Review Questions

1. Business _____ are those characteristics that are common to all organizations with a similar purpose and structure, whether or not they are in the same industry.

   A. Processes

   B. Principles

   C. Practices

   D. Rules

2. You have strong political ties with your stakeholders from previous work in the organization, enabling you to get things done. Which underlying competency will these previous relationships enhance most for your current assignment?

   A. Facilitation

   B. Negotiation

   C. Leadership

   D. Influencing

3. You understand the existing business models, structure, business unit relationships, and people. This is an example of what type of knowledge?

   A. Organization

   B. Industry

   C. Business

   D. Strategic

4. You are deciding between three solution options early in the project life cycle. Your stakeholders have trouble visualizing what these solutions contain without graphical models to support the discussions. What type of teaching method would enhance their learning?

   A. Kinesthetic

   B. Auditory

C. Tactile

D. Visual

5. What four stages of team development (in the order they are experienced) would you expect your new business analysis team to go through?

   A. Collecting, understanding, realization, working

   B. Norming, storming, forming, performing

   C. Forming, storming, norming, performing

   D. Forming, norming, storming, performing

6. Confrontation as a method of conflict resolution is best for achieving a _____-_____ solution.

   A. Win-Win

   B. Win-Lose

   C. Lose-lose

   D. Lose-Win

7. The process of gaining knowledge or skills is also known as:

   A. Learning

   B. Synthesis

   C. Experience

   D. Feedback

8. You are able to effectively manage your time by clearly defining goals and expectations and prioritizing your work efforts. These abilities illustrate your skills in:

   A. Information retrieval

   B. Politics and power

   C. Time management

   D. Analytical thinking

9. You are a business analyst measuring alternatives against objectives and identifying trade-offs to determine which possible solution is best. You are most likely engaged in what activity?

A. Problem solving

B. Systems thinking

C. Creative thinking

D. Decision making

10. Your team needs a low-cost tool that supports rapid drawing and documentation of models. What type of tool should they choose?

A. Requirements tool

B. Modelling tool

C. Diagramming tool

D. Presentation tool

11. Knowledge management and collaboration tools that may be used to capture and distribute knowledge throughout an organization include:

A. Discussion forums, word processors, and spreadsheets

B. Document repositories, wikis, and discussion forums

C. Presentation software, wikis, and other web-based tools

D. Email, instant messaging, and document repositories

12. You are focusing the business analysis team on examining the premises, assumptions, observations, and expectations of its team members. What type of conflicts are you most likely addressing?

A. Interaction

B. Emotional

C. Cognitive

D. External

13. You are developing a vision of a desired future state toward which people can be motivated to work. After it is developed, you will encourage people to work toward that future state. What business analysis competency are you exhibiting?

A. Influencing

B. Leadership

C. Interaction

D. Trustworthiness

4. The business analysis team has been working hard to meet tight deadlines on their project. The project manager offers them a bonus and some time off if they can meet their deadlines. Which motivational theory best describes what the project manager just did?

A. Expectancy theory

B. Herzberg's hygiene theory

C. Achievement theory

D. Maslow's hierarchy of needs

5. Which of the following capabilities is not part of your analytical thinking and problem-solving skills?

A. Decision making

B. Teaching

C. Systems thinking

D. Learning

6. Effective problem solving consists of what three elements?

A. Alternative identification, facilitated discussion, and decision making

B. Problem definition, creative thinking, and decision making

C. Creative thinking, systems thinking, and problem definition

D. Problem definition, alternatives identification, and decision making

7. During an elicitation interview, you find yourself paraphrasing statements to the speaker to reinforce that you understand what is being said. What skill are you applying?

A. Facilitation

B. Influencing

C. Active listening

D. Learning

8. Your boss tells you that you should motivate your people by threatening them with additional weekend work if project deadlines are not met. What motivation theory is being suggested to you?

    A. Achievement

    B. Theory X

    C. Theory Y

    D. Expectancy

9. What method of conflict resolution offers the highest likelihood of reaching a permanent solution?

    A. Confrontation

    B. Smoothing

    C. Compromise

    D. Withdrawal

10. The business analysis team members are jockeying for status within the group. This is a symptom found in which stage of team development according to the Tuckman model?

    A. Performing

    B. Forming

    C. Storming

    D. Norming