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QUESTION 1

The business analyst (BA) has been tasked with assessing and recommending the best solution that fits an organization's need for a new third-party sales tool. What technique would be used for identifying suitable options?

- A. Balanced scorecard
- B. Decision analysis
- C. Vendor assessment
- D. Process analysis

Correct Answer: A

QUESTION 2

A business analyst (BA) is developing an approach for information management. The BA needs to identify and categorize which information is to be managed.

Which of the following techniques should the BA use to achieve this objective?

- A. Item Tracking
- B. Observation
- C. Prototyping
- D. Mind Mapping

Correct Answer: A

QUESTION 3

STATEMENT OF CASH FLOWS	
Last year (In thousands)	
CASH AND CASH EQUIVALENTS, BEGINNING OF THE YEAR	\$10,746
CASH USED IN OPERATING ACTIVITIES	(\$1,273)
CASH GENERATED BY INVESTING ACTIVITIES	\$2,568
CASH GENERATED BY FINANCING ACTIVITIES	\$589
INCREASE/DECREASE IN CASH AND CASH EQUIVALENTS	\$1,884
CASH AND CASH EQUIVALENTS, END OF YEAR	\$12,630

The table illustrates the statement of cash flows for a courier company for the last fiscal year.

Due to aggressive market competition, the management of the company performed a strategy review and based on their findings and the current market conditions they came up with strategic and tactical changes in order to keep a competitive market position.

In order to strengthen customer retention strategies through a new competitive advantage, the company is considering implementing a live parcel tracking system. The added value will be that the customers may determine the exact location of the parcel whether it is in a warehouse, crossing the ocean through an overseas ship, or travelling in a delivery truck at any time. The system tracks the location of the parcel by tracking the vehicle in which it is contained. However, for a group of old delivery trucks, it was noticed that the engine sound and vibration disturbed the tracking signal and caused interruptions. Therefore, the tracking does not perform accurately on these vehicles. Although the majority of management would like to sell these vehicles and replace them with newer ones, the Chief Financial Officer (CFO) was strongly against that approach. The CFO argued that instead of hanging tracking devices on the trucks' body, they can have the truck drivers manually send the truck location from a hand held mobile device every 30 minutes.

The company has a total of 134 old delivery trucks that have been in service for 10 years. Each vehicle was bought at a price of \$22,000. Depreciation is done using a straight line basis and it is estimated that the vehicle depreciates at \$1000 per year. The estimated salvage value per vehicle is about \$3,000.

Another area of tactical improvement for the courier company is pricing. The management strongly believes that they can start a price war with the most aggressive competitor. Management thinks, with their variable cost of \$4 per parcel and fixed cost of \$6 per parcel, they can win the market. However, after implementing the tracking solution, fixed cost will jump to \$8 per parcel which made management reconsider their options. The competitor has variable costs of \$5 per parcel and fixed costs of \$7 per parcel.

In order to align with the added value required from the parcel tracking solution that would be an important requirements category for the BA to give more focus?

- A. Transition
- B. Process
- C. Stakeholder
- D. Non functional

Correct Answer: C

QUESTION 4

What type of requirements elicitation technique is the Delphi Technique?

- A. Survey
- B. Workshop
- C. Round table
- D. Prototyping

Correct Answer: A

QUESTION 5

A business analyst (BA) is assessing the different solution proposals. What type of financial calculation would the BA use to determine which solution is worth investing in based on its breakeven point?

- A. Internal rate of return
- B. Discount rate
- C. Return on investment
- D. Net present value

Correct Answer: D

QUESTION 6

You are the business analyst for your organization and are in the process of creating the solution approach for a technology problem.

Which one of the following definitions best describes the solution approach?

- A. It is the documentation and control of changes to the product scope as approved by the project stakeholders.
- B. Defines the general approach that will be taken to create or acquire new capabilities required to meet the business need.
- C. It is an uncertain event or condition that may have a positive or negative impact on the abilities of the chartered project.
- D. Decomposes the project scope into smaller deliverables; each deliverable is subdivided repeatedly until the deliverable cannot or should not be broken down any further.

Correct Answer: B

QUESTION 7

Which of the following qualitative techniques involves a disciplined analysis of the event sequences that could transform a potential hazard into an accident?

- A. Failure mode and effects criticality analysis
- B. HAZOP technique
- C. Failure mode and effects analysis
- D. Preliminary Risk Analysis

Correct Answer: D

QUESTION 8

Which of the following is NOT a component of an entity relationship diagram?

- A. Attributes
- B. Relationships
- C. Forks
- D. Entities

Correct Answer: C

QUESTION 9

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. Mitigation
- B. Risk-aversion
- C. Risk-seeking
- D. Neutrality

Correct Answer: A

QUESTION 10

Company A is a nation-wide leader in commercial demolition. Having just celebrated its 100th year of operations, the company decided to begin doing work internationally. The current system used for reporting company finances is unable to keep pace with the potential demands of doing work in geographically dispersed locations. Therefore, the company decided to replace its client-based Profit and Loss (PandL) reporting system with a more robust, web-based system. This will ensure transparency across the organization and enable better decision making.

The business analyst (BA) at Company A has recently completed several rounds of elicitation to determine the requirements for the new, web-based system. Over 1250 requirements were elicited. An initial Requirements Traceability Matrix (RTM) has been drafted, and a subset of the RTM can be seen below:

Requirement ID	Requirement	Classification	Source	Priority	Complexity	Risk	Status
F-P0001	The solution shall enable the Crew Chief to enter project status.	Process	Crew Chief	MUST	LOW	HIGH	Verified
F-R0002	The solution shall conform to Generally Accepted Accounting Principles (GAAP).	Rule	VP of Finance	MUST	MED	MED	Specified
F-R0003	The solution shall conform to International Financial Reporting Standards (IFRS).	Rule	VP of Finance	MUST	MED	MED	Specified
FE10001	The solution shall use the CrewContactID field as a primary key.	Entity	CIO	MUST	LOW	HIGH	Verified
NFP0002	The solution shall load in the browser in under 3 seconds.	Performance Efficiency	Crew Chief	SHOULD	HIGH	LOW	Specified
NFO0003	The solution shall employ a pleasant color scheme.	Operability	CIO	SHOULD	LOW	LOW	Specified
NFT0004	The solution shall run in the company approved Internet browser.	Transferability	CIO	MUST	MED	MED	Verified

While verifying the requirements, the BA notices that Requirement ID NFO0003 does not meet the "unambiguous" or the "testable" characteristics of requirements quality. The BA plans to re-write the requirement. Which of the following requirements is both unambiguous and testable?

- A. "The solution shall employ a blue background."
- B. "The solution shall employ a background color blue (HEX #0000FF)."
- C. "The solution shall employ a high-contrast between background and text."
- D. "The solution shall employ a background color that is viewable to a colored-blind user."

Correct Answer: C

QUESTION 11

Jane is the business analyst for her organization and she is completing passive observation to identify improvement opportunities in the workflow. She notices that some of the employees perform certain customer-facing activities in a different format than the other workers.

Is this a problem that can be addressed as part of an improvement opportunity?

- A. It can be a problem as customers could become confused or frustrated because of the different approaches to the work.
- B. It is not a problem unless there is a drop in sales so it should be left alone.
- C. It can be a problem as the enterprise environmental factors always call for consistency in all processes.
- D. It is not a problem unless the customer complains. If Jane has not noticed the customers complaining then the process should be left along.

Correct Answer: A

QUESTION 12

_____ is the degree to which a set of inherent characteristics fulfills requirements.

A. Quality

B. Regulation

C. Project phase

D. Scope

Correct Answer: A