opportunities for improvement is a valid reason to develop a current state model.

Answer: D is incorrect. Assisting stakeholders to understand the current state is a valid reason to develop a current state model.

188.You are creating the solution scope for an identified problem in your organization. You are working with several stakeholders during this process including the domain subject matter expert, the implementation subject matter expert, the project manager, and the sponsor.

Which of these stakeholders will be responsible for writing the project scope?

A. Business analyst

B. Project manager

C. Domain subject matter expert

D. Sponsor

Answer: B

Explanation:

The project manager is responsible for writing the project scope. The solution scope serves as an input the project charter, which is needed for the project scope.

Answer: A is incorrect. The business analyst does not write the project scope.

Answer: D is incorrect. The sponsor doesn't write the project scope but she may approve the project

scope.

Answer: C is incorrect. The domain subject matter expert helps to identify the affected organizational units, lines of business, and prioritization of the required capabilities defined in the solution scope.

189.Which one of the following business analysis techniques for analyzing business goals converts the business goals into achievable objectives and measures?

A. Benchmarking

B. Root cause analysis

C. Functional decomposition

D. Business rules analysis

Answer: C

Explanation:

Functional decomposition converts the business goals into achievable objectives and measures.

Answer: B is incorrect. Root cause analysis determines the underlying source of the problem.

Answer: D is incorrect. Business rules analysis identifies changes in the policies that guide the organization towards achieving its goals and objectives.

Answer: A is incorrect. Understanding what competing organizations and peers are doing, Benchmarking allows the organization to remain at a comparable level of service or identify opportunities to increase efficiency.

190.You are the business analyst for your organization. You are working with several IT professionals to determine all of the connected systems in your organization. You are creating a mapping of the servers, workstations, printers, and other connected devices and their purposes for an analysis of how information is input, processed, stored, and output from each system.

What business analysis process are you completing?

A. Data flow diagram

B. Data dictionary and glossary creation

C. Prototype

D. Networking topology mapping

Answer: A

Explanation:

You are creating a mapping of the servers, workstations, printers, and other connected devices and their purposes for an analysis of how information is input, processed, stored, and output from each system. This is a description of a data flow diagram.

Answer: B is incorrect. A data dictionary defines the key terms and data relevant to a business domain.

Answer: D is incorrect. A network topology does show the connected devices to a network, but it does not show how the information is input, processed, stored, and output from these devices.

Answer: C is incorrect. A prototype is a mock-up or working model of a proposed solution.

191.What element of the plan business analysis process affects the business analysis duties that need to be performed?

A. The experience of the project manager

B. The expected completion date of the business analysis duties

C. The type of project or initiative

D. The experience of the business analyst

Answer: C

Explanation:

The type of project or initiative greatly influences which business analysis duties will be selected. Not all business analysis tasks are appropriate for all initiatives.

Answer: A is incorrect. The experience of the project manager does not affect which business analysis activities should be completed.

Answer: D is incorrect. The experience of the business analyst should not affect which tasks are completed.

Answer: B is incorrect. While deadlines are constraints, they should not affect which business analysis tasks should be completed. The business analyst should always choose the most appropriate tasks to complete for the project or initiative.

192.There are three inputs to the business analysis planning approach process.

Which one of the following is not one of the three inputs?

A. Risk and rewards analysis

B. Business need

C. Organizational process assets

D. Expert judgment

Answer: A

Explanation:

Risk and rewards analysis is not, of itself, an input to the business analysis planning approach process.

Answer: B is incorrect. Business need is an input to the business analysis planning approach process.

Answer: D is incorrect. Expert judgment is an input to the business analysis planning approach process.

Answer: C is incorrect. Organizational process assets are inputs to the business analysis planning approach process.

193.You are hired as a contract project manager for Dreams Unlimited Inc. The project involves setting up ten servers and fifty client computers on the network. From past experience, you know it takes around fifteen hours to install, test, and finalize a server, while it takes only ten hours for a client. You consider these data for making an estimate of schedule of the task.

Which of the following estimation techniques has been used?

A. Bottom-up

B. Schedule performance index

C. Parametric modeling

D. Analogous

Answer: D

Explanation:

According to the question, your estimation is based on the parameters from a previous activity. Such estimation is performed through the analogous estimating technique.

194.You are the business analyst for your organization and you are completing the manage requirements traceability process. You are tracking the requirements to determine how the requirements are interrelated with one another and with the actual delivery of the project scope. There are actually three

reasons why the business analyst should trace requirements.

Which one of the following is not one of the three reasons why trace requirements is useful?

A. Requirements allocation

B. Requirements coverage

C. Quality control

D. Impact analysis

Answer: C

Explanation:

Quality control is a project management process that inspects the project deliverables for quality. Its goal is to identify defects so that corrective actions may be implemented.

Answer: A is incorrect. Requirements allocation is the process of assigning stakeholder and solution requirements to solution components and releases.

Answer: B is incorrect. Requirements coverage allows business objectives to be traced to business rules, data elements, and use cases to determine how they'll be accomplished in the project.

Answer: D is incorrect. Impact analysis allows the business analyst and the project manager to determine how a change in requirements can affect the other requirements in the solution scope.

195.You are the business analyst for your organization and you're creating the requirements package. In this documentation, to what level should you document the requirements for your stakeholders?

A. All requirements should be clearly defined with technical, business, functional, and non-functional attributes.

B. All requirements should be defined only to the extent needed to assure understanding by the team.

C. All requirements should be defined to the extent the organizational process assets demand.

D. All requirements should be defined in detail to the work package level of WBS.

Answer: B

Explanation:

When creating the requirements package, as in this scenario, it's mandatory that the requirements be defined with enough detail that the team can understand the requirements.

Answer: D is incorrect. This isn't a valid explanation for the level of detail needed in the requirements package.

Answer: A is incorrect. Not all requirements need the technical, business, functional, and non-functional requirements.

Answer: C is incorrect. The organizational process assets won't demand that the requirements be defined to any extent. This isn't a valid answer for this question.

196.When an organization is using a change-driven approach to business analysis, how are communications managed?

A. Communications in a change-driven approach to business analysis focus more on the frequency of communication.

B. Communications in a change-driven approach are all ad hoc.

C. Communications in a change-driven approach focus more on formal communications.

D. Communications in a change-driven approach typically use face-to-face channels.

Answer: A

Explanation:

Communications in a change-driven approach to business analysis focus more on the frequency of the communication than an organization using a plan-driven approach.

Answer: D is incorrect. Face-to-face communication is an excellent communication method, but this does not accurately describe communication in a change-driven business analysis approach.

Answer: C is incorrect. Formal communications happen more in a plan-driven business analysis approach.

Answer: B is incorrect. Ad hoc communications do happen often in a change-driven approach, but not all communications in this environment are ad hoc.

197.You have identified a task in your task list that cannot be completed until the inspector for the project signs off on the initial deliverables. The inspector's signoff on the initial deliverables is called what?

A. Constraint

B. Assumption

C. Dependency

D. Milestone

Answer: C

Explanation:

The current task is dependent on the preceding task of the inspector signing off on the deliverables.

Answer: A is incorrect. A constraint is anything that limits the current options, such as deadline or predetermined budget.

Answer: B is incorrect. An assumption is anything that you believe to be true, but it has not yet proven to be. Assumptions can be documented as part of the task list, but it does not answer this question.

Answer: D is incorrect. A milestone is typically completed at the end of a project phase and shows progress in the project schedule.

198.In order to assess the capability gaps of an organization, you'll need all of the following inputs except for which one?

A. Solution performance assessment

B. Enterprise architecture

C. Solution scope

D. Business need

Answer: C

Explanation:

The solution scope is not an input of this process. The solution scope actually uses the output of the assess capability gaps process as one of its inputs.

Answer: D is incorrect. The business need does serve as one of the three inputs of the assess capability gaps process.

Answer: B is incorrect. The enterprise architecture does serve as one of the three inputs of the assess capability gaps process.

Answer: A is incorrect. Solution performance assessment does serve as one of the three inputs of the assess capability gaps process.

199.You are a business analyst for your organization and you're working with the stakeholders to identify the primary inputs to the business analysis approach.

Which of the following will help determine whether a plan-driven or change-driven approach is appropriate?
Each correct answer represents a complete solution. Choose all that apply.

A. Organizational process assets

B. Expert Judgement

C. Business need

D. Penalty of not seizing the opportunity

Answer: C, B, and A

Explanation:

These are the primary inputs of planning the business analysis approach. The primary input of planning the business analysis approach is to consider the problem or opportunity faced by the organization. Time allowed for business analysis planning does have an effect on the thoroughness of the business analysis activities. The risk associated with the plan is also considered.

200.A business analyst wants to host a brainstorming session with eight key stakeholders. In preparation for this event, the business analyst should designate which one of the following rules for the session?

A. Create a goal for the number of ideas the group should generate.

B. Allow any ideas for possible solutions even if they are not in the defined area of interest.

C. Set a time limit for the session.

D. Rate each idea that is generated.

Answer: C

Explanation:

Of all the choices, the only valid answer is that the business analyst should set a time limit for the brainstorming session.

Answer: B is incorrect. The ideas generated should actually map to a clear and concise definition of the area of interest.

Answer: D is incorrect. The business analyst should not rate each idea that is generated.

Answer: A is incorrect. The business analyst should not create a goal for the number of ideas the team is to generate.

201.One of the techniques to assess capabilities in an organization is to use SWOT.

What does SWOT accomplish? Choose the best answer.

A. SWOT reviews your strengths, weaknesses, opportunities, and threats.

B. It identifies how current capabilities match up against the influencing factors.

C. It assesses the strength, weaknesses, opportunities, and threats.

D. SWOT is a goal setting technique that means "Sweat Works Over Time."

Answer: B

Explanation:

The best answer to what SWOT accomplishes is that it identifies how current capabilities (strengths and weaknesses) match up against the influencing factors (opportunities and threats).

Answer: C is incorrect. While this answer does provide the key of what SWOT stands for, it's not the best answer for what SWOT accomplishes.

Answer: A is incorrect. This answer does use the legend of SWOT, but it does not define the purpose of SWOT.

Answer: D is incorrect. This isn't a valid statement about SWOT.

202.An organization has invested $750,000 into a technology to help secure, automate, and communicate customer ordering. The solution has worked well for the past six months, but a newer technology has been developed that surpasses the abilities of the current solution and solves many defects and issues the company has with the existing solution. Purchasing the newer solution, however, means that the company will have to discard the solution that's only been in place for the past six months. What term can be assigned to the monies already implemented into the existing solution?

A. Opportunity cost

B. Cost of nonconformance

C. Sunk costs

D. Cost-benefits

Answer: C

Explanation:

The monies that have already been invested in the existing solution are called sunk costs. Sunk costs are the funds that have been "sunk" into the solution and are no longer available.

Answer: A is incorrect. The opportunity cost is when there are two or more solutions to choose from, but only one can be selected. The opportunity cost is the total amount of the opportunities that cannot be selected.

Answer: B is incorrect. The cost of nonconformance describes the cost of not conforming to quality, such as lost sales, lost work, defects, and even safety considerations.

Answer: D is incorrect. It is a ratio to compare the costs of a solution to the benefits received for the costs.

203.Which of the following is used to define and document the business analysis approach?

A. Structured walkthrough

B. Progressive elaboration

C. Process modeling

D. Decision analysis

Answer: C

Explanation:

Process modeling is used to define and document the business analysis approach.

Answer: D is incorrect. Decision analysis is used to rate available methodologies against organizational needs and objectives.

Answer: A is incorrect. Structured walkthrough is used as a means of validating a created, selected, or tailored business analysis approach.

Answer: B is incorrect. Progressive elaboration describes the process of providing more and more information through incremental details. It is a form of deductive reasoning to go from a very broad set of requirements to the exact details on the requirements.

204.What does the decomposition of activities and tasks based on the work breakdown structure create for the business analyst?

A. Activity list

B. Business analysis plan

C. Network diagram

D. Project management plan

Answer: A

Explanation:

Activity List is created by decomposing Work Breakdown Structure into work packages. These work packages are decomposed into activities and further into smaller tasks that result into the documented activity list.

Answer: D is incorrect. The project management plan defines all of the processes, activities, and work for the project manager, project management team, and the team members.

Answer: B is incorrect. The business analysis plan isn't a valid answer for the decomposition of the project activities.

Answer: C is incorrect. The network diagram illustrates the flow of the project activities and is not a simple listing of the activities.

The network diagram clearly shows the relationship of activities, predecessor activities, and successor activities.

205.Which one of the following terms is not a business analysis planning and monitoring approach?

A. Structured walkthroughs

B. Decision analysis

C. Requirements elicitation

D. Process modeling

Answer: C

Explanation:

Requirements elicitation is a business analysis task; it is not a business analysis planning and monitoring approach.

Answer: B is incorrect. Decision analysis is a business analysis planning and monitoring approach so this choice is incorrect.

Answer: D is incorrect. Process modeling is a business analysis planning and monitoring approach so this choice is incorrect.

Answer: A is incorrect. Structured walkthroughs are a business analysis planning and monitoring approach so this choice is incorrect.

206.Anne is the business analyst for her organization and she's creating a textual requirement for her analysis. As part of the textual requirements, there are specific rules that Anne should follow.

Textual requirements must always address what three things in regard to the requirements?

A. Textual requirements must define the capabilities of the solution, conditions that must exist for the requirements to operate, and any constraints that may hinder the solution.

B. Textual requirements must define the cost of the solution, organizational conditions that must exist for the requirements to operate, and any risks that may hinder the solution.

C. Textual requirements must define the stakeholders' influence on the solution, relationships between opposing stakeholders, and any organizational constraints that may hinder the solution.

D. Textual requirements must define the deliverables created by the solution, the conditions that must exist for the requirements to be completed, and the time and cost constraints thatmay hinder the solution's implementation.

Answer: A

Explanation:

Of all the choices, only this answer defines the three requirements of the textual requirements. defining the capabilities of the solution, defining the conditions for the requirements to operate, and identifying any constraints that may hinder he solution.

Answer: B is incorrect. This is an incorrect statement about the elements of the textual requirements.

Answer: D is incorrect. This is an incorrect statement about the elements of the textual requirements.

Answer: C is incorrect. This is an incorrect statement about the elements of the textual requirements.

207.As a business analyst, you need to define when the activities of the business analysis approach will take place.

This includes all of the following business analysis approach activities except for which one?

A. Requirements analysis

B. Solution assessment

C. Business analysis governance

D. Enterprise analysis

Answer: C

Explanation:

The timing of the business analysis activities in the plan-driven approach includes defining when enterprise analysis, requirements analysis, solution assessment, and validation activities occur. It does not, however, include the timing of the business analysis governance.

Answer: D is incorrect. Enterprise analysis timing should be defined as part of the business analysis approach.

Answer: A is incorrect. Requirements analysis should be defined as part of the business analysis approach.

Answer: B is incorrect. Solution assessment should be defined as part of the business analysis approach.

208.As a candidate for CCBA, you should be able to recognize the activities associated with each knowledge area.

Which of the following is an elicitation process that is a part of job observation?

A. Identifying stakeholders

B. Job shadowing

C. Defining and determining business analysis processes

D. Planning how requirements will be approached, traced, and prioritized

Answer: B

Explanation:

Job shadowing is an elicitation process that is a part of job observation. In this process, the observer is required to keep an eye on those workers whose work routine is down and who are unable to explain their work. The observer has to understand their work process for better assessment of the modifications of the work required. The following are the approaches for this technique: Passive/Invisible. In this approach, the observer does not ask questions from the user about his work while the user is working. Active/Visible. In this approach, the observer does ask questions from the user about his work even when the user is working.

Answer: A is incorrect. Identifying stakeholders is one of the first business analysis activities.

Answer: C is incorrect. Defining and determining business analysis processes are needed as part of business analysis planning.

Answer: D is incorrect. Planning how requirements will be approached, traced, and prioritized is a precursor to requirements elicitation.

209.Which approach is used to focus on minimizing up-front uncertainty?

A. Class-driven approach

B. Change driven approach

C. Solution-driven approach

D. Plan-driven approach

Answer: D

Explanation:

The plan-driven approach defines business analysis activities. This approach is used to focus on minimizing up-front uncertainty and to ensure that the solution is fully defined before implementation begins in order to maximize control and minimize risk. It is preferred when requirements are effectively defined in advance of implementation.

Answer: C and A are incorrect. These are not valid approaches for the business.

Answer: B is incorrect. The change-driven approach does not focus on minimizing up-front uncertainty.

210.Which of the following are not appropriate for a plan-driven business analysis approach? Each correct answer represents a complete solution. Choose all that apply.

A. Informal

B. Face-to-face

C. Ad hoc

D. Formal

Answer: B, C, and A

Explanation:

Plan driven approaches to business analysis practices most often use the formal type of communications. This means the communication of the actual requirements is in writing, and often uses pre-defined forms requiring signatory approvals. All project documentation is normally archived as part of the project history. Face-to-face is an effective communication method, but for plan-driven approaches, formal communication is preferred in regard to requirements. Ad hoc describes the sudden, quick conversations. This is an informal approach to communication and isn't appropriate for a plan-driven business analysis approach.

211.The business need is considered to be the most critical step in the business analysis effort. Why is the definition of the business need considered the most critical step?

A. The business need defines the problem the business analyst is finding a solution for.

B. The business need defines the solution for the business problem.

C. The business need takes the longest time and costs most of the business analysis efforts.

D. The definition of the business need determines future solutions, stakeholders, and approaches.

Answer: D

Explanation:

The way the business need is defined directly affects the solutions offered, the stakeholders involved, and

the approaches the organization may take to seize the opportunity or solutions.

Answer: A is incorrect. This is the definition of what the business need is, but it's not the best answer for the question.

Answer: B is incorrect. The business need does not define the solution; it shows the need for a solution.

Answer: C is incorrect. This is not a valid statement about this process of the business analysis effort.

212.The creative thinking process has three values to determine the effectiveness of the process.

Which one of the following is not a measurement of effective creative thinking?

A. Willingness of stakeholders to accept new approaches

B. Generation of a pre-determined number of new ideas for a business solution

C. Application of new ideas to resolve existing problems

D. The successful generation and productive consideration of new ideas

Answer: B

Explanation:

Creative thinking does not set a pre-determined amount of new ideas required in order to be deemed successful. Setting a pre-determined amount of new ideas may actually cap the amount of ideas that can be generated or the ideas may be poorly formulated in order to reach the pre-determined quota of ideas.

Answer: D, C, and A are incorrect. These are effective measurements of creative thinking.

213.Henry is meeting with Janet, the business analyst of the organization. They are discussing an opportunity to create a new service their company can provide, though the startup of the service would take time and an investment. Henry wants Janet to explore the possibility of this new venture.

What activity is Henry asking Janet to complete?

A. Brainstorm the business need.

B. Create a data diagram for the service.

C. Define the business need.

D. Elicit the requirements of the proposal.

Answer: C

Explanation:

This is the most common business analysis activity in enterprise analysis. Henry is asking Janet to define the business need. The purpose of defining business need is to identify and define why a change to organizational systems or capabilities is required. The business need is an important step in any business analysis effort. The business analyst tries to find a solution for the problem defined by the business need.

Answer: A is incorrect. This isn't an example of a brainstorming session, as it's just Janet exploring the need for the new service. Brainstorming is a technique to gather general data. It can be used to identify risks, ideas, or solutions to issues by using a group of team members or subject-matter expert. Brainstorming is a group creativity technique that also provides other benefits, such as boosting morale, enhancing work enjoyment, and improving team work. It contains the following aims.

Production of numerous new ideas Derivation of themes from those ideas for further analysis

Answer: D is incorrect. This is not an example of requirements elicitation, though Janet's findings could lead to elicitation.

Answer: B is incorrect. A data diagram shows the flow of data into and out of a system.

214.As a candidate for the CCBA exam, you should be able to recognize the activities associated with

each knowledge area.

All of the following are the business analysis planning & monitoring activities except for which one?

A. Defining and determining business analysis processes

B. Planning how requirements will be approached, traced, and prioritized

C. Identifying stakeholders

D. Job shadowing

Answer: D

Explanation:

Job shadowing is an elicitation process that is a part of job observation. In this process, the observer is required to keep an eye on those workers whose work routine is down and who are unable to explain their work. The observer has to understand their work process for better assessment of the modifications of the work required. The following are the approaches for this technique: Passive/Invisible. In this approach, the observer does not ask questions from the user about his work while the user is working. Active/Visible. In this approach, the observer does ask questions from the user about his work even when the user is working.

Answer: C, A, and B are incorrect. The following are the tasks associated with the planning & monitoring of business analysis activities: Identify stakeholders. Define roles and responsibilities of stakeholders in the business analysis effort.

Develop estimates for business analysis tasks.

Plan how the business analyst will communicate with stakeholders. Plan how requirements will be approached, traced, and prioritized. Determine the deliverables that the business analyst will produce. Define and determine the business analysis process. Determine the metrics that will be used to monitor business analysis work.

215.You work as a project manager for SoftTech Inc. You are working with the project stakeholders to begin the qualitative risk analysis process.

You will need all of the following as inputs to the qualitative risk analysis process except for which one?

A. Risk management plan

B. Stakeholder register

C. Project scope statement

D. Risk register

Answer: B

Explanation:

You would not need the stakeholder register to perform qualitative risk analysis. Qualitative Risk Analysis uses the likelihood and impact of the identified risks in a fast and cost-effective manner. Qualitative Risk Analysis establishes a basis for a focused quantitative analysis or Risk Response Plan by evaluating the precedence of risks with a concern to impact on the project's scope, cost, schedule, and quality objectives. The qualitative risk analysis is conducted at any point in a project life cycle. The primary goal of qualitative risk analysis is to determine proportion of effect and theoretical response. The inputs to the Qualitative Risk Analysis process are:

Organizational process assets

Project Scope Statement

Risk Management Plan Risk Register

216.You are the business analyst for your organization and you're training Marcy, a new business analyst, on how requirements are formed.

Which one of the following best describes how requirements are formed?

A. Stakeholders' needs, wants, and expectations

B. Solutions-based approach

C. Change-driven approach

D. Risk and reward solution

Answer: A

Explanation:

Requirements are based on stakeholders' needs, wants, and expectations. This is why it's important to identify stakeholders and requirements gathering processes early in the project to quickly and accurately capture requirements.

Answer: B is incorrect. This is not a valid answer to the question, as not all requirements gathering are solutions-driven, but could be just a study.

Answer: D is incorrect. The risk and reward solution is always considered, but requirements are based on stakeholders' needs, wants, and expectations.

Answer: C is incorrect. The change-driven approach isn't a valid answer for this question.

217.A business analyst has identified four different solutions for a business need. In the light of solution assessment, how many solution assessment iterations should he do?

A. The business analyst can do multiple assessments, one for each solution or to compare multiple solutions.

B. There is no limit, but the business analyst should perform the same type of assessments for each solution to be balanced.

C. The business analyst can do one assessment per solution.

D. There should only be one solution assessment - four is too many. Some of the solutions are better than others.

Answer: A

Explanation:

The best choice is to do at least one assessment or multiple assessments to compare the solutions.

Answer: D is incorrect. There can be multiple solutions to a business need, so the business analyst may need to perform multiple assessments.

Answer: C is incorrect. There's not a restriction of just one assessment per solution, as multiple assessments can be completed.

Answer: B is incorrect. In the assessment, the business analyst may determine that some solutions are better than others and remove one or more possible solutions. The remaining solutions can then have iterations of assessments.

218.Which stakeholder map shows the relative influence, impact, and relation of stakeholders by plotting them closer to or farther away from the solution?

A. RACI Matrix

B. Onion diagram

C. Control chart

D. Tornado diagram

Answer: B

Explanation:

An onion diagram shows the relative influence, impact, and relation of stakeholders by plotting them closer to or farther away from the solution. It is called an onion diagram because plotting of the stakeholders is done in ovals which, when completed, looks like an onion sliced in half.

Answer: D is incorrect. A tornado diagram is often used to show opposing forces for a solution or issue.

Answer: A is incorrect. The RACI matrix explains the roles of the people involved in business analysis activities. It depicts stakeholders as having one or more of the following responsibilities for a given task or deliverable: [R]. Responsible does the work

[A]. Accountable is the decision maker (only one) [C]. Consulted must be consulted prior to the work and gives input.   [I]. Informed means that they must be notified of the outcome

Answer: C is incorrect. A control chart is a quality control tool that shows the results of measurements over time.

219.Which basis for prioritization allows the project team to work initially with lower-risk requirements first?

A. Quantitative ranking

B. Positive risk ranking

C. Relationship to other requirements

D. Implementation difficulty

Answer: D

Explanation:

This approach prioritizes requirements that are easiest to implement first. This allows the project team to work with the lowest risk requirements first to gain familiarity with the requirements. This is especially useful with a new technology or materials where a learning curve is involved.

Answer: A is incorrect. There is not a prioritization basis for quantitative ranking.

Answer: B is incorrect. There is not a prioritization basis called positive risk ranking.

Answer: C is incorrect. The basis of relationship to other requirements is useful for requirements that need to be implemented so that other requirements, which are dependent on the initial requirements, can be implemented.

220.Henry is a business analyst in his organization and he's asked an expert to help him determine the best business analysis duties to implement.

Why would Henry ask an expert to help him define the business analysis duties?

A. Henry is a new business analyst.

B. Henry should always use expert judgment to confer on the business analysis approach.

C. Henry is using an expert to help save time.

D. Henry can use expert judgment to determine the optimal business analysis approach.

Answer: D

Explanation:

Using expert judgment is ideal to determine the optimal business analysis approach.

Answer: A is incorrect. Even established business analyst can rely on expert judgment.

Answer: C is incorrect. There's no proof presented that the expert will save time in the business analysis duties.

Answer: B is incorrect. Henry, and business analysts in general, don't always need to use expert judgment to define the business analysis activities.

221.You are a business analyst for your organization. Your current business analysis endeavor includes working with stakeholders located in offices around the world.
Because these stakeholders are dispersed, what is likely to increase in this endeavor as opposed to a collocated group of stakeholders?
A. Costs
B. Face-to-face meetings
C. Communication needs
D. Risks
Answer: C
Explanation:
Of all these possible choices, the best answer is that communication needs will increase. Because complex projects often involve non-collocated stakeholders, it may be necessary to travel more often, have more teleconferences or video conferences, or take other measures to provide accurate and consistent communications across offices, countries, and time zones.
Answer: B is incorrect. Face-to-face meetings are often the best type of communication, but this isn't the best choice presented.
Answer: D is incorrect. Risks do not necessarily increase because the stakeholders are not collocated.
Answer: A is incorrect. Costs do not necessarily increase in the business analysis approach because of the dispersed stakeholders.

222.You are the business analyst for your organization and you're using a plan-driven approach to business analysis processes. In this environment, what types of communications are most likely required to be used in regard to requirements?
A. Informal
B. Ad hoc
C. Face-to-face
D. Formal
Answer: D
Explanation:
Plan driven approaches to business analysis practices most often use the formal type of communication. This means the communication of the actual requirements is in writing and often uses pre-defined forms requiring signatory approvals. All project documentation is normally archived as part of the project history.
Answer: C is incorrect. Face-to-face is an effective communication method, but for plan-driven approaches, formal communication is preferred in regard to requirements.
Answer: B is incorrect. Ad hoc describes the sudden, quick conversations. This is an informal approach to communication and isn't appropriate for a plan-driven business analysis approach.
Answer: A is incorrect. Informal isn't preferred in a plan-driven approach.

223.Linda works as a project manager for an IT project. She is getting new developers for completing her project.
Which of the following processes is she involved in?

A. Manage Project Team

B. Develop Project Team

C. Acquire Project Team

D. Human Resource Planning

Answer: C

Explanation:

Obtaining the human resources needed to complete the project comes under the Acquire Project Team process, which is a part of Project Human Resource Management Knowledge Area. Project Human Resource Management is one of the nine Knowledge Area groups. It includes the processes that organize and manage the project team. The project team is comprised of the people who have assigned roles and responsibilities for completing the project. Project Human Resource Management is a group of the following processes required to make the most effective use of the people involved with the project. Develop Human Resource Plan Acquire Project Team Develop Project Team Manage Project Team The project management team is a subset of the project team and is responsible for project management activities such as planning, controlling, and closing. This group can be called the core, executive, or leadership team. These processes interact with each other and with the processes in the other Knowledge Areas as well.

224.You are the business analyst for your organization and management has asked you to select a model for your solution. Management wants you to describe the people within and without of your organization who will interact with the solution.

What type of model has management asked you to create?

A. Events

B. Concept and relationship

C. Process

D. User classes, profiles, and roles

Answer: D

Explanation:

The user classes, profiles, and roles model helps organize the participants by their interaction, categories, and usage of the solution.

Answer: B is incorrect. The concept and relationship model is a tempting choice, but this model can also show things, not just people.

Answer: A is incorrect. Events models are tied to requests, actions, and responses, not just people.

Answer: C is incorrect. Process models show repeatable actions to bring about a specific result.

225.You are the business analyst for your organization. You are identifying new opportunities to improve upon your existing web services. Management is open to new opportunities as long as the changes do not take more than 60 days to implement.

What type of a factor does the 60 day implementation represent?

A. Schedule constraint

B. Business constraint

C. Technical constraint

D. Assumption

Answer: B

Explanation:

A time limit, budget limit, limit on the number of resources, and other organizational restrictions are business constraints.

Answer: C is incorrect. A technical constraint describes the architectural decisions concerning hardware, software, platforms, and interoperability with the enterprise architecture.

Answer: D is incorrect. An assumption is something that's believed to be true, but it hasn't yet been proven to be true.

Answer: A is incorrect. A schedule constraint is tempting, but this is not a valid term for business analysis. Constraints on the time limit are just part of the business constraint.

226.When a business analyst is using alternative generation, what should she always include as an output?

A. The cost of all requirements, some requirements, and a few core requirements

B. The schedule of implementation for each solution

C. The option of doing nothing

D. The cost of each solution

Answer: C

Explanation:

Whenever generating alternatives, the business analyst should always include the option of doing nothing.

Answer: A is incorrect. The best answer is to include the option of doing nothing; the cost of the requirements isn't an in-depth consideration at this point.

Answer: B is incorrect. The schedule for the implementation is often considered, but the option of doing nothing should always be considered.

Answer: D is incorrect. The cost of each solution isn't the best choice for this question.

227.You are the business analyst in your organization and you're working to organize the requirements for the business units in your company.

Which technique is best suited for structuring requirements around the needs of each stakeholder group?

A. Organizational modeling

B. User stories

C. Data modeling

D. Functional decomposition

Answer: A

Explanation:

Organizational modeling is the best choice, as this structuring approach allows requirements to be structured around organizational units, stakeholders, and the relationships among stakeholders.

Answer: C is incorrect. Data modeling isn't the best choice, as this approach maps the concepts relevant to the business domain, not the business units.

Answer: D is incorrect. Functional decomposition is a popular modeling approach that breaks down an organization, product, scope, or similar concept. Each part in the decomposition can have its own set of requirements.

Answer: B is incorrect. User stories describe the stakeholder objectives that the solution will support.

228.There are four methods to generate the business need in an organization.
Which approach is described as the need to achieve a strategic goal?
A. From the bottom up
B. From external drivers
C. From the top down
D. From middle management
Answer: C
Explanation:
From the top down is described as the need to achieve a strategic goal.
Answer: A is incorrect. From the bottom up is described as a problem with the current state of a process, function, or system.
Answer: D is incorrect. From middle management is described as a manager needs additional information to make sound decisions or must perform additional functions to meet business objectives.
Answer: B is incorrect. From external drivers is used when there's recognized competition in the marketplace.

229.You are the business analyst for your organization and you're training Marcy, a new business analyst, on how requirements are defined.
Which one of the following best describes how requirements are defined?
A. Stakeholders' needs, wants, and expectations
B. Risk and reward solution
C. Change-driven approach
D. Solutions-based approach
Answer: A
Explanation:
Requirements are based on stakeholders' needs, wants, and expectations. This is why it's important to identify stakeholders and requirements gathering processes early in the project to quickly and accurately capture requirements.
Answer: D is incorrect. This is not a valid answer to the question as not all requirements gathering are solutions-driven, but could be just a study.
Answer: B is incorrect. The risk and reward solution is always considered, but requirements are based on stakeholders' needs, wants, and expectations.
Answer: C is incorrect. The change-driven approach isn't a valid answer for this question.

230.Complete this sentence in regard to the level of abstraction. Requirements need to say
_____ needs to be done, not _____ to do it.
A. What, when
B. Requirements, who needs
C. What, how
D. Requirements, how much
Answer: C
Explanation:
Requirements need to say what needs to be done, not how to do it.
Answer: A is incorrect. This isn't a valid statement about the level of abstraction, as the schedule isn't

addressed.

Answer: B is incorrect. This isn't a valid statement about the level of abstraction, as the resources and project team aren't addressed.

Answer: D is incorrect. This isn't a valid statement about the level of abstraction, as the cost of the requirements is not addressed.

231.When a business analyst assists in the planning of the solution implementation, she must always consider the constraints for implementation.

Which one of the following cannot be considered as an implementation constraint?

A. Weather

B. Freeze periods

C. Company policies

D. Business cycle timings

Answer: A

Explanation:

Weather is not a constraint, but an assumption. Constraints are things that limit the business analyst's options on the implementation of a solution.

Answer: B is incorrect. Freeze periods are times of the business cycle when no disruptions are allowed, such as in busy production times.

Answer: C is incorrect. Company policies are the rules that may restrict how and when work may be implemented.

Answer: D is incorrect. Business cycle timings, like freeze periods, restrict when implementations can happen in the project.

232.There are three inputs needed to determine the solution approach process.

What are these inputs?

A. Business need, organizational process assets, and enterprise environmental factors

B. Business need, enterprise environmental factors, and required capability

C. Business need, organizational process assets, and assumptions

D. Business need, organizational process assets, and required capability

Answer: D

Explanation:

The three inputs needed to determine the solution approach process are business need, organizational process assets, and required capability.

Answer: B is incorrect. This answer doesn't describe the three needed inputs to determine the solution approach process.

Answer: A is incorrect. This answer doesn't describe the three needed inputs to determine the solution approach process.

Answer: C is incorrect. This answer doesn't describe the three needed inputs to determine the solution approach process.

233.You are the business analyst for your organization and you're working with your stakeholders to assess the organization's readiness for the solution. As part of this assessment, you'll perform a cultural assessment.

What is the purpose of this assessment?

A. To determine how the culture may affect the solution

B. To determine if the stakeholders genuinely want the change to be successful

C. To determine if the change is feasible in the environment

D. To determine how the solution affects the stakeholders' culture

Answer: B

Explanation:

The cultural assessment examines the beliefs, attitudes, and feelings among the stakeholder groups to measure the stakeholders' willingness and hope that the change is successful.

Answer: D is incorrect. This isn't a valid description of the cultural assessment.

Answer: A is incorrect. While this answer is somewhat correct, the assessment measures the stakeholders' genuine desire for the change to be successful.

Answer: C is incorrect. A cultural assessment is different from a feasibility study. In a cultural assessment, the focus is on the stakeholders' attitude towards the change the solution will bring.

234.An organization has two different solutions to grow its business. One project is worth $375,000 to the organization. The second project is worth $565,000 to the business. The organization can only do one of the projects and elects to do the second project for $565,000.

What is the opportunity cost of this decision?

A. $190,000

B. $565,000

C. $375,000

D. $940,000

Answer: C

Explanation:

The opportunity cost is the whole amount of the opportunity that can be seized. In this instance, the opportunity cost is $375,000, as this is the project that the organization can't do.

Answer: B is incorrect. This answer is the value of the project the organization has elected to do.

Answer: A is incorrect. $190,000 is the difference between the two projects and does not reflect the opportunity cost.

Answer: D is incorrect. This is the value of both projects combined and does not represent the opportunity cost.

235.Complete this sentence. If a requirement cannot be verified, it cannot be successfully

_____.

A. Scheduled

B. Estimated

C. Assigned

D. Implemented

Answer: D

Explanation:

Requirements must be verified in order to be implemented. If a requirement cannot be verified, it cannot be implemented, and therefore, does not meet a business need.

Answer: B is incorrect. This is not the best answer for the question. If a requirement cannot be verified, it

cannot be successfully implemented.

Answer: A is incorrect. If a requirement cannot be verified, it cannot be successfully implemented.

Answer: C is incorrect. If a requirement cannot be verified, it cannot be successfully implemented.

236.You are the business analyst for your organization and your manager has asked you to prepare an analysis of each proposed solution. Your manager wants you to determine whether and how each option can provide an expected business benefit to meet the stated business need.

What is your manager asking you to create?

A. Feasibility study

B. Abbreviated study

C. Alternative identification analysis

D. Quantified analysis

Answer: A

Explanation:

Your manager is asking you to create feasibility study. This study reviews each solution to determine if the solution can meet the business benefit.

Answer: B is incorrect. Abbreviated study is a form of feasibility analysis with a focus on changed initiatives with lower initiatives.

Answer: C is incorrect. Alternative identification analysis isn't a legitimate business analysis term.

Answer: D is incorrect. Quantified analysis is not a valid business analysis term to describe possible solutions for a business need.

237.You are the business analyst for your organization and you've been working with several stakeholders to gather requirements for approval. The requirements have been approved with the exception of a conflict on one requirement.

What must you and the stakeholders do in regard to this conflict before the business analysis endeavor may continue?

A. The requirement with the conflict should be excluded from the approved set of requirements and must be resolved before it can be joined to the approved set of requirements.

B. The conflict must be documented as a risk.

C. The conflict must be resolved before the set of requirements may be approved.

D. The conflict must be documented in an issues log, assigned to an issue owner, and then the endeavor may continue.

Answer: C

Explanation:

Before the requirements can be approved, consensus must be reached among the stakeholders. The conflict must be resolved before moving forward in the endeavor.

Answer: D is incorrect. This isn't a valid statement.

Answer: B is incorrect. This isn't a valid statement.

Answer: A is incorrect. This isn't a valid statement.

238.A business analyst wants to use benchmarking, but the project manager recommends against the approach. There are, as the project manager points out, several disadvantages to benchmarking.

Which one of the following is not a disadvantage to benchmarking?

A. Discovery of new approaches

B. Time consumption

C. Requirement of expertise of the person conducting the study

D. Inability to produce innovative solutions

Answer: A

Explanation:

Benchmarking does allow for the discovery of new approaches that have worked elsewhere.

Answer: B is incorrect. Benchmarking can be time consuming.

Answer: D is incorrect. Benchmarking can restrict new innovations, as the study is based on what's worked elsewhere.

Answer: C is incorrect. Benchmarking does require expertise by the person completing the study.

239.Jason is creating a business case for his organization and management has asked him to assess the appropriate risks in the business case regarding the solution.

Which one of the following risks is not a concern for Jason when defining the business case and associated risks?

A. Financial risk

B. Positive risk

C. Organizational risk

D. Technical risk

Answer: B

Explanation:

Positive risks are risks that may bring about a positive outcome if the event happens. This is not a concern for Jason in the initial risk assessment in the business case.

Answer: D is incorrect. Technical risks evaluate whether the chosen technology and suppliers can deliver the required functionality.

Answer: A is incorrect. Financial risks evaluate whether costs may exceed levels that make the solution viable or potential benefits may disappear.

Answer: C is incorrect. Organizational risks determine whether the organization will make the changes necessary to benefit from the new solution.

240.Which approach is best to take when a business analyst is assessing the solution options for a business need when there are relatively few criteria involved?

A. Focus on the life cycle costs of the solutions.

B. Focus on the commonalities of the solutions.

C. Focus on the differences of the solutions.

D. Focus on the implementation cost of the solutions.

Answer: C

Explanation:

When there are only few criteria involved, it's often easiest and most direct to focus on the differences of the solutions.

Answer: B is incorrect. The commonalities of the solutions won't expose the weaknesses, strengths, and values between the solutions.

Answer: A is incorrect. The life cycle costs may be considered, but there are other elements that can be

considered too.

Answer: D is incorrect. The implementation cost of the solution is usually considered, but it's the business value of the solutions that the business analyst should actually focus on.

241.You are the business analyst for your organization and are working on organizing the identified requirements for a new solution. Nancy, your assistant in this process, says that these requirements aren't very complex. You agree but add that it's this thing that makes the overall solution complex.

What thing adds to the level of complexity among requirements?

A. Relationships among the requirements

B. Management in the project

C. Cost and schedule constraints

D. Stakeholders in the project

Answer: A

Explanation:

The relationships and inter-dependencies among the requirements add to the complexity of the requirements.

Answer: D is incorrect. Stakeholder management can be cumbersome, but the question was asking for a requirements characteristic, so this choice is incorrect.

Answer: B is incorrect. Management in the project can add to the project complexity, but realistically management should stay out of the business analyst's duties. In addition, the question was asking about the complexity among the requirements.

Answer: C is incorrect. Cost and schedule constraints deal more with the project implementation than with the identified requirements.

242.What is the purpose of managing the solution scope and requirements from a business analyst's objective?

A. To complete business analysis activities as quickly as possible

B. To obtain and maintain requirements approval from the sponsoring client about the solution scope

C. To obtain and maintain consensus among key stakeholders for the overall solution scope

D. To complete business analysis activities as accurately as possible

Answer: C

Explanation:

The purpose of managing solution scope and requirements is to obtain and maintain consensus among key stakeholders regarding the overall solution scope and the requirements that will be implemented.

Answer: A is incorrect. This isn't a valid answer, as the purpose of managing the solution scope and requirements is to gain consensus from the stakeholders, not to complete the business analysis tasks as quickly as possible.

Answer: D is incorrect. This isn't a valid answer, as the purpose of managing the solution scope and requirements is to gain consensus from the stakeholders. While there's always a need for accuracy, this isn't the best answer for the question.

Answer: B is incorrect. This isn't a valid answer, as the purpose of managing the solution scope and requirements is to gain consensus from the stakeholders, not from the sponsoring client.

243.You are a Business Analyst for your organization, and you're working with Mary. Mary wants to know

what you need to complete the process of planning the business analysis approach if you're already the business analyst for your organization. Why is it important to complete the plan business analysis approach?

A. This task describes the amount of time needed for the business analysis approach.

B. This task describes the amount of budget needed for the requirements elicitation.

C. This task describes how to select an approach for performing business analysis.

D. This task describes the processes the business analyst will or will not do based on the time and budget available.

Answer: C

Explanation:

The plan business analysis approach is required to select an approach that will perform business analysis. This approach helps to find out the following:

Which stakeholders need to be involved in the decision? Who will be consulted regarding and informed of the approach?

What is the rationale for using it?

Answer: A is incorrect. This task does not address the schedule for the business analysis duties, just the approach the business analyst will be taking. While the task does describe when the tasks will take place, there's not an actual schedule coordinated at this point.

Answer: B is incorrect. This task does not address the budget for the business analysis duties, just the approach the business analyst will be taking.

Answer: D is incorrect. While this answer does address the business analysis approach, it doesn't qualify as there's not a schedule or budget consideration.

244.If an organization wants to re-use requirements, where should the defined requirements be kept?

A. Requirements management plan

B. Requirements repository

C. Solution scope

D. Project management plan

Answer: B

Explanation:

Requirements that are re-used in an organization are ideally kept in a requirements repository. One person should be identified to manage and control the repository.

Answer: A is incorrect. Requirements for the current endeavor are kept in the requirements management plan, but not the set of requirements that will be reused.

Answer: D is incorrect. The project management plan is not a valid answer, as this plan defines how the project will be planned, executed, monitored and controlled, and closed.

Answer: C is incorrect. The solution scope is not a place where requirements that are reused will be kept and maintained.

245.Which one of the following statements best describes the purpose of allocating requirements?

A. Optimize efficiency and link to productivity.

B. Limit the risk exposure.

C. Maximize the business value.

D. Increase productivity through efficiency.

Answer: C

Explanation:

The definition of allocating requirements is to allocate stakeholder and solution requirements among solution components and releases in order to maximize the possible business value given the options and alternatives generated by the design team.

Answer: B is incorrect. Allocating requirements isn't directly influenced by limiting the risk exposure, though it is a concern of the solution implementation.

Answer: D is incorrect. Productivity and efficiency aren't related to the solution and allocating requirements to the solution.

Answer: A is incorrect. Productivity and efficiency aren't related to the solution and allocating requirements to the solution.

246.Which of the following approaches describes the project management approach of refining requirements and project scope?

A. Plan-driven

B. Change-driven

C. Iterative

D. Progressive elaboration

Answer: D

Explanation:

Progressive elaboration describes the project management approach of refining requirements and project scope.

Answer: C is incorrect. Iterative is not a valid business analysis approach.

Answer: A is incorrect. The plan-driven approach defines business analysis activities. This approach is used to focus on minimizing up-front uncertainty and to ensure that the solution is fully defined before implementation begins in order to maximize control and minimize risk. It is preferred when requirements are effectively defined in advance of implementation.

Answer: B is incorrect. Change-driven approaches to business analysis deal with rapid delivery of the business value. The business value is delivered in short iterations in return for acceptance of a higher degree of uncertainty regarding the overall delivery of the solution.   The change-driven approaches are preferred while taking an exploratory approach for incremental improvement of an existing solution.

247.You are the business analyst for your organization and you're working with several stakeholders to identify, manage, and approve requirements. Your organization requires using a plan-driven approach to business analysis and changing management.

In this approach, who is most likely to approve changes to requirements?

A. Change control board

B. Requirements owner

C. Project sponsor

D. Project manager

Answer: A

Explanation:

Change Control Board is a collection of managers, requirement owners, and key stakeholders that review the validity, need, impact, and full consideration of a change request to determine whether the change

should be approved or declined. This approach is the most likely answer for a plan-driven business analysis environment.

Answer: B is incorrect. The requirements owner isn't the best answer for a plan-driven approach.

Answer: C is incorrect. The project sponsor won't make this decision.

Answer: D is incorrect. The project manager rarely has change control authority over requirements, so this choice is not valid.

248.You are the business analyst for your organization and you are working with Bill on creating a model. Bill is a little confused about all the different things a model can do for the stakeholders.

You explain to Bill that a model can do all of the following except for which one?

A. Define the risk and reward for the requirements

B. Categorize and create hierarchies of items

C. Define boundaries for business domains

D. Show business logic

Answer: A

Explanation:

Models do not address risk and reward for requirements. The risk identification and analysis process is responsible for identifying the risk to reward ration.

Answer: C is incorrect. Models do define boundaries for business domains and they can define the components within each boundary.

Answer: B is incorrect. Models do categorize requirements and they can create hierarchies of items within the categorization.

Answer: D is incorrect. Requirements can show business logic and link the requirements to goals, strategies, or the business value of the requirements.

249.There are four inputs to the plan business analysis activities.

Which one of the following is not an input to the plan business analysis activities process?

A. Stakeholder list, roles, and responsibilities

B. Organizational process assets

C. Business analysis approach

D. List of identified risks

Answer: D

Explanation:

Risk identification is not an input to the plan business analysis activities. The four inputs to the plan business analysis activities are organizational process assets, business analysis approach, stakeholder list, roles, and responsibilities, and the business analysis performance assessment.

Answer: B is incorrect. The organizational process assets are inputs to the plan business analysis activities.

Answer: C is incorrect. The business analysis approach is an input to the plan business analysis activities.

Answer: A is incorrect. The stakeholder list, roles, and responsibilities is one of the four inputs to the plan business analysis approach.

250.A business analyst must consider the business value a solution brings in relation to the cost of

implementing the desired solution. Suppliers will often be limited in the amount of requirements they can implement based on the allocated resources.

If there are not enough resources to implement all of the solutions, what can the business analyst create to justify the additional funds for the implementation?

A. Business case

B. Cost analysis

C. Risk assessment with positive risk analysis

D. Benefits-cost ratio

Answer: A

Explanation:

A business case is what the business analyst can create to justify the additional expense for the resources in order to gain more business value in the delivery. For example, adding more labor may generate costs, but the delivery may happen faster.

Answer: D is incorrect. Benefits-cost ratio may be part of the business case, but as a standalone factor, this isn't correct.

Answer: B is incorrect. Cost analysis will be part of the business case, but not on its own.

Answer: C is incorrect. Risk assessment with positive risk analysis isn't applicable to this scenario.

251.In order to plan business analysis activities, you will need four inputs.

Which one of the following inputs is not valid for this task?

A. Business analysis approach

B. Stakeholder tolerance for risk

C. Stakeholder list, roles, and responsibilities

D. Business analysis performance assessment

Answer: B

Explanation:

Stakeholder tolerance for risk is not a valid input for planning business analysis activities.

Answer: A, D, and C are incorrect. Following are the inputs in Plan Business Analysis Activities: Business Analysis Approach Business Analysis Performance Assessment Organizational Process Assets Stakeholder List, Roles, and Responsibilities

252.Wanda is the business analyst for her organization and she is currently working on the specify and model requirements process. One of the elements of this process is the documentation of the textual requirements. Wanda must describe the capabilities of the solution, any conditions that must exist for the requirements to operate, and what third component of the textual requirement?

A. Any constraints that may prevent the solution from fulfilling the requirement

B. Describe a situation or problem

C. Write in the active voice

D. Express only one requirement at a time

Answer: A

Explanation:

The third component of the textual requirements is that Wanda must also identify any constraints that will prevent the solution from fulfilling the requirement.

Answer: D is incorrect. To express only one requirements at a time is a guideline for the process, but not

a component of the process.

Answer: B is incorrect. To describe a situation or problem is a guideline for the modeling formats.

Answer: C is incorrect. Writing in the active voice is good guideline for the textual requirements, but it is not part of the text requirements.

253.As a candidate for CCBA, you should be able to recognize the activities associated with each knowledge area.

Which of the following are business analysis planning and monitoring activities? Each correct answer represents a complete solution. Choose all that apply.

A. Job shadowing

B. Planning how requirements will be approached, traced, and prioritized

C. Identifying stakeholders

D. Defining and determining business analysis processes

Answer: C, D, and B

Explanation:

The most common business analysis planning and monitoring activities are. identifying stakeholders, defining roles and responsibilities of stakeholders in the business analysis effort, developing estimates for business analysis tasks, planning how the business analyst will communicate with stakeholders, planning how requirements will be approached, traced, and prioritized, determining the deliverables that the business analyst will produce, defining and determining business analysis processes, and determining the metrics that will be used for monitoring business analysis work.

Answer: A is incorrect. Job shadowing is an elicitation process that is a part of job observation. In this process, the observer is required to keep an eye on those workers whose work routine is down and who are unable to explain their work. The observer has to understand their work process for better assessment of the modifications of the work required. The following are the approaches for this technique: Passive/Invisible. In this approach, the observer does not ask questions from the user about his work while the user is working. Active/Visible. In this approach, the observer does ask questions from the user about his work even when the user is working.

254.Ralph is a business analyst for his organization and he's using the plan-driven approach for business analysis. Ralph has captured the requirements of the project, but what must happen before he can begin capturing and defining the requirements at a deeper level of detail?

A. The initial requirements must be tested for time, cost, quality, and risk.

B. The initial requirements must undergo a feasibility study.

C. The initial requirements must be formally approved by the stakeholders.

D. The initial requirements must pass through the Delphi Technique.

Answer: C

Explanation:

Before Ralph can begin defining the requirements at a deeper level, the initial requirements must be formally approved by the relevant stakeholders.

Answer: B is incorrect. The initial requirements do not need to undergo a feasibility study at this time.

Answer: D is incorrect. The Delphi Technique is useful to gain consensus on requirements, but it's not a mandatory activity or needed (usually) with the initial requirements.

Answer: A is incorrect. The requirements don't need to be tested for time, cost, quality, and risk at this time.

255.You are the business analyst for your organization and you're creating a business analysis communications management plan. In your plan, you want to address the different locales and culture and the communication needs that may affect the business analysis approach.
Which one of the following elements should not be included in the cultural analysis of the plan?
A. Relationship to task completion
B. Relationship to authority
C. Relationship to religion
D. Relationship to time
Answer: C
Explanation:
Of course, the business analyst should not include the stakeholder's relation to religion. The business analyst should document the relationship to time, task completion, contracts, and authority.
Answer: D is incorrect. Relationship to time is a valid consideration for the cultural analysis of the communications management plan.
Answer: A is incorrect. Relationship to task completion is a valid consideration for the cultural analysis of the communications management plan.
Answer: B is incorrect. Relationship to authority is a valid consideration for the cultural analysis of the communications management plan.

256.All of the following statements are true regarding a brainstorming session during requirements elicitation except for which one?
A. All ideas should be visibly recorded.
B. The number of ideas should not be limited.
C. The ideas should be generated with a cost or time estimate.
D. All ideas should be shared without any discussion, criticism, or evaluation.
Answer: C
Explanation:
During a brainstorming session, there is not a time or cost estimate consideration; the participants should generate as many ideas as possible.
Answer: A is incorrect. This is a true statement; all ideas should be visibly recorded.
Answer: D is incorrect. This is a true statement; all ideas should be shared without any discussion, criticism, or evaluation.
Answer: B is incorrect. This is a true statement; the number of ideas should not be limited.

257.High quality requirements have certain characteristics which distinguish them from low-quality requirements.
Which characteristic of requirements demands that all requirements in a set or model support its overall purpose and scope?
A. Complete
B. Cohesive
C. Correct

D. Consistent

Answer: B

Explanation:

The cohesive attribute demands that all requirements in a set or model support its overall purpose and scope.

Answer: D is incorrect. Consistent requirements ensure that individual requirements do not contradict each other or describe the same requirement using different wording.

Answer: A is incorrect. The entire set of requirements should represent all relevant requirements.

Answer: C is incorrect. Correct requirements acknowledge that defects in requirements will lead to defects in the resulting solution.

258.The task of prioritizing requirements creates just one output.

What is it?

A. Validated requirements

B. Requirements (prioritized)

C. Requirements rankings

D. Requirements assessment

Answer: B

Explanation:

The task of prioritizing requirements does create just one output. the requirements (prioritized) document.

Answer: A is incorrect. This is not a valid output of the task of prioritizing requirements.

Answer: C is incorrect. This is not a valid output of the task of prioritizing requirements.

Answer: D is incorrect. This is not a valid output of the task of prioritizing requirements.

259.Which stakeholder in the solution assessment task will provide information on technical constraints that could limit the solutions that may be implemented?

A. Project manager

B. Suppliers

C. Sponsor

D. Operational support

Answer: D

Explanation:

Operational support can provide information on technical constraints that may limit the solutions that can be implemented.

Answer: B is incorrect. Suppliers provide information on the functionality associated with a particular solution option.

Answer: C is incorrect. The sponsor approves the expenditure of resources to purchase or develop a solution and approve the final recommendation.

Answer: A is incorrect. The project manager plans and manages the selection process of the solution.

260.You are the business analyst for your organization and you're creating a data flow diagram to show how information is input, processed, stored, and output from a system.

Which element of a data flow diagram represents a process that transforms data by combining it with other data?

A. Data flow

B. External entities

C. Data process

D. Concatenation

Answer: C

Explanation:

The data process describes the transformation of data in some way, either combining the data, reordering the data, converting the data, filtering the data, or other such activities.

Answer: B is incorrect. An external entity is a source or destination of data. It is represented as a labeled rectangle.

Answer: A is incorrect. Data flow identifies where data is being moved between a data process and an external entity, a data store or another data process.

Answer: D is incorrect. Concatenation isn't a valid component of a data flow diagram so this choice is not valid.

261.There are three business analysis planning techniques that a business analyst can use to help plan business analysis processes.

Which one of the following is not one of the three techniques?

A. Process modeling

B. Progressive elaboration

C. Decision analysis

D. Structured walkthrough

Answer: B

Explanation:

Progressive elaboration describes the process of providing more and more information through incremental details. It is a form of deductive reasoning to go from a very broad set of requirements to the exact details on the requirements.

Answer: C is incorrect.

Decision analysis is used to rate available methodologies against organizational needs and objectives.

Answer: A is incorrect. Process modeling is used to define and document the business analysis approach.

Answer: D is incorrect. Structured walkthrough is used as a means of validating a created, selected, or tailored business analysis approach.

262.Which one of the following is not a general technique that a business analyst may use in the requirements verification task?

A. Structured walkthrough

B. Acceptance and evaluation criteria definition

C. Cost-benefits analysis

D. Problem tracking

Answer: C

Explanation:

Cost-benefits analysis is not a valid technique that a business analyst may use in the requirements verification task. The three techniques for requirements verification are acceptance and evaluation criteria

definition, problem tracking, and structured walkthrough.

Answer: B is incorrect. Acceptance and evaluation criteria definition is a valid technique for requirements verification.

Answer: D is incorrect. Problem tracking is a valid technique for requirements verification.

Answer: A is incorrect. Structured walkthrough is a valid technique for requirements verification.

263.All of the following are inputs to the task assess organizational readiness except for which one?

A. Enterprise architecture

B. Solution Scope

C. Stakeholder concern

D. Risk register

Answer: D

Explanation:

Risk register is a central repository of identified risks and their effect on the solution. It's primarily used in project management, not in the business analysis tasks. The correct four inputs are enterprise architecture, designed solution, solution scope, and stakeholder concern.

Answer: A is incorrect. Enterprise architecture is a valid input to the task assess organizational readiness.

Answer: B is incorrect. Solution Scope is a valid input to the task assess organizational readiness.

Answer: C is incorrect. Stakeholder concern is a valid input to the task assess organizational readiness.

264.The process of defining the business need uses one output.

What is it?

A. Feasibility study

B. Solution scope

C. Business need

D. Capability gaps

Answer: C

Explanation:

The output of defining the business need is simply the business need.

Answer: B is incorrect. The solution scope is not an output of the business need.

Answer: D is incorrect. The capability gaps assessment actually uses the business need.

Answer: A is incorrect. The feasibility study is not an output of the business need.

265.You are the business analyst for an organization and you're managing your stakeholders through the requirements validation activities. Your stakeholders are categorized by executives, functional managers, directors, end users, and customers.

Which of these stakeholders are involved in the requirements validation activities?

A. All of the stakeholders

B. Functional management

C. Executives

D. Customers

Answer: A

Explanation:

All of the stakeholders should be involved in the validation activities.

Answer: D is incorrect. All of the stakeholders should be involved in the validation activities, not just the customers.

Answer: C is incorrect. All of the stakeholders should be involved in the validation activities, not just the executives.

Answer: B is incorrect. All of the stakeholders should be involved in the validation activities, not just functional management.

266.Holly's organization uses a plan-driven approach to business analysis.

When it comes to communication in Holly's organization what type of communication will likely be required?

A. Face-to-face

B. Ad hoc

C. Chain of command

D. Formal

Answer: D

Explanation:

Holly will likely need formal communication because her organization is using a plan-driven approach to business analysis.

Answer: A is incorrect. Face-to-face communication can be completed with either formal or informal, so this choice is not the best selection.

Answer: B is incorrect. Ad hoc communication is more informal, fast communication. While Holly may still use this approach, the preferred method in a plan-driven business analysis approach is formal communication.

Answer: C is incorrect. This is not a communication approach, but describes an escalation approach for issues.

267.A business analyst in her organization has identified all of the terminology of the solution, the acronyms the organization will use, and the nomenclature of her department where the endeavor will take place.

Where should all of this information actually be stored?

A. WBS

B. Business analysis register

C. Terminology register

D. Data dictionary

Answer: D

Explanation:

Data dictionaries or glossaries are used to formally identify and define all terminology used by the organization or organizational unit.

Answer: C is incorrect. There is not a document or piece called the terminology register.

Answer: A is incorrect. WBS is a decomposition of the project scope.

Answer: B is incorrect. The business analysis register isn't a valid business analysis term.

268.Bonny is the business analyst for her organization and she's making a determination from which

vendor the solution should be purchased. She has identified several categories to measure each vendor's overall performance and solution. cost, schedule, experience, certification, references, and years in business. For each category, she has identified scores the vendor may earn; for example, cost is worth 25 points, schedule is worth up to 20 points, and years in business is worth up to ten points. The vendor who gets the most points in the assessment will win the contract.

What is Bonny using in this scenario?

A. Scoring model

B. Vendor profile assessment scale

C. Weighted scoring model

D. Screening system

Answer: C

Explanation:

This is an example of a weighted scoring model; as some categories are more valued than others, they carry more weight in the decision.

Answer: D is incorrect. A screening system is a method to "screen out" a vendor from selection.

Answer: A is incorrect. A scoring model is almost correct, but this usually has a uniform score for each category, rather than weighted values for each category.

Answer: B is incorrect. This isn't a valid term for this question, so this choice is not correct.

269.Complete this statement. Policies and rules serve as boundaries and _____ the organization and the operation of the organization.

A. Influence

B. Constraint

C. Direct

D. Lead

Answer: B

Explanation:

Policies and rules serve as boundaries and constraint the organization and the operation of the organization. They provide a framework for the organization's employees to operate within.

Answer: A is incorrect. Influence is not the best choice for this question.

Answer: C is incorrect. Direct is not the best choice for this question. Leaders direct, align, and motivate people, not rules.

Answer: D is incorrect. Leadership is provided by people, not policies and business rules.

270. Bob and Susan are business analysts for their organization. They are examining two materials that could be used in an upcoming project.

They are testing the materials and measuring the results of each test to compare the materials to each other. This process will help Bob and Susan determine which material is best for their upcoming project.

What type of process are Bob and Susan completing with these materials?

A. Stress test

B. Feasibility study

C. Benchmarking

D. Alternative identification

Answer: C

Explanation:

Benchmarking is the process of comparing two or more materials, systems, or components to determine which material, in this instance, is best for the project solution.

271.Kendra is the business analyst for her organization. She's working with the project manager and the project sponsor to discuss the current requirements. Kendra believes it's important for the project manager to first implement the requirements with the highest amount of risks. Is this a good idea?

A. Yes, this allows the project manager to get the risky work done as soon as possible in the schedule.

B. Yes, if the risky requirements cause the project to fail, the organization will not suffer much loss, as it hasn't spent much money on the project.

C. No, the project manager and team should actually implement the lowest risk requirements first.

D. No, the project manager and team should implement the requirements with the highest risks last.

Answer: B

Explanation:

Risk analysis is the science of risks and their probability and evaluation in a business or a process. It is an important factor in security enhancement and prevention in a system. Risk analysis should be performed as part of the risk management process for each project. The   outcome of the risk analysis would be the creation or review of the risk register to identify and quantify risk elements to the project and their potential impact.

Answer: C is incorrect. It's not the best idea to implement the lowest risk requirements first.

Answer: D is incorrect. Implementing the highest risk requirements last could cause all of the prior work to be worthless if the risky requirements fail.

Answer: A is incorrect. This choice is tempting, but the best reason is the financial consideration of the risky event in the project.

272.What does MoSCoW mean when it comes to requirements prioritization?

A. Must, Should, Could, Would

B. Money, Schedule, Control, Waiting

C. Must, Should, Could, Won't

D. Mustn't, Shouldn't, Couldn't, Won't

Answer: C

Explanation:

The MoSCoW Analysis approach allows requirements to filter into the four categories of must, should, could, won't.

Answer: A is incorrect. This isn't the correct definition of MoSCow; the correct definition is must, should, could, won't.

Answer: D is incorrect. This isn't the correct definition of MoSCow; the correct definition is must, should, could, won't.

Answer: B is incorrect. This isn't the correct definition of MoSCow; the correct definition is must, should, could, won't.

273.A business analyst is meeting with the customer of the project. The customer tells the business analyst that she can only allow the budget of $575,000 for the project.

This budget is best described as what type of constraint?

A. Technical constraint

B. Verified constraint

C. Financial constraint

D. Business constraint

Answer: D

Explanation:

A business constraint describes the limitations on the available solution - including financial, schedule, and resource limitations.

Answer: C is incorrect. Financial constraint is not a category of business analysis constraints and assumptions.

Answer: A is incorrect. A technical constraint describes an architectural decision that may affect the allowed solution, such as development language, hardware, or software.

Answer: B is incorrect. There's not a category of constraints called a verified constraint.

274.You are the business analyst for your organization and you're performing the solution assessment process.

When you assess a solution, what are you actually looking for?

A. To determine the accuracy of the proposed solution to the stakeholder requirements

B. To determine the cost of the proposed solution to the stakeholder requirements

C. To determine the value of the proposed solution to the stakeholder requirements

D. To determine the quality of the proposed solution to the stakeholder requirements

Answer: A

Explanation:

When business analysts perform the solution assessment process, they are measuring how closely the proposed solution meets the stakeholder requirements.

Answer: C is incorrect. Solution assessment isn't concerned with the value of the solution, just how closely the solution maps to the stakeholder requirements.

Answer: D is incorrect. To determine the quality isn't correct, as solution assessment actually compares the solution to the stakeholder requirements.

Answer: B is incorrect. Solution assessment isn't concerned with the cost, but with the accuracy of the solution in light of the stakeholders' requirements.

275.According to the book 'A Guide to the Business Analysis Body of Knowledge', effective business analysis practices can do what to the amount of change to requirements in a stable business environment?

A. Reduce the amount of change, but not eliminate entirely.

B. Document the changes to requirements.

C. Control the frequency of the change.

D. Eliminate the change entirely.

Answer: A

Explanation:

Effective business analysis practices can reduce the amount of change in a project, but it cannot eliminate the amount of changes entirely.

Answer: D is incorrect. This isn't a valid statement as business analysis practices cannot eliminate the

need for change in requirements.

Answer: C is incorrect. While this may be true in some instances, it's not true for all areas of requirements change.

Answer: B is incorrect. This isn't a valid statement to the question. All changes and requirements must be documented.

276.You are the business analyst for your organization. Your current project is using a plan-driven approach for the requirements, business analysis, and monitoring.

Which one of the following statements best describes the plan-driven approach to business analysis planning and monitoring?

A. Plan-driven approaches encourage changes that prevent errors and omissions.

B. Plan-driven approaches typically call for a significant amount of formality and detail.

C. Plan-driven approaches determine how priorities will be diagnosed for the project solution.

D. Plan-driven approaches typically have meetings daily to discuss the business analysis requirements process.

Answer: B

Explanation:

The plan-driven approach has the most business analysis work at the beginning of the project or during the start of a project phase. This approach has a high amount of formality and detail for all areas of the business analysis duties, requirements gathering, and monitoring.

Answer: D is incorrect. This statement is not true about the plan-driven approach.

Answer: C is incorrect. This statement describes requirements prioritization.

Answer: A is incorrect. Plan-driven approaches typically discourage change and they work to refine the requirements over time to prevent errors and omissions.

277.Mark is the business analyst for his organization. He is working with the solution development team and he believes that the team does not want to implement a certain portion of the requirements. The team is expressing the difficulty of the requirements and how it will be extremely challenging to complete. When Mark asks about a similar project that the team completed, they insist that this is a different type of requirements though Mark believes that it is not.

What is the solution development team appearing to do to the requirements?

A. Get the requirements removed from the project scope.

B. Change the prioritization of the requirements based on overstated complexity of the project work.

C. Change the prioritization of the requirements based on the past project.

D. Have the business analyst report the difficulty of the project work to the project customer.

Answer: B

Explanation:

In this instance it appears that the solution development team is attempting to change the prioritization of the requirements to their benefit by overestimating the complexity of the project work.

278.A business analyst has just completed an elicitation event.

What stakeholder is involved in the documentation of the elicitation results?

A. Business analyst

B. Business analyst and key stakeholders

C. Project manager, project team, and business analyst

D. Project manager, business analyst, and project sponsor

Answer: A

Explanation:

Only the business analyst is involved with the documentation of the elicitation results.

Answer: D is incorrect. Only the business analyst is involved with the results of the elicitation, not the project manager and project sponsor.

Answer: C is incorrect. Only the business analyst is involved with the results of the elicitation, not the project manager and project team.

Answer: A is incorrect. Only the business analyst is involved with the results of the elicitation, not the key stakeholders.

279.Beth is a business analyst for her organization and she's completing the tasks in the requirements management and communication knowledge area. As a result of these tasks, she'll create several things for her organization.

Which one of the following, however, is not one of the outputs of the requirements management and communication tasks?

A. Traced requirements

B. Requirement management plan

C. Requirement package

D. Approved requirements

Answer: B

Explanation:

The inputs to requirements management and communication are as follows: Business Analysis (BA) communication plan Requirement Management Plan Solution Scope

Requirements Structure Organizational Process Assets Stakeholder, List, Roles, and Responsibilities Requirements

Answer: A, C, and D are incorrect. The outputs of requirements management and communication knowledge area are as follows: Approved Requirements

Communicated Requirements Maintained & Reusable Requirements Traced Requirements Requirement Package

280.If you're a business analyst and will be using an event-based elicitation task, such as a requirements workshop, what can be considered as essential to establish with the participants?

A. Ground rules

B. Cost management

C. Purpose of the workshop

D. Deadlines

Answer: A

Explanation:

Of all the choices presented, the ground rule is the best option. Ground rules create the framework and boundary for the event.

Answer: C is incorrect. The purpose of the workshop is already evident, i.e., to elicit requirements.

Answer: D is incorrect. Deadlines are a major concern of the event, but may be part of the scope

requirements.

Answer: B is incorrect. Cost management isn't a valid answer for the requirements workshop.

281.Which of the following defines all of the required work to satisfy the requirements of the project?

A. Project scope

B. Requirements envisioning

C. Requirements foundation

D. Product scope

Answer: A

Explanation:

The project scope defines all of the required work to satisfy the requirements of the project.

Answer: D is incorrect. The product scope defines all of the features and functions of the thing, solution, or service the project or organization will create.

Answer: B is incorrect. The initial high-level listing of requirements in a change-driven approach is also known as requirements envisioning.

Answer: C is incorrect. Requirements foundation is not a valid term for business analysis.

282.You have been assigned as the Project Manager for a new project that involves the development of a new interface for your existing time management system. You would like to plan the communications that need to be made during the project lifecycle.

Which of the following would be a critical tool/technique to help in your communications planning?

A. RAM Chart

B. Affinity Diagram

C. Stakeholder Analysis

D. Text-Oriented Chart

Answer: C

Explanation:

Stakeholder Analysis involves identification of the stakeholders and classifying them based on their interest, influence, and involvement in the project. This enables the project manager to focus on the relationships necessary to ensure the success of the project by planning the communications properly.

Answer: B is incorrect. Affinity Diagram is a method of group creativity technique to collect requirements which allows large numbers of ideas to be sorted into groups for review and analysis. This is generally used in Scope Management and is not applicable to this question.

Answer: A and D are incorrect. RAM and Text-Oriented charts are the various formats of documenting the team member roles and responsibilities and are useful as tools in developing the Human Resource Plan. These are not applicable to this question.

283.In order to plan the business analysis approach, the business analyst must understand the organizational process needs and what other thing?

A. Operation of organizations and the objectives of business analysis

B. Consideration of risk and reward

C. Purpose of the proposed solution

D. Stakeholders' threats and perceived threats

Answer: A

Explanation:

The business analyst must understand how the organization operates and the objectives of business analysis duties. Without a clear understanding of what the expected outcomes are to be of the business analysis duties, the business analyst cannot adequately plan for the business analysis duties.

Answer: D is incorrect. It's important for the business analyst to identify and categorize stakeholders, but this isn't the best answer for this question.

Answer: C is incorrect. The purpose of the proposed solution is valid only if the initiative is to solve a problem. Business analysis can also occur to detail an opportunity, not just to create solutions to identified problems.

Answer: B is incorrect. This isn't the best answer for this question.

284.Complete this statement. _____ are longer-term, ongoing, and qualitative statements of a state or condition that the organization is seeking to establish and maintain.

A. Objectives

B. Goals

C. Requirements

D. Operations

Answer: B

Explanation:

One element of enterprise analysis is the definition of the goals and objectives of the organization. Goals are longer-term, ongoing, and qualitative statements of a state or condition that the organization is seeking to establish and maintain.

Answer: A is incorrect. Objectives describe the goals, performance indicators, and elements of an endeavor or project.

Answer: C is incorrect. Requirements are the elements which a solution must describe.

Answer: D is incorrect. Operations are the ongoing activities that are core and fundamental to the organization.

285.Marcy is working with stakeholders to understand the stakeholders' needs as part of the business requirements. The stakeholders are describing their needs for new computers for their designers. The stakeholders have specifications, monitors, and software selected for the business requirements.

What are the stakeholders actually defining in this scenario?

A. Solutions

B. Perceived problems

C. Perceived needs

D. Longevity

Answer: A

Explanation:

In this scenario, the stakeholders are actually defining their selected solution and not the needs that should lead to the best solution. When defining the requirements, it's best that stakeholders define the problem to understand their needs, not a solution.

Answer: C is incorrect. The stakeholders' needs aren't discussed, but their solution is.

Answer: B is incorrect. This scenario isn't an example of problems or issues, but of the stakeholders' defined solution.

Answer: D is incorrect. Longevity isn't a valid answer for this scenario.

286.Which one of the following statements best describes requirements prioritization?

A. It is only used with the plan-driven approach to business analysis.

B. It is only used with the change-driven approach to business analysis.

C. It determines how requirements will be prioritized based on the most important stakeholders   to the least important stakeholders.

D. It determines how requirements will be prioritized and how those priorities will be used to define the solution scope.

Answer: D

Explanation:

Requirements prioritization is the ordering of requirements based on their priority in the project. By ranking priorities the business analysis team can find a solution that addresses the most important priorities first and the lesser priorities second.

Answer: A is incorrect. Requirements prioritization can be used with both change driven and plan driven business analysis approaches.

Answer: B is incorrect. Requirements prioritization can be used with both change driven and plan driven business analysis approaches.

Answer: C is incorrect. Requirements prioritization is not based solely on the importance of the project stakeholders.

287.You are the business analyst for your organization. Management has asked that you create a method to store the project requirements including those under development, under review, and the requirements which have been approved.

What is management asking you to create?

A. A change management system

B. A repository

C. A requirements register

D. A project scope statement

Answer: B

Explanation:

This is a description of a repository; a repository is a centralized location of all requirements and their status for the project or initiative.

Answer: D is incorrect. The project scope statement is a project management document that defines all the project work.

Answer: A is incorrect. A change management system is a tool that defines how changes may be allowed to enter the project or initiative.

Answer: C is incorrect. This is not a valid term for this description.

288.By which of the following is the performance of all requirements management and communication activities governed?

A. Business analysis plans

B. Business analyst

C. Project manager

D. Project sponsor

Answer: A

Explanation:

Business analysis plans define how requirements and communication should take place. These plans and directives should be based on the requirements of the organization for all business analysis activities.

Answer: B is incorrect. The business analyst carries out the rules and directives of business analysis plans.

Answer: D is incorrect. The project sponsor doesn't govern the requirements management and communication needs.

Answer: C is incorrect. The project manager doesn't govern any business analysis activities.

289.If you're a business analyst and using an event-based elicitation task, such as a requirements workshop, what can be considered as essential to establish with the participants?

A. Cost management

B. Deadlines

C. Ground rules

D. Purpose of the workshop

Answer: C

Explanation:

Of all the choices presented, a ground rule is the best option. Ground rules create the framework and boundary for the event.

Answer: D is incorrect. The purpose of the workshop is already evident, i.e., to elicit requirements.

Answer: B is incorrect. Deadlines are a major concern of the event, but may be part of the scope requirements.

Answer: A is incorrect. Cost management isn't a valid answer for the requirements workshop.

290.Enterprise analysis creates just five outputs.

Which one of the following is an output of the enterprise analysis tasks?

A. Stakeholder concerns

B. Solution approach

C. Solution performance assessment

D. Assumptions and constraints

Answer: B

Explanation:

The solution approach is one of the outputs of the enterprise analysis tasks. The other four outputs are the business case, the business need, the required capabilities, and the solution scope.

Answer: A is incorrect. Stakeholder concerns are input to enterprise analysis.

Answer: D is incorrect. Assumptions and constraints are an input to enterprise analysis.

Answer: C is incorrect. Solution performance assessment is an input to enterprise analysis.

291.There are many stakeholders that need to be involved in the allocated requirements. One of the stakeholders in the task will be responsible for verifying released and solution components.

Which stakeholder has this responsibility?

A. Project team

B. Project manager

C. Operational support

D. Tester

Answer: D

Explanation:

Tester is the stakeholder that will be responsible for verifying releases and solution components.

Answer: B is incorrect. The project manager is responsible for the work being done by the project team to complete the solution.

Answer: A is incorrect. The project team is technically not a stakeholder in the requirements allocation task.

Answer: C is incorrect. Operational support does not have the responsibility of verifying released components.

292.What tool is best described as a spreadsheet to use when there's a relatively low amount of requirements that need to be traced?

A. Roles and responsibilities chart

B. Quantitative matrix

C. Coverage matrix

D. RACI Chart

Answer: C

Explanation:

Coverage matrix is a spreadsheet that's ideal to use when there's a relatively low amount of requirements that need to be traced. This tool is typically used to trace high-level requirements.

Answer: D is incorrect. RACI Chart is a responsibility assignment matrix for resources and activities. It is not a tracing tool for requirements.

Answer: A is incorrect. The roles and responsibilities chart is ideal for tracking who does what in regard to assignments, but not for tracing requirements.

Answer: B is incorrect. Quantitative matrix is used to quantify the probability and impact of risks, not to trace requirements.

293.As a business analyst, you must identify activities in your business analysis approach.

Which one of the following is useful for identifying activities?

A. Project management input

B. BABOK

C. A list of deliverables

D. WBS

Answer: C

Explanation:

One of the best elements available for identifying project activities is a list of deliverables. By understanding what the endeavor is to create, the business analyst can better understand what activities are needed.

Answer: B is incorrect. BABOK, A Guide to the Business Analysis Body of Knowledge, isn't a valid selection for this question.

Answer: A is incorrect. You won't use project management input, other than expert judgment in some

instances, to help identify activities.

Answer: D is incorrect. The work breakdown structure (WBS) isn't a valid input for identifying activities.

294.Robert is the business analyst for his organization and is preparing to host a workshop for twenty stakeholders. The goal of this workshop is to comprehensively identify the requirements for new software that will be created for Robert's organization.

What must first be established in the workshop to ensure that the elicitation process moves smoothly?

A. An understanding of the ground rules of the workshop

B. An understanding of who are the most important stakeholders

C. An understanding of the business opportunity

D. An understanding of the requirements elicitation processes

Answer: A

Explanation:

Whenever a business analyst hosts event-based elicitation, ground rules should always be established. Ground rules help organize how the elicitation will take, how feedback should be offered, and how identified requirements will be verified.

Answer: C is incorrect. Robert will need to communicate the business opportunity before the workshop so the group understands the purpose of the workshop.

Answer: B is incorrect. While stakeholders may have different rankings in the organization the understanding of which stakeholders are most important is not relevant to the meeting running smoothly.

Answer: D is incorrect. Stakeholders do not need to understand how the requirements elicitation processes work beyond the workshop meeting.

295.You are the business analyst for your organization and you're working with Adam on business analysis processes. Adam allows the business analysis activities and resources to exist in support of the organization. Of the following, what type of business analysis stakeholder is Adam?

A. Project manager

B. Domain subject matter expert

C. Sponsor

D. Regulator

Answer: C

Explanation:

Adam is the sponsor. The sponsor allows the business analysis activities and resources to exist in support of the organization.

Answer: B is incorrect. The domain subject matter expert is a person who is steeped in knowledge regarding the project's purpose.

Answer: A is incorrect. The project manager must ensure that the business analysis approach is compatible with other project activities.

Answer: D is incorrect. The regulator approves any tailoring to the business analysis processes or activities.

296.Which of the following documents graphically depicts the project team members and displays their interrelationship for a specific project?

A. Project team directory

B. Project organization chart

C. Project scope statement

D. Project charter

Answer: B

Explanation:

Project organization chart is a document that graphically portrays the team members of the project and their interrelationships for a specific project. An organization chart is a diagram that shows the hierarchical structure of an organization. Usually a chart starts with a higher or superior level and branches downward to subordinate levels.

Answer: D is incorrect. The project charter is the document that formally authorizes a project. The project charter provides the project manager with the authority to apply organizational resources to project activities.

Answer: A is incorrect. It is a documented list of project team members, their project roles, and communication information.

Answer: C is incorrect. Project scope statement is the narrative description of the project scope. It includes major deliverables, project assumptions, project constraints, and a description of work. It helps developing a common understanding of project scope among the stakeholders. It is a documented description of the project to answer questions such as

What is being produced?, How is it being produced?,

What is included?, etc.

297.Henry and Fred are working together on business analysis duties for the implementation of new software. Henry, the business analyst, tells Fred that they should take the current measurement of productivity, and then measure again after the solution has been implemented. This benchmarking approach will allow Henry and Fred to see the real effect of the solution on the business need.

What term is assigned to this measurement?

A. Post implementation factor

B. Yield

C. Key performance indicators

D. S-Curve

Answer: C

Explanation:

The measurements are known as key performance indicators. It's an approach for measuring how well the solution has affected the organization.

Answer: D is incorrect. The S-curve describes the direction of elements over time, such as time and cost, in a typical business analysis activity or in a project.

Answer: B is incorrect. The yield is the output of the effort.

Answer: A is incorrect. It is not a business analysis term so this choice is incorrect.