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QUESTION 1

A business analyst (BA) finds that the proposed solution has features used by a small group of stakeholders for business scenarios which may occur up to three times a year but require a high effort to implement. What should the BA recommend in this case?

- A. Assign it a lower priority for future release
- B. Deliver as part of the initial release
- C. Change the related business process
- D. Remove the requirement

Correct Answer: A

QUESTION 2

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. Decision analysis
- C. Risk analysis
- D. Brainstorming

Correct Answer: C

QUESTION 3

When is stakeholder analysis performed?

- A. As soon as the project charter is created.
- B. As soon as the project sponsor is named.
- C. As soon as a business need is identified.
- D. As soon as a business solution is identified.

Correct Answer: C

QUESTION 4

A business analyst (BA) conducts a process analysis on the business analysis practices that were used on the previous



major implementation. From this the BA identifies and documents that there are three improvement areas which would make the business analysis process more efficient. In which business analysis artifact does the BA document these measures of improvement for the next piece of analysis work?

- A. Skills assessment
- B. Engagement approach
- C. Governance approach
- D. Performance assessment

Correct Answer: A

QUESTION 5

An organization is trying to streamline its current processes to improve performance and reduce costs. A business analyst (BA) conducted a process improvement workshop and identified the following issues as the top three items to be addressed:

1.

There are multiple teams to define systems, functionality, and content. In many instances multiple teams are defining the same functionalities while other functionalities are not being defined at all, leading to unclear understanding of business requirements.

2.

Product specification forms are published each year. A comparison tool is used to evaluate specification between yearly releases, but does not adequately identify changes between versions and needs to be improved.

3.

Training consists of a new team member shadowing a seasoned team member. There are not written training materials for formal training sources therefore training is inconsistent and not meeting the needs of the organization.

The BA learns that formal training programs are not often devised for teams as small and diverse as this team, but still believes it is a viable solution to the training need. What type of analysis would help the BA gain approval to proceed with creating this type of training program for this team?

- A. Business Capabilities
- B. Cost Benefit
- C. Decision
- D. Process

Correct Answer: C

QUESTION 6

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



- A. Change to requirements can occur any time before the project scope statement is created.
- B. Changes to requirements can occur at any time.
- C. Changes to requirements can occur any time after the project's change control system has been enacted.
- D. Change to requirements can occur at any time before the key stakeholders approve the identified requirements.

Correct Answer: B

QUESTION 7

You are preparing the business case for a proposed solution in your organization. You need to identify several components for the business case including an assessment of the risks the solution may contain.

Which one of the following is the best definition of a risk as it pertains to the business case?

- A. Risk is an uncertain event or condition that may have both positive and negative affects on the solution.
- B. Risk is an uncertain event that can cause the organization to lose more monies than it invests in the solution.
- C. Risk is a potential event that can cause the solution to fail.
- D. Risks are threats to the organization's success.

Correct Answer: A

QUESTION 8

A business unit of a transnational manufacturer wants to implement a robust process for addressing integrity-critical equipment deterioration incidents. Timely and complete resolution of such incidents is vital for the business unit's continuous safe and profitable operation. Treating each incident involves many employees from different departments extensively collaborating and exchanging information. That information is spread across multiple systems having their access limited to particular user groups. With the current manual process, some incidents get forgotten and remain unresolved for years.

The project's Sponsor is an Equipment Integrity and Reliability Advisor, who moved into this position from another business unit. That business unit implemented a proprietary application to integrate the information and to assist in tracking

and managing the incidents. Having a positive experience with the application, the Sponsor is suggesting to customize it and reuse in the new business unit.

The business unit's Enterprise Architect (EA), who is responsible for assessing solution options and presenting them to executive decision makers, has a few concerns with adopting the existing application. The application uses point-to-point interfaces with other data sources whereas the business unit's target architecture relies on a data warehouse-based integration. Moreover, the two business units use different legacy systems, as well as different front-end implementation technologies. Additionally, the existing application is monolingual, while the business unit needs user interfaces and some data to be presented in two languages. With all of this, it may be easier to build a new application from scratch than to customize the existing one. To understand which option is better, the EA asks a business analyst (BA) to define business requirements.

With the team ready to consider design options, they are reviewing the following requirement: "Appropriate stakeholders



shall be timely and reliably notified on incident-related events."

What quality criteria does this requirement fail to satisfy?

- A. Consistent
- B. Complete
- C. Atomic
- D. Understandable

Correct Answer: A

QUESTION 9

A business analyst (BA) is preparing a requirement package for access management system. A state diagram for entity "User" has been prepared. The BA wants to check the completeness of requirements by comparing different models. Which diagram should be used with a state diagram to verify that all functions are defined to work with entity "User" for the different roles?

- A. Data flow diagram
- B. Sequence diagram
- C. Use case diagram
- D. Functional diagram

Correct Answer: B

QUESTION 10

The objective of a solution implemented was to increase the number of customer calls resolved per hour. When using basic statistical sampling concepts, what does the business analyst (BA) need to consider?

- A. Metrics and Key Performance Indicators (KPIs)
- B. Frequency and Timing
- C. Financial Analysis
- D. Benchmarking and Market Analysis

Correct Answer: A

QUESTION 11

You are the business analyst for your organization. Gary and Janet, two key stakeholders in the project, are in disagreement over a requirement for the type of software to be installed on the server your solution calls for.



What must happen in this instance before formal approval can be offered?

- A. The conflict will need to be resolved through research, resolution, or through a third-party mediation.
- B. Gary and Janet will need to determine who has seniority in the company to determine which requirement takes precedence.
- C. The conflict will need to be removed from the solution scope until Gary and Janet come to a solution.
- D. The business analyst will need to make a decision on which requirement is most appropriate.

Correct Answer: A

QUESTION 12

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. List of identified risks
- B. Organizational process assets
- C. Business analysis approach
- D. Stakeholder list, roles, and responsibilities

Correct Answer: A

QUESTION 13

Which of the following reports is generated whenever the project is slipping off the project schedule and includes an explanation of the problem?

- A. Status report
- B. Schedule variance report
- C. Delay report
- D. Cost variance report

Correct Answer: B

QUESTION 14

Which of the following techniques is used to divide a project into controllable parts?

- A. Gantt Chart
- B. Pareto Chart



C. WBS

D. CPM

Correct Answer: C

QUESTION 15

A business analyst (BA) in a large financial institution, responsible for the management of requirements, has completed all the activities related to tracing requirements and is now pursuing to maintain them. The BA has identified a large number of requirements which have long term reuse and is now looking for guidance to manage these requirements.

Which of the following will indicate how requirements will be managed for reuse?

A. Legal Regulatory Information

B. Architectural Repositories

C. Information Management Approach

D. Business Rules Analysis

Correct Answer: A

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