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**Exam Code: CBAP**  
**Exam Name: Certified Business Analysis Professional**



## Exam A

### QUESTION 1

A team of business analysts (BAs) were assigned to review an enhancement request that would involve changes in a stockroom and the inventory of products. The changes will impact several groups of people and the amount of savings is in excess of \$1 million dollars. The recommended process improvement will be presented to management for approval. What should the team do first?

- A. Create a business case
- B. Produce an organizational model
- C. Define the change strategy
- D. Validate the cost savings

**Correct Answer: C**

**Section:**

**Explanation:**

Reference: IIBA BABOKv3 (430)

### QUESTION 2

A floral company wants to gather information about each of its 30 international facilities to determine whether employees are satisfied with their jobs. Which of the following elicitation techniques should the business analyst (BA) use?

- A. Survey
- B. Decision analysis
- C. Observation
- D. Concept modelling

**Correct Answer: A**

**Section:**

### QUESTION 3

A business analyst (BA) has been assigned to manage the ongoing stakeholder collaboration after completing a project. The BA needs to understand the stakeholders' level of satisfaction and wants to offer stakeholders an opportunity to help improve the working relationships based on this information. Which technique should the BA use?

- A. Risk analysis and management
- B. Brainstorming
- C. Collaborative games
- D. Lessons learned

**Correct Answer: D**

**Section:**

**Explanation:**

Reference: <https://www.pmi.org/learning/library/role-ba-managing-stakeholder-expectations-9367>

### QUESTION 4



Following a recent, successful deployment, a business analyst (BA) has noticed that several of the requirements are candidates for reuse in multiple upcoming change initiatives. Which type of requirement is a potential candidate for re-use?

- A. Stakeholder requirements
- B. Business requirements
- C. Non-Functional requirements
- D. Transition requirements

**Correct Answer: A**

**Section:**

#### QUESTION 5

A business analyst (BA) is compiling a communication plan by reviewing stakeholders and identifying the needs of the stakeholders. The BA organizes the stakeholders based on their needs and decides that all communication will be handled through e-mail so that information can be disseminated quickly and easily while maintaining a record. What has the BA missed in the stakeholder analysis?

- A. Presentation materials
- B. Preferences
- C. Business objectives
- D. Retention

**Correct Answer: D**

**Section:**

#### QUESTION 6

A business analyst (BA) was tasked with eliciting requirements for a new product scheduling system. The BA interviewed and discussed the requirements with the manager and supervisor. The requirements were written and approved by both the supervisor and manager. Which stakeholders were missed in the requirements?

- A. IT support
- B. Project manager
- C. Upper management
- D. End users

**Correct Answer: C**

**Section:**

#### QUESTION 7

The business analyst (BA) works in a global company and the majority of stakeholders are located in different countries. The BA already explained the core requirements during the initial meetings. However, due to the time zone differences it has been cumbersome to organize further meetings. What method should the BA use so the stakeholders can review the document before final approval?

- A. Group collaboration
- B. E-mail
- C. Brainstorming
- D. Collaborative games

**Correct Answer: A**

**Section:**

**QUESTION 8**

During a requirements review, the implementation subject matter expert (SME) identified the requirement 'parsing of data' that must be implemented before other requirements. The business analyst (BA) has given this requirement high priority.

What factor influenced the prioritization of the requirement?

- A. Data Dictionary
- B. Constraint
- C. Dependencies
- D. Risk

**Correct Answer: C**

**Section:**

**QUESTION 9**

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

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

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

**Correct Answer: A**

**Section:**

**Explanation:**

Reference: IIBA BABOKv3 (100)

**QUESTION 10**

After releasing its beta version of a travel assistance mobile application, a travel company has received feedback from a public survey proposing new features.

The company is struggling with the large number of ideas and would like to make a decision on which to consider in the next implementation cycle.

Which of the following considerations should be used first for filtering ideas?

- A. Measurability of customer satisfaction
- B. Cost of implementation
- C. Alignment with solution scope
- D. Time to market

**Correct Answer: A**

**Section:**

**QUESTION 11**

A business analyst (BA) has been given a defect during user acceptance testing. After analyzing the defect, the BA determines it is a change in the requirement.

What does the BA need to do to assess the change?

- A. Close the defect "working as designed"
- B. Evaluate the risk analysis and management information
- C. Perform a root cause analysis

D. Conduct an impact analysis using traceability

**Correct Answer: D**

**Section:**

**QUESTION 12**

A business analyst (BA) is planning for an upcoming solution based on a signed contract with a client but has learned that one of the key subject matter experts is unavailable during the first half of the business analysis phase. The project has a tight timeline and firm deadline that is part of the contract. There are no substitutes for the key subject matter expert. How should the BA proceed?

- A. Change the solution scope by removing the subject matter expert's component and obtain approval on the new scope
- B. Reduce the schedule to coincide with the subject matter expert's availability and reduce the formality for requirements
- C. Document the contract terms as a risk and adjust the contract costs to plan for the changes/rework
- D. Identify the missing stakeholder as a risk and recommend an adaptive approach for the analysis phase

**Correct Answer: B**

**Section:**

**QUESTION 13**

The business analyst (BA) is preparing to determine the impact of various risks associated with the business analysis effort currently underway. Which of the following would the BA use as an input into the assessment of risk?

- A. Defined change strategy
- B. Analysis of potential value of the recommended solution
- C. List of prioritized requirements
- D. Unconfirmed results of elicitation activities



**Correct Answer: B**

**Section:**

**QUESTION 14**

A project is implemented using a predictive approach. Unfortunately, a lot of change requests (CR) have been raised. A project manager (PM), who should approve each change request, is overworked. What could the business analyst (BA) propose to make things better?

- A. Approve the CRs independently for the PM
- B. Transfer responsibility from the PM to a project's sponsor
- C. Revisit the Business Analysis Governance approach
- D. Decline CRs because of the approach

**Correct Answer: C**

**Section:**

**QUESTION 15**

A company finalized the implementation of a new, corporate-wide database. After nearly three months of operation, the solution is repeatedly producing invalid outputs. A business analyst (BA) has been asked to investigate the solution's problem. The BA has been able to find several instances where the outputs from the solution are below an acceptable level of quality. Which of the following techniques should the BA use to identify the solution limitations?

- A. Risk Analysis and Management

- B. Root Cause Analysis
- C. Acceptance and Evaluation Criteria
- D. Business Rules Analysis

**Correct Answer: A**

**Section:**

**Explanation:**

Reference: IIBA BABOKv3 (186)

#### QUESTION 16

Donna is leading a brainstorming session for her organization. She has asked the participants in this group to come up with at least ten ideas for possible solutions to an identified problem. What is the problem with setting the goal as ten ideas for possible solutions in this session?

- A. The goal should be to come up with as many solutions as possible, not just ten ideas.
- B. The goal should be to generate ten ideas within a set time period.
- C. The goal should be to come up with the best solution for the problem, not ten ideas.
- D. The goal should be to include everyone's input to the solutions.

**Correct Answer: A**

**Section:**

#### QUESTION 17

You are the business analyst for your organization and working with the stakeholders to prioritize the requirements. The stakeholders are concerned about the financial impact of the requirements should some of them fail during the implementation. You would like to rank the risk tolerance of the stakeholders based on their comments about the solution and the requirements. The following are the three categories of risk tolerance associated with the stakeholders except for which one?

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

**Correct Answer: A**

**Section:**

#### QUESTION 18

What business analysis process ensures that requirements specifications and models meet the necessary standard of quality to allow them to be used effectively to guide further work?

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

**Correct Answer: C**

**Section:**

#### QUESTION 19

Paul has been asked to complete SWOT analysis for his solution scope. What does SWOT analysis mean?

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

**Correct Answer: D**

**Section:**

#### QUESTION 20

Which one of the following is an example of a non-negotiable demand by a stakeholder during the requirements prioritization session?

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

**Correct Answer: A**

**Section:**

#### QUESTION 21

You are the business analyst for your organization and are working with Virginia on the allocation of requirements for a new solution. You have assigned Virginia the task of breaking down the solution scope into smaller components for allocation.

What technique have you asked Virginia to complete in this scenario?

- A. Decision analysis
- B. Business rules analysis
- C. Process modeling
- D. Functional decomposition

**Correct Answer: D**

**Section:**

#### QUESTION 22

You are the business analyst for a large project in your organization. While your company prefers face-to-face communications there are many stakeholders located in different geographical locations.

How can you still effectively serve as a business analyst when the stakeholders are not collocated?

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

**Correct Answer: B**

**Section:**

#### QUESTION 23

Which one of the following business analysis planning and monitoring techniques can be used to define and document the business analysis approach?



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

**Correct Answer: A**

**Section:**

**QUESTION 24**

Henry is the business analyst for his organization. Management has created a pre-determined budget of \$450,000 for his solution. Henry has identified the project requirements but now wants to prioritize them based on timeboxing and budgeting. Henry examines the cost of the requirements and begins removing the requirements from the allowed list in order to meet the \$450,000 budget.

What timeboxing or budgeting approach is Henry using?

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

**Correct Answer: B**

**Section:**

**QUESTION 25**

You are hosting a collection of stakeholders from across the organization to identify the ideas and attitudes about your company's help desk. You want the stakeholders to honestly share their opinions about the help desk service so you can identify problems, solutions, and take actions to improve the service.

What type of requirements elicitation activity is this?

- A. Stakeholder analysis
- B. Focus groups
- C. Workshop
- D. Root cause analysis

**Correct Answer: B**

**Section:**

**QUESTION 26**

Which stakeholder must approve the business analysis approach to ensure that the business analysis approach is compatible with the other project activities?

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

**Correct Answer: B**

**Section:**

**QUESTION 27**



You and Tom are writing the solution scope for a new project in your organization. You need to create a method to define what solution will and will not provide for the organization. What technique can you and Tom use to establish appropriate boundaries for the solution?

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

**Correct Answer: D**  
**Section:**

#### QUESTION 28

Your organization is trying to determine which one of two opportunities they will pursue. The Project A is worth \$235,987 and Project B is worth \$567,000 but carries significant risk. The organization elects to pursue Project B and not Project A.

What is the opportunity cost in this scenario?

- A. \$331,013
- B. There is not enough information to know as the risk for Project B has not been quantified.
- C. \$235,987
- D. \$567,000

**Correct Answer: C**  
**Section:**

#### QUESTION 29

You are the business analyst for the TGH Organization and are determining if you should buy or build a solution for your company. You have determined that you can create the in-house solution for \$78,000 with a monthly support cost of \$8,765. A vendor can create the solution for \$61,000 with a monthly support costs of \$7,990.

How long will it take your company to break even if you choose the internal solution versus the vendor's solution?

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

**Correct Answer: D**  
**Section:**

#### QUESTION 30

You are the business analyst for your organization. Management realizes that a proposed solution has risks that may cause the entire project to fail. They would like you to prioritize the requirements with maximum risks first so that if the project fails, there is little loss of capital in the project implementation.

What requirements prioritization approach is management asking you to create in this instance?

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



**Correct Answer: B**

**Section:**

**QUESTION 31**

You are the business analyst for your organization. Management has asked that you create a stakeholder map as part of the conduct stakeholder analysis process. What is a stakeholder map?

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

**Correct Answer: D**

**Section:**

**QUESTION 32**

Which conduct stakeholder analysis technique identifies stakeholder roles that may serve as a useful starting point for identifying actors and roles?

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

**Correct Answer: C**

**Section:**

**QUESTION 33**

You are completing enterprise analysis. Management has asked you to create a document that will help them create a go/no go decision to invest and more forward with a proposed project. What document does management want you to create?

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

**Correct Answer: D**

**Section:**

**QUESTION 34**

Some of the requirements in the solution must be completed because of laws and regulations in your industry. Management would like you, the business analyst, to rank the requirements according to the relevant laws. What type of requirements prioritization is management having you complete?

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



**Correct Answer: A**

**Section:**

**QUESTION 35**

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

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

**Correct Answer: D**

**Section:**

**QUESTION 36**

You are working with several business analysts to determine the solution approach for an identified problem.

All of the following techniques are acceptable for identifying the solution approach except for which one?

- A. Benchmarking
- B. Decision analysis
- C. Risk analysis
- D. Brainstorming

**Correct Answer: C**

**Section:**



**QUESTION 37**

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

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

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

**Correct Answer: B**

**Section:**

**QUESTION 38**

You are the business analyst for your organization. You are currently working with Steve on the organize requirements process. You and Steve have elected to use the user stories approach for this process.

What is the user stories approach for requirements organization?

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

**Correct Answer: C**

**Section:**

**QUESTION 39**

Which of the following processes is used to make certain that the project team members are completing the project work according to the project plan?

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

**Correct Answer: D**

**Section:**

**QUESTION 40**

Which one of the following terms is not a business analysis planning and monitoring approach?

- A. Structured walkthroughs
- B. Decision analysis
- C. Requirements elicitation
- D. Process modeling

**Correct Answer: C**

**Section:**

**QUESTION 41**

What technique used during the manage business analysis performance process can help identify the underlying causes of failures or difficulties in accomplishing business analysis work?

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

**Correct Answer: D**

**Section:**

**QUESTION 42**

What document defines the business needs, identifies key stakeholders, and describes the positive impact the solution will provide on the key stakeholders?

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

**Correct Answer: D**

**Section:**



**QUESTION 43**

Your organization is using a plan-driven approach to business analysis.

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

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

**Correct Answer: C**

**Section:**

**QUESTION 44**

You are the business analyst for your organization and are preparing to complete the allocate requirements process. This process assigns stakeholder and solution requirements to solution components and to releases. One of the elements of this process is solution components.

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

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

**Correct Answer: A**

**Section:**

**QUESTION 45**

You are the business analyst for your organization and you are completing the manage requirements traceability process. You are tracking the requirements to determine how the requirements are interrelated with one another and with the actual delivery of the project scope.

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

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

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

**Correct Answer: D**

**Section:**

**QUESTION 46**

Ned is the business analyst for the NHQ Company. He is working with Stan on completing the requirements prioritization of all the identified requirements.

Why would Stan and Ned complete requirements prioritization?

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

**Correct Answer: A**

**Section:**

**QUESTION 47**

You are the business analyst for your organization. You are coaching Tom about the different approaches to business analysis.

Which type of business analysis approach has the most business analysis work at the beginning of the project or during the start of a project phase?

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

**Correct Answer: C**

**Section:**

**QUESTION 48**

You are the business analyst for your organization. You are currently identifying opportunities for a customer to improve their business processes. The customer wants to streamline their business efforts either through new technologies, better processes, or a combination of both. The customer demands, however, that the solution should not cost more than \$300,000 to implement and support for one year.

What does the \$300,000 represent?

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

**Correct Answer: D**

**Section:**

**QUESTION 49**

You are the business analyst for your organization and are with another business analyst, Steve, on the requirements elicitation for a new solution. You warn Steve that you'll need to be tracing the requirements in an effort to prevent scope creep.

What is scope creep?

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

**Correct Answer: A**

**Section:**

**QUESTION 50**

What element of the plan business analysis process affects the business analysis duties that need to be performed?

- A. The experience of the business analyst
- B. The experience of the project manager
- C. The expected completion date of the business analysis duties



D. The type of project or initiative

**Correct Answer: D**

**Section:**

**QUESTION 51**

Holly's organization uses a plan-driven approach to business analysis.

When it comes to communication in Holly's organization what type of communication will likely be required?

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

**Correct Answer: C**

**Section:**

**QUESTION 52**

Henry is the business analyst for the UUH Organization. Currently Henry is working on several work products as part of the requirements development process.

He may need to share these work products with the stakeholders.

Which of the following is not an example of a work product?

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

**Correct Answer: A**

**Section:**

**QUESTION 53**

You are the business analyst for your organization. On your current project you'll be using the change-driven approach for defining requirements and gathering feedback.

Which of the following statements best describes the change-driven approach?

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

**Correct Answer: D**

**Section:**

**QUESTION 54**

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

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

- A. It can be a problem as customers could become confused or frustrated because of the different approaches to the work.



- B. It is not a problem unless there is a drop in sales so it should be left alone.
- C. It can be a problem as the enterprise environmental factors always call for consistency in all processes.
- D. It is not a problem unless the customer complains. If Jane has not noticed the customers complaining then the process should be left along.

**Correct Answer: A**

**Section:**

**QUESTION 55**

You are the business analyst for your organization. A customer has approached your organization and is requesting that your company create new software for them that will help them collect customer information. In regard to enterprise analysis this business needs stems from which one of the following need generation approaches?

- A. Bottom-up
- B. External drivers
- C. Middle management
- D. Top-down

**Correct Answer: B**

**Section:**

**QUESTION 56**

You are creating the solution scope for a proposed solution in your organization. You need to understand the scope of work that needs to be completed. You elect to identify the solution scope and then break the solution scope into smaller work products or deliverables.

What technique are you using in this instance?

- A. Interface analysis
- B. Scope modeling
- C. Vision statement creation
- D. Functional decomposition

**Correct Answer: D**

**Section:**

**QUESTION 57**

You are the business analyst for a solution that has 435 stakeholders.

How many communication channels exist in this project?

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

**Correct Answer: C**

**Section:**

**QUESTION 58**

You are the business analyst for your organization and you are completing the verify requirements process. There are eight characteristics each requirement should have: cohesive, complete, consistent, correct, and feasible. Which one of the following four is not a characteristic of a requirement?





- A. Functional
- B. Modifiable
- C. Unambiguous
- D. Testable

**Correct Answer: A**

**Section:**

**QUESTION 59**

You are the business analyst for your organization. You are preparing the business needs documentation for a new solution to an identified problem. Parts of your input for this process are the business goals and objectives set by your organization.

What approach can you use to assess the business goal and their validity and longevity?

- A. Functional decomposition
- B. POLDAT
- C. SMART
- D. Root cause analysis

**Correct Answer: C**

**Section:**

**QUESTION 60**

You are the business analyst for your organization and are working on organizing the identified requirements for a new solution. Nancy, your assistant in this process, says that these requirements aren't very complex. You agree but add that it's this thing that makes the overall solution complex.

What thing adds to the level of complexity among requirements?

- A. Relationships among the requirements
- B. Management in the project
- C. Stakeholders in the project
- D. Cost and schedule constraints

**Correct Answer: A**

**Section:**

**QUESTION 61**

Which of the following is an estimate based on past projects to predict the current cost and/or duration of the current project?

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

**Correct Answer: D**

**Section:**

**QUESTION 62**

You are the business analyst for a large project for your organization. Your project has 65 stakeholders and this will greatly increase the complexity of the communication in this project. To demonstrate how complex this project and its communication will be, you show the management the number of communication channels in this project. How many channels exist in this project based on the number of stakeholders?

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

**Correct Answer: A**

**Section:**

#### QUESTION 63

You are creating a model for your requirements.

Which model type categorizes and describes the people who directly interact with a solution?

- A. Rules
- B. User classes, profiles, or roles
- C. Concepts and relationships
- D. Events

**Correct Answer: B**

**Section:**

#### QUESTION 64

When is stakeholder analysis performed?

- A. As soon as the project charter is created.
- B. As soon as the project sponsor is named.
- C. As soon as a business need is identified.
- D. As soon as a business solution is identified.

**Correct Answer: C**

**Section:**

#### QUESTION 65

You are preparing a business case for your organization to determine the justification of the costs of the solution in relation to benefits the solutions will bring the organization. You need four inputs to complete this process.

Which one of the following is not an input that will help you write the business case?

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

**Correct Answer: A**

**Section:**



**QUESTION 66**

You are the business analyst for the YGT Organization. You have just completed a capabilities gap assessment and have determined that your organization does not have the necessary resources and technology to seize a business opportunity.

What is the most likely course of action for the organization?

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

**Correct Answer: B**

**Section:**

**QUESTION 67**

What plan includes the description of the scope of work, the deliverable Work Breakdown Structure, the activity list, and estimates for the business analysis activities?

- A. Project management plan
- B. Implementation plan
- C. Requirements management plan
- D. Business analysis plan

**Correct Answer: D**

**Section:**

**QUESTION 68**

You are the business analyst for your organization and are coaching Roberta on how business analysis works. Roberta is confused about what a business analysis methodology is during the business analysis planning and monitoring phase of the business analysis duties.

What is a methodology?

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

**Correct Answer: A**

**Section:**

**QUESTION 69**

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

Management would like to streamline the requirements gathering processes as many of the projects your company do are similar in nature.

What approach could you as a business analyst do to help streamline the requirements gathering process for your organization?

- A. Implement a requirements re-use repository
- B. Implement project template
- C. Implement a requirements gathering form
- D. Implement scope solution models



**Correct Answer: A**

**Section:**

**QUESTION 70**

You are coaching Marcy, a new business analyst for your organization, on business analysis processes. Marcy is concerned about the define solution scope process, especially the implementation approach element. Which of the following statements best defines the implementation approach element for Marcy?

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

**Correct Answer: D**

**Section:**

**QUESTION 71**

You are the business analyst for your organization. Management has asked that in the business case you're creating that you also include the projected costs and benefits to be realized and how those and benefits will be assessed and evaluated.

What term matches management's request?

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

**Correct Answer: D**

**Section:**

**QUESTION 72**

Gary is the business analyst for his organization. He has realized that he has overlooked a key group of stakeholders during the conduct stakeholder analysis process.

What is the danger in overlooking a key set of stakeholders?

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

**Correct Answer: D**

**Section:**

**QUESTION 73**

Rachel is writing the business case for her organization. As she's completing this process Rachel is concerned that she's including all the correct information for management.

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

- A. Time to break even
- B. Opportunities to prioritize requirements
- C. Follow-on opportunities



D. Qualitative and quantitative benefits

**Correct Answer: B**

**Section:**

**QUESTION 74**

Your organization uses the MoSCoW approach to requirements prioritization.

What does MoSCoW mean?

- A. Must, Should, Could, Would
- B. Must, Should, Could, Won't
- C. Mission, Schedule, Cost, Willingness
- D. Must not, Should not, Could not, Will not

**Correct Answer: B**

**Section:**

**QUESTION 75**

What business analysis plan defines the process to be followed in managing the solution scope and requirements?

- A. Requirements management plan
- B. Scope management plan
- C. Change management plan
- D. Project management plan

**Correct Answer: A**

**Section:**

**QUESTION 76**

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

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

**Correct Answer: D**

**Section:**

**QUESTION 77**

The requirements elicitation process requires that the business analyst and team prepare for the requirements elicitation activities. There are three specific inputs that the business analyst will need in preparing for the requirements elicitation.

Which of the following is NOT one of the three inputs the business analyst will use as he prepares for requirements elicitation?

- A. Solution scope
- B. Change request
- C. Business need



D. Stakeholder list

**Correct Answer: B**

**Section:**

**QUESTION 78**

Mark is the business analyst for his organization. He is working with the solution development team and he believes that the team does not want to implement a certain portion of the requirements. The team is expressing the difficulty of the requirements and how it will be extremely challenging to complete. When Mark asks about a similar project that the team completed, they insist that this is a different type of requirements though Mark believes that it is not.

What is the solution development team appearing to do to the requirements?

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

**Correct Answer: B**

**Section:**

**QUESTION 79**

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:**

**QUESTION 80**

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

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

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

**Correct Answer: A**

**Section:**

**QUESTION 81**

You are the business analyst for your organization and are working with Sally, a project manager, for your organization. You and Sally are determining the cost of the labor, materials, equipment, and facilities in order to achieve the different solutions that have been proposed for an identified problem.



What is this process called?

- A. Cost budgeting
- B. Expert judgment
- C. Rough order of magnitude cost estimating
- D. Scoping the project costs

**Correct Answer: C**

**Section:**

**QUESTION 82**

Your organization needs to adapt to the change economy, new technologies, and an increase in competition in order to survive. They've asked you to complete a business analysis approach that will help them change their organizational policies in order to achieve their goals and objectives.

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

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

**Correct Answer: B**

**Section:**

**QUESTION 83**

Holly is the business analyst for her organization. Management has asked Holly to create a document that will define solution alternatives and how each identified solution may provide an expected business benefit to meet the identified business need. Management has asked Holly to provide data and statistics in this document to support her claims and findings.

What type of document is management asking Holly to create?

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

**Correct Answer: A**

**Section:**

**QUESTION 84**

Which of the following process models needs to complete each set of tasks in one phase before moving into the next phase in a project development life cycle?

- A. Procedural model
- B. Evolutionary model
- C. Spiral model
- D. Waterfall model

**Correct Answer: D**

**Section:**

**QUESTION 85**

You are the business analyst for the NHQ Project. You have identified several stakeholders that need different types of information related to the requirements. Which stakeholder would need detailed technical interface requirements?

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

**Correct Answer: D**

**Section:**

**QUESTION 86**

Management comes to you and asks you to complete some specifications and models about the current state of the organization. Management wants you to complete this business analysis activity as soon as possible and report back to them with your findings.

What is the primary purpose of the specify and model requirements process?

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

**Correct Answer: D**

**Section:**

**QUESTION 87**

Which one of the following statements best describes requirements prioritization?

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

**Correct Answer: D**

**Section:**

**QUESTION 88**

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

- A. Forming
- B. Storming
- C. Rolling wave planning
- D. Crashing

**Correct Answer: D**

**Section:**



**QUESTION 89**

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:**

**QUESTION 90**

You are the business analyst for a new project. Part of this project is for the project team to manually install new workstations through the company's campus.

Based on your research you have determined that the project team can install 25 new workstations per hour. Since there is a fixed amount of time that these workstations need to be installed you are considering adding additional labor for the implementation. You are also considering to adjust the prioritization of the project requirements based on the amount of workstations the project team can install per hour.

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

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

**Correct Answer: A**

**Section:**

**QUESTION 91**

You are the business analyst for your organization. As part of the requirements prioritization you have given each key stakeholder \$10,000 in play money to distribute among the identified requirements. Each stakeholder can assign their play money to any of the requirements, but the requirements will be prioritized based on the value of the play money assigned to each requirement.

What type of requirements prioritization is happening in this scenario?

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

**Correct Answer: D**

**Section:**

**QUESTION 92**

You are the business analyst for your organization. You have identified the costs and level of effort needed for each of the solution components. Management has asked that you also assess the most effective tradeoffs between delivery options. You consider the available resources and the constraints on the solution to determine if an additional investment is justified to realize a higher value for the solution.

What other consideration could you include in your assessment of the solution?

- A. Historical information
- B. Dependencies between requirements
- C. Experience of the implementation team

D. Enterprise environmental factors

**Correct Answer: B**

**Section:**

**QUESTION 93**

You are the business analyst for your organization and are preparing to conduct stakeholder analysis. As part of this process you realize that you'll need several inputs. Which one of the following is NOT an input you'll use for the conduct stakeholder analysis task?

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

**Correct Answer: B**

**Section:**

**QUESTION 94**

What is the purpose of the business case?

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



**Correct Answer: A**

**Section:**

**QUESTION 95**

You are the business analyst for your organization and are planning the business analysis approach. One of the techniques you are considering for this undertaking is to rate the available methodologies against the organizational needs and objectives.

Which of the following terms describes the business analysis technique that you are currently considering in this scenario?

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

**Correct Answer: B**

**Section:**

**QUESTION 96**

Which conduct stakeholder analysis technique is useful for identifying shared characteristics of a stakeholder group?

- A. Surveys
- B. Scope modeling
- C. Brainstorming

D. Interviews

**Correct Answer: A**

**Section:**

**QUESTION 97**

You are the business analyst for the NHQ Organization. Management has asked that you examine the workflow and internal processes for order fulfillment. Specifically, they'd like you to complete an in-depth analysis and documentation of the business problems and opportunities that may exist for the organization. What business analysis knowledge area does this activity map to?

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

**Correct Answer: C**

**Section:**

**QUESTION 98**

You are the business analyst for a large, complex solution and you are working with the stakeholders to determine the prioritization of the requirements. You would like to use the decision analysis to determine the best decision for the requirements outcome. You must know four things as part of decision analysis. Which one of the following will not help you with this approach to the requirements prioritization process?

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



**Correct Answer: D**

**Section:**

**QUESTION 99**

Herb is the business analyst for the HYY Organization. As Herb is completing the organize requirements process he recognizes that requirements typically need to answer one question-for identification. What is the one interrogative that requirements should answer?

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

**Correct Answer: A**

**Section:**

**QUESTION 100**

Your organization is using a plan-driven approach to business analysis. What must you do with all of the communication documents created as part of this high-priority project that you are serving as the business analyst for?

- A. All formal communication must be destroyed once the project is completed.

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

**Correct Answer: D**

**Section:**

**QUESTION 101**

You are the business analyst for your organization and are currently with several key stakeholders as part of the determination of which business analysis approach is most appropriate for the current project. Which one of the following is not a stakeholder that is considered when completing the business analysis planning and monitoring task to determine a business analysis approach?

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

**Correct Answer: D**

**Section:**

**QUESTION 102**

Which solution scope technique can help the business analyst understand the scope of the work by breaking down the scope into smaller work products?

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

**Correct Answer: C**

**Section:**

**QUESTION 103**

Marcy is the business analyst for her organization. She is completing the business analysis task of defining the business needs. She has the business goals and objectives and the requirements stated documentation. What must she confirm about the requirements stated documentation before defining the business need based on her analysis?

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

**Correct Answer: A**

**Section:**

**QUESTION 104**

Bob and Susan are business analysts for their organization. They are examining two materials that could be used in an upcoming project. They are testing the materials and measuring the results of each test to compare the materials to each other. This process will help Bob and Susan determine which material is best for their upcoming project.

What type of process are Bob and Susan completing with these materials?



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

**Correct Answer: D**

**Section:**

**QUESTION 105**

You are the business analyst for your organization. You are working with several IT professionals to determine all of the connected systems in your organization.

You are creating a mapping of the servers, workstations, printers, and other connected devices and their purposes for an analysis of how information is input, processed, stored, and output from each system.

What business analysis process are you completing?

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

**Correct Answer: C**

**Section:**

**QUESTION 106**

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

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

**Correct Answer: A**

**Section:**

**QUESTION 107**

You are the business analyst for your organization and are about to conduct requirements elicitation for a process to streamline the customer fulfillment system your organization uses. You need to understand how the people, processes, and technology within the customer fulfillment system operates before you begin the elicitation process.

What type of analytical thinking are you participating in this scenario?

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

**Correct Answer: D**

**Section:**

**QUESTION 108**

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



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

**Correct Answer: C**

**Section:**

**QUESTION 109**

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

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

**Correct Answer: C**

**Section:**

**QUESTION 110**

Which of the following meeting brings all of the potential vendors together to discuss the statement of work and the request for proposal?

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

**Correct Answer: D**

**Section:**

**QUESTION 111**

Which of the following techniques involves determining and documenting the variance between business requirements and current capabilities?

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

**Correct Answer: C**

**Section:**

**QUESTION 112**

Which of the following is NOT a component of flowchart?

- A. Forks
- B. Attributes



- C. Activities
- D. Joins

**Correct Answer: B**

**Section:**

**QUESTION 113**

Jenni is the business analyst for the UHQ Organization. She is preparing to complete the conduct elicitation activity for her organization. Jenni can use all of the following techniques as part of this activity except for which one?

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

**Correct Answer: D**

**Section:**

**QUESTION 114**

You are the business analyst for your organization. For the past several months you have been completing the business analysis duties for the solution stakeholders. You now have, you believe, the solution requirements identified and documented.

What must you now do with the requirements before proceeding?

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

**Correct Answer: D**

**Section:**

**QUESTION 115**

You are the business analyst for your organization and preparing to complete the requirements elicitation activities. Your manager wants to know when the requirements elicitation process will be completed.

Which of the following responses best describes the nature of the requirements elicitation process?

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

**Correct Answer: D**

**Section:**

**QUESTION 116**

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

- A. Communication Management plan

- B. Disaster recovery plan
- C. Test plan
- D. Procurement plan

**Correct Answer: C**

**Section:**

**QUESTION 117**

You are the business analyst for your organization and are preparing for the conduct elicitation activity. You'll need several stakeholders' roles as you prepare for this activity in your organization. Which one of the following stakeholders may be responsible to dictate that a specific process or technique be followed during your requirements elicitation activities?

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

**Correct Answer: B**

**Section:**

**QUESTION 118**

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

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



**Correct Answer: A**

**Section:**

**QUESTION 119**

Which of the following models defines the name of the data, data aliases, and description of system data?

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

**Correct Answer: C**

**Section:**

**QUESTION 120**

You have identified several problems that you need to track as the business analysis duties progress. You want to make certain that the identified activities are resolved. What document elicitation technique can help in this scenario?

- A. Brainstorming
- B. Observation



- C. Interviews
- D. Problem tracking

**Correct Answer: D**

**Section:**

**QUESTION 121**

You are the business analyst for your organization and are training Tracy on business analysis duties. You are explaining to Tracy how it's important for a business analyst to generate new ideas to approaching problems, solving problems, and to generate alternative solutions. You stress that it's important for the business analyst to generate new ideas and innovative concepts.

What type of analytical thinking are you describing for Tracy?

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

**Correct Answer: C**

**Section:**

**QUESTION 122**

What requirements elicitation technique examines the available information, documentation, records, and history of a solution, organization, or cause to identify relevant information to the current business analysis duties?

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



**Correct Answer: C**

**Section:**

**QUESTION 123**

What type of requirements elicitation technique is the Delphi Technique?

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

**Correct Answer: A**

**Section:**

**QUESTION 124**

Yolanda is the web designer for your company and you are the business analyst. You are working with Yolanda on a new website that your company will host.

You'd like for her to create a mock-up of the website without spending much time on the actual workings behind the web interface. You'd like for her to show the customer how the website will look, some idea of the functionality of the website, and some basic graphics and colors so the customer can see the direction of the project.

What type of prototype are you asking Yolanda to create?

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

**Correct Answer: D**

**Section:**

**QUESTION 125**

You are the business analyst for your organization and need a method to requirements elicitation from nearly 12,000 stakeholders. You want a method to quickly capture this group's feelings and thoughts to identify what the majority of this group needs and wants in a new solution your organization may create.

What requirements elicitation technique can be used in this scenario?

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

**Correct Answer: D**

**Section:**

**QUESTION 126**

Which of the following is a flowchart that shows all the processes and the interfaces that interact with the project processes?

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

**Correct Answer: A**

**Section:**

**QUESTION 127**

You are the business analyst for your organization and are leading a presentation about an identified problem. This presentation will help the stakeholders to understand the problem and it will help you when you begin to elicit requirements from the stakeholders.

Which type of learner learns best through the presentation of models?

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

**Correct Answer: A**

**Section:**

**QUESTION 128**



What requirements elicitation involves carefully selected stakeholders and subject matter experts for a short, intensive period (usually for one to a few days) to define and document the requirements for a solution?

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

**Correct Answer: B**

**Section:**

**QUESTION 129**

Mark is the business analyst for his organization. Mark and his business analysis team have used the whiteboard to record the documentation as the result of requirements elicitation. What must be done with this information if Mark uses a whiteboard?

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

**Correct Answer: B**

**Section:**

**QUESTION 130**

Holly is the business analyst for her organization. Holly encourages teamwork and open communications among the business analysis team and the stakeholders. She wants stakeholders to drop by her office and freely discuss the requirements, the solution scope, and other concerns about the solution she's working on. Holly definitely prefers informal communications.

What is the danger Holly may experience with informal communications?

- A. There is no danger; informal communications is a preferred business analysis technique.
- B. The stakeholders may address the business analysis team and the project team directly rather than communicate through Holly.
- C. Stakeholders may miss information and the requirements could become ambiguous.
- D. The stakeholders may not know who's in charge of the solution.

**Correct Answer: C**

**Section:**

**QUESTION 131**

You are the business analyst for a large software development project. There are several issues that must be resolved by certain dates or the problem will prevent the project from advancing. What technique can you use to track problems with the requirements?

- A. Problem tracking
- B. Issue tracking
- C. RTM
- D. Baselineing

**Correct Answer: A**

**Section:**

**QUESTION 132**

The creative thinking process has three values to determine the effectiveness of the process. Which one of the following is not a measurement of effective creative thinking?

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

**Correct Answer: B**

**Section:**

**QUESTION 133**

Which of the following statements best describes the purpose of the confirm elicitation results process?

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

**Correct Answer: B**

**Section:**

**QUESTION 134**

Henry is the business analyst for his organization and is completing the conduct elicitation activity. Part of this activity is to record the results of the requirements elicitation process. All of the following are acceptable elements for requirements documentation except for which one?

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

**Correct Answer: A**

**Section:**

**QUESTION 135**

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

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

**Correct Answer: C**

**Section:**

**QUESTION 136**

Which of the following reports is generated whenever the project is slipping off the project schedule and includes an explanation of the problem?

- A. Status report
- B. Schedule variance report
- C. Delay report
- D.

**Correct Answer: B**

**Section:**

**Explanation:**

- A. Status report
- B. Schedule variance report
- C. Delay report
- D. Cost variance report

Answer: B

Explanation:

**QUESTION 137**

You are the business analyst for your organization and are preparing for the conduct elicitation activities. You'll have six inputs as you prepare for this activity. Which one of the following is not a valid input for the requirements elicitation activity?

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



**Correct Answer: B**

**Section:**

**QUESTION 138**

You are the business analyst for your organization. You want to use a requirements elicitation technique to produce a broad set of options for an identified problem. You want the stakeholders to help you identify options, factors that affect the solution, any possible delays in the solution implementation, and ideas for creating a solution.

Which of the following requirements elicitation activities would best satisfy these requirements?

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

**Correct Answer: B**

**Section:**

**QUESTION 139**

Which of the following models demonstrates the attributes, operations, and relationship to entities within the solution?

- A. Entity Relationship
- B. Data dictionary

- C. Class model
- D. CRUD matrix

**Correct Answer: C**

**Section:**

**QUESTION 140**

You have identified several stakeholders that you believe are kinesthetic learners. Which statement best describes the kinesthetic learning approach?

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

**Correct Answer: B**

**Section:**

**QUESTION 141**

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

"It is a type of procurement document used to request proposals from prospective sellers of products or services."

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



**Correct Answer: D**

**Section:**

**QUESTION 142**

Which of the following is a procurement document?

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

**Correct Answer: D**

**Section:**

**QUESTION 143**

You are completing the prepare for elicitation process for an identified problem in your organization. The prepare for elicitation process requires three inputs for this process. Which one of the following is not an input that will help you prepare for the elicitation activities?

- A. Stakeholder list
- B. Stakeholder concerns

- C. Business need
- D. Solution scope

**Correct Answer: B**

**Section:**

**QUESTION 144**

Which of the following tasks does not rely on other activities, and no other activities rely on this task completing?

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

**Correct Answer: B**

**Section:**

**QUESTION 145**

Which of the following processes can start with the source of problems or with the problem itself?

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

**Correct Answer: D**

**Section:**

**QUESTION 146**

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

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

**Correct Answer: A**

**Section:**

**QUESTION 147**

\_\_\_\_\_ is a process to determine the completeness of the project work and to gain the customer's acceptance to move the project forward.

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



**Correct Answer: C**

**Section:**

**QUESTION 148**

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

- A. Business Continuity Plan Development
- B. Scope and Plan Initiation
- C. Business Impact Assessment
- D. Plan Approval and Implementation

**Correct Answer: B**

**Section:**

**QUESTION 149**

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

- A. Pareto chart
- B. RACI chart
- C. Gantt chart
- D. RAM chart

**Correct Answer: A**

**Section:**

**QUESTION 150**

Which one of the following diagrams when properly laid out is always laid in a left to right display to properly reflect the chronology of all project work?

- A. Influence diagram
- B. Project schedule network diagram
- C. Arrow diagramming method
- D. Time-scaled schedule network diagram

**Correct Answer: B**

**Section:**

**QUESTION 151**

Which of the following is a visual decomposition of the program scope and the resources needed in order to create the things defined within the program scope?

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

**Correct Answer: A**

**Section:**





**QUESTION 152**

When does the lessons learned document is updated?

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

**Correct Answer: D**

**Section:**

**QUESTION 153**

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

- A. Planning
- B. Executing
- C. Initiation
- D. Closing

**Correct Answer: C**

**Section:**

**QUESTION 154**

Which of the following roles works with the project team to understand the deliverables and then teaches the users of the deliverables how to utilize the project's product?

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

**Correct Answer: D**

**Section:**

**QUESTION 155**

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

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

**Correct Answer: D**

**Section:**

**QUESTION 156**

A business analyst (BA) has been writing requirements for a project that has several stakeholders with varying levels of product expertise.

What must the BA take into consideration to meet stakeholder perspectives?

- A. The competency of individual stakeholders
- B. The format of the requirements
- C. The types of diagrams produced
- D. The level of decomposition needed

**Correct Answer: D**

**Section:**

**Explanation:**

Reference: IIBA BABOKv3 (40, functional decomposition)

**QUESTION 157**

A business analyst (BA) has been coordinating several meetings with stakeholders to reach consensus regarding the solution design to implement a global currency exchange system for an international bank. Consensus has not been reached yet, although BA has great communication skills and is trusted by all stakeholders. The stakeholders formally approved the business need initially. Why is there disagreement?

- A. The requirements are interpreted differently by each stakeholder.
- B. The requirements are incorrectly traced.
- C. The approval authority for the solution is unclear.
- D. More solution alternatives need to be generated.

**Correct Answer: A**

**Section:**

**QUESTION 158**

As part of defining the business analysis approach for a project, the business analyst (BA) identifies the key stakeholders responsible for upcoming activities for the initial phase. The BA emails each of these stakeholders and asks when they can be finished. One stakeholder does not reply, one angrily comments that it is not their job and is too busy, and two respond saying that they do not understand what is being asked of them. What competencies can the BA draw on that would best assist with getting agreement from all these stakeholders?

- A. Personal accountability, time management, demonstrated trustworthiness
- B. Negotiation, conflict resolution, effective communication
- C. Industry knowledge, solution knowledge, organization knowledge
- D. Learning, creative thinking, problem solving

**Correct Answer: B**

**Section:**

**QUESTION 159**

A business analyst (BA) has engaged various groups from across the organization to define the business opportunity a potential project will address. The BA must consolidate the information collected from the groups. The BA should ensure the business needs \_\_\_\_\_.

- A. are traceable to their source stakeholders.
- B. are articulated from the enterprise perspective.
- C. describe the potential solutions that they will satisfy.
- D. have minimal risk associated with them.

**Correct Answer: C**



**Section:**

**QUESTION 160**

In a requirements elicitation effort, the business analyst (BA) needs to define boundaries for business domains, categorize and create a hierarchy of items, and show data sources and their relationships for specific audiences. Which of the following modeling formats should the BA use?

- A. Diagrams
- B. Graphics
- C. Matrices
- D. Prototype

**Correct Answer: A**

**Section:**

**Explanation:**

Reference: IIBA BABOKv3 (148, Diagrams)

**QUESTION 161**

An organization implements a solution to increase the efficiency of its internal processes. The business analyst (BA) felt that the success of the solution is tied to the organizational structure and confirmed that the solution conforms to the organizational hierarchy. After the solution rolled out, the solution was not widely adopted among stakeholders and some features were not being utilized.

Which aspect of the organizational structure did the BA fail to consider?

- A. Reporting needs
- B. Manager ratios
- C. Informal relationships
- D. Structural complexity



**Correct Answer: D**

**Section:**

**QUESTION 162**

During a prioritization meeting, a business analyst (BA) mentioned that the access management system requirements are not stable. The project manager and a team lead proposed removing the requirements from discussion. A domain subject matter expert (SME) insisted on making that requirement a high priority, because it is really important from their point of view.

What should the BA do?

- A. Make the requirement a lower priority to minimize unanticipated rework and wasted effort
- B. Set the requirements at a high priority to adhere to the SME's point of view
- C. Remove the requirement from the project
- D. Leave priority unfilled for these requirements

**Correct Answer: D**

**Section:**

**QUESTION 163**

A company has a process improvement initiative that is projected to increase revenue by \$150,000 USD non-compounded per year. The budgeted cost of the initiative is \$200,000 and supporting the initiative will cost \$30,000 for years two and three.

What is the projected return on investment over the first 3 years?

- A. 44%

- B. 73%
- C. 40%
- D. 51%

**Correct Answer: A**

**Section:**

**Explanation:**

Expected revenue was multiplied by 30 percent cost increased per year. The outcome is the answer to the question.

**QUESTION 164**

A business analyst (BA) is reviewing the performance results from a recent change initiative. One of the results stated, "The planned schedule expected 50% of the project to be done at milestone 6. The schedule performance index (SPI) was .87. Three project team members worked overtime to ensure that the actual schedule would align with the planned schedule." This is an example of what type of action?

- A. Engagement
- B. Preventive
- C. Corrective
- D. Improvement

**Correct Answer: C**

**Section:**

**QUESTION 165**

A business analyst (BA) wants to estimate the potential value delivered by a set of requirements and design options by targeting a small group of stakeholders to understand their perceived value and expectations. The BA is going to organize a discussion during which feedback is collected. Which technique will be used?

- A. Focus Group
- B. Brainstorming
- C. Survey
- D. Group interview

**Correct Answer: A**

**Section:**

**Explanation:**

Reference: IIBA BABOKv3 (290)

**QUESTION 166**

A business analyst (BA) has just completed a number of elicitation activities and is preparing to review the stated requirements. As part of this, the BA is checking the compliance of the stated requirements with organizational standards for business analysis.

What state is the BA attempting to move the requirements into?

- A. Validated
- B. Verified
- C. Accepted
- D. Specified

**Correct Answer: D**

**Section:**

**QUESTION 167**

Several risks were identified for an upcoming change initiative. One risk is related to a slippage concern because of loose gravel at the local site of the change initiative. The business analyst (BA) has recommended that all on-site stakeholders must wear durable, slip-resistant boots while the change initiative is being executed.

This is an example of which type of risk treatment?

- A. Transfer
- B. Mitigate
- C. Accept
- D. Avoid

**Correct Answer: B**

**Section:**

**QUESTION 168**

Most users of a pilot application have experienced more efficient processing compared to the old system. However, the business analyst (BA) has observed that a few people took much longer to complete the process. The system event log shows that those users encountered errors when they attempted to sign on.

Which of the following would the BA recommend to improve overall performance?

- A. Sent a reminder to all users of their user ID and password
- B. Automate the login process
- C. Gather more information from the individuals who had errors
- D. Extend the pilot to more people

**Correct Answer: C**

**Section:**

**QUESTION 169**

The business analyst (BA) is not having great success scheduling stakeholder meetings. Stakeholders say they are too busy or there are higher priority meetings on their calendars. The BA is concerned, knowing that stakeholder availability, attitude, and willingness to engage will impact the timeliness of project delivery as well as the \_\_\_\_\_.

- A. test execution.
- B. approval process.
- C. requirements reuse.
- D. risk analysis process.

**Correct Answer: B**

**Section:**

**QUESTION 170**

After the new report "Customer Sales by Date" was deployed last week, the sales team is now unable to generate the previously existing report "Consolidated Sales by Customer," which is causing customer dissatisfaction.

What could the business analyst (BA) have assessed to prevent this situation?

- A. Current state and stakeholder needs
- B. Solution assessment results



- C. Strengths, weaknesses, and threats
- D. Balanced scorecard

**Correct Answer: C**

**Section:**

**QUESTION 171**

As part of identifying an enterprise's capability to adopt a potential solution, a business analyst (BA) is reviewing existing processes and tools within the enterprise for their ability to adapt to a new solution. Which of the following assessments is the BA performing?

- A. Stakeholder
- B. Enterprise
- C. Organizational
- D. Operational

**Correct Answer: D**

**Section:**

**Explanation:**

Reference: IIBA BABOKv3 (166)

**QUESTION 172**

Stakeholders have indicated concerns with the level of uncertainty they are willing to accept with the solution. What type of analysis can the business analyst (BA) use to alleviate these concerns?

- A. Gap
- B. Financial
- C. Requirements
- D. Risk

**Correct Answer: A**

**Section:**

**QUESTION 173**

A leading software manufacturing company has appointed a business analyst (BA) to ensure that requirements are managed effectively and efficiently. The BA discovered some missing functionality as well as some implemented functionality which are not supported by requirements. Which of the following tasks did the BA use to discover the issues?

- A. Define requirements architecture
- B. Elicit requirements again
- C. Evaluate requirement changes
- D. Trace requirements

**Correct Answer: D**

**Section:**

**QUESTION 174**

An organization has a procedure for receiving requests from its customers: investigating each and then replying with an answer. The general manager asks a business analyst (BA) to identify ways to improve the current practice because it takes too long for the requests to be answered.



Which of the following techniques will the BA use to review the tasks?

- A. Data Modeling
- B. Business Case
- C. Item Tracking
- D. Process Analysis

**Correct Answer: D**

**Section:**

**Explanation:**

Reference: IIBA BABOKv3 (119)

#### QUESTION 175

A solution implemented three months ago has decreased performance as the volume of transactions has increased. A business analyst (BA) is tasked with analyzing the performance of the application and providing recommendations.

What actions does the BA need to take?

- A. Develop new performance metrics
- B. Complete a decision analysis
- C. Perform a root cause analysis
- D. Re-analyze the current performance metrics

**Correct Answer: C**

**Section:**

**Explanation:**

Reference: IIBA BABOKv3 (151)



#### QUESTION 176

A business analyst (BA) is running a workshop with a group of stakeholders to understand the requirements for a change that the company is planning to implement.

What important factor does the BA need to understand to ensure the workshop remains focused on the topic in question?

- A. Future state
- B. Assets
- C. Scope
- D. Risk register

**Correct Answer: A**

**Section:**

#### QUESTION 177

A business analyst (BA) elicits requirements for the sales order processing of multiple product lines. Elicitation reveals that the business processes for the sales orders of most products follow similar activity patterns that have been established over a number of years. Some of the new proposed seasonal products, however, will necessitate major variations in the process flow of some departments. The seasonal products are likely to be different every year. The business needs to carefully adapt its business practices so that the significant but seasonal variations in some of the business processes for the new products are handled adequately without disrupting the processes for the other established products.

Which of the following approaches must the BA take to manage the requirements for sales order processing in the long term?

- A. Reference specific departments in the requirements for the seasonal products

- B. Reference specific departments in the requirements for the established products
- C. Use a high level of abstraction for the seasonal products to make them less subject to revision during a change
- D. Use a high level of abstraction for the established products to make them less subject to revision during a change

**Correct Answer: D**

**Section:**

**QUESTION 178**

A business analyst (BA) is preparing to specify requirements. Various attributes can be specified for each requirement or set of requirements. Which approach contains a suitable set of attributes?

- A. Stakeholder Engagement
- B. Information Management
- C. Business Analysis
- D. Governance

**Correct Answer: B**

**Section:**

**Explanation:**

Reference: IIBA BABOKv3 (149)

**QUESTION 179**

A business analyst (BA) was presenting requirements to all stakeholders, after having reviewed, structured and organized the requirements. The requirements were being presented in the form of multi layered business process models, using standard notations with proper sequencing of tasks. During the presentation, the project manager points out a few of the missing, inconsistent, and contradictory requirements. What did the BA fail to perform?

- A. Use template architecture
- B. Develop the solution scope
- C. Accommodate requirement viewpoints
- D. Ensure completeness

**Correct Answer: D**

**Section:**

**Explanation:**

Reference: IIBA BABOKv3 (160)

**QUESTION 180**

A business analyst (BA) works for an organization that is moving from a waterfall methodology to an agile approach. This causes new challenges and opportunities for the BA. Which business analysis planning and monitoring element is most impacted by the organization's change?

- A. Timing of business analysis work
- B. Conflict and issue management
- C. Technology and infrastructure
- D. Solution scope

**Correct Answer: D**

**Section:**



**QUESTION 181**

The technology team at a financial institution has successfully constructed a software application to be deployed as part of a digital banking strategy. A business analyst (BA) has completed a review of the current state description and now needs to evaluate the solution and determine limiting factors for value realization.

What additional input is required to perform the assessment of enterprise limitations?

- A. Operational assessment
- B. Potential value
- C. Solution performance analysis
- D. Organizational structure

**Correct Answer: C**

**Section:**

**Explanation:**

Reference: IIBA BABOKv3 (188)

**QUESTION 182**

A company that specialized in manufacturing vending machines for books has been in business for 10 years. As the e-book and online retailing grow, the company perceived that a change is required to respond to the new emerging market forces. However, the change should focus on reusability as much as possible to reduce expenses. After analyzing the current state with the business subject matter experts, the business analyst (BA) proposed investing in a new business line of vending machines that sell pay per use mobile device phone fast charging stations.

Due to the urgency of this change, the BA was asked to finalize requirements elicitation in the shortest possible time.

By proposing this change, what type of view did the BA use to analyze the current manufacturer's state?

- A. Data-centric
- B. Capability-centric
- C. Process-centric
- D. People-centric



**Correct Answer: A**

**Section:**

**QUESTION 183**

A company that specialized in manufacturing vending machines for books has been in business for 10 years. As the e-book and online retailing grow, the company perceived that a change is required to respond to the new emerging market forces. However, the change should focus on reusability as much as possible to reduce expenses. After analyzing the current state with the business subject matter experts, the business analyst (BA) proposed investing in a new business line of vending machines that sell pay per use mobile device phone fast charging stations.

Due to the urgency of this change, the BA was asked to finalize requirements elicitation in the shortest possible time.

The BA was able to complete requirements elicitation activities in a short period of time.

Which type of elicitation approach did the BA use?

- A. Experiment
- B. Collaborative
- C. Estimation
- D. Research

**Correct Answer: A**

**Section:**

**Explanation:**

Reference: IIBA BABOKv3 (413)

**QUESTION 184**

An insurance company wants to increase sales by 15% and customer retention by 10% within 1 calendar year. Various strategies to achieve this were considered and a restructure to the existing pricing model is selected to help achieve these goals.

A business analyst (BA) works with stakeholders such as actuaries, product specialists, sales staff, risk managers, and underwriters who agree to applying varying levels of discounts to customers based on:

- Total annual premium the customer has with the company (Financial worth) - Time with the insurance company (Loyalty) Various financial models are considered but the stakeholders agree that an initial applicable discount is determined based on the customer's overall premium:

Total Annual Premium	Maximum Discount Possible
\$17,000+	-15%
\$14,001 - \$17,000	-14%
\$11,001 - \$14,000	-12%
\$9,001 - \$11,000	-10%
\$7,001 - \$9,000	-7.5%
\$5,001 - \$7,000	-5.5%
\$3,001 - \$5,000	-4%
\$2,001 - \$3,000	-3%
\$1001 - \$2,000	-2%

The percentage of the maximum possible discount available to the customer is adjusted based on time with the company:

Time with company (years)	Percentage of total discount
0	65%
1	73%
2	80%
3	85%
4	95%
5+	100%



If within the first six months, customer retention increased by 5 % and sales increased by 6%, then when will the desired sales and retention goals be achieved assuming the trend continues at the same pace?

- A. Sales - 2 years; Retention - 18 months
- B. Sales - 3 years; Retention - 1 year
- C. Sales - 2.5 years; Retention - 2 years
- D. Sales - 18 months; Retention - 1 year

**Correct Answer: B**

**Section:**

**QUESTION 185**

An insurance company wants to increase sales by 15% and customer retention by 10% within 1 calendar year. Various strategies to achieve this were considered and a restructure to the existing pricing model is selected to help achieve these goals.

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3	85%
4	95%
5+	100%



Which technique would the BA use to validate the desired outcomes?

- A. Business model canvas
- B. Decision analysis
- C. Key performance indicators
- D. Use cases

**Correct Answer: C**

**Section:**

**QUESTION 186**

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2	80%
3	85%
4	95%
5+	100%



What did the BA create to ensure that everyone who needed to be included had been?

- A. Onion diagram
- B. Concept model
- C. Capability diagram
- D. Context model

**Correct Answer: A**

**Section:**

**Explanation:**

Reference: IIBA BABOKv3 (355)

**QUESTION 187**

An insurance company wants to increase sales by 15% and customer retention by 10% within 1 calendar year. Various strategies to achieve this were considered and a restructure to the existing pricing model is selected to help achieve these goals.

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As the new pricing structure was being implemented, the chief executive officer (CEO) of the company wanted to change the premiums and associated discounts offered to customers. The BA investigated the cost, anticipated benefits and the length of time the change would likely take to complete before presenting the results back to the CEO.

What type of analysis has the BA just conducted?

- A. Impact
- B. Capability
- C. Market
- D. Document

**Correct Answer: A**

**Section:**

**QUESTION 188**

A financial institution engaged in mortgage lending has embarked on a business process improvement initiative to eliminate the activities that hinder growth to ultimately improve the success rate of its mortgage business. As a benchmark for identification, the institution is keen on improving any business process that has less than a 75% success rate. The institution has appointed a business analyst (BA) to review the business transactions for the processes of origination, payments, and closures, as well as identify opportunities for improvements and recommend solutions.

The BA has collected the following information over the last three months pertaining to these business processes:

- All the business processes are at their maximum capacity in terms of the current number of transactions.
- Each business process has a certain number of rejects and the reasons for rejection include documentation, verification, collateral, and funding. Funding rejects occur when the bank's customers have failed to make payment of their mortgage processing fee or mortgage closure payment.

The BA has also recommended the use of documentation checklists as a solution to eliminate the documentation rejects.

Process Name	No of Transactions	Number of Rejects by Reason					Total Successes	Success Rate
		Documental on Rejects	Verification Rejects	Collateral Rejects	Funding Rejects	Total Rejects		
Mortgage Origination Process	450	55	38	27	15	135	315	70%
Mortgage Payment Process	400	25	0	0	25	50	350	87.50%
Mortgage Closure Process	30	3	0	0	3	6	24	80%

If the financial institution always works at full capacity month to month and the new success rate continues to remain the same after implementing the BA's recommendation, what is the average number of successes per month for the mortgage closure process, if the current process capability were increased by 50%?

- A. 15
- B. 14
- C. 12
- D. 11

**Correct Answer: B**

**Section:**

**QUESTION 189**

A financial institution engaged in mortgage lending has embarked on a business process improvement initiative to eliminate the activities that hinder growth to ultimately improve the success rate of its mortgage business. As a benchmark for identification, the institution is keen on improving any business process that has less than a 75% success rate. The institution has appointed a business analyst (BA) to review the business transactions for the processes of origination, payments, and closures, as well as identify opportunities for improvements and recommend solutions.

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If an additional recommendation to reduce Verification Rejects by 50% were to be introduced into the mortgage origination process, what is the potential success rate of the mortgage origination process?

- A. 86%
- B. 83%
- C. 70%
- D. 74%

**Correct Answer: D**

**Section:**

**QUESTION 190**

A financial institution engaged in mortgage lending has embarked on a business process improvement initiative to eliminate the activities that hinder growth to ultimately improve the success rate of its mortgage business. As a benchmark for identification, the institution is keen on improving any business process that has less than a 75% success rate. The institution has appointed a business analyst (BA) to review the business transactions for the processes of origination, payments, and closures, as well as identify opportunities for improvements and recommend solutions.

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The BA has also recommended the use of documentation checklists as a solution to eliminate the documentation rejects.

Which of the following business processes can be identified for the process improvement initiative?

- A. Mortgage payment process
- B. Mortgage origination process
- C. Mortgage closure process
- D. Collateral verification process

**Correct Answer: A**

**Section:**



**QUESTION 191**

A financial institution engaged in mortgage lending has embarked on a business process improvement initiative to eliminate the activities that hinder growth to ultimately improve the success rate of its mortgage business. As a benchmark for identification, the institution is keen on improving any business process that has less than a 75% success rate. The institution has appointed a business analyst (BA) to review the business transactions for the processes of origination, payments, and closures, as well as identify opportunities for improvements and recommend solutions.

The BA has collected the following information over the last three months pertaining to these business processes:

- All the business processes are at their maximum capacity in terms of the current number of transactions.

- Each business process has a certain number of rejects and the reasons for rejection include documentation, verification, collateral, and funding. Funding rejects occur when the bank's customers have failed to make payment of their mortgage processing fee or mortgage closure payment.

The BA has also recommended the use of documentation checklists as a solution to eliminate the documentation rejects.

Process Name	No of Transactions	Number of Rejects by Reason					Total Successes	Success Rate
		Documental on Rejects	Verification Rejects	Collateral Rejects	Funding Rejects	Total Rejects		
Mortgage Origination Process	450	55	38	27	15	135	315	70%
Mortgage Payment Process	400	25	0	0	25	50	350	87.50%
Mortgage Closure Process	30	3	0	0	3	6	24	80%

Assuming the BA's recommendation to be true, what will be the new success rate of the mortgage closure process?

- A. 90%
- B. 85%
- C. 10%

D. 20%

**Correct Answer: B**

**Section:**

**QUESTION 192**

A popular department store chain wants to make computer upgrades as well as conduct a major remodeling effort to increase revenue to all their 100 stores over the next 2 years. The remodeling will occur in two phases. The two phases are required at each store and can be completed in any order, but each phase must be fully completed before the next phase can begin. Phase 1 will take approximately 32 weeks and will not require a store to be temporarily closed. Phase 2 will take approximately 20 weeks and will require a store to be temporarily closed.

In order to keep inventory level and total revenue for the department store chain at an operational level, 75% of the stores must remain open to the public at all times. Against the board of director's advice, the Chief Executive Officer (CEO) made a decision to start and complete the top 25 revenue-producing stores in the first year to get those stores remodeled and fully operational.

A business analyst (BA) has been brought in to help with planning the project and gathering requirements.

What activity should the BA do to determine which stores will be the first to start the renovations?

- A. Perform document analysis for stores annual records
- B. Survey store managers for number of customers per day
- C. Conduct a focus group with store managers to determine which should be first
- D. Brainstorm with store managers on the current state of each store

**Correct Answer: A**

**Section:**

**QUESTION 193**

A popular department store chain wants to make computer upgrades as well as conduct a major remodeling effort to increase revenue to all their 100 stores over the next 2 years. The remodeling will occur in two phases. The two phases are required at each store and can be completed in any order, but each phase must be fully completed before the next phase can begin. Phase 1 will take approximately 32 weeks and will not require a store to be temporarily closed. Phase 2 will take approximately 20 weeks and will require a store to be temporarily closed.

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A business analyst (BA) has been brought in to help with planning the project and gathering requirements.

Based on the CEO's executive decision, which risk tolerance attitude is the CEO exhibiting?

- A. Seeking
- B. Avoidance
- C. Mitigation
- D. Neutrality

**Correct Answer: B**

**Section:**

**QUESTION 194**

A popular department store chain wants to make computer upgrades as well as conduct a major remodeling effort to increase revenue to all their 100 stores over the next 2 years. The remodeling will occur in two phases. The two phases are required at each store and can be completed in any order, but each phase must be fully completed before the next phase can begin. Phase 1 will take approximately 32 weeks and will not require a store to be temporarily closed. Phase 2 will take approximately 20 weeks and will require a store to be temporarily closed.

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A business analyst (BA) has been brought in to help with planning the project and gathering requirements.

What tool will help the BA understand the changes needed to keep the majority of the stores open?



- A. Capability Model
- B. Business capability analysis
- C. Transition State Diagram
- D. Stakeholder Matrix

**Correct Answer: B**

**Section:**

**QUESTION 195**

A business unit of a transnational manufacturer wants to implement a robust process for addressing integrity-critical equipment deterioration incidents. Timely and complete resolution of such incidents is vital for the business unit's continuous safe and profitable operation. Treating each incident involves many employees from different departments extensively collaborating and exchanging information. That information is spread across multiple systems having their access limited to particular user groups. With the current manual process, some incidents get forgotten and remain unresolved for years.

The project's Sponsor is an Equipment Integrity and Reliability Advisor, who moved into this position from another business unit. That business unit implemented a proprietary application to integrate the information and to assist in tracking and managing the incidents. Having a positive experience with the application, the Sponsor is suggesting to customize it and reuse in the new business unit.

The business unit's Enterprise Architect (EA), who is responsible for assessing solution options and presenting them to executive decision makers, has a few concerns with adopting the existing application. The application uses point-to-point interfaces with other data sources whereas the business unit's target architecture relies on a data warehouse-based integration. Moreover, the two business units use different legacy systems, as well as different front-end implementation technologies. Additionally, the existing application is monolingual, while the business unit needs user interfaces and some data to be presented in two languages. With all of this, it may be easier to build a new application from scratch than to customize the existing one. To understand which option is better, the EA asks a business analyst (BA) to define business requirements.

Through the elicitation process, the BA identifies the following requirement: "Particular incident-related activities require approval by authorized personnel before beginning them, as well as confirmation of acceptance of their completion." What kind of asset should the BA provide to fully specify the approval requirement?

- A. A process diagram
- B. A RACI matrix
- C. A use case model
- D. A business rule

**Correct Answer: B**

**Section:**

**Explanation:**

Reference: IIBA BABOKv3 (357)

**QUESTION 196**

A business unit of a transnational manufacturer wants to implement a robust process for addressing integrity-critical equipment deterioration incidents. Timely and complete resolution of such incidents is vital for the business unit's continuous safe and profitable operation. Treating each incident involves many employees from different departments extensively collaborating and exchanging information. That information is spread across multiple systems having their access limited to particular user groups. With the current manual process, some incidents get forgotten and remain unresolved for years.

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With the team ready to consider design options, they are reviewing the following requirement: "Appropriate stakeholders shall be timely and reliably notified on incident-related events." What quality criteria does this requirement fail to satisfy?

- A. Consistent
- B. Complete
- C. Atomic
- D. Understandable



**Correct Answer: A**

**Section:**

**QUESTION 197**

A business unit of a transnational manufacturer wants to implement a robust process for addressing integrity-critical equipment deterioration incidents. Timely and complete resolution of such incidents is vital for the business unit's continuous safe and profitable operation. Treating each incident involves many employees from different departments extensively collaborating and exchanging information. That information is spread across multiple systems having their access limited to particular user groups. With the current manual process, some incidents get forgotten and remain unresolved for years.

The project's Sponsor is an Equipment Integrity and Reliability Advisor, who moved into this position from another business unit. That business unit implemented a proprietary application to integrate the information and to assist in tracking and managing the incidents. Having a positive experience with the application, the Sponsor is suggesting to customize it and reuse in the new business unit.

The business unit's Enterprise Architect (EA), who is responsible for assessing solution options and presenting them to executive decision makers, has a few concerns with adopting the existing application. The application uses point-to-point interfaces with other data sources whereas the business unit's target architecture relies on a data warehouse-based integration. Moreover, the two business units use different legacy systems, as well as different front-end implementation technologies. Additionally, the existing application is monolingual, while the business unit needs user interfaces and some data to be presented in two languages. With all of this, it may be easier to build a new application from scratch than to customize the existing one. To understand which option is better, the EA asks a business analyst (BA) to define business requirements.

The EA wants to understand whether the integration capabilities of the existing solution match the business unit's IT landscape. The requirement definition that the EA needs should read as, "Each record of an incident shall \_\_\_\_\_."

- A. be associated with the unit of equipment to which it belongs."
- B. include the associated equipment's information from the asset management system."
- C. contain the ID of the equipment to which it belongs."
- D. be related to a unit of equipment using the Equipment ID stored in the asset management system."

**Correct Answer: B**

**Section:**

**QUESTION 198**

A health insurance provider undertakes enhancements to its mobile application platform and finalizes the following capabilities as part of the scope of the next release:

- A. Ability to integrate online maps and global positioning system (GPS) technology with the mobile application in real time to display location of service providers in the subscriber's vicinity that participate in the subscriber's plan network. II. Ability for the subscriber to lookup the service providers by specifying either a postal code or a search area radius in miles. III. Ability for the subscriber to initiate the download of fee information for one or more service providers in a single request.

Through requirements workshops the business analyst elicits the following detailed business requirements:

- B. The company's mobile application platform must support real time integration with the following third party systems:
  - A ) GPS System
  - B ) Postal Code Validation
- C. The service providers available for selection must participate in the subscriber's medical plan network as of the current system date.
- D. The map display shall highlight the boundary of the search area with a dotted yellow line.
- E. The extent and shape of the search area shall be determined based on one of the following user choices:
  - A ) Postal code - Subscriber location acquired from GPS shall be used to determine and populate the related postal code as the default postal code with options for the user to change the postal code.
  - B ) Radius for the search area around the subscriber's location, that will have default value of 5 miles. The radius can be changed by the subscriber with a maximum range of 50 miles.
- F. Subscriber shall be able to select one of the options above and supply corresponding input.
- G. System shall validate the user input and display appropriate error messages if invalid.
- H. Based on the inputs and the plan of the subscriber, the system shall retrieve information for the participating service providers that are located within the designated search area.
- I. System shall display a map including visual markers to indicate locations of the service providers in the top half of the device screen and a list of the same service providers in the bottom half of the device screen.
- J. The list of service providers shall include the Name, Phone Number and Street Address.
  - 10. If the subscriber specified the radius or retained the default postal code for the search area, the list shall additionally include the approximate driving distance in miles from the subscriber's last registered location and the list shall be sorted in the ascending order of the driving distance.
  - 11. The subscriber shall be able to select a service provider either from the list or from the map and download a document that contains the name, contact telephone, email address, fax number and the fee schedule for

the covered services applicable to the subscriber's plan.

What is the appropriate diagram type to describe the association between the subscriber, the medical plan and the participating service providers?

- K. Data Model
- L. Data Dictionary
- M. Use Case Diagram
- N. Data Flow

**Correct Answer: B**

**Section:**

#### QUESTION 199

A health insurance provider undertakes enhancements to its mobile application platform and finalizes the following capabilities as part of the scope of the next release:

- A. Ability to integrate online maps and global positioning system (GPS) technology with the mobile application in real time to display location of service providers in the subscriber's vicinity that participate in the subscriber's plan network. II. Ability for the subscriber to lookup the service providers by specifying either a postal code or a search area radius in miles. III. Ability for the subscriber to initiate the download of fee information for one or more service providers in a single request.

Through requirements workshops the business analyst elicits the following detailed business requirements:

- B. The company's mobile application platform must support real time integration with the following third party systems:

- A ) GPS System
- B ) Postal Code Validation

- C. The service providers available for selection must participate in the subscriber's medical plan network as of the current system date.

- D. The map display shall highlight the boundary of the search area with a dotted yellow line.

- E. The extent and shape of the search area shall be determined based on one of the following user choices:

- A ) Postal code - Subscriber location acquired from GPS shall be used to determine and populate the related postal code as the default postal code with options for the user to change the postal code.
- B ) Radius for the search area around the subscriber's location, that will have default value of 5 miles. The radius can be changed by the subscriber with a maximum range of 50 miles.

- F. Subscriber shall be able to select one of the options above and supply corresponding input.

- G. System shall validate the user input and display appropriate error messages if invalid.

- H. Based on the inputs and the plan of the subscriber, the system shall retrieve information for the participating service providers that are located within the designated search area.

- I. System shall display a map including visual markers to indicate locations of the service providers in the top half of the device screen and a list of the same service providers in the bottom half of the device screen.

- J. The list of service providers shall include the Name, Phone Number and Street Address.

10. If the subscriber specified the radius or retained the default postal code for the search area, the list shall additionally include the approximate driving distance in miles from the subscriber's last registered location and the list shall be sorted in the ascending order of the driving distance.

11. The subscriber shall be able to select a service provider either from the list or from the map and download a document that contains the name, contact telephone, email address, fax number and the fee schedule for the covered services applicable to the subscriber's plan.

Which of the following characteristics is violated by requirement 5?

- K. Feasible
- L. Concise
- M. Consistent
- N. Atomic

**Correct Answer: D**

**Section:**

#### QUESTION 200

A health insurance provider undertakes enhancements to its mobile application platform and finalizes the following capabilities as part of the scope of the next release:

A. Ability to integrate online maps and global positioning system (GPS) technology with the mobile application in real time to display location of service providers in the subscriber's vicinity that participate in the subscriber's plan network. II. Ability for the subscriber to lookup the service providers by specifying either a postal code or a search area radius in miles. III. Ability for the subscriber to initiate the download of fee information for one or more service providers in a single request.

Through requirements workshops the business analyst elicits the following detailed business requirements:

B. The company's mobile application platform must support real time integration with the following third party systems:

- A ) GPS System
- B ) Postal Code Validation

C. The service providers available for selection must participate in the subscriber's medical plan network as of the current system date.

D. The map display shall highlight the boundary of the search area with a dotted yellow line.

E. The extent and shape of the search area shall be determined based on one of the following user choices:

- A ) Postal code - Subscriber location acquired from GPS shall be used to determine and populate the related postal code as the default postal code with options for the user to change the postal code.
- B ) Radius for the search area around the subscriber's location, that will have default value of 5 miles. The radius can be changed by the subscriber with a maximum range of 50 miles.

F. Subscriber shall be able to select one of the options above and supply corresponding input.

G. System shall validate the user input and display appropriate error messages if invalid.

H. Based on the inputs and the plan of the subscriber, the system shall retrieve information for the participating service providers that are located within the designated search area.

I. System shall display a map including visual markers to indicate locations of the service providers in the top half of the device screen and a list of the same service providers in the bottom half of the device screen.

J. The list of service providers shall include the Name, Phone Number and Street Address.

10. If the subscriber specified the radius or retained the default postal code for the search area, the list shall additionally include the approximate driving distance in miles from the subscriber's last registered location and the list shall be sorted in the ascending order of the driving distance.

11. The subscriber shall be able to select a service provider either from the list or from the map and download a document that contains the name, contact telephone, email address, fax number and the fee schedule for the covered services applicable to the subscriber's plan.

Which of the following relationship types correctly identifies the nature of the relationship between the 3 business capabilities and the 11 requirements?

- K. Derives
- L. Depends
- M. Validates
- N. Verifies

**Correct Answer: D**

**Section:**

#### QUESTION 201

A health insurance provider undertakes enhancements to its mobile application platform and finalizes the following capabilities as part of the scope of the next release:

A. Ability to integrate online maps and global positioning system (GPS) technology with the mobile application in real time to display location of service providers in the subscriber's vicinity that participate in the subscriber's plan network. II. Ability for the subscriber to lookup the service providers by specifying either a postal code or a search area radius in miles. III. Ability for the subscriber to initiate the download of fee information for one or more service providers in a single request.

Through requirements workshops the business analyst elicits the following detailed business requirements:

B. The company's mobile application platform must support real time integration with the following third party systems:

- A ) GPS System
- B ) Postal Code Validation

C. The service providers available for selection must participate in the subscriber's medical plan network as of the current system date.

D. The map display shall highlight the boundary of the search area with a dotted yellow line.

E. The extent and shape of the search area shall be determined based on one of the following user choices:

- A ) Postal code - Subscriber location acquired from GPS shall be used to determine and populate the related postal code as the default postal code with options for the user to change the postal code.
- B ) Radius for the search area around the subscriber's location, that will have default value of 5 miles. The radius can be changed by the subscriber with a maximum range of 50 miles.

F. Subscriber shall be able to select one of the options above and supply corresponding input.

- G. System shall validate the user input and display appropriate error messages if invalid.
  - H. Based on the inputs and the plan of the subscriber, the system shall retrieve information for the participating service providers that are located within the designated search area.
  - I. System shall display a map including visual markers to indicate locations of the service providers in the top half of the device screen and a list of the same service providers in the bottom half of the device screen.
  - J. The list of service providers shall include the Name, Phone Number and Street Address.
    - 10. If the subscriber specified the radius or retained the default postal code for the search area, the list shall additionally include the approximate driving distance in miles from the subscriber's last registered location and the list shall be sorted in the ascending order of the driving distance.
    - 11. The subscriber shall be able to select a service provider either from the list or from the map and download a document that contains the name, contact telephone, email address, fax number and the fee schedule for the covered services applicable to the subscriber's plan.
- Which primary subscriber business need is addressed with the enhancements?
- K. Inability of a service provider to locate other participating service providers and their fee information
  - L. Inability of a plan subscriber to get directions to nearby participating service providers
  - M. Inability of a plan subscriber to locate and access fee information for nearby participating service providers
  - N. Inability of a service provider to be alerted of the location of new plan subscribers in their vicinity

**Correct Answer: D**

**Section:**

#### QUESTION 202

A national branch of a global company is struggling to improve business processes of its Public and Government Affairs (PGA) department. To work with external stakeholders effectively, PGA employees need to collect, manage, and exchange a vast amount of information. Complex cases involve collaboration of many employees from different departments. The ability to share information and to coordinate corresponding activities is crucial for the company's growth plans. Their current tools and practices do not serve the purpose well. The existing system, which was deployed a couple of years ago, has only a few active users. The majority of PGA employees avoid using it because the system is hard to use and lacks needed functionality. Consequently, available information is mostly unstructured and stored either locally or on a shared network drive. Some of the information exists only in a paper form.

The branch's PGA head, who sponsors the project, wants to implement a configurable solution that two other branches successfully deployed several months ago.

Both deployments were done by three solution consultants, who will be available to assist in the project. They will be responsible for tailoring the solution to PGA needs, as well as for training the PGA staff. With their help, the sponsor plans to complete the project in approximately three months.

The solution consultants reside in another country 7 hours ahead of the rest of the project team. They will be available part-time, but are planning two one-week long trips to the PGA central office to conduct initial training and to participate in the final deployment of the system into production. The consultants, in turn, expect a business analyst (BA) to assist in collecting necessary data and defining customization requirements.

The solution consultants have composed a spreadsheet with all requirements that are already implemented in the solution. The requirements in the catalog are organized partially by user tasks and partially by system features. The branch has distinct definitions of PGA user roles and uses a different approach to structuring requirements specifications.

How should the BA organize the customization requirements?

- A. Devise a structure that best fits the branch's definition of user roles
- B. Explore and apply best practices for specifying this type of requirements
- C. Reuse the structure of the solution consultants' requirements catalog
- D. Use the structure of requirements suggested by the corporate standard

**Correct Answer: A**

**Section:**

#### QUESTION 203

A national branch of a global company is struggling to improve business processes of its Public and Government Affairs (PGA) department. To work with external stakeholders effectively, PGA employees need to collect, manage, and exchange a vast amount of information. Complex cases involve collaboration of many employees from different departments. The ability to share information and to coordinate corresponding activities is crucial for the company's growth plans. Their current tools and practices do not serve the purpose well. The existing system, which was deployed a couple of years ago, has only a few active users. The majority of PGA employees avoid using it because the system is hard to use and lacks needed functionality. Consequently, available information is mostly unstructured and stored either locally or on a shared network drive. Some of the information exists only in a paper form.

The branch's PGA head, who sponsors the project, wants to implement a configurable solution that two other branches successfully deployed several months ago.

Both deployments were done by three solution consultants, who will be available to assist in the project. They will be responsible for tailoring the solution to PGA needs, as well as for training the PGA staff. With their help,

the sponsor plans to complete the project in approximately three months.

The solution consultants reside in another country 7 hours ahead of the rest of the project team. They will be available part-time, but are planning two one-week long trips to the PGA central office to conduct initial training and to participate in the final deployment of the system into production. The consultants, in turn, expect a business analyst (BA) to assist in collecting necessary data and defining customization requirements.

A BA suggests interviewing employees to elicit user requirements and then performing a gap analysis to identify solution customization requirements. However, the sponsor believes that it will be a waste of time because the employees do not know how the process should work in the future. The sponsor expects the solution to help shape their process and wants to start with the solution as is, amending it as necessary based on the user feedback.

What should the BA do?

- A. Deploy the current solution and survey users for improvement proposals.
- B. Utilize the solution in a test environment with actual data to elicit feedback.
- C. Collect the requirements from the sponsor and domain subject matter experts.
- D. Explain the benefits of interviews to the requirements elicitation process.

**Correct Answer: A**

**Section:**

#### QUESTION 204

A national branch of a global company is struggling to improve business processes of its Public and Government Affairs (PGA) department. To work with external stakeholders effectively, PGA employees need to collect, manage, and exchange a vast amount of information. Complex cases involve collaboration of many employees from different departments. The ability to share information and to coordinate corresponding activities is crucial for the company's growth plans. Their current tools and practices do not serve the purpose well. The existing system, which was deployed a couple of years ago, has only a few active users. The majority of PGA employees avoid using it because the system is hard to use and lacks needed functionality. Consequently, available information is mostly unstructured and stored either locally or on a shared network drive. Some of the information exists only in a paper form.

The branch's PGA head, who sponsors the project, wants to implement a configurable solution that two other branches successfully deployed several months ago.

Both deployments were done by three solution consultants, who will be available to assist in the project. They will be responsible for tailoring the solution to PGA needs, as well as for training the PGA staff. With their help, the sponsor plans to complete the project in approximately three months.

The solution consultants reside in another country 7 hours ahead of the rest of the project team. They will be available part-time, but are planning two one-week long trips to the PGA central office to conduct initial training and to participate in the final deployment of the system into production. The consultants, in turn, expect a business analyst (BA) to assist in collecting necessary data and defining customization requirements.

What should define the timing of business analysis work in this project?

- A. Buy-in of the proposed solution
- B. Approach used by the previous deployments
- C. Availability of solution consultants
- D. Overall project schedule

**Correct Answer: A**

**Section:**

#### QUESTION 205

A national branch of a global company is struggling to improve business processes of its Public and Government Affairs (PGA) department. To work with external stakeholders effectively, PGA employees need to collect, manage, and exchange a vast amount of information. Complex cases involve collaboration of many employees from different departments. The ability to share information and to coordinate corresponding activities is crucial for the company's growth plans. Their current tools and practices do not serve the purpose well. The existing system, which was deployed a couple of years ago, has only a few active users. The majority of PGA employees avoid using it because the system is hard to use and lacks needed functionality. Consequently, available information is mostly unstructured and stored either locally or on a shared network drive. Some of the information exists only in a paper form.

The branch's PGA head, who sponsors the project, wants to implement a configurable solution that two other branches successfully deployed several months ago.

Both deployments were done by three solution consultants, who will be available to assist in the project. They will be responsible for tailoring the solution to PGA needs, as well as for training the PGA staff. With their help, the sponsor plans to complete the project in approximately three months.

The solution consultants reside in another country 7 hours ahead of the rest of the project team. They will be available part-time, but are planning two one-week long trips to the PGA central office to conduct initial training and to participate in the final deployment of the system into production. The consultants, in turn, expect a business analyst (BA) to assist in collecting necessary data and defining customization requirements.

The solution consultants have composed a set of as-is solution documents. A spreadsheet contains a catalog of brief definitions of all requirements with priorities assigned to them. A separate document explains data models

and user interfaces. For the new and changed requirements, the BA wants to capture additional attributes such as the source, reason, complexity, and priority of change. Some of these requirements can be reused in other work.

How should information for these requirements be managed?

- A. Rewrite requirements independent of the solution design
- B. Enter the information in the company's change management system
- C. Add the attributes to the original requirements catalog and change requirements
- D. Create a new workbook of requirements with necessary attributes

**Correct Answer: D**

**Section:**

#### QUESTION 206

A business analyst (BA) is working on a payment system (PS) implementation. A set of systems which should interact with a new system has been identified. The business analyst defined that a user with role of "Supervisor" in the PS must pass a two-factor authentication before an execution of the functions: "Change system parameters" and "Set up new supervisor." A user must have the role of "Supervisor" to use the standard functions "Send mail notification" or "Send SMS notification".

The BA defined the following use cases:

- "Change system parameters"
- "Setup new supervisor"
- "Send mail notification"
- "Send SMS notification"
- "Send notification"
- "Pass a two-factor authentication"

The BA wants to create a Use Case diagram.

Which technique should be used to define a communications protocol between the PS and other systems?

- A. Vertical prototyping
- B. Interface analysis
- C. Concept modelling
- D. System analysis

**Correct Answer: D**

**Section:**

#### QUESTION 207

A business analyst (BA) is working on an initiative to decommission a legacy system and has discovered the requirement: "Ability to view policies created in the legacy system for a period of 6 months." How should the BA classify the requirement based on the requirements classification schema?

- A. Business Requirement
- B. Non-functional Requirement
- C. Functional Requirement
- D. Transition Requirement

**Correct Answer: D**

**Section:**

#### QUESTION 208

A business analyst (BA) is capturing the requirements for an application which displays information on a mobile device. The information will be extracted from a database owned by another department within the

organization. Which of the following will identify the stakeholder who can approve access to the database?

- A. Solution Scope
- B. Governance Approach
- C. Change Strategy
- D. Requirements Architecture

**Correct Answer: B**

**Section:**

**QUESTION 209**

A business analyst (BA) assigned to a project has been asked to implement regulatory requirements based on priority. What type of traceability relationship can the BA use to find all the solution components that need to be implemented?

- A. Validate
- B. Satisfy
- C. Derive
- D. Dependency

**Correct Answer: D**

**Section:**

**QUESTION 210**

A company is about to embark upon a large organizational change initiative that involves restructuring its service offerings. A senior business analyst (BA) is assigned the work of establishing performance measures for the business analysis work to be performed by the BA team. Which of the following performance measures is appropriate to assess the value delivered by the work products against the cost, time, and resource investments expended to create them?

- A. Effectiveness
- B. Significance
- C. Strategic
- D. Knowledge

**Correct Answer: B**

**Section:**

**Explanation:**

Significance - consider the benefit obtained from the work products and assess whether the cost, time, and resource investments expended to produce the work products were justified for the value they delivered.

**QUESTION 211**

A company wants to develop a product roadmap to guide future development efforts. The product owner asks a business analyst (BA) to lead the analysis effort. Feature suggestions have been compiled from customer support calls. Which of the following should the BA do first?

- A. Determine the value of each feature
- B. Compare the implementation costs of each feature
- C. Prioritize the features in the backlog
- D. Confirm the feature requests

**Correct Answer: A**



**Section:**

**QUESTION 212**

A customer has provided a business analyst (BA) with many business requirements and some have inter-dependencies with other requirements. To ensure the requirements are delivered according to customer expectations, which requirements attribute should the BA consider including in the project requirements document?

- A. Priority
- B. Constraints
- C. Unique identifier
- D. Acceptance criteria

**Correct Answer: B**

**Section:**

**QUESTION 213**

An automobile manufacturer is undertaking a project intended to modify or replace the company's current timekeeping system. Negative employee reaction to change follows as word of the proposed solution spreads throughout the company. What could a business analyst (BA) do to prevent or reduce employee discontent?

- A. Relay upper management support to stakeholders
- B. Record negative employee reaction as a project risk
- C. Propose cultural changes for the organization
- D. Report potential sources of dissent to management

**Correct Answer: D**

**Section:**

**QUESTION 214**

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

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

**Correct Answer: D**

**Section:**

**QUESTION 215**

A business analyst (BA) is working on improving solution performance and increasing value. The BA discovers that a set of interfaces and activities do not contribute to the final product either directly or indirectly. What should the BA recommend?

- A. Provide a single solution for stakeholders thus reducing the cost of implementation
- B. Remove or minimize interfaces and activities that do not provide value to the final product
- C. Retire the current solution as it is not fulfilling the need for which it was created
- D. Propose an organizational change to automate the work people perform

**Correct Answer: B**



**Section:**

**QUESTION 216**

A business analyst (BA) had identified redundancy in the process for the first contact resolution for customer issues; currently two separate divisions handle this task. A new solution identifies a single point of contact that will eliminate the redundancy. What can the BA do to highlight the required changes to the structure?

- A. Business capability analysis
- B. Current state description
- C. Organizational modelling
- D. Policies and procedures

**Correct Answer: D**

**Section:**

**QUESTION 217**

A conservative company with rigorous risk control plans and internal audit rules has a recurrent problem with a core business application. As a result, access to this application must be restricted and controlled and maintenance must be onsite. However, the company feels that the application must have an emergency service team. The routine maintenance of this solution is provided by an external vendor and the vendor requested 24 hours remote access to quality and production data. In this context, what is the company's response to the vendor's request?

- A. Denied, because the vendor requested it
- B. Denied, because of the company's risk aversion
- C. Accepted, because the company has an urgent problem to solve
- D. Accepted, because immediate remote access will resolve any issue

**Correct Answer: C**

**Section:**

**QUESTION 218**

A business analyst (BA) is assigned to a project which has two main stakeholders: a highly regulated government agency and a less formal private company. To select the business analysis approach, the BA will conduct a meeting with representatives from each entity to decide on the level of formality needed for requirements and design specifications. During the meeting, what should the BA's strategy be?

- A. Develop consensus on a tailored approach for formality
- B. Use a formal approach to appeal to the government entity's higher authority
- C. Ask the government entity to accept a flexible collaborative approach
- D. Employ the standard business analysis level of formality

**Correct Answer: D**

**Section:**

**QUESTION 219**

A business analyst (BA) has defined a business analysis approach and presented the documents to the sponsors, the senior executives, the domain experts, the project manager, and the head of technology, to obtain agreement from all. At this juncture, the project manager objected to some of the estimates determined in the budget and refused to agree with the estimates. Which guideline or tool, if followed by the BA, would have helped in avoiding such disagreements?

- A. Risk Analysis and Management
- B. Business Analysis Performance Assessment
- C. Requirements Classification Schema



D. Stakeholder Engagement Approach

**Correct Answer: D**

**Section:**

**QUESTION 220**

Due to the complexity of a project, the project board is concerned that the business analyst (BA) will not be able to ensure all requirements are verified. What tool can the BA present to the project board to mitigate their concern?

- A. Data model
- B. Use case diagram
- C. Business analysis checklist
- D. Risk register

**Correct Answer: A**

**Section:**

