

## Chapter 7: Controlled End: Solution Evaluation

1. C. Solution Evaluation tasks can be performed on solutions in different stages of development. A pilot or beta release is the name given to a solution component that is part of a limited implementation that is not fully released.
2. B. Business objectives provide you with the measurable result that the enterprise wants to achieve.
3. B. The item tracking technique is used to ensure that issues identified by assessing enterprise limitations are resolved.
4. D. According to the BACCM™, a business analyst may recommend a change to either a solution or to the *enterprise* to realize the potential value of a solution.
5. B. Determining the most appropriate response to identified problems in a delivered solution is an element of the assessing solution limitations task.
6. C. “Do nothing” is the best recommendation to make when the value of a change from a current state is low relative to the effort required to make that change.
7. D. To evaluate solution performance, the solution must exist in some form and be *in use*.
8. B. The project sponsor is responsible for approving the potential value of a solution.
9. D. Allocated requirements are associated with a solution component that will implement them.
10. A. You are making decisions about replacing or retiring a solution. One factor you consider is the money/effort that has already been committed to this current initiative, which is the sunk cost.
11. C. The implemented solution is a solution that exists in some way.
12. C. Requirements allocation typically begins early in the project life cycle (as soon as the solution approach can be determined) and continues to be performed until all valid requirements are

allocated, typically through design and construction of the solution.

3. B. Transition requirements are defined after the solution has been designed.
4. A. During solution validation, the root-cause analysis technique can be used to ensure that the underlying reason for a defect is identified, rather than simply correcting the output that may be a symptom of a deeper underlying problem.
5. A. Investigating how a solution affects a particular stakeholder group (or stakeholder assessment) is an element of the assessing enterprise limitations task in the Solution Evaluation knowledge area.
6. B. When assessing enterprise limitations using the risk analysis and management technique, be sure to address technology, financial, and business risks.
7. B. Transition requirements define capabilities needed to support the transition from the old system to the new solution, including employee training, conversion of existing information, and user acceptance testing.
8. C. The *BABOK*<sup>®</sup> *Guide* recommends using metrics and KPIs when measuring solution performance.
9. C. Inputs for the Analyze Performance Measures task include the solution performance measures and the potential value. Additional guidelines and tools used as inputs are the change strategy, future state description, risk analysis results and solution scope, the deployed solution, any identified defects, and the business requirements.
- o. C. The business analyst knows the business environment and can assess how each proposed solution would affect the environment. Business analysts are also responsible for ensuring that the stakeholders fully understand the solution requirements and that implementation decisions align with those requirements.