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CSBA

Certified Software Business Analyst



Exam A

QUESTION 1

Interoperability is the:

- A. Effort required to enhance and improve the product
- B. Extent to which the system is capable of being used in multiple applications
- C. Extent to which a program can be used in other applications
- D. Effort required to couple and uncouple systems

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 2 Creating a baseline of current performance is part of planning phase.

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 3 Guidelines are not enforceable.

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 4 Entity Relationship Diagrams identify:

- A. Trace the movement of information through a process
- B. How and when transformations occur
- C. Define all of the components of a specific activity
- D. Who and what are involved in a process and how they interact

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 5

Which of the following techniques was developed by Drs. Robert Kaplan and David Norton?

- A. Enterprise Dashboard
- B. Business Dashboard
- C. PDCA
- D. Balanced Scorecard

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 6 Critical Assumptions are key factors for the project that are:

- A. Outside the control of the project team
- B. Within the control of the project team
- C. Irrelevant whether the project team controls them or not

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 7 Which of the following represent the components of a data flow diagram?

- A. External entities, processes, data stores, data flow
- B. Name, aliases, entities, process flow, sequences
- C. Concept, attributes, relationships, metadata
- D. Entities, attributes, processes, data stores, data flow

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 8 The State

Transition Diagram:

- A. Represents all states in which an object may exist B. Depicts functions that transforms the data flow
- C. Indicates how data are transformed by the system
- D. Indicates how system reacts to external events

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 9 Which of the following is the best tools for planning, tracking, and reporting time related activities?

- A. Gantt Charts
- B. Control Charts
- C. Histogram
- D. Run Chart

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 10 The External Design

Process determines:

- A. What are the major components of a product
- B. What will happen within each of the major components
- C. Provides a map of the sub-components
- D. Individual items of sub component

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 11 The advantage of the Earned Value approach is that it allows the early detection of slippage by using an industry standard approach to:

- A. Measure a project's actual progress
- B. Forecast both project completion date and final cost
- C. Track schedule and budget throughout the project life cycle
- D. All of the above
- E. None of the above

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 12 Quality

Requirements are generally:

- A. Analogue (a range of acceptable values)
- B. Binary (on or off, present or not)
- C. Either Analogue or Binary
- D. None of the above

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 13 Which function ensures the integrity of the requirements change process?

- A. Business Analyst
- B. Manager
- C. Sponsor
- D. Change Control Board

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 14 Which of the quality factors is a consideration when resources are very expensive?

- A. Reusability
- B. Flexibility
- C. Portability
- D. Maintainability

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 15 Communication tools for the Business Analyst include:

- A. Brainstorming
- B. Focus Groups
- C. Negotiating
- D. All of the above
- E. None of the above

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 16 Anything that places a limit on what is possible is a:

- A. Requirement
- B. Attribute
- C. Variable
- D. Constraint

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 17

Pat is documenting the way data will be transformed from an existing system in order to become more compatible with the new system. What type of requirement is he documenting?

- A. Quality Requirement
- B. Business Requirement
- C. Both of the above
- D. None of the above

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 18

A Business Analyst needs to have good communication and interpersonal skills. Example(s) of communication and interpersonal skills include:

- A. Listening
- B. Interviewing
- C. Testing
- D. Only A and B
- E. A, B, and C

Correct Answer: D

Section: (none)

Explanation



Explanation/Reference:

QUESTION 19 Following are the attributes of a good requirement, EXCEPT:

- A. Stable
- B. Modifiable
- C. Ambiguous
- D. Traceable

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 20 Which of the following techniques is used for measuring project performance and progress relative to budget and schedule?

- A. PERTs
- B. Gantt Chart
- C. Earned Value
- D. Run Chart

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 21 The attributes of a good requirement include:

- A. Traceable
- B. Correct
- C. Complete
- D. Unambiguous
- E. All of the above

Correct Answer: E

Section: (none)

Explanation

Explanation/Reference:

QUESTION 22 In an ideal world, the Project Plan and Project Management will be the responsibility of a qualified:

- A. Project Manager
- B. CIO
- C. Quality Assurance Analyst
- D. Business Analyst

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 23 A

Requirement is a

- A. Generation of a need
- B. Specific and detailed statement about what a system must do or be
- C. Defined high level functionality of a system

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 24 Which Use Case convention is used to insert another Use Case that defines an alternative path?

- A. Include
- B. Extend
- C. Exception
- D. System

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 25 For the following scenario which approach is best suited?

Projects where it is difficult to obtain solid requirements due to an unstable environment, especially those in which the requirements will continue to emerge as the product is used.

- A. Agile
- B. V-Model
- C. Prototype
- D. Waterfall

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 26 Continuous Improvement is the definition for Quality proposed by_____.

- A. Juran
- B. Deming
- C. Crosby
- D. Maslow



Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 27 Which of the following is NOT a Kaizen concept?

- A. Quality, not profit, is first
- B. Fit to use
- C. Defects are a treasure
- D. Problem solving is cross-functional and systemic

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 28 “Requirements gathering” accurately describes the process of defining business requirements.

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 29 The Spiral Model was designed to include which component?

- A. Risk Assessment
- B. Specification Development
- C. Test
- D. Implementation

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 30 The application of the Pareto Principle helps to focus an organization's attention on the critical few issues or activities that will result in the greatest benefit. What percentage are typically referred to as the "critical few"?

- A. 20%
- B. 40%
- C. 60%
- D. 80%

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 31 Quality Management is defined as an approach which uses decisions based on:

- A. Budget, Schedule, Information
- B. Logic, Facts, Schedule
- C. Facts, Data, Logic
- D. None of the above

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 32 Despite the best efforts to minimize the impact and probability of risk, some risks will always remain. Such risks are called:

- A. Operational Risks
- B. Residual Risks
- C. Business Risks
- D. Market Risks



Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 33 Unit Testing generally refers to the testing done by:

- A. The business analyst during the requirements phase
- B. The developer at the small component level
- C. The system tester when testing completed modules
- D. The user during acceptance testing

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 34 The number of participants in JAD sessions are typically higher as compared to other facilitation sessions.

- A. True
- B. False

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 35 One of Deming's 14 points is "Work to constantly improve quality and productivity"

- A. True
- B. False

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 36

The role of the facilitator is:

- A. To help guide a group through a discussion
- B. Not be judgmental
- C. Create a productive environment
- D. All of the above
- E. None of the above

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 37 Which technique is used to reduce the total number of items to a manageable number and to have the resulting items in a priority sequence?

- A. Group Ranking
- B. Affinity DiagramC. Brainstorming

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 38 Reviews and inspections are considered part of testing?

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 39 Which of the following is a tool used for project planning?

- A. Delphi technique
- B. Peer Review
- C. Expected Value Technique
- D. Work Breakdown Structure (WBS)

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 40

Business Event Model is an excellent first step in determining what is to be:

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 41

Suppose a team is developing a web-based ticket distribution system. Which of the following decisions do you think was most likely made during system design?

- A. The ticket distributor will include a user interface subsystem
- B. The ticket distributor will follow web-accessibility standards
- C. The ticket distributor will provide the traveler with on-line help
- D. The ticket distributor requirements have been met and satisfy customer needs

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 42 Reliability is closely correlated with the functional attribute of correctness.

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 43

A Prototype is a:

- A. Fully operational representation of a process or system
- B. Limited operation representation of a process or system
- C. Non-operational representation of a process or system
- D. Flow diagram of a process or system

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 44 Verification is used to determine whether the product meets the requirements as understood by the producer.

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 45

___Methodology is focused on estimating project size from a functional or customer's perspective. It is designed to be independent on any specific language, operating system, or methodology.

- A. LOC – Lines of Code
- B. Top Down Analysis
- C. Function Point Analysis
- D. All of the above
- E. None of the above

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 46 Quality Control is defined as those activities which are designed to _____ defects.

- A. Detect
- B. Reduce
- C. Prevent
- D. Remove

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 47 Which theory focuses on team development and behavior?

- A. Dialectical Models
- B. Simpson Models
- C. Forming-Storming-Norming-Performing Model
- D. Evolutionary Models

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 48 Which document contains the preliminary description of the business functionality desired by the project sponsor?

- A. Requirement Document
- B. Preliminary Scope Statement
- C. PMP
- D. Project Scope Statement

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 49 Using Forced Choice Method is effective when the number of items are:

- A. Greater than 10
- B. Greater than 15
- C. Less than 10
- D. Less than 3

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 50 All of the following reasons are ways by which a Business Analyst can influence quality of the products, EXCEPT:

- A. Identify and define a suitable requirements process
- B. Obtain understanding on tools available for developing quality system
- C. Identify as many requirements defects as possible as early as possible
- D. None of the above

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 51 If Project A has inspected 1546 requirements in 54 hours and found 350 defects but 9 escaped, what is the Escape Rate of Project A?

- A. 2,04%
- B. 2.57%
- C. 16,67%
- D. .58%

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 52

A Defect Database is:

- A. A database with errors in it
- B. A snapshot of current defects found within the last few days
- C. Repository for all of the defect information gathered
- D. None of the above

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 53 A process that no one “owns” should be a candidate for elimination.

- A. True
- B. False

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 54 The systematic write-off of an asset over its useful life or some other predefined period is called:

- A. Gap Analysis
- B. ROA
- C. ROI
- D. Cash Flow
- E. Amortization and Depreciation

Correct Answer: E

Section: (none)

Explanation

Explanation/Reference:

QUESTION 55 Which of the following statements about reviews is true?

- A. Reviews cannot be performed on user requirements specifications
- B. Reviews are the least effective way of testing code
- C. Reviews are unlikely to find faults in test plans
- D. Reviews should be performed on specifications, code, and test plans

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 56

The Net Income (Loss) before taxes minus accounting tax effect on income is: _____

- A. Income (Gross)
- B. Net Income (Loss) before Taxes
- C. Income (Loss) from Operations
- D. Net Income (Loss)

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:



QUESTION 57

_____ organizations receive their funding through the collection of taxes, fees and assessments and the sale of properties such as admissions to parks and monuments.

- A. For Profit
- B. Not for Profit
- C. Government
- D. Private

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 58

Poor communication is often the cause of imprecise specifications. In the contracting process, the most critical point where the specifications have the maximum chance for being misinterpreted is:

- A. During the planning phase when little is fully understood about the project's requirements
- B. The interface between the project team and supplies of services or products
- C. During close-out when all parties are attempting to terminate operations and move all assets
- D. At meetings and conferences when the agenda limits the subjects to be discussed

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:



QUESTION 59 "Training on the use of new materials" is an example of:

- A. Environmental, Competitive, and Regulatory Costs
- B. Materials and Supplies Costs
- C. Machines, Equipment, and Hardware Costs
- D. Methods, Processes, and Procedures Costs

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 60 Which Six Sigma methodology is used when you are creating new processes?

- A. DMAIC
- B. DMADV
- C. Lean
- D. FMEA

Correct Answer: B

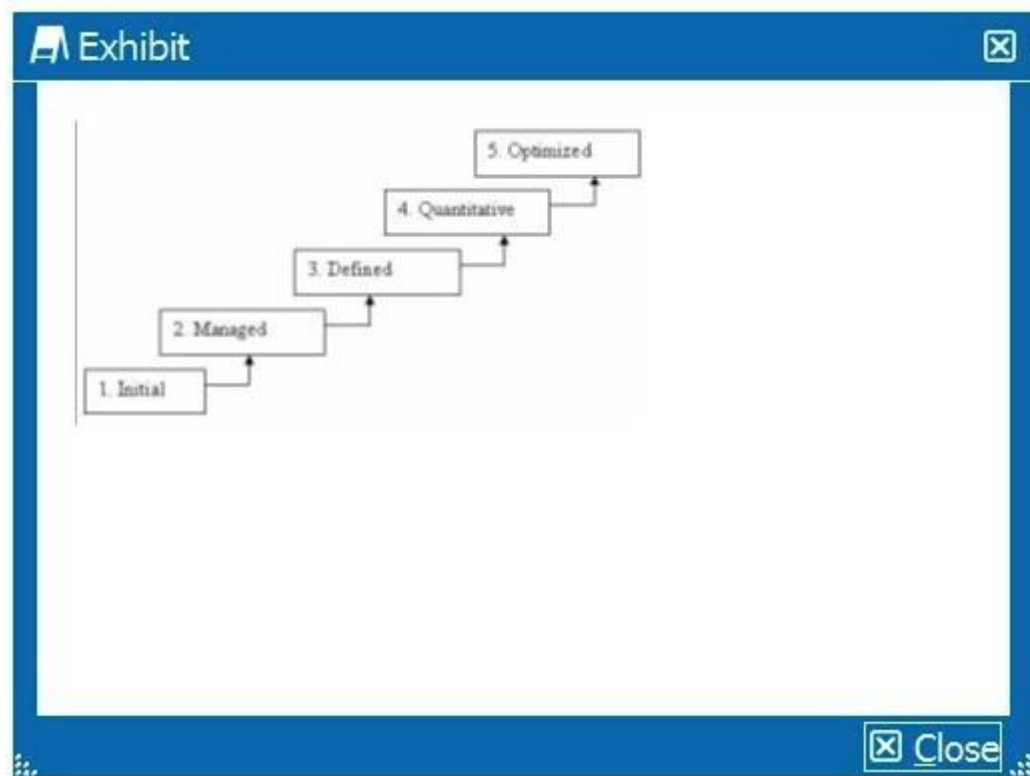
Section: (none)

Explanation

Explanation/Reference:

QUESTION 61

The diagram is of the:



- A. ISO 9000
- B. Malcolm Balridge Model
- C. Capability Maturity Model Integrated
- D. Process Workbench
- E. None of the above

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 62

A valid use of an IT measurement program is to record quantitative data that will be used in an employee performance appraisal.

- A. True
- B. False

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 63 'Quality is Job One'. This statement could be an example of a_____.

- A. Mission
- B. Vision
- C. Objective

D. Goal

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 64 Which document contains the details of the work to be done by a vendor and asks the vendors to submit a bid (or proposal) in response?

- A. Project Plan
- B. Request for Proposal
- C. Statement of Work (SoW)
- D. Project Objective

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 65 Which of the following prescribes a format for Balance Sheets?

- A. Business Partner
- B. Generally Accepted Accounting Principles (GAAP)
- C. Customers
- D. Financial Accounting Standards Board (FASB)



Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 66

What ISO standard was introduced to address the issue of Information Technology Service Management?

- A. ISO 9000
- B. ISO 20000
- C. ISO 12207
- D. ISO 9001
- E. None of the above

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 67 The following formats are used to express Return on Investment (ROI), EXCEPT:

- A. Return on Assets (ROA)

- B. Revenue
- C. Return on Equity (ROE)
- D. Internal Rate of Return

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 68 _____ is used to describe the extent to which an organization is willing to take risks.

- A. Risk Averse
- B. Risk Response
- C. Risk Appetite
- D. Risk Foundation

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 69 Which document includes high level assumptions about the potential cost of a project as well as the benefits?

- A. Project Charter
- B. Requirement Document
- C. Feasibility Study
- D. Project Plan

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 70 The following are some of the characteristics of Special Causes, EXCEPT:

- A. Non inherent within the system
- B. Nor predictable
- C. Can be assigned to a defect in the system
- D. Has a random pattern of data points within the control limits

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 71 Even before organizations gain control of common causes, they identify potential special causes and predict the potential impact. This is part of:

- A. Project Change Management Process

- B. Service Continuity
- C. Project Risk Management Process
- D. Project Planning Process

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 72 Who may be involved in the negotiation and documentation of the production service level agreements?

- A. Business Analyst
- B. Development Staff
- C. Business Partner
- D. Testing Team

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 73 The work of translating the requirements of what a system must do into a product that will meet those needs is called:

- A. Requirements
- B. Design
- C. Development
- D. Prototyping



Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 74 Which of the following is NOT a step of the Vendor Selection Process?

- A. Vendor Identification
- B. Vendor Selection Matrix
- C. Evaluate Performance Criteria
- D. Request for Proposal

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 75 Which of the following is the most important section of a contract?

- A. Warranty
- B. Parties
- C. Deliverability's
- D. Penalties

Correct Answer: C

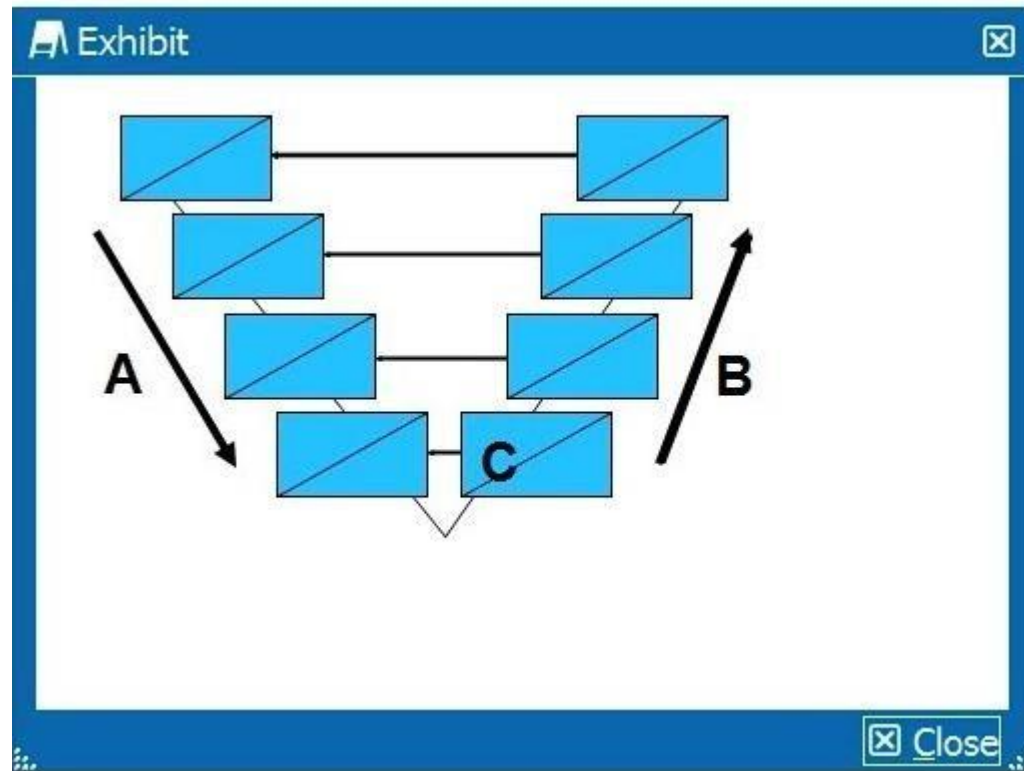
Section: (none)

Explanation

Explanation/Reference:

QUESTION 76

Using the "V" Model diagram, what type of testing activity is represented by the letter A?



- A. Verification or Static
- B. Validation or Dynamic
- C. White Box
- D. Boundary Analysis
- E. User Acceptance Testing

Correct Answer: A

Section: (none)

Explanation

Explanation/Reference:

QUESTION 77 Internal projects where it is necessary to augment your staff with outside resources would then be considered 'custom software'.

- A. True
- B. False

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 78 The primary purpose of Use Acceptance Testing is to verify that the application is ready for production.

- A. True
- B. False

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 79

A program validates a numeric field as follows: Values less than 10 are rejected, values between 10 and 21 are accepted, values greater than or equal to 22 are rejected. Which of the following input values covers the MOST boundary values?

- A. 9,10,11,22
- B. 9,10,21,22
- C. 10,11,21,22
- D. 10,11,20,21

Correct Answer: B
Section: (none)
Explanation



Explanation/Reference:

QUESTION 80 If you acquired COTS software and were attending a demonstration of that software, what aspects of that software would you want to observe during the demonstrations?

- A. Understandability
- B. Clarity of Communication
- C. Functionality of the Software
- D. Effectiveness of Help Routines
- E. All the above

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:

QUESTION 81 Which of the following is NOT a source of defects in application code?

- A. Implementation
- B. Requirements
- C. Design
- D. Coding

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 82 Performance Based

Contracting (PBC) helps:

- A. In vendor identification
- B. Manage custom developed product
- C. All of the products developed by outside individuals
- D. Manages the interaction between a software vendor and a requesting organization

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 83 Which of the

following is NOT true?

- A. Use case development results in a series of related tests call scenarios
- B. Failure scenarios are unsuccessful conclusions that result in the actor abandoning the goal
- C. All the scenarios for a single Use Case must meet all of the interactions related to different goal or sub-goal
- D. If there is only one path, with no opportunities, changes or errors, there will be no scenarios

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 84

A hurricane that caused damage to the facility which resulted in many people unable to come to work and thus causing schedule slippage would be an example of a:

- A. Common Case
- B. Special Cause
- C. Any one of the above
- D. Both of the above

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 85 An Income

Statement is a:

- A. Summary presentation of revenues less the expenses
- B. Expected minimum return on internally invested capital
- C. Verifiable assumptions about the future based on history and trend data

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 86 ISO 20000-2 address the issue of ITSM for:

- A. Code of Practice for Service Management
- B. Specification for Service Management
- C. Process Assessment
- D. Process Improvement

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 87 For every organization, the objective is to maximize the resources available for Product Cost by optimizing the resources required or consumed by Appraisal, Prevention, and Failure Costs.

- A. True
- B. False

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:



QUESTION 88 Fractional Reductions are also referred to as ____.

- A. Hard Dollars
- B. Soft Dollars
- C. Actionable Savings
- D. Reduced Response Time

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 89 Which is the following is For Profit Organization?

- A. Museums
- B. Religious Institutions
- C. Charitable Foundations
- D. Toyota

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 90 Which of the following awards was designed to reward Japanese companies for quality improvements?

- A. European Quality Award
- B. Deming Prize
- C. Malcolm Baldrige National Quality Award
- D. Rajiv Gandhi National Quality Award

Correct Answer: B

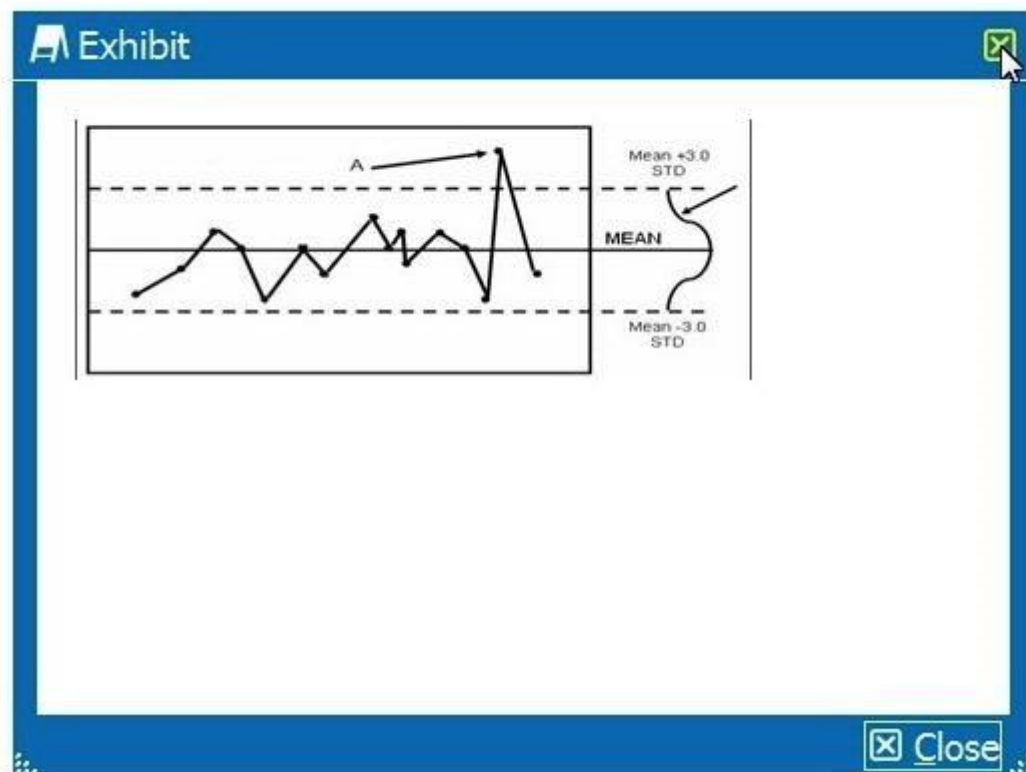
Section: (none)

Explanation

Explanation/Reference:

QUESTION 91

In the diagram, the arrow labeled A points to an event on the control chart which is:



- A. Under Control
- B. Over Control
- C. Out of Control
- D. In Control
- E. Irrelevant

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 92 A listing of the assets, liability, and equity accounts is a:

- A. Profit and Loss Statement
- B. Gap Analysis
- C. Balance Sheet
- D. Projection

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 93 Which factors are within the control of the organization and essential to a successful project?

- A. Critical Assumptions
- B. Constraints
- C. Dependencies
- D. Critical Success Factors

Correct Answer: D

Section: (none)

Explanation

Explanation/Reference:

QUESTION 94 _____are selected for early product training and usage because they are willing to work with a less than perfect training process.

- A. Helpdesk
- B. Power Users
- C. Train the Trainers
- D. Operations

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 95 When it is said that the Business Analysis must be fully “bilingual”, what two languages does the BA need to “speak”?

- A. English and Native Language of the Client
- B. Information Technology and Business
- C. Programming and Design
- D. Quality Assurance and Quality Control

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 96

Which of the following is a White Box Technique?

- A. Path Testing
- B. Boundary Value Analysis
- C. Equivalence Partitioning
- D. State Transition Testing

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 97 Questions for a telephone interview can be developed using Likert Scale.

- A. True
- B. False

Correct Answer: A
Section: (none)
Explanation



Explanation/Reference:

QUESTION 98 One of the critical success factors is acquiring COTS software is that the vendor will continue to provide additional features in the future. This critical success factor is commonly referred to as:

- A. Ease of Use
- B. Expandability
- C. Maintainability
- D. Transferability
- E. Reliability

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 99 Goals have the following characteristics, EXCEPT:

- A. Action
- B. Measurable Results
- C. Achievable Fast
- D. Time Oriented

Correct Answer: C

Section: (none)

Explanation

Explanation/Reference:

QUESTION 100

Which of the following is a Level 4 process area?

- A. Organizational Process Definition
- B. Quantitative Project Management
- C. Risk Management
- D. Decision Analysis and Resolution

Correct Answer: B

Section: (none)

Explanation

Explanation/Reference:

QUESTION 101

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Briefly explain the different types of funding cycles and explain their impact on a project.

Type your answer in the box provided. Use options on the box toolbar to edit your response as needed before moving to the next questions.

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Correct Answer: See explanation below.

Section: (none)

Explanation

Explanation/Reference:

Explanation:

There are two interrelated sets of cycles, the accounting cycle, and the industry cycle.

The activities of the Business Analyst are often significantly influenced by the funding cycle of the organization for which they work. Project due dates are often timed to coincide with major revenue periods, or they may be timed to avoid certain other high risk or high activity time periods. Understanding not only how the organization derives revenue (funding sources), but when flows (funding cycles) can help make sense of the apparently senseless and avoid critical mistakes.

QUESTION 102

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What is the theory of “Scientific Management”? List and describe three principles of “Scientific Management”.

Type your answer in the box provided. Use options on the box toolbar to edit your response as needed before moving to the next questions.

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Correct Answer: See explanation below.

Section: (none)

Explanation

Explanation/Reference:

Explanation:

Frederick Taylor, the father of “Scientific Management,” developed a management approach that identified four fundamental and interrelated principles:

1. Management is a science. The solutions to the problems of business management could be discovered by the application of the scientific method of experimentation and observation. This will establish the one correct way to perform anytask.
2. The selection of workers is a science. The “first class worker” was the worker who is suitable for the job. It is management’s job to determine which worker is best suited for which job.
3. Workers are to be trained and developed. Once the correct worker is selected, they need to be trained in the ‘one right way” to perform their tasks. Managers need to ensure that as the tasks evolve, workers are updated on the newprocedures.
4. Scientific management is collaboration between management and the worker. Managers plan, develop processes, schedule and train; workers execute the way they have been trained, according to the plan.

QUESTION 103

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What is JAD? Briefly explain the steps involved in a JAD Process.

Type your answer in the box provided. Use options on the box tollbar to edit your response as needed before moving to the next questions.

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Correct Answer: See explanation below.

Section: (none)

Explanation

Explanation/Reference:

Explanation:

The original definition of the JAD from IBM was as a technique for development of business systems requirements. The process includes a significant amount of planning and preparation prior to one or more extended (3 to 5 day) sessions dedicated to defining the requirements. The initial session(s) may be followed by other shorter sessions to finish the remaining work and resolve the outstanding issues.

The original definition of the JAD from IBM was as a technique for development of business systems requirements. The process includes a significant amount of planning and preparation prior to one or more extended (3 to 5 day) sessions dedicated to defining the requirements. The initial session(s) may be followed by other shorter sessions to finish the remaining work and resolve the outstanding issues. A JAD is conducted in five phases, and three of those five are focused on preparation. Like any facilitated session, good preparation is the key to achieving desired results.

1. JAD Project Definition - During this part of the process, the facilitator and other members of the team will need to ensure the necessary project origination, scope and authorizations exist. This includes background information about howthe project arose. These documents, if they do not exist, must be created before a meaningful session can be conducted. A general understanding of the size and complexity of the project is important in determining how many resources it is reasonable to allocate to this process. The facilitator must also work with others to gather a clear understanding of the organizational and political issues surrounding the project. Additionally, the facilitator in concert with the project manager, the business analyst and the project sponsor will need to determine if all of the stakeholders can be accommodated in a single JAD series, or if multiple sessions must be scheduled. Particularly when the external end customer is a part of the JAD, great care must be taken in identifying who else will participate in those sessions.

2. Research on Requirements - The facilitator needs to be familiar with any high level requirements that already exist, identify (in conjunction with the project leader and business analyst) what the anticipated deliverables are, and what the critical success factors are expected to be. While not all of this information will turn out to be correct, it will create a reasonable context for planning the JAD sessions.

3. Prepare for the Session - On Facilitated Sessions. One key difference here is that in classical JAD, it is recommended that a full day be planned for team building activities. This is because the projects will have a long life span and need to have the team style communication in place for the duration. Time needs to be set aside for developing a common working vocabulary for the project. Organizations which already have a well understood common language may be able to short-cut, but not eliminate this part of the process.

Preparation for the JAD session includes a pre-meeting briefing on the project objectives and limitations, as well as the expected deliverables. This briefing can be done via conference call if the participants are geographically dispersed. It is important however, they all hear the same thing at the same time. This will reduce later conflict about who was told what. If a number of information gathering sessions have been held, especially with external customers, it is important to provide that information to the participants in advance, so they will have the opportunity to review and analyze that material.

4. Conduct the Session(s) - The session itself brings participants into a structured, neutral (non-hostile) environment for the purpose of identifying and resolving issues about requirements. The workshop session will have a highly structured agenda, with clear objectives, and includes a mechanism for resolving conflicts and issues.

After the initial activities designed to build a collective acceptance of the roles and objectives of the team, there is usually a period for addressing language and communication issues. During this time individuals learn a little about each other's function in the project and how they will contribute to the final outcome. Only when this has been completed is the group ready to begin the process of identification and refinement of requirements.

Any one of several approaches can be used during the process of defining the requirements, from structured or unstructured Brainstorming, to Business Event Models, Use Cases, and various flow diagrams. The process will proceed from the general idea stage to the increasingly specific level of detail needed. Depending upon the size and complexity of the project and the number of constituencies involved (the number of internal business partner areas or the customer segments) the group may need to break into sub-groups to consider some topics in detail.

5. Prepare and Obtain Approval for Output Documents - Depending upon the commission for the JAD, there will be a few or many output documents. Each of these must be agreed to by the participants and then distributed to the appropriate areas of the organization. In some cases there are also approvals required. Great care and thought needs to be given to the issue of post-process approvals. If someone not in the process has the ability to veto some, or all, of the decisions made by the group it is rendered ineffective. If this happens on a consistent basis, individuals will be unwilling to commit the kind of time and mental energy required to produce a quality product. From an organizational morale and effectiveness position, it is far more productive to identify the acceptable constraints ahead of the JAD session. This can be done as a part of the pre-session planning and communication.


QUESTION 104

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Explain refactoring and why it is so important in agile environment.

Type your answer in the box provided. Use options on the box toolbar to edit your response as needed before moving to the next questions.

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Correct Answer: See explanation below.

Section: (none)

Explanation

Explanation/Reference:

Explanation:

Refactoring is the term for changing existing code to work properly with the new requirements. This part of the process is one of the most contentious for those accustomed to traditionally architected systems which strive to "pre-plan" all possible interfaces and accesses. Failure to effectively and aggressively refactor will result in a steady increase in the testing effort combined with a significant decline in productivity.

QUESTION 105

FILL BLANK

List and describe any five Dynamic Testing Types.

Type your answer in the box provided. Use options on the box toolbar to edit your response as needed before moving to the next questions.



Correct Answer: See explanation below.

Section: (none)

Explanation

Explanation/Reference:

Explanation:

1. White Box - White box testing could be referred to as clear box testing; it is the exact opposite of black box testing in that what is happening inside the box is the entire focus of activity. The focus of white box testing is to determine if the product has been built right, for this reason it is often referred to as structural testing. Unit and integration testing are examples of white box testing.
2. Black Box - The concept of black box testing originated in the world of hardware, with the idea that most people didn't really care what was going on inside, they just wanted product B to successfully connect product A to product C. If the product functioned successfully, the users didn't care what was going on inside the black box. This emphasis on functionality is central to the acceptance testing of a software product and black box is the most consistently used form of acceptance testing.
3. Equivalence Testing - In even a very small product, the number of black box and white box test cases that can be developed for execution can become overwhelming. Over time a number of approaches have been developed to help reduce the sheer volume of test cases, while not compromising the integrity of the testing process. Equivalence testing is one of those approaches. In a typical product, there are multiple situations in which some groups of responses are valid and other groups are not. These groups are referred to as equivalency classes and the set of data should be treated the same by the module under test and should produce the same answer.
4. Boundary Value Analysis - Equivalency testing helps to reduce the number of test cases by assigning responses to classes. Those classes can be quite large and have many members. Boundary value analysis helps to target the remaining test cases to those areas most likely to exhibit problems. Boundary value analysis is based on the concept that errors tend to congregate at boundaries between valid and invalid input. The phenomenon of defect clustering is well established and boundary value analysis uses that to leverage the effectiveness of the executed test cases by focusing on higher risk areas. These limits need not just be between valid and invalid data; they can also be at block boundaries such as 255, 256, 1024, 1025.
5. Smoke Testing - At the early stages of each testing effort, and especially the acceptance testing effort, it is essential to perform a quick assessment regarding the overall quality and readiness of the product. To do this a series of test cases that exercise the basic functionality of the product are executed. It establishes that the major functionality is present, the product is stable and that it "works" under normal conditions. This initial series of test cases are often referred to as a smoke test. The reason behind this assessment is to determine if the product is indeed ready to be tested in a more rigorous fashion. If basic functionality is missing or not being executed properly (as documented in the requirements), there is little point in proceeding to full acceptance testing; the product should be returned to the developers or systems testers for further work.
6. Regression Testing - Each component added to a system or product has the capability of causing other components to fail. If appropriate steps are not taken these failures may remain undetected until late in the test life cycle, or even into the production environment. Regression testing is the name given to the activities designed to ensure that changes do not have a negative impact; things that worked before the new component was added, still work. Like smoke testing, regression testing has a primary, but not exclusive focus on functionality. Unlike a smoke test, the regression test focuses selectively on the areas that have been changed to ensure that nothing has been broken.
7. Stress Testing - Stress testing seeks to push systems activity past the design limitations to determine how and when it will fail. If the system is designed to allow 1000 concurrent transactions and still provide 1 second or less screen to screen response time, a stress test may first attempt the designated level (1000 concurrent transactions) and if that is successful, increment that number until either transactions fail the screen to screen response time test or a designated volume is achieved.
8. Conditional and Cycle Testing - During unit testing the ability of the product to perform specific tasks and provide the correct results is validated. For many projects, there are multiple activities that can occur during the life of a product and individual tasks are combined in varying sequences to produce a specific result. In the simplest case, a product might require that a customer account must exist before an order can be placed. This condition must be met before the order taking process can proceed. During unit testing various components of the functions needed to establish a customer account and take an order will be tested individually. During integration testing the full functionality of each process will be tested; in both systems and acceptance testing, the combination will be tested. Test case documentation must clearly specify both the precondition (a valid customer account) and the post condition (a valid order).
9. Parallel Testing - Parallel tests are typically conducted near the conclusion of the acceptance testing cycle and are black box style (functional orientation) tests. Construction of an effective parallel test requires that the production environment be replicated in enough detail to allow for interfaces among systems, updating of mock data stores, execution of batch processes and production of journals, control totals and printed materials such as forms and reports.
10. Risk Based Testing - Few projects have ever had the resources needed to fully test all of the application until every defect is uncovered and resolved. At some point, decisions must be made about what to test and how long to test. Risk based testing is a fact-based technique to making those decisions. Risk-based testing can be applied at any stage in the testing process after unit testing has been successfully completed.
11. Security Testing - The growing ranks of hackers, who trash systems and applications for pleasure and notoriety, has led to a significant increase in the security envelop surrounding products. Most of the testing effort has focused on how well the application performs within that envelop, but that is not enough. It is essential to know that once exposed to the production environment, it will stand up to repeated assaults by hackers, as well as the probing of the merely curious. The basic security envelope is part of the initial requirements, and as such the components and functions have been tested incrementally throughout the development of the product. This includes verification that the "rights and privileges" of authorized users function appropriately to allow or deny access in specific situations. This is not the same as a concerted attack on the product, conducted by those skilled in evading or fooling security checkpoints. A full security test will include both internal and external attempts to compromise the product.
12. Backup and Recovery Testing - Organizations continue to capture and retain increasing amounts of data about their products, their customers, their business and their environment. The organization relies upon the assumption that if at any point the production data files are compromised or damaged, they can be restored from backups. Like any other assumption, if untested, this assumption may result in serious problems. Throughout the development life cycle, code and test cases have been stored and backed up using the development environment. When that code is preparing to move from development and test to the production environment, it is important to verify the result are as needed.
13. Failure and ad-hoc Testing - The emphasis of many of the testing approaches discussed is on verifying that the functionality exists and works correctly. To increase test coverage, this testing focuses on areas that are generally overlooked or particularly error prone (boundaries) and uses techniques such as equivalency partitioning and risk-based testing to reduce the total number of test cases to be written. Failure testing is often experience driven; it is designed specifically

to target areas the Business Analyst or tester suspects might not function properly. Failure testing is often performed by the most experienced members of the acceptance test team because they have developed an understanding of the kinds of things that might cause problems for the product or system. Professional testers and experienced BAs may need to create specific test cases for this purpose toward the end of acceptance testing if significant defects are encountered In the final stages of acceptance testing, many organizations ask members of the business community or the potential customers to “try it out”, “do what you normally would do”. This ad hoc approach may reveal unexpected data entries or unanticipated screen and functionality sequences.

14. Usability Testing - conducted to evaluate the extent to which a user can learn to operate, prepare inputs for, and interpret outputs of a system or component.
15. Data Validation Testing - conducted to evaluate that the data components satisfy the specified requirements.
16. Production Verification Test - conducted using selected processing streams to verify that all necessary parts of an application were included in the move to production. Sometimes referred to as a staging test.

QUESTION 106
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Briefly explain how the Production Readiness Assessment contributes to the success of the implementation.
Type your answer in the box provided. Use options on the box tollbar to edit your response as needed before moving to the next questions.

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Correct Answer: See explanation below.
Section: (none)
Explanation

Explanation/Reference:

Explanation:
The project team, including the Business Analyst needs to meet with the Operations staff to ensure that the product is ready for installation: all of the files have been received and are secured; the backup and recovery processes are in place; all of the materials and the time needed for any batch processes are available (for example, preprinted forms). The Business Analyst will be listening to ensure that any part of the process that will impact the Business Community has been completed and is ready for activity.

QUESTION 107
FILL BLANK

For the following scenario identify the driving and resisting forces. Based on the scenario, do you think the company should process as planned?

The senior management of ABC, Ltd. has decided to automate many of their manual processes. The employees are not in favor of this as they feel that automation will reduce the number of jobs. Competition has already automated their systems and the customers also want faster turnaround times which is the limitation with the current manual way of working. The cost of automation is very high; however, the benefits would come on the form of new and repeat business.
Type your answer in the box provided. Use options on the box tollbar to edit your response as needed before moving to the next questions.

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Correct Answer: See explanation below.
Section: (none)
Explanation

Explanation/Reference:

Explanation:

Yes, they should proceed. Company's must continuously innovate in order to stay competitive and the long term benefits outweigh the short term costs.

QUESTION 108

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Explain the difference between Tactical and Strategic Measures and give two examples of each.

Type your answer in the box provided. Use options on the box toolbar to edit your response as needed before moving to the next questions.

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Correct Answer: See explanation below.

Section: (none)

Explanation

Explanation/Reference:

Explanation:

Tactical Measures - Tactical measures are collected at the detail level by the individuals performing the process. These might include the number of test cases developed for a specific project and the amount of time required to do so. It might be the actual number of test cases in the suite and the number that have actually been executed. This is progress information. If the standards state that 100% of the suite must be executed, the number actually executed provides information about where we are in the process. As testing progresses it will also include information about how successful the test execution has been (97% pass rate; 8 failed test cases to be researched.)

This information about the process is very important to the project manager, the other members of the business and IT development team working on the project. This information is often the result of sub-process and procedure information. Strategic Measures - These measures are provided to senior managers to allow them to make appropriate decisions. They are at a much higher level of detail and cover a much wider perspective. They may need to know that 95% (19 out of the last 20) Acceptance Testing projects using the process have been completed within the time originally estimated, and with residual error rates of less than 1 per 250 requirements. This level of information allows IT senior management to negotiate effectively for following the process and allocating the correct amount of time. Once the appropriate measures have been identified, it is necessary to determine the responsibility for collecting data from the process performers, analyzing it and reporting it.

QUESTION 109

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Describe what the "Test First" approach is and list three benefits of this approach.

Type your answer in the box provided. Use options on the box toolbar to edit your response as needed before moving to the next questions.

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Correct Answer: See explanation below.

Section: (none)

Explanation

Explanation/Reference:

Explanation:

Many of the techniques above grew out of the Object Oriented Methodology. Test First is a foundation of the so-called Agile Technologies, the best known of these is Extreme Programming or XP10. These approaches focus on delivering high quality products to customers in fast increments. The approach to Requirements is to focus on how it can be tested, and to develop and execute those tests before any code is written. Those tests then become a part of the overall test suite, first at the unit level and later at the systems level. This process can be especially beneficial when working on an existing system. By creating and running the test cases before the new code is written, developers will have a much clearer understanding of what will need to be changed for the new system to work correctly. This process of changing the old code to work correctly in the new context, before installing new code is called refactoring, and is a key step in delivering quality products.

QUESTION 110

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Describe the Reuse Model and explain why it is useful.

Type your answer in the box provided. Use options on the box toolbar to edit your response as needed before moving to the next questions.

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Correct Answer: See explanation below.

Section: (none)

Explanation

Explanation/Reference:

Explanation:

The premise behind the Reuse Model is that systems should be built using existing components, as opposed to custom-building new components. The Reuse Model is clearly suited to Object-Oriented computing environments, which have become one of the premiere technologies in today's system development industry. Within the Reuse Model, libraries of software modules are maintained that can be copied for use in any system. These components are of two types: procedural modules and database modules. When building a new system, the developer will "borrow" a copy of a module from the system library and then plug it into a function or procedure. If the needed module is not available, the developer will build it, and store a copy in the system library for future usage. If the modules are well engineered, the developer, with minimal changes, can implement them.

QUESTION 111

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Consider an Inventory Management System (IMS) that accepts two inputs for an inventory item – the name of the item and the various weights (in kilograms) in which the item is stocked. The specifications for the two input items are:

The item name should be an alphabetic string that is two to eight characters long.

The weight of an item should be a whole number in the range, 1-10 Define the equivalence classes for an inventory item.

Type your answer in the box provided. Use options on the box toolbar to edit your response as needed before moving to the next questions.

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Correct Answer: See explanation below.

Section: (none)

Explanation

Explanation/Reference:

Explanation:

There are two types of input equivalence classes, valid and invalid.

QUESTION 112

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Explain four critical roles of a Business Analyst in the Pre-Implementation and Implementation Phase.

Type your answer in the box provided. Use options on the box toolbar to edit your response as needed before moving to the next questions.

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Correct Answer: See explanation below.

Section: (none)

Explanation

Explanation/Reference:

Explanation:

If there is no project manager, the BA may be needed to fulfill those responsibilities. If there is no test manager or designated test lead, the BA may be doing that work. There are however specific roles and responsibilities for the BA in the acceptance testing process:

- Participate in the creation of the overall test plan and assist with the necessary maintenance to reflect changes to the overall project plan
- Plan for and participate in early life cycle verification activities such as requirements inspections and early development and inspection of use cases
- Plan for and participate in functional, regression, stress, security and performance test execution, analysis and defect tracking as needed, with specific attention to those aspect of acceptance testing that are essential to the successful implementation of the finished product
- Coordinate the integration of the sub-plan for acceptance testing into the overall test plan
- Understand what testing tools, techniques and strategies will be needed to effectively perform acceptance testing for the project and ensure the subject matter experts know how to perform appropriate testing and test verification• Provide expert insight into functionality and performance issues that arise from the development and execution of test cases
- Assist in the maintenance of the scope of the acceptance testing effort
- Participate in the development of the acceptance test budget, acceptance test staff resources and progress in accordance with the test plan
- Ensure communications regarding status of, and changes to, the acceptance test plans
- Support the resolution of issues resulting failure to meet schedule, budget, functionality or quality criteria throughout the testing life cycle of the project
- Participate in the completion of end of project activities, including the decision to implement, test reports, implementation and post implementation reviews