

Chapter 8: Underlying Competencies

1. B. Business principles are those characteristics that are common to all organizations with a similar purpose and structure, whether or not they are in the same industry. Examples include organizational functions such as HR and finance.
2. D. Influence skills enable you to get things done.
3. A. Organization knowledge is the understanding of the business architecture of an organization, including business models, organizational structure, business unit relationships, and people in key stakeholder positions.
4. D. Visual methods involve providing learners with a visual representation, such as a graphical model of a business process or a solution.
5. C. These are Tuckman's four stages of group development in the order they occur. You will not find this specific information in the standard. Several business analysis tasks require you to manage teams, and this is a well-known model for group development.
6. A. Confrontation is considered to be the best method for conflict resolution with the highest likelihood of reaching a permanent solution. It involves addressing the conflict using a problem-solving method by analyzing the facts. You will not find this specific information in the standard.
7. A. The process of gaining knowledge or skills is also known as *learning*.
8. C. Organization and time management skills assist you in effectively managing tasks and information. One measure of organization and time management is effective use of your time, which requires prioritizing, eliminating procrastination, and clarifying goals and objectives.
9. A. Problem solving involves measuring alternatives against objectives and identifying trade-offs to determine which possible solution is best. Evaluating trade-offs and measurements is part of decision making.

- o. C. Diagramming tools support rapid drawing and documentation of a model by providing a set of templates for a particular notation, and they are generally low-cost and easy-to-use. The resulting diagrams can often be integrated into a word-processing document.
- 11. B. Knowledge management and collaboration tools that may be used to capture and distribute knowledge throughout an organization include document repositories that link with office productivity software, wikis allowing easy creation and linking of web pages, discussion forums, or other web-based tools.
- 2. C. Cognitive conflicts are based on disagreements on matters of substantive value or impact on the project or organization. Resolution of cognitive conflict requires the team to focus on examining the premises, assumptions, observations, and expectations of the team members.
- 3. B. Effective leadership requires that a business analyst be able to develop a vision of a desired future state that people can be motivated to work toward and the interpersonal skills needed to encourage them to do so.
- 4. A. Expectancy theory links the expectancy and likelihood of a reward to behavior.
- 15. B. Analytical thinking and problem-solving skills are divided into five more detailed areas: creative thinking, decision making, learning, problem solving, and systems thinking.
- 6. D. Effective problem solving is a combination of problem definition, alternatives identification, and decision making.
- 17. C. One aspect of effective verbal communications is your ability to use your active listening skills. Active listeners maintain a focus on the speaker in order to understand, interpret, and evaluate what is being said in a calm, systematic fashion. Often, active listeners paraphrase statements to the speaker to ensure that the listener understands what is being said.
- 8. B. Theory X says people are inherently lazy and need to be threatened in order to be motivated. In contrast, Theory Y states that people seek out responsibility and respond to proper expectations in the workplace.

- 9. A. Confronting a problem is considered to be the best method for conflict resolution with the highest likelihood of a permanent solution. This involves laying the problem and any related information out on the table and getting the involved parties to discuss what is going on and reach a resolution.
- o. C. The storming stage of the Tuckman model is characterized by confrontations as team members vie for position and control within the group. Everyone is jockeying for status within the group, and things can be a bit chaotic.