

Chapter 1: Foundation Concepts

1. C. A solution is a set of changes to the current state of an organization made in order to enable the organization to meet a business need, solve a problem, or take advantage of an opportunity. It is the basis for the project scope that implements the solution and its components.
2. A. Strategy Analysis contains pre-project or early project activities such as assessing feasibility and building a business case for a potential business initiative.
3. D. The business analyst is responsible for understanding the business problems and opportunities in the context of the requirements.
4. B. One definition for a requirement is a condition or capability needed by a stakeholder either to solve a problem or to achieve an objective.
5. D. Transition requirements describe capabilities that a solution must have to facilitate transitioning from the current to the desired future state. They are not needed once the transition is complete and cannot be created until both the current and new solutions have been defined.
6. B. The project manager has primary responsibility for achieving the project objectives.
7. D. Inputs represent information and preconditions necessary for a task to begin. They are produced externally by a single task.
8. C. Business analysis is a set of tasks and techniques used to identify business needs and determine solutions to business problems.
9. C. Knowledge areas define what a business analyst needs to understand and the tasks they need to perform. They do not define a methodology or indicate project phases as tasks may be done in any order as long as their inputs are available.
10. D. The deliverables produced by the Strategy Analysis tasks that make up the business requirements include the business need, the required capabilities, the solution scope, and the business

case.

11. B. Building a business case is typically done as part of Strategy Analysis activities. The next most logical knowledge area applied after Strategy Analysis is completed would be Business Analysis Planning and Monitoring where requirements-related resources and tasks are defined.
12. B. Requirements Planning and Monitoring is not a knowledge area. The six knowledge areas are Business Analysis Planning and Monitoring, Elicitation and Collaboration, Requirements Life Cycle Management, Strategy Analysis, Requirements Analysis and Design Definition, and Solution Evaluation.
13. D. The approved requirements are agreed to by stakeholders and ready for use in subsequent business analysis or implementation efforts.
14. C. Business Analysis Planning and Monitoring defines requirement-related resources and tasks throughout the requirements development process.
15. D. Requirements gathering or requirements collecting activities are also known as *requirements elicitation*.
16. B. Inputs are the information and preconditions necessary for a business analysis task to begin. They may be generated outside of the scope of business analysis or generated by a business analysis task.
17. A. Problem solving involves measuring alternatives against objectives and identifying trade-offs to determine which possible solution is best.
18. D. The business analysis approach defines the methodology used for business analysis work on the overall project and each of its phases. It includes team roles, deliverables to be produced, how and when tasks are performed, techniques to be used, and other aspects of the high-level business analysis process.
19. B. The business analyst is responsible for ensuring the feasibility of proposed requirements when defining, describing, and refining the characteristics of an acceptable solution as part of Requirements Analysis and Design Definition activities.
20. A. Solution requirements describe the capabilities and qualities

of a solution that meets the stakeholder requirements.
Functional requirements, a subset of the solution requirements, could also be a correct answer to this question, although they were not one of the potential answers provided.