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QUESTION 1

A business analyst (BA) is developing the requirements for an inventory management system. Some current accounting processes are automated but other departments like purchasing, marketing, sales and distribution departments work in isolation and have a manual process. They extensively use spreadsheets to maintain the transactions and at the end of the day the department managers manually verify and reconcile transactions before supplying the information to the accounting department. In order to verify and validate the elicited requirements, the BA will need to prepare a:

- A. single process model on automation for all stakeholders.
- B. database structure in the viewpoint of the selected stakeholders
- C. list of requirements in a spreadsheet for all stakeholders.
- D. set of process models in the viewpoint of the selected stakeholders.

Correct Answer: A

QUESTION 2

A business analyst (BA) creates several use case scenarios to specify the requirements for a system. When the beta version of the system is released, there are problems because several important pieces of information are missing. What should the BA have done to avoid this situation?

- A. Performed decision analysis
- B. Identified assumptions
- C. Prepared activity diagrams
- D. Analyzed completeness

Correct Answer: C

QUESTION 3

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

Correct Answer: C

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.

QUESTION 4

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

Correct Answer: C

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.

QUESTION 5

The business analyst (BA) has completed the verification of a set of requirements, but a change in scope has materialized. Which technique should the BA use to obtain consensus and reach agreement among the stakeholders?

- A. Financial analysis
- B. Business rules analysis



- C. Decision analysis
- D. Risk analysis and management

Correct Answer: B

Business rules analysis is used to identify, express, validate, refine, and organize the rules that shape day-to-day business behavior and guide operational business decision making.

QUESTION 6

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

Correct Answer: C

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.

QUESTION 7

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

Correct Answer: C

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.

QUESTION 8

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.

- A. Organizational process assets
- B. Penalty of not seizing the opportunity
- C. Expert Judgement
- D. Business need

Correct Answer: ACD

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.

QUESTION 9

Stakeholders need a financial report that can be published and distributed to multiple end users. They would also like the report to be developed within a specific time frame and within cost. What must the business analyst (BA) do to achieve this goal?

- A. Review the project budget
- B. Revise business requirements
- C. Define solution approaches
- D. Update the project schedule

Correct Answer: A

QUESTION 10

A business analyst (BA) was asked to send the requirement details to the project manager (PM), director, vice president (VP), and Chief Information Officer (CIO). The BA shares the complete set of requirements to the PM and director, while creating a summarized version for the VP and CIO. Which aspect of requirement specification and modeling was the BA performing?

- A. Perform stakeholder analysis
- B. Organize requirements categories



- C. Determine approval authority
- D. Implement appropriate level of abstraction

Correct Answer: D

Level of abstraction describes the breadth and depth of the information being provided. Representations of information may range from highly conceptual or summarized to very detailed. In determining how much detail each stakeholder may require as the initiative evolves, consideration is given to the needs of the stakeholders, the complexity of what is being explained, and the importance of the change. Rather than present the same information to all stakeholders, business analysts should present information with appropriate breadth and level of detail based on each stakeholder's role. Business analysis information regarding a topic of significant importance or high level of risk is frequently represented in greater detail.

QUESTION 11

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

Correct Answer: A

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

QUESTION 12

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.

Correct Answer: B

According to the 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.



QUESTION 13

A project to replace a financial system uses a waterfall methodology. Initially, meetings with the project subject matter experts (SMEs) were positive. As the project progressed through the requirements and design phases, the SMEs attended fewer meetings, resulting in a delay to the project build phase. What should the business analyst (BA) have done to prevent the delay?

- A. Selected a different project methodology
- B. Requested new SMEs participate in the project
- C. Modified the governance structure
- D. Engaged in consistent collaboration

Correct Answer: A

QUESTION 14

A business analyst (BA) is tasked with developing requirements that can be implemented by the development team iteratively. Which characteristic should the requirements exhibit?

- A. Substantial
- B. Granular
- C. Prioritized
- D. Unambiguous

Correct Answer: C

QUESTION 15

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

Correct Answer: A

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.

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