

**Code: CCBA**  
**Certification of Competency in Business Analysis**

## Exam A

### QUESTION 1

You are the business analyst for your organization and you're preparing the solution for your organization's review and implementation. Some of the requirements of the solution, however, must be inspected by compliance officers before the project and implementation can move forward. The requirements of the inspection can be best described as what?

- A. Bottleneck
- B. Requirements
- C. Cost-negativity
- D. Constraint

**Correct Answer: D**

**Section:**

**Explanation:**

Requirements that require a compliance officer to be regulated and inspected are constraints that limit the project's options.

Answer B is incorrect. While these are requirements, the best answer is a constraint. Constraints limit the project's ability to move forward. A delay in the inspection can delay the project.

Answer C is incorrect. This isn't a valid term and isn't applicable to this scenario.

Answer A is incorrect. While some business analysts and project managers may call this a bottleneck in the flow of the project, the correct business analysis term for this is constraint.

### QUESTION 2

Karen is the business analyst for her organization and she's reviewing the tasks within her endeavor.

Several of the tasks have the characteristic that the activity will be completed with the project stakeholders, consultants, and business analyst, though this hasn't yet been approved. What is this condition of believing some things to be true about an activity without proving the validity of the belief called?

- A. Risk
- B. Assumption
- C. Constraint
- D. Boundary

**Correct Answer: B**

**Section:**

**Explanation:**

An assumption is something that you believe to be true, but it's not been proven to be true or false.

The assumption in this scenario is that the stakeholders will be available to complete activities.

Answer C is incorrect. A constraint is something that limits your options.

Answer D is incorrect. A boundary defines what's in and out of the domain of business analysis, project management, or any other endeavor.

Answer A is incorrect. A risk is an uncertain event or condition that may have a positive or negative effect on the project.

### QUESTION 3

All of the following are examples of elicitation techniques that are used as part of the business analyst elicitation task except for which one?

- A. Brainstorming
- B. Observation

- C. Decomposition
- D. Prototyping

**Correct Answer: C**

**Section:**

**Explanation:**

Decomposition describes the process of taking the product or project scope and breaking it down into smaller, more manageable units.

Decomposition is not an elicitation technique.

Answer A is incorrect. Brainstorming is an elicitation technique that's useful for requirements gathering. Answer B is incorrect. Observation allows the stakeholder to actively or passively observe the work to better understand the requirements of the solution.

Answer D is incorrect. Prototyping allows the business analyst and team to create mockups of the deliverable for solution testing and requirements approval.

#### QUESTION 4

You are the business analyst for your organization and you're preparing to elicit requirements from the stakeholders. You've gathered several inputs to help with the elicitation process. Which input(s) will be used to ensure that you understand the type of information that should be elicited from the stakeholders?

- A. Stakeholder list
- B. Risk assessment
- C. Business need
- D. Roles and responsibility

**Correct Answer: C**

**Section:**

**Explanation:**

The business need and the solution scope are the two inputs which help the business analyst understand what should be elicited from the stakeholders.

Answer A is incorrect. Stakeholder list, roles, and responsibilities help the business analyst understand from whom the requirements should be elicited.

Answer D is incorrect. Stakeholder list, roles, and responsibilities help the business analyst understand from whom the requirements should be elicited.

Answer B is incorrect. Risk assessment is a review of the risks in the project and isn't an input to elicitation business analyst tasks.

#### QUESTION 5

You are a business analyst for your organization and you're working with the stakeholders to identify the primary inputs to the business analysis approach. Which one of the following is a primary input to the business analysis approach?

- A. The business analysis approach will be shaped by the problem or opportunity faced by the organization.
- B. The business analysis approach will be shaped by the penalty of not seizing the opportunity.
- C. The business analysis approach will be shaped by the time allowed for business analysis planning.
- D. The business analysis approach will be shaped by the risks faced by the organization.

**Correct Answer: A**

**Section:**

**Explanation:**

A primary input to the business analysis approach is to consider the problem or opportunity faced by the organization.

Answer C is incorrect. The time allowed for business analysis planning does have an effect on the thoroughness of the business analysis activities, but this isn't the best answer for the Question.

Answer D is incorrect. While risk and reward are considerations, consideration of the problem or opportunity is a better choice for this Question.

Answer B is incorrect. This answer doesn't consider the reward of the opportunity or acknowledge, as there may also be problems to be solved, not just opportunities to seize.

#### QUESTION 6

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

**Correct Answer: C**

**Section:**

**Explanation:**

Communications in a plan-driven approach to business analysis must use formal communication.

Formal communications should be archived as part of the organizational process assets.

Answer A is incorrect. The communications management plan may dictate that the communications be archived, but this is not a requirement of the communications management plan.

Answer D is incorrect. The project manager may want to reference the communication but doesn't always need. If the communications are archived, then the project manager can access them as needed.

Answer B is incorrect. Communication documents are not destroyed; they are archived as part of the organizational process assets.

#### QUESTION 7

Linda is the business analyst for her organization and she's working with Joe, a new business analyst, to prioritize requirements. Joe doesn't understand why requirements need to be prioritized; as all requirements are required, they should carry equal weight in the analysis. What should Linda tell Joe as to why requirements must be prioritized?

- A. Prioritization ranks the requirements according to the cost and schedule.
- B. Prioritization ranks the requirements on a weighted scale of key performance indicators, such as cost, schedule, risk, and experience.
- C. Prioritization ensures that the most important stakeholders are considered first.
- D. Prioritization of requirements focuses on the most critical requirements first.

**Correct Answer: D**

**Section:**

**Explanation:**

Prioritization of requirements is used to make certain that analysis and implementation efforts focus on the most critical requirements. The requirement prioritization process ranks the requirements by importance. It is a decision process. This process is used for determining the relative importance of requirements. These priorities determine which requirements should be targets for further analysis.

Answer C is incorrect. Requirements prioritization does not rank the requirements by the stakeholders, but by the needs of the stakeholders and the requirements that are most important to satisfy those needs.

Answer A is incorrect. Requirements prioritization does not rank the requirements according to the cost and schedule, but by importance.

Answer B is incorrect. Requirements prioritization does not rank the requirements on a weighted scale; this isn't a valid statement.

#### QUESTION 8

What condition of the requirements must be fulfilled in order to use the matrix documentation approach to specify and model requirements?

- A. The requirements must have opposing values.
- B. The requirements must have common characteristics.
- C. The requirements must have the uniform structure.
- D. The requirements must have rated goals, such as time, cost, and quality.

**Correct Answer: C**

**Section:**

**Explanation:**

In order to use the matrix documentation approach to model requirements, the identified requirements must have the uniform structure of their characteristics and identification.

Answer A is incorrect. The requirements do not need to have opposing values to use the matrix documentation approach.

Answer B is incorrect. While this choice is tempting, the best answer is the uniform structure.

Answer D is incorrect. This isn't a valid answer, as requirements don't need rated goals.

#### QUESTION 9

Which of the following is a business management strategy originally developed by Motorola, USA in 1986?

- A. Quality Circle
- B. Waterfall model
- C. Lean
- D. Six Sigma

**Correct Answer: D**

**Section:**

**Explanation:**

Six Sigma is a business management strategy originally developed by Motorola, USA in 1986. It is widely used in many sectors of industry, although its use is not without controversy. The Six Sigma approach seeks to improve the quality of process outputs by identifying and removing the causes of defects (errors) and minimizing variability in manufacturing and business processes. It uses a set of quality management methods, including statistical methods, and creates a special infrastructure of people within the organization who are experts in these methods. Each Six Sigma project carried out within an organization follows a defined sequence of steps and has quantified financial targets.

#### QUESTION 10

As a business analyst, you'll often have to coach stakeholders on the processes, knowledge areas, and tasks you'll complete for an organization. One of the knowledge areas is enterprise analysis. This knowledge area completes all of the following activities except for which one?

- A. It defines the nature of a solution that meets that need.
- B. It identifies business needs, problems, or opportunities.
- C. It justifies the investment necessary to deliver that solution.
- D. It manages and expresses requirements to a broad and diverse audience.

**Correct Answer: D**

**Section:**

**Explanation:**

The Requirements Management and Communication knowledge area describes the activities and considerations to manage and express requirements to a broad and diverse audience. The execution of these tasks ensures the following facts:

The stakeholders have a shared understanding of the nature of a solution.

Those stakeholders with approval authority are in agreement as to the requirements that the solution shall meet.

Answer B, A, and C are incorrect. The Enterprise Analysis knowledge area describes the following business analysis activities:

It identifies business needs, problems, or opportunities. It defines the nature of a solution that meets that need.

It justifies the investment necessary to deliver that solution.

#### QUESTION 11

You are the business analyst for your organization and you're working with your manager to discuss the constraints and assumptions that may affect the requirements. Your manager wants to know from where you've derived the list of constraints and assumptions. What's the best answer as to where assumptions and constraints are identified?

- A. Assumptions and constraints are identified through a review of project requirements.

- B. Assumptions and constraints are identified through elicitation from stakeholders.
- C. Assumptions and constraints are identified through risk identification and analysis.
- D. Assumptions and constraints are identified through document analysis.

**Correct Answer: B**

**Section:**

**Explanation:**

Assumptions and constraints are identified through elicitation from stakeholders.

Answer D is incorrect. Assumptions and constraints are not identified through document analysis.

Answer C is incorrect. Assumptions and constraints are not identified through risk identification, though false assumptions may be subject to risk analysis.

Answer A is incorrect. Assumptions and constraints are not identified through a review of project requirements.

#### QUESTION 12

There are five tasks and six inputs to requirements management and communication. As a business analyst, you'll need to gather all of the following inputs for this knowledge area except for which one?

- A. Requirement Management Plan
- B. Work breakdown structure
- C. Business Analysis (BA) communication plan
- D. Solution scope

**Correct Answer: B**

**Section:**

**Explanation:**

The work breakdown structure (WBS) is a tool used to define the scope of work and to develop estimates. This tool creates a hierarchy of work by decomposing the project scope into smaller and smaller pieces.

WBS can perform the following tasks:

It may break the project into iterations, releases, or phases. It can break deliverables into work packages.

It may break activities into smaller tasks.

Answer C, A, and D are incorrect. The inputs to requirements management and communication are as follows:

Business Analysis (BA) communication plan Requirement Management Plan Solution Scope Requirements Structure Organizational Process Assets Stakeholder, List, Roles, and Responsibilities Requirements

#### QUESTION 13

Which of the following is an output of the Identify Stakeholders process?

- A. Scope baseline
- B. Project charter
- C. Stakeholder register
- D. Project scope statement

**Correct Answer: C**

**Section:**

**Explanation:**

The Identify Stakeholders process identifies all people or organizations that are impacted by the project. It also documents relevant information regarding their interests, involvement, and impact on project success.

Stakeholder register and stakeholder management strategy are outputs of this process. Answer B is incorrect. Project charter is one of the inputs of the Identify Stakeholders process.

Answer A is incorrect. Scope baseline is one of the outputs of the Create Work Breakdown Structure (WBS) process.

Answer D is incorrect. Project scope statement is one of the outputs of the Define Scope process.

**QUESTION 14**

You are documenting the requirements attribute for your requirements management plan. Which attribute would you use if you want to identify the person who created the requirements?

- A. Absolute reference
- B. Ownership
- C. Requirements sponsor
- D. Author of the requirements

**Correct Answer: D**

**Section:**

**Explanation:**

The author of the requirements is a good attribute to include in the requirements attribute. This allows follow-up Questions or clarifications, if necessary, for the project.

Answer A is incorrect. Absolute reference is needed to define specific requirements. A numeric coding is preferred over text and this code should not be reused.

Answer B is incorrect. The ownership attribute describes who will be the owner of the requirement or deliverable. The owner isn't necessarily the same person who created the requirement.

Answer C is incorrect. There is not an attribute called requirements sponsor, so this choice is not valid.

**QUESTION 15**

A business analyst has just completed an elicitation event. What stakeholder(s) is/are involved in the documentation of the elicitation results?

- A. Business analyst and key stakeholders
- B. Business analyst
- C. Project manager, project team, and business analyst
- D. Project manager, business analyst, and project sponsor

**Correct Answer: B**

**Section:**

**Explanation:**

Only the business analyst is involved in the documentation of the elicitation results.

Answer D is incorrect. Only the business analyst is involved in the documentation of the elicitation results, not the project manager and project sponsor.

Answer C is incorrect. Only the business analyst is involved in the documentation of the elicitation results, not the project manager and project team.

Answer A is incorrect. Only the business analyst is involved in the documentation of the elicitation results, not key stakeholders.

**QUESTION 16**

Consider a business analyst who is completing the business analysis tasks of specifying and modeling requirements for an organization. This task can help an organization achieve all of the following objectives except for which one?

- A. Supporting training activities and knowledge management
- B. Facilitating communication among stakeholders
- C. Compliance with contracts and regulations
- D. Increasing revenue and/or reducing costs within an organization

**Correct Answer: D**

**Section:**

**Explanation:**

The task of specifying and modeling requirements does not ensure that revenues will increase or that costs will be reduced. However, the task does allow for some insight into operational improvements.

Answer C is incorrect. The task of specifying and modeling requirements does help with compliance to contracts and regulations.

Answer B is incorrect. The task of specifying and modeling requirements does help the stakeholders communicate better.  
Answer A is incorrect. The task of specifying and modeling requirements can help with training and knowledge management.

#### QUESTION 17

In order to begin defining the solution scope, you'll need four inputs. Which one of the following is actually a task that will use the solution scope and is not an input?

- A. Required capability
- B. Assumptions and constraints
- C. Business need
- D. Allocation of requirements

**Correct Answer: D**

**Section:**

**Explanation:**

The task of allocating requirements is the future task in the business analysis domain that will need the solution scope. The four inputs to the solution scope are assumptions and constraints, business need, required capabilities, and solution approach.

Answer B is incorrect. Assumptions and constraints is one of the four inputs to the solution scope.

Answer C is incorrect. Business need is one of the four inputs to the solution scope.

Answer A is incorrect. Required capability is one of the four inputs to the solution scope.

#### QUESTION 18

What can be considered the only input to the task of defining assumptions and constraints?

- A. Business case
- B. Prioritized requirements
- C. Requirements
- D. Stakeholder concern

**Correct Answer: D**

**Section:**

**Explanation:**

The only input to the task of defining assumptions and constraints is stakeholder concern.

Answer C is incorrect. Requirements aren't inputs to the task of defining assumptions and constraints. Answer B is incorrect. Prioritized requirements aren't inputs to the task of defining assumptions and constraints.

Answer A is incorrect. The business case isn't an input to the task of defining assumptions and constraints.

#### QUESTION 19

A business analyst wants to elicit requirements from a large group of stakeholders. One of her primary goals of this event is to produce a broad set of options for solutions. Which elicitation technique would you recommend for this business analyst?

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

**Correct Answer: B**



**Section:****Explanation:**

Brainstorming is the business analysis solution the business analyst should use to generate a broad set of options.

Answer C is incorrect. Benchmarking compares two comparable businesses, solutions, systems, or other entities for measurement, goal setting, and idea generation.

Answer A is incorrect. Business rules analysis defines the rules that govern decisions in an organization and that define, constrain, or enable organizational operations.

Answer D is incorrect. Data flow diagrams illustrate how information is input, processed, stored, and output from systems.

**QUESTION 20**

Which of the following is the prime purpose of the Manage Stakeholders Expectations process?

- A. Identify stakeholders
- B. Close project
- C. Resolve issues
- D. Updating risk registers

**Correct Answer: C**

**Section:****Explanation:**

The prime purpose of the Manage Stakeholders Expectations process is to resolve issues. These issues may be from different areas of the project. An issue log or action item log can be used to document and monitor the resolution of issues. It can be used to facilitate communication and ensure a common understanding of issues. Issues are resolved to maintain good, constructive working relationships among various stakeholders, including team members.

Answer B is incorrect. Although, the Manage Stakeholders Expectations process helps in closing the project, it is not the prime purpose of this process.

Answer A is incorrect. Stakeholders identification is done in the separate process named Identify Stakeholders.

Answer D is incorrect. Risk register is a document that contains the results of the qualitative risk analysis, quantitative risk analysis, and risk response planning. Description, category, cause, probability of occurring, impact on objectives, proposed responses, owner, and the current status of all identified risks are put in the risk register. Updating risk registers is done throughout the project duration. It is not the prime purpose of the Manage Stakeholders Expectations process.

**QUESTION 21**

Sam is preparing for the task of prioritizing requirements and he'll need five inputs to accomplish the task. Which one of the following is not an input that Sam will use to prioritize requirements?

- A. Risk analysis
- B. Business need
- C. Requirements management plan
- D. Business case

**Correct Answer: A**

**Section:****Explanation:**

Risk analysis is not considered for prioritization of requirements. The correct inputs are business case, business need, requirements, requirements management plan, and the stakeholder list, roles, and responsibilities.

Answer D is incorrect. Business case is needed as an input for the task of prioritizing requirements.

Answer B is incorrect. Business need is needed as an input for the task of prioritizing requirements.

Answer C is incorrect. The requirements management plan is needed as an input for the task of prioritizing requirements.

**QUESTION 22**

What elicitation technique is best described as a study to compare the strengths and weaknesses of an organization against its peers and competitors?

- A. Brainstorming
- B. Market analysis
- C. Comparative analysis
- D. Benchmarking

**Correct Answer: D**

**Section:**

**Explanation:**

Benchmarking is the only valid business analysis process that compares the strengths and weaknesses of an organization against other similar entities.

Answer A is incorrect. Brainstorming generates ideas and inputs to the business analysis process.

Answer C is incorrect. Comparative analysis is not a valid BABOK term, so this choice is incorrect.

Answer B is incorrect. Market analysis is not a valid BABOK term, so this choice is incorrect.

#### **QUESTION 23**

You are the business analyst for your organization and you and your staff are creating as many solutions as possible to an identified problem in the solution approach process. What is this activity element called?

- A. Alternative generation
- B. Brainstorming
- C. Prototyping
- D. Lateral thinking

**Correct Answer: A**

**Section:**

**Explanation:**

When the business analyst and stakeholders are generating as many potential options as possible for a solution, it's called alternative generation.

Answer B is incorrect. Brainstorming is not used as an element for the solution approach process.

Answer D is incorrect. Lateral thinking is not an element used in the solution approach process.

Answer C is incorrect. Prototyping creates models and mockups of a solution.

#### **QUESTION 24**

What type of requirements elicitation technique is the Delphi Technique?

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

**Correct Answer: A**

**Section:**

**Explanation:**

The Delphi Technique uses rounds of anonymous surveys to build consensus among the stakeholders. Answer B is incorrect. The workshop is not an example of the Delphi Technique.

Answer D is incorrect. The round table is a discussion of a topic, not a requirements elicitation technique. Answer C is incorrect. Prototyping is not the equivalent of the Delphi Technique.

#### **QUESTION 25**

Which one of the following is not an event-based elicitation technique?

- A. Focus group
- B. Interface analysis
- C. Interview
- D. Workshop

**Correct Answer: B**

**Section:**

**Explanation:**

Interface analysis is not an event-based elicitation technique. It is an elicitation technique that identifies interfaces between solutions and how the interfaces will interact.

Answer D is incorrect. A workshop is an event-based elicitation technique. Answer A is incorrect. A focus group is an event-based elicitation technique. Answer C is incorrect. An interview is an event-based elicitation technique.

#### QUESTION 26

What do business goals and objectives of enterprise analysis actually describe?

- A. Business goals and objectives describe the increased revenue that the organization is seeking to gain.
- B. Business goals and objectives describe the solution scope that the organization is seeking to accomplish.
- C. Business goals and objectives describe the ends that the organization is seeking to achieve.
- D. Business goals and objectives describe the desired future state of problems.

**Correct Answer: C**

**Section:**

**Explanation:**

Business goals and objectives describe the ends that the organization is seeking to achieve. It is the assessment of the desired future state of the organization.

Answer B is incorrect. The best answer is that the ends of the solution are defined, not just the solution scope. Answer A is incorrect. Business goals and objectives aren't always focused on increased revenue so this isn't the best choice for the Question.

Answer D is incorrect. This answer is close, but it's not the future state of the problems that is defined, but the future state of the organization.

#### QUESTION 27

Which technique consists of review meetings to determine if the stakeholders agree that their needs are being met with the identified requirements?

- A. Risk analysis
- B. Prototyping
- C. Stakeholder management
- D. Structured walkthrough

**Correct Answer: D**

**Section:**

**Explanation:**

Structured walkthroughs are meetings that help determine if the stakeholders agree that their needs are being met with the identified requirements.

Answer A is incorrect. Risk analysis reviews identified risks in the requirements to determine the probability and impact of the risk event.

Answer B is incorrect. Prototyping is used to gain user agreement with the proposed solution and requirements for the solution.

Answer C is incorrect. Stakeholder management is not a technique that is used as part of validating requirements.

#### QUESTION 28

You are a business analyst for your organization and you're working with the stakeholders to identify the primary inputs to the business analysis approach. Which of the following are primary inputs of planning the

business analysis approach?  
Each correct answer represents a complete solution.

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

**Correct Answer: A, C, D**

**Section:**

**Explanation:**

These are the primary inputs of planning the business analysis approach. The primary input of planning the business analysis approach is to consider the problem or opportunity faced by the organization. Time allowed for business analysis planning does have an effect on the thoroughness of the business analysis activities.  
The risk associated with the plan is also considered.

#### QUESTION 29

A business analyst needs to prepare the requirements package for her endeavor in a predefined template for her company. What term can be assigned to this standardized template for packaging the requirements?

- A. Organizational process assets
- B. Derivative adaption
- C. Essential
- D. Enterprise environmental factors

**Correct Answer: A**

**Section:**

**Explanation:**

Templates for requirements packages are taken from organizational process assets. Answer C is incorrect. Essential isn't a valid explanation for this Question.  
Answer D is incorrect. Enterprise environmental factors aren't where templates originate from for business analyst requirements packages.  
Answer B is incorrect. This isn't a valid term for organizational process assets or templates needed by the business analyst.

#### QUESTION 30

When do change requests generally increase in a project?

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

**Correct Answer: D**

**Section:**

**Explanation:**

Changes generally increase towards the end of the project. This can be due to a loosely defined scope, lack of requirements, and other reasons.  
Answer B is incorrect. The scope management process happens throughout the project until the scope is completed.  
Answer C is incorrect. Changes are easier to incorporate at the launch of the project but generally do not happen until later in the project.  
Answer A is incorrect. Scope changes generally happen towards the end of the project.

**QUESTION 31**

You are the business analyst for your organization and you're working with the key stakeholders to validate the requirements. In your review, you have determined the business value of each requirement and you've discovered three requirements that do not deliver direct or indirect value to the stakeholders. What should you do with these requirements?

- A. Determine their purpose in the requirements set.
- B. Justify their existence.
- C. See if the requirements are integrated with other requirements.
- D. Remove them from the requirements set.

**Correct Answer: D**

**Section:**

**Explanation:**

Requirements that do not add direct or indirect value need to be removed from the requirements set.

Answer B is incorrect. It's not best to justify the existence of requirements; requirements must contribute to the business need or solution.

Answer A is incorrect. If the requirements do not add some type of value, then you don't need to determine the purpose of the requirements. This answer isn't valid.

Answer C is incorrect. If the requirements were integrated or linked to other requirements, then it would already be evident that the requirements offer an indirect value to the requirements, solution, or stakeholders.

**QUESTION 32**

According to 'A Guide to the Business Analysis Body of Knowledge', when should the business analyst and an organization actually start requirements allocation?

- A. As soon as a budget has been created
- B. After approval of the requirements
- C. After the project charter
- D. As soon as the solution approach is determined

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**Correct Answer: D**

**Section:**

**Explanation:**

Requirements allocation typically begins early in the project lifecycle (as soon as the solution approach is determined) and will continue to be performed until all valid requirements are allocated.

Allocation typically continues through design and construction of a solution.

Answer C is incorrect. Requirements allocation doesn't have to wait until the project has been chartered. Answer B is incorrect. Approval of the requirements is good, but the solution scope for the requirements needs to be created to begin allocating the requirements.

Answer A is incorrect. The budget creation isn't linked to the requirements allocation process.

**QUESTION 33**

You are working with the project stakeholders to analyze and prioritize their requirements for the project. One of the project requirements is to achieve a high-level of customer satisfaction for the project deliverable. What is the danger in this project requirement?

- A. Achieving customer satisfaction is a risk, as the project manager cannot control how satisfied the customer will be with the project deliverables.
- B. Achieving customer satisfaction is an assumption and should be documented in the project scope.
- C. Achieving customer satisfaction should always map to the quality requirements for the project.
- D. Achieving customer satisfaction is a subjective requirement and entails a high level of risk of being successfully accomplished.

**Correct Answer: D**

**Section:**

**Explanation:**

While every project manager wants to achieve customer satisfaction, this subjective term is too vague to be measured or accounted for.

What one person deems customer satisfaction may be low compared to another. Requirements need metrics to determine the level of success.

Answer C is incorrect. The subjective requirements cannot be measured or mapped to quality requirements. Answer B is incorrect. This is not an assumption, but a subjective requirement.

Answer A is incorrect. This is not a risk, but a requirement that needs metric for measurement attached to it.

**QUESTION 34**

You are a business analyst in an organization that has recently embraced business analysis as part of its initiative for new projects. In this organization, there is not an organizational standard for tailoring business analysis duties and expectations. Which one of the following best describes the action you should take to begin business analysis?

- A. Work with the appropriate stakeholders to determine how the business analysis work should be completed.
- B. Define the organizational standard first.
- C. Create a business case for the need of organizational standards for business analysis.
- D. Take charge and begin the business analysis activities, but document your approach to serve as a template for future business analysis initiatives.

**Correct Answer: A**

**Section:**

**Explanation:**

The best answer is to work with stakeholders to determine what business analysis activities should be done in the present initiative.

Answer B is incorrect. There's not a need to define an organizational standard immediately, as this can evolve over time based on projects and business analysis experience in the organization.

Answer C is incorrect. A business case isn't needed; the business analyst needs to work with the stakeholders to define the needed activities.

Answer D is incorrect. While this answer is tempting, it does not address the cooperation and involvement of the stakeholders.

**QUESTION 35**

You are the business analyst for your organization and you're working with the project manager to complete some business analysis activities. The project manager has the authority to approve the requirements based on the short iterations of business analysis activities.

What approach of business analysis are you using in this scenario?

- A. Progressive elaboration
- B. Change-driven
- C. Plan-driven
- D. Iterative

**Correct Answer: B**

**Section:**

**Explanation:**

Change-driven approaches to business analysis deal with rapid delivery of the business value. The business value is delivered in short iterations in return for acceptance of a higher degree of uncertainty regarding the overall delivery of the solution. The change-driven approaches are preferred while taking an exploratory approach for incremental improvement of an existing solution.

Answer D is incorrect. Iterative is not a valid business analysis approach.

Answer C is incorrect. The plan-driven approach defines business analysis activities. This approach is used to focus on minimizing up-front uncertainty and to ensure that the solution is fully defined before implementation begins in order to maximize control and minimize risk. It is preferred when requirements are effectively defined in advance of implementation. Answer A is incorrect.

Progressive elaboration describes the project management approach of refining requirements and project scope, not the business analysis approach.

**QUESTION 36**

In a change-driven environment, what's more important than formal communications in regard to effective requirements management?

- A. Correct communication

- B. Frequency of communication
- C. Message of communication
- D. Type of communication

**Correct Answer: B**

**Section:**

**Explanation:**

Change-driven approaches focus more on frequency of communication than on formal documentation. Official documentation is often in writing, but informal communication takes precedence over more formal written communication.

Answer D is incorrect. The best answer is frequency of communication, not the type of communication. Answer A is incorrect. The best answer is frequency of communication, not correct communication - which is important, but it's not the best selection for the Question.

Answer C is incorrect. The best answer is frequency of communication, not message of communication. Having the correct message and correct communication channels are important, but these aren't the best selection for this Question.

#### QUESTION 37

When a business analyst performs requirements tracing, he may need to trace the requirements backward through their lineage and may need to trace the requirements forward through their relationship to other requirements. What is the forward tracing activity called in requirements traceability?

- A. Lineage tracking
- B. Backwards pass
- C. Derivation
- D. Allocation

**Correct Answer: D**

**Section:**

**Explanation:**

Allocation is the forward tracking of a requirement to future requirements in the set of requirements.

Answer C is incorrect. Backward tracing of a requirement is called its derivation, as the requirements may be derived from other older requirements.

Answer A is incorrect. Lineage tracking is not a valid term, so this choice is not valid.

Answer B is incorrect. Backwards pass isn't a valid requirements tracing term; it describes a process in schedule management.

#### QUESTION 38

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. Testers
- C. Implementation subject matter experts
- D. Regulators

**Correct Answer: C**

**Section:**

**Explanation:**

The implementation subject matter experts will need requirements that provide detailed interface requirements, so that they may construct the solution. They are responsible for designing and implementing potential solutions. Implementation subject matter experts will provide specialist expertise on the design and construction of the solution components.

Answer A is incorrect. The project manager will need requirements in an easy to understand format, so that he may create the project scope.



Answer D is incorrect. Regulators may have specific legal, contractual, or governance requirements regarding what is included in a requirements document.

Answer B is incorrect. Testers focus on understanding the critical success factors based on the needs of the business users.

#### QUESTION 39

As a business analyst, you should be able to identify the characteristics of each business analysis task and domain are a. Which one of the following statements best describes the characteristics of the business analysis knowledge area of requirements analysis?

- A. It describes the activities and considerations for managing and expressing requirements to a broad and diverse audience.
- B. It describes the business analysis activities necessary to identify a business need, problem, or opportunity, define the nature of a solution that meets that need, and justify the investment necessary to deliver that solution.
- C. It describes the tasks and techniques used by a business analyst to analyze stated requirements in order to define the required capabilities of a potential solution that will fulfill stakeholder needs.
- D. It is the act of eliciting business, stakeholder, solution, or transition requirements.

**Correct Answer: C**

**Section:**

**Explanation:**

This is the only statement that correctly defines the business analysis knowledge area of requirements analysis.

Answer B is incorrect. This statement describes the enterprise analysis knowledge area.

Answer A is incorrect. This statement is the definition of the requirements management and communication domain.

Answer D is incorrect. This statement describes the process for the elicitation of requirements in an organization.

#### QUESTION 40

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

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

**Correct Answer: B**

**Section:**

**Explanation:**

The process of the business rules analysis is the documentation and understanding of the enterprise environmental factors that enable the organization to operate while also creating boundaries for the people and processes within the organization.

Answer A is incorrect. This is a description of the organizational process assets.

Answer D is incorrect. This is an identification of the stakeholders and their positions and characteristics for the business analysis duties.

Answer C is incorrect. The identification of the people that create the enterprise environmental factors are not relevant for this business analysis process.

#### QUESTION 41

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:**

**Explanation:**

Models do not typically address the resources needed for the project team so this choice is incorrect.

Models can describe a situation or problem, define boundaries for the business domain, describe thought processes and action flows, categorize and create hierarchies of items, show components and relationships, and show business logic.

Answer C, B, D are incorrect. These are valid components of a model; so these choices are incorrect.

#### QUESTION 42

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

**Correct Answer: A**

**Section:**

**Explanation:**

When there are large groups of stakeholders, such as in this example, it's practical to find a group of stakeholders that can serve as representatives for the remainder of the stakeholders.

Answer B is incorrect. It's not feasible, as the question indicates, for this large group of administrative assistants to attend requirements gathering workshops.

Answer C is incorrect. You can't assume that one small group of the administrative assistants needs is truly indicative of the remainder of the administrative assistants.

Answer D is incorrect. The administrative assistants' managers likely don't know enough detail of how the administrative assistants currently do their work to speak on their behalf.

#### QUESTION 43

Enterprise analysis provides many things for an organization. All of the following are tasks included in enterprise analysis except for which one?

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

**Correct Answer: D**

**Section:**

**Explanation:**

Solution performance assessment is not a task of enterprise analysis; it is an input to this process.

There are five tasks for enterprise analysis. define business need, assess capability gaps, determine solution approach, define solution scope, and define business case.

Enterprise analysis is a business analysis activity that helps define and identify business opportunities for an organization.

Answer C, A, and B are incorrect. This is an enterprise analysis task.

#### QUESTION 44

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

**Correct Answer: D**

**Section:**

**Explanation:**

According to the BABOK, the best solution in these instances is to increase videoconferences and teleconferences to complete the business analysis duties.

Answer C is incorrect. Adding more business analysts will increase the cost of the business analysis duties. Answer B is incorrect. Traveling to all of the geographical locations is not always a feasible solution as there may be a small amount of stakeholders in one locale versus another.

Answer A is incorrect. Sometimes it is effective to bring all of the stakeholders together, but this is not always practical due to cost, schedules, and the amount of stakeholders involved in the project.

#### QUESTION 45

You are the business analyst in your organization and you've just completed the assessment on three different proposed solutions. In your judgment, you don't think any of the solutions provide enough value to justify being implemented. What should you tell the stakeholders?

- A. Choose the least costly solution.
- B. Ask for more time to find justification for the solutions.
- C. Terminate the initiative.
- D. Present each solution and allow the stakeholders to decide.

**Correct Answer: C**

**Section:**

**Explanation:**

When there is no business value to implement the solution, then you should recommend that the initiative be terminated.

Answer A is incorrect. Choosing the least costly solution that doesn't add value doesn't make sense for the organization.

Answer D is incorrect. While this is tempting, the best choice is to recommend that the initiative be terminated. There's not a good reason to implement a solution that doesn't bring value to the organization.

Answer B is incorrect. Asking for more time isn't the best answer when you've already determined there's no business value in the solutions.

#### QUESTION 46

The business need is considered to be the most critical step in the business analysis effort. Why is the definition of the business need considered the most critical step?

- A. The business need defines the problem the business analyst is finding a solution for.
- B. The business need defines the solution for the business problem.
- C. The business need takes the longest time and costs most of the business analysis efforts.
- D. The definition of the business need determines future solutions, stakeholders, and approaches.

**Correct Answer: D**

**Section:**

**Explanation:**

The way the business need is defined directly affects the solutions offered, the stakeholders involved, and the approaches the organization may take to seize the opportunity or solutions.

Answer A is incorrect. This is the definition of what the business need is, but it's not the best answer for the Question.

Answer B is incorrect. The business need does not define the solution; it shows the need for a solution. Answer C is incorrect. This is not a valid statement about this process of the business analysis effort.

**QUESTION 47**

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

**Correct Answer: B**

**Section:**

**Explanation:**

Creative thinking does not set a pre-determined amount of new ideas required in order to be deemed successful. Setting a pre-determined amount of new ideas may actually cap the amount of ideas that can be generated or the ideas may be poorly formulated in order to reach the predetermined quota of ideas.

Answer D, C, and A are incorrect. These are effective measurements of creative thinking.

**QUESTION 48**

Henry is meeting with Janet, the business analyst of the organization. They are discussing an opportunity to create a new service their company can provide, though the startup of the service would take time and an investment. Henry wants Janet to explore the possibility of this new venture.

What activity is Henry asking Janet to complete?

- A. Brainstorm the business need.
- B. Create a data diagram for the service.
- C. Define the business need.
- D. Elicit the requirements of the proposal.

**Correct Answer: C**

**Section:**

**Explanation:**

This is the most common business analysis activity in enterprise analysis. Henry is asking Janet to define the business need. The purpose of defining business need is to identify and define why a change to organizational systems or capabilities is required. The business need is an important step in any business analysis effort. The business analyst tries to find a solution for the problem defined by the business need. Answer A is incorrect. This isn't an example of a brainstorming session, as it's just Janet exploring the need for the new service. Brainstorming is a technique to gather general data. It can be used to identify risks, ideas, or solutions to issues by using a group of team members or subject-matter expert. Brainstorming is a group creativity technique that also provides other benefits, such as boosting morale, enhancing work enjoyment, and improving team work. It contains the following aims.

Production of numerous new ideas Derivation of themes from those ideas for further analysis Answer D is incorrect. This is not an example of requirements elicitation, though Janet's findings could lead to elicitation.

Answer B is incorrect. A data diagram shows the flow of data into and out of a system.

**QUESTION 49**

As a candidate for the CCBA exam, you should be able to recognize the activities associated with each knowledge area. All of the following are the business analysis planning & monitoring activities except for which one?

- A. Defining and determining business analysis processes
- B. Planning how requirements will be approached, traced, and prioritized
- C. Identifying stakeholders
- D. Job shadowing

**Correct Answer: D**

**Section:**

**Explanation:**

Job shadowing is an elicitation process that is a part of job observation. In this process, the observer is required to keep an eye on those workers whose work routine is down and who are unable to explain their work. The observer has to understand their work process for better assessment of the modifications of the work required. The following are the approaches for this technique:

Passive/Invisible. In this approach, the observer does not ask Questions from the user about his work while the user is working.

Active/Visible. In this approach, the observer does ask Questions from the user about his work even when the user is working.

Answer C, A, and B are incorrect. The following are the tasks associated with the planning & monitoring of business analysis activities:

Identify stakeholders.

Define roles and responsibilities of stakeholders in the business analysis effort. Develop estimates for business analysis tasks.

Plan how the business analyst will communicate with stakeholders. Plan how requirements will be approached, traced, and prioritized. Determine the deliverables that the business analyst will produce. Define and determine the business analysis process.

Determine the metrics that will be used to monitor business analysis work.

#### **QUESTION 50**

You work as a project manager for SoftTech Inc. You are working with the project stakeholders to begin the qualitative risk analysis process. You will need all of the following as inputs to the qualitative risk analysis process except for which one?

- A. Risk management plan
- B. Stakeholder register
- C. Project scope statement
- D. Risk register

**Correct Answer: B**

**Section:**

**Explanation:**

You would not need the stakeholder register to perform qualitative risk analysis. Qualitative Risk Analysis uses the likelihood and impact of the identified risks in a fast and cost-effective manner.

Qualitative Risk Analysis establishes a basis for a focused quantitative analysis or Risk Response Plan by evaluating the precedence of risks with a concern to impact on the project's scope, cost, schedule, and quality objectives.

The qualitative risk analysis is conducted at any point in a project life cycle. The primary goal of qualitative risk analysis is to determine proportion of effect and theoretical response. The inputs to the Qualitative Risk Analysis process are:

Organizational process assets Project Scope Statement Risk Management Plan Risk Register

#### **QUESTION 51**

You are the business analyst for your organization and you're training Marcy, a new business analyst, on how requirements are formed. Which one of the following best describes how requirements are formed?

- A. Stakeholders' needs, wants, and expectations
- B. Solutions-based approach
- C. Change-driven approach
- D. Risk and reward solution

**Correct Answer: A**

**Section:**

**Explanation:**

Requirements are based on stakeholders' needs, wants, and expectations. This is why it's important to identify stakeholders and requirements gathering processes early in the project to quickly and accurately capture requirements.

Answer B is incorrect. This is not a valid answer to the Question as not all requirements gathering are solutions-driven, but could be just a study.  
Answer D is incorrect. The risk and reward solution is always considered, but requirements are based on stakeholders' needs, wants, and expectations.  
Answer C is incorrect. The change-driven approach isn't a valid answer for this Question.

#### QUESTION 52

A business analyst has identified four different solutions for a business need. In the light of solution assessment, how many solution assessment iterations should he do?

- A. The business analyst can do multiple assessments, one for each solution or to compare multiple solutions.
- B. There is no limit, but the business analyst should perform the same type of assessments for each solution to be balanced.
- C. The business analyst can do one assessment per solution.
- D. There should only be one solution assessment - four is too many. Some of the solutions are better than others.

**Correct Answer: A**

**Section:**

**Explanation:**

The best choice is to do at least one assessment or multiple assessments to compare the solutions.

Answer D is incorrect. There can be multiple solutions to a business need, so the business analyst may need to perform multiple assessments.

Answer C is incorrect. There's not a restriction of just one assessment per solution, as multiple assessments can be completed.

Answer B is incorrect. In the assessment, the business analyst may determine that some solutions are better than others and remove one or more possible solutions. The remaining solutions can then have iterations of assessments.

#### QUESTION 53

Robert is the business analyst for his organization and is preparing to host a workshop for twenty stakeholders. The goal of this workshop is to comprehensively identify the requirements for new software that will be created for Robert's organization. What must first be established in the workshop to ensure that the elicitation process moves smoothly?

- A. An understanding of the ground rules of the workshop
- B. An understanding of who are the most important stakeholders
- C. An understanding of the business opportunity
- D. An understanding of the requirements elicitation processes

**Correct Answer: A**

**Section:**

**Explanation:**

Whenever a business analyst hosts event-based elicitation, ground rules should always be established. Ground rules help organize how the elicitation will take, how feedback should be offered, and how identified requirements will be verified.

Answer C is incorrect. Robert will need to communicate the business opportunity before the workshop so the group understands the purpose of the workshop.

Answer B is incorrect. While stakeholders may have different rankings in the organization the understanding of which stakeholders are most important is not relevant to the meeting running smoothly.

Answer D is incorrect. Stakeholders do not need to understand how the requirements elicitation processes work beyond the workshop meeting.

#### QUESTION 54

Which basis for prioritization allows the project team to work initially with lower-risk requirements first?

- A. Quantitative ranking
- B. Positive risk ranking
- C. Relationship to other requirements
- D. Implementation difficulty

**Correct Answer: D**

**Section:**

**Explanation:**

This approach prioritizes requirements that are easiest to implement first. This allows the project team to work with the lowest risk requirements first to gain familiarity with the requirements. This is especially useful with a new technology or materials where a learning curve is involved.

Answer A is incorrect. There is not a prioritization basis for quantitative ranking. Answer B is incorrect. There is not a prioritization basis called positive risk ranking.

Answer C is incorrect. The basis of relationship to other requirements is useful for requirements that need to be implemented so that other requirements, which are dependent on the initial requirements, can be implemented.

#### QUESTION 55

Henry is a business analyst in his organization and he's asked an expert to help him determine the best business analysis duties to implement. Why would Henry ask an expert to help him define the business analysis duties?

- A. Henry is a new business analyst.
- B. Henry should always use expert judgment to confer on the business analysis approach.
- C. Henry is using an expert to help save time.
- D. Henry can use expert judgment to determine the optimal business analysis approach.

**Correct Answer: D**

**Section:**

**Explanation:**

Using expert judgment is ideal to determine the optimal business analysis approach. Answer A is incorrect. Even established business analyst can rely on expert judgment.

Answer C is incorrect. There's no proof presented that the expert will save time in the business analysis duties.

Answer B is incorrect. Henry, and business analysts in general, don't always need to use expert judgment to define the business analysis activities.

#### QUESTION 56

You are a business analyst for your organization. Your current business analysis endeavor includes working with stakeholders located in offices around the world. Because these stakeholders are dispersed, what is likely to increase in this endeavor as opposed to a collocated group of stakeholders?

- A. Costs
- B. Face-to-face meetings
- C. Communication needs
- D. Risks

**Correct Answer: C**

**Section:**

**Explanation:**

Of all these possible choices, the best answer is that communication needs will increase. Because complex projects often involve non-collocated stakeholders, it may be necessary to travel more often, have more teleconferences or video conferences, or take other measures to provide accurate and consistent communications across offices, countries, and time zones.

Answer B is incorrect. Face-to-face meetings are often the best type of communication, but this isn't the best choice presented.

Answer D is incorrect. Risks do not necessarily increase because the stakeholders are not collocated.

Answer A is incorrect. Costs do not necessarily increase in the business analysis approach because of the dispersed stakeholders.

#### QUESTION 57

You are the business analyst for your organization and you're using a plan-driven approach to business analysis processes. In this environment, what types of communications are most likely required to be used in regard to requirements?

- A. Informal
- B. Ad hoc
- C. Face-to-face
- D. Formal

**Correct Answer: D**

**Section:**

**Explanation:**

Plan driven approaches to business analysis practices most often use the formal type of communication. This means the communication of the actual requirements is in writing and often uses pre-defined forms requiring signatory approvals. All project documentation is normally archived as part of the project history.

Answer C is incorrect. Face-to-face is an effective communication method, but for plan-driven approaches, formal communication is preferred in regard to requirements.

Answer B is incorrect. Ad hoc describes the sudden, quick conversations. This is an informal approach to communication and isn't appropriate for a plan-driven business analysis approach.

Answer A is incorrect. Informal isn't preferred in a plan-driven approach.

#### QUESTION 58

Linda works as a project manager for an IT project. She is getting new developers for completing her project. Which of the following processes is she involved in?

- A. Manage Project Team
- B. Develop Project Team
- C. Acquire Project Team
- D. Human Resource Planning

**Correct Answer: C**

**Section:**

**Explanation:**

Obtaining the human resources needed to complete the project comes under the Acquire Project Team process, which is a part of Project Human Resource Management Knowledge Area. Project Human Resource Management is one of the nine Knowledge Area groups. It includes the processes that organize and manage the project team. The project team is comprised of the people who have assigned roles and responsibilities for completing the project. Project Human Resource Management is a group of the following processes required to make the most effective use of the people involved with the project.

Develop Human Resource Plan Acquire Project Team Develop Project Team Manage Project Team The project management team is a subset of the project team and is responsible for project management activities such as planning, controlling, and closing. This group can be called the core, executive, or leadership team. These processes interact with each other and with the processes in the other Knowledge Areas as well.

#### QUESTION 59

You are the business analyst for your organization and management has asked you to select a model for your solution. Management wants you to describe the people within and without of your organization who will interact with the solution. What type of model has management asked you to create?

- A. Events
- B. Concept and relationship
- C. Process
- D. User classes, profiles, and roles

**Correct Answer: D**

**Section:**

**Explanation:**

The user classes, profiles, and roles model helps organize the participants by their interaction, categories, and usage of the solution.

Answer B is incorrect. The concept and relationship model is a tempting choice, but this model can also show things, not just people.

Answer A is incorrect. Events models are tied to requests, actions, and responses, not just people.



Answer C is incorrect. Process models show repeatable actions to bring about a specific result.

#### QUESTION 60

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

**Correct Answer: B**

**Section:**

**Explanation:**

A time limit, budget limit, limit on the number of resources, and other organizational restrictions are business constraints.

Answer C is incorrect. A technical constraint describes the architectural decisions concerning hardware, software, platforms, and interoperability with the enterprise architecture.

Answer D is incorrect. An assumption is something that's believed to be true, but it hasn't yet been proven to be true.

Answer A is incorrect. A schedule constraint is tempting, but this is not a valid term for business analysis. Constraints on the time limit are just part of the business constraint.

#### QUESTION 61

When a business analyst is using alternative generation, what should she always include as an output?

- A. The cost of all requirements, some requirements, and a few core requirements
- B. The schedule of implementation for each solution
- C. The option of doing nothing
- D. The cost of each solution

**Correct Answer: C**

**Section:**

**Explanation:**

Whenever generating alternatives, the business analyst should always include the option of doing nothing. Answer A is incorrect. The best answer is to include the option of doing nothing; the cost of the requirements isn't an in-depth consideration at this point.

Answer B is incorrect. The schedule for the implementation is often considered, but the option of doing nothing should always be considered.

Answer D is incorrect. The cost of each solution isn't the best choice for this Question.

#### QUESTION 62

You are the business analyst in your organization and you're working to organize the requirements for the business units in your company. Which technique is best suited for structuring requirements around the needs of each stakeholder group?

- A. Organizational modeling
- B. User stories
- C. Data modeling
- D. Functional decomposition

**Correct Answer: A**

**Section:**



**Explanation:**

Organizational modeling is the best choice, as this structuring approach allows requirements to be structured around organizational units, stakeholders, and the relationships among stakeholders.

Answer C is incorrect. Data modeling isn't the best choice, as this approach maps the concepts relevant to the business domain, not the business units.

Answer D is incorrect. Functional decomposition is a popular modeling approach that breaks down an organization, product, scope, or similar concept. Each part in the decomposition can have its own set of requirements.

Answer B is incorrect. User stories describe the stakeholder objectives that the solution will support.

**QUESTION 63**

There are four methods to generate the business need in an organization. Which approach is described as the need to achieve a strategic goal?

- A. From the bottom up
- B. From external drivers
- C. From the top down
- D. From middle management

**Correct Answer: C**

**Section:****Explanation:**

From the top down is described as the need to achieve a strategic goal.

Answer A is incorrect. From the bottom up is described as a problem with the current state of a process, function, or system.

Answer D is incorrect. From middle management is described as a manager needs additional information to make sound decisions or must perform additional functions to meet business objectives.

Answer B is incorrect. From external drivers is used when there's recognized competition in the marketplace.

**QUESTION 64**

You are the business analyst for your organization and you're training Marcy, a new business analyst, on how requirements are defined. Which one of the following best describes how requirements are defined?

- A. Stakeholders' needs, wants, and expectations
- B. Risk and reward solution
- C. Change-driven approach
- D. Solutions-based approach

**Correct Answer: A**

**Section:****Explanation:**

Requirements are based on stakeholders' needs, wants, and expectations. This is why it's important to identify stakeholders and requirements gathering processes early in the project to quickly and accurately capture requirements.

Answer D is incorrect. This is not a valid answer to the question as not all requirements gathering are solutions-driven, but could be just a study.

Answer B is incorrect. The risk and reward solution is always considered, but requirements are based on stakeholders' needs, wants, and expectations.

Answer C is incorrect. The change-driven approach isn't a valid answer for this Question.

**QUESTION 65**

Complete this sentence in regard to the level of abstraction. Requirements need to say needs to be done, not to do it.

- A. What, when
- B. Requirements, who needs
- C. What, how

D. Requirements, how much

**Correct Answer: C**

**Section:**

**Explanation:**

Requirements need to say what needs to be done, not how to do it.

Answer A is incorrect. This isn't a valid statement about the level of abstraction, as the schedule isn't addressed.

Answer B is incorrect. This isn't a valid statement about the level of abstraction, as the resources and project team aren't addressed.

Answer D is incorrect. This isn't a valid statement about the level of abstraction, as the cost of the requirements is not addressed.

#### QUESTION 66

When a business analyst assists in the planning of the solution implementation, she must always consider the constraints for implementation. Which one of the following cannot be considered as an implementation constraint?

A. Weather

B. Freeze periods

C. Company policies

D. Business cycle timings

**Correct Answer: A**

**Section:**

**Explanation:**

Weather is not a constraint, but an assumption. Constraints are things that limit the business analyst's options on the implementation of a solution.

Answer B is incorrect. Freeze periods are times of the business cycle when no disruptions are allowed, such as in busy production times.

Answer C is incorrect. Company policies are the rules that may restrict how and when work may be implemented.

Answer D is incorrect. Business cycle timings, like freeze periods, restrict when implementations can happen in the project.

#### QUESTION 67

There are three inputs needed to determine the solution approach process. What are these inputs?

A. Business need, organizational process assets, and enterprise environmental factors

B. Business need, enterprise environmental factors, and required capability

C. Business need, organizational process assets, and assumptions

D. Business need, organizational process assets, and required capability

**Correct Answer: D**

**Section:**

**Explanation:**

The three inputs needed to determine the solution approach process are business need, organizational process assets, and required capability.

Answer B is incorrect. This answer doesn't describe the three needed inputs to determine the solution approach process.

Answer A is incorrect. This answer doesn't describe the three needed inputs to determine the solution approach process.

Answer C is incorrect. This answer doesn't describe the three needed inputs to determine the solution approach process.

#### QUESTION 68

You are the business analyst for your organization and you're working with your stakeholders to assess the organization's readiness for the solution. As part of this assessment, you'll perform a cultural assessment. What is the purpose of this assessment?

- A. To determine how the culture may affect the solution
- B. To determine if the stakeholders genuinely want the change to be successful
- C. To determine if the change is feasible in the environment
- D. To determine how the solution affects the stakeholders' culture

**Correct Answer: B**

**Section:**

**Explanation:**

The cultural assessment examines the beliefs, attitudes, and feelings among the stakeholder groups to measure the stakeholders' willingness and hope that the change is successful.

Answer D is incorrect. This isn't a valid description of the cultural assessment.

Answer A is incorrect. While this answer is somewhat correct, the assessment measures the stakeholders' genuine desire for the change to be successful.

Answer C is incorrect. A cultural assessment is different from a feasibility study. In a cultural assessment, the focus is on the stakeholders' attitude towards the change the solution will bring.

#### **QUESTION 69**

An organization has two different solutions to grow its business. One project is worth \$375,000 to the organization. The second project is worth \$565,000 to the business. The organization can only do one of the projects and elects to do the second project for \$565,000. What is the opportunity cost of this decision?

- A. \$190,000
- B. \$565,000
- C. \$375,000
- D. \$940,000

**Correct Answer: C**

**Section:**

**Explanation:**

The opportunity cost is the whole amount of the opportunity that can be seized. In this instance, the opportunity cost is \$375,000, as this is the project that the organization can't do.

Answer B is incorrect. This answer is the value of the project the organization has elected to do.

Answer A is incorrect. \$190,000 is the difference between the two projects and does not reflect the opportunity cost.

Answer D is incorrect. This is the value of both projects combined and does not represent the opportunity cost.

#### **QUESTION 70**

Complete this sentence. If a requirement cannot be verified, it cannot be successfully .

- A. Scheduled
- B. Estimated
- C. Assigned
- D. Implemented

**Correct Answer: D**

**Section:**

**Explanation:**

Requirements must be verified in order to be implemented. If a requirement cannot be verified, it cannot be implemented, and therefore, does not meet a business need.

Answer B is incorrect. This is not the best answer for the Question. If a requirement cannot be verified, it cannot be successfully implemented.

Answer A is incorrect. If a requirement cannot be verified, it cannot be successfully implemented.

Answer C is incorrect. If a requirement cannot be verified, it cannot be successfully implemented.

**QUESTION 71**

You are the business analyst for your organization and your manager has asked you to prepare an analysis of each proposed solution. Your manager wants you to determine whether and how each option can provide an expected business benefit to meet the stated business need. What is your manager asking you to create?

- A. Feasibility study
- B. Abbreviated study
- C. Alternative identification analysis
- D. Quantified analysis

**Correct Answer: A**

**Section:**

**Explanation:**

Your manager is asking you to create feasibility study. This study reviews each solution to determine if the solution can meet the business benefit.

Answer B is incorrect. Abbreviated study is a form of feasibility analysis with a focus on changed initiatives with lower initiatives.

Answer C is incorrect. Alternative identification analysis isn't a legitimate business analysis term.

Answer D is incorrect. Quantified analysis is not a valid business analysis term to describe possible solutions for a business need.

**QUESTION 72**

You are the business analyst for your organization and you've been working with several stakeholders to gather requirements for approval.

The requirements have been approved with the exception of a conflict on one requirement. What must you and the stakeholders do in regard to this conflict before the business analysis endeavor may continue?

- A. The requirement with the conflict should be excluded from the approved set of requirements and must be resolved before it can be joined to the approved set of requirements.
- B. The conflict must be documented as a risk.
- C. The conflict must be resolved before the set of requirements may be approved.
- D. The conflict must be documented in an issues log, assigned to an issue owner, and then the endeavor may continue.

**Correct Answer: C**

**Section:**

**Explanation:**

Before the requirements can be approved, consensus must be reached among the stakeholders. The conflict must be resolved before moving forward in the endeavor.

Answer D is incorrect. This isn't a valid statement. Answer B is incorrect. This isn't a valid statement.

Answer A is incorrect. This isn't a valid statement.

**QUESTION 73**

A business analyst wants to use benchmarking, but the project manager recommends against the approach. There are, as the project manager points out, several disadvantages to benchmarking.

Which one of the following is not a disadvantage to benchmarking?

- A. Discovery of new approaches
- B. Time consumption
- C. Requirement of expertise of the person conducting the study
- D. Inability to produce innovative solutions

**Correct Answer: A**

**Section:**

**Explanation:**

Benchmarking does allow for the discovery of new approaches that have worked elsewhere. Answer B is incorrect. Benchmarking can be time consuming.

Answer D is incorrect. Benchmarking can restrict new innovations, as the study is based on what's worked elsewhere.

Answer C is incorrect. Benchmarking does require expertise by the person completing the study.

#### QUESTION 74

Jason is creating a business case for his organization and management has asked him to assess the appropriate risks in the business case regarding the solution. Which one of the following risks is not a concern for Jason when defining the business case and associated risks?

- A. Financial risk
- B. Positive risk
- C. Organizational risk
- D. Technical risk

**Correct Answer: B**

**Section:**

**Explanation:**

Positive risks are risks that may bring about a positive outcome if the event happens. This is not a concern for Jason in the initial risk assessment in the business case.

Answer D is incorrect. Technical risks evaluate whether the chosen technology and suppliers can deliver the required functionality.

Answer A is incorrect. Financial risks evaluate whether costs may exceed levels that make the solution viable or potential benefits may disappear.

Answer C is incorrect. Organizational risks determine whether the organization will make the changes necessary to benefit from the new solution.

#### QUESTION 75

Which approach is best to take when a business analyst is assessing the solution options for a business need when there are relatively few criteria involved?

- A. Focus on the life cycle costs of the solutions.
- B. Focus on the commonalities of the solutions.
- C. Focus on the differences of the solutions.
- D. Focus on the implementation cost of the solutions.

**Correct Answer: C**

**Section:**

**Explanation:**

When there are only few criteria involved, it's often easiest and most direct to focus on the differences of the solutions.

Answer B is incorrect. The commonalities of the solutions won't expose the weaknesses, strengths, and values between the solutions.

Answer A is incorrect. The life cycle costs may be considered, but there are other elements that can be considered too.

Answer D is incorrect. The implementation cost of the solution is usually considered, but it's the business value of the solutions that the business analyst should actually focus on.

#### QUESTION 76

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. Cost and schedule constraints
- D. Stakeholders in the project

**Correct Answer: A**

**Section:**

**Explanation:**

The relationships and inter-dependencies among the requirements add to the complexity of the requirements. Answer D is incorrect. Stakeholder management can be cumbersome, but the question was asking for a requirements characteristic, so this choice is incorrect.

Answer B is incorrect. Management in the project can add to the project complexity, but realistically management should stay out of the business analyst's duties. In addition, the question was asking about the complexity among the requirements.

Answer C is incorrect. Cost and schedule constraints deal more with the project implementation than with the identified requirements.

#### **QUESTION 77**

What is the purpose of managing the solution scope and requirements from a business analyst's objective?

- A. To complete business analysis activities as quickly as possible
- B. To obtain and maintain requirements approval from the sponsoring client about the solution scope
- C. To obtain and maintain consensus among key stakeholders for the overall solution scope
- D. To complete business analysis activities as accurately as possible

**Correct Answer: C**

**Section:**

**Explanation:**

The purpose of managing solution scope and requirements is to obtain and maintain consensus among key stakeholders regarding the overall solution scope and the requirements that will be implemented.

Answer A is incorrect. This isn't a valid answer, as the purpose of managing the solution scope and requirements is to gain consensus from the stakeholders, not to complete the business analysis tasks as quickly as possible.

Answer D is incorrect. This isn't a valid answer, as the purpose of managing the solution scope and requirements is to gain consensus from the stakeholders. While there's always a need for accuracy, this isn't the best answer for the Question.

Answer B is incorrect. This isn't a valid answer, as the purpose of managing the solution scope and requirements is to gain consensus from the stakeholders, not from the sponsoring client.

#### **QUESTION 78**

You are a Business Analyst for your organization, and you're working with Mary. Mary wants to know what you need to complete the process of planning the business analysis approach if you're already the business analyst for your organization. Why is it important to complete the plan business analysis approach?

- A. This task describes the amount of time needed for the business analysis approach.
- B. This task describes the amount of budget needed for the requirements elicitation.
- C. This task describes how to select an approach for performing business analysis.
- D. This task describes the processes the business analyst will or will not do based on the time and budget available.

**Correct Answer: C**

**Section:**

**Explanation:**

The plan business analysis approach is required to select an approach that will perform business analysis. This approach helps to find out the following:

Which stakeholders need to be involved in the decision?

Who will be consulted regarding and informed of the approach? What is the rationale for using it?

Answer A is incorrect. This task does not address the schedule for the business analysis duties, just the approach the business analyst will be taking. While the task does describe when the tasks will take place, there's not an actual schedule coordinated at this point.

Answer B is incorrect. This task does not address the budget for the business analysis duties, just the approach the business analyst will be taking.

Answer D is incorrect. While this answer does address the business analysis approach, it doesn't qualify as there's not a schedule or budget consideration.

**QUESTION 79**

If an organization wants to re-use requirements, where should the defined requirements be kept?

- A. Requirements management plan
- B. Requirements repository
- C. Solution scope
- D. Project management plan

**Correct Answer: B**

**Section:**

**Explanation:**

Requirements that are re-used in an organization are ideally kept in a requirements repository. One person should be identified to manage and control the repository.

Answer A is incorrect. Requirements for the current endeavor are kept in the requirements management plan, but not the set of requirements that will be reused.

Answer D is incorrect. The project management plan is not a valid answer, as this plan defines how the project will be planned, executed, monitored and controlled, and closed.

Answer C is incorrect. The solution scope is not a place where requirements that are reused will be kept and maintained.

**QUESTION 80**

Which one of the following statements best describes the purpose of allocating requirements?

- A. Optimize efficiency and link to productivity.
- B. Limit the risk exposure.
- C. Maximize the business value.
- D. Increase productivity through efficiency.

**Correct Answer: C**

**Section:**

**Explanation:**

The definition of allocating requirements is to allocate stakeholder and solution requirements among solution components and releases in order to maximize the possible business value given the options and alternatives generated by the design team.

Answer B is incorrect. Allocating requirements isn't directly influenced by limiting the risk exposure, though it is a concern of the solution implementation.

Answer D is incorrect. Productivity and efficiency aren't related to the solution and allocating requirements to the solution.

Answer A is incorrect. Productivity and efficiency aren't related to the solution and allocating requirements to the solution.

**QUESTION 81**

Which of the following approaches describes the project management approach of refining requirements and project scope?

- A. Plan-driven
- B. Change-driven
- C. Iterative
- D. Progressive elaboration

**Correct Answer: D**

**Section:**

**Explanation:**

Progressive elaboration describes the project management approach of refining requirements and project scope.

Answer C is incorrect. Iterative is not a valid business analysis approach.



Answer A is incorrect. The plan-driven approach defines business analysis activities. This approach is used to focus on minimizing up-front uncertainty and to ensure that the solution is fully defined before implementation begins in order to maximize control and minimize risk. It is preferred when requirements are effectively defined in advance of implementation.

Answer B is incorrect. Change-driven approaches to business analysis deal with rapid delivery of the business value. The business value is delivered in short iterations in return for acceptance of a higher degree of uncertainty regarding the overall delivery of the solution.

The change-driven approaches are preferred while taking an exploratory approach for incremental improvement of an existing solution.

#### QUESTION 82

You are the business analyst for your organization and you're working with several stakeholders to identify, manage, and approve requirements. Your organization requires using a plan-driven approach to business analysis and changing management. In this approach, who is most likely to approve changes to requirements?

- A. Change control board
- B. Requirements owner
- C. Project sponsor
- D. Project manager

**Correct Answer: A**

**Section:**

**Explanation:**

Change Control Board is a collection of managers, requirement owners, and key stakeholders that review the validity, need, impact, and full consideration of a change request to determine whether the change should be approved or declined. This approach is the most likely answer for a plan-driven business analysis environment.

Answer B is incorrect. The requirements owner isn't the best answer for a plan-driven approach.

Answer C is incorrect. The project sponsor won't make this decision.

Answer D is incorrect. The project manager rarely has change control authority over requirements, so this choice is not valid.

#### QUESTION 83

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:**

**Explanation:**

Models do not address risk and reward for requirements. The risk identification and analysis process is responsible for identifying the risk to reward ration.

Answer C is incorrect. Models do define boundaries for business domains and they can define the components within each boundary.

Answer B is incorrect. Models do categorize requirements and they can create hierarchies of items within the categorization.

Answer D is incorrect. Requirements can show business logic and link the requirements to goals, strategies, or the business value of the requirements.

#### QUESTION 84

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. Stakeholder list, roles, and responsibilities
- B. Organizational process assets



- C. Business analysis approach
- D. List of identified risks

**Correct Answer: D**

**Section:**

**Explanation:**

Risk identification is not an input to the plan business analysis activities. The four inputs to the plan business analysis activities are organizational process assets, business analysis approach, stakeholder list, roles, and responsibilities, and the business analysis performance assessment.

Answer B is incorrect. The organizational process assets are inputs to the plan business analysis activities. Answer C is incorrect. The business analysis approach is an input to the plan business analysis activities.

Answer A is incorrect. The stakeholder list, roles, and responsibilities is one of the four inputs to the plan business analysis approach.

#### QUESTION 85

A business analyst must consider the business value a solution brings in relation to the cost of implementing the desired solution. Suppliers will often be limited in the amount of requirements they can implement based on the allocated resources. If there are not enough resources to implement all of the solutions, what can the business analyst create to justify the additional funds for the implementation?

- A. Business case
- B. Cost analysis
- C. Risk assessment with positive risk analysis
- D. Benefits-cost ratio

**Correct Answer: A**

**Section:**

**Explanation:**

A business case is what the business analyst can create to justify the additional expense for the resources in order to gain more business value in the delivery. For example, adding more labor may generate costs, but the delivery may happen faster.

Answer D is incorrect. Benefits-cost ratio may be part of the business case, but as a standalone factor, this isn't correct.

Answer B is incorrect. Cost analysis will be part of the business case, but not on its own.

Answer C is incorrect. Risk assessment with positive risk analysis isn't applicable to this scenario.

#### QUESTION 86

In order to plan business analysis activities, you will need four inputs. Which one of the following inputs is not valid for this task?

- A. Business analysis approach
- B. Stakeholder tolerance for risk
- C. Stakeholder list, roles, and responsibilities
- D. Business analysis performance assessment

**Correct Answer: B**

**Section:**

**Explanation:**

Stakeholder tolerance for risk is not a valid input for planning business analysis activities. Answer A,

D, and C are incorrect. Following are the inputs in Plan Business Analysis Activities: Business Analysis Approach Business Analysis Performance Assessment Organizational Process Assets Stakeholder List, Roles, and Responsibilities

#### QUESTION 87

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. Describe a situation or problem
- C. Write in the active voice
- D. Express only one requirement at a time

**Correct Answer: A**

**Section:**

**Explanation:**

The third component of the textual requirements is that Wanda must also identify any constraints that will prevent the solution from fulfilling the requirement.

Answer D is incorrect. To express only one requirements at a time is a guideline for the process, but not a component of the process.

Answer B is incorrect. To describe a situation or problem is a guideline for the modeling formats.

Answer C is incorrect. Writing in the active voice is good guideline for the textual requirements, but it is not part of the text requirements.

#### QUESTION 88

As a candidate for CCBA, you should be able to recognize the activities associated with each knowledge area. Which of the following are business analysis planning and monitoring activities? Each correct answer represents a complete solution.

- A. Job shadowing
- B. Planning how requirements will be approached, traced, and prioritized
- C. Identifying stakeholders
- D. Defining and determining business analysis processes

**Correct Answer: B, C, D**

**Section:**

**Explanation:**

The most common business analysis planning and monitoring activities are. identifying stakeholders, defining roles and responsibilities of stakeholders in the business analysis effort, developing estimates for business analysis tasks, planning how the business analyst will communicate with stakeholders, planning how requirements will be approached, traced, and prioritized, determining the deliverables that the business analyst will produce, defining and determining business analysis processes, and determining the metrics that will be used for monitoring business analysis work.

Answer A is incorrect. Job shadowing is an elicitation process that is a part of job observation. In this process, the observer is required to keep an eye on those workers whose work routine is down and who are unable to explain their work. The observer has to understand their work process for better assessment of the modifications of the work required. The following are the approaches for this technique:

Passive/Invisible. In this approach, the observer does not ask Questions from the user about his work while the user is working.

Active/Visible. In this approach, the observer does ask Questions from the user about his work even when the user is working.

#### QUESTION 89

Ralph is a business analyst for his organization and he's using the plan-driven approach for business analysis. Ralph has captured the requirements of the project, but what must happen before he can begin capturing and defining the requirements at a deeper level of detail?

- A. The initial requirements must be tested for time, cost, quality, and risk.
- B. The initial requirements must undergo a feasibility study.
- C. The initial requirements must be formally approved by the stakeholders.
- D. The initial requirements must pass through the Delphi Technique.

**Correct Answer: C**

**Section:**

**Explanation:**

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Before Ralph can begin defining the requirements at a deeper level, the initial requirements must be formally approved by the relevant stakeholders.

Answer B is incorrect. The initial requirements do not need to undergo a feasibility study at this time.

Answer D is incorrect. The Delphi Technique is useful to gain consensus on requirements, but it's not a mandatory activity or needed (usually) with the initial requirements.

Answer A is incorrect. The requirements don't need to be tested for time, cost, quality, and risk at this time.

#### QUESTION 90

You are the business analyst for an organization and you're managing your stakeholders through the requirements validation activities. Your stakeholders are categorized by executives, functional managers, directors, end users, and customers. Which of these stakeholders are involved in the requirements validation activities?

- A. All of the stakeholders
- B. Functional management
- C. Executives
- D. Customers

**Correct Answer: A**

**Section:**

**Explanation:**

All of the stakeholders should be involved in the validation activities.

Answer D is incorrect. All of the stakeholders should be involved in the validation activities, not just the customers.

Answer C is incorrect. All of the stakeholders should be involved in the validation activities, not just the executives.

Answer B is incorrect. All of the stakeholders should be involved in the validation activities, not just functional management.

#### QUESTION 91

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. Ad hoc
- C. Chain of command
- D. Formal

**Correct Answer: D**

**Section:**

**Explanation:**

Holly will likely need formal communication because her organization is using a plan-driven approach to business analysis.

Answer A is incorrect. Face-to-face communication can be completed with either formal or informal, so this choice is not the best selection.

Answer B is incorrect. Ad hoc communication is more informal, fast communication. While Holly may still use this approach, the preferred method in a plan-driven business analysis approach is formal communication.

Answer C is incorrect. This is not a communication approach, but describes an escalation approach for issues.

#### QUESTION 92

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

- A. WBS
- B. Business analysis register
- C. Terminology register

D. Data dictionary

**Correct Answer: D**

**Section:**

**Explanation:**

Data dictionaries or glossaries are used to formally identify and define all terminology used by the organization or organizational unit.

Answer C is incorrect. There is not a document or piece called the terminology register. Answer A is incorrect. WBS is a decomposition of the project scope.

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

#### QUESTION 93

Bonny is the business analyst for her organization and she's making a determination from which vendor the solution should be purchased. She has identified several categories to measure each vendor's overall performance and solution. cost, schedule, experience, certification, references, and years in business. For each category, she has identified scores the vendor may earn; for example, cost is worth 25 points, schedule is worth up to 20 points, and years in business is worth up to ten points.

The vendor who gets the most points in the assessment will win the contract. What is Bonny using in this scenario?

- A. Scoring model
- B. Vendor profile assessment scale
- C. Weighted scoring model
- D. Screening system

**Correct Answer: C**

**Section:**

**Explanation:**

This is an example of a weighted scoring model; as some categories are more valued than others, they carry more weight in the decision.

Answer D is incorrect. A screening system is a method to "screen out" a vendor from selection.

Answer A is incorrect. A scoring model is almost correct, but this usually has a uniform score for each category, rather than weighted values for each category.

Answer B is incorrect. This isn't a valid term for this Question so this choice is not correct.

#### QUESTION 94

Complete this statement. Policies and rules serve as boundaries and the organization and the operation of the organization.

- A. Influence
- B. Constraint
- C. Direct
- D. Lead

**Correct Answer: B**

**Section:**

**Explanation:**

Policies and rules serve as boundaries and constraint the organization and the operation of the organization. They provide a framework for the organization's employees to operate within.

Answer A is incorrect. Influence is not the best choice for this Question.

Answer C is incorrect. Direct is not the best choice for this Question. Leaders direct, align, and motivate people, not rules.

Answer D is incorrect. Leadership is provided by people, not policies and business rules.

#### QUESTION 95

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

**Correct Answer: C**

**Section:**

**Explanation:**

Benchmarking is the process of comparing two or more materials, systems, or components to determine which material, in this instance, is best for the project solution.

#### QUESTION 96

Beth is a business analyst for her organization and she's completing the tasks in the requirements management and communication knowledge area. As a result of these tasks, she'll create several things for her organization. Which one of the following, however, is not one of the outputs of the requirements management and communication tasks?

- A. Traced requirements
- B. Requirement management plan
- C. Requirement package
- D. Approved requirements

**Correct Answer: B**

**Section:**

**Explanation:**

The inputs to requirements management and communication are as follows:

Business Analysis (BA) communication plan Requirement Management Plan Solution Scope Requirements Structure Organizational Process Assets Stakeholder, List, Roles, and Responsibilities Requirements Answer

A, C, and D are incorrect. The outputs of requirements management and communication knowledge area are as follows:

Approved Requirements Communicated Requirements Maintained & Reusable Requirements Traced Requirements Requirement Package

#### QUESTION 97

What tool is best described as a spreadsheet to use when there's a relatively low amount of requirements that need to be traced?

- A. Roles and responsibilities chart
- B. Quantitative matrix
- C. Coverage matrix
- D. RACI Chart

**Correct Answer: C**

**Section:**

**Explanation:**

Coverage matrix is a spreadsheet that's ideal to use when there's a relatively low amount of requirements that need to be traced. This tool is typically used to trace high-level requirements.

Answer D is incorrect. RACI Chart is a responsibility assignment matrix for resources and activities. It is not a tracing tool for requirements.

Answer A is incorrect. The roles and responsibilities chart is ideal for tracking who does what in regard to assignments, but not for tracing requirements.

Answer B is incorrect. Quantitative matrix is used to quantify the probability and impact of risks, not to trace requirements.

#### QUESTION 98

Which of the following defines all of the required work to satisfy the requirements of the project?

- A. Project scope
- B. Requirements envisioning
- C. Requirements foundation
- D. Product scope

**Correct Answer: A**

**Section:**

#### QUESTION 99

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

- A. RAM Chart
- B. Affinity Diagram
- C. Stakeholder Analysis
- D. Text-Oriented Chart

**Correct Answer: C**

**Section:**

**Explanation:**

Stakeholder Analysis involves identification of the stakeholders and classifying them based on their interest, influence, and involvement in the project. This enables the project manager to focus on the relationships necessary to ensure the success of the project by planning the communications properly.

Answer B is incorrect. Affinity Diagram is a method of group creativity technique to collect requirements which allows large numbers of ideas to be sorted into groups for review and analysis.

This is generally used in Scope Management and is not applicable to this Question.

Answer A and D are incorrect. RAM and Text-Oriented charts are the various formats of documenting the team member roles and responsibilities and are useful as tools in developing the Human Resource Plan.

These are not applicable to this Question.

#### QUESTION 100

In order to plan the business analysis approach, the business analyst must understand the organizational process needs and what other thing?

- A. Operation of organizations and the objectives of business analysis
- B. Consideration of risk and reward
- C. Purpose of the proposed solution
- D. Stakeholders' threats and perceived threats

**Correct Answer: A**

**Section:**

**Explanation:**

The business analyst must understand how the organization operates and the objectives of business analysis duties. Without a clear understanding of what the expected outcomes are to be of the business analysis duties, the business analyst cannot adequately plan for the business analysis duties.

Answer D is incorrect. It's important for the business analyst to identify and categorize stakeholders, but this isn't the best answer for this Question.

Answer C is incorrect. The purpose of the proposed solution is valid only if the initiative is to solve a problem. Business analysis can also occur to detail an opportunity, not just to create solutions to identified problems.

Answer B is incorrect. This isn't the best answer for this Question.

**QUESTION 101**

Complete this statement. are longer-term, ongoing, and qualitative statements of a state or condition that the organization is seeking to establish and maintain.

- A. Objectives
- B. Goals
- C. Requirements
- D. Operations

**Correct Answer: B**

**Section:**

**Explanation:**

One element of enterprise analysis is the definition of the goals and objectives of the organization.

Goals are longer-term, ongoing, and qualitative statements of a state or condition that the organization is seeking to establish and maintain.

Answer A is incorrect. Objectives describe the goals, performance indicators, and elements of an endeavor or project.

Answer C is incorrect. Requirements are the elements which a solution must describe.

Answer D is incorrect. Operations are the ongoing activities that are core and fundamental to the organization.

**QUESTION 102**

Marcy is working with stakeholders to understand the stakeholders' needs as part of the business requirements. The stakeholders are describing their needs for new computers for their designers.

The stakeholders have specifications, monitors, and software selected for the business requirements.

What are the stakeholders actually defining in this scenario?

- A. Solutions
- B. Perceived problems
- C. Perceived needs
- D. Longevity

**Correct Answer: A**

**Section:**

**Explanation:**

In this scenario, the stakeholders are actually defining their selected solution and not the needs that should lead to the best solution. When defining the requirements, it's best that stakeholders define the problem to understand their needs, not a solution.

Answer C is incorrect. The stakeholders' needs aren't discussed, but their solution is.

Answer B is incorrect. This scenario isn't an example of problems or issues, but of the stakeholders' defined solution.

Answer D is incorrect. Longevity isn't a valid answer for this scenario.

**QUESTION 103**

Which one of the following statements best describes requirements prioritization?

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

**Correct Answer: D**

**Section:**

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**Explanation:**

Requirements prioritization is the ordering of requirements based on their priority in the project. By ranking priorities, the business analysis team can find a solution that addresses the most important priorities first and the lesser priorities second.

Answer A is incorrect. Requirements prioritization can be used with both change driven and plan driven business analysis approaches.

Answer B is incorrect. Requirements prioritization can be used with both change driven and plan driven business analysis approaches.

Answer C is incorrect. Requirements prioritization is not based solely on the importance of the project stakeholders.

**QUESTION 104**

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 requirements register
- D. A project scope statement

**Correct Answer: B**

**Section:**

**Explanation:**

This is a description of a repository; a repository is a centralized location of all requirements and their status for the project or initiative.

Answer D is incorrect. The project scope statement is a project management document that defines all the project work.

Answer A is incorrect. A change management system is a tool that defines how changes may be allowed to enter the project or initiative.

Answer C is incorrect. This is not a valid term for this description.

**QUESTION 105**

By which of the following is the performance of all requirements management and communication activities governed?

- A. Business analysis plans
- B. Business analyst
- C. Project manager
- D. Project sponsor

**Correct Answer: A**

**Section:**

**Explanation:**

Business analysis plans define how requirements and communication should take place. These plans and directives should be based on the requirements of the organization for all business analysis activities.

Answer B is incorrect. The business analyst carries out the rules and directives of business analysis plans. Answer D is incorrect. The project sponsor doesn't govern the requirements management and communication needs.

Answer C is incorrect. The project manager doesn't govern any business analysis activities.

**QUESTION 106**

If you're a business analyst and using an event-based elicitation task, such as a requirements workshop, what can be considered as essential to establish with the participants?

- A. Cost management
- B. Deadlines
- C. Ground rules



D. Purpose of the workshop

**Correct Answer: C**

**Section:**

**Explanation:**

Of all the choices presented, a ground rule is the best option. Ground rules create the framework and boundary for the event.

Answer D is incorrect. The purpose of the workshop is already evident, i.e., to elicit requirements.

Answer B is incorrect. Deadlines are a major concern of the event, but may be part of the scope requirements. Answer A is incorrect. Cost management isn't a valid answer for the requirements workshop.

#### **QUESTION 107**

Enterprise analysis creates just five outputs. Which one of the following is an output of the enterprise analysis tasks?

- A. Stakeholder concerns
- B. Solution approach
- C. Solution performance assessment
- D. Assumptions and constraints

**Correct Answer: B**

**Section:**

**Explanation:**

The solution approach is one of the outputs of the enterprise analysis tasks. The other four outputs are the business case, the business need, the required capabilities, and the solution scope.

Answer A is incorrect. Stakeholder concerns are input to enterprise analysis.

Answer D is incorrect. Assumptions and constraints are an input to enterprise analysis. Answer C is incorrect. Solution performance assessment is an input to enterprise analysis.

#### **QUESTION 108**

There are many stakeholders that need to be involved in the allocated requirements. One of the stakeholders in the task will be responsible for verifying released and solution components. Which stakeholder has this responsibility?

- A. Project team
- B. Project manager
- C. Operational support
- D. Tester

**Correct Answer: D**

**Section:**

**Explanation:**

Tester is the stakeholder that will be responsible for verifying releases and solution components.

Answer B is incorrect. The project manager is responsible for the work being done by the project team to complete the solution.

Answer A is incorrect. The project team is technically not a stakeholder in the requirements allocation task. Answer C is incorrect. Operational support does not have the responsibility of verifying released components.

#### **QUESTION 109**

A business analyst (BA) is assessing the completeness and coherence of the requirements. The BA has considered a variety of viewpoints and has a collection of views. What has the BA constructed?

- A. Requirements architecture
- B. Requirements traceability matrix

- C. Business knowledge model
- D. Solution design

**Correct Answer: A**

**Section:**

**Explanation:**

The specific requirements and designs for a solution from a chosen viewpoint are referred to as views. A collection of views makes up the requirements architecture for a specific solution or initiative. It is the business analyst's responsibility to align, coordinate, and structure requirements into meaningful views for the various stakeholder groups to ensure each stakeholder group receives a meaningful view of the requirements that are relevant to them.

#### QUESTION 110

A business analyst (BA) has completed an impact analysis of a proposed change, gained approval for the change, and has updated the requirements. The project sponsor wants to be updated with an overview of the results. How should the BA communicate the results?

- A. Schedule a requirements workshop
- B. Present the requirements at a high-level
- C. Email the requirements package
- D. Create use case scenarios

**Correct Answer: C**

**Section:**

#### QUESTION 111

A business analyst (BA) has determined that "Product Box", a collaboration game, will provide a fun way to engage the stakeholders when working on prioritizing the list of features. What should the BA do?

- A. Ensure buy-in from key stakeholders
- B. Send out an agenda in advance
- C. Research ideas for the new product
- D. Consider meeting logistics

**Correct Answer: B**

**Section:**

**Explanation:**

Formal elicitation activity, the business analyst should prepare and share an agenda with all the elicitation participants well in advance of the session.

#### QUESTION 112

A facilities management company has an ambitious growth plan of doubling the revenue of their office waste recycling service over the next 12 months. The business analyst (BA) plans to define the objectives and align them with the enterprise's vision, mission and goals. What element of 'SMART' goals would this objective refer to?

- A. Relevant
- B. Measureable
- C. Specialized
- D. Achievable

**Correct Answer: A**

**Section:**

**Explanation:**

There is a well-known test for assessing objectives in terms of how well they have been defined, called SMART. The SMART test works as follows:

Specific: Is your objective specific; does it describe a specific outcome or result? Measurable: Is the outcome or result measurable?

Achievable: Is this objective feasible or achievable?

Relevant: Is this objective aligned and relevant to the organization's vision and goals? Time-bound:

What is the timeframe for this objective to be achieved?

**QUESTION 113**

A project to implement shared registration procedures across multiple jurisdictions has stalled several times. The new business analyst (BA) assigned to the project used a collaborative game to elicit requirements. What effect was the BA attempting to achieve?

- A. Minimal variance from planned effort
- B. Close alignment with corporate values
- C. Stimulate teamwork in a fun situation
- D. High confidence in conclusions

**Correct Answer: D**

**Section:**

**QUESTION 114**

A business analyst (BA) has been hired to validate a project's requirements. A series of meetings with stakeholders have been scheduled to walk through each requirement as it relates to the desired future state of the organization. The desired outcome of this exercise is to ensure that all requirements:

- A. link to user stories.
- B. are articulated correctly.
- C. are funded by the business sponsors.
- D. support the delivery of needed value.

**Correct Answer: D**

**Section:**

**Explanation:**

Ultimately defining the future state is about defining and expressing what you and your stakeholders are expecting in terms of the future outcomes once the change has been implemented. It is important to ensure that the future state is well defined and that it is achievable considering the resources that are available.

Another key aspect when defining the future state is to ensure a common vision amongst stakeholders of what the expected desired outcome is.

**QUESTION 115**

A business analyst (BA) is modelling requirements to assist the stakeholders in visualizing the appearance and capabilities of a planned solution. What technique is the BA using?

- A. User stories
- B. Root cause analysis
- C. Prototyping
- D. Data flow diagrams

**Correct Answer: C**

**Section:**

**Explanation:**

Prototyping assist the stakeholders in visualizing the appearance and capabilities of a planned solution. (BABOK v 3.0 – IIBA – guide)

**QUESTION 116**

A business analyst (BA) is verifying a set of requirements. One of the requirements is "After the customer has received an email confirmation, the customer is likely to access the order status in the order history which is available upon order submission." Which one of the following requirements quality characteristic is breached?

- A. Concise
- B. Prioritized
- C. Atomic
- D. Understandable

**Correct Answer: A**

**Section:**

**Explanation:**

Concise is a requirement is considered concise when it uses just enough information to describe itself. It doesn't contain unnecessary explanations or content.

**QUESTION 117**

The project plan called for deliverables to be handed over at the end of the project. Although the client's business team was satisfied, the client's technical team was extremely resistant to this approach. What could the business analyst (BA) do to mitigate the technical team's resistance?

- A. Escalate to project sponsor
- B. Meet with technical team
- C. Reassess the project objectives
- D. Email the business team

**Correct Answer: C**

**Section:**

**QUESTION 118**

The business analysis (BA) team is evaluating a new commercial off-the-shelf (COTS) application that will be implemented in the coming months. The company has over 20 legacy systems deployed. The Chief Information Officer (CIO) is worried about the need for integration and that some key linkages are missing. What is the BA team evaluating?

- A. Technology and infrastructure
- B. Industry standard architecture
- C. Service oriented architecture
- D. Business architecture

**Correct Answer: D**

**Section:**

**Explanation:**

Business architecture All the components of any future state must support one another and work toward the business goals and objectives. The overall desired future state of the organization as a whole must be considered as part of the definition of the desired future state of any individual initiative or solution.

**QUESTION 119**

A business analyst (BA) has identified the impacts and resolution for a proposed change. Based on the Responsible, Accountable, Consulted, informed (RACI) matrix, who must approve the change before it is

implemented?

- A. Subject matter expert
- B. Business sponsor
- C. Project manager
- D. System architect

**Correct Answer: D**

**Section:**

**Explanation:**

Change Request Process	RACI		
Executive Sponsor		A	
Business Analyst		R	
Project Manager		C	
Developer		C	
Tester		I	
Trainer		I	
Application Architect		C	
Data Modeller		C	
Database Analyst (DBA)		C	
Infrastructure Analyst		C	
Business Architect		R	
Information Architect		C	
Solution Owner		C	
Subject Matter Expert (SME)		C	
Other Stakeholders	R	C	I
	(varies)		

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#### QUESTION 120

The business analyst (BA) has documented the requirements for a new system and is preparing the requirements for approval. Which of the following helps ensure that requirements are fully understood and traceable?

- A. Requirements are extracted for review
- B. Requirements are properly classified
- C. Requirements are validated
- D. Requirements meet regulatory standards

**Correct Answer: B**

**Section:**

#### QUESTION 121

A business analyst (BA) is conducting a workshop with the purpose of analyzing a business process.

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

- A. Schedule a follow-up workshop to give more time for additional input
- B. Create a use case scenario that describes the process step by step
- C. Develop a process model with swimlanes to highlight the handoff points
- D. Create a logical data model with the information elicited

**Correct Answer: B**

**Section:**

#### QUESTION 122

A client wants to rehire a business analysis consulting firm for another project. The assigned business analyst (BA) developed a good rapport with the stakeholders, but delivered documents that contained lots of technical jargon that the client could not fully understand. Based on the feedback, the consulting company should:

- A. recommend a new methodology which is the latest trend in the industry.
- B. assign a different BA to the project.
- C. discuss the feedback during the brainstorming sessions after project completion.
- D. identify performance metrics before commencing work.

**Correct Answer: C**

**Section:**

#### QUESTION 123

The Business Requirements Document (BRD) prepared by the business analyst (BA) was circulated to stakeholders for approval. Some stakeholders objected to the Use Case diagrams and could not understand them. Why would these be included in the document?

- A. The models were included as a mistake because Use Case diagrams are technical.
- B. The models are part of the technical documents and not part of BRD documents.
- C. The models are used for analysis and refining requirements and design.
- D. The models did not change the value compared to text based requirements

**Correct Answer: C**

**Section:**

#### QUESTION 124

A one-location restaurant has been a huge success and the owner wants to expand into more markets. The owner wants to ensure that the quality of the food and pleasing atmosphere is maintained without introducing new variables. Working with the key members of the organization, the owner determines that training and standard processes must be defined. The owner engages a business analyst (BA) to create training materials and operating procedures based on the existing processes at the original restaurant. During this documentation, the BA identifies some opportunities for improvement. How must the BA proceed?

- A. Schedule time with the owner to review any opportunities to improve existing processes and obtain permission to include changes before documenting
- B. Create documentation based on the observed processes because improvements are outside of the scope of the project
- C. Provide documentation of improved procedures based on the observed opportunities for then new location
- D. Perform benchmarking and market analysis to determine whether there are standard procedures in the restaurant industry that support the opportunities identified

**Correct Answer: C**

**Section:**

**QUESTION 125**

A business analyst (BA) worked with two stakeholders to finalize the access rights related requirements for an internal software application. According to the first stakeholder "Comments, once entered in the application, should be stored for 365 days and should not allow the users to delete". According to the second stakeholder, "The users with super administrator privileges should be able to add/delete/modify every page/section in the entire application." Which characteristic does this pair of requirements fail to meet?

- A. Concise
- B. Consistent
- C. Complete
- D. Complex

**Correct Answer: C**

**Section:**

**Explanation:**

Complete: Enough to guide further work and at the appropriate level of detail for work to continue.

The level of completeness required differs based on perspective or methodology, as well as the point in the life cycle where the requirement is being examined or represented.

**QUESTION 126**

During the analysis, synthesis, and refinement of elicitation results the business analyst (BA) has discovered that some information is missing. Which course of action would resolve the situation?

- A. Verify the requirements results
- B. Conduct elicitation activities
- C. Conduct traceability analysis
- D. Validate the requirements

**Correct Answer: C**

**Section:**

**Explanation:**

Requirements traceability identifies and documents the lineage of each requirement, including its backward traceability, its forward traceability, and its relationship to other requirements. Traceability is used to help ensure that the solution conforms to requirements and to assist in scope, change, risk, time, cost, and communication management. It is also used to detect missing functionality or to identify if there is implemented functionality that is not supported by any requirement.

**QUESTION 127**

A company wants to increase its market share in the industry and its Board has prioritized capabilities that need to be implemented to achieve the goal. The business requirements for the top priority were signed off and the solution design has been completed. Due to technical constraints, it is not feasible to implement all the requirements at the same time. What must the business analyst (BA) do to deal with this situation?

- A. Redefine the business requirements associated with each implementation
- B. Recommend a reduction in the project scope
- C. Allocate requirements to different releases
- D. Ensure all requirements are traceable using a matrix

**Correct Answer: D**

**Section:**

**QUESTION 128**

A business analyst (BA) is determining the current state as part of a new project. What is an internal enterprise asset that the BA must include in the analysis?



- A. Brand name
- B. Organizational structure
- C. Business need
- D. Enterprise mission statement

**Correct Answer: C**

**Section:**

**Explanation:**

The starting point for any change is an understanding of why the change is needed. Potential change is triggered by problems or opportunities that cannot be addressed without altering the current state. Business analysts work to help stakeholders enable change by exploring and articulating the business needs that drive the desire to change. Without clearly understood business needs, it is impossible to develop a coherent strategy, and the resulting change initiative is almost certain to be driven by a mix of conflicting stakeholder demands.

Change always occurs in a context of existing stakeholders, processes, technology, and policies which constitute the current state of the enterprise. Business analysts examine the current state in the context of the business need to understand what may influence proposed changes, and what will be affected by them. The current state is explored in just enough detail to validate the need for a change and/or the change strategy.

Understanding the current state of the enterprise prior to the change is necessary to identify what will need to change to achieve a desired future state and how the effect of the change will be assessed.

#### **QUESTION 129**

A stakeholder would like to add requirements to an IT project which is in flight. The project manager wants to revisit the traceability repository prior to committing to the addition of any new requests, because it is used for which of the following activities?

- A. Creating test plans and test cases
- B. Approving requirement relationships
- C. Developing documentation for technical support
- D. Supporting change and scope management

**Correct Answer: B**

**Section:**

#### **QUESTION 130**

A business analyst (BA) is in the process of eliciting requirements. It has been determined that not all requirements can be implemented by the project deadline due to complexity. What must the BA do to ensure maximum benefit for the stakeholders?

- A. Ensure users are trained based on requirements
- B. Apply quality control on requirements
- C. Utilize requirements documentation template
- D. Maintain requirements based on priority

**Correct Answer: D**

**Section:**

#### **QUESTION 131**

A business analyst (BA) is working on a project that follows incremental and iterative approaches.

The BA and the stakeholders have shortlisted several user stories to be considered in the project scope. Which of the following methods would enable them to arrive at a common understanding on delivering value in the product and ranking the stories?

- A. Story decomposition
- B. State modelling
- C. Value stream mapping
- D. MoSCoW prioritization

**Correct Answer: B**

**Section:**

**Explanation:**

A state model describes:

- a set of possible states for an entity,
- the sequence of states that the entity can be in,
- how an entity changes from one state to another,
- the events and conditions that cause the entity to change states, and
- the actions that can or must be performed by the entity in each state as it moves through its life cycle.

While a process model can show all of the entities that are used in or affected by that process, a state model shows a complementary view: what happens to one entity across all the processes that affect it or use it.

#### QUESTION 132

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

- A. Perform stakeholder analysis
- B. Organize requirements categories
- C. Determine approval authority
- D. Implement appropriate level of abstraction

**Correct Answer: D**

**Section:**

**Explanation:**

Level of abstraction describes the breadth and depth of the information being provided.

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

#### QUESTION 133

A business analyst (BA) was asked by the vice president (VP) to evaluate the organization's claims processing capability and recommend improvements. The VP agreed to the BA's recommended solution approach and identified an external vendor to develop the modernized claims processing system. Before contracting with the external vendor, the BA realized that the budget should be approved by the Chief Financial Officer. What was missed by the BA when performing stakeholder analysis?

- A. Attitude
- B. Roles
- C. Decision making authority
- D. Level of influence

**Correct Answer: D**

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**Section:**

**Explanation:**

Level of Power or Influence Understanding the nature of influence and the influence structures and channels within an organization can prove invaluable when seeking to build relationships and trust. Understanding the influence and attitude each stakeholder may have can help develop strategies for obtaining buy-in and collaboration. Business analysts evaluate how much influence is needed to implement a change compared to the amount of influence the key stakeholders can bring. If there is a mismatch between the influence required and the amount of influence the stakeholder has or is perceived to have, business analysts develop risk plans, responses and other strategies that might be needed to obtain the required level of support.

**QUESTION 134**

A business analyst (BA) needs to obtain agreement on and approval of requirements for a software solution. In order for this task to proceed, what does the BA need to understand?

- A. The verified requirements
- B. The solution design
- C. The business analysis approach
- D. The stakeholder roles

**Correct Answer: C**

**Section:**

**Explanation:**

Core Concept	During Requirements Life Cycle Management, business analysts...
<b>Change:</b> the act of transformation in response to a need.	manage how proposed changes to requirements and designs are evaluated during an initiative.
<b>Need:</b> a problem or opportunity to be addressed.	trace, prioritize and maintain requirements to ensure that the need is met.
<b>Solution:</b> a specific way of satisfying one or more needs in a context.	trace requirements and designs to solution components to ensure that the solution satisfies the need.
<b>Stakeholder:</b> a group or individual with a relationship to the change, the need, or the solution.	work closely with key stakeholders to maintain understanding, agreement, and <b>approval of requirements</b> and designs.
<b>Value:</b> the worth, importance, or usefulness of something to a stakeholder within a context.	maintain requirements for reuse to extend value beyond the current initiative.
<b>Context:</b> the circumstances that influence, are influenced by, and provide understanding of the change.	analyze the context to support tracing and prioritization activities.

Reference:

Babok v3.0 – IIBA guide

**QUESTION 135**

A business analyst (BA) is validating requirements and has found that the design cannot be validated to support the requirements. Which of the following is creating this situation?

- A. Incorrect assumptions.
- B. Lack of requirements traceability.

- C. Missing requirements.
- D. Substandard solution design.

**Correct Answer: B**

**Section:**

**Explanation:**

The purpose of requirements traceability is to trace where each requirement or design comes from or originated from and what its life cycle is throughout the project. If it is known why a requirement exists, or where it originated from, it will ensure that once the solution has been delivered, it does in actual fact solve the original requirement. By knowing where a requirement came from, or what the need that should be addressed is, the business analyst will know who to communicate to as well as be able to manage the risk, scope, and any changes associated with that requirement.

#### **QUESTION 136**

A company is embarking on a software project in a heavily regulated domain. The client expects large upfront planning and detailed documentation for the project. The recommended approach for the project will be:

- A. adaptive.
- B. predictive.
- C. waterfall.
- D. scrum.

**Correct Answer: B**

**Section:**

**Explanation:**

The predictive approach to delivery is a more formal approach and hence can cause a rework of tasks and activities already completed when a change is implemented as well as of the activities required to assess the proposed change on the whole.

A lot of requirements elicitation and analysis done in the early phases of a project follow the predictive approach. This means when a change is required during later phases of this type of project, there is often a higher impact on the time, cost, and effort required. An adaptive approach will try and minimize the impact of changes with iterative implementations from an early stage of the project. This approach typically lends itself to a less formal and more adaptable approach to manage the impact of change that is introduced during the life cycle of the project. Within the adaptive approach to delivery, the idea of an evolutionary delivery may also reduce the need for a formal impact assessment to be performed when a change is proposed to a requirement.

#### **QUESTION 137**

A business analyst (BA) is planning to elicit requirements. The BA understands the scope of the elicitation and has selected interviewing as an appropriate technique. Which of the following is part of the logistics for these interviews?

- A. Relationships between elicited requirements
- B. Performance metrics
- C. Definition of the future state
- D. Participants and their roles

**Correct Answer: D**

**Section:**

**Explanation:**

A key step in preparing for elicitation is to ensure that the logistics of the session or series of sessions are well planned for by considering the following key aspects:

The goals of the session.

Who are the participants and what are their roles?

Scheduled resources including people, rooms, and tools such as flip charts. Locations and communication channels.

Techniques that will be used.

Languages used by the stakeholders specifically being prepared to understand subject matter terminology and key abbreviations.

**QUESTION 138**

A business analyst (BA) has discovered an old checklist prepared for another initiative, which includes the following characteristics: Complete, Feasible, Unambiguous, Testable. What is the purpose of this checklist?

- A. To verify requirements
- B. To measure solution performance
- C. To validate requirements
- D. To compare solution options

**Correct Answer: B**

**Section:**

**QUESTION 139**

A business analyst (BA) needs approval for the requirements which were elicited, collated, and verified by a peer. The BA needs to understand the approval process and appropriate stakeholders who have the authority to approve the requirements. Which of the following artifacts contains this information?

- A. Information management approach
- B. Stakeholder engagement approach
- C. Governance approach
- D. Business analysis approach

**Correct Answer: B**

**Section:**

**Explanation:**

Stakeholder Engagement Approach: understanding the stakeholders and their concerns and interests may influence decisions made when determining the business analysis approach.

**QUESTION 140**

A business analyst (BA) has documented the components of an information technology (IT) library, in preparation for establishing a consolidated catalogue of IT services. When interviewed, several of the IT managers indicated they already have a catalogue, and have no additional information to provide. What activity is necessary to support the project?

- A. Analyze existing catalogues
- B. Confirm the project objectives
- C. Expand the interview list
- D. Conduct a focus group

**Correct Answer: D**

**Section:**

**Explanation:**

The purpose of focus groups is "to elicit ideas and opinions about a specific product, service, or opportunity in an interactive group environment. The participants, guided by a moderator, share their impressions, preferences, and needs."

**QUESTION 141**

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

- A. Financial analysis
- B. Business rules analysis
- C. Decision analysis
- D. Risk analysis and management

**Correct Answer: B**

**Section:**

**Explanation:**

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

**QUESTION 142**

A business analyst (BA) is working on a project to provide a temporary solution that will last for two months. The BA is feeling overwhelmed with the work needed to create the huge number of links to provide full traceability from solution requirements to design for this solution. How can the BA justify omitting all possible links?

- A. Such traceability is at a lower level of abstraction for this project
- B. The value each link is delivering in this situation is not high
- C. Traceability is a low priority as the BA has other work to complete
- D. It is impossible for anyone to confirm if such links are correct

**Correct Answer: A**

**Section:**

**QUESTION 143**

A business analyst (BA) has completed documenting requirements and to save time, recommends sharing the requirements document with the development team to fast-track development immediately. What issue may arise by doing so?

- A. Stakeholders may refuse the solution.
- B. Requirements metrics may not be measurable.
- C. The BA may significantly impact other aspects of the project timeline.
- D. The business need may change.

**Correct Answer: B**

**Section:**

**QUESTION 144**

A business analyst (BA) is currently verifying the accuracy and consistency of information obtained from the stakeholders. The BA needs to identify additional information. What should the BA do next?

- A. Perform data modelling
- B. Conduct elicitation activities
- C. Meet with the sponsor
- D. Consult with the project manager

**Correct Answer: B**

**Section:**

**Explanation:**

The purpose of Confirm Elicitation Results is to check the information gathered during an elicitation session for accuracy and consistency with other information.

**QUESTION 145**

During a project to replace an existing system, requirements for new functionality were elicited.

Upon further investigation, additional types of requirements related to other features and characteristics were also identified. What can facilitate effectively understanding the different types of requirements?

- A. Fishbone diagram
- B. Classification schema
- C. Process modelling
- D. Scope modelling

**Correct Answer: B**

**Section:**

**Explanation:**

Requirements Classification Schema: identifies levels or types of requirements that assist the business analyst and other stakeholders in categorizing requirements.

**QUESTION 146**

One of the tasks that the business analyst (BA) needs to complete is to maintain the requirements.

As much as the BA values and sees the benefits of maintaining the requirements, the project manager (PM) does not see the same. In order to help the PM understand the value of this task, which following benefit of maintaining the requirements should the BA communicate to the PM?

- A. They identify the financial projections of the project.
- B. They define the project schedule and future tasks.
- C. They describe how to setup the traceability tools.
- D. They can easily be traced and reused for future.

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**Correct Answer: B**

**Section:**

**QUESTION 147**

A business analyst (BA) is preparing the elicitation activity plan for a project. How will understanding the elicitation scope assist the BA with the elicitation activity?

- A. By ensuring the requirements are validated in time
- B. By demonstrating how to record elicitation results
- C. By outlining the level of stakeholder collaboration
- D. By determining when elicitation is complete

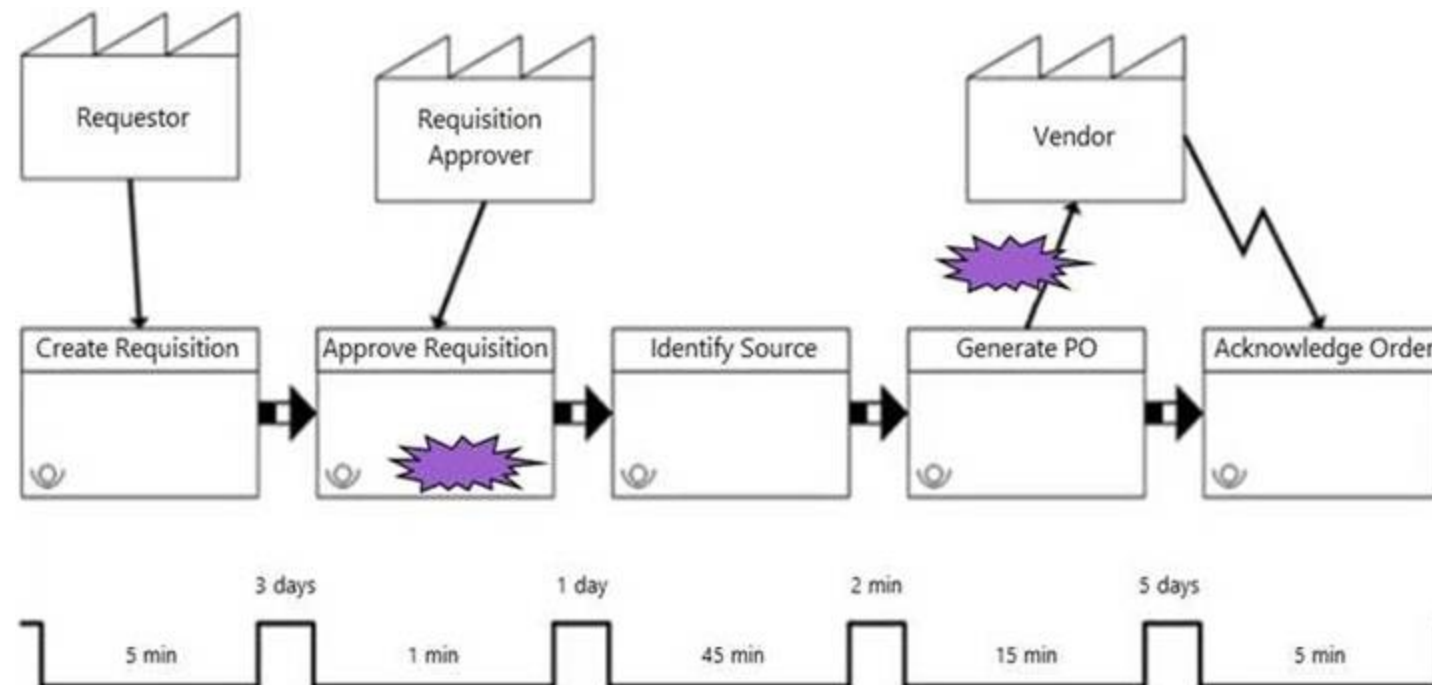
**Correct Answer: A**

**Section:**

**QUESTION 148**

A business analyst (BA) creates the following diagram as part of current state analysis activities.





What does a diagram of this type help users to understand?

- A. Decision-making
- B. Regulatory compliance
- C. Business capability
- D. Process improvement

**Correct Answer: B**

**Section:**

#### QUESTION 149

A business analyst (BA) is tasked with designing a method of ensuring that the requirements captured during the elicitation sessions satisfy the needs and expectations of the customer experience, within an initiative. The BA identifies a way that the stakeholder requirements can be structured to ensure realization of the desired customer experience. Which viewpoint describes the approach taken by the BA to structure the requirements?

- A. User interactions
- B. Business model
- C. Audit and security
- D. Business process model

**Correct Answer: C**

**Section:**

#### QUESTION 150

A business analyst (BA) is eliciting requirements for a pharmaceutical distribution company with an expansion plan across many states, each with their own tools and methods. To make the requirements as re-usable as possible, what should the BA do?

- A. Make specific references to applications or departments
- B. Provide details for the requirements

- C. Describe the requirements at a high level of abstraction
- D. Limit the relationships between requirements

**Correct Answer: A**

**Section:**

**QUESTION 151**

A business analyst (BA) has just started a large project and is collaborating with stakeholders to define requirements. Another BA is joining soon to help with this initiative. What action should the BA take to ensure that the new BA understands the project?

- A. Delay elicitation activities until the new BA joins
- B. Run elicitation sessions in parallel to speed up the process
- C. Ask the new BA to define the stakeholder engagement approach
- D. Document outcomes of discussions with stakeholders

**Correct Answer: C**

**Section:**

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