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QUESTION 1
You are currently working on creating the activity list for an initiative in your organization. What characteristic must be assigned to each task in your task list?

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

Answer: C
Explanation:
Each task in the activity list must be assigned a unique number to identify and track it throughout the initiative. This helps to avoid confusion and duplication of tasks, and to facilitate communication and reporting. The other options are not mandatory characteristics of each task, but rather aspects that may be considered during the business analysis planning and monitoring process.

QUESTION 2
Shelly is the business analyst for her organization and she's working with Thomas to review the business requirements. They are discussing the identified requirements, how the requirements will transition to the operations, and the longevity of the solution. Thomas is concerned that theidentified requirements may not map to the desired future state of the organization. What business analysis task is Shelly facilitating in this scenario?

A. Acceptance evaluation criteria definition
B. Requirements quality assurance
C. Validate requirements
D. Stakeholder management

Answer: C
Explanation:
The business analysis task that Shelly is facilitating in this scenario is validate requirements. This task involves ensuring that the requirements align with the business objectives, goals, and vision of the organization, and that they support the delivery of value. Shelly and Thomas are reviewing the requirements to verify that they are consistent, feasible, and acceptable for the stakeholders. The other options are not relevant to this scenario, as they involve defining the criteria for accepting the solution (A), ensuring the quality of the requirements documentation (B), or managing the relationships and expectations of the stakeholders (D).

QUESTION 3
Which of the following are documented approaches to the business analysis work? Each correct answer represents a complete solution.

A. Deming's Quality Circle
B. Lean
C. Six Sigma
D. Waterfall approach

Answer: BC
Explanation:
Lean and Six Sigma are both documented approaches to the business analysis work, as they provide methods and tools for improving business processes and delivering value to customers.

Lean focuses on eliminating waste and optimizing the flow of value, while Six Sigma focuses on reducing variation and defects and enhancing quality. Both approaches are aligned with the BABOK® Guide principles and practices. Deming's Quality Circle and the Waterfall approach are not documented approaches to the business analysis work, but rather quality management and software development methodologies, respectively.

QUESTION 4

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

Answer: B

Explanation:

The three categories of risk tolerance associated with the stakeholders are neutrality, risk-seeking, and risk-aversion. These categories describe how willing the stakeholders are to accept the uncertainty and potential negative consequences of the requirements and the solution. Neutrality means that the stakeholders are indifferent to the risk level and do not have a preference for more or less risky options. Risk-seeking means that the stakeholders are willing to take on more risk in exchange for higher rewards or benefits. Risk-aversion means that the stakeholders prefer to avoid or minimize risk and opt for safer or more reliable options. Mitigation is not a category of risk tolerance, but rather a strategy or technique for reducing the impact or likelihood of a risk.

QUESTION 5

Tracy is a business analyst for her organization and she's gathered and identified the needed requirements for the solution scope. What must Tracy do before she can begin managing the requirements? Choose the best answer.

A. Tracy must decompose the requirements in WBS.
B. Tracy must create cost-benefits analysis of each requirement to manage the benefits first.
C. Tracy must identify roles, responsibilities, and owners of the requirements to fully manage the requirements.
D. Tracy must communicate the requirements to the stakeholders for their consent and approval.

Answer: C

Explanation:

Before managing the requirements, Tracy must identify the roles, responsibilities, and owners of the requirements, as this is one of the tasks under the business analysis planning and monitoring knowledge area. This task involves defining who will be involved in the requirements developmentand management process, what their roles and responsibilities are, and who has the authority to approve or change the requirements. This helps to ensure clarity, accountability, and collaboration among the stakeholders and the business analyst. The other options are not prerequisites for managing the requirements, but rather activities that may be performed during or after the requirements analysis and design definition knowledge area. Decomposing the requirements in WBS (A) is a technique for breaking down the requirements into smaller and more manageable components. Creating cost-benefits analysis of each requirement (B) is a technique for evaluating the value and feasibility of the requirements. Communicating the requirements to the stakeholders for their consent and approval (D) is a task for verifying and validating the requirements.

QUESTION 6
Ben is the business analyst for his organization. Ben is currently working on a solution to improve a laser printer. He has taken the laser printer apart, identified each component, and documented each component's purpose. What type of requirements organization is Ben doing in this scenario?

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

Answer: A
Explanation:
The type of requirements organization that Ben is doing in this scenario is functional decomposition. This is a technique for breaking down a complex system or process into its constituent parts and describing their functions and interactions. By taking the laser printer apart and identifying each component's purpose, Ben is applying functional decomposition to understand the structure and behavior of the system. The other options are not types of requirements organization, but rather techniques for modeling different aspects of the system or process, such as the flow of activities (B), the boundaries and deliverables ? or the data elements and relationships (D).

QUESTION 7
You are the business analyst for your organization and you're working with Fran on business analysis processes. Fran is a stakeholder who wants to ensure that your business analysis approach and activities are compatible with the project activities. Of the following, what type of business analysis stakeholder is Fran?

A. Regulator
B. Project manager
C. Sponsor
D. Domain subject matter expert

Answer: B
Explanation:
The type of business analysis stakeholder that Fran is in this scenario is project manager. According to the CCBAHandbook, a project manager is a stakeholder who is responsible for managing the project activities and ensuring that they are aligned with the business analysis activities. A project manager also collaborates with the business analyst to plan, monitor, and control the project scope, schedule, budget, and quality. The other options are not relevant to this scenario, as they describe different types of business analysis stakeholders, such as a regulator (A), who is a stakeholder who imposes constraints or standards on the solution, a sponsor ? who is a stakeholder who authorizes and funds the initiative, or a domain subject matter expert (D), who is a stakeholder who has specialized knowledge or skills related to the business domain or the solution.

QUESTION 8
You are a business analyst for your organization and you're working with Mary. Mary wants to

know what you need to complete the process of planning the business analysis approach if you're already the business analyst for your organization. Which of the following statements is true regarding the plan business analysis approach?

A. The plan business analysis approach describes the amount of budget needed for the requirements elicitation.
B. The plan business analysis approach is required to select an approach that will perform business analysis.
C. The plan business analysis approach describes the processes the business analyst will or will not do, based on the time and budget available.
D. The plan business analysis approach describes the amount of time needed for the business analysis approach.

Answer: B
Explanation:
The plan business analysis approach is a task under the business analysis planning and monitoring knowledge area, which involves defining the appropriate level of detail, formality, and complexity of the business analysis activities and deliverables. The plan business analysis approach is required to select an approach that will perform business analysis, such as predictive, adaptive, or hybrid. The other options are not true statements regarding the plan business analysis approach, as they describe different aspects of the business analysis planning and monitoring process, such as estimating the budget (A), defining the processes ? or estimating the time (D) for the business analysis work.

QUESTION 9
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. Issue tracking
B. RTM
C. Problem tracking
D. Baselining

Answer: A
Explanation:
The technique that you can use to track problems with the requirements is issue tracking. This is a technique for identifying, documenting, monitoring, and resolving issues that arise during the business analysis work. Issue tracking helps to ensure that the requirements are of high quality, aligned with the stakeholder needs, and delivered on time. The other options are not techniques for tracking problems with the requirements, but rather techniques for managing or verifying the requirements, such as RTM (B), which is a technique for tracing the relationships among requirements and other deliverables, problem tracking ? which is a technique for identifying and resolving problems with the solution, or baselining (D), which is a technique for establishing an approved version of the requirements.

QUESTION 10
Which one of the following statements is most true about changing requirements in a change-driven approach to business analysis and requirements management?

A. Change-driven approaches must use a change control system with a change control board.
B. Change-driven approaches only use a change control system for approved changes.

C. Change-driven approaches don't use a formal change control process.
D. Change-driven approaches are driven by change control processes.

Answer: C
Explanation:
A change-driven approach to business analysis and requirements management is an approach that embraces change and adapts to the evolving needs and expectations of the stakeholders1. A change-driven approach does not use a formal change control process, as it assumes that changes are inevitable and beneficial, and that they can be incorporated quickly and easily into the solution. A change-driven approach relies on frequent feedback, collaboration, and validation to ensure that the solution delivers value and meets the stakeholder needs. The other options are not true statements about changing requirements in a change-driven approach, as they describe aspects of a plan-driven approach, which is an approach that follows a predefined and structured process for managing changes and requires formal approval and documentation.

QUESTION 11
Which element of the process of assessing the capability gaps is best described as gathering as much enterprise architecture information as is available about the current state of the organization and the areas affected by the business need?

A. Current capability analysis
B. Current organizational needs assessment
C. Enterprise architecture assessment
D. Snapshot baseline

Answer: C
Explanation:
The element of the process of assessing the capability gaps that is best described as gathering as much enterprise architecture information as is available about the current state of the organization and the areas affected by the business need is enterprise architecture assessment. This is a technique for analyzing the structure, components, and interrelationships of the organization's current and desired state, and identifying the gaps and opportunities for improvement. Enterprise architecture assessment helps to understand the context and scope of the business need, and to align the solution with the strategic goals and vision of the organization. The other options are not elements of the process of assessing the capability gaps, but rather techniques for analyzing different aspects of the business need, such as current capability analysis (A), which is a technique for evaluating the existing capabilities of the organization and determining their strengths and weaknesses, current organizational needs assessment (B), which is a technique for identifying and prioritizing the problems and opportunities that the organization faces, or snapshot baseline (D), which is a technique for capturing the current state of the organization at a specific point intime.

QUESTION 12
Beth is the business analyst for her organization and she wants to be certain that she and her team follow the correct procedures for enterprise analysis. What document can provide the governances for enterprise analysis efforts?

A. Organizational process assets
B. Enterprise environmental factors
C. Business analysis plans
D. Project charter

Answer: A
Explanation:
The document that can provide the governances for enterprise analysis efforts is organizational process assets. This is a term that refers to the policies, procedures, standards, guidelines, templates, and tools that are used by the organization to conduct business analysis work. Organizational process assets help to ensure consistency, quality, and compliance of the business analysis activities and deliverables. The other options are not documents that provide the governances for enterprise analysis efforts, but rather factors or outputs that influence or result from the business analysis work, such as enterprise environmental factors (B), which are the internal and external conditions that affect the organization and the business analysis work, business analysis plans ? which are the documents that describe the approach, scope, activities, deliverables, and stakeholders of the business analysis work, or project charter (D), which is the document that formally authorizes and defines the objectives, scope, and stakeholders of a project5.

QUESTION 13
Henry and Fred are working together on business analysis duties for the implementation of new software. Henry, the business analyst, tells Fred that they should take the current measurement of productivity, and then measure again after the solution has been implemented. This benchmarking approach will allow Henry and Fred to see the real effect of the solution on the business need. What term is assigned to this measurement?

A. Post implementation factor
B. Yield
C. Key performance indicators
D. S-Curve

Answer: C
Explanation:
The term that is assigned to this measurement is key performance indicators. These are the metrics that are used to evaluate the performance and progress of the organization, the project, or the solution against the predefined goals and objectives. Key performance indicators help to monitor and communicate the value and benefits of the solution, and to identify areas for improvement. Henry and Fred are using key performance indicators to compare the productivity before and after the implementation of the new software, and to see the real effect of the solution on the business need. The other options are not terms that are assigned to this measurement, but rather concepts or techniques that are related to the business analysis work, such as post implementation factor (A), which is a factor that affects the success of the solution after it has been deployed, yield (B), which is a measure of the efficiency or effectiveness of a process or a solution, or S-Curve (D), which is a graphical representation of the cumulative progress or performance of a project or a solution over time.

QUESTION 14
Kendra is the business analyst for her organization. She's working with the project manager and the project sponsor to discuss the current requirements. Kendra believes it's important for the project manager to first implement the requirements with the highest amount of risks. Is this a good idea?

A. No, the project manager and team should actually implement the lowest risk requirements first.
B. Yes, if the risky requirements cause the project to fail, the organization will not suffer much loss, as it hasn't invested much time or money on the project.
C. No, the project manager and team should implement the requirements with the highest risks last.
D. Yes, this allows the project manager to get the risky work done as soon as possible in the

schedule.

Answer: D
Explanation:
Implementing the requirements with the highest amount of risks first is a good idea, as it allows the project manager to address the uncertainties and challenges early in the project, and to avoid potential delays or rework later on. This is a common practice in agile or adaptive approaches to business analysis and project management, which embrace change and value feedback. The otheroptions are not good ideas, as they either postpone the risky requirements until the end of the project ? which increases the likelihood of scope creep, budget overrun, or stakeholder dissatisfaction, or implement the lowest risk requirements first (A), which may not deliver the most value or benefit to the organization, or assume that the project will fail due to the risky requirements (B), which is a pessimistic and unrealistic view of the project outcome.

QUESTION 15
A business analyst is studying the cost of the endeavor in relation to the projected income the endeavor will bring once the project is completed. What financial valuation technique can the business analyst use to determine the breakeven point for the project?

A. Payback period
B. Average rate of return
C. Cost-benefit analysis
D. Discounted cash flow

Answer: C
Explanation:
The financial valuation technique that the business analyst can use to determine the breakeven point for the project is cost-benefit analysis. This is a technique for comparing the costs and benefits of different alternatives or solutions, and identifying the most optimal one. Cost-benefit analysis helps to evaluate the feasibility and value of the project, and to estimate the return on investment (ROI). The breakeven point is the point where the total costs equal the total benefits, and the project starts to generate profit. The other options are not financial valuation techniques that can determine the breakeven point for the project, but rather techniques for measuring the financial performance or attractiveness of the project, such as payback period (A), which is the time required for the project to recover its initial investment, average rate of return (B), which is the ratio of the average annual profit to the initial investment, or discounted cash flow (D), which is the present value of the future cash flows of the project.

QUESTION 16
When a business analyst completes the elicitation process, she will create four outputs. Which one of the following is an output of the elicitation process?

A. Requirements management plan
B. Resource identification
C. Stakeholder Concerns
D. Solution scope

Answer: C
Explanation:
The output of the elicitation process that is listed among the options is stakeholder concerns. This is a term that refers to the issues, risks, assumptions, constraints, or expectations that the stakeholders have regarding the business need, the solution, or the business analysis work.

Stakeholder concerns are identified and documented during the elicitation process, and they are used to guide the analysis, prioritization, and validation of the requirements. The other options are not outputs of the elicitation process, but rather inputs or outputs of other business analysis processes, such as requirements management plan (A), which is an output of the plan business analysis approach process, resource identification (B), which is an input of the plan business analysis governance process, or solution scope (D), which is an output of the define business need process.

QUESTION 17

When using a change-driven approach, the business analyst may create an initial list of high-level requirements for the initiative. This high-level requirements list is also known as what term?

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

Answer: A

Explanation:

The high-level requirements list that the business analyst may create when using a change-driven approach is also known as requirements envisioning. This is a technique for eliciting and documenting the high-level features and characteristics of the solution, and defining the scope and boundaries of the initiative. Requirements envisioning helps to establish a common understanding and vision among the stakeholders, and to guide the iterative and incremental delivery of the solution. The other options are not terms that are equivalent to the high-level requirements list, but rather terms that describe different aspects of the solution or the project, such as project scope (B), which is the work that must be performed to deliver the solution, product scope ? which is the features and functions that characterize the solution, or requirements foundation (D), which is aterm that refers to the core set of requirements that are essential for the solution.

QUESTION 18

As a business analyst, you may be called upon to define the scope of work and to develop the estimates for the endeavor. Which one of the following is an important tool for this activity?

A. Organizational process asset
B. WBS
C. Project management plan
D. Pareto chart

Answer: B

Explanation:

The important tool for defining the scope of work and developing the estimates for the endeavor is WBS. WBS stands for Work Breakdown Structure, which is a technique for decomposing the project scope into smaller and more manageable components, such as deliverables, activities, and tasks. WBS helps to define the scope of work clearly and completely, and to estimate the time, cost, and resources required for each component. The other options are not tools for defining the scope of work and developing the estimates, but rather factors or outputs that influence or result from the business analysis work, such as organizational process asset (A), which is a term that refers to the policies, procedures, standards, guidelines, templates, and tools that are used by the organization to conduct business analysis work, project management plan ? which is a document that describes the approach, scope, schedule, budget, quality, and stakeholders of the project4, or Pareto chart (D), which is a graphical representation of the frequency and impact of different types of problems or issues.

QUESTION 19
You are the project manager of the NGQQ Project for your company. To help you communicate project status to your stakeholders, you are going to create a stakeholder register. All of the following information should be included in the stakeholder register except for which one?

A. Assessment information of the stakeholders' major requirements, expectations, and potential influence
B. Stakeholder management strategy
C. Stakeholder classification of their role in the project
D. Identification information for each stakeholder

Answer: B
Explanation:
The information that should not be included in the stakeholder register is stakeholder management strategy. This is a term that refers to the approach and actions for managing the relationships and expectations of the stakeholders throughout the project. Stakeholder management strategy is not part of the stakeholder register, but rather a separate document or output that is derived from the stakeholder register. The other options are information that should be included in the stakeholder register, which is a document that identifies and describes the stakeholders who are involved in or affected by the project. The stakeholder register should include the assessment information of the stakeholders' major requirements, expectations, and potential influence (A), the stakeholder classification of their role in the project ? and the identification information for each stakeholder (D).

QUESTION 20
According to 'A Guide to the Business Analysis Body of Knowledge', the two most common data models are the entity-relationship diagram and what other model?

A. Class model
B. Project network diagram
C. Data flow diagram
D. WBS

Answer: A
Explanation:
According to 'A Guide to the Business Analysis Body of Knowledge', the two most common data models are the entity-relationship diagram and the class model. These are techniques for representing the data elements and their relationships within a system or a domain. An entity-relationship diagram shows the entities (or objects) and their attributes, and the relationships among them. A class model shows the classes (or types) of objects and their properties, and the associations and generalizations among them. The other options are not data models, but rather techniques for modeling different aspects of the system or the project, such as the project network diagram (B), which shows the sequence and dependencies of the project activities, the data flow diagram ? which shows the flow of data and information among the processes, or the WBS (D), which shows the breakdown of the project scope into smaller components.