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QUESTION 1

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

Correct Answer: A

Ben is completing the functional decomposition technique for the organize requirements process. Each component in the printer can have its own set of requirements, while the improved printer to be manufactured is the ultimate goal of the

requirements.

Answer: D is incorrect. Data modeling describes the concepts and relationships relevant to the solution or business domain.

Answer: C is incorrect. Scope modeling allows the requirements to be organized by the solution component they\\'re relevant to.

Answer: B is incorrect. Process modeling is the activity of representing processes of an enterprise, so that the current process may be analyzed and improved in future. It allows the requirements to be organized around the related processes.

Processes are also considered to have sub-processes, inputs, and outputs.

QUESTION 2

You are the business analyst for your organization. Your current project is using a plan-driven approach for the requirements, business analysis, and monitoring. Which one of the following statements best describes the plan-driven approach to business analysis planning and monitoring?

A. Plan-driven approaches encourage changes that prevent errors and omissions.

B. Plan-driven approaches typically call for a significant amount of formality and detail.

C. Plan-driven approaches determine how priorities will be diagnosed for the project solution.

D. Plan-driven approaches typically have meetings daily to discuss the business analysis requirements process.

Correct Answer: B

The plan-driven approach has the most business analysis work at the beginning of the project or during the start of a project phase. This approach has a high amount of formality and detail for all areas of the business analysis duties, requirements gathering, and monitoring. Answer: D is incorrect. This statement is not true about the plan-driven

approach. Answer: C is incorrect. This statement describes requirements prioritization. Answer: A is incorrect. Plan-driven approaches typically discourage change and they work to refine the requirements over time to prevent errors and omissions.

QUESTION 3

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

A. Plan-driven

B. Change-driven

C. Iterative

D. Progressive elaboration

Correct Answer: D

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

Answer: C is incorrect. Iterative is not a valid business analysis approach. Answer: A is incorrect. The plan-driven approach defines business analysis activities. This approach is used to focus on minimizing up-front uncertainty and to ensure

that the solution is fully defined before implementation begins in order to maximize control and minimize risk. It is preferred when requirements are effectively defined in advance of implementation.

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

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

QUESTION 4

In the life of a project, when do the number and impact of change requests often increase?

A. During project planning

B. Once the project scope is reviewed

C. Towards the end of the project

D. At the launch of the project

Correct Answer: C

As the life of the project draws towards its end, there\\'s often an increase in the number of change requests. When change requests are made towards the end of a project, however, the cost and impact of the change increases significantly.

Answer: D is incorrect. It\\'s ideal for change requests, if they must happen, to happen at the launch of the project, not just at the end.

Answer: A is incorrect. The best answer is that change requests must happen towards the end of project execution, not just project planning. Planning spans the entire life of the project. Answer: B is incorrect. Scope review happens early in

the project and changes early in the project are easier to incorporate and manage than changes at the end of the project.

QUESTION 5

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

A. Informal

B. Ad hoc

C. Face-to-face

D. Formal

Correct Answer: D

Plan driven approaches to business analysis practices most often use the formal type of communication. This means the communication of the actual requirements is in writing and often uses pre-defined forms requiring signatory approvals. All project documentation is normally archived as part of the project history. Answer: C is incorrect. Face-to-face is an effective communication method, but for plan-driven approaches, formal communication is preferred in regard to requirements. Answer: B is incorrect. Ad hoc describes the sudden, quick conversations. This is an informal approach to communication and isn\\'t appropriate for a plan-driven business analysis approach. Answer: A is incorrect. Informal isn\\'t preferred in a plan-driven approach.

QUESTION 6

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

A. The business analyst can do multiple assessments, one for each solution or to compare multiple solutions.

B. There is no limit, but the business analyst should perform the same type of assessments for each solution to be balanced.

C. The business analyst can do one assessment per solution.

D. There should only be one solution assessment - four is too many. Some of the solutions are better than others.

Correct Answer: A

The best choice is to do at least one assessment or multiple assessments to compare the solutions. Answer: D is incorrect. There can be multiple solutions to a business need, so the business analyst may need to perform multiple

assessments.

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

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

QUESTION 7

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

A. Weather

B. Freeze periods

C. Company policies

D. Business cycle timings

Correct Answer: A

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

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

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

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

QUESTION 8

Sam is the project manager of the NHT Project. His project has stakeholders from the end users, server administrators, functional managers, external customers, technicians, and executive managers. In this high-profile project, which group of stakeholders is the most important?

A. End users

B. External customers

C. Executive management

D. No stakeholders are more important than other stakeholders.

Correct Answer: B

Customers, internal or external, are always considered to be the most important group of stakeholders in a project. Recall that a stakeholder is anyone that has a vested interest in the outcome of your project.

QUESTION 9

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

A. Business analyst and key stakeholders

B. Business analyst

C. Project manager, project team, and business analyst

D. Project manager, business analyst, and project sponsor

Correct Answer: B

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

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

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

QUESTION 10

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

A. RAM Chart

B. Affinity Diagram

C. Stakeholder Analysis

D. Text-Oriented Chart

Correct Answer: C

Stakeholder Analysis involves identification of the stakeholders and classifying them based on their interest, influence, and involvement in the project. This enables the project manager to focus on the relationships necessary to ensure the success of the project by planning the communications properly. Answer: B is incorrect. Affinity Diagram is a method of group creativity technique to collect requirements which allows large numbers of ideas to be sorted into groups for review and analysis. This is generally used in Scope Management and is not applicable to this question. Answer: A and D are incorrect. RAM and Text-Oriented charts are the various formats of documenting the team member roles and responsibilities and are useful as tools in developing the Human Resource Plan. These are not applicable to this question.

QUESTION 11

As a business analyst in your organization, you must understand the difference between operative rules and structural rules. What is the difference between structural rules and operative rules?

A. Structural rules are rules that the organization chooses to enforce as a matter of policy. Operative rules are intended to help determine when something is or is not true, or when things fall into a specific category.

B. Operative rules are rules that the organization chooses to enforce as a matter of policy. Structural rules are intended to help determine when something is or is not true, or when things fall into a specific category.

C. Operative rules are rules that describe the organizational process assets of the organization. Structural rules are policies that restrict the authority of each line of business.

D. Operative rules are rules that define how an organization operates. Structural rules define the boundaries of the structure, business units, and departments within the organization.

Correct Answer: B

Operative rules are the policies of the organization. Structural rules create categories of things, actions, and departments within an entity.

Answer: A is incorrect. This is not a valid statement about structural rules and operative rules. Answer: C is incorrect. This is not a valid statement about structural rules and operative rules. Answer: D is incorrect. This is not a valid statement

about structural rules and operative rules.

QUESTION 12

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

Correct Answer: C

Following are the outputs of the elicitation process: Stakeholder Concerns Elicitation Results Schedule Resources Supporting Materials

QUESTION 13

You work as a business analyst for u Certify Inc. You have been assigned the task to implement the job shadowing process. Which of the following statements are true regarding the job shadowing process? Each correct answer represents a complete solution.

A. The job shadowing process is a part of business analysis planning and monitoring activities.

B. In this process, the observer is required to keep an eye on those workers whose work routine is down and who are unable to explain their work.

C. In this process, the observer has to understand their work process for better assessment of the modifications of the

work required.

D. Job shadowing is an elicitation process that is a part of job observation.

Correct Answer: BCD

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

understand their work process for better assessment of the modifications of the work required. The following are the approaches for this technique:

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

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

QUESTION 14

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

A. Optimize efficiency and link to productivity.

B. Limit the risk exposure.

C. Maximize the business value.

D. Increase productivity through efficiency.

Correct Answer: C

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

design team.

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

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

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

QUESTION 15

What does the decomposition of activities and tasks based on the work breakdown structure create for the business analyst?

A. Activity list

B. Business analysis plan

C. Network diagram

D. Project management plan

Correct Answer: A

Activity List is created by decomposing Work Breakdown Structure into work packages. These work packages are decomposed into activities and further into smaller tasks that result into the documented activity list.

Answer: D is incorrect. The project management plan defines all of the processes, activities, and work for the project manager, project management team, and the team members. Answer: B is incorrect. The business analysis plan isn\\'t a valid

answer for the decomposition of the project activities.

Answer: C is incorrect. The network diagram illustrates the flow of the project activities and is not a simple listing of the activities.

The network diagram clearly shows the relationship of activities, predecessor activities, and successor activities.

QUESTION 16

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

Correct Answer: B

Fran is the project manager. The project manager must ensure that the business analysis approach is compatible with other project activities.

Answer: D is incorrect. The domain subject matter expert is a person who is steeped in knowledge regarding the project\\'s purpose.

Answer: A is incorrect. The regulator approves any tailoring to the business analysis processes or activities.

Answer: C is incorrect. The sponsor allows the business analysis activities and resources to exist in support of the organization.

QUESTION 17

There are three inputs for stakeholder analysis. Which input describes the existing organizational units and their interactions with one another?

A. Business need

B. Enterprise architecture

C. Matrix structure

D. Organizational process asset

Correct Answer: B

The enterprise architecture describes the relationship among the organizational units and their interactions with one another.

Answer: A is incorrect. Business need describes business requirements, solution scope, and solution requirements.

Answer: C is incorrect. A matrix structure is not one of the three inputs for stakeholder analysis. Answer: D is incorrect. Organizational process assets describe the organizational policies, procedures, forms, and methodologies the business

analyst is to follow.

QUESTION 18

A business analyst has been assigned the task of developing a model of the current state of an organization. The business analyst doesn\\'t understand why a current state may be needed. All of the following are good reasons to create a current state model of an organization except for which one?

A. Analyzing the current state of the organization to look for opportunities for improvement

B. Assessing the positive and negative risks that may exist within the current state

C. Validating the solution scope with businesses and technical stakeholders

D. Assisting stakeholders to understand the current state

Correct Answer: B

The process of creating a model of the current state isn\\'t needed to assess the positive and negative risks of the organization. This is not a valid statement, so this is the correct answer to the question. Answer: C is incorrect. Validating the solution scope with businesses and technical stakeholders is a good reason to create a current statement assessment and model. Answer: A is incorrect. Analyzing the current state of the organization to look for opportunities for improvement is a valid reason to develop a current state model. Answer: D is incorrect. Assisting stakeholders to understand the current state is a valid reason to develop a current state model.

QUESTION 19

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

A. It defines the nature of a solution that meets that need.

B. It identifies business needs, problems, or opportunities.

C. It justifies the investment necessary to deliver that solution.

D. It manages and expresses requirements to a broad and diverse audience.

Correct Answer: D

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

facts:

The stakeholders have a shared understanding of the nature of a solution. Those stakeholders with approval authority are in agreement as to the requirements that the solution shall meet.

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

It identifies business needs, problems, or opportunities. It defines the nature of a solution that meets that need. It justifies the investment necessary to deliver that solution.

QUESTION 20

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

A. The cost of all requirements, some requirements, and a few core requirements

B. The schedule of implementation for each solution

C. The option of doing nothing

D. The cost of each solution

Correct Answer: C

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

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

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

QUESTION 21

When you, a Business Analyst, work with your stakeholders, team, and experts to define the business analysis activities, what thing do you actually define?

A. You define the requirements of the initiative.

B. You define the roles and responsibilities.

C. You define the communication needs.

D. You define the business analysis approach.

Correct Answer: D

The purpose of the plan business analysis approach is to define the business analysis approach. Answer: A is incorrect. The plan business analysis approach does not define the requirements. Answer: B is incorrect. The plan business analysis approach does not define the roles and responsibilities. Answer: C is incorrect. The plan business analysis approach does not define the communication needs.

QUESTION 22

If a requirement has been satisfied, why is it still considered a requirement?

A. A requirement is considered a requirement as long as the requirement may be able to be changed.

B. Requirements are considered requirements even if the requirements have been satisfied.

C. A requirement is considered valid as long as the business stakeholders need it.

D. If a requirement has been satisfied, it is no longer a requirement and should be purged from the requirements set.

Correct Answer: C

A requirement is considered valid as long as the business stakeholders need it. This is true for ongoing requirements that are reused in the organization.

Answer: D is incorrect. This isn\\'t a valid statement as to why satisfied requirements are still considered requirements.

Answer: B is incorrect. This isn\\'t a valid statement as to why satisfied requirements are still considered requirements.

Answer: A is incorrect. This isn\\'t a valid statement; the ability to change a requirement doesn\\'t make it necessarily a satisfied requirement.

QUESTION 23

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

A. Requirements management plan

B. Requirements repository

C. Solution scope

D. Project management plan

Correct Answer: B

Requirements that are re-used in an organization are ideally kept in a requirements repository. One person should be identified to manage and control the repository. Answer: A is incorrect. Requirements for the current endeavor are kept in

the requirements management plan, but not the set of requirements that will be reused. Answer: D is incorrect. The project management plan is not a valid answer, as this plan defines how the project will be planned,

executed, monitored and controlled, and closed.

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

QUESTION 24

You are the business analyst for your organization and you\\'re working with Adam on business analysis processes. Adam is steeped in knowledge regarding the project\\'s purpose. Of the following, what type of business analysis stakeholder is Adam?

A. Project manager

B. Domain subject matter expert

C. Sponsor

D. Regulator

Correct Answer: B

The domain subject matter expert is a person who is steeped in knowledge regarding the project\\'s purpose.

Answer: A is incorrect. The project manager must ensure that the business analysis approach is compatible with other project activities.

Answer: D is incorrect. The regulator approves any tailoring to the business analysis processes or activities.

Answer: C is incorrect. The sponsor allows the business analysis activities and resources to exist in support of the organization.

QUESTION 25

In order to assess the capability gaps of an organization, you\\'ll need all of the following inputs except for which one?

A. Solution performance assessment

B. Enterprise architecture

C. Solution scope

D. Business need

Correct Answer: C

The solution scope is not an input of this process. The solution scope actually uses the output of the assess capability gaps process as one of its inputs.

Answer: D is incorrect. The business need does serve as one of the three inputs of the assess capability gaps process.

Answer: B is incorrect. The enterprise architecture does serve as one of the three inputs of the assess capability gaps process.

Answer: A is incorrect. Solution performance assessment does serve as one of the three inputs of the assess capability gaps process.

QUESTION 26

Which one of the following is not a general technique that a business analyst may use in the requirements verification task?

A. Structured walkthrough

B. Acceptance and evaluation criteria definition

C. Cost-benefits analysis

D. Problem tracking

Correct Answer: C

Cost-benefits analysis is not a valid technique that a business analyst may use in the requirements verification task. The three techniques for requirements verification are acceptance and evaluation criteria definition, problem tracking, and

structured walkthrough. Answer: B is incorrect. Acceptance and evaluation criteria definition is a valid technique for requirements verification.

Answer: D is incorrect. Problem tracking is a valid technique for requirements verification. Answer: A is incorrect. Structured walkthrough is a valid technique for requirements verification.

QUESTION 27

What is problem tracking?

A. It\\'s the identification of missing requirements.

B. It\\'s the assumption that there will be defects in the requirements that must be resolved.

C. It\\'s the documentation of known defects in the requirements.

D. It\\'s the identification and management of any issues for resolution.

Correct Answer: D

Problem tracking is the identification and management of any issues for resolution. Answer: A is incorrect. This is not a valid statement about problem tracking. Answer: C is incorrect. This is not a valid statement about problem tracking. Answer: B is incorrect. This is not a valid statement about problem tracking.

QUESTION 28

Which stakeholder map shows the relative influence, impact, and relation of stakeholders by plotting them closer to or farther away from the solution?

A. RACI Matrix

B. Onion diagram

C. Control chart

D. Tornado diagram

Correct Answer: B

An onion diagram shows the relative influence, impact, and relation of stakeholders by plotting them closer to or farther away from the solution. It is called an onion diagram because plotting of the stakeholders is done in ovals which, when

completed, looks like an onion sliced in half. Answer: D is incorrect. A tornado diagram is often used to show opposing forces for a solution or issue. Answer: A is incorrect. The RACI matrix explains the roles of the people involved in business

analysis activities. It depicts stakeholders as having one or more of the following responsibilities for a given task or deliverable:

[R]. Responsible does the work

[A]. Accountable is the decision maker (only one)

[C]. Consulted must be consulted prior to the work and gives input. [I]. Informed means that they must be notified of the outcome Answer: C is incorrect. A control chart is a quality control tool that shows the results of measurements over time.

QUESTION 29

In order to have high quality in requirements, all of the following characteristics should exist in the requirements except for which one?

A. Cohesive

B. Consistent

C. Complete

D. Constrained

Correct Answer: D

Constrained is not an attribute of high quality in a requirement. The requirements should be cohesive, complete, consistent, correct, modifiable, unambiguous, and testable. Answer: A is incorrect. Cohesive is one of the characteristics of quality in a requirement. Answer: B is incorrect. Consistent is one of the characteristics of quality in a requirement. Answer: C is incorrect. Complete is one of the characteristics of quality in a requirement.

QUESTION 30

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

Correct Answer: C

Business analysis plans define the governance or rules and procedures that Beth should follow as the business analyst for her organization. Answer: A is incorrect. Organizational process assets are the rules and procedures for the implementation of documents, templates, and guidelines. Answer: B is incorrect. Enterprise environmental factors are the regulations, policies, and procedures that are unique to an organization and industry. Answer: D is incorrect. The project charter isn\\'t the correct answer, as the charter authorizes the project, not business analysis activities.

QUESTION 31

Fred is the business analyst for his organization. His current initiative is quite large, so Fred decides to create a high-level plan for the business analysis approach, and then to create a detailed plan for the most imminent activities. What type of business analysis planning is Fred using in this scenario?

A. Step planning

B. Iterative planning

C. Cyclic planning

D. Rolling wave planning

Correct Answer: D

This is an example of rolling wave planning. This approach to planning is ideal for larger business analysis initiatives and allows the business analyst to plan the entire initiative and approach at the high-level and the most imminent activities at

the detailed level.

Answer: B is incorrect. Iterative planning is not a valid choice; planning does happen in iterations with the rolling wave planning approach, but it\\'s not the correct name for the approach. Answer: A is incorrect. Step planning is not a valid term

for business analysis processes. Answer: C is incorrect. Cyclic planning isn\\'t a valid term for the described rolling wave planning.

QUESTION 32

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

A. Supporting training activities and knowledge management

B. Facilitating communication among stakeholders

C. Compliance with contracts and regulations

D. Increasing revenue and/or reducing costs within an organization

Correct Answer: D

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

specifying and modeling requirements does help with compliance to contracts and regulations.

Answer: B is incorrect. The task of specifying and modeling requirements does help the stakeholders communicate better.

Answer: A is incorrect. The task of specifying and modeling requirements can help with training and knowledge management.

QUESTION 33

There are three inputs to the business analysis planning approach process. Which one of the following is not one of the three inputs?

A. Risk and rewards analysis

B. Business need

C. Organizational process assets

D. Expert judgment

Correct Answer: A

Risk and rewards analysis is not, of itself, an input to the business analysis planning approach process. Answer: B is incorrect. Business need is an input to the business analysis planning approach process. Answer: D is incorrect. Expert judgment is an input to the business analysis planning approach process. Answer: C is incorrect. Organizational process assets are inputs to the business analysis planning approach process.

QUESTION 34

What type of requirements elicitation technique is the Delphi Technique?

A. Survey

B. Workshop

C. Prototyping

D. Round table

Correct Answer: A

The Delphi Technique uses rounds of anonymous surveys to build consensus among the stakeholders. Answer: B is incorrect. The workshop is not an example of the Delphi Technique. Answer: D is incorrect. The round table is a discussion of a topic, not a requirements elicitation technique. Answer: C is incorrect. Prototyping is not the equivalent of

the Delphi Technique.

QUESTION 35

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

A. This task describes the amount of time needed for the business analysis approach.

B. This task describes the amount of budget needed for the requirements elicitation.

C. This task describes how to select an approach for performing business analysis.

D. This task describes the processes the business analyst will or will not do based on the time and budget available.

Correct Answer: C

The plan business analysis approach is required to select an approach that will perform business analysis.

This approach helps to find out the following:

Which stakeholders need to be involved in the decision?

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

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

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

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

QUESTION 36

As a business analyst, you\'ll need to recognize the methods that are appropriate for recording and documenting the results of elicitation activities. Which one of the following cannot be considered as a valid method for documenting elicitation?

A. Whiteboards

B. Audio recordings

C. Voice mails

D. Written documentation describing the outcome of the event

Correct Answer: C

Voice mails are not appropriate for documenting the results of elicitation activities. Answer: D is incorrect. Written

documentation is the preferred method for documenting the results of an elicitation event.

Answer: B is incorrect. Audio and video recordings are appropriate documentations of the elicitation event. Answer: A is incorrect. Whiteboards (actual or virtual) are approved methods for documenting elicitation events.

QUESTION 37

Which of the following are not appropriate for a plan-driven business analysis approach? Each correct answer represents a complete solution.

A. Informal

B. Face-to-face

C. Ad hoc

D. Formal

Correct Answer: ABC

Plan driven approaches to business analysis practices most often use the formal type of communications. This means the communication of the actual requirements is in writing, and often uses pre-defined forms requiring signatory approvals. All project documentation is normally archived as part of the project history. Face-to-face is an effective communication method, but for plan-driven approaches, formal communication is preferred in regard to requirements. Ad hoc describes the sudden, quick conversations. This is an informal approach to communication and isn\\'t appropriate for a plan-driven business analysis approach.

QUESTION 38

There are three inputs in the plan business analysis approach. Which one of the following is not one of the three inputs?

A. Organizational process assets

B. Expert judgment

C. Risk and rewards analysis

D. Business need

Correct Answer: C

Risk and rewards analysis is not, of itself, an input to the business analysis approach process. Answer: D, B, and A are incorrect. Following are the inputs in the plan business analysis approach: Business need Expert judgment Organizational process assets

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QUESTION 39

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

A. Objectives that apply to the initiative

B. Stakeholders\\' threats and perceived threats

C. Consideration of risk and reward

D. Purpose of the proposed solution

Correct Answer: A

The business analyst must understand how the organization operates and the objectives of business analysis duties. Without a clear understanding of what the expected outcomes are to be of the business analysis duties, the business

analyst cannot adequately plan for the business analysis duties. Answer: B is incorrect. It\\'s important for the business analyst to identify and categorize stakeholders, but this isn\\'t the best answer for this question.

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

Answer: C is incorrect. This isn\\'t the best answer for this question.

QUESTION 40

Wanda is the business analyst for her organization and she is currently working on the specify and model requirements process. One of the elements of this process is the documentation of the textual requirements. Wanda must describe the capabilities of the solution, any conditions that must exist for the requirements to operate, and what third component of the textual requirement?

A. Any constraints that may prevent the solution from fulfilling the requirement

B. Describe a situation or problem

C. Write in the active voice

D. Express only one requirement at a time

Correct Answer: A

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

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

Answer: B is incorrect. To describe a situation or problem is a guideline for the modeling formats. Answer: C is incorrect. Writing in the active voice is good guideline for the textual requirements, but it is not part of the text requirements.

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