Review Questions

1. What governs the performance of all Strategy Analysis tasks?

    A. Enterprise analysis plan

    B. Business analysis approach

    C. Project management plan

    D. Governance approach

2. Which Strategy Analysis task produces the solution scope as an output?

    A. Define future state.

    B. Define change strategy.

    C. Analyze current state.

    D. Define solution scope.

3. Strategy Analysis tasks focus on documenting what type of requirement?

    A. Stakeholder

    B. Solution

    C. Transition

    D. Business

4. What term describes the outcome of a change that allows an enterprise to satisfy a need?

    A. Solution

    B. Opportunity

    C. Benefit

    D. Capability

5. What defines the business problem for which the business analyst is seeking a solution?

    A. Business case

    B. Business objectives

C. Business goals

D. Business need

6. Industry structure might present constraints, dependencies, or drivers on the current state of the enterprise. This area is a source of _____ influencers found when analyzing the current state.

   A. Internal

   B. Competing

   C. External

   D. Business

7. What output contains the results of the business analyst assessing the capability gaps between existing and new capabilities of the organization?

   A. Business case

   B. Change strategy

   C. Solution scope

   D. Business requirements

8. When assessing risks during Strategy Analysis, the business analyst should consider all of the following elements *except*:

   A. Unknowns

   B. Proximity

   C. Constraints

   D. Dependencies

9. What four dimensions are addressed in a balanced scorecard?

   A. Learning and growth, transition states, customer, supplier

   B. External business process, internal business process, customer, financial

   C. Gap analysis, change strategy, solution scope, business requirements

   D. Learning and growth, business process, customer, financial

0. When building a change strategy, decision analysis can be used to compare the _____ of implementing a proposed solution against the _____ to be gained.

    A. Benefits; costs

    B. Risks; benefits

    C. Costs; benefits

    D. Risks; costs

11. When analyzing the current state, the business analyst looks at the scope of decision making at different levels in the organization. What element of the current state are they looking at?

    A. Internal assets

    B. Business architecture

    C. Policies

    D. External influencers

2. Who typically approves the change strategy and solution scope and authorizes funding for the resulting project?

    A. End user

    B. Sponsor

    C. Domain SME

    D. Customer

3. Which business analysis technique allows the business analyst to leverage existing materials to analyze the current state of the enterprise relative to a business need?

    A. Process modelling

    B. Document analysis

    C. State diagrams

    D. SWOT analysis

4. The business analysis team has analyzed the current state and defined the desired future state of the enterprise. What is the team's most likely next step?

A. Performing a gap analysis

B. Assessing risks

C. Defining the change strategy

D. Engaging stakeholders

5. What deliverable contains the preliminary analysis of solution alternatives or options to determine how and whether each option can provide an expected business benefit?

A. Change strategy

B. Business need

C. Strategic analysis

D. Feasibility study

6. What describes the specific end results an organization is seeking to achieve and the measures to objectively assess if these end results have been achieved?

A. Business case

B. Business objectives

C. Business goals

D. Business need

7. The business analyst is looking at the current state of an existing system and trying to figure out how to improve the efficiency of that system. What level of the enterprise is the business need being defined from?

A. From the top-down

B. From the bottom-up

C. From middle management

D. From external drivers

8. When defining solution scope, which stakeholder role participates in allocating new capabilities to solution components and determining what is required to deliver those capabilities?

A. Business analyst

B. Domain SME

C. Project manager

D. Implementation SME

9. During Strategy Analysis, which technique allows the business analyst to break down business goals into achievable objectives and measures?

A. Root-cause analysis

B. Business rules analysis

C. Functional decomposition

D. Organization modelling

0. What has been defined when all of the Strategy Analysis knowledge area tasks are complete?

A. Solution scope and change strategy

B. Business requirements and solution approach

C. Solution scope and solution approach

D. Business case and required capabilities