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Certification of Competency in Business Analysis

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QUESTION 1

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

Correct Answer: C

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.

QUESTION 2

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

Correct Answer: C

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. B is incorrect. This answer is the value of the project the

organization has elected to do. A is incorrect. $190,000 is the difference between the two projects and does not reflect the opportunity cost.

D is incorrect. This is the value of both projects combined and does not represent the opportunity cost.

QUESTION 3

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.

Correct Answer: A

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.

QUESTION 4

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

Correct Answer: C

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.

QUESTION 5

A solution that was implemented several years ago has achieved its stated objective of consolidating data from multiple sources. However, end user feedback reveals problems and inefficiencies. What should the business analyst (BA) do first?

A. Perform a root cause analysis

B. Recommend corrective measures

C. Identity any lessons learned

D. Revise the business objectives

Correct Answer: A

The first thing that the BA should do is perform a root cause analysis. Root cause analysis is a technique for identifying and analyzing the underlying causes of a problem or an issue2. By performing a root cause analysis, the BA can find out why the solution that was implemented several years ago is causing problems and inefficiencies for the end users, and what factors are contributing to them. This will help the BA to define the problem statement, determine the scope of the analysis, and identify potential solutions. References: 2: BABOK Guide v3, Section 10.25

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