

## Chapter 3: Controlled Start: Strategy Analysis

1. B. All of the Strategy Analysis tasks are governed by the business analysis approach created as part of the Business Analysis Planning and Monitoring knowledge area.
2. B. The Strategy Analysis task “Define change strategy” produces the solution scope as an output. Option D is a tempting choice, but “Define solution scope” is not an actual task in the Strategy Analysis knowledge area.
3. D. Strategy Analysis tasks develop the business requirements for the project by defining the business need, business case, solution scope, and required capabilities.
4. A. The solution is the outcome of a change that allows an enterprise to satisfy a need.
5. D. The business need defines the problem for which the business analyst is trying to find a solution.
6. C. Industry structure might present constraints, dependencies, or drivers on the current state of the enterprise. This area is a source of external influencers found when analyzing the current state.
7. B. The change strategy contains the results of the business analyst assessing the capability gaps between the existing and new capabilities of the organization.
8. B. The five elements that are part of the assess risks task are unknowns, constraints/assumptions/dependencies, negative impact to value, risk tolerance, and recommendations.
9. D. The four dimensions of a balanced scorecard are learning and growth, business process, customer, and financial.
10. C. When building a change strategy, decision analysis can be used to compare the costs of implementing a proposed solution against the benefits to be gained.
11. C. Analyzing the current state and its capabilities has eight elements: business needs, organizational structure and culture, capabilities and processes, technology and infrastructure, policies, business architecture, internal assets, and external

influences. The scope of decision making at different levels in the organization is part of the policies element.

2. B. The sponsor typically approves the business case and authorizes funding for the resulting project.
3. B. The document analysis technique allows the business analyst to leverage existing materials to analyze the current state of the enterprise relative to a business need during Strategy Analysis.
4. B. During Strategy Analysis, two tasks (analyzing the current state and defining the future state) are usually completed before the business analyst assesses the risks and builds the change strategy and defines the solution scope.
5. A. The change strategy contains the preliminary analysis of solution alternatives or options to determine how and whether each option can provide an expected business benefit.
6. B. Business objectives describe the specific and measurable ends that an organization is seeking to achieve.
7. B. Defining a business need from the bottom up occurs when you are looking at the current state of an existing system and trying to figure out how to improve the efficiency of that system.
8. D. When defining solution scope, the implementation SME participates in allocating capabilities to solution components and determining what is required to deliver these new capabilities.
9. C. During Strategy Analysis, functional decomposition is used to break down business goals into achievable objectives and measures.
10. A. The solution scope and change strategy have been defined when the Strategy Analysis knowledge area activities are complete. Other key deliverables and outputs from this knowledge area include business requirements and business objectives.