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QUESTION 1

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

Correct Answer: C

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.

QUESTION 2

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.

Correct Answer: B

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.

QUESTION 3



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

- A. Deming's Quality Circle
- B. Lean
- C. Six Sigma
- D. Waterfall approach

Correct Answer: BCD

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.

QUESTION 4

The Chief Executive Officer (CEO) is concerned about how two client bases are going to be integrated and serviced in the newly formed company after a merger. A project has been initiated to implement a Customer Relationship Management (CRM) system for the new company that will contain the client information from both companies. What must the business analyst (BA) do to address the concerns of the CEO?

- A. Demonstrate the functionality of the new CRM
- B. Reuse requirements models from each company
- C. Ensure all regulatory requirements are documented
- D. Create merged viewpoints of the requirements

Correct Answer: D

The BA must create merged viewpoints of the requirements to address the concerns of the CEO. This is because a merged viewpoint is a way of combining the perspectives of different stakeholders into a coherent and consistent set of

requirements. A merged viewpoint can help to resolve conflicts, identify gaps, and ensure alignment among the stakeholders. Creating merged viewpoints can also help to integrate and service the two client bases in the newly formed

company after a merger. The other options are not sufficient or relevant to address the CEO's concerns.

References:

BABOK Guide, section 4.3.2: Validate Requirements

CCBA Practice Test,

QUESTION 5

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.

Correct Answer: A

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.

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