

## **Chapter 2: Controlled Start: Business Analysis Planning and Monitoring**

1. B. The Business Analysis Planning and Monitoring knowledge area contains tasks for planning and monitoring of business analysis activities throughout the project, including reporting on and identifying performance improvements.
2. A. Predictive business analysis approaches are used when most of the business analysis work occurs at the beginning of the project or during one single project phase.
3. D. The 15 techniques that can be used when determining the business analysis approach are: brainstorming, business cases, document analysis, estimation, financial analysis, functional decomposition, interviews, item tracking, lessons learned, process modelling, reviews, risk analysis and management, scope modelling, survey or questionnaire, and workshops.
4. B. The project manager is responsible for ensuring that the business analysis plan is compatible with the project plan.
5. A. Needs, or more specifically business needs, are the key input used when planning the business analysis approach for a project. The business need defines the problem or opportunity faced by the organization.
6. C. The acronym RACI stands for Responsible, Accountable, Consulted, and Informed. This is a technique used when conducting stakeholder analysis.
7. C. Urgency is the requirements attribute that indicates how soon the requirement is needed. This attribute is usually specified separately from priority when you have an implementation deadline to meet.
8. B. Stakeholder analysis is performed as soon as a business need is identified and is an ongoing activity as long as business analysis work is being done on a project. It is typically conducted prior to (not during) the project phase it applies to because the business analysis team needs to know the key stakeholders in order to plan effectively for that phase.

9. D. The tasks in the Business Analysis Planning and Monitoring knowledge area are planning the business analysis approach, planning the stakeholder engagement approach (which includes stakeholder analysis), planning business analysis governance, planning business analysis information management, and identifying business analysis performance improvements.
10. C. The business analyst is a key stakeholder for all business analysis tasks on a project.
11. B. Metrics and key performance indicators (KPIs) is the technique that allows you to determine the metrics used for measuring performance and determining how those metrics may be tracked as part of identifying business analysis process improvements.
12. B. The stakeholder engagement approach describes how, when, and why the business analyst will work directly with stakeholders relative to any business analysis task.
13. B. The six elements of planning business analysis information management are as follows: organization of business analysis information, level of abstraction, plan traceability, plan reuse, storage and access, and requirements attributes.
14. B. A metric is a quantitative measure of a process or product describing what is to be measured.
15. A. The business analysis performance assessment is an input or guideline for all tasks found in the Business Analysis Planning and Monitoring knowledge area.
16. B. The functional decomposition technique is used when planning business analysis activities to decompose the products of your project (a solution breakdown structure) or to decompose project tasks (a work breakdown structure).
17. B. The *BABOK® Guide* recommends business analysts begin their planning efforts by building their business analysis approach, defining the business analysis methodology to be used across the project life cycle. Concurrently, the business analysis team also identifies, analyzes, and categorizes the business analysis stakeholders with which they will be working as part of the stakeholder engagement approach.

8. B. The Business Analysis Information Management Approach deliverable that is built as part of the Business Analysis Planning and Monitoring knowledge area defines the project's approach to traceability.
9. C. Requirements that are potential candidates for reuse include regulatory requirements, contractual obligations, quality standards, service level agreements, business rules or processes, and product requirements.
- o. C. The business analysis governance approach defines the components of a request for change, including the cost and time estimates of the requested change, its associated benefits and risks, and the recommended course of action for the change.