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Analysis

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QUESTION 1

You are the business analyst for your organization and you're creating a business analysis communications management plan. In your plan, you want to address the different locales and culture and the communication needs that may affect the business analysis approach. Which one of the following elements should not be included in the cultural analysis of the plan?

- A. Relationship to task completion
- B. Relationship to authority
- C. Relationship to religion
- D. Relationship to time

Correct Answer: C

Of course, the business analyst should not include the stakeholder's relation to religion. The business analyst should document the relationship to time, task completion, contracts, and authority. Answer: D is incorrect. Relationship to time is a valid consideration for the cultural analysis of the communications management plan. Answer: A is incorrect. Relationship to task completion is a valid consideration for the cultural analysis of the communications management plan. Answer: B is incorrect. Relationship to authority is a valid consideration for the cultural analysis of the communications management plan.

QUESTION 2

A business analyst (BA), analyzing requirements, has decomposed information into components. What is the purpose of this exercise?

- A. To enable discussion regarding solution options
- B. To plan project iterations
- C. To plan test cases for the components
- D. To identify the project sponsor

Correct Answer: A

QUESTION 3

When a business analyst wants to present requirements for review, she must consider the requirements, audience, and what other factor to determine the level of formality in the presentation?

- A. Standards
- B. Organizational process assets
- C. Governance
- D. Regulations

Correct Answer: B

The best answer is organizational process assets. These include the organization's preference for presenting requirements, forms, processes, and internal requirements.

Answer: D is incorrect. Regulations don't represent the best answer for this question.

Answer: A is incorrect. Standards are guidelines and don't represent the best answer for this question.

Answer: C is incorrect. While governance is tempting, the best answer is organizational process assets, as it represents the rules and policies of the organization.

QUESTION 4

You're organizing the business analysis approach for your organization. Jane wants to know when changes to requirements are most likely to happen in business analysis processes. Which one of the following statements best describes when changes to requirements may happen?

- A. Changes to requirements usually happen at the end of the business analysis processes.
- B. Changes to requirements usually happen early in the business analysis processes.
- C. Changes to requirements may happen at any time.
- D. Changes to requirements happen after the business analysis processes.

Correct Answer: C

Changes to requirements may happen at any time in the business analysis processes and throughout the project. When these changes happen later in the process, it becomes more difficult to accept, communicate, and manage those changes.

Answer: B is incorrect. Changes may happen at any time, not just at the beginning of the processes.

Answer: A is incorrect. Changes don't just happen at the end of the business analysis processes.

Answer: D is incorrect. Changes may happen at any time, not just after the business analysis processes.

QUESTION 5

Which of the following defines all of the required work to satisfy the requirements of the project?

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

Correct Answer: A

The project scope defines all of the required work to satisfy the requirements of the project.

Answer: D is incorrect. The product scope defines all of the features and functions of the thing, solution, or service the project or organization will create. Answer: B is incorrect. The initial high-level listing of requirements in a change-driven approach is also known as requirements envisioning.

Answer: C is incorrect. Requirements foundation is not a valid term for business analysis.

QUESTION 6

A senior business analyst (BA) is tasked with verifying a set of requirements written by a junior BA for a system. During this exercise, the junior BA will ensure that the requirements exhibit atomic characteristics. The senior BA will be verifying that the requirements:

- A. can be understood independently of other requirements.
- B. are written using terminology common for the audience.
- C. contain no extraneous and unnecessary content.
- D. are aligned with the identified need of the stakeholders.

Correct Answer: A

Atomic: self-contained and capable of being understood independently of other requirements or designs.

QUESTION 7

During a requirements elicitation workshop, a stakeholder raises an issue that is outside of the project's scope. The business analyst (BA) facilitating the workshop should:

- A. note the issue in the Issue Register to be considered by the Project Manager.
- B. ignore the stakeholder's comment and proceed with the agenda.
- C. consider the issue's impact on the project and gain agreement with stakeholders on the next step.
- D. request the stakeholder to explain the issue further so that possible solutions can be discussed.

Correct Answer: C

QUESTION 8

Before beginning requirements elicitation, a business analyst (BA) has planned the necessary activities, identified needed stakeholders, and documented this in the Business Analysis Plan. Which approach will help the BA ensure that stakeholders are available when required?

- A. Talk to the stakeholders' managers to ensure the resources will be available
- B. Send meeting invitations well in advance so stakeholders can plan in time
- C. Conduct a review of the plan with the stakeholders and adjust according to the feedback received
- D. Request an introduction letter from the business sponsor highlighting the importance of the initiative

Correct Answer: B

QUESTION 9

Bonny is the business analyst for her organization and she's making a determination from which vendor the solution should be purchased. She has identified several categories to measure each vendor's overall performance and solution. cost, schedule, experience, certification, references, and years in business. For each category, she has identified scores the vendor may earn; for example, cost is worth 25 points, schedule is worth up to 20 points, and years in business is worth up to ten points. The vendor who gets the most points in the assessment will win the contract. What is Bonny using in this scenario?

- A. Scoring model
- B. Vendor profile assessment scale
- C. Weighted scoring model
- D. Screening system

Correct Answer: C

This is an example of a weighted scoring model; as some categories are more valued than others, they carry more weight in the decision.

Answer: D is incorrect. A screening system is a method to "screen out" a vendor from selection.

Answer: A is incorrect. A scoring model is almost correct, but this usually has a uniform score for each category, rather than weighted values for each category.

Answer: B is incorrect. This isn't a valid term for this question, so this choice is not correct.

QUESTION 10

You are the business analyst for a new project. Part of this project is for the project team to manually install new workstations through the company's campus. Based on your research you have determined that the project team can install 25 new workstations per hour. Since there is a fixed amount of time that these workstations need to be installed you are considering adding additional labor for the implementation. You are also considering to adjust the prioritization of the project requirements based on the amount of workstations the project team can install per hour. What does the 25 workstations per hour represent in this scenario?

- A. Parametric estimate
- B. Planning

C. Report project

D. Timeboxing

Correct Answer: D

Timeboxing describes the amount of work that the project team is capable of completing in a set period of time.

Answer: B is incorrect. Planning is a generic project management process that plans for the project work.

QUESTION 11

A business analyst (BA) worked with two stakeholders to finalize the access rights related requirements for an internal software application. According to the first stakeholder "Comments, once entered in the application, should be stored for 365 days and should not allow the users to delete". According to the second stakeholder, "The users with super administrator privileges should be able to add/delete/modify every page/section in the entire application." Which characteristic does this pair of requirements fail to meet?

A. Concise

B. Consistent

C. Complete

D. Complex

Correct Answer: C

Complete: Enough to guide further work and at the appropriate level of detail for work to continue. The level of completeness required differs based on perspective or methodology, as well as the point in the life cycle where the requirement is being examined or represented.

QUESTION 12

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.

Correct Answer: D

Requirements must be communicated before they are managed. Tracy must communicate the requirements to the stakeholders for their consent and approval before managing the requirements.

Answer: A is incorrect. Before Tracy decomposes the requirements, she should have the approval of the stakeholders.

Answer: B is incorrect. To begin managing the requirements, Tracy needs the approval and consent of the stakeholders.

Answer: C is incorrect. This isn't a valid statement, as the best thing to do is to gain the approval of the stakeholders first.