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Certified Business Analysis Professional (CBAP®) Designation

➤This exam is very much valid today. If you have basic knowledge of all the exam topics and if you understand each question and answer instead of

cramming the questions then you can ➤even score 100% marks like I did today.

➤Many new questions are added , Good for review go ahead and pass the exam now.

➤Awesome works, thanks for create easiness for us people.

➤This dump contains most of the questions in the exam. Go for it

Exam A

QUESTION 1
What does the T in SWOT analysis mean?

A. Trial
B. Threats
C. Test
D. Time

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
right answer.

QUESTION 2
You are the business analyst for the NGQ Company. Management is concerned that their

company is not able to meet an identified business need with their current existing structure,

people, processes and technology. They've asked you to complete an analysis of their

organization's ability to meet the identified business need. What business analysis process

are you completing for your organization?

A. Determining the solution approach
B. Assessing the capability gaps
C. Requirements elicitation
D. Verifying the requirements

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
true answer.

QUESTION 3

You are the business analyst for your organization and are working on prioritizing the project

requirements. Management has asked you to prioritize the requirements based on the cost-

benefit analysis for the requirements' value to the organization. What basis for prioritization

are you using in this instance?

A. Business value
B. Stakeholder agreement
C. Likelihood of success
D. Urgency

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 4
What business analysis process ensures that requirements specifications and models meet

the necessary standard of quality to allow them to be used effectively to guide further work?

A. Identify constraints and assumptions
B. Validate requirements
C. Verify requirements
D. Specify and model requirements

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 5
Paul has been asked to complete SWOT analysis for his solution scope. What does SWOT

analysis mean?

A. Strengths, Weaknesses, Opportunities, Time
B. Stakeholder Weaknesses, Organizational Threats
C. Stakeholders Weaknesses, Organization, Threats
D. Strengths, Weaknesses, Opportunities, Threats

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Best answer.

QUESTION 6
Which one of the following is an example of a non-negotiable demand by a stakeholder during

the requirements prioritization session?

A. All requirements are ranked as high
B. Communication
C. All requirements are prioritized by cost-benefits ratio
D. Cost

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 7
You are the business analyst for your organization and are working with Virginia on the

allocation of requirements for a new solution. You have assigned Virginia the task of breaking

down the solution scope into smaller components for allocation. What technique have you

asked Virginia to complete in this scenario?

A. Decision analysis
B. Business rules analysis

C. Process modeling
D. Functional decomposition

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 8
You are the business analyst for a large project in your organization. While your company

prefers face-to-face communications there are many stakeholders located in different

geographical locations. How can you still effectively serve as a business analyst when the

stakeholders are not collocated?

A. You will need to travel on a regular rotation to each of the geographical locations to complete the business analyst duties.
B. You will need to implement videoconferences.
C. Add more business analysts in each of the geographical location.
D. You will need the stakeholders to periodically gather in one locale.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 9
Which one of the following business analysis planning and monitoring techniques can be

used to define and document the business analysis approach?

A. Process modeling
B. Structured walkthrough
C. Decision analysis
D. Control charts

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
exact answer.

QUESTION 10
Henry is the business analyst for his organization. Management has created a pre-determined

budget of $450,000 for his solution. Henry has identified the project requirements but now wants to prioritize them based on timeboxing and budgeting. Henry examines the cost of the

requirements and begins removing the requirements from the allowed list in order to meet the

$450,000 budget. What timeboxing or budgeting approach is Henry using?

A. Parametric
B. All in
C. Selective
D. All out

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
true answer.

QUESTION 11
You are hosting a collection of stakeholders from across the organization to identify the ideas

and attitudes about your company's help desk. You want the stakeholders to honestly share

their opinions about the help desk service so you can identify problems, solutions, and take

actions to improve the service. What type of requirements elicitation activity is this?

A. Stakeholder analysis
B. Focus groups
C. Workshop

D. Root cause analysis

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
true answer.

QUESTION 12
Which stakeholder must approve the business analysis approach to ensure that the business

analysis approach is compatible with the other project activities?

A. Project sponsor
B. Project manager
C. Project customer
D. Change control board

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 13
You and Tom are writing the solution scope for a new project in your organization. You need

to create a method to define what solution will and will not provide for the organization. What

technique can you and Tom use to establish appropriate boundaries for the solution?

A. Interviews with the key stakeholders
B. User stories
C. Functional decomposition
D. Scope modeling

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
true answer.

QUESTION 14
Your organization is trying to determine which one of two opportunities they will pursue. The

Project A is worth $235,987 and Project B is worth $567,000 but carries significant risk. The

organization elects to purse Project B and not Project A. What is the opportunity cost in this

scenario?

A. $331013
B. There is not enough information to know as the risk for Project B has not been quantified.
C. $235,987
D. $567,000

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 15
You are the business analyst for the TGH Organization and are determining if you should buy

or build a solution for your company. You have determined that you can create the in-house

solution for $78,000 with a monthly support cost of $8,765. A vendor can create the solution

for $61,000 with a monthly support costs of $7,990. How long will it take your company to

break even if you choose the internal solution versus the vendor's solution?

A. 36 months
B. 12 months
C. 6 months
D. 22 months

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 16
You are the business analyst for your organization. Management realizes that a proposed

solution has risks that may cause the entire project to fail. They would like you to prioritize the

requirements with maximum risks first so that if the project fails, there is little loss of capital in

the project implementation. What requirements prioritization approach is management asking

you to create in this instance?

A. Implementation difficulty
B. Business or technical risk
C. Likelihood of success
D. Relationship to other requirements

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
applicable.

QUESTION 17
You are the business analyst for your organization. Management has asked that you create a

stakeholder map as part of the conduct stakeholder analysis process. What is a stakeholder

map?

A. A stakeholder map is a visual diagram that shows the connection among positive and negative stakeholder
B. A stakeholder map is a visual diagram that illustrates where the stakeholders are geographically located.
C. A stakeholder map is a visual diagram that depicts the stakeholders' actions as responsible, accountable consult, and inform.
D. A stakeholder map is a visual diagram that depicts the relationship of the stakeholders to the solution and to one another.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 18
Which conduct stakeholder analysis technique identifies stakeholder roles that may serve as

a useful starting point for identifying actors and roles?

A. Scope modeling
B. Requirements workshops
C. Scenario and uses cases and user stories
D. Interviews

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
rightful.

QUESTION 19
You are completing enterprise analysis. Management has asked you to create a document

that will help them create a go/no go decision to invest and more forward with a proposed

project. What document does management want you to create?

A. Feasibility study
B. Project scope
C. Solution scope
D. Business case

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 20
Some of the requirements in the solution must be completed because of laws and regulations

in your industry. Management would like you, the business analyst, to rank the requirements

according to the relevant laws. What type of requirements prioritization is management having

you complete?

A. Regulatory ranking
B. Business value ranking
C. Constraint ranking
D. Risk ranking

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 21
The business analysis approach generally defines all of the following attributes except for

which one?

A. Deliverables
B. Analysis technique
C. Team roles
D. Requirements for solutions acceptance

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 22
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
Section: (none)
Explanation

Explanation/Reference:
true,

QUESTION 23
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
Section: (none)
Explanation

Explanation/Reference:

QUESTION 24
You are the business analyst for your organization. You are currently working with Steve on

the organize requirements process. You and Steve have elected to use the user stories

approach for this process. What is the user stories approach for requirements organization?

A. Stakeholders' experiences equate to the stakeholder requirements.
B. Stakeholders are interviewed and their experiences are recorded to help identify the requir ements.
C. Stakeholders' objectives are described to identify the requirements that the solution will need to support.
D. Stakeholders are interviewed and their stories are recorded as part of the requirements.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
satisfied with th answer.

QUESTION 25
The business analysis approach generally defines all of the following attributes except for

which one?

A. Deliverables
B. Requirements for solutions acceptance
C. Analysis technique
D. Team roles

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 26
Which one of the following terms is not a business analysis planning and monitoring

approach?

A. Structured walkthroughs
B. Decision analysis

C. Requirements elicitation
D. Process modeling

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
authenticate.

QUESTION 27
What technique used during the manage business analysis performance process can help

identify the underlying causes of failures or difficulties in accomplishing business analysis

work?

A. Problem tracking
B. Pareto charts
C. Trend analysis
D. Root cause analysis

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
answer is updated.

QUESTION 28
What document defines the business needs, identifies key stakeholders, and describes the

positive impact the solution will provide on the key stakeholders?

A. Project charter
B. Project scope statement
C. Solution scope
D. Vision statement

Correct Answer: D
Section: (none)

Explanation

Explanation/Reference:

QUESTION 29
Your organization is using a plan-driven approach to business analysis. What characteristic

must be true of changes in the approach that your organization is using?

A. All the changes only occur if they are less than an agreed factor, such as ten percent of the solution's overall cost or a percentage of the project's schedule.
B. All the changes only occur if they are less than ten percent of the solution's overall cost.
C. All the changes only occur if they are genuinely necessary.
D. Changes are generally not permitted in the plan-driven approach to business analysis.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 30
You are the business analyst for your organization and are preparing to complete the allocate

requirements process. This process assigns stakeholder and solution requirements to solution components and to releases. One of the elements of this process is solution

components. All of the following are solution components except for which one?

A. Assessment of proposed solution
B. Business processes to be performed and managed
C. Business policies and business rules
D. Software applications and application components used in the solution

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 31
You are the business analyst for your organization and you are completing the manage

requirements traceability process. You are tracking the requirements to determine how the

requirements are interrelated with one another and with the actual delivery of the project

scope.

There are actually three reasons why the business analyst should trace requirements. Which

one of the following is not one of the three reasons why trace requirements is useful?

A. Impact analysis
B. Requirements coverage
C. Requirements allocation
D. Quality control

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 32
Ned is the business analyst for the NHQ Company. He is working with Stan on completing the

requirements prioritization of all the identified requirements. Why would Stan and Ned

complete requirements prioritization?

A. To determine which requirements should be completed first
B. To determine which requirements should not be completed at all
C. To determine which requirements carry the most risk
D. To determine who created what requirement based on their position in the organization

Correct Answer: A
Section: (none)

Explanation

Explanation/Reference:

QUESTION 33
You are the business analyst for your organization. You are coaching Tom about the different

approaches to business analysis. Which type of business analysis approach has the most

business analysis work at the beginning of the project or during the start of a project phase?

A. Change-driven approach
B. Value-driven approach
C. Plan-driven approach
D. Requirements-driven approach

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 34
You are the business analyst for your organization. You are currently identifying opportunities

for a customer to improve their business processes. The customer wants to streamline their

business efforts either through new technologies, better processes, or a combination of both.

The customer demands, however, that the solution should not cost more than $300,000 to

implement and support for one year. What does the $300,000 represent?

A. Solution cost
B. Budget
C. Requirements
D. Constraint

Correct Answer: D

Section: (none)
Explanation

Explanation/Reference:

QUESTION 35
You are the business analyst for your organization and are with another business analyst,

Steve, on the requirements elicitation for a new solution. You warn Steve that you'll need to

be tracing the requirements in an effort to prevent scope creep. What is scope creep?

A. The scope grows slightly larger as more requirements, often unneeded, are added to the sc ope
B. The scope slips on the schedule which in turn delays the project delivery date
C. Gold plating
D. The scope shifts from the original intent of the business case

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 36
What element of the plan business analysis process affects the business analysis duties that

need to be performed?

A. The experience of the business analyst
B. The experience of the project manager
C. The expected completion date of the business analysis duties
D. The type of project or initiative

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 37
Holly's organization uses a plan-driven approach to business analysis. When it comes to

communication in Holly's organization what type of communication will likely be required?

A. Face-to-face
B. Chain of command
C. Formal
D. Ad hoc

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 38
Henry is the business analyst for the UUH Organization. Currently Henry is working on

several work products as part of the requirements development process. He may need to

share these work products with the stakeholders. Which of the following is not an example of

a work product?

A. Requirements documentation
B. Interview questions and notes
C. Meeting agendas and minutes
D. Presentation slides

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 39
You are the business analyst for your organization. On your current project you'll be using the

change-driven approach for defining requirements and gathering feedback. Which of the

following statements best describes the change-driven approach?

A. The change-driven approach favors defining requirements through experimentation.
B. The change-driven approach does not define the requirements until after a solution for the problem has been identified.
C. The change-driven approach favors defining requirements standardized templates.
D. The change-driven approach favors defining requirements through team interaction.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 40
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
Section: (none)
Explanation

Explanation/Reference:

QUESTION 41
You are preparing a business case for your organization to determine the justification of the

costs of the solution in relation to benefits the solutions will bring the organization. You need

four inputs to complete this process. Which one of the following is not an input that will help

you write the business case?

A. Feasibility study
B. Stakeholder concerns
C. Assumptions and constraints
D. Business need

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 42
You are the business analyst for the YGT Organization. You have just completed a

capabilities gap assessment and have determined that your organization does not have the

necessary resources and technology to seize a business opportunity. What is the most likely

course of action for the organization?

A. Hire additional resources.
B. Launch a new project.
C. Hire contractors to complete the project work.
D. Move onto the next opportunity.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 43
What plan includes the description of the scope of work, the deliverable Work Breakdown

Structure, the activity list, and estimates for the business analysis activities?

A. Project management plan
B. Implementation plan

C. Requirements management plan
D. Business analysis plan

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 44
You are the business analyst for your organization and are coaching Roberta on how

business analysis works. Roberta is confused about what a business analysis methodology is

during the business analysis planning and monitoring phase of the business analysis duties.

What is a methodology?

A. A methodology is a formalized and repeatable business analysis approach.
B. A methodology is a short term endeavor to create a unique product or service.
C. A methodology is an approach that the business analyst believes will work but it has not been proven to work yet in the business analysis domain.
D. A methodology is a formalized plan that describes how the business analyst will complete the elicitation of requirements.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 45
Your organization completes software development for other companies as its core business.

Management would like to streamline the requirements gathering processes as many of the

projects your company do are similar in nature. What approach could you as a business

analyst do to help streamline the requirements gathering process for your organization?

A. Implement a requirements re-use repository

B. Implement project template
C. Implement a requirements gathering form
D. Implement scope solution models

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 46
You are coaching Marcy, a new business analyst for your organization, on business analysis

processes. Marcy is concerned about the define solution scope process, especially the

implementation approach element. Which of the following statements best defines the

implementation approach element for Marcy?

A. The implementation approach is described in terms of the major features and functions that are to be included.
B. The implementation approach defines major business and technical dependencies that impose constraints to the effort to deploy the solution.
C. The implementation approach describes the new capabilities required to meet the business need.
D. The implementation approach describes how the chosen solution approach will deliver the solution scope.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 47
You are the business analyst for your organization. Management has asked that in the

business case you're creating that you also include the projected costs and benefits to be

realized and how those and benefits will be assessed and evaluated. What term matches

management's request?

A. Cost-benefits justification
B. Risk assessment
C. SWOT analysis
D. Results measurements

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 48
Gary is the business analyst for his organization. He has realized that he has overlooked a

key group of stakeholders during the conduct stakeholder analysis process. What is the

danger in overlooking a key set of stakeholders?

A. The newly identified stakeholders will now have to pay for any requirements they want to add to the requirements.
B. The newly identified stakeholders will need to spend extra time to learn about the project and how it will affect them.
C. The newly identified stakeholders will be excluded from decisions that affect the deliverables that have already been created in the project.
D. The newly identified stakeholders may have requirements that require additions to the project or may nullify other requirements already in the project.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 49
Rachel is writing the business case for her organization. As she's completing this process

Rachel is concerned that she's including all the correct information for management. Which

one of the following should Rachel not include in her business case?

A. Time to break even
B. Opportunities to prioritize requirements

C. Follow-on opportunities

D. Qualitative and quantitative benefits

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 50
Your organization uses the MoSCoW approach to requirements prioritization. What does

MoSCoW mean?

A. Must, Should, Could, Would

B. Must, Should, Could, Won't

C. Mission, Schedule, Cost, Willingness

D. Must not, Should not, Could not, Will not

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 51
What business analysis plan defines the process to be followed in managing the solution

scope and requirements?

A. Requirements management plan

B. Scope management plan

C. Change management plan

D. Project management plan

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 52
Paul is the business analyst for his organization. He is examining a single solution to

determine if the solution he and his team have identified carries enough business value to

justify its implementation. What business analysis process is Paul performing in this scenario?

A. Assess organizational readiness
B. Define transition requirements
C. Allocate requirements
D. Assess proposed solution

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 53
The requirements elicitation process requires that the business analyst and team prepare for

the requirements elicitation activities. There are three specific inputs that the business analyst

will need in preparing for the requirements elicitation. Which of the following is NOT one of the

three inputs the business analyst will use as he prepares for requirements elicitation?

A. Solution scope
B. Change request
C. Business need
D. Stakeholder list

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 54
Mark is the business analyst for his organization. He is working with the solution development

team and he believes that the team does not want to implement a certain portion of the requirements. The team is expressing the difficulty of the requirements and how it will be

extremely challenging to complete. When Mark asks about a similar project that the team

completed, they insist that this is a different type of requirements though Mark believes that it

is not. What is the solution development team appearing to do to the requirements?

A. Change the prioritization of the requirements based on the past project.
B. Change the prioritization of the requirements based on overstated complexity of the project work.
C. Get the requirements removed from the project scope.
D. Have the business analyst report the difficulty of the project work to the project customer.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 55
You are the business analyst for your organization. You are currently working with Susan on

creating a model as part of the specify and model requirements process. Susan doesn't

understand why you need a model. You explain to Susan that a model is just a simplified

representation of a complex reality that is useful for understanding that reality and making

decisions regarding it. In fact, you tell Susan, model can do all of the following except one

option.

Choose the option that model cannot do?

A. Define the resources that will be needed on the project team
B. Define boundaries for the business domain
C. Describe a situation or problem
D. Describe thought processes and action flows

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 56
Management would like you to front-load the requirements with the most risk requirements.

Why would management prefer the risky requirements first in the prioritization?

A. So if the risk comes true the project will fail will little investment in the work.
B. So if the risk comes true then the project manager can mitigate the risk event.
C. So if the risk comes true they'll receive the reward as soon as possible.
D. So if the risk comes true then there's ample time to correct the problem.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 57
You are the business analyst for your organization and are working with Sally, a project

manager, for your organization. You and Sally are determining the cost of the labor, materials,

equipment, and facilities in order to achieve the different solutions that have been proposed

for an identified problem. What is this process called?

A. Cost budgeting
B. Expert judgment

C. Rough order of magnitude cost estimating
D. Scoping the project costs

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 58
You organization needs to adapt to the change economy, new technologies, and an increase

in competition in order to survive. They've asked you to complete a business analysis

approach that will help them change their organizational policies in order to achieve their

goals and objectives.

What business analysis technique has this organization asked you to complete?

A. Focus groups
B. Business rules analysis
C. Brainstorming
D. Root cause analysis

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 59
Martha is observing Gary complete several activities as part of her requirements elicitation process. Martha is simply observing the steps Gary takes to complete his work and she is

taking notes. In this instance Martha does not ask Gary any questions. What type of

observation technique is Martha completing?

A. Shadowing
B. Active
C. Passive
D. Usage consideration

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 60
You are the business analyst for your organization. You are currently writing the business

goals and objectives as part of the elements for the define business process. Which one of

the following statements best describes the business goals and objectives element?

A. They describe the processes the solution will need to improve for the project to be successf ul.
B. They describe all of the positive benefits in ratio to the risk and costs of the project.
C. They describe all of the required work the project will need to complete in order to reach its objectives.
D. They describe the ends that the organization is seeking to achieve.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 61
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
Section: (none)
Explanation

Explanation/Reference:

QUESTION 62
You are currently working on creating the activity list for an initiative in your organization.

What characteristic must be assigned to each task in your task list?

A. Procurement needs
B. Roles and responsibilities
C. Unique number
D. Risk level

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 63
You are working with Tom, a key stakeholder, in your business analysis duties. Tom is asking

you about the desired outcome for current business opportunity. Which one of the following is

NOT an example of a desired outcome?

A. Implement new machinery to complete the work processes faster
B. Increase sales
C. Reduce costs
D. Reduce time to deliver a product or service

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 64
You are the business analyst for your organization. You are identifying new opportunities to

improve upon your existing web services. Management is open to new opportunities as long

as the changes do not take more than 60 days to implement. What type of a factor does the

60 day implementation represent?

A. Technical constraint
B. Schedule constraint
C. Business constraint
D. Assumption

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 65
You are the business analyst for your organization and are working on a solution that will

connect several databases to a web application. You are concerned that the databases may

not be operable with the software solution a programmer is recommending. What

requirements elicitation technique can help you determine the interoperability of the software,

the databases, and the web application?

A. Benchmarking
B. Interviews
C. Interface analysis
D. Usage considerations

Correct Answer: C

Section: (none)
Explanation

Explanation/Reference:

QUESTION 66
You have completed the requirements documentation and the stakeholders have signed off

on the requirements. Now the requirements are advancing into a project as your organization

has chartered a project based on the identified requirements. What stakeholder is now

responsible for assessing the solution scope to determine the project scope?

A. Project sponsor
B. Project manager
C. Business analyst
D. Key stakeholders

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 67
You are the business analyst for your organization and are working on prioritizing

requirements.

What plan should guide you through this process?

A. Risk management plan
B. Project management plan
C. Requirements management plan
D. Scope management plan

Correct Answer: C
Section: (none)

Explanation

Explanation/Reference:
answer is straight.

QUESTION 68
You are the business analyst for a large project that will create new software for the entire

organization. This new software will affect all of the administrative assistants in the

organization schedule meetings, reserve facilities, and share calendars. There are approximately 2,400 administrative assistants in your organization and not all of these people

can attend requirements gathering workshops. What approach can you use to manage and

gather requirements from these 2,400 administrative assistants?

A. You can meet with a small group of administrative assistants and assume their requirements are reflective of the remaining group of administrative assistants.
B. You will need to meet with all of the administrative assistants as part requirements elicitati on.
C. You can meet with a small group of administrative assistants that will serve as representatives for the remaining administrative assistants.
D. You can meet with the administrative assistants' managers.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 69
Enterprise analysis provides many things for an organization. All of the following are tasks

included in enterprise analysis except for which one?

A. Determine solution approach
B. Define business need
C. Assess capability gaps
D. Solution performance assessment

Correct Answer: D

Explanation/Reference:

QUESTION 70
Gina has been asked to provide decision analysis for her solution scope. Which one of the

following best describes the decision analysis technique?

A. Assessed to support benefit management, measurement, and reporting.
B. Used to assess potential risks that may impact the solution and the cost and benefits associated with it.
C. Forecasts the size of the investment required to deploy and operate the proposed solution.
D. Cost-benefit analysis compares the cost of implementing a solution against the benefits gained.
    Financial analysis includes the use of financial models that estimate the market value of an organizational asset.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 71
You are the business analyst for your organization and are working with Ralph who is also a

business analyst at your company. You have moved one of the requirements higher in the

prioritization of the requirements because it is needed to be implemented before some of the

more important requirements are done. Ralph disagrees with your placement of the

requirement because you are to rank the requirements based on their level of difficulty. Who is correct and why?

A. Ralph is correct because the requirements are always to be ranked by importance or business value.
B. You are correct because the lower priority requirements must be completed before the higher priority requirements can be done.
C. You are correct because you are the senior business analyst.
D. Ralph is correct because the sequence of requirements is actually done with the project activity list.

Correct Answer: B

Section: (none)
Explanation

Explanation/Reference:

QUESTION 72
There are four inputs to writing the business case as part of enterprise analysis. Which one of

the following is not an input to writing the business case process?

A. Business need
B. Assumptions and constraints
C. Requirements verification
D. Stakeholder concerns

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 73
Martha is observing Sarah complete several complex steps as part of her business analysis

requirements elicitation process. In this instance Martha working alongside Sarah is actually

helping Sarah complete the work so that Martha can understand all of the steps Sarah must

complete. What type of requirements elicitation technique is Martha using?

A. Progressive elaboration
B. Shadowing
C. Cross training requirements elicitation
D. Active observation

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 74
You are the business analyst for THY Organization and you have gathered the requirements.

You have presented the requirements to the stakeholders and they have approved your

requirements.

You are now working with Francie on recording the dependencies and relationships for each

of the requirements. Why would you want to record the dependencies and relationships for

the requirements?

A. To help determine the sequence in which requirements are to be addressed.
B. To help determine which requirements carry the most risk.
C. To help determine the total cost for the solution to be implemented.
D. To help determine the total time for the solution to be implemented.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 75
As part of the requirements analysis a business analyst can use the same tools and

techniques to model the current state of an organization. All of the following are valid reasons

why would a business analyst want to create a current state domain model except for which

one?

A. The current state model can help identify opportunities for improvement.
B. The current state model can help validate the solution scope with business and technical stakeholders.
C. The current state model can help the business analyst create Pareto charts for process improvement.
D. The current state model can help assist stakeholders in understanding the current state

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 76
You are completing the requirements for vendor selection and need to create a procurement

form that will ask the vendor to provide only a price for commercial-off-the-shelf solution. What type of procurement form will you need to provide to the vendor?

A. Request for proposal
B. Purchase order
C. Request for information
D. Request for quote

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 77
You are the business analyst for your organization. Management has asked you to create a

plan that will define the proposed structure and schedule for communicating the business

analysis activities to the appropriate stakeholders. What plan does management want you to

create?

A. Business Analysis Plan
B. Business Analysis Communications Plan
C. Communications management plan
D. Stakeholder Management Plan

Correct Answer: B

Section: (none)
Explanation

Explanation/Reference:

QUESTION 78
The RGQ Organization utilizes a change log. What is a change log?

A. It is a document that records all change requests for the project.
B. It is a document that tracks all unauthorized changes to the project solution.
C. It is a document that tracks all characteristics and status of changes that have been received.
D. It is a document that tracks the changes that have been received, including their implementation to the project solution.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 79
Zoe is the business analyst for her organization. She is currently prioritizing the requirements

based on the implementation difficulty of the requirements to help with the solution planning.

Which of the following best describes the approach Zoe is taking with requirements

prioritization?

A. The requirements are categorized by type of work, and then ranked within each category of ease of implementation to difficulty of implementation.
B. The requirements are ranked most difficult to easiest to implement.
C. The requirements are ranked from easiest to hardest to implement.
D. The requirements are categorized by the likelihood of management approving the requirem ents.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 80
Which one of the following is the most accurate definition of the solution scope?

A. Defines what must be delivered in order to meet the business need.
B. Determines the things that are believed to be true in the solution but they have not yet been proven to be true.
C. Determines if an organization can justify the investment required to deliver the proposed s olution.
D. Defines the business need, identified key stakeholders, describes the positive impact of the
    solution.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 81
You are the business analyst for your organization and you are preparing to elicit the

requirements for a new business opportunity. Which one of the following statements best

describes the prepare for elicitation process?

A. You need authority granted to you from the sponsor to utilize resources for the elicit requirements process.
B. You need to determine which elicitation techniques are needed for the requirements gathering technique.
C. You need to ensure all needed resources are organized and scheduled for conducting the elicitation activities.
D. You need to receive permission from functional management to interview and elicit requirements for the stakeholders.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 82
Robert is the business analyst for his organization and he's working with several stakeholders

to identify the business need for an opportunity. Robert needs to identify the stakeholder that

will be responsible for authorizing the actions needed in order to meet the identified business

need.

Which stakeholder does Robert need to identify?

A. Sponsor
B. Customer
C. Implementation Subject Matter Expert
D. Regulator

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 83
Mary is the business analyst for your organization. She asks you what the purpose of the

assess capability gaps task is. Which of the following is the best response to give Mary?

A. It identifies new capabilities required by the organization to meet the business need.
B. It identifies the causal factors that are contributing to an effect the solution will solve.
C. It describes the ends that the organization wants to improve.
D. It identifies the skill gaps in the existing resources.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 84
It's often impossible or difficult to prove that the implementation of a solution will change the

current state of an organization to the desired future state. The business analyst must

document the characteristics and risk of the implementation of a solution in case the belief

that the solution will achieve the desired results will prove invalid. What is the belief that the

solution will create the desired effect for the organization called?

A. Project
B. Risk
C. Assumption
D. Model

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 85
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
Section: (none)
Explanation

Explanation/Reference:

QUESTION 86
You are the business analyst for your organization and are coaching Roberta on how

business analysis works. Roberta is confused about what a business analysis methodology is

during the business analysis planning and monitoring phase of the business analysis duties.

What is a methodology?

A. A methodology is an approach that the business analyst believes will work but it has not been proven to work yet in the business analysis domain.
B. A methodology is a short term endeavor to create a unique product or service.
C. A methodology is a formalized plan that describes how the business analyst will complete the elicitation of requirements.
D. A methodology is a formalized and repeatable business analysis approach.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 87
You are the business analyst for your organization and are trying to determine the best

solution for an identified problem. You have determined that you could create a software

solution using inhouse resources for $65,000 and with an ongoing support of $5,600 per

month. A vendor offers you a quote that they can create the software for $49,000 with an

ongoing support of $6,100 per month. Which solution should you choose?

A. Create the software if you'll keep the solution less than 32 months.
B. Create the software if you'll use the solution longer than 32 months.
C. There is not enough information to determine which solution is financially better.
D. Buy from the vendor if you'll keep the solution longer than 32 months.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 88
All of the following are techniques that can be used to specify or model requirements except

for which one?

A. Organization modeling
B. Data modeling
C. Work breakdown structure creation
D. State diagrams

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 89
You are the business analyst for a large project in your organization. You are working with

Ben to create requirements packages to present to the stakeholders, the business analyst

team, and to the project manager. Ben wants to know why you're creating requirements

packages. What's the primary goal of developing a requirements package?

A. To convey the cost, schedule, and risk information clearly
B. To convey information clearly and in an understandable fashion
C. To present the requirements in packages that are easy for the project team to accomplish in their project execution
D. To help the project manager create the work breakdown structure

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 90
You are creating a model that shows how data moves through a system. Each function that

modifies the data in any manner is identified, decomposed to smaller levels, and the system

is completely described from start to storage. What type of a modeling technique are you

using in this scenario?

A. Functional decomposition
B. Data flow diagramming
C. Work decomposition
D. Organization modeling

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 91
You are the business analyst for your organization and are coaching Roberta on how

business analysis works. Roberta is confused about what a business analysis methodology is

during the business analysis planning and monitoring phase of the business analysis duties.

What is a methodology?

A. A methodology is an approach that the business analyst believes will work but it has not been proven to work yet in the business analysis domain.
B. A methodology is a short term endeavor to create a unique product or service.
C. A methodology is a formalized and repeatable business analysis approach.
D. A methodology is a formalized plan that describes how the business analyst will complete the elicitation of requirements.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 92
A business analyst is helping management determine which solution they should choose. As

it happens that the organization can only choose one of the two solutions due to time and

resource restrictions. Solution A worths $456,000 to the organization while solution B worths

$565,000 to the organization. While solution A costs less, it is less risky and takes less time to

complete so management elects to seize Solution A. What is the opportunity cost?

A. $565,000
B. There is not enough information to know how much the solution will cost the organization.
C. $109,000
D. $456,000

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 93
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 determine how priorities will be diagnosed for the project solution.
B. Plan-driven approaches encourage changes that prevent errors and omissions.
C. Plan-driven approaches typically have meetings daily to discuss the business analysis requirements process.
D. Plan-driven approaches typically call for a significant amount of formality and detail.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 94

There are just three inputs to the assess proposed solution process. Which of the following is

NOT one of the inputs for the assess proposed solution process?

A. Requirements
B. Decision analysis
C. Assumptions and constraints
D. Solution options

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 95

Holly is the business analyst for her organization. Management has asked Holly to create a

document that will define solution alternatives and how each identified solution may provide

an expected business benefit to meet the identified business need. Management has asked

Holly to provide data and statistics in this document to support her claims and findings. What

type of document is management asking Holly to create?

A. Feasibility study
B. Vision statement
C. Project scope statement
D. Current state assessment

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 96
There are just three inputs to the assess proposed solution process. Which of the following is

not one of the inputs for the assess proposed solution process?

A. Decision analysis
B. Requirements
C. Assumptions and constraints
D. Solution options

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 97
You are the business analyst for the NHQ Project. You have identified several stakeholders

that need different types of information related to the requirements. Which stakeholder would

need detailed technical interface requirements?

A. Project manager
B. Regulators
C. Testers
D. Implementation subject matter experts

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 98
Management comes to you and asks you to complete some specifications and models about

the current state of the organization. Management wants you to complete this business

analysis activity as soon as possible and report back to them with your findings. What is the

primary purpose of the specify and model requirements process?

A. To analyze the processes of an organization to determine what processes can be improved, removed, or added.
B. To analyze the utility function within the organization to determine how risk tolerance may allow for new opportunities.
C. To analyze the roles and responsibilities of users within the organization to determine how the processes may be improved.
D. To analyze the functioning of an organization and to provide an insight into opportunities for improvement.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 99
Which one of the following statements best describes requirements prioritization?

A. It determines how requirements will be prioritized based on the most important stakeholders to the least important stakeholders.
B. It is only used with the change-driven approach to business analysis.
C. It is only used with the plan-driven approach to business analysis.
D. It determines how requirements will be prioritized and how those priorities will be used to define the solution scope.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 100
The business analysis approach generally defines all of the following attributes except for which one?

A. Deliverables
B. Requirements for solutions acceptance
C. Analysis technique
D. Team roles

Correct Answer: B

QUESTION 101
You are the business analyst for your organization and you are working with Bill on creating a

model. Bill is a little confused about all the different things a model can do for the

stakeholders.

You explain to Bill that a model can do all of the following except for which one?

A. Define the risk and reward for the requirements
B. Categorize and create hierarchies of items
C. Define boundaries for business domains
D. Show business logic

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 102
You are the business analyst for a new project. Part of this project is for the project team to

manually install new workstations through the company's campus. Based on your research

you have determined that the project team can install 25 new workstations per hour. Since

there is a fixed amount of time that these workstations need to be installed you are

considering adding additional labor for the implementation. You are also considering to adjust

the prioritization of the project requirements based on the amount of workstations the project

team can install per hour.

What does the 25 workstations per hour represent in this scenario?

A. Timeboxing
B. Planning
C. Parametric estimate
D. Report project

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 103
You are the business analyst for your organization. As part of the requirements prioritization

you have given each key stakeholder $10,000 in play money to distribute among the identified

requirements. Each stakeholder can assign their play money to any of the requirements, but

the requirements will be prioritized based on the value of the play money assigned to each

requirement. What type of requirements prioritization is happening in this scenario?

A. Resource leveling
B. Confirmation management
C. Utility function
D. Voting

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 104
You are the business analyst for your organization. You have identified the costs and level of

effort needed for each of the solution components. Management has asked that you also

assess the most effective tradeoffs between delivery options. You consider the available

resources and the constraints on the solution to determine if an additional investment is

justified to realize a higher value for the solution. What other consideration could you include

in your assessment of the solution?

A. Historical information
B. Dependencies between requirements
C. Experience of the implementation team
D. Enterprise environmental factors

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 105
You are the business analyst for your organization and are preparing to conduct stakeholder

analysis. As part of this process you realize that you'll need several inputs. Which one of the

following is NOT an input you'll use for the conduct stakeholder analysis task?

A. Enterprise architecture
B. Enterprise environmental factors
C. Organizational process assets
D. Business need

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 106

What is the purpose of the business case?

A. The business case helps the organization determine if they can justify the investment for the solution.
B. The business case helps the organization determine the duration and cost of the solution.
C. The business case helps the organization determine the cost of the solution.
D. The business case helps the organization determine if the solution is feasible.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 107
You are the business analyst for your organization and are planning the business analysis

approach. One of the techniques you are considering for this undertaking is to rate the

available methodologies against the organizational needs and objectives. Which of the

following terms describes the business analysis technique that you are currently considering

in this scenario?

A. Structured walkthrough
B. Decision analysis
C. Cause-and-effect analysis
D. Process modeling

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 108
Which conduct stakeholder analysis technique is useful for identifying shared characteristics

of a stakeholder group?

A. Surveys
B. Scope modeling
C. Brainstorming
D. Interviews

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 109
You are the business analyst for the NHQ Organization. Management has asked that you

examine the workflow and internal processes for order fulfillment. Specifically they'd like you

to complete an in-depth analysis and documentation of the business problems and

opportunities that may be exist for the organization. What business analysis knowledge area

does this activity map to?

A. Requirements elicitation
B. Solution assessment and validation
C. Enterprise analysis
D. Requirements management and communication

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 110
You are the business analyst for a large, complex solution and you are working with the

stakeholders to determine the prioritization of the requirements. You would like to use the

decision analysis to determine the best decision for the requirements outcome. You must

know four things as part of decision analysis. Which one of the following will not help you with

this approach to the requirements prioritization process?

A. The values, goals, and objectives that are relevant to the requirements
B. The consequences of each possible decision
C. The nature of the decision that must be made
D. The future value of the requirements

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 111
Herb is the business analyst for the HYY Organization. As Herb is completing the organize

requirements process he recognizes that requirements typically need to answer one question

for identification. What is the one interrogative that requirements should answer?

A. What
B. When
C. Why
D. How

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 112
Your organization is using a plan-driven approach to business analysis. What must you do

with all of the communication documents created as part of this high-priority project that you

are serving as the business analyst for?

A. All formal communication must be destroyed once the project is completed.
B. All communications must be documented and passed onto the solution's project manager for analysis and to serve as supporting detail.
C. The communications management plan will dictate what will happen to the business analysis communications.
D. All communications must be archived and will become part of the organizational process as sets.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 113
You are the business analyst for your organization and are currently with several key

stakeholders as part of the determination of which business analysis approach is most

appropriate for the current project. Which one of the following is not a stakeholder that is

considered when completing the business analysis planning and monitoring task to determine

a business analysis approach?

A. Tester
B. Project manager
C. Regulator
D. Functional management

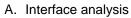**Correct Answer:** D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 114
Which solution scope technique can help the business analyst understand the scope of the

work by breaking down the scope into smaller work products?

A. Interface analysis
B. User stories
C. Functional decomposition
D. Scope modeling

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 115
Marcy is the business analyst for her organization. She is completing the business analysis

task of defining the business needs. She has the business goals and objectives and the

requirements stated documentation. What must she confirm about the requirements stated

documentation before defining the business need based on her analysis?

A. The requirements must reflect actual business requirements, not a description of the soluti ons.
B. The requirements must contain no or little risks.
C. The requirements must reflect proposed solutions as part of alternative identification.
D. The requirements must be compatible with the refinement of the business goals and object ives.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 116
Bob and Susan are business analysts for their organization. They are examining two

materials that could be used in an upcoming project. They are testing the materials and

measuring the results of each test to compare the materials to each other. This process will

help Bob and Susan determine which material is best for their upcoming project. What type of

process are Bob and Susan completing with these materials?

A. Feasibility study
B. Stress test
C. Alternative identification
D. Benchmarking

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 117
You are the business analyst for your organization. You are working with several IT

professionals to determine all of the connected systems in your organization. You are creating

a mapping of the servers, workstations, printers, and other connected devices and their

purposes for an analysis of how information is input, processed, stored, and output from each system. What business analysis process are you completing?

A. Networking topology mapping
B. Data dictionary and glossary creation
C. Data flow diagram
D. Prototype

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 118
You are coaching Marcy, a new business analyst for your organization, on business analysis

processes. Marcy is concerned about the define solution scope process, especially the

implementation approach element. Which of the following statements best defines the

implementation approach element for Marcy?

A. The implementation approach describes how the chosen solution approach will deliver the solution scope.
B. The implementation approach defines major business and technical dependencies that impose constraints to the effort to deploy the solution.
C. The implementation approach is described in terms of the major features and functions that are to be included.
D. The implementation approach describes the new capabilities required to meet the business need.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 119
You are the business analyst for your organization and are about to conduct requirements

elicitation for a process to streamline the customer fulfillment system your organization uses.

You need to understand how the people, processes, and technology within the customer

fulfillment system operates before you begin the elicitation process. What type of analytical

thinking are you participating in this scenario?

A. Problem solving
B. Creative thinking
C. Brainstorming
D. System thinking

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 120
You are the business analyst for a solution that has 435 stakeholders. How many

communication channels exist in this project?

A. 188,790
B. 189,225
C. 94,395
D. 435

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 121
What type of interview is the most common as part of requirements elicitation?

A. Many-to-one
B. Many-to-many
C. One-to-one
D. One-to-many

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 122
What two factors must the business analyst consider when conducting stakeholder analysis?

A. Influence and attitude
B. Position and politics
C. Politics and influence
D. Attitude and position

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 123
You are the business analyst for a large project for your organization. Your project has 65

stakeholders and this will greatly increase the complexity of the communication in this project.

To demonstrate how complex this project and its communication will be, you show the

management the number of communication channels in this project. How many channels

exist in this project based on the number of stakeholders?

A. 2080
B. 4160
C. 65
D. 4225

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 124
Which conduct stakeholder analysis technique identifies stakeholder roles that may serve as

a useful starting point for identifying actors and roles?

A. Interviews
B. Scenario and uses cases and user stories
C. Scope modeling
D. Requirements workshops

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Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 125
Jenni is the business analyst for the UHQ Organization. She is preparing to complete the

conduct elicitation activity for her organization. Jenni can use all of the following techniques

as part of this activity except for which one?

A. Requirements workshops
B. Document analysis
C. Interviews
D. Problem tracking

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 126
You are the business analyst for your organization. For the past several months you have

been completing the business analysis duties for the solution stakeholders. You now have,

you believe, the solution requirements identified and documented. What must you now do

with the requirements before proceeding?

A. Make certain the stakeholders can pay for the solution and have them sign off on the requirements.
B. Present the solution to the project manager for his input.
C. Get all of the stakeholders to sign off on the requirements.
D. Make certain the stakeholders understand the requirements before they approve the requirements you've gathered.

Correct Answer: D

Section: (none)
Explanation

Explanation/Reference:
answer is straight.

QUESTION 127
You are the business analyst for your organization and preparing to complete the

requirements elicitation activities. Your manager wants to know when the requirements

elicitation process will be completed. Which of the following responses best describes the

nature of the requirements elicitation process?

A. The schedule of the project determines the duration of the requirements elicitation process .
B. The duration of the requirements elicitation activities is determined by the willingness of the project stakeholders to contribute to the requirements information.
C. The size of the project determines the duration of the requirements elicitation process.
D. Eliciting requirements is not a compartmentalized activity.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 128
What does the T in SWOT analysis mean?

A. Trial
B. Time
C. Test
D. Threats

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 129

You are the business analyst for your organization and are preparing for the conduct

elicitation activity. You'll need several stakeholders' roles as you prepare for this activity in

your organization. Which one of the following stakeholders may be responsible to dictate that

a specific process or technique be followed during your requirements elicitation activities?

A. Project manager
B. Regulator
C. Functional management
D. Project sponsor

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 130

What element of the conduct elicitation activity is tracked to provide a basis for future

planning?

A. Time actually spent eliciting the requirements
B. Number of stakeholders that did not participate in the requirements elicitation
C. Cost of actually eliciting the requirements
D. Changes that entered the scope throughout the requirements elicitation activities

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 131

You are the business analyst for a new project. Part of this project is for the project team to

manually install new workstations through the company's campus. Based on your research

you have determined that the project team can install 25 new workstations per hour. Since

there is a fixed amount of time that these workstations need to be installed you are

considering adding additional labor for the implementation. You are also considering to adjust

the prioritization of the project requirements based on the amount of workstations the project

team can install per hour.

What does the 25 workstations per hour represent in this scenario?

A. Report project
B. Parametric estimate
C. Timeboxing
D. Planning

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
answer is straight.

QUESTION 132
You have identified several problems that you need to track as the business analysis duties

progress. You want to make certain that the identified activities are resolved. What document

elicitation technique can help in this scenario?

A. Brainstorming
B. Observation
C. Interviews
D. Problem tracking

Correct Answer: D

Section: (none)
Explanation

Explanation/Reference:

QUESTION 133
You are the business analyst for your organization and are training Tracy on business

analysis duties. You are explaining to Tracy how it's important for a business analyst to

generate new ideas to approaching problems, solving problems, and to generate alternative

solutions. You stress that it's important for the business analyst to generate new ideas and

innovative concepts. What type of analytical thinking are you describing for Tracy?

A. Lateral thinking
B. Brainstorming
C. Creative thinking
D. Decision making

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 134
What requirements elicitation technique examines the available information, documentation,

records, and history of a solution, organization, or cause to identify relevant information to the

current business analysis duties?

A. Benchmarking
B. Dataflow diagrams
C. Document analysis
D. Requirements elicitation

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 135
What type of requirements elicitation technique is the Delphi Technique?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 136
Yolanda is the web designer for your company and you are the business analyst. You are

working with Yolanda on a new website that your company will host. You'd like for her to

create a mock-up of the website without spending much time on the actual workings behind

the web interface. You'd like for her to show the customer how the website will look, some

idea of the functionality of the website, and some basic graphics and colors so the customer

can see the direction of the project.

What type of prototype are you asking Yolanda to create?

A. Mock-up prototype
B. Vertical prototype
C. Storyboard prototype
D. Horizontal prototype

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 137
You are the business analyst for your organization and need a method to requirements

elicitation from nearly 12,000 stakeholders. You want a method to quickly capture this group's

feelings and thoughts to identify what the majority of this group needs and wants in a new

solution your organization may create. What requirements elicitation technique can be used in

this scenario?

A. Interviews
B. Trend analysis
C. Focus groups
D. Surveys

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 138
You are creating a model that shows how data moves through a system. Each function that

modifies the data in any manner is identified, decomposed to smaller levels, and the system

is completely described from start to storage. What type of a modeling technique are you

using in this scenario?

A. Functional decomposition
B. Data flow diagramming

C. Organization modeling
D. Work decomposition

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 139
You are the business analyst for your organization and are leading a presentation about an

identified problem. This presentation will help the stakeholders to understand the problem and

it will help you when you begin to elicit requirements from the stakeholders. Which type of

learner learns best through the presentation of models?

A. Visual learners
B. Auditory learners
C. Kinesthetic learners
D. Communication model learners

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 140
What requirements elicitation involves carefully selected stakeholders and subject matter

experts for a short, intensive period (usually for one to a few days) to define and document

the requirements for a solution?

A. Many-to-many interviews
B. Requirements workshop
C. Focus group

D. Prototyping

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 141
Mark is the business analyst for his organization. Mark and his business analysis team have

used the whiteboard to record the documentation as the result of requirements elicitation.

What must be done with this information if Mark uses a whiteboard?

A. The scribe must include the white board information as part of the minutes.
B. The business analyst must transfer the information to another medium before the whiteboard is erased.
C. The business analyst must document the white board information and get all participants' approval of the recording.
D. The regulator must approve the writings on the whiteboard.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 142
Holly is the business analyst for her organization. Holly encourages teamwork and open
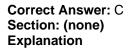
communications among the business analysis team and the stakeholders. She wants stakeholders to drop by her office and freely discuss the requirements, the solution scope,

and other concerns about the solution she's working on. Holly definitely prefers informal

communications. What is the danger Holly may experience with informal communications?

A. There is no danger; informal communications is a preferred business analysis technique.
B. The stakeholders may address the business analysis team and the project team directly rather than communicate through Holly.
C. Stakeholders may miss information and the requirements could become ambiguous.

D. The stakeholders may not know who's in charge of the solution.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 143
You are the business analyst for a large software development project. There are several

issues that must be resolved by certain dates or the problem will prevent the project from

advancing.

What technique can you use to track problems with the requirements?

A. Problem tracking
B. Issue tracking
C. RTM
D. Baselining

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 144
The creative thinking process has three values to determine the effectiveness of the process.

Which one of the following is not a measurement of effective creative thinking?

A. Application of new ideas to resolve existing problems
B. Generation of a pre-determined number of new ideas for a business solution
C. Willingness of stakeholders to accept new approaches
D. The successful generation and productive consideration of new ideas

Correct Answer: B

Explanation/Reference:

QUESTION 145
Which of the following statements best describes the purpose of the confirm elicitation results

process?

A. Validate that the stated requirements expressed by the stakeholders match the solution the organization has proposed.
B. Validate that the stated requirements expressed by the stakeholders match the stakeholders' understanding of the problem and the stakeholders' needs.
C. Validate that the stated requirements expressed by the stakeholders match the documented requirements of the project sponsor.
D. Validate that the stated requirements expressed by the stakeholders match the project scope.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 146
Henry is the business analyst for his organization and is completing the conduct elicitation

activity.

Part of this activity is to record the results of the requirements elicitation process. All of the

following are acceptable elements for requirements documentation except for which one?

A. Text message sent via a secured mobile phone
B. Written documents describing the outcomes
C. Visual or audio recordings
D. Whiteboards

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 147
Which of the following is the best definition of the business rules analysis?

A. To define the people that govern decisions in and organization and that define, constrain, or enable organizational policies.
B. To define the job functions, roles and responsibilities, and the designation of power among the project stakeholders.
C. To define the rules that govern decisions in and organization and that define, constrain, or enable organizational policies.
D. To define the historical information that is available for the business analyst to rely on for his research.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 148
Wanda is the business analyst for her organization and she is currently working on the specify

and model requirements process. One of the elements of this process is the documentation of

the textual requirements. Wanda must describe the capabilities of the solution, any conditions

that must exist for the requirements to operate, and what third component of the textual

requirement?

A. Write in the active voice
B. Express only one requirement at a time
C. Any constraints that may prevent the solution from fulfilling the requirement
D. Describe a situation or problem

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 149
You are the business analyst for your organization and are preparing for the conduct

elicitation activities. You'll have six inputs as you prepare for this activity. Which one of the

following is not a valid input for the requirements elicitation activity?

A. Requirements management plan
B. Documented elicitation results
C. Solution scope
D. Business need

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 150
You are the business analyst for your organization. You want to use a requirements elicitation

technique to produce a broad set of options for an identified problem. You want the

stakeholders to help you identify options, factors that affect the solution, any possible delays

in the solution implementation, and ideas for creating a solution. Which of the following

requirements elicitation activities would best satisfy these requirements?

A. Benchmarking
B. Brainstorming
C. Data flow diagrams
D. Business rules analysis

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 151
You are currently working on creating the activity list for an initiative in your organization.

What characteristic must be assigned to each task in your task list?

A. Risk level
B. Unique number
C. Procurement needs
D. Roles and responsibilities

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 152
You have identified several stakeholders that you believe are kinesthetic learners. Which

statement best describes the kinesthetic learning approach?

A. The learners learn best by reading and pondering.
B. The learners learn best be experiencing the topic.
C. The learners learn best by seeing the topic in a model or through storyboards.
D. The learners are not interested in the topic unless they can immediately apply it to their lives or jobs.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 153
Holly is the business analyst for her organization. Management has asked Holly to create a

document that will define solution alternatives and how each identified solution may provide

an expected business benefit to meet the identified business need. Management has asked

Holly to provide data and statistics in this document to support her claims and findings. What

type of document is management asking Holly to create?

A. Vision statement
B. Project scope statement
C. Feasibility study
D. Current state assessment

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 154
All of the following stakeholders participate in the prioritization of requirements except for

which one?

A. Project manager
B. Implementation subject matter expert
C. Domain subject matter expert
D. Project team

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 155
You are completing the prepare for elicitation process for an identified problem in your

organization. The prepare for elicitation process requires three inputs for this process. Which

one of the following is not an input that will help you prepare for the elicitation activities?

A. Stakeholder list
B. Stakeholder concerns
C. Business need
D. Solution scope

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 156
Which of the following tasks does not rely on other activities, and no other activities rely on

this task completing?

A. Analysis task
B. Independent task
C. Predecessor task
D. Dependent task

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 157
Which of the following processes can start with the source of problems or with the problem

itself?

A. Risk estimation
B. Risk analysis
C. Risk management
D. Risk identification

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 158
In risk analysis, which of the following can be identified as a consequence of a disaster?

A. Loss of operating capability
B. Loss of goodwill
C. Loss of competitive edge
D. Loss of stockholder confidence

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 159
_____ is a process to determine the completeness of the project work and to gain the

customer's acceptance to move the project forward.

A. Phase gate review
B. Inspection of key results
C. Verify scope
D. Quality control

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 160
Which of the following phases is the first step towards creating a business continuity plan?

A. Business Continuity Plan Development

B. Scope and Plan Initiation

C. Business Impact Assessment

D. Plan Approval and Implementation

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 161
Which of the following charts is a quality control tool to show categories of defects?

A. Pareto chart

B. RACI chart

C. Gantt chart

D. RAM chart

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 162
Which one of the following diagrams when properly laid out is always laid in a left to right

display to properly reflect the chronology of all project work?

A. Influence diagram

B. Project schedule network diagram

C. Arrow diagramming method

D. Time-scaled schedule network diagram

Correct Answer: B
Section: (none)

Explanation

Explanation/Reference:

QUESTION 163
Which of the following is a visual decomposition of the program scope and the resources

needed in order to create the things defined within the program scope?

A. Resource breakdown structure (RBS)
B. product breakdown structure (PBS)
C. Budgeted Cost of Work Scheduled (BCWS)
D. Work Breakdown Structure (WBS)

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 164
When does the lessons learned document is updated?

A. At planning phase.
B. At execution phase.
C. At closing phase.
D. Throughout the project lifecycle.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 165
Which of the following stages of a project defines the number of risks and opportunities, including intense planning and anticipation of risk events?

A. Planning

B. Executing
C. Initiation
D. Closing

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 166
Which of the following roles works with the project team to understand the deliverables and

then teaches the users of the deliverables how to utilize the project's product?

A. End user
B. Database analyst
C. Stakeholder
D. Trainer

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 167
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
Section: (none)

Explanation

Explanation/Reference:

QUESTION 168
Which of the following establishes organizational checks and balances with a proper

segregation of front, back, and middle office functions for effective risk management?

A. Risk response plan
B. Risk analysis
C. Risk management plan
D. Risk governance

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 169
As a program manager, you decided to overlap two phases of your program. Which of the

following terms best describe your act?

A. Lead time
B. Rolling
C. Fast tracking
D. Crashing

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 170
Which of the following software development life cycles is a methodology that divides the

project into phases, and the project manager focuses on control of time, cost, and scope?

A. Spiral
B. Agile
C. Waterfall
D. Incremental

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 171
Which of the following graphical presentations of a project plan is most appropriate for

presenting to upper management?

A. Pie chart
B. Pareto Chat
C. Critical Path Method
D. Scatter chart

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 172
Which of the following diagrams is used to display sensitivity analysis data?

A. Decision tree
B. Ishikawa
C. Influence
D. Tornado

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 173
Which of the following is a visual decomposition of the project scope?

A. Budgeted Cost of Work Scheduled (BCWS)
B. Resource Breakdown Structure (RBS)
C. product breakdown structure (PBS)
D. Work Breakdown Structure (WBS)

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 174
_____ are timeless events that show progress in the project. These are typically achieved

at the end of phase in the project lifecycle.

A. Achievements
B. Millstones
C. Phases
D. Templates

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 175
Which of the following authorizes the project to exist within the organization?

A. Project charter
B. Project network diagram
C. Project integration management
D. Project boundaries

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 176
Which of the following tasks cannot start until other tasks are completed?

A. Analysis task
B. Dependent task
C. Predecessor task
D. Independent task

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 177
Which of the following roles approves the project scope statement, phase gate reviews,

solution validations, scope changes, and project success criteria?

A. Project manager
B. Subject matter expert
C. Solution owner
D. Stakeholder

Correct Answer: C
Section: (none)

Explanation

Explanation/Reference:

QUESTION 178
Which of the following processes includes tasks and roles, risk categories, schedules for risk

management activities, definitions of probability and impact, and the stakeholders'

tolerances?

A. Risk management plan
B. Risk register
C. Risk analysis
D. Risk response plan

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 179
Which of the following is the process of identifying and assessing factors that may jeopardize

the success of a project or the achievement of a goal?

A. Risk analysis
B. Risk identification
C. Risk retention
D. Risk communication

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 180
As a milestone is reached, the project is funded for enough capital to reach the next

milestone.

This approach is called _____.

A. Step funding
B. Phase funding
C. Stakeholders funding
D. Milestone funding

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 181
Which of the following roles helps assess the data requirements of a project, identifies data

assets, and helps the project team complete data modeling requirements?

A. Database analyst
B. End user
C. Subject matter expert
D. Information architect

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 182
Which of the following processes is used by organizations to set the risk tolerance, identify

the potential risks, and prioritize the tolerance for risk?

A. Risk communication
B. Risk identification
C. Risk analysis
D. Risk management

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 183
Which of the following terms is used to describe a major deliverable or key even in the project

used to measure project progress?

A. Project life cycle
B. Phase
C. Achievement
D. Milestone

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 184
Which of the following is the process of analyzing the areas of a project that are most affected by risk?

A. Risk Identification
B. Risk Urgency Assessment
C. Risk Categorization
D. Risk Analysis

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 185
Which of the following charts is important to ensure that the roles and responsibilities of those

involved in a task are tracked?

A. Pie chart
B. Line chart
C. RACI chart
D. Gantt chart

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 186
Which of the following quantitative risk analysis techniques relies on experience and past data

to compute the probability and impact of risks on project objectives?

A. Probability distribution
B. Sensitivity analysis
C. Modeling and simulation
D. Interviewing

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 187
Which of the following types of charts shows which resources are needed in the project and

allows you to group the resources by project phase or other attributes?

A. Pareto chart
B. Organizational Breakdown Structure
C. Gantt chart
D. Resource Breakdown Structure

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 188
Which of the following types of elicitation allows each stakeholder to freely discuss their role

in a particular process?

A. Focus group
B. Structured interview
C. Quick Interview
D. Unstructured interview

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 189
Which of the following chart shows the correlation between project team members and the

work they've been assigned to complete?

A. Pie chart
B. Responsibility Assignment Matrix (RAM) chart
C. Gantt chart
D. RACI chart

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 190
Which of the following participants have to keep the minutes and details of the conversation

during Interviews?

A. Stakeholder
B. Scribe
C. Business Analyst
D. End user

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 191
Which of the following describes the actual users who interact with one another, a system, or

data moved between two users?

A. Device interface
B. User interface
C. Data interface
D. Communication port

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 192
Which of the following defines the deliverable the customer is expecting?

A. Project charter
B. Procurement management plan
C. Product scope statement
D. Project network diagram

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 193
Which of the following document is created first after project is awarded and statement of

work is handed over to the project manager?

A. Work breakdown structure (WBS)
B. WBS dictionary
C. Project scope statement
D. Project charter

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 194
Which of the following are directed conversations for gathering ideas, opinions about a

product, service, problem, or opportunity?

A. Interviews
B. Group discussions

C. Feedback loops
D. Focus groups

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 195
Which of the following is the process of developing a document that formally authorizes a

project or a phase?

A. Define Scope
B. Develop Schedule
C. Develop Project Charter
D. Create Work Breakdown Structure

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 196
Which of the following techniques involves coordinating and collaborating with other credible

sources in risk?

A. Risk identification
B. Risk management
C. Risk communication
D. Risk analysis

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 197
Which of the following is the formal acceptance of the project?

A. A project review
B. A sign-off
C. Risk assessment
D. Inspection trend analysis

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 198
There are 50 stakeholders in the current project. How many communication channels exist in

this project?

A. 1200
B. 1225
C. 1500
D. 500

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 199
Which of the following communicates from the program-level perspective - a clear

understanding and statement of the technical objectives and the end products, services, or

results of the work to be performed?

A. Scope statement
B. Preliminary scope statement
C. Program work breakdown structure
D. Program charter

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 200
Which of the following is a conversation between one or more speakers centering on one

specific topic?

A. Feedback loop
B. Presentation
C. Survey
D. Formal requirements review

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 201
What portion of the communications model could be defined as the translator?

A. Receiver
B. Medium
C. Translator
D. Sender

Correct Answer: B

Section: (none)
Explanation

Explanation/Reference:

QUESTION 202
Which of the following is derived from a schedule model to meet the project execution plan

and achieve management approval for use as a baseline?

A. Updating
B. Impacts
C. Baseline schedule
D. Dumping

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 203
The _____, an output of the define scope process, does document the process and criteria for accepting completed products.

A. Statement of Work
B. Contract
C. Project scope statement
D. Project management plan

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 204
Which of the following requires that all parties in the conflict must give up something?

A. Barrier
B. Problem solving
C. Withdrawal
D. Compromising

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 205
Which of the following defines how the project scope should be created, executed, monitored

and controlled, and then validated?

A. Scope variance plan
B. Scope management plan
C. Staffing management plan
D. Schedule management plan

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 206
Which of the following component of the communication model is responsible for transferring

the message between two or more entities?

A. Sender
B. Medium
C. Decoder
D. Receiver

Correct Answer: B

Section: (none)
Explanation

Explanation/Reference:

QUESTION 207
Which of the following processes is must at the end of each project phase to determine the

completeness of the project work and to gain the customer's acceptance to move the project

forward?

A. Scope verification
B. Inspection of key results
C. Quality control
D. Phase gate review

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 208
Which of the following is the comparison of planned project results with actual project results?

A. Variance analysis
B. Cost-benefit analysis
C. Statistical Sampling
D. Trend analysis

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 209

Which of the following is a table of all stakeholders showing the mapping of which

stakeholders will contribute information to other stakeholders?

A. RACI Chart
B. Communications Requirements Matrix
C. Project scope statement
D. Organizational Breakdown Structure

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 210
Which of the following is not a hygiene agent according to Frederick Herzberg theory?

A. The chance to excel
B. Job security
C. A paycheck
D. Clean and safe working conditions

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 211
Which of the following techniques is used to test customer acceptance of the solution and to

measure marketplace demand?

A. Interviews
B. Market Survey
C. Technology Assessment
D. Prototyping

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 212
Which of the following displays the relative importance of the defects?

A. Pareto diagram
B. User Documentation
C. Gantt chart
D. Flowchart

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 213
Which of the following is responsible for preparing the business architecture, feasibility

studies, and business cases?

A. Security Administrator
B. Developer
C. Business analyst
D. Project leader

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 214

Which of the following is a method of displaying the timelines of all the various subtasks that

are involved in any project?

A. Pie chart
B. Scatter chart
C. Activity network diagram
D. Cost-benefit analysis

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 215
Which of the following can be used in root cause analysis?

A. Pareto chart
B. Data-flow diagram
C. Gantt chart
D. Fishbone diagram

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 216
Which of the following diagrams is known as Ishikawa diagram?

A. Activity
B. Data-flow
C. Cost-Benefit
D. Cause-and Effect

Correct Answer: D

Explanation/Reference:

QUESTION 217
All of the following are examples of transference risk response except for which one?

A. Warranties
B. Performance bonds
C. Life cycle costing
D. Use of insurance

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 218
Which of the following represents the duration of activities against a calendar?

A. Scatter chart
B. Gantt chart
C. Pie chart
D. Pareto chart

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 219
Which of the following compares two or more systems, states, services, products, or things to

determine the best viable choice?

A. Benchmarking
B. Risk Identification
C. Risk analysis
D. Cost-benefit analysis

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 220
Which of the following is described in the statement below?

"It shows the history and pattern of variation. It is a line graph that shows data points plotted

in the order in which they occur. They show trends in a process over time, variation over time,

or declines or improvements in a process over time. Trend analysis is performed using them."

A. Cause and effect diagram
B. Histogram
C. Run chart
D. Pareto chart

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 221
Which of the following is the process of defining and analyzing the dangers to individuals,

businesses, and government agencies posed by potential natural and human-caused adverse

events?

A. Risk analysis

B. Risk identification
C. Risk management
D. Risk communication

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 222
Which of the following process groups occurs at the beginning of the project?

A. Executing
B. Planning
C. Initiating
D. Controlling and Monitoring
E. Closing

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 223
Which of the following defines how the project will be estimated, budgeted, and how changes

to cost will be managed?

A. Cost management plan
B. Cost variance reports
C. Control chart
D. Coercive power

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 224
Which of the following techniques involves attempting to make and numerically determine the

probability of various adverse events and measuring the likely extent of the losses?

A. Risk analysis
B. Qualitative risk analysis
C. Risk assessment
D. Quantitative risk analysis

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 225
Which of the following captures all of the activities within a business, the inputs and outputs of

each activity, and the required resources to complete each activity?

A. Business scenario
B. Business process model
C. Business architecture
D. Business case

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 226
Which of the following is a graphical representation of roles and responsibilities of different

project team members?

A. RACI chart
B. Pareto chart
C. Resource histogram chart
D. Organization chart

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 227
Which one of the following diagrams visualize the result of the root cause analysis study?

A. Activity diagrams
B. State diagrams
C. Tornado diagrams
D. Cause-and effect diagrams

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 228
The business process model is also known as _____.

A. Organization model
B. Activity model
C. Relational model
D. Data flow model

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 229
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
Section: (none)
Explanation

Explanation/Reference:

QUESTION 230
Which of the following can be an effective tool during quality control to help determine the

how the problem occurred?

A. Rework
B. Trend Analysis
C. Flowcharting
D. Pareto Diagram

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 231
Which of the following directs the improvement efforts to those areas that will have the

biggest impact?

A. Flowchart
B. Gantt chart
C. Pareto diagram
D. User Documentation

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 232
Which of the following involves defining the various threats, determining the extent of

vulnerabilities, and devising countermeasures against a possible attack?

A. Qualitative risk analysis
B. Risk analysis
C. Risk assessment
D. Quantitative risk analysis

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 233
Which of the following requirement attributes lacks any ambiguous characteristics?

A. Understandable
B. User Requirements Document (URD)
C. Unambiguous
D. Urgency

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 234
Which of the following charts is described in the statement below?

"It shows the causes of a certain event. A common use of this diagram is to identify potential

factors causing an overall effect. It helps identify causal factors and contributing causes."

A. Ishikawa
B. Flowchart
C. Process configuration chart
D. Control chart

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 235
Which of the following processes measures the maturity level of the security program?

A. Risk analysis
B. Risk mitigation
C. Risk assessment
D. GAP analysis

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 236
Which of the following models defines the name of the data, data aliases, and description of

system data?

A. Class model
B. Entity relationship
C. Data dictionary
D. CRUD matrix

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 237
Which of the following documents is described in the statement below?

"It is a type of procurement document used to request proposals from prospective sellers of

products or services."

A. Request for quote
B. Request for information
C. Request for bid
D. Request for proposal

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 238
Which of the following process models needs to complete each set of tasks in one phase

before moving into the next phase in a project development life cycle?

A. Procedural model
B. Evolutionary model

C. Spiral model
D. Waterfall model

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 239
Which of the following is a flowchart that shows all the processes and the interfaces that

interact with the project processes?

A. Process configuration
B. Pareto chart
C. Control chart
D. Quality baseline
E. RACI chart

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 240
Which of the following models demonstrates the attributes, operations, and relationship to

entities within the solution?

A. Entity Relationship
B. Data disctionary
C. Class model
D. CRUD matrix

Correct Answer: C
Section: (none)

Explanation

Explanation/Reference:
exact answer.

QUESTION 241
Which of the following is a quality control chart to track trends in project execution?

A. Control chart
B. RACI chart
C. PERT chart
D. Pareto chart

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 242
Which of the following techniques involves determining and documenting the variance

between business requirements and current capabilities?

A. Risk analysis
B. Schedule analysis
C. GAP analysis
D. Cost benefit analysis

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 243
Which of the following is NOT a component of an entity relationship diagram?

A. Attributes

B. Relationships
C. Forks
D. Entities

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 244
Which of the following is NOT a component of flowchart?

A. Forks
B. Attributes
C. Activities
D. Joins

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 245
Which of the following meeting brings all of the potential vendors together to discuss the

statement of work and the request for proposal?

A. Contract bidding meeting
B. Status meeting
C. Qualified vendors meeting
D. Bidders conference

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 246
Which of the following is a narrative description of the work required for the project?

A. Contract work breakdown structure (CWBS)
B. Work breakdown structure (WBS)
C. Contract statement of work (CSOW)
D. Statement of work (SOW)

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 247
Which of the following is an estimate based on past projects to predict the current cost and/or

duration of the current project?

A. Current estimate
B. Past project cost
C. Past estimate
D. Top-down estimate

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 248
Which of the following is a process of adding labor to a project to reduce the project duration?

A. Forming
B. Storming

C. Rolling wave planning
D. Crashing

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 249
Which of the following processes is used to make certain that the project team members are

completing the project work according to the project plan?

A. Project time management
B. Project scope management
C. Quality management plan
D. Quality control

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 250
Which of the following is concerned with determining whether the information used for risk analysis is probable, of high class, or accurate?

A. Risk Urgency Assessment
B. Risk Probability and Impact Assessment
C. Risk Categorization
D. Risk Data Quality Assessment

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 251
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
Section: (none)
Explanation

Explanation/Reference:

QUESTION 252
Which of the following is a procurement document?

A. Project Work Breakdown Structure
B. Project charter
C. Vision document
D. Invitation for bid

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 253
Which of the following is mandatory in most software development projects?

A. Communication Management plan
B. Disaster recovery plan
C. Test plan

D. Procurement plan

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 254
_____ is the degree to which a set of inherent characteristics fulfills requirements.

A. Quality
B. Regulation
C. Project phase
D. Scope

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 255
Which of the following inputs of Monitor and Control Risks acquires information from

performance measurements and evaluates it to provide variance analysis and forecasting?

A. Risk register
B. Work performance information
C. Performance report
D. Project management plan

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 256
What is the term used to describe the cost of the solution after the solution has been

implemented in production by a vendor?

A. Total ownership costing
B. Lifecycle maintenance fees
C. Sustainability fees
D. Total cost of ownership

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 257
Paul is the business analyst for his organization. He is examining a single solution to

determine if the solution he and his team have identified carries enough business value to

justify its implementation. What business analysis process is Paul performing in this scenario?

A. Define transition requirements
B. Assess proposed solution
C. Assess organizational readiness
D. Allocate requirements

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 258
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
Section: (none)
Explanation

Explanation/Reference:

QUESTION 259
One of the processes within requirements analysis is to prioritize requirements. As a business analyst why would you ever want to prioritize requirements?

A. You may need to determine the cost of each requirement.
B. You may need to determine the schedule for each requirement.
C. You may need to determine which requirements are most critical so the analysis and implementation efforts focus on the most critical requirements.
D. You may need to determine which requirements are most critical so additional risk analysis can be completed on those requirements.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 260
Nancy has asked you to trace a particular requirement for her. What does 'to trace a

requirement' mean?

A. Tracing a requirement means to look at a requirement and the others to which it is related.
   It links risk, cost, quality, and scope elements to stakeholder and solution requirements to other artifacts created by the team and to solution components.
B. Tracing a requirement means to look at a requirement and the others to which it is related.

It links business requirements to stakeholder and solution requirements to other artifacts created by the team and to solution components.

C. Tracing a requirement means to look at a requirement and the others to which it is related.
    It links business requirements to components in the project's work breakdown structure.
D. Tracing a requirement means to track a requirements from its first identification all the way to its completion to see what issues, risks, costs, quality, and defects have surrounded the requirement

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 261
When do change requests generally increase in a project?

A. During the project's launch.
B. Towards the beginning of the project.
C. During the project scope management processes.
D. Towards the end of the project.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 262
Ben is the business analyst for his organization. Ben is currently working on a solution to

improve a laser printer. He has taken the laser printer apart, identified each component, and

documented each component's purpose. What type of requirements organization is Ben

doing in this scenario?

A. Process modeling
B. Data modeling
C. Functional decomposition

D. Scope modeling

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 263
Fred's organization is using a plan-driven approach for the business analysis deliverables. In

this approach how will the requirements be captured?

A. Fred will use the appropriate documentation at the discretion of the business analysis team .
B. Fred will use the project management information system.
C. Fred will use whatever business analysis forms are most appropriate.
D. Fred will use standardized templates.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 264
What part of defining the business needs process will evaluate the ends that the organization

is seeking to achieve?

A. Business goals and objectives
B. Alternative identification
C. Solution assessment
D. Requirements

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 265
What type of a business analysis approach focuses on the rapid delivery of business value in

short iterations?

A. Risk-driven
B. Change-driven
C. Risk-laden
D. Profit-driven

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 266
Wanda is the business analyst for her organization and she is currently working on the specify

and model requirements process. One of the elements of this process is the documentation of

the textual requirements. Wanda must describe the capabilities of the solution, any conditions

that must exist for the requirements to operate, and what third component of the textual

requirement?

A. Any constraints that may prevent the solution from fulfilling the requirement
B. Write in the active voice
C. Describe a situation or problem
D. Express only one requirement at a time

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 267
You are the business analyst for your organization and are working with Jennifer to conduct

stakeholder analysis. You would like to create a RACI chart to help with the roles of the

people involved in the stakeholder analysis process. Jennifer is not familiar with this chart and

asks what does RACI mean. Which one of the following best describes the RACI chart in the

conduct stakeholder analysis process?

A. It's a matrix that uses the Responsible, Accountable, Consult, and Inform tasks as part of the stakeholder analysis process.
B. It's a role and responsibility chart that identifies when stakeholders are needed in the business analyst duties.
C. It's a matrix that uses Role, Action, Consult, and Inform as part of the conduct stakeholder analysis process.
D. It's a rule that the business analyst can use to identify all of the needed stakeholders: roles, actions, communications, and interest.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 268
You are the business analyst for your organization. Management wants you to prioritize the

identified requirements by the requirements that have the highest likelihood of success. Why

would management want you to prioritize the requirements with this factor even though some

of the requirements may be difficult to implement?

A. They want a fast return on investment.
B. They want to show early success in the implementation to the project stakeholders.
C. They don't understand the requirements.
D. They want to avoid penalties or fines due to a pending law.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 269
You are creating the solution scope for an identified problem in your organization. You are

working with several stakeholders during this process including the domain subject matter

expert, the implementation subject matter expert, the project manager, and the sponsor. Which of these stakeholders will be responsible for writing the project scope?

A. Domain subject matter expert
B. Business analyst
C. Project manager
D. Sponsor

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 270
You have identified a task in your task list that cannot be completed until the inspector for the

project signs off on the initial deliverables. The inspector's signoff on the initial deliverables is

called what?

A. Assumption
B. Dependency
C. Milestone
D. Constraint

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 271
Sally is the business analyst for her organization. Sally and her business analysis team is currently using a business analysis approach to determine what the competition of her

organization is offering prospective clients. She is trying to identify solutions to increase

revenue by remaining competitive with the competition. What business analysis approach is

Sally and her business analysis team using?

A. Business rules analysis
B. Functional decomposition
C. Focus groups
D. Benchmarking

Correct Answer: D
Section: (none)
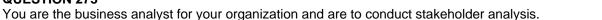**Explanation**

Explanation/Reference:

QUESTION 272
You need to identify assumptions as part of the assessment of capability gaps. Which of the

following is an example of an assumption?

A. The project manager believes that her project team members can program in COBOL.
B. All vendors must have security clearance.
C. The software must be compatible with the current operating system.
D. The risk in the project must be quantified.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 273
You are the business analyst for your organization and are to conduct stakeholder analysis.

Which of the following statements best describes the conduct stakeholder analysis task?

A. This task identifies organizations and lines of business that may be affected by a proposed initiative or who share a common business need.
B. This task identifies stakeholders who may be affected by a proposed initiative or who share a common business need.
C. This task identifies the organizations that are likely affected by a problem that a project must solve.
D. This task identifies the people who may be affected by a proposed initiative or who share a common business need.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 274
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
Section: (none)
Explanation

Explanation/Reference:

QUESTION 275
Enterprise analysis creates just five outputs. Which one of the following is an output of the

enterprise analysis tasks?

A. Assumptions and constraints
B. Stakeholder concerns

C. Solution performance assessment
D. Solution approach

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 276
All of the following stakeholders participate in the prioritization of requirements except for

which one?

A. Implementation subject matter expert
B. Project team
C. Domain subject matter expert
D. Project manager

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 277
You are the business analyst for your organization. Management has asked that you create a

model of the requirements so the stakeholders can better understand the requirements and

the project as a whole. Which of the following statements best describes a model?

A. Models are slices of the project solution.
B. Models simplify the requirements for common stakeholders.
C. Models are statistics for the return on investment, time saved, and other mathematics.
D. Models abstract and simplify reality.

Correct Answer: D
Section: (none)

Explanation

Explanation/Reference:

QUESTION 278
What plan will describe the stakeholder groups, communication needs, and the level of

formality that is appropriate for the requirements?

A. Requirements management plan
B. Project management plan
C. Scope management plan
D. Business analysis communication plan

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 279
You are the business analyst for a smaller project where there are few requirements.

Management would still like you to create a method to trace the few requirements for this

project. What type of matrix would be best in this instance?

A. Roles and responsibility matrix
B. RACI matrix
C. Coverage matrix
D. Requirements trace matrix

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 280
You are the business analyst for your organization and have many solutions available to an

identified problem. You would like a way to quickly and fairly determine which solution is the

best choice for your organization. Which of the following approaches would allow you to

determine the top-rated solutions for your organization?

A. Scoring system
B. Acceptance and evaluation criteria
C. Vendor assessment
D. Voting system

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 281
When an organization is using a change-driven approach to business analysis, how are

communications managed?

A. Communications in a change-driven approach to business analysis focus more on the frequency of communication.
B. Communications in a change-driven approach typically use face-to-face channels.
C. Communications in a change-driven approach focus more on formal communications.
D. Communications in a change-driven approach are all ad hoc.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 282
You are the business analyst for your organization. Management has asked that you create a

method to store the project requirements including those under development, under review,

and the requirements which have been approved. What is management asking you to create?

A. A change management system
B. A repository
C. A project scope statement
D. A requirements register

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 283
You are the business analyst for your organization and working with Tim to identify the

assumptions within the business solution. Which one of the following is an assumption?

A. The vendor believes the hardware should arrive by December 1
B. The software must be compatible with Windows Vista
C. The software must cost less than $99 per license
D. The hardware must costs less than $450 per unit.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 284
You are working with Terry on the conduct stakeholder analysis task as part of the business

analysis duties in your company. Terry wants to know why it's so important to identify

stakeholders so early in the business analysis duties. Which one of the following statements

best addresses the need to identify the stakeholders early on in the business analysis duties?

A. It's important to identify the stakeholders so the business analyst knows who to report to.
B. It's important to identify the stakeholders so the business analyst knows who to bill for the project.
C. It's important to identify the stakeholder so the business analyst can help ensure the timely delivery of the requirements deliverables.
D. It's important to identify the stakeholders so the stakeholders know who the business analyst is.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 285
The business analysis approach generally defines all of the following attributes except for

which one?

A. Requirements for solutions acceptance
B. Deliverables
C. Team roles
D. Analysis technique

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 286
Gary is the business analyst for his organization and he is preparing a presentation about the

requirements for a large software development project. Before Gary makes the presentation

what should he do as part of his preparation for the presentation?

A. Determine an appropriate format for the presentation.
B. Confirm that he has the authority to host the presentation.
C. Confirm that the stakeholders have signed off on the requirements.

D. Hire a scribe to keep the minutes of the meeting.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 287
You are the business analyst for your organization and are creating the solution scope

definition.

Which of the following should be included in the solution scope definition?

A. Business case
B. Technical dependencies
C. Elicitation techniques
D. Organization readiness assessment

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 288
What business analysis element tries to identify as many potential options as possible to meet

the business objectives and fill identified gaps in capabilities?

A. Ranking of approaches
B. Decision analysis
C. Documentation of assumptions and constraints
D. Alternative generation

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 289
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
Section: (none)
Explanation

Explanation/Reference:

QUESTION 290
You are the business analyst for your organization. A customer has approached your

organization and is requesting that your company create new software for them that will help

them collect customer information. In regard to enterprise analysis this business needs stems

from which one of the following need generation approaches?

A. Bottom-up
B. External drivers
C. Middle management
D. Top-down

Correct Answer: B
Section: (none)

Explanation

Explanation/Reference:

QUESTION 291
You are creating the solution scope for a proposed solution in your organization. You need to

understand the scope of work that needs to be completed. You elect to identify the solution

scope and then break the solution scope into smaller work products or deliverables. What

technique are you using in this instance?

A. Interface analysis
B. Scope modeling
C. Vision statement creation
D. Functional decomposition

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 292
You are the business analyst for a solution that has 435 stakeholders. How many

communication channels exist in this project?

A. 188,790
B. 189,225
C. 94,395
D. 435

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 293
You are the business analyst for your organization and you are completing the verify

requirements process. There are eight characteristics each requirements should have:

cohesive, complete, consistent, correct, and feasible. Which one of the following four is not a

characteristic of a requirement?

A. Functional
B. Modifiable
C. Unambiguous
D. Testable

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
nice answer.

QUESTION 294
You are the business analyst for your organization. You are preparing the business needs

documentation for a new solution to an identified problem. Parts of your input for this process

are the business goals and objectives set by your organization. What approach can you use

to assess the business goal and their validity and longevity?

A. Functional decomposition
B. POLDAT
C. SMART
D. Root cause analysis

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
answer is straight.

QUESTION 295
You are the business analyst for your organization and are working on organizing the

identified requirements for a new solution. Nancy, your assistant in this process, says that

these requirements aren't very complex. You agree but add that it's this thing that makes the overall solution complex. What thing adds to the level of complexity among requirements?

A. Relationships among the requirements
B. Management in the project
C. Stakeholders in the project
D. Cost and schedule constraints

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
agreed.

QUESTION 296
Paul is the business analyst for his organization. He is examining a single solution to

determine if the solution he and his team have identified carries enough business value to

justify its implementation. What business analysis process is Paul performing in this scenario?

A. Assess organizational readiness
B. Define transition requirements
C. Allocate requirements
D. Assess proposed solution

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
true answer.

QUESTION 297

You are the business analyst for a large project for your organization. Your project has 65 stakeholders and this will greatly increase the complexity of the communication in this project.

To demonstrate how complex this project and its communication will be, you show the

management the number of communication channels in this project. How many channels

exist in this project based on the number of stakeholders?

A. 2080
B. 4160
C. 4225
D. 65

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 298

You are creating a model for your requirements. Which model type categorizes and describes

the people who directly interact with a solution?

A. Rules
B. User classes, profiles, or roles
C. Concepts and relationships
D. Events

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
true answer.

QUESTION 299

You are the business analyst for your organization and management has asked that you

identify opportunities to improve the operations of the business. You notice that some of the

stakeholders use several pieces of software and several duplicate activities within each software package to generate data reports for customers. What type of recommendation can

you make in regard to this observation?

A. You can address the automation of how the workers perform.
B. You will need to perform active observation first to understand the processes in more detail.
C. You can address the non-functional requirements of the activities.
D. You will need to perform passive observation first to understand the processes in more detail.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 300
You are the business analyst for your organization and are beginning the requirements

analysis processes. Which one of the following statements best describes the requirements

analysis processes?

A. It ensures that analysis and implementation efforts focus on the most critical requirements .
B. It covers the definition of stakeholder requirements, which describe what a solution must be capable of doing.
C. It defines all of the work, and only the required work, to complete the project objectives.
D. It is conformity to requirements and a fitness for use.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
fit answer.

QUESTION 301

Management has asked you, a business analyst for your organization, to create the solution

scope for an identified problem. In order to complete this task you'll need three elements. All

of the following are elements you'll need in order to write the solution scope except for which

one?

A. Work breakdown structure
B. Implementation approach
C. Solution scope definition
D. Dependencies

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 302
You are the business analyst for your organization and you are preparing the business case

for a proposed solution. You need to include the management horizon in your business case.

What is the management horizon?

A. It is the expected deliverables that will be beneficial for the organization.
B. It is the point in time when the solution will be completed.
C. It is the duration of each phase of the project until the solution earns a profit.
D. It is the point in time for the solution to break even on cost and begin earning a profit.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
exact answer.

QUESTION 303
What two factors must the business analyst consider when conducting stakeholder analysis?

A. Politics and influence
B. Influence and attitude
C. Attitude and position
D. Position and politics

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 304
Donna is leading a brainstorming session for her organization. She has asked the participants

in this group to come up with at least ten ideas for possible solutions to an identified problem.

What is the problem with setting the goal as ten ideas for possible solutions in this session?

A. The goal should be to come up with as many solutions as possible, not just ten ideas.
B. The goal should be to generate ten ideas within a set time period.
C. The goal should be to come up with the best solution for the problem, not ten ideas.
D. The goal should be to include everyone's input to the solutions.

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 305
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
Section: (none)
Explanation

Explanation/Reference:
true answer.