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Exam A

QUESTION 1

During the requirement life cycle management, what should a business analyst (BA) do to extend the value of requirements beyond the current initiative?

- A. Assess
- B. Prioritize
- C. Trace
- D. Maintain

Correct Answer: D

Section:

Explanation:

In Requirements Life Cycle Management, the task that extends the value of requirements beyond the current initiative is Maintain Requirements. This involves keeping requirements accurate, up to date, and available for reuse in future initiatives. Reusable requirements reduce the need for rework and improve organizational efficiency.

Exact Extract from BABOK Guide v3 -- Section 5.3: Maintain Requirements:

"The purpose of Maintain Requirements is to retain requirements accuracy and consistency throughout and beyond the change during the entire requirements life cycle and to support reuse where appropriate."

QUESTION 2

Why consider both tangible and intangible costs and benefits when determining the value of a solution?

- A. To present the case to team leaders
- B. To ensure the finance team budgets for the software
- C. To ensure the business case template is complete
- D. To present a complete estimate to the business

Correct Answer: D

Section:

Explanation:

Considering both tangible and intangible costs and benefits provides a complete estimate of the solution's value to the business. Tangible elements are directly measurable (e.g., cost savings, revenue), while intangible benefits (e.g., customer satisfaction, brand reputation) contribute to the strategic vision and long-term value.

Exact Extract from BABOK Guide v3 -- Section 7.6: Analyze Potential Value and Recommend Solution:

"Consideration should be given to both tangible and intangible value, including potential benefits and costs, to understand the overall impact of a proposed solution."

QUESTION 3

Which elicitation type involves the discovery of information under controlled tests?

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

Correct Answer: A

Section:

Explanation:

The experiment elicitation technique involves discovering information under controlled conditions or tests. This approach is valuable when theoretical or observed behavior needs to be validated through actual performance or test conditions, often used in prototyping and usability testing.

Exact Extract from BABOK Guide v3 -- Technique 10.16: Experiment:

"Experiments are used to identify information when it is not available from other sources or when it is desirable to confirm an assumption or hypothesis under controlled conditions."

QUESTION 4

The business analysis core concept model (BACCM) describes which of the following as 'the act of transformation in response to a need'?

- A. Context
- B. Need
- C. Solution
- D. Change

Correct Answer: D

Section:

Explanation:

In the Business Analysis Core Concept Model (BACCM), Change is defined as "the act of transformation in response to a need". It is central to business analysis, as all efforts revolve around enabling or managing change that delivers value.

Exact Extract from BABOK Guide v3 -- BACCM Core Concept: Change:

"Change is the act of transformation in response to a need. The purpose of change is to improve the performance of an enterprise."

QUESTION 5

Which of the following is a common change that can be made to a process in order to improve it?

- A. Analyze the potential impact of the change
- B. Generate and evaluate options
- C. Automate steps that are more routine and predictable
- D. Understand the relationship between gaps and improvement areas

Correct Answer: C

Section:

Explanation:

Automating steps that are more routine and predictable is a common change made to improve a process. This approach helps in reducing human errors, speeding up the process, and freeing up human resources to focus on more complex tasks. Automation ensures consistency and reliability in the execution of routine tasks, leading to increased efficiency and productivity within the process. For example, implementing workflow management systems or straight-through processing can significantly enhance the efficiency of business operations.

* Business Analysis.pdf, Section on 'Redesign the process' which discusses automating steps to improve process efficiency .

QUESTION 6

In planning an information management approach, what input element indicates the current status of stored information?

- A. Repository
- B. Storage decision
- C. Organizational standard
- D. Tool

Correct Answer: A

Section:

Explanation:

In planning an information management approach, a repository is the input element that indicates the current status of stored information. A repository provides a centralized location where information is stored, managed, and retrieved. It gives a clear picture of the current data landscape, including what data is available, how it is organized, and how it can be accessed. This is crucial for effective information management as it helps in assessing the completeness, accuracy, and relevance of the information stored.

* Business Analysis.pdf, Section on 'Information Management,' which discusses the role of repositories in managing stored information.

QUESTION 7

Why must business analysis information packages be prepared?

- A. To determine the information management approach
- B. To plan tasks for the week
- C. To determine the stakeholder engagement approach
- D. To facilitate reviews and approvals

Correct Answer: D

Section:

Explanation:

Business analysis information packages are prepared to facilitate reviews and approvals. These packages compile essential information in a structured format, making it easier for stakeholders to review the content and provide feedback or approval. This ensures that all relevant information is considered and that decisions are made based on a comprehensive understanding of the issues, requirements, and proposed solutions. Effective preparation of these packages helps streamline the review process and supports better decision-making.

* Business Analysis.pdf, Section on 'Requirements Documentation,' which highlights the importance of documentation for reviews and approvals.

QUESTION 8

What is an example of a tacit business rule?

- A. Accepted practice
- B. Corporate policy
- C. Job aid
- D. Corporate contract

Correct Answer: A

Section:

Explanation:

An accepted practice is an example of a tacit business rule. Tacit business rules are those that are understood and followed by members of the organization but are not formally documented. They are often derived from the culture, norms, and shared understandings within the organization. These rules govern everyday behavior and decision-making processes implicitly, guiding how tasks are performed and how interactions occur without explicit instruction.

* Business Analysis.pdf, Section on 'Business Rules,' which explains tacit business rules and gives examples of accepted practices within organizations .

QUESTION 9

How does the use of a traceability repository help in achieving project goals?

- A. Tracks changes to project artifacts
- B. Documents requirements lineage
- C. Identifies and mitigates project risks
- D. Stores stakeholder communications

Correct Answer: B

Section:

Explanation:



A traceability repository is a critical tool in business analysis that helps in documenting the lineage of requirements. This means it records the origin, development, and interrelationships of each requirement throughout the project lifecycle. By maintaining this detailed record, the repository ensures that every requirement is aligned with business objectives and stakeholder needs, facilitating effective project management and goal attainment.

Key Benefits of a Traceability Repository:

Alignment with Business Objectives: Ensures that each requirement is directly linked to business goals, confirming that the project remains focused on delivering value.

Impact Analysis: Facilitates the assessment of the implications of changes in requirements, aiding in decision-making and risk management.

Scope Management: Helps in identifying and managing the scope of the project by tracking which requirements are included or excluded.

Verification and Validation: Supports the processes of verifying that the solution meets the requirements and validating that the requirements meet stakeholder needs.

Extract from BABOK Guide v3:

"Requirements traceability identifies and documents the lineage of each requirement, including its backward traceability, its forward traceability, and its relationship to other requirements. Traceability is used to help ensure that the solution conforms to requirements and to assist in scope, change, risk, time, cost, and communication management." --- BABOK Guide v3, Section 5.1.2 Description

BABOK Guide v3, Section 5.1: Trace Requirements

BABOK Guide v3, Section 5.1.2: Description

By documenting the requirements lineage, a traceability repository plays a pivotal role in ensuring that the project remains aligned with its goals, thereby enhancing the likelihood of its success.

QUESTION 10

What are the elements of user stories?

- A. State tables, flow diagrams, process models, matrices
- B. Grouping, ranking, negotiation, decision trees
- C. Main topic, keywords, metrics, indicators
- D. Conversation, acceptance criteria, title, statement of value

Correct Answer: D

Section:

Explanation:

User stories are a fundamental component in Agile methodologies, serving as concise, user-centric descriptions of desired functionalities. They are designed to facilitate communication among stakeholders and ensure that the development team understands the requirements from the user's perspective.

Key Elements of User Stories:

Title: A brief, descriptive name that captures the essence of the user story. It helps in identifying and referencing the story easily.

Statement of Value: This follows the format: 'As a [user role], I want [goal] so that [benefit].' It clearly articulates who the user is, what they need, and why they need it, ensuring that the focus remains on delivering value.

Conversation: Represents the collaborative discussions between stakeholders and the development team. These conversations delve deeper into the details of the user story, clarifying requirements and expectations.

Acceptance Criteria: Specific conditions that must be met for the user story to be considered complete. They provide a clear definition of done and guide the development and testing processes.

Reference from BABOK Guide v3:

According to the BABOK Guide v3, user stories are a technique used to capture a description of a software feature from an end-user perspective. They are typically composed of a title, a statement of value, conversations to elaborate on the details, and acceptance criteria to define the boundaries and conditions for success.

QUESTION 11

Supporting materials that a business analyst (BA) might seek to secure while preparing for elicitation include:

- A. system documents, business rules, organizational policies, and regulations.
- B. system names, business contacts, organizational forms, and protocols.
- C. system limits, business models, organizational structures, and principles.
- D. system costs, business revenues, organizational designs, and rules.

Correct Answer: A

Section:

Explanation:

When preparing for elicitation, Business Analysts (BAs) gather various supporting materials to ensure a comprehensive understanding of the current state and to facilitate effective stakeholder engagement. These materials provide context, background, and constraints that influence the requirements gathering process.

Key Supporting Materials:

System Documents: Include existing documentation such as system architecture diagrams, data flow diagrams, and user manuals. These help BAs understand the current systems in place.

Business Rules: Define the operations, definitions, and constraints that apply to an organization. Understanding these rules is crucial for identifying requirements that align with business operations.

Organizational Policies: Internal guidelines that govern business processes and decision-making. They provide insight into the organization's priorities and constraints.

Regulations: External legal and regulatory requirements that the organization must comply with. These are essential for ensuring that any proposed solutions are legally compliant.

Reference from BABOK Guide v3:

The BABOK Guide v3 emphasizes the importance of securing supporting materials during the preparation for elicitation. It states that BAs should identify and gather relevant information sources, including system documentation, business rules, organizational policies, and regulations, to inform the elicitation process effectively.

QUESTION 12

Which of the following knowledge areas contain a task that provides stakeholders with the business analysis information after the collated results are confirmed?

- A. Elicitation and collaboration
- B. Requirements analysis and design definition
- C. Requirements life cycle management
- D. Business analysis planning and monitoring

Correct Answer: A

Section:

Explanation:

The task that provides stakeholders with business analysis information after the collated results are confirmed is 'Communicate Business Analysis Information', which falls under the Elicitation and Collaboration knowledge area. This task ensures that stakeholders have a shared understanding of the business analysis information, facilitating informed decision-making.

Reference from BABOK Guide v3:

'Communicate Business Analysis Information: provides stakeholders with the business analysis information after the collated results are confirmed.' --- BABOK Guide v3, Section 4.4

QUESTION 13

In which state should elicitation results be in order to begin modelling of requirements?

- A. Unconfirmed
- B. Any
- C. Documented
- D. Confirmed

Correct Answer: B

Section:

Explanation:

According to the BABOK Guide v3, modeling of requirements can commence with elicitation results in any state. This means that even unconfirmed or preliminary elicitation results can be used to begin modeling, acknowledging that further elicitation may be necessary to refine and validate the models.

Reference from BABOK Guide v3:

'Elicitation Results (any state): modelling can begin with any elicitation result and may lead to the need for more elicitation to clarify or expand upon requirements.' --- BABOK Guide v3, Section 7.1.3 Inputs

QUESTION 14

Which techniques are used for performing reviews?

- A. SWOT analysis, workshop, cost analysis
- B. Brainstorming, functional decomposition, lessons learned
- C. Inspection, formal walkthrough, desk check
- D. Mind mapping, decision analysis, interviews

Correct Answer: C

Section:

Explanation:

The techniques used for performing reviews in business analysis include:

Inspection: A formal review technique that involves a detailed examination of work products to identify defects.

Formal Walkthrough: A structured review process where the author leads team members and stakeholders through the work product to gather feedback.

Desk Check: An informal review where the author checks the work product for errors before formal reviews.

These techniques are essential for ensuring the quality and accuracy of business analysis deliverables.

Reference from BABOK Guide v3:

'Walkthroughs are used for peer reviews and for stakeholder reviews. Single Issue Review (also known as Technical Review): a formal technique focused on either...' --- BABOK Guide v3, Section 10.37 Reviews

QUESTION 15

If a stakeholder is looking to understand the logistics and scope of each of the elicitation activities, a business analyst (BA) would share the:

- A. elicitation activity plan.
- B. stakeholder engagement approach.
- C. elicitation results (unconfirmed).
- D. elicitation results (confirmed).

Correct Answer: A

Section:

Explanation:

When a stakeholder seeks to understand the logistics and scope of each elicitation activity, the Business Analyst should share the elicitation activity plan. This plan outlines the objectives, techniques, stakeholders involved, and the schedule for each elicitation activity, providing clarity and setting expectations.

Reference from BABOK Guide v3:

'Prepare for Elicitation: describes the tasks that the business analyst performs to prepare for elicitation activities. It includes determining the types of activities, the techniques, and the logistics required.' --- BABOK Guide v3, Section 4.1

QUESTION 16

What is the foundation for guiding the elicitation effort?

- A. Surveys
- B. Concept model
- C. Supporting material
- D. Potential value

Correct Answer: C

Section:

Explanation:

The foundation for guiding the elicitation effort in business analysis is supporting material. According to the BABOK Guide v3, before initiating elicitation activities, a business analyst must review and gather relevant background information, which includes existing documentation, enterprise environmental factors, and business rules. This supporting material provides the necessary context and guidance to determine what information needs to be elicited and from whom.

Supporting material includes:

Existing system documents

Business processes and models

Organizational policies and procedures

Historical data from previous initiatives

Stakeholder and user manuals

The use of supporting material ensures that the elicitation is purposeful, well-directed, and focused on identifying information gaps and opportunities for refinement.

BABOK

Reference: This is covered under the Elicitation and Collaboration knowledge area, particularly in the task 'Prepare for Elicitation,' which lists supporting materials as a key input to the planning of elicitation activities.

QUESTION 17

What is the primary purpose of the interview technique?

- A. To identify the functional role of the stakeholder
- B. To establish stakeholder relationships and trust
- C. To elicit business analysis information
- D. To view and understand activities and their context

Correct Answer: C

Section:

Explanation:

The primary purpose of the interview technique is to elicit business analysis information directly from stakeholders through a structured or semi-structured conversation. Interviews are one of the most commonly used elicitation techniques and can be conducted individually or in small groups.

Key objectives of interviews include:

Discovering stakeholder needs, expectations, and experiences

Clarifying requirements and business rules

Validating assumptions and capturing detailed information

While interviews can also build trust and identify stakeholder roles, those are secondary benefits. The main goal remains to gather the information necessary to support analysis and define solutions.

BABOK

Reference: Described in the Elicitation and Collaboration knowledge area, under the technique "Interviews," where the technique's primary application is to collect elicitation results by engaging stakeholders.

QUESTION 18

Which of the following is a characteristic of predictive planning approach?

- A. Tasks are performed recurrently
- B. Requirements are gathered through team interaction and feedback
- C. Activities are divided into iterations
- D. Information is captured in standardized templates

Correct Answer: D

Section:

Explanation:

A predictive planning approach (also known as waterfall or plan-driven) emphasizes upfront planning, thorough documentation, and clearly defined stages of work. One of its key characteristics is that information is captured in standardized templates, ensuring consistency, traceability, and formal approvals at each stage.

Other characteristics include:

Sequential task execution

Emphasis on documentation and traceability

Clear role definitions and responsibilities

Reduced flexibility to accommodate change mid-project

This is different from adaptive or Agile approaches, which rely on iterations, minimal documentation, and continuous stakeholder feedback.

BABOK

Reference: Detailed in the Business Analysis Planning and Monitoring knowledge area under "Approaches and Techniques," where predictive approaches are contrasted with adaptive approaches based on their structure, documentation, and flexibility.

QUESTION 19

In which requirements prioritization factor would time-to-market scenarios apply?

- A. Time sensitivity
- B. Stability
- C. Cost
- D. Regulatory or policy compliance

Correct Answer: A

Section:

Explanation:

In requirements prioritization, time-to-market scenarios fall under the factor of time sensitivity. Time sensitivity refers to the degree to which a requirement's value diminishes or increases based on when it is delivered. In markets where early entry provides competitive advantage, such as product launches or regulatory compliance deadlines, prioritizing based on time sensitivity ensures that high-impact, time-critical features are delivered first.

Examples include:

Product launch features that must be ready by a specific market date

Functionalities tied to regulatory deadlines

Seasonal campaign support systems

BABOK

Reference: This is covered under the Requirements Life Cycle Management knowledge area, specifically in the task "Prioritize Requirements," where time sensitivity is listed as one of the prioritization criteria along with cost, risk, and regulatory factors.

QUESTION 20

Which stakeholder has responsibility to review and approve requirements?

- A. Project manager
- B. Business analyst
- C. End user
- D. Sponsor

Correct Answer: D

Section:

Explanation:

The sponsor is typically the stakeholder who has the authority and responsibility to review and approve requirements. While the business analyst facilitates the elicitation and documentation of requirements, it is ultimately the sponsor who ensures alignment with business needs and grants formal approval. This approval validates that the documented requirements are complete, aligned with the project's objectives, and ready for implementation.

The sponsor's responsibilities include:

Endorsing the project's business case

Approving finalized requirements

Ensuring funding and organizational support

BABOK

Reference: Under the Requirements Life Cycle Management knowledge area, particularly in the task "Approve Requirements," the sponsor is identified as the stakeholder responsible for approving requirements.

QUESTION 21

What prescribes how information may be derived, inferred or calculated based on information available to the business?

- A. Behavioural business rule
- B. Business policy
- C. Definitional business rule
- D. Business case



Correct Answer: C

Section:

Explanation:

A definitional business rule prescribes how information may be derived, inferred, or calculated based on existing business data. These rules establish precise meaning and categorization of data, ensuring that terms and concepts are consistently understood and used within the organization.

Examples include:

Calculation rules (e.g., interest = principal rate time)

Classification rules (e.g., customers with purchases over \$10,000/year are premium)

In contrast, behavioral business rules govern constraints or conditions on how actions must be performed.

BABOK

Reference: Discussed under the Strategy Analysis and Requirements Analysis and Design Definition knowledge areas, definitional business rules are explained as fundamental to maintaining business consistency and logical integrity.

QUESTION 22

Which model category would include the techniques of decision modelling and root cause analysis?

- A. Activity flow
- B. Rationale
- C. People and roles
- D. Data and information

Correct Answer: B

Section:

Explanation:

Decision modelling and root cause analysis fall under the Rationale model category, which focuses on the reasoning, logic, and justification behind decisions or problem identification. These techniques help in tracing the rationale for actions, understanding why a particular problem exists, and determining how decisions align with business objectives.

Decision modelling helps map out choices and potential outcomes.

Root cause analysis identifies underlying causes of issues.

BABOK

Reference: These are detailed under Requirements Analysis and Design Definition, particularly in modeling techniques categorized under Rationale models.

QUESTION 23

In which requirements analysis and design definition task does a business analyst (BA) consider the opportunity costs?

- A. Validate requirements
- B. Define design options
- C. Analyze potential value and recommend solution
- D. Define requirements architecture

Correct Answer: C

Section:

Explanation:

When a BA considers opportunity costs, they are performing a cost-benefit analysis to determine the best solution. This falls within the task of 'Analyze Potential Value and Recommend Solution', where different design options or requirement implementations are evaluated for their expected value and opportunity costs (what must be forgone when choosing one option over another).

This involves:

Comparing expected benefits vs. associated costs

Evaluating risks and missed opportunities

Recommending the solution with optimal value delivery

BABOK

Reference: Found in the Requirements Analysis and Design Definition knowledge area, this task emphasizes assessing the relative value of each solution option.

QUESTION 24

In which activity would a business analyst (BA) consider using an organizational Center of Excellence?

- A. Providing techniques and procedures to be followed
- B. Defining the limits within which decisions must be made
- C. Determining the optimal business analysis approach
- D. Understanding the stakeholders concerns and interests

Correct Answer: A

Section:

Explanation:

A Center of Excellence (CoE) offers standardized practices, tools, techniques, and procedures to enhance the quality and consistency of business analysis efforts across the organization. When a BA uses a CoE, they are typically drawing on pre-established methodologies and best practices to guide their work.

Functions of a CoE:

Maintain organizational BA standards

Provide reusable templates and models

Offer training and professional development

BABOK

Reference: Covered in the Business Analysis Planning and Monitoring knowledge area, CoEs are identified as a resource for determining appropriate techniques and procedural guidance.

QUESTION 25

A stakeholder who verifies that prioritized requirements will deliver value from a customer perspective is the:

- A. sponsor.
- B. regulator,
- C. domain subject matter expert.
- D. end user.

Correct Answer: D

Section:

Explanation:

The end user is best positioned to verify that prioritized requirements will deliver value from a customer perspective because they directly interact with the solution and experience its outcomes. Their feedback ensures that the requirements meet usability, functionality, and satisfaction expectations.

While other stakeholders like the sponsor or domain SME validate alignment with business goals, the end user focuses on practical, value-based utility.

BABOK

Reference: Throughout the BABOK, particularly in Requirements Life Cycle Management and Solution Evaluation, the role of the end user is emphasized for validation and feedback based on real-world use.

QUESTION 26

When the focus of the specifying and modelling activity is on a solution, the output is referred to as:

- A. design.
- B. requirement.
- C. value.
- D. need.

Correct Answer: A

Section:**Explanation:**

When the focus of specifying and modeling is on how a solution will meet requirements, the output is referred to as a design. According to the BABOK Guide v3, design is the usable representation of a solution. It describes the solution components and how they interact to fulfill business needs. This is distinct from requirements, which describe the 'what' rather than the 'how.'

Requirements = What the solution must do

Design = How the solution will do it

BABOK

Reference: Requirements Analysis and Design Definition knowledge area explains that specifying and modeling can result in either requirements or designs depending on the focus of the activity.

QUESTION 27

Requirements that can be reused in the long term have which of the following characteristics?

- A. Detailed references to an application
- B. Specific connections to one or more departments
- C. Limited or no references to specific solutions
- D. Direct ties to a specific requirements tool

Correct Answer: C

Section:**Explanation:**

Reusable requirements are those that can be applied across multiple projects or contexts without being tightly coupled to a specific solution. This is achieved by ensuring that the requirement is:

Technology-agnostic

Independent of a specific implementation

Focused on business rules or policies

Such characteristics make them valuable long-term assets for future initiatives.

BABOK

Reference: Found in the Requirements Life Cycle Management knowledge area, under the task "Maintain Requirements," which emphasizes maintaining requirements that may be reused across initiatives.

QUESTION 28

When selecting an elicitation technique, the business analyst (BA) should consider techniques that are:

- A. easy to use.
- B. already known by stakeholders.
- C. commonly used in similar initiatives.
- D. popular in the industry.

Correct Answer: C

Section:**Explanation:**

When selecting elicitation techniques, a business analyst should consider techniques that are commonly used in similar initiatives, as these techniques are proven to work in comparable contexts. According to BABOK Guide v3, the appropriateness of a technique depends on the situation, stakeholders, and the type of information needed. Techniques that have been successful in similar initiatives are likely to produce reliable and familiar results, reduce stakeholder resistance, and improve efficiency.

Exact Extract from BABOK Guide v3 -- Section 4.2: Conduct Elicitation:

"The business analyst considers the characteristics of the source, the type of information to be elicited, the techniques commonly used in similar initiatives, and the time and resource constraints when selecting elicitation techniques."

QUESTION 29

Which criteria are used to ensure high-quality relationships between requirements?

- A. Concise and creative
- B. Consistent and correct
- C. Collaborative and communicated
- D. Correlated and clear

Correct Answer: B

Section:

Explanation:

To ensure high-quality relationships between requirements, the criteria are that they should be consistent (logically aligned without contradictions) and correct (accurately represent the intended relationships and dependencies).

Exact Extract from BABOK Guide v3 -- Section 5.1: Trace Requirements:

"Relationships between requirements should be clearly defined, consistent, and correct to support impact analysis and traceability."

QUESTION 30

The requirements life cycle ends when:

- A. all requirements are verified and validated by the stakeholders.
- B. a solution and the requirements that represent it are retired.
- C. a solution is defined and approved by the stakeholders.
- D. a solution is implemented and the project team disbands.

Correct Answer: B

Section:

Explanation:

The requirements life cycle continues beyond implementation and ends when the solution and the requirements that define it are retired. This marks the conclusion of the requirements' relevance to the organization and their formal removal from active use.

Exact Extract from BABOK Guide v3 -- Section 5: Requirements Life Cycle Management Overview:

"The requirements life cycle ends when a solution component that a requirement traces to is retired."

QUESTION 31

What observation approach involves the observer asking questions as the work is being performed?

- A. Passive/Unnoticeable
- B. Active/Unnoticeable
- C. Passive/Noticeable
- D. Active/Noticeable

Correct Answer: D

Section:

Explanation:

The active/noticeable observation approach involves the observer interacting with the subject, typically by asking questions as the work is being performed. This helps clarify steps, gather deeper insights, and validate the process as it unfolds. It contrasts with passive observation where the analyst simply watches without interrupting the workflow.

BABOK Reference -- Technique: Observation (Section 10.31):

"Active observation involves asking questions throughout the observation, while noticeable observation means the subjects are aware of being observed."

QUESTION 32

What is used for quality control when verifying requirements and designs?

- A. Item tracking
- B. Checklist
- C. Review
- D. Test case

Correct Answer: B

Section:

Explanation:

A checklist is a quality control tool used to ensure that requirements and designs meet specific criteria before they are finalized. It helps analysts systematically verify completeness, correctness, clarity, feasibility, and testability of requirements or design elements. Checklists serve as a structured way to reduce omissions and improve quality during the verification process.

Used during:

Requirements validation

Design reviews

Peer and stakeholder reviews

BABOK

Reference: Located in the Requirements and Design Definition knowledge area, specifically under "Verify Requirements," where checklists are mentioned as a technique for ensuring quality and completeness.

QUESTION 33

What type of analytical thinking competency involves clearly validating assumptions and measuring alternatives?

- A. Decision making
- B. Systems thinking
- C. Problem solving
- D. Creative thinking

Correct Answer: A

Section:

Explanation:

Decision making is a type of analytical thinking competency that involves clearly validating assumptions and measuring alternatives to arrive at optimal solutions. It supports the evaluation of trade-offs and selection among multiple options based on data, goals, constraints, and stakeholder input.

Key skills include:

Identifying decision criteria

Analyzing alternatives

Understanding impacts and risks

This competency is critical for business analysts as they often guide stakeholders through structured decision-making processes during requirements prioritization, solution assessment, and risk analysis.

BABOK

Reference: Outlined in the Underlying Competencies section of the BABOK Guide, under "Analytical Thinking and Problem Solving," where decision making is emphasized for its importance in selecting the best course of action.

QUESTION 34

Which element closely describes a business analyst (BA) continually tracking risks for delayed approvals?

- A. Guide elicitation activity
- B. Communicate business analysis package
- C. Monitor stakeholder engagement
- D. Collaborate assigned tasks

Correct Answer: C



Section:**Explanation:**

When a Business Analyst continually tracks risks such as delayed approvals, they are engaging in the activity of monitoring stakeholder engagement. This involves observing stakeholder participation levels, analyzing communication effectiveness, identifying risks to collaboration or approval timelines, and taking action to keep stakeholders engaged and responsive.

Tasks in this area include:

Tracking engagement levels

Identifying potential roadblocks (like delayed responses)

Mitigating communication breakdowns

BABOK

Reference: Within the Elicitation and Collaboration knowledge area, "Monitor Stakeholder Engagement" is focused on ensuring stakeholders are actively involved and responsive throughout the project.

