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QUESTION 1

A business analyst (BA) is conducting a workshop with the purpose of analyzing a business process. Stakeholders of different business units are in attendance. Each stakeholder is able to explain their unit\\'s contribution to the process, however, there is no end to end process owner who can provide a consolidated view. Which technique should the BA use to compare the stakeholder\\'s inputs against each other in order to check for consistency and omissions?

A. Schedule a follow-up workshop to give more time for additional input

B. Create a use case scenario that describes the process step by step

C. Develop a process model with swimlanes to highlight the handoff points

D. Create a logical data model with the information elicited

Correct Answer: B

QUESTION 2

You are the business analyst for your organization and you\\'re performing the solution assessment process. When you assess a solution, what are you actually looking for?

A. To determine the value of the proposed solution to the stakeholder requirements

B. To determine the quality of the proposed solution to the stakeholder requirements

C. To determine the cost of the proposed solution to the stakeholder requirements

D. To determine the accuracy of the proposed solution to the stakeholder requirements

Correct Answer: D

The purpose of assessing proposed solutions is to determine how closely they meet stakeholder and solution requirements. The business analyst, while assessing a single solution, determines whether the solution delivers enough business value to justify its implementation. However, the business analyst has the additional goal of attempting to determine which solution delivers the greatest business value while assessing multiple alternative solutions. Answer: A is incorrect. Solution assessment isn\\\'t concerned with the value of the solution. Answer: B is incorrect. Solution assessment isn\\\'t concerned with the quality, but with the accuracy of the solution in light of the stakeholders\\' requirements. Answer: C is incorrect. Solution assessment isn\\\'t concerned with the costs, but with the accuracy of the solution in light of the stakeholders\\' requirements.
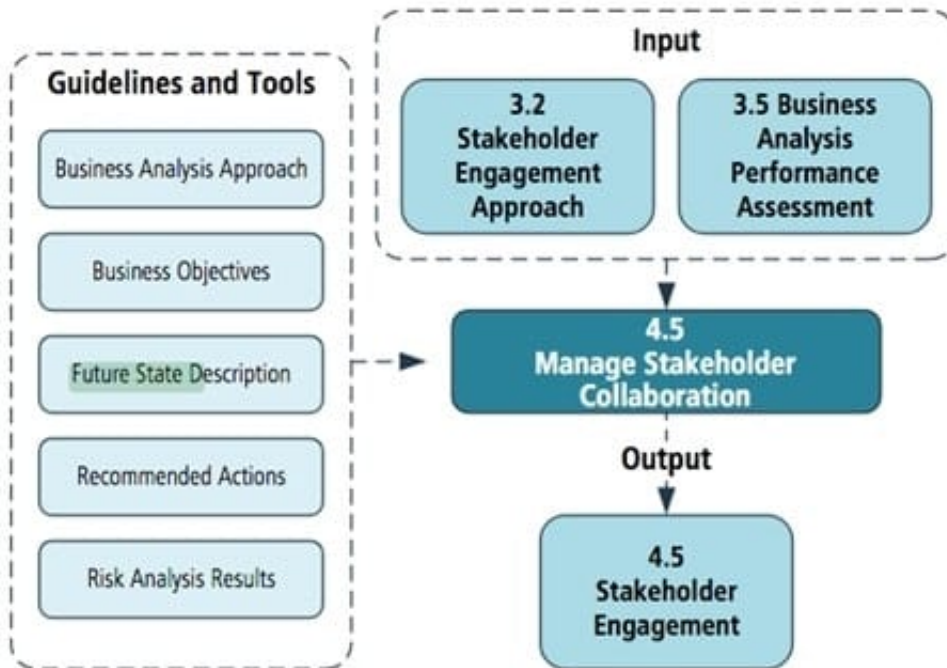

QUESTION 3

A business analyst (BA) is working on a complex project involving many stakeholders for which the business case has been previously completed and signed off. After an organizational restructure, new stakeholders have been assigned to the project working group, but do not see the value in the project outcomes and refuse to collaborate. What is a guideline or tool the BA can use to focus stakeholders on a common goal?

A. A business requirements document

B. An alternate stakeholder plan

C. A stakeholder matrix

D. A future state description

Correct Answer: D

QUESTION 4

You have been assigned as the Project Manager for a new project that involves the development of a new interface for your existing time management system. You would like to plan the communications that need to be made during the project lifecycle. Which of the following would be a critical tool/technique to help in your communications planning?

A. RAM Chart

B. Affinity Diagram

C. Stakeholder Analysis D. Text-Oriented Chart

Correct Answer: C

Stakeholder Analysis involves identification of the stakeholders and classifying them based on their interest, influence, and involvement in the project. This enables the project manager to focus on the relationships necessary to ensure the success of the project by planning the communications properly. Answer: B is incorrect. Affinity Diagram is a method of group creativity technique to collect requirements which allows large numbers of ideas to be sorted into groups for review and analysis. This is generally used in Scope Management and is not applicable to this question. Answer: A and D are incorrect. RAM and Text-Oriented charts are the various formats of documenting the team member roles and responsibilities and are useful as tools in developing the Human Resource Plan. These are not applicable to this question.

QUESTION 5

After a walk-through of the requirements specification with the business users, the group determines that five requirements are now mandatory due to new government regulations. What should the business analyst (BA) do following the meeting?

A. Update the priority of the requirements and record the reason for doing so

B. Ask the test analyst to ensure that test cases are only written to cover the new requirements

C. Escalate the decision to the project manager to confirm with all users again

D. Help the system analyst create a prototype of the requirements to demo to the users

Correct Answer: A

QUESTION 6

A senior business analyst (BA) is tasked with verifying a set of requirements written by a junior BA for a system. During this exercise, the junior BA will ensure that the requirements exhibit atomic characteristics. The senior BA will be verifying that the requirements:

A. can be understood independently of other requirements.

B. are written using terminology common for the audience.

C. contain no extraneous and unnecessary content.

D. are aligned with the identified need of the stakeholders.

Correct Answer: A

Atomic: self-contained and capable of being understood independently of other requirements or designs.

QUESTION 7

All of the following are inputs to the task assess organizational readiness except for which one?

A. Enterprise architecture

B. Solution Scope

C. Stakeholder concern

D. Risk register

Correct Answer: D

Risk register is a central repository of identified risks and their effect on the solution. It\\'s primarily used in

project management, not in the business analysis tasks. The correct four inputs are enterprise

architecture, designed solution, solution scope, and stakeholder concern.

Answer: A is incorrect. Enterprise architecture is a valid input to the task assess organizational readiness.

Answer: B is incorrect. Solution Scope is a valid input to the task assess organizational readiness.

Answer: C is incorrect. Stakeholder concern is a valid input to the task assess organizational readiness.

QUESTION 8

According to \\'A Guide to the Business Analysis Body of Knowledge\\', the two most common data models are the entity-relationship diagram and what other model?

A. Class model

B. Project network diagram

C. Data flow diagram

D. WBS

Correct Answer: A

The class model is most often used with object-oriented development, while the entity-relationship diagram

is preferred for relational databases.

Answer: D is incorrect. WBS isn\\'t a data model, but a decomposition of the project scope.

Answer: B is incorrect. The project network diagram is an illustrated flow of project activities.

Answer: C is incorrect. A data flow diagram shows how data moves into, through, and out of a system.

QUESTION 9

A business analyst in her organization has identified all of the terminology of the solution, the acronyms the organization will use, and the nomenclature of her department where the endeavor will take place. Where should all of this information actually be stored?

A. WBS

B. Business analysis register

C. Terminology register

D. Data dictionary

Correct Answer: D

Data dictionaries or glossaries are used to formally identify and define all terminology used by the

organization or organizational unit.

Answer: C is incorrect. There is not a document or piece called the terminology register.

Answer: A is incorrect. WBS is a decomposition of the project scope.

Answer: B is incorrect. The business analysis register isn\\'t a valid business analysis term.

QUESTION 10

You are the business analyst for your organization. Your current project is using a plan-driven approach for the requirements, business analysis, and monitoring. Which one of the following statements best describes the plan-driven approach to business analysis planning and monitoring?

A. Plan-driven approaches encourage changes that prevent errors and omissions.

B. Plan-driven approaches typically call for a significant amount of formality and detail.

C. Plan-driven approaches determine how priorities will be diagnosed for the project solution.

D. Plan-driven approaches typically have meetings daily to discuss the business analysis requirements process.

Correct Answer: B

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: D is incorrect. This statement is not true about the plan-driven approach.

Answer: C is incorrect. This statement describes requirements prioritization.

Answer: A is incorrect. Plan-driven approaches typically discourage change and they work to refine the

requirements over time to prevent errors and omissions.

QUESTION 11

A business analyst (BA) is assessing risks on a project addressing the implementation of a new web portal. Which of the following would the BA classify as a project risk?

A. Customer service ratings will increase with the new system

B. Current infrastructure may not support increased performance

C. Expenditures are currently below budgeted estimates

D. Support calls will increase if the change is not performed

Correct Answer: B

QUESTION 12

Which of the following are not appropriate for a plan-driven business analysis approach? Each correct answer represents a complete solution.

A. Informal

B. Face-to-face

C. Ad hoc

D. Formal

Correct Answer: ABC

Plan driven approaches to business analysis practices most often use the formal type of communications. This means the communication of the actual requirements is in writing, and often uses pre-defined forms requiring signatory approvals. All project documentation is normally archived as part of the project history. Face-to-face is an effective communication method, but for plan-driven approaches, formal communication is preferred in regard to requirements. Ad hoc describes the sudden, quick conversations. This is an informal approach to communication and isn\\'t appropriate for a plan-driven business analysis approach.