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Question #1Topic 1

What is the term used to describe the cost of the solution after the solution has been implemented in production by a vendor?

- A. Total ownership costing
- B. Lifecycle maintenance fees
- C. Sustainability fees
- D. Total cost of ownership

Question #2Topic 1

Enterprise analysis creates just five outputs.

Which one of the following is an output of the enterprise analysis tasks?

- A. Assumptions and constraints
- B. Stakeholder concerns
- C. Solution performance assessment
- D. Solution approach

Question #3Topic 1

All of the following stakeholders participate in the prioritization of requirements except for which one?

- A. Implementation subject matter expert
- B. Project team
- C. Domain subject matter expert
- D. Project manager

Question #4Topic 1

You are the business analyst for your organization. Management has asked that you create a model of the requirements so the stakeholders can better understand the requirements and the project as a whole.

Which of the following statements best describes a model?

- A. Models are slices of the project solution.
- B. Models simplify the requirements for common stakeholders.
- C. Models are statistics for the return on investment, time saved, and other mathematics.
- D. Models abstract and simplify reality.

Question #5Topic 1

What plan will describe the stakeholder groups, communication needs, and the level of formality that is appropriate for the requirements?

- A. Requirements management plan
- B. Project management plan
- C. Scope management plan
- D. Business analysis communication plan

Question #6Topic 1

You are the business analyst for a smaller project where there are few requirements. Management would still like you to create a method to trace the few requirements for this project.

What type of matrix would be best in this instance?

- A. Roles and responsibility matrix
- B. RACI matrix
- C. Coverage matrix
- D. Requirements trace matrix

Question #7Topic 1

You are the business analyst for your organization and have many solutions available to an identified problem. You would like a way to quickly and fairly determine which solution is the best choice for your organization.

Which of the following approaches would allow you to determine the top-rated solutions for your organization?

- A. Scoring system
- B. Acceptance and evaluation criteria
- C. Vendor assessment
- D. Voting system

Question #8Topic 1

When an organization is using a change-driven approach to business analysis, how are communications managed?

- A. Communications in a change-driven approach to business analysis focus more on the frequency of communication.
- B. Communications in a change-driven approach typically use face-to-face channels.
- C. Communications in a change-driven approach focus more on formal communications.
- D. Communications in a change-driven approach are all ad hoc.

Question #9Topic 1

You are the business analyst for your organization. Management has asked that you create a method to store the project requirements including those under development, under review, and the requirements which have been approved.

What is management asking you to create?

- A. A change management system
- B. A repository
- C. A project scope statement
- D. A requirements register

Question #10Topic 1

You are the business analyst for your organization and working with Tim to identify the assumptions within the business solution.

Which one of the following is an assumption?

- A. The vendor believes the hardware should arrive by December 1
- B. The software must be compatible with Windows Vista
- C. The software must cost less than \$99 per license
- D. The hardware must cost less than \$450 per unit.

Question #11Topic 1

You are working with Terry on the conduct stakeholder analysis task as part of the business analysis duties in your company. Terry wants to know why it's so important to identify stakeholders so early in the business analysis duties. Which one of the following statements best addresses the need to identify the stakeholders early on in the business analysis duties?

- A. It's important to identify the stakeholders so the business analyst knows who to report to.
- B. It's important to identify the stakeholders so the business analyst knows who to bill for the project.
- C. It's important to identify the stakeholder so the business analyst can help ensure the timely delivery of the requirements deliverables.
- D. It's important to identify the stakeholders so the stakeholders know who the business analyst is.

Question #12Topic 1

Nancy has asked you to trace a particular requirement for her. What does 'to trace a requirement' mean?

- A. Tracing a requirement means to look at a requirement and the others to which it is related. It links risk, cost, quality, and scope elements to stakeholder and solution requirements to other artifacts created by the team and to solution components.
- B. Tracing a requirement means to look at a requirement and the others to which it is related. It links business requirements to stakeholder and solution requirements to other artifacts created by the team and to solution components.
- C. Tracing a requirement means to look at a requirement and the others to which it is related. It links business requirements to components in the project's work breakdown structure.
- D. Tracing a requirement means to track a requirements from its first identification all the way to its completion to see what issues, risks, costs, quality, and defects have surrounded the requirement

Question #13Topic 1

When do change requests generally increase in a project?

- A. During the project's launch.
- B. Towards the beginning of the project.
- C. During the project scope management processes.
- D. Towards the end of the project.

Question #14Topic 1

Ben is the business analyst for his organization. Ben is currently working on a solution to improve a laser printer. He has taken the laser printer apart, identified each component, and documented each component's purpose.

What type of requirements organization is Ben doing in this scenario?

- A. Process modeling
- B. Data modeling
- C. Functional decomposition
- D. Scope modeling

Question #15Topic 1

Fred's organization is using a plan-driven approach for the business analysis deliverables.

In this approach how will the requirements be captured?

- A. Fred will use the appropriate documentation at the discretion of the business analysis team.
- B. Fred will use the project management information system.
- C. Fred will use whatever business analysis forms are most appropriate.
- D. Fred will use standardized templates.

Question #16Topic 1

What part of defining the business needs process will evaluate the ends that the organization is seeking to achieve?

- A. Business goals and objectives
- B. Alternative identification
- C. Solution assessment
- D. Requirements

Question #17Topic 1

What type of a business analysis approach focuses on the rapid delivery of business value in short iterations?

- A. Risk-driven
- B. Change-driven
- C. Risk-laden
- D. Profit-driven

Question #18Topic 1

Wanda is the business analyst for her organization and she is currently working on the specify and model requirements process. One of the elements of this process is the documentation of the textual requirements.

Wanda must describe the capabilities of the solution, any conditions that must exist for the requirements to operate, and what third component of the textual requirement?

- A. Any constraints that may prevent the solution from fulfilling the requirement
- B. Write in the active voice
- C. Describe a situation or problem
- D. Express only one requirement at a time

Question #19Topic 1

The business analysis approach generally defines all of the following attributes except for which one?

- A. Requirements for solutions acceptance
- B. Deliverables
- C. Team roles
- D. Analysis technique

Question #20Topic 1

Gary is the business analyst for his organization and he is preparing a presentation about the requirements for a large software development project.

Before Gary makes the presentation what should he do as part of his preparation for the presentation?

- A. Determine an appropriate format for the presentation.
- B. Confirm that he has the authority to host the presentation.
- C. Confirm that the stakeholders have signed off on the requirements.
- D. Hire a scribe to keep the minutes of the meeting.

Question #21Topic 1

You are the business analyst for your organization and are creating the solution scope definition. Which of the following should be included in the solution scope definition?

- A. Business case
- B. Technical dependencies
- C. Elicitation techniques
- D. Organization readiness assessment

Question #22Topic 1

What business analysis element tries to identify as many potential options as possible to meet the business objectives and fill identified gaps in capabilities?

- A. Ranking of approaches
- B. Decision analysis
- C. Documentation of assumptions and constraints
- D. Alternative generation

Question #23Topic 1

Paul is the business analyst for his organization. He is examining a single solution to determine if the solution he and his team have identified carries enough business value to justify its implementation.

What business analysis process is Paul performing in this scenario?

- A. Define transition requirements
- B. Assess proposed solution
- C. Assess organizational readiness
- D. Allocate requirements

Question #24Topic 1

You are the business analyst for your organization. Gary and Janet, two key stakeholders in the project, are in disagreement over a requirement for the type of software to be installed on the server your solution calls for.

What must happen in this instance before formal approval can be offered?

- A. The conflict will need to be resolved through research, resolution, or through a third-party mediation.
- B. Gary and Janet will need to determine who has seniority in the company to determine which requirement takes precedence.
- C. The conflict will need to be removed from the solution scope until Gary and Janet come to a solution.
- D. The business analyst will need to make a decision on which requirement is most appropriate.

Question #25Topic 1

One of the processes within requirements analysis is to prioritize requirements.

As a business analyst why would you ever want to prioritize requirements?

- A. You may need to determine the cost of each requirement.
- B. You may need to determine the schedule for each requirement.
- C. You may need to determine which requirements are most critical so the analysis and implementation efforts focus on the most critical requirements.
- D. You may need to determine which requirements are most critical so additional risk analysis can be completed on those requirements.

Question #26Topic 1

You are the business analyst for your organization and are working with Jennifer to conduct stakeholder analysis. You would like to create a RACI chart to help with the roles of the people involved in the stakeholder analysis process. Jennifer is not familiar with this chart and asks what does RACI mean.

Which one of the following best describes the RACI chart in the conduct stakeholder analysis process?

- A. It's a matrix that uses the Responsible, Accountable, Consult, and Inform tasks as part of the stakeholder analysis process.
- B. It's a role and responsibility chart that identifies when stakeholders are needed in the business analyst duties.
- C. It's a matrix that uses Role, Action, Consult, and Inform as part of the conduct stakeholder analysis process.
- D. It's a rule that the business analyst can use to identify all of the needed stakeholders: roles, actions, communications, and interest.

Question #27Topic 1

You are the business analyst for your organization. Management wants you to prioritize the identified requirements by the requirements that have the highest likelihood of success.

Why would management want you to prioritize the requirements with this factor even though some of the requirements may be difficult to implement?

- A. They want a fast return on investment.
- B. They want to show early success in the implementation to the project stakeholders.
- C. They don't understand the requirements.
- D. They want to avoid penalties or fines due to a pending law.

Question #28Topic 1

You are creating the solution scope for an identified problem in your organization. You are working with several stakeholders during this process including the domain subject matter expert, the implementation subject matter expert, the project manager, and the sponsor.

Which of these stakeholders will be responsible for writing the project scope?

- A. Domain subject matter expert
- B. Business analyst
- C. Project manager
- D. Sponsor

Question #29Topic 1

You have identified a task in your task list that cannot be completed until the inspector for the project signs off on the initial deliverables. The inspector's signoff on the initial deliverables is called what?

- A. Assumption
- B. Dependency
- C. Milestone
- D. Constraint

Question #30Topic 1

Sally is the business analyst for her organization. Sally and her business analysis team is currently using a business analysis approach to determine what the competition of her organization is offering prospective clients. She is trying to identify solutions to increase revenue by remaining competitive with the competition.

What business analysis approach is Sally and her business analysis team using?

- A. Business rules analysis
- B. Functional decomposition
- C. Focus groups
- D. Benchmarking

Question #31Topic 1

You need to identify assumptions as part of the assessment of capability gaps.
Which of the following is an example of an assumption?

- A. The project manager believes that her project team members can program in COBOL.
- B. All vendors must have security clearance.
- C. The software must be compatible with the current operating system.
- D. The risk in the project must be quantified.

Question #32Topic 1

You are the business analyst for your organization and are to conduct stakeholder analysis.
Which of the following statements best describes the conduct stakeholder analysis task?

- A. This task identifies organizations and lines of business that may be affected by a proposed initiative or who share a common business need.
- B. This task identifies stakeholders who may be affected by a proposed initiative or who share a common business need.
- C. This task identifies the organizations that are likely affected by a problem that a project must solve.
- D. This task identifies the people who may be affected by a proposed initiative or who share a common business need.

Question #33Topic 1

When can changes to requirements occur in a business analysis planning and monitoring assignment?

- A. Change to requirements can occur any time before the project scope statement is created.
- B. Changes to requirements can occur at any time.
- C. Changes to requirements can occur any time after the project's change control system has been enacted.
- D. Change to requirements can occur at any time before the key stakeholders approve the identified requirements.

Question #34Topic 1

What does the T in SWOT analysis mean?

- A. Trial
- B. Threats
- C. Test
- D. Time

Question #35Topic 1

You are the business analyst for the NGQ Company. Management is concerned that their company is not able to meet an identified business need with their current existing structure, people, processes and technology. They've asked you to complete an analysis of their organization's ability to meet the identified business need.

What business analysis process are you completing for your organization?

- A. Determining the solution approach
- B. Assessing the capability gaps

- C. Requirements elicitation
- D. Verifying the requirements

Question #36Topic 1

You are the business analyst for your organization and are working on prioritizing the project requirements. Management has asked you to prioritize the requirements based on the cost-benefit analysis for the requirements' value to the organization.

What basis for prioritization are you using in this instance?

- A. Business value
- B. Stakeholder agreement
- C. Likelihood of success
- D. Urgency

Question #37Topic 1

You are the business analyst for your organization and management has asked that you identify opportunities to improve the operations of the business. You notice that some of the stakeholders use several pieces of software and several duplicate activities within each software package to generate data reports for customers.

What type of recommendation can you make in regard to this observation?

- A. You can address the automation of how the workers perform.
- B. You will need to perform active observation first to understand the processes in more detail.
- C. You can address the non-functional requirements of the activities.
- D. You will need to perform passive observation first to understand the processes in more detail.

Question #38Topic 1

You are the business analyst for your organization and are beginning the requirements analysis processes.

Which one of the following statements best describes the requirements analysis processes?

- A. It ensures that analysis and implementation efforts focus on the most critical requirements.
- B. It covers the definition of stakeholder requirements, which describe what a solution must be capable of doing.
- C. It defines all of the work, and only the required work, to complete the project objectives.
- D. It is conformity to requirements and a fitness for use.

Question #39Topic 1

Management has asked you, a business analyst for your organization, to create the solution scope for an identified problem. In order to complete this task, you'll need three elements.

All of the following are elements you'll need in order to write the solution scope except for which one?

- A. Work breakdown structure
- B. Implementation approach
- C. Solution scope definition
- D. Dependencies

Question #40Topic 1

You are the business analyst for your organization and you are preparing the business case for a proposed solution. You need to include the management horizon in your business case.

What is the management horizon?

- A. It is the expected deliverables that will be beneficial for the organization.
- B. It is the point in time when the solution will be completed.
- C. It is the duration of each phase of the project until the solution earns a profit.
- D. It is the point in time for the solution to break even on cost and begin earning a profit.

Question #41Topic 1

What two factors must the business analyst consider when conducting stakeholder analysis?

- A. Politics and influence
- B. Influence and attitude
- C. Attitude and position
- D. Position and politics

Question #42Topic 1

Donna is leading a brainstorming session for her organization. She has asked the participants in this group to come up with at least ten ideas for possible solutions to an identified problem.

What is the problem with setting the goal as ten ideas for possible solutions in this session?

- A. The goal should be to come up with as many solutions as possible, not just ten ideas.
- B. The goal should be to generate ten ideas within a set time period.
- C. The goal should be to come up with the best solution for the problem, not ten ideas.
- D. The goal should be to include everyone's input to the solutions.

Question #43Topic 1

You are the business analyst for your organization and working with the stakeholders to prioritize the requirements. The stakeholders are concerned about the financial impact of the requirements should some of them fail during the implementation. You would like to rank the risk tolerance of the stakeholders based on their comments about the solution and the requirements.

The following are the three categories of risk tolerance associated with the stakeholders except for which one?

- A. Mitigation
- B. Risk-aversion
- C. Risk-seeking
- D. Neutrality

Question #44Topic 1

What business analysis process ensures that requirements specifications and models meet the necessary standard of quality to allow them to be used effectively to guide further work?

- A. Identify constraints and assumptions
- B. Validate requirements
- C. Verify requirements
- D. Specify and model requirements

Question #45Topic 1

Paul has been asked to complete SWOT analysis for his solution scope. What does SWOT analysis mean?

- A. Strengths, Weaknesses, Opportunities, Time
- B. Stakeholder Weaknesses, Organizational Threats

- C. Stakeholders Weaknesses, Organization, Threats
- D. Strengths, Weaknesses, Opportunities, Threats

Question #46Topic 1

Which one of the following is an example of a non-negotiable demand by a stakeholder during the requirements prioritization session?

- A. All requirements are ranked as high
- B. Communication
- C. All requirements are prioritized by cost-benefits ratio
- D. Cost

Question #47Topic 1

You are the business analyst for your organization and are working with Virginia on the allocation of requirements for a new solution. You have assigned Virginia the task of breaking down the solution scope into smaller components for allocation. What technique have you asked Virginia to complete in this scenario?

- A. Decision analysis
- B. Business rules analysis
- C. Process modeling
- D. Functional decomposition

Question #48Topic 1

You are the business analyst for a large project in your organization. While your company prefers face-to-face communications there are many stakeholders located in different geographical locations. How can you still effectively serve as a business analyst when the stakeholders are not collocated?

- A. You will need to travel on a regular rotation to each of the geographical locations to complete the business analyst duties.
- B. You will need to implement videoconferences.
- C. Add more business analysts in each of the geographical location.
- D. You will need the stakeholders to periodically gather in one locale.

Question #49Topic 1

Which one of the following business analysis planning and monitoring techniques can be used to define and document the business analysis approach?

- A. Process modeling
- B. Structured walkthrough
- C. Decision analysis
- D. Control charts

Question #50Topic 1

Henry is the business analyst for his organization. Management has created a pre-determined budget of \$450,000 for his solution. Henry has identified the project requirements but now wants to prioritize them based on timeboxing and budgeting. Henry examines the cost of the requirements and begins removing the requirements from the allowed list in order to meet the \$450,000 budget. What timeboxing or budgeting approach is Henry using?

- A. Parametric

- B. All in
- C. Selective
- D. All out

Question #51Topic 1

You are hosting a collection of stakeholders from across the organization to identify the ideas and attitudes about your company's help desk. You want the stakeholders to honestly share their opinions about the help desk service so you can identify problems, solutions, and take actions to improve the service.

What type of requirements elicitation activity is this?

- A. Stakeholder analysis
- B. Focus groups
- C. Workshop
- D. Root cause analysis

Question #52Topic 1

Which stakeholder must approve the business analysis approach to ensure that the business analysis approach is compatible with the other project activities?

- A. Project sponsor
- B. Project manager
- C. Project customer
- D. Change control board

Question #53Topic 1

You and Tom are writing the solution scope for a new project in your organization. You need to create a method to define what solution will and will not provide for the organization.

What technique can you and Tom use to establish appropriate boundaries for the solution?

- A. Interviews with the key stakeholders
- B. User stories
- C. Functional decomposition
- D. Scope modeling

Question #54Topic 1

Your organization is trying to determine which one of two opportunities they will pursue. The Project A is worth \$235,987 and Project B is worth \$567,000 but carries significant risk. The organization elects to pursue Project B and not Project A.

What is the opportunity cost in this scenario?

- A. \$331013
- B. There is not enough information to know as the risk for Project B has not been quantified.
- C. \$235,987
- D. \$567,000

Question #55Topic 1

You are the business analyst for the TGH Organization and are determining if you should buy or build a solution for your company. You have determined that you can create the in-house solution for \$78,000 with a monthly support cost of \$8,765. A vendor can create the solution for \$61,000 with a monthly support costs of

\$7,990.

How long will it take your company to break even if you choose the internal solution versus the vendor's solution?

- A. 36 months
- B. 12 months
- C. 6 months
- D. 22 months

Question #56Topic 1

You are the business analyst for your organization. Management realizes that a proposed solution has risks that may cause the entire project to fail. They would like you to prioritize the requirements with maximum risks first so that if the project fails, there is little loss of capital in the project implementation.

What requirements prioritization approach is management asking you to create in this instance?

- A. Implementation difficulty
- B. Business or technical risk
- C. Likelihood of success
- D. Relationship to other requirements

Question #57Topic 1

You are the business analyst for your organization. Management has asked that you create a stakeholder map as part of the conduct stakeholder analysis process.

What is a stakeholder map?

- A. A stakeholder map is a visual diagram that shows the connection among positive and negative stakeholder
- B. A stakeholder map is a visual diagram that illustrates where the stakeholders are geographically located.
- C. A stakeholder map is a visual diagram that depicts the stakeholders' actions as responsible, accountable consult, and inform.
- D. A stakeholder map is a visual diagram that depicts the relationship of the stakeholders to the solution and to one another.

Question #58Topic 1

Which conduct stakeholder analysis technique identifies stakeholder roles that may serve as a useful starting point for identifying actors and roles?

- A. Scope modeling
- B. Requirements workshops
- C. Scenario and uses cases and user stories
- D. Interviews

Question #59Topic 1

You are completing enterprise analysis. Management has asked you to create a document that will help them create a go/no go decision to invest and more forward with a proposed project. What document does management want you to create?

- A. Feasibility study
- B. Project scope
- C. Solution scope
- D. Business case

Question #60Topic 1

Some of the requirements in the solution must be completed because of laws and regulations in your industry. Management would like you, the business analyst, to rank the requirements according to the relevant laws. What type of requirements prioritization is management having you complete?

- A. Regulatory ranking
- B. Business value ranking
- C. Constraint ranking
- D. Risk ranking

Question #61Topic 1

Which of the following is concerned with determining whether the information used for risk analysis is probable, of high class, or accurate?

- A. Risk Urgency Assessment
- B. Risk Probability and Impact Assessment
- C. Risk Categorization
- D. Risk Data Quality Assessment

Question #62Topic 1

You are working with several business analysts to determine the solution approach for an identified problem. All of the following techniques are acceptable for identifying the solution approach except for which one?

- A. Benchmarking
- B. Decision analysis
- C. Risk analysis
- D. Brainstorming

Question #63Topic 1

You are the business analyst for your organization and are in the process of creating the solution approach for a technology problem.

Which one of the following definitions best describes the solution approach?

- A. It is the documentation and control of changes to the product scope as approved by the project stakeholders.
- B. Defines the general approach that will be taken to create or acquire new capabilities required to meet the business need.
- C. It is an uncertain event or condition that may have a positive or negative impact on the abilities of the chartered project.
- D. Decomposes the project scope into smaller deliverables; each deliverable is subdivided repeatedly until the deliverable cannot or should not be broken down any further.

Question #64Topic 1

You are the business analyst for your organization. You are currently working with Steve on the organize requirements process. You and Steve have elected to use the user stories approach for this process.

What is the user stories approach for requirements organization?

- A. Stakeholders' experiences equate to the stakeholder requirements.
- B. Stakeholders are interviewed and their experiences are recorded to help identify the requirements.
- C. Stakeholders' objectives are described to identify the requirements that the solution will need to support.

- D. Stakeholders are interviewed and their stories are recorded as part of the requirements.

Question #65Topic 1

Which of the following processes is used to make certain that the project team members are completing the project work according to the project plan?

- A. Project time management
- B. Project scope management
- C. Quality management plan
- D. Quality control

Question #66Topic 1

Which one of the following terms is not a business analysis planning and monitoring approach?

- A. Structured walkthroughs
- B. Decision analysis
- C. Requirements elicitation
- D. Process modeling

Question #67Topic 1

What technique used during the manage business analysis performance process can help identify the underlying causes of failures or difficulties in accomplishing business analysis work?

- A. Problem tracking
- B. Pareto charts
- C. Trend analysis
- D. Root cause analysis

Question #68Topic 1

What document defines the business needs, identifies key stakeholders, and describes the positive impact the solution will provide on the key stakeholders?

- A. Project charter
- B. Project scope statement
- C. Solution scope
- D. Vision statement

Question #69Topic 1

Your organization is using a plan-driven approach to business analysis.

What characteristic must be true of changes in the approach that your organization is using?

- A. All the changes only occur if they are less than an agreed factor, such as ten percent of the solution's overall cost or a percentage of the project's schedule.
- B. All the changes only occur if they are less than ten percent of the solution's overall cost.
- C. All the changes only occur if they are genuinely necessary.
- D. Changes are generally not permitted in the plan-driven approach to business analysis.

Question #70Topic 1

You are the business analyst for your organization and are preparing to complete the allocate requirements process. This process assigns stakeholder and solution requirements to solution components and to releases. One of the elements of this process is solution components.

All of the following are solution components except for which one?

- A. Assessment of proposed solution
- B. Business processes to be performed and managed
- C. Business policies and business rules
- D. Software applications and application components used in the solution

Question #71 - Topic 1

You are the business analyst for your organization and you are completing the manage requirements traceability process. You are tracking the requirements to determine how the requirements are interrelated with one another and with the actual delivery of the project scope.

There are actually three reasons why the business analyst should trace requirements.

Which one of the following is not one of the three reasons why trace requirements is useful?

- A. Impact analysis
- B. Requirements coverage
- C. Requirements allocation
- D. Quality control

Question #72 - Topic 1

Ned is the business analyst for the NHQ Company. He is working with Stan on completing the requirements prioritization of all the identified requirements.

Why would Stan and Ned complete requirements prioritization?

- A. To determine which requirements should be completed first
- B. To determine which requirements should not be completed at all
- C. To determine which requirements carry the most risk
- D. To determine who created what requirement based on their position in the organization

Question #73 Topic 1

You are the business analyst for your organization. You are coaching Tom about the different approaches to business analysis.

Which type of business analysis approach has the most business analysis work at the beginning of the project or during the start of a project phase?

- A. Change-driven approach
- B. Value-driven approach
- C. Plan-driven approach
- D. Requirements-driven approach

Question #74 Topic 1

You are the business analyst for your organization. You are currently identifying opportunities for a customer to improve their business processes. The customer wants to streamline their business efforts either through new technologies, better processes, or a combination of both. The customer demands, however, that the solution should not cost more than \$300,000 to implement and support for one year.

What does the \$300,000 represent?

- A. Solution cost
- B. Budget
- C. Requirements
- D. Constraint

Question #75Topic 1

You are the business analyst for your organization and are with another business analyst, Steve, on the requirements elicitation for a new solution. You warn Steve that you'll need to be tracing the requirements in an effort to prevent scope creep. What is scope creep?

- A. The scope grows slightly larger as more requirements, often unneeded, are added to the scope
- B. The scope slips on the schedule which in turn delays the project delivery date
- C. Gold plating
- D. The scope shifts from the original intent of the business case

Question #76Topic 1

What element of the plan business analysis process affects the business analysis duties that need to be performed?

- A. The experience of the business analyst
- B. The experience of the project manager
- C. The expected completion date of the business analysis duties
- D. The type of project or initiative

Question #77Topic 1

Holly's organization uses a plan-driven approach to business analysis.

When it comes to communication in Holly's organization what type of communication will likely be required?

- A. Face-to-face
- B. Chain of command
- C. Formal
- D. Ad hoc

Question #78Topic 1

Henry is the business analyst for the UUH Organization. Currently Henry is working on several work products as part of the requirements development process.

He may need to share these work products with the stakeholders. Which of the following is not an example of a work product?

- A. Requirements documentation
- B. Interview questions and notes
- C. Meeting agendas and minutes
- D. Presentation slides

Question #79Topic 1

You are the business analyst for your organization. On your current project you'll be using the change-driven approach for defining requirements and gathering feedback. Which of the following statements best describes the change-driven approach?

- A. The change-driven approach favors defining requirements through experimentation.

- B. The change-driven approach does not define the requirements until after a solution for the problem has been identified.
- C. The change-driven approach favors defining requirements standardized templates.
- D. The change-driven approach favors defining requirements through team interaction.

Question #80Topic 1

Jane is the business analyst for her organization and she is completing passive observation to identify improvement opportunities in the workflow. She notices that some of the employees perform certain customer-facing activities in a different format than the other workers. Is this a problem that can be addressed as part of an improvement opportunity?

- A. It can be a problem as customers could become confused or frustrated because of the different approaches to the work.
- B. It is not a problem unless there is a drop in sales so it should be left alone.
- C. It can be a problem as the enterprise environmental factors always call for consistency in all processes.
- D. It is not a problem unless the customer complains. If Jane has not noticed the customers complaining then the process should be left along.

Question #81Topic 1

You are the business analyst for your organization. A customer has approached your organization and is requesting that your company create new software for them that will help them collect customer information.

In regard to enterprise analysis this business needs stems from which one of the following need generation approaches?

- A. Bottom-up
- B. External drivers
- C. Middle management
- D. Top-down

Question #82Topic 1

You are creating the solution scope for a proposed solution in your organization. You need to understand the scope of work that needs to be completed. You elect to identify the solution scope and then break the solution scope into smaller work products or deliverables.

What technique are you using in this instance?

- A. Interface analysis
- B. Scope modeling
- C. Vision statement creation
- D. Functional decomposition

Question #83Topic 1

You are the business analyst for a solution that has 435 stakeholders.

How many communication channels exist in this project?

- A. 188,790
- B. 189,225
- C. 94,395
- D. 435

Question #84Topic 1

You are the business analyst for your organization and you are completing the verify requirements process. There are eight characteristics each requirement should have: cohesive, complete, consistent, correct, and feasible. Which one of the following four is not a characteristic of a requirement?

- A. Functional
- B. Modifiable
- C. Unambiguous
- D. Testable

Question #85Topic 1

You are the business analyst for your organization. You are preparing the business needs documentation for a new solution to an identified problem. Parts of your input for this process are the business goals and objectives set by your organization.

What approach can you use to assess the business goal and their validity and longevity?

- A. Functional decomposition
- B. POLDAT
- C. SMART
- D. Root cause analysis

Question #86Topic 1

You are the business analyst for your organization and are working on organizing the identified requirements for a new solution. Nancy, your assistant in this process, says that these requirements aren't very complex. You agree but add that it's this thing that makes the overall solution complex.

What thing adds to the level of complexity among requirements?

- A. Relationships among the requirements
- B. Management in the project
- C. Stakeholders in the project
- D. Cost and schedule constraints

Question #87Topic 1

Which of the following is an estimate based on past projects to predict the current cost and/or duration of the current project?

- A. Current estimate
- B. Past project cost
- C. Past estimate
- D. Top-down estimate

Question #88Topic 1

You are the business analyst for a large project for your organization. Your project has 65 stakeholders and this will greatly increase the complexity of the communication in this project. To demonstrate how complex this project and its communication will be, you show the management the number of communication channels in this project.

How many channels exist in this project based on the number of stakeholders?

- A. 2080
- B. 4160
- C. 4225
- D. 65

Question #89Topic 1

You are creating a model for your requirements.

Which model type categorizes and describes the people who directly interact with a solution?

- A. Rules
- B. User classes, profiles, or roles
- C. Concepts and relationships
- D. Events

Question #90Topic 1

When is stakeholder analysis performed?

- A. As soon as the project charter is created.
- B. As soon as the project sponsor is named.
- C. As soon as a business need is identified.
- D. As soon as a business solution is identified.

Question #91Topic 1

You are preparing a business case for your organization to determine the justification of the costs of the solution in relation to benefits the solutions will bring the organization. You need four inputs to complete this process.

Which one of the following is not an input that will help you write the business case?

- A. Feasibility study
- B. Stakeholder concerns
- C. Assumptions and constraints
- D. Business need

Question #92Topic 1

You are the business analyst for the YGT Organization. You have just completed a capabilities gap assessment and have determined that your organization does not have the necessary resources and technology to seize a business opportunity.

What is the most likely course of action for the organization?

- A. Hire additional resources.
- B. Launch a new project.
- C. Hire contractors to complete the project work.
- D. Move onto the next opportunity.

Question #93Topic 1

What plan includes the description of the scope of work, the deliverable Work Breakdown Structure, the activity list, and estimates for the business analysis activities?

- A. Project management plan
- B. Implementation plan
- C. Requirements management plan
- D. Business analysis plan

Question #94Topic 1

You are the business analyst for your organization and are coaching Roberta on how business analysis works. Roberta is confused about what a business analysis methodology is during the business analysis planning and monitoring phase of the business analysis duties. What is a methodology?

- A. A methodology is a formalized and repeatable business analysis approach.
- B. A methodology is a short term endeavor to create a unique product or service.
- C. A methodology is an approach that the business analyst believes will work but it has not been proven to work yet in the business analysis domain.
- D. A methodology is a formalized plan that describes how the business analyst will complete the elicitation of requirements.

Question #95Topic 1

Your organization completes software development for other companies as its core business.

Management would like to streamline the requirements gathering processes as many of the projects your company do are similar in nature.

What approach could you as a business analyst do to help streamline the requirements gathering process for your organization?

- A. Implement a requirements re-use repository
- B. Implement project template
- C. Implement a requirements gathering form
- D. Implement scope solution models

Question #96Topic 1

You are coaching Marcy, a new business analyst for your organization, on business analysis processes. Marcy is concerned about the define solution scope process, especially the implementation approach element.

Which of the following statements best defines the implementation approach element for Marcy?

- A. The implementation approach is described in terms of the major features and functions that are to be included.
- B. The implementation approach defines major business and technical dependencies that impose constraints to the effort to deploy the solution.
- C. The implementation approach describes the new capabilities required to meet the business need.
- D. The implementation approach describes how the chosen solution approach will deliver the solution scope.

Question #97Topic 1

You are the business analyst for your organization. Management has asked that in the business case you're creating that you also include the projected costs and benefits to be realized and how those and benefits will be assessed and evaluated.

What term matches management's request?

- A. Cost-benefits justification
- B. Risk assessment
- C. SWOT analysis
- D. Results measurements

Question #98Topic 1

Gary is the business analyst for his organization. He has realized that he has overlooked a key group of stakeholders during the conduct stakeholder analysis process. What is the danger in overlooking a key set of stakeholders?

- A. The newly identified stakeholders will now have to pay for any requirements they want to add to the requirements.
- B. The newly identified stakeholders will need to spend extra time to learn about the project and how it will affect them.
- C. The newly identified stakeholders will be excluded from decisions that affect the deliverables that have already been created in the project.
- D. The newly identified stakeholders may have requirements that require additions to the project or may nullify other requirements already in the project.

Question #99Topic 1

Rachel is writing the business case for her organization. As she's completing this process Rachel is concerned that she's including all the correct information for management.

Which one of the following should Rachel not include in her business case?

- A. Time to break even
- B. Opportunities to prioritize requirements
- C. Follow-on opportunities
- D. Qualitative and quantitative benefits

Question #100Topic 1

Your organization uses the MoSCoW approach to requirements prioritization.

What does MoSCoW mean?

- A. Must, Should, Could, Would
- B. Must, Should, Could, Won't
- C. Mission, Schedule, Cost, Willingness
- D. Must not, Should not, Could not, Will not

Question #101Topic 1

What business analysis plan defines the process to be followed in managing the solution scope and requirements?

- A. Requirements management plan
- B. Scope management plan
- C. Change management plan
- D. Project management plan

Question #102Topic 1

Which of the following is a narrative description of the work required for the project?

- A. Contract work breakdown structure (CWBS)
- B. Work breakdown structure (WBS)
- C. Contract statement of work (CSOW)
- D. Statement of work (SOW)

Question #103Topic 1

The requirements elicitation process requires that the business analyst and team prepare for the requirements elicitation activities. There are three specific inputs that the business analyst will need in preparing for the requirements elicitation.

Which of the following is NOT one of the three inputs the business analyst will use as he prepares for requirements elicitation?

- A. Solution scope
- B. Change request
- C. Business need
- D. Stakeholder list

Question #104Topic 1

Mark is the business analyst for his organization. He is working with the solution development team and he believes that the team does not want to implement a certain portion of the requirements. The team is expressing the difficulty of the requirements and how it will be extremely challenging to complete. When Mark asks about a similar project that the team completed, they insist that this is a different type of requirements though Mark believes that it is not. What is the solution development team appearing to do to the requirements?

- A. Change the prioritization of the requirements based on the past project.
- B. Change the prioritization of the requirements based on overstated complexity of the project work.
- C. Get the requirements removed from the project scope.
- D. Have the business analyst report the difficulty of the project work to the project customer.

Question #105Topic 1

You are the business analyst for your organization. You are currently working with Susan on creating a model as part of the specify and model requirements process. Susan doesn't understand why you need a model. You explain to Susan that a model is just a simplified representation of a complex reality that is useful for understanding that reality and making decisions regarding it. In fact, you tell Susan, model can do all of the following except one option. Choose the option that model cannot do?

- A. Define the resources that will be needed on the project team
- B. Define boundaries for the business domain
- C. Describe a situation or problem
- D. Describe thought processes and action flows

Question #106Topic 1

Management would like you to front-load the requirements with the most risk requirements. Why would management prefer the risky requirements first in the prioritization?

- A. So if the risk comes true the project will fail with little investment in the work.
- B. So if the risk comes true then the project manager can mitigate the risk event.
- C. So if the risk comes true they'll receive the reward as soon as possible.
- D. So if the risk comes true then there's ample time to correct the problem.

Question #107Topic 1

You are the business analyst for your organization and are working with Sally, a project manager, for your organization. You and Sally are determining the cost of the labor, materials, equipment, and facilities in order to achieve the different solutions that have been proposed for an identified problem. What is this process called?

- A. Cost budgeting
- B. Expert judgment
- C. Rough order of magnitude cost estimating
- D. Scoping the project costs

Question #108Topic 1

Your organization needs to adapt to the change economy, new technologies, and an increase in competition in order to survive. They've asked you to complete a business analysis approach that will help them change their organizational policies in order to achieve their goals and objectives. What business analysis technique has this organization asked you to complete?

- A. Focus groups
- B. Business rules analysis
- C. Brainstorming
- D. Root cause analysis

Question #109Topic 1

Martha is observing Gary complete several activities as part of her requirements elicitation process. Martha is simply observing the steps Gary takes to complete his work and she is taking notes. In this instance Martha does not ask Gary any questions. What type of observation technique is Martha completing?

- A. Shadowing
- B. Active
- C. Passive
- D. Usage consideration

Question #110Topic 1

You are the business analyst for your organization. You are currently writing the business goals and objectives as part of the elements for the define business process.

Which one of the following statements best describes the business goals and objectives element?

- A. They describe the processes the solution will need to improve for the project to be successful.
- B. They describe all of the positive benefits in ratio to the risk and costs of the project.
- C. They describe all of the required work the project will need to complete in order to reach its objectives.
- D. They describe the ends that the organization is seeking to achieve.

Question #111Topic 1

There are four inputs to the plan business analysis activities.

Which one of the following is not an input to the plan business analysis activities process?

- A. List of identified risks
- B. Organizational process assets
- C. Business analysis approach
- D. Stakeholder list, roles, and responsibilities

Question #112Topic 1

You are currently working on creating the activity list for an initiative in your organization.

What characteristic must be assigned to each task in your task list?

- A. Procurement needs
- B. Roles and responsibilities
- C. Unique number
- D. Risk level

Question #113Topic 1

You are working with Tom, a key stakeholder, in your business analysis duties. Tom is asking you about the desired outcome for current business opportunity.

Which one of the following is NOT an example of a desired outcome?

- A. Implement new machinery to complete the work processes faster
- B. Increase sales
- C. Reduce costs
- D. Reduce time to deliver a product or service

Question #114Topic 1

You are the business analyst for your organization. You are identifying new opportunities to improve upon your existing web services. Management is open to new opportunities as long as the changes do not take more than 60 days to implement.

What type of a factor does the 60 day implementation represent?

- A. Technical constraint
- B. Schedule constraint
- C. Business constraint
- D. Assumption

Question #115Topic 1

You are the business analyst for your organization and are working on a solution that will connect several databases to a web application. You are concerned that the databases may not be operable with the software solution a programmer is recommending.

What requirements elicitation technique can help you determine the interoperability of the software, the databases, and the web application?

- A. Benchmarking
- B. Interviews
- C. Interface analysis
- D. Usage considerations

Question #116Topic 1

You have completed the requirements documentation and the stakeholders have signed off on the requirements. Now the requirements are advancing into a project as your organization has chartered a project based on the identified requirements.

What stakeholder is now responsible for assessing the solution scope to determine the project scope?

- A. Project sponsor
- B. Project manager
- C. Business analyst
- D. Key stakeholders

Question #117Topic 1

You are the business analyst for your organization and are working on prioritizing requirements.

What plan should guide you through this process?

- A. Risk management plan
- B. Project management plan

- C. Requirements management plan
- D. Scope management plan

Question #118Topic 1

You are the business analyst for a large project that will create new software for the entire organization. This new software will affect all of the administrative assistants in the organization schedule meetings, reserve facilities, and share calendars. There are approximately 2,400 administrative assistants in your organization and not all of these people can attend requirements gathering workshops.

What approach can you use to manage and gather requirements from these 2,400 administrative assistants?

- A. You can meet with a small group of administrative assistants and assume their requirements are reflective of the remaining group of administrative assistants.
- B. You will need to meet with all of the administrative assistants as part requirements elicitation.
- C. You can meet with a small group of administrative assistants that will serve as representatives for the remaining administrative assistants.
- D. You can meet with the administrative assistants' managers.

Question #119Topic 1

Enterprise analysis provides many things for an organization.

All of the following are tasks included in enterprise analysis except for which one?

- A. Determine solution approach
- B. Define business need
- C. Assess capability gaps
- D. Solution performance assessment

Question #120Topic 1

Gina has been asked to provide decision analysis for her solution scope.

Which one of the following best describes the decision analysis technique?

- A. Assessed to support benefit management, measurement, and reporting.
- B. Used to assess potential risks that may impact the solution and the cost and benefits associated with it.
- C. Forecasts the size of the investment required to deploy and operate the proposed solution.
- D. Cost-benefit analysis compares the cost of implementing a solution against the benefits gained. Financial analysis includes the use of financial models that estimate the market value of an organizational asset.

Question #121Topic 1

You are the business analyst for your organization and are working with Ralph who is also a business analyst at your company. You have moved one of the requirements higher in the prioritization of the requirements because it is needed to be implemented before some of the more important requirements are done.

Ralph disagrees with your placement of the requirement because you are to rank the requirements based on their level of difficulty. Who is correct and why?

- A. Ralph is correct because the requirements are always to be ranked by importance or business value.
- B. You are correct because the lower priority requirements must be completed before the higher priority requirements can be done.
- C. You are correct because you are the senior business analyst.
- D. Ralph is correct because the sequence of requirements is actually done with the project activity list.

Question #122Topic 1

There are four inputs to writing the business case as part of enterprise analysis. Which one of the following is not an input to writing the business case process?

- A. Business need
- B. Assumptions and constraints
- C. Requirements verification
- D. Stakeholder concerns

Question #123Topic 1

Martha is observing Sarah complete several complex steps as part of her business analysis requirements elicitation process. In this instance Martha working alongside Sarah is actually helping Sarah complete the work so that Martha can understand all of the steps Sarah must complete. What type of requirements elicitation technique is Martha using?

- A. Progressive elaboration
- B. Shadowing
- C. Cross training requirements elicitation
- D. Active observation

Question #124Topic 1

You are the business analyst for THY Organization and you have gathered the requirements. You have presented the requirements to the stakeholders and they have approved your requirements.

You are now working with Francie on recording the dependencies and relationships for each of the requirements. Why would you want to record the dependencies and relationships for the requirements?

- A. To help determine the sequence in which requirements are to be addressed.
- B. To help determine which requirements carry the most risk.
- C. To help determine the total cost for the solution to be implemented.
- D. To help determine the total time for the solution to be implemented.

Question #125Topic 1

As part of the requirements analysis a business analyst can use the same tools and techniques to model the current state of an organization. All of the following are valid reasons why would a business analyst want to create a current state domain model except for which one?

- A. The current state model can help identify opportunities for improvement.
- B. The current state model can help validate the solution scope with business and technical stakeholders.
- C. The current state model can help the business analyst create Pareto charts for process improvement.
- D. The current state model can help assist stakeholders in understanding the current state

Question #126Topic 1

You are completing the requirements for vendor selection and need to create a procurement form that will ask the vendor to provide only a price for commercial- off-the-shelf solution. What type of procurement form will you need to provide to the vendor?

- A. Request for proposal
- B. Purchase order
- C. Request for information

- D. Request for quote

Question #127Topic 1

You are the business analyst for your organization. Management has asked you to create a plan that will define the proposed structure and schedule for communicating the business analysis activities to the appropriate stakeholders. What plan does management want you to create?

- A. Business Analysis Plan
- B. Business Analysis Communications Plan
- C. Communications management plan
- D. Stakeholder Management Plan

Question #128Topic 1

The RGQ Organization utilizes a change log. What is a change log?

- A. It is a document that records all change requests for the project.
- B. It is a document that tracks all unauthorized changes to the project solution.
- C. It is a document that tracks all characteristics and status of changes that have been received.
- D. It is a document that tracks the changes that have been received, including their implementation to the project solution.

Question #129Topic 1

Zoe is the business analyst for her organization. She is currently prioritizing the requirements based on the implementation difficulty of the requirements to help with the solution planning.

Which of the following best describes the approach Zoe is taking with requirements prioritization?

- A. The requirements are categorized by type of work, and then ranked within each category of ease of implementation to difficulty of implementation.
- B. The requirements are ranked most difficult to easiest to implement.
- C. The requirements are ranked from easiest to hardest to implement.
- D. The requirements are categorized by the likelihood of management approving the requirements.

Question #130Topic 1

Which one of the following is the most accurate definition of the solution scope?

- A. Defines what must be delivered in order to meet the business need.
- B. Determines the things that are believed to be true in the solution but they have not yet been proven to be true.
- C. Determines if an organization can justify the investment required to deliver the proposed solution.
- D. Defines the business need, identified key stakeholders, describes the positive impact of the solution.

Question #131Topic 1

You are the business analyst for your organization and you are preparing to elicit the requirements for a new business opportunity. Which one of the following statements best describes the prepare for elicitation process?

- A. You need authority granted to you from the sponsor to utilize resources for the elicit requirements process.
- B. You need to determine which elicitation techniques are needed for the requirements gathering technique.
- C. You need to ensure all needed resources are organized and scheduled for conducting the elicitation activities.
- D. You need to receive permission from functional management to interview and elicit requirements for the stakeholders.

Question #132Topic 1

Robert is the business analyst for his organization and he's working with several stakeholders to identify the business need for an opportunity. Robert needs to identify the stakeholder that will be responsible for authorizing the actions needed in order to meet the identified business need. Which stakeholder does Robert need to identify?

- A. Sponsor
- B. Customer
- C. Implementation Subject Matter Expert
- D. Regulator

Question #133Topic 1

Mary is the business analyst for your organization. She asks you what the purpose of the assess capability gaps task is.

Which of the following is the best response to give Mary?

- A. It identifies new capabilities required by the organization to meet the business need.
- B. It identifies the causal factors that are contributing to an effect the solution will solve.
- C. It describes the ends that the organization wants to improve.
- D. It identifies the skill gaps in the existing resources.

Question #134Topic 1

It's often impossible or difficult to prove that the implementation of a solution will change the current state of an organization to the desired future state. The business analyst must document the characteristics and risk of the implementation of a solution in case the belief that the solution will achieve the desired results will prove invalid. What is the belief that the solution will create the desired effect for the organization called?

- A. Project
- B. Risk
- C. Assumption
- D. Model

Question #135Topic 1

You are preparing the business case for a proposed solution in your organization. You need to identify several components for the business case including an assessment of the risks the solution may contain.

Which one of the following is the best definition of a risk as it pertains to the business case?

- A. Risk is an uncertain event or condition that may have both positive and negative affects on the solution.
- B. Risk is an uncertain event that can cause the organization to lose more monies than it invests in the solution.
- C. Risk is a potential event that can cause the solution to fail.
- D. Risks are threats to the organization's success.

Question #136Topic 1

Which of the following inputs of Monitor and Control Risks acquires information from performance measurements and evaluates it to provide variance analysis and forecasting?

- A. Risk register
- B. Work performance information
- C. Performance report
- D. Project management plan

Question #137Topic 1

You are the business analyst for your organization and are trying to determine the best solution for an identified problem. You have determined that you could create a software solution using inhouse resources for \$65,000 and with an ongoing support of \$5,600 per month. A vendor offers you a quote that they can create the software for \$49,000 with an ongoing support of \$6,100 per month. Which solution should you choose?

- A. Create the software if you'll keep the solution less than 32 months.
- B. Create the software if you'll use the solution longer than 32 months.
- C. There is not enough information to determine which solution is financially better.
- D. Buy from the vendor if you'll keep the solution longer than 32 months.

Question #138Topic 1

All of the following are techniques that can be used to specify or model requirements except for which one?

- A. Organization modeling
- B. Data modeling
- C. Work breakdown structure creation
- D. State diagrams

Question #139Topic 1

You are the business analyst for a large project in your organization. You are working with Ben to create requirements packages to present to the stakeholders, the business analyst team, and to the project manager. Ben wants to know why you're creating requirements packages. What's the primary goal of developing a requirements package?

- A. To convey the cost, schedule, and risk information clearly
- B. To convey information clearly and in an understandable fashion
- C. To present the requirements in packages that are easy for the project team to accomplish in their project execution
- D. To help the project manager create the work breakdown structure

Question #140Topic 1

You are creating a model that shows how data moves through a system. Each function that modifies the data in any manner is identified, decomposed to smaller levels, and the system is completely described from start to storage. What type of a modeling technique are you using in this scenario?

- A. Functional decomposition
- B. Data flow diagramming
- C. Work decomposition
- D. Organization modeling

Question #141Topic 1

_____ is the degree to which a set of inherent characteristics fulfills requirements.

- A. Quality
- B. Regulation
- C. Project phase
- D. Scope

Question #142Topic 1

A business analyst is helping management determine which solution they should choose. As it happens that the organization can only choose one of the two solutions due to time and resource restrictions. Solution A worths \$456,000 to the organization while solution B worths \$565,000 to the organization. While solution A costs less, it is less risky and takes less time to complete so management elects to seize Solution A. What is the opportunity cost?

- A. \$565,000
- B. There is not enough information to know how much the solution will cost the organization.
- C. \$109,000
- D. \$456,000

Question #143Topic 1

You are the business analyst for your organization. Your current project is using a plan-driven approach for the requirements, business analysis, and monitoring.

Which one of the following statements best describes the plan-driven approach to business analysis planning and monitoring?

- A. Plan-driven approaches determine how priorities will be diagnosed for the project solution.
- B. Plan-driven approaches encourage changes that prevent errors and omissions.
- C. Plan-driven approaches typically have meetings daily to discuss the business analysis requirements process.
- D. Plan-driven approaches typically call for a significant amount of formality and detail.

Question #144Topic 1

There are just three inputs to the assess proposed solution process.

Which of the following is NOT one of the inputs for the assess proposed solution process?

- A. Requirements
- B. Decision analysis
- C. Assumptions and constraints
- D. Solution options

Question #145Topic 1

Holly is the business analyst for her organization. Management has asked Holly to create a document that will define solution alternatives and how each identified solution may provide an expected business benefit to meet the identified business need. Management has asked Holly to provide data and statistics in this document to support her claims and findings.

What type of document is management asking Holly to create?

- A. Feasibility study
- B. Vision statement
- C. Project scope statement
- D. Current state assessment

Question #146Topic 1

Which of the following process models needs to complete each set of tasks in one phase before moving into the next phase in a project development life cycle?

- A. Procedural model
- B. Evolutionary model

- C. Spiral model
- D. Waterfall model

Question #147Topic 1

You are the business analyst for the NHQ Project. You have identified several stakeholders that need different types of information related to the requirements.

Which stakeholder would need detailed technical interface requirements?

- A. Project manager
- B. Regulators
- C. Testers
- D. Implementation subject matter experts

Question #148Topic 1

Management comes to you and asks you to complete some specifications and models about the current state of the organization. Management wants you to complete this business analysis activity as soon as possible and report back to them with your findings. What is the primary purpose of the specify and model requirements process?

- A. To analyze the processes of an organization to determine what processes can be improved, removed, or added.
- B. To analyze the utility function within the organization to determine how risk tolerance may allow for new opportunities.
- C. To analyze the roles and responsibilities of users within the organization to determine how the processes may be improved.
- D. To analyze the functioning of an organization and to provide an insight into opportunities for improvement.

Question #149Topic 1

Which one of the following statements best describes requirements prioritization?

- A. It determines how requirements will be prioritized based on the most important stakeholders to the least important stakeholders.
- B. It is only used with the change-driven approach to business analysis.
- C. It is only used with the plan-driven approach to business analysis.
- D. It determines how requirements will be prioritized and how those priorities will be used to define the solution scope.

Question #150Topic 1

Which of the following is a process of adding labor to a project to reduce the project duration?

- A. Forming
- B. Storming
- C. Rolling wave planning
- D. Crashing

Question #151Topic 1

You are the business analyst for your organization and you are working with Bill on creating a model. Bill is a little confused about all the different things a model can do for the stakeholders.

You explain to Bill that a model can do all of the following except for which one?

- A. Define the risk and reward for the requirements

- B. Categorize and create hierarchies of items
- C. Define boundaries for business domains
- D. Show business logic

Question #152Topic 1

You are the business analyst for a new project. Part of this project is for the project team to manually install new workstations through the company's campus.

Based on your research you have determined that the project team can install 25 new workstations per hour. Since there is a fixed amount of time that these workstations need to be installed you are considering adding additional labor for the implementation. You are also considering to adjust the prioritization of the project requirements based on the amount of workstations the project team can install per hour. What does the 25 workstations per hour represent in this scenario?

- A. Timeboxing
- B. Planning
- C. Parametric estimate
- D. Report project

Question #153Topic 1

You are the business analyst for your organization. As part of the requirements prioritization you have given each key stakeholder \$10,000 in play money to distribute among the identified requirements. Each stakeholder can assign their play money to any of the requirements, but the requirements will be prioritized based on the value of the play money assigned to each requirement. What type of requirements prioritization is happening in this scenario?

- A. Resource leveling
- B. Confirmation management
- C. Utility function
- D. Voting

Question #154Topic 1

You are the business analyst for your organization. You have identified the costs and level of effort needed for each of the solution components. Management has asked that you also assess the most effective tradeoffs between delivery options. You consider the available resources and the constraints on the solution to determine if an additional investment is justified to realize a higher value for the solution. What other consideration could you include in your assessment of the solution?

- A. Historical information
- B. Dependencies between requirements
- C. Experience of the implementation team
- D. Enterprise environmental factors

Question #155Topic 1

You are the business analyst for your organization and are preparing to conduct stakeholder analysis. As part of this process you realize that you'll need several inputs.

Which one of the following is NOT an input you'll use for the conduct stakeholder analysis task?

- A. Enterprise architecture
- B. Enterprise environmental factors
- C. Organizational process assets
- D. Business need

Question #156Topic 1

What is the purpose of the business case?

- A. The business case helps the organization determine if they can justify the investment for the solution.
- B. The business case helps the organization determine the duration and cost of the solution.
- C. The business case helps the organization determine the cost of the solution.
- D. The business case helps the organization determine if the solution is feasible.

Question #157Topic 1

You are the business analyst for your organization and are planning the business analysis approach. One of the techniques you are considering for this undertaking is to rate the available methodologies against the organizational needs and objectives.

Which of the following terms describes the business analysis technique that you are currently considering in this scenario?

- A. Structured walkthrough
- B. Decision analysis
- C. Cause-and-effect analysis
- D. Process modeling

Question #158Topic 1

Which conduct stakeholder analysis technique is useful for identifying shared characteristics of a stakeholder group?

- A. Surveys
- B. Scope modeling
- C. Brainstorming
- D. Interviews

Question #159Topic 1

You are the business analyst for the NHQ Organization. Management has asked that you examine the workflow and internal processes for order fulfillment.

Specifically, they'd like you to complete an in-depth analysis and documentation of the business problems and opportunities that may exist for the organization. What business analysis knowledge area does this activity map to?

- A. Requirements elicitation
- B. Solution assessment and validation
- C. Enterprise analysis
- D. Requirements management and communication

Question #160Topic 1

You are the business analyst for a large, complex solution and you are working with the stakeholders to determine the prioritization of the requirements. You would like to use the decision analysis to determine the best decision for the requirements outcome. You must know four things as part of decision analysis.

Which one of the following will not help you with this approach to the requirements prioritization process?

- A. The values, goals, and objectives that are relevant to the requirements
- B. The consequences of each possible decision
- C. The nature of the decision that must be made

- D. The future value of the requirements

Question #161Topic 1

Herb is the business analyst for the HYY Organization. As Herb is completing the organize requirements process he recognizes that requirements typically need to answer one question for identification.

What is the one interrogative that requirements should answer?

- A. What
- B. When
- C. Why
- D. How

Question #162Topic 1

Your organization is using a plan-driven approach to business analysis.

What must you do with all of the communication documents created as part of this high-priority project that you are serving as the business analyst for?

- A. All formal communication must be destroyed once the project is completed.
- B. All communications must be documented and passed onto the solution's project manager for analysis and to serve as supporting detail.
- C. The communications management plan will dictate what will happen to the business analysis communications.
- D. All communications must be archived and will become part of the organizational process as sets.

Question #163Topic 1

You are the business analyst for your organization and are currently with several key stakeholders as part of the determination of which business analysis approach is most appropriate for the current project.

Which one of the following is not a stakeholder that is considered when completing the business analysis planning and monitoring task to determine a business analysis approach?

- A. Tester
- B. Project manager
- C. Regulator
- D. Functional management

Question #164Topic 1

Which solution scope technique can help the business analyst understand the scope of the work by breaking down the scope into smaller work products?

- A. Interface analysis
- B. User stories
- C. Functional decomposition
- D. Scope modeling

Question #165Topic 1

Marcy is the business analyst for her organization. She is completing the business analysis task of defining the business needs. She has the business goals and objectives and the requirements stated documentation.

What must she confirm about the requirements stated documentation before defining the business need based on her analysis?

- A. The requirements must reflect actual business requirements, not a description of the solutions.
- B. The requirements must contain no or little risks.
- C. The requirements must reflect proposed solutions as part of alternative identification.
- D. The requirements must be compatible with the refinement of the business goals and objectives.

Question #166Topic 1

Bob and Susan are business analysts for their organization. They are examining two materials that could be used in an upcoming project. They are testing the materials and measuring the results of each test to compare the materials to each other. This process will help Bob and Susan determine which material is best for their upcoming project.

What type of process are Bob and Susan completing with these materials?

- A. Feasibility study
- B. Stress test
- C. Alternative identification
- D. Benchmarking

Question #167Topic 1

You are the business analyst for your organization. You are working with several IT professionals to determine all of the connected systems in your organization.

You are creating a mapping of the servers, workstations, printers, and other connected devices and their purposes for an analysis of how information is input, processed, stored, and output from each system.

What business analysis process are you completing?

- A. Networking topology mapping
- B. Data dictionary and glossary creation
- C. Data flow diagram
- D. Prototype

Question #168Topic 1

Which of the following is a quality control chart to track trends in project execution?

- A. Control chart
- B. RACI chart
- C. PERT chart
- D. Pareto chart

Question #169Topic 1

You are the business analyst for your organization and are about to conduct requirements elicitation for a process to streamline the customer fulfillment system your organization uses. You need to understand how the people, processes, and technology within the customer fulfillment system operates before you begin the elicitation process.

What type of analytical thinking are you participating in this scenario?

- A. Problem solving
- B. Creative thinking
- C. Brainstorming
- D. System thinking

Question #170Topic 1

Which of the following is NOT a component of an entity relationship diagram?

- A. Attributes
- B. Relationships
- C. Forks
- D. Entities

Question #171Topic 1

What type of interview is the most common as part of requirements elicitation?

- A. Many-to-one
- B. Many-to-many
- C. One-to-one
- D. One-to-many

Question #172Topic 1

Which of the following meeting brings all of the potential vendors together to discuss the statement of work and the request for proposal?

- A. Contract bidding meeting
- B. Status meeting
- C. Qualified vendors meeting
- D. Bidders conference

Question #173Topic 1

Which of the following techniques involves determining and documenting the variance between business requirements and current capabilities?

- A. Risk analysis
- B. Schedule analysis
- C. GAP analysis
- D. Cost benefit analysis

Question #174Topic 1

Which of the following is NOT a component of flowchart?

- A. Forks
- B. Attributes
- C. Activities
- D. Joins

Question #175Topic 1

Jenni is the business analyst for the UHQ Organization. She is preparing to complete the conduct elicitation activity for her organization. Jenni can use all of the following techniques as part of this activity except for which one?

- A. Requirements workshops
- B. Document analysis
- C. Interviews
- D. Problem tracking

Question #176Topic 1

You are the business analyst for your organization. For the past several months you have been completing the business analysis duties for the solution stakeholders. You now have, you believe, the solution requirements identified and documented. What must you now do with the requirements before proceeding?

- A. Make certain the stakeholders can pay for the solution and have them sign off on the requirements.
- B. Present the solution to the project manager for his input.
- C. Get all of the stakeholders to sign off on the requirements.
- D. Make certain the stakeholders understand the requirements before they approve the requirements you've gathered.

Question #177Topic 1

You are the business analyst for your organization and preparing to complete the requirements elicitation activities. Your manager wants to know when the requirements elicitation process will be completed.

Which of the following responses best describes the nature of the requirements elicitation process?

- A. The schedule of the project determines the duration of the requirements elicitation process .
- B. The duration of the requirements elicitation activities is determined by the willingness of the project stakeholders to contribute to the requirements information.
- C. The size of the project determines the duration of the requirements elicitation process.
- D. Eliciting requirements is not a compartmentalized activity.

Question #178Topic 1

Which of the following is mandatory in most software development projects?

- A. Communication Management plan
- B. Disaster recovery plan
- C. Test plan
- D. Procurement plan

Question #179Topic 1

You are the business analyst for your organization and are preparing for the conduct elicitation activity. You'll need several stakeholders' roles as you prepare for this activity in your organization.

Which one of the following stakeholders may be responsible to dictate that a specific process or technique be followed during your requirements elicitation activities?

- A. Project manager
- B. Regulator
- C. Functional management
- D. Project sponsor

Question #180Topic 1

What element of the conduct elicitation activity is tracked to provide a basis for future planning?

- A. Time actually spent eliciting the requirements
- B. Number of stakeholders that did not participate in the requirements elicitation
- C. Cost of actually eliciting the requirements
- D. Changes that entered the scope throughout the requirements elicitation activities

Question #181Topic 1

Which of the following models defines the name of the data, data aliases, and description of system data?

- A. Class model
- B. Entity relationship
- C. Data dictionary
- D. CRUD matrix

Question #182Topic 1

You have identified several problems that you need to track as the business analysis duties progress. You want to make certain that the identified activities are resolved.

What document elicitation technique can help in this scenario?

- A. Brainstorming
- B. Observation
- C. Interviews
- D. Problem tracking

Question #183Topic 1

You are the business analyst for your organization and are training Tracy on business analysis duties. You are explaining to Tracy how it's important for a business analyst to generate new ideas to approaching problems, solving problems, and to generate alternative solutions. You stress that it's important for the business analyst to generate new ideas and innovative concepts. What type of analytical thinking are you describing for Tracy?

- A. Lateral thinking
- B. Brainstorming
- C. Creative thinking
- D. Decision making

Question #184Topic 1

What requirements elicitation technique examines the available information, documentation, records, and history of a solution, organization, or cause to identify relevant information to the current business analysis duties?

- A. Benchmarking
- B. Dataflow diagrams
- C. Document analysis
- D. Requirements elicitation

Question #185Topic 1

What type of requirements elicitation technique is the Delphi Technique?

- A. Survey
- B. Workshop
- C. Round table
- D. Prototyping

Question #186Topic 1

Yolanda is the web designer for your company and you are the business analyst. You are working with Yolanda on a new website that your company will host.

You'd like for her to create a mock-up of the website without spending much time on the actual workings behind the

web interface. You'd like for her to show the customer how the website will look, some idea of the functionality of the website, and some basic graphics and colors so the customer can see the direction of the project.

What type of prototype are you asking Yolanda to create?

- A. Mock-up prototype
- B. Vertical prototype
- C. Storyboard prototype
- D. Horizontal prototype

Question #187Topic 1

You are the business analyst for your organization and need a method to requirements elicitation from nearly 12,000 stakeholders. You want a method to quickly capture this group's feelings and thoughts to identify what the majority of this group needs and wants in a new solution your organization may create.

What requirements elicitation technique can be used in this scenario?

- A. Interviews
- B. Trend analysis
- C. Focus groups
- D. Surveys

Question #188Topic 1

Which of the following is a flowchart that shows all the processes and the interfaces that interact with the project processes?

- A. Process configuration
- B. Pareto chart
- C. Control chart
- D. Quality baseline
- E. RACI chart

Question #189Topic 1

You are the business analyst for your organization and are leading a presentation about an identified problem. This presentation will help the stakeholders to understand the problem and it will help you when you begin to elicit requirements from the stakeholders.

Which type of learner learns best through the presentation of models?

- A. Visual learners
- B. Auditory learners
- C. Kinesthetic learners
- D. Communication model learners

Question #190Topic 1

What requirements elicitation involves carefully selected stakeholders and subject matter experts for a short, intensive period (usually for one to a few days) to define and document the requirements for a solution?

- A. Many-to-many interviews
- B. Requirements workshop
- C. Focus group
- D. Prototyping

Question #191Topic 1

Mark is the business analyst for his organization. Mark and his business analysis team have used the whiteboard to record the documentation as the result of requirements elicitation.

What must be done with this information if Mark uses a whiteboard?

- A. The scribe must include the white board information as part of the minutes.
- B. The business analyst must transfer the information to another medium before the whiteboard is erased.
- C. The business analyst must document the white board information and get all participants' approval of the recording.
- D. The regulator must approve the writings on the whiteboard.

Question #192Topic 1

Holly is the business analyst for her organization. Holly encourages teamwork and open communications among the business analysis team and the stakeholders.

She wants stakeholders to drop by her office and freely discuss the requirements, the solution scope, and other concerns about the solution she's working on.

Holly definitely prefers informal communications. What is the danger Holly may experience with informal communications?

- A. There is no danger; informal communications is a preferred business analysis technique.
- B. The stakeholders may address the business analysis team and the project team directly rather than communicate through Holly.
- C. Stakeholders may miss information and the requirements could become ambiguous.
- D. The stakeholders may not know who's in charge of the solution.

Question #193Topic 1

You are the business analyst for a large software development project. There are several issues that must be resolved by certain dates or the problem will prevent the project from advancing. What technique can you use to track problems with the requirements?

- A. Problem tracking
- B. Issue tracking
- C. RTM
- D. Baselining

Question #194Topic 1

The creative thinking process has three values to determine the effectiveness of the process.

Which one of the following is not a measurement of effective creative thinking?

- A. Application of new ideas to resolve existing problems
- B. Generation of a pre-determined number of new ideas for a business solution
- C. Willingness of stakeholders to accept new approaches
- D. The successful generation and productive consideration of new ideas

Question #195Topic 1

Which of the following statements best describes the purpose of the confirm elicitation results process?

- A. Validate that the stated requirements expressed by the stakeholders match the solution the organization has proposed.

- B. Validate that the stated requirements expressed by the stakeholders match the stakeholders' understanding of the problem and the stakeholders' needs.
- C. Validate that the stated requirements expressed by the stakeholders match the documented requirements of the project sponsor.
- D. Validate that the stated requirements expressed by the stakeholders match the project scope.

Question #196Topic 1

Henry is the business analyst for his organization and is completing the conduct elicitation activity.

Part of this activity is to record the results of the requirements elicitation process.

All of the following are acceptable elements for requirements documentation except for which one?

- A. Text message sent via a secured mobile phone
- B. Written documents describing the outcomes
- C. Visual or audio recordings
- D. Whiteboards

Question #197Topic 1

Which of the following is the best definition of the business rules analysis?

- A. To define the people that govern decisions in and organization and that define, constrain, or enable organizational policies.
- B. To define the job functions, roles and responsibilities, and the designation of power among the project stakeholders.
- C. To define the rules that govern decisions in and organization and that define, constrain, or enable organizational policies.
- D. To define the historical information that is available for the business analyst to rely on for his research.

Question #198Topic 1

Which of the following reports is generated whenever the project is slipping off the project schedule and includes an explanation of the problem?

- A. Status report
- B. Schedule variance report
- C. Delay report
- D. Cost variance report

Question #199Topic 1

You are the business analyst for your organization and are preparing for the conduct elicitation activities. You'll have six inputs as you prepare for this activity.

Which one of the following is not a valid input for the requirements elicitation activity?

- A. Requirements management plan
- B. Documented elicitation results
- C. Solution scope
- D. Business need

Question #200Topic 1

You are the business analyst for your organization. You want to use a requirements elicitation technique to produce a broad set of options for an identified problem. You want the stakeholders to help you identify options, factors that affect the solution, any possible delays in the solution implementation, and ideas for creating a solution.

Which of the following requirements elicitation activities would best satisfy these requirements?

- A. Benchmarking
- B. Brainstorming
- C. Data flow diagrams
- D. Business rules analysis

Question #201Topic 1

Which of the following models demonstrates the attributes, operations, and relationship to entities within the solution?

- A. Entity Relationship
- B. Data dictionary
- C. Class model
- D. CRUD matrix

Question #202Topic 1

You have identified several stakeholders that you believe are kinesthetic learners. Which statement best describes the kinesthetic learning approach?

- A. The learners learn best by reading and pondering.
- B. The learners learn best by experiencing the topic.
- C. The learners learn best by seeing the topic in a model or through storyboards.
- D. The learners are not interested in the topic unless they can immediately apply it to their lives or jobs.

Question #203Topic 1

Which of the following documents is described in the statement below?

"It is a type of procurement document used to request proposals from prospective sellers of products or services."

- A. Request for quote
- B. Request for information
- C. Request for bid
- D. Request for proposal

Question #204Topic 1

Which of the following is a procurement document?

- A. Project Work Breakdown Structure
- B. Project charter
- C. Vision document
- D. Invitation for bid

Question #205Topic 1

You are completing the prepare for elicitation process for an identified problem in your organization. The prepare for elicitation process requires three inputs for this process.

Which one of the following is not an input that will help you prepare for the elicitation activities?

- A. Stakeholder list
- B. Stakeholder concerns
- C. Business need
- D. Solution scope

Question #206Topic 1

Which of the following tasks does not rely on other activities, and no other activities rely on this task completing?

- A. Analysis task
- B. Independent task
- C. Predecessor task
- D. Dependent task

Question #207Topic 1

Which of the following processes can start with the source of problems or with the problem itself?

- A. Risk estimation
- B. Risk analysis
- C. Risk management
- D. Risk identification

Question #208Topic 1

In risk analysis, which of the following can be identified as a consequence of a disaster?

- A. Loss of operating capability
- B. Loss of goodwill
- C. Loss of competitive edge
- D. Loss of stockholder confidence

Question #209Topic 1

_____ is a process to determine the completeness of the project work and to gain the customer's acceptance to move the project forward.

- A. Phase gate review
- B. Inspection of key results
- C. Verify scope
- D. Quality control

Question #210Topic 1

Which of the following phases is the first step towards creating a business continuity plan?

- A. Business Continuity Plan Development
- B. Scope and Plan Initiation
- C. Business Impact Assessment
- D. Plan Approval and Implementation

Question #211Topic 1

Which of the following charts is a quality control tool to show categories of defects?

- A. Pareto chart
- B. RACI chart
- C. Gantt chart
- D. RAM chart

Question #212Topic 1

Which one of the following diagrams when properly laid out is always laid in a left to right display to properly reflect the chronology of all project work?

- A. Influence diagram
- B. Project schedule network diagram
- C. Arrow diagramming method
- D. Time-scaled schedule network diagram

Question #213Topic 1

Which of the following is a visual decomposition of the program scope and the resources needed in order to create the things defined within the program scope?

- A. Resource breakdown structure (RBS)
- B. product breakdown structure (PBS)
- C. Budgeted Cost of Work Scheduled (BCWS)
- D. Work Breakdown Structure (WBS)

Question #214Topic 1

When does the lessons learned document is updated?

- A. At planning phase.
- B. At execution phase.
- C. At closing phase.
- D. Throughout the project lifecycle.

Question #215Topic 1

Which of the following stages of a project defines the number of risks and opportunities, including intense planning and anticipation of risk events?

- A. Planning
- B. Executing
- C. Initiation
- D. Closing

Question #216Topic 1

Which of the following roles works with the project team to understand the deliverables and then teaches the users of the deliverables how to utilize the project's product?

- A. End user
- B. Database analyst
- C. Stakeholder
- D. Trainer

Question #217Topic 1

Which of the following qualitative techniques involves a disciplined analysis of the event sequences that could transform a potential hazard into an accident?

- A. Failure mode and effects criticality analysis

- B. HAZOP technique
- C. Failure mode and effects analysis
- D. Preliminary Risk Analysis

Question #218Topic 1

Which of the following establishes organizational checks and balances with a proper segregation of front, back, and middle office functions for effective risk management?

- A. Risk response plan
- B. Risk analysis
- C. Risk management plan
- D. Risk governance

Question #219Topic 1

As a program manager, you decided to overlap two phases of your program. Which of the following terms best describe your act?

- A. Lead time
- B. Rolling
- C. Fast tracking
- D. Crashing

Question #220Topic 1

Which of the following software development life cycles is a methodology that divides the project into phases, and the project manager focuses on control of time, cost, and scope?

- A. Spiral
- B. Agile
- C. Waterfall
- D. Incremental

Question #221Topic 1

Which of the following graphical presentations of a project plan is most appropriate for presenting to upper management?

- A. Pie chart
- B. Pareto Chat
- C. Critical Path Method
- D. Scatter chart

Question #222Topic 1

Which of the following diagrams is used to display sensitivity analysis data?

- A. Decision tree
- B. Ishikawa
- C. Influence
- D. Tornado

Question #223Topic 1

Which of the following is a visual decomposition of the project scope?

- A. Budgeted Cost of Work Scheduled (BCWS)
- B. Resource Breakdown Structure (RBS)
- C. product breakdown structure (PBS)
- D. Work Breakdown Structure (WBS)

Question #224Topic 1

_____ are timeless events that show progress in the project. These are typically achieved at the end of phase in the project lifecycle.

- A. Achievements
- B. Millstones
- C. Phases
- D. Templates

Question #225Topic 1

Which of the following authorizes the project to exist within the organization?

- A. Project charter
- B. Project network diagram
- C. Project integration management
- D. Project boundaries

Question #226Topic 1

Which of the following tasks cannot start until other tasks are completed?

- A. Analysis task
- B. Dependent task
- C. Predecessor task
- D. Independent task

Question #227Topic 1

Which of the following roles approves the project scope statement, phase gate reviews, solution validations, scope changes, and project success criteria?

- A. Project manager
- B. Subject matter expert
- C. Solution owner
- D. Stakeholder

Question #228Topic 1

Which of the following processes includes tasks and roles, risk categories, schedules for risk management activities, definitions of probability and impact, and the stakeholders' tolerances?

- A. Risk management plan
- B. Risk register
- C. Risk analysis
- D. Risk response plan

Question #229Topic 1

Which of the following is the process of identifying and assessing factors that may jeopardize the success of a project or the achievement of a goal?

- A. Risk analysis
- B. Risk identification
- C. Risk retention
- D. Risk communication

Question #230Topic 1

As a milestone is reached, the project is funded for enough capital to reach the next milestone. This approach is called _____.

- A. Step funding
- B. Phase funding
- C. Stakeholders funding
- D. Milestone funding

Question #231Topic 1

Which of the following roles helps assess the data requirements of a project, identifies data assets, and helps the project team complete data modeling requirements?

- A. Database analyst
- B. End user
- C. Subject matter expert
- D. Information architect

Question #232Topic 1

Which of the following processes is used by organizations to set the risk tolerance, identify the potential risks, and prioritize the tolerance for risk?

- A. Risk communication
- B. Risk identification
- C. Risk analysis
- D. Risk management

Question #233Topic 1

Which of the following terms is used to describe a major deliverable or key event in the project used to measure project progress?

- A. Project life cycle
- B. Phase
- C. Achievement
- D. Milestone

Question #234Topic 1

Which of the following is the process of analyzing the areas of a project that are most affected by risk?

- A. Risk Identification

- B. Risk Urgency Assessment
- C. Risk Categorization
- D. Risk Analysis

Question #235Topic 1

Which of the following charts is important to ensure that the roles and responsibilities of those involved in a task are tracked?

- A. Pie chart
- B. Line chart
- C. RACI chart
- D. Gantt chart

Question #236Topic 1

Which of the following quantitative risk analysis techniques relies on experience and past data to compute the probability and impact of risks on project objectives?

- A. Probability distribution
- B. Sensitivity analysis
- C. Modeling and simulation
- D. Interviewing

Question #237Topic 1

Which of the following types of charts shows which resources are needed in the project and allows you to group the resources by project phase or other attributes?

- A. Pareto chart
- B. Organizational Breakdown Structure
- C. Gantt chart
- D. Resource Breakdown Structure

Question #238Topic 1

Which of the following types of elicitation allows each stakeholder to freely discuss their role in a particular process?

- A. Focus group
- B. Structured interview
- C. Quick Interview
- D. Unstructured interview

Question #239Topic 1

Which of the following chart shows the correlation between project team members and the work they've been assigned to complete?

- A. Pie chart
- B. Responsibility Assignment Matrix (RAM) chart
- C. Gantt chart
- D. RACI chart

Question #240Topic 1

Which of the following participants have to keep the minutes and details of the conversation during Interviews?

- A. Stakeholder
- B. Scribe
- C. Business Analyst
- D. End user

Question #241Topic 1

Which of the following describes the actual users who interact with one another, a system, or data moved between two users?

- A. Device interface
- B. User interface
- C. Data interface
- D. Communication port

Question #242Topic 1

Which of the following defines the deliverable the customer is expecting?

- A. Project charter
- B. Procurement management plan
- C. Product scope statement
- D. Project network diagram

Question #243Topic 1

Which of the following document is created first after project is awarded and statement of work is handed over to the project manager?

- A. Work breakdown structure (WBS)
- B. WBS dictionary
- C. Project scope statement
- D. Project charter

Question #244Topic 1

Which of the following are directed conversations for gathering ideas, opinions about a product, service, problem, or opportunity?

- A. Interviews
- B. Group discussions
- C. Feedback loops
- D. Focus groups

Question #245Topic 1

Which of the following is the process of developing a document that formally authorizes a project or a phase?

- A. Define Scope
- B. Develop Schedule
- C. Develop Project Charter

- D. Create Work Breakdown Structure

Question #246Topic 1

Which of the following techniques involves coordinating and collaborating with other credible sources in risk?

- A. Risk identification
- B. Risk management
- C. Risk communication
- D. Risk analysis

Question #247Topic 1

Which of the following is the formal acceptance of the project?

- A. A project review
- B. A sign-off
- C. Risk assessment
- D. Inspection trend analysis

Question #248Topic 1

There are 50 stakeholders in the current project. How many communication channels exist in this project?

- A. 1200
- B. 1225
- C. 1500
- D. 500

Question #249Topic 1

Which of the following communicates from the program-level perspective "" a clear understanding and statement of the technical objectives and the end products, services, or results of the work to be performed?

- A. Scope statement
- B. Preliminary scope statement
- C. Program work breakdown structure
- D. Program charter

Question #250Topic 1

Which of the following is a conversation between one or more speakers centering on one specific topic?

- A. Feedback loop
- B. Presentation
- C. Survey
- D. Formal requirements review

Question #251Topic 1

What portion of the communications model could be defined as the translator?

- A. Receiver
- B. Medium

- C. Translator
- D. Sender

Question #252Topic 1

Which of the following is derived from a schedule model to meet the project execution plan and achieve management approval for use as a baseline?

- A. Updating
- B. Impacts
- C. Baseline schedule
- D. Dumping

Question #253Topic 1

The ____, an output of the define scope process, does document the process and criteria for accepting completed products.

- A. Statement of Work
- B. Contract
- C. Project scope statement
- D. Project management plan

Question #254Topic 1

Which of the following requires that all parties in the conflict must give up something?

- A. Barrier
- B. Problem solving
- C. Withdrawal
- D. Compromising

Question #255Topic 1

Which of the following defines how the project scope should be created, executed, monitored and controlled, and then validated?

- A. Scope variance plan
- B. Scope management plan
- C. Staffing management plan
- D. Schedule management plan

Question #256Topic 1

Which of the following component of the communication model is responsible for transferring the message between two or more entities?

- A. Sender
- B. Medium
- C. Decoder
- D. Receiver

Question #257Topic 1

Which of the following processes is must at the end of each project phase to determine the completeness of the project work and to gain the customer's acceptance to move the project forward?

- A. Scope verification
- B. Inspection of key results
- C. Quality control
- D. Phase gate review

Question #258Topic 1

Which of the following is the comparison of planned project results with actual project results?

- A. Variance analysis
- B. Cost-benefit analysis
- C. Statistical Sampling
- D. Trend analysis

Question #259Topic 1

Which of the following is a table of all stakeholders showing the mapping of which stakeholders will contribute information to other stakeholders?

- A. RACI Chart
- B. Communications Requirements Matrix
- C. Project scope statement
- D. Organizational Breakdown Structure

Question #260Topic 1

Which of the following is not a hygiene agent according to Frederick Herzberg theory?

- A. The chance to excel
- B. Job security
- C. A paycheck
- D. Clean and safe working conditions

Question #261Topic 1

Which of the following techniques is used to test customer acceptance of the solution and to measure marketplace demand?

- A. Interviews
- B. Market Survey
- C. Technology Assessment
- D. Prototyping

Question #262Topic 1

Which of the following displays the relative importance of the defects?

- A. Pareto diagram
- B. User Documentation
- C. Gantt chart
- D. Flowchart

Question #263Topic 1

Which of the following is responsible for preparing the business architecture, feasibility studies, and business cases?

- A. Security Administrator
- B. Developer
- C. Business analyst
- D. Project leader

Question #264Topic 1

Which of the following is a method of displaying the timelines of all the various subtasks that are involved in any project?

- A. Pie chart
- B. Scatter chart
- C. Activity network diagram
- D. Cost-benefit analysis

Question #265Topic 1

Which of the following can be used in root cause analysis?

- A. Pareto chart
- B. Data-flow diagram
- C. Gantt chart
- D. Fishbone diagram

Question #266Topic 1

Which of the following diagrams is known as Ishikawa diagram?

- A. Activity
- B. Data-flow
- C. Cost-Benefit
- D. Cause-and Effect

Question #267Topic 1

All of the following are examples of transference risk response except for which one?

- A. Warranties
- B. Performance bonds
- C. Life cycle costing
- D. Use of insurance

Question #268Topic 1

Which of the following represents the duration of activities against a calendar?

- A. Scatter chart
- B. Gantt chart
- C. Pie chart
- D. Pareto chart

Question #269Topic 1

Which of the following compares two or more systems, states, services, products, or things to determine the best viable choice?

- A. Benchmarking
- B. Risk Identification
- C. Risk analysis
- D. Cost-benefit analysis

Question #270Topic 1

Which of the following is described in the statement below?

"It shows the history and pattern of variation. It is a line graph that shows data points plotted in the order in which they occur. They show trends in a process over time, variation over time, or declines or improvements in a process over time. Trend analysis is performed using them."

- A. Cause and effect diagram
- B. Histogram
- C. Run chart
- D. Pareto chart

Question #271Topic 1

Which of the following is the process of defining and analyzing the dangers to individuals, businesses, and government agencies posed by potential natural and human-caused adverse events?

- A. Risk analysis
- B. Risk identification
- C. Risk management
- D. Risk communication

Question #272Topic 1

Which of the following process groups occurs at the beginning of the project?

- A. Executing
- B. Planning
- C. Initiating
- D. Controlling and Monitoring
- E. Closing

Question #273Topic 1

Which of the following defines how the project will be estimated, budgeted, and how changes to cost will be managed?

- A. Cost management plan
- B. Cost variance reports
- C. Control chart
- D. Coercive power

Question #274Topic 1

Which of the following techniques involves attempting to make and numerically determine the probability of various adverse events and measuring the likely extent of the losses?

- A. Risk analysis
- B. Qualitative risk analysis
- C. Risk assessment
- D. Quantitative risk analysis

Question #275Topic 1

Which of the following captures all of the activities within a business, the inputs and outputs of each activity, and the required resources to complete each activity?

- A. Business scenario
- B. Business process model
- C. Business architecture
- D. Business case

Question #276Topic 1

Which of the following is a graphical representation of roles and responsibilities of different project team members?

- A. RACI chart
- B. Pareto chart
- C. Resource histogram chart
- D. Organization chart

Question #277Topic 1

Which one of the following diagrams visualize the result of the root cause analysis study?

- A. Activity diagrams
- B. State diagrams
- C. Tornado diagrams
- D. Cause-and effect diagrams

Question #278Topic 1

The business process model is also known as _____.

- A. Organization model
- B. Activity model
- C. Relational model
- D. Data flow model

Question #279Topic 1

Which of the following techniques is used to divide a project into controllable parts?

- A. Gantt Chart
- B. Pareto Chart
- C. WBS
- D. CPM

Question #280Topic 1

Which of the following can be an effective tool during quality control to help determine the how the problem occurred?

- A. Rework
- B. Trend Analysis
- C. Flowcharting
- D. Pareto Diagram

Question #281Topic 1

Which of the following directs the improvement efforts to those areas that will have the biggest impact?

- A. Flowchart
- B. Gantt chart
- C. Pareto diagram
- D. User Documentation

Question #282Topic 1

Which of the following involves defining the various threats, determining the extent of vulnerabilities, and devising countermeasures against a possible attack?

- A. Qualitative risk analysis
- B. Risk analysis
- C. Risk assessment
- D. Quantitative risk analysis

Question #283Topic 1

Which of the following requirement attributes lacks any ambiguous characteristics?

- A. Understandable
- B. User Requirements Document (URD)
- C. Unambiguous
- D. Urgency

Question #284Topic 1

Which of the following charts is described in the statement below?

"It shows the causes of a certain event. A common use of this diagram is to identify potential factors causing an overall effect. It helps identify causal factors and contributing causes."

- A. Ishikawa
- B. Flowchart
- C. Process configuration chart
- D. Control chart

Question #285Topic 1

Which of the following processes measures the maturity level of the security program?

- A. Risk analysis

- B. Risk mitigation
- C. Risk assessment
- D. GAP analysis

Question #286Topic 1

A company that specialized in manufacturing vending machines for books has been in business for 10 years. As the e-book and online retailing grow, the company perceived that a change is required to respond to the new emerging market forces. However, the change should focus on reusability as much as possible to reduce expenses. After analyzing the current state with the business subject matter experts, the business analyst (BA) proposed investing in a new business line of vending machines that sell pay per use mobile device phone fast charging stations.

Due to the urgency of this change, the BA was asked to finalize requirements elicitation in the shortest possible time. Customers who want to utilize the pay per use mobile device fast charging stations may choose one of two features: fully charged (F1) or partially charged (F2). If partially charged is selected, the customer needs to specify their charging needs.

What is the relationship between F1 and F2?

- A. Validate
- B. Derive
- C. Depends
- D. Satisfy

Question #287Topic 1

A business analyst (BA) is facilitating a meeting between process owners to capture the business rules for a workflow solution. One of the attendees expresses a strong opinion that the solution will not deliver the expected value.

How will the BA ensure the process owner remains engaged and will support the change?

- A. Update the requirements
- B. Record the feedback and continue
- C. Review the future state
- D. Change the governance approach

Question #288Topic 1

A project's change in scope is assessed and a newly assigned business analyst (BA) is unsure how to communicate the findings and final decision to the wider stakeholder group.

In which of the following can the BA find this information?

- A. Stakeholder Communications Plan
- B. Business case
- C. Business policies
- D. Governance approach

Question #289Topic 1

A local manufacturer that serves about 1000 retail stores is experiencing a slow yet steady decrease of its customer base over the last couple of years. Attributing the situation to increased competition, management has hired a team of sales representatives to attract new clients and promote the manufacturer's products.

However, after four months there is still no progress. Management has engaged a business analyst (BA) to investigate this issue.

What should the BA do first?

- A. Perform market research to identify on which competitive advantages the sales team should focus
- B. Create a training program to close potential skill gaps for the sales team
- C. Review historic sales and related data to understand what is happening to the customer base
- D. Identify appropriate training providers and send out a request for proposal

Question #290 Topic 1

A new project has to implement a cyber security release in China, Italy, Germany, the United States, and Canada. The project is a \$5 million initiative and must 'go live' in production in all countries on the same day and time to be effective.

Which of the approaches mentioned is suitable for this project based on the size and complexity?

- A. An agile and iterative approach
- B. A waterfall and dynamic approach
- C. A kanban and predictive approach
- D. A proven and tailored analysis approach

Question #291 Topic 1

While defining what necessary conditions are required to achieve the business need for a highly regulated government client, a business analyst (BA) discovers that some legacy policies will either constrain or are insufficient to achieve value desired by the future state.

How should the BA proceed?

- A. Modify the solution to comply with the policies
- B. Identify an assumption about future state value
- C. Model two future states, one with and another without these policies
- D. Obtain approval to change the policies

Question #292 Topic 1

In performing the task of planning for business analysis governance for a software implementation project, the business analyst (BA) recommends that prioritization of requirements be done based on the amount of work that the project team is capable of delivering in a given period of time. Which of the following techniques is the BA recommending?

- A. Negotiation
- B. Grouping
- C. Time Boxing
- D. Budgeting

Question #293 Topic 1

A business analyst (BA) plans to hold a workshop next week to elicit requirements for a project. In an informal conversation, another employee mentioned that one of the attendees is likely to be unhappy about the project's impact on their work. Which of the following techniques will the BA use to avoid disrupting the workshop?

- A. Elicitation Activity Plan
- B. Collaborative Games
- C. Stakeholder List
- D. Risk Analysis and Management

Question #294 Topic 1

A business analyst (BA) at a regional bank has recently been assigned to assist on a project to expand into new markets. The chief executive officer (CEO) envisions the bank as a national brand and has asked the chief financial

officer (CFO) to monitor project progress closely. The project manager (PM) has asked the BAs on the team to recommend an appropriate business analysis approach.

Based on the nature of the project and the industry, which approach should they recommend?

- A. An unstructured approach utilizing informal team interaction, model-driven documentation standards, and iterative requirements development
- B. An agile approach with frequent team interaction, adaptive documentation standards, and iterative requirements development
- C. A moderate approach utilizing the bank's existing waterfall project lifecycle and documentation deliverables not requiring formal approval
- D. A formal approach with planned team interaction, agreed upon documentation deliverables requiring formal approval, and front-loaded requirements development

Question #295 Topic 1

While reviewing a subset of requirements with stakeholders, a business analyst (BA) finds a requirement that does not deliver benefit to any of the stakeholders.

After much discussion, the stakeholders decide that the requirement does not align with the solution scope.

What recommendation will the BA make?

- A. Update the solution design
- B. Re-evaluate the future state
- C. Change the solution scope
- D. Eliminate the requirement

Question #296 Topic 1

An innovative pizza restaurant announces a new pizza topping each week. Once advertised, the new topping on the regular dough constitutes the sole pizza type offered during the week. No other pizza toppings are offered.

Which of the following processes is a strong candidate to be addressed while planning for requirements reuse?

- A. Dough preparation
- B. Toppings preparation
- C. Topping recipes
- D. Ad images

Question #297 Topic 1

A business analyst (BA) is outlining who should participate in an upcoming requirements elicitation meeting.

From whom should the BA obtain approval before selecting the participants?

- A. Sponsor
- B. End user
- C. Project manager
- D. Subject matter expert

Question #298 Topic 1

A business analyst (BA) in a large financial institution, responsible for the management of requirements, has completed all the activities related to tracing requirements and is now pursuing to maintain them. The BA has identified a large number of requirements which have long term reuse and is now looking for guidance to manage these requirements.

Which of the following will indicate how requirements will be managed for reuse?

- A. Legal Regulatory Information

- B. Architectural Repositories
- C. Information Management Approach
- D. Business Rules Analysis

Question #299 Topic 1

A business analyst (BA) is in the process of allocating requirements to various releases of a solution. On what should the BA base requirements to maximize the value of the solution?

- A. Priority set by stakeholders
- B. Available resources
- C. Timing of the release and its impact on business
- D. Components in scope for that release

Question #300 Topic 1

A team is working on a user privilege and access control system. A business analyst (BA) selects use cases as the technique for requirements specification.

What is the relationship between use cases "Create a role" and "Find a role" when there is a high level of formality?

- A. Validate
- B. Derive
- C. Necessity
- D. Satisfy

Question #301 Topic 1

A business analyst (BA) works for a financial institution that wants to acquire new systems and migrate all future business operations to the new systems.

The BA is responsible for performing a gap analysis and has reviewed the current state of systems.

What is the next task that the BA needs to do to complete the gap analysis?

- A. Identify performance measures
- B. Define the future state capabilities
- C. Categorize risks factors
- D. Select the stakeholder engagement approach

Question #302 Topic 1

A business analyst (BA) has completed the prioritization of requirements with various risk-averse stakeholder groups. Several requirements conflict with a regulatory requirement that, if not implemented, will result in a fine from a regulatory body.

What should the BA do?

- A. Measure the value of the other requirements against the penalty of not meeting the regulatory requirement
- B. Compare the regulatory requirement to the recommended solution
- C. Determine a means to work around the regulatory requirement
- D. Inform the stakeholders that the regulatory requirement takes precedence over other requirements

Question #303 Topic 1

A large company has thousands of geographically dispersed employees and dozens of IT systems. Multiple business analysts (BAs) work in parallel on various requirements with different stakeholders. When considered in isolation, the requirements look meaningful and valuable to those who approved them. However, when it comes to implementation, some of the requirements appear to be contradicting each other. A lead BA recognizes that adding

some traceability information would help uncover such conflicts early in the process.
To what should the BA trace the requirements?

- A. Stakeholder tasks
- B. Business needs
- C. Organizational functions
- D. Solution components

Question #304Topic 1

A multi-domain project has stakeholders with different technical backgrounds. The presentation prepared by the business analyst (BA) for domain 1 was also used for domain 2 but the presentation was not clear and caused concerns for stakeholders in domain 2.

What can the BA do to alleviate the concerns of the stakeholders in domain 2?

- A. Create a survey applicable for the stakeholders in domain 2.
- B. Produce an estimation applicable for the stakeholders in domain 2.
- C. Present a model applicable for the stakeholders in domain 2.
- D. Develop a backlog applicable for the stakeholders in domain 2.

Question #305Topic 1

The objective of a solution implemented was to increase the number of customer calls resolved per hour.

When using basic statistical sampling concepts, what does the business analyst (BA) need to consider?

- A. Metrics and Key Performance Indicators (KPIs)
- B. Frequency and Timing
- C. Financial Analysis
- D. Benchmarking and Market Analysis

Question #306Topic 1

A sports wristwatch product manufacturer wants to add a blood sugar monitoring toolkit to the watch. Market research has confirmed that the most profitable segment of the manufacturer's target customer is looking for this feature.

The business analyst (BA) worked with the product owner to finalize the set of requirements and design options and then defined multiple approaches for implementing the feature. At this point, the solutions' team agreed that they were unable to accurately assess the merits of each of the proposed solutions.

What is the possible reason?

- A. Requirements are not allocated to solution components
- B. Too many approaches are dividing the team
- C. Business needs are unclear to the team
- D. Requirements and design options are not detailed enough

Question #307Topic 1

The performance of the business analysis team has been reviewed by management to determine areas for improvement. The manager would like to help the business analysts (BAs) develop their skills and address the corrective actions.

What is a technique that may help achieve this goal?

- A. Lessons learned
- B. Team restructure
- C. Weekly meetings
- D. Team building

Question #308Topic 1

The stakeholders are interested in ensuring that expected value is assessed prior to acceptance. To determine if the solution is providing expected value and ensure the accuracy of the measurements, the stakeholders and the business analyst (BA) determine that they need to measure _____.

- A. benefits, penalties, and costs.
- B. strategy, solution, and scope.
- C. impacts, problems, and dependencies.
- D. performance, trends, and variances.

Question #309Topic 1

A card printing solution is comprised of 4 stages: Loading, Printing, Packaging and Sorting. Loading and sorting of cards is done manually through operators, while printing and packaging are automated. The loading stage requires the operator to load 100 cards after an alarm is raised. Sorting requires an operator to distribute each package based on the printed address into the appropriate delivery box.

Which stage should be assessed as the most likely to increase process inefficiencies?

- A. Loading
- B. Packaging
- C. Sorting
- D. Printing

Question #310Topic 1

A large health care provider has recently purchased and installed a solution that automates some of the activities that coordinate patient recovery activities. A business analyst (BA) is in the process of evaluating this solution and analyzing the performance measures against the value it brings. At this juncture, the BA has uncovered some threats in the solution which could hamper its performance and erode the value it brings.

Which technique will enable the BA to record and handle these on an ongoing basis?

- A. Risk Analysis and Management
- B. Root Cause Analysis
- C. Solution Performance Analysis
- D. Solution Scope

Question #311Topic 1

An insurance company has two actuarial teams: Life and Non-Life. The Life team has a specialized tool to make their calculations while the Non-life team performs calculations manually. Last year the company bought a single solution to support both groups. The Non-Life team continues to do certain calculations manually to conform to their

processes.

Which type of analysis was missed prior to purchasing a solution?

- A. Operational assessment
- B. Organizational structure
- C. Stakeholder impact analysis
- D. Stakeholder location

Question #312Topic 1

A business analyst (BA) is working on a stakeholder collaboration plan. The main goal is to select the approaches that work best to meet the needs of external and internal stakeholders.

Which aspects should be taken into account?

- A. Collaboration skills of BA
- B. Solution design
- C. Timing and frequency of collaboration
- D. Business governance plan

Question #313Topic 1

While validating requirements for a software implementation project, the business analyst (BA) needs to identify scenarios that would alter the benefit delivered by a requirement.

Which of the following techniques should the BA use to identify such scenarios?

- A. Risk Analysis and Management
- B. Metrics and Key Performance Indicators
- C. Data Modeling
- D. Document Analysis

Question #314Topic 1

In a software implementation project, the designated business analyst (BA) has conducted all the elicitation activities and now needs to confirm the elicitation results.

What is used by the BA Professional to guide which sources of information and which results are to be compared?

- A. Information management approach
- B. Business analysis plan
- C. Elicitation activity plan
- D. Business analysis approach

Question #315Topic 1

A big construction company has grown into a group of 17 companies spread across the country. The rationale behind forming the group was to become more competitive in bidding for federal and regional government contracts.

Another reason was to increase consolidated profitability by lowering the cost of materials and using combined assets more efficiently. Disjointed technological capabilities of the individual companies impede gathering the data needed to make decisions on both handling materials and allocating the resources.

What improvement opportunity does this represent?

- A. Create a business model canvas to outline business needs
- B. Deploy a new system across the companies
- C. Enhance access to the relevant information

- D. Develop a repository of information from each company

Question #316Topic 1

A software company has won a contract to implement its product for a client. As part of the implementation work, a business analyst (BA) is asked to compile information about the other client applications that will integrate with the new system and provide the information graphically. To establish the boundaries of the new system, the business leaders need to know the interfacing client applications and the type of information that will be exchanged between the existing and new systems.

Which type of diagram should the BA use?

- A. Process
- B. Sequence
- C. Activity
- D. Context

Question #317Topic 1

Contracts are currently managed by more than 20 contract owners across the organization, each happily managing in their own way. A business analyst (BA) is tasked to elicit requirements for centrally managing software maintenance and license contracts.

Which of the following does the BA need to carry out first?

- A. Identify business requirements
- B. Identify future state conditions
- C. Recommend an off the shelf product
- D. Complete an enterprise readiness assessment

Question #318Topic 1

An online stock trading system is under implementation.

Which of the following events can be considered as a trigger for re-prioritization?

- A. A team member has left the project and is being replaced
- B. A new initial public offering in the stock market is introduced
- C. Further dependencies among solution components are uncovered
- D. Number of reported quality defects is growing through phases

Question #319Topic 1

The business sponsor of a project to automate a high risk, high profile process has expressed concerns that some activities people perform will be missed. The business analyst (BA) has already created a process flow with associated user stories.

Which of the following actions will address the sponsor's concerns?

- A. Record the concerns in the risk register
- B. Schedule a formal review with the stakeholders
- C. Demonstrate traceability to the business case
- D. Review the final approved elicitation results

Question #320Topic 1

Whilst working on business requirements to improve a process, a business analyst (BA) has created flowcharts from the viewpoint of several different users. The stakeholders have expressed some confusion because the flows seem

inconsistent.

What ensures that the process models relate to each other?

- A. Roles and Permissions Matrix
- B. Organizational Model
- C. Future State Description
- D. Information Architecture

Question #321 Topic 1

The business analyst (BA) has been tasked with assessing and recommending the best solution that fits an organization's need for a new third-party sales tool.

What technique would be used for identifying suitable options?

- A. Balanced scorecard
- B. Decision analysis
- C. Vendor assessment
- D. Process analysis

Question #322 Topic 1

A business analyst (BA) is defining the decision making process for changes raised during a project and wants to understand the decision making authorities within the company.

What might the BA do to gather this information?

- A. Market analysis
- B. Focus group
- C. Survey
- D. Cost benefit analysis

Question #323 Topic 1

A company wants to launch an existing product in another channel and the business analyst (BA) is starting to perform the stakeholder analysis.

Stakeholders		Influence	Impact	Role
Business Area	Name			
Commercial	AAB	3	5	Confirms Elicitation results;
				Solution Validation;
				(...)
Marketing	AAC			Requirements Definition;
				Confirms Elicitation results;
				Solution Validation;
Training	ABC	1	3	(...)
				Develop a tailored one day training
				to be delivered on an agreed date

Legend: Influence/Impact 1 to 5 (1 = very limited impact/influence; 5 = very high impact/influence).

Considering the analysis, what values for influence and impact will the BA assign to the marketing?

- A. Influence = 3 and impact = 3
- B. Influence = 1 and impact = 3
- C. Influence = 3 and impact = 1
- D. Influence = 5 and impact = 5

Question #324 Topic 1

A business analyst (BA) facilitated elicitation activities with subject matter experts and end users using observation, workshops, and interviews.

After comparing the results, how should the BA resolve the variations?

- A. Identify a few key stakeholders to resolve the conflicts
- B. Set up additional activities to collaboratively resolve the issues
- C. Remove requirements that cause differences
- D. Weight the results from the observation because it is more reliable

Question #325 Topic 1

The business analyst (BA) is facilitating a requirements workshop with a large group of diverse stakeholders, some of whom are not entirely familiar with the goals and objectives of the project.

The BA must understand the business domain, corporate culture, group dynamics, and expected outputs to adequately communicate the _____.

- A. change strategy.
- B. requirements prioritization.
- C. elicitation scope.
- D. enterprise architecture.

Question #326 Topic 1

A business analyst (BA) has been writing requirements for a project that has several stakeholders with varying levels of product expertise.

What must the BA take into consideration to meet stakeholder perspectives?

- A. The competency of individual stakeholders
- B. The format of the requirements
- C. The types of diagrams produced
- D. The level of decomposition needed

Question #327 Topic 1

A business analyst (BA) has been coordinating several meetings with stakeholders to reach consensus regarding the solution design to implement a global currency exchange system for an international bank. Consensus has not been reached yet, although BA has great communication skills and is trusted by all stakeholders. The stakeholders formally approved the business need initially.

Why is there disagreement?

- A. The requirements are interpreted differently by each stakeholder.
- B. The requirements are incorrectly traced.
- C. The approval authority for the solution is unclear.
- D. More solution alternatives need to be generated.

Question #328 Topic 1

As part of defining the business analysis approach for a project, the business analyst (BA) identifies the key stakeholders responsible for upcoming activities for the initial phase. The BA emails each of these stakeholders and asks when they can be finished. One stakeholder does not reply, one angrily comments that it is not their job and is too busy, and two respond saying that they do not understand what is being asked of them.

What competencies can the BA draw on that would best assist with getting agreement from all these stakeholders?

- A. Personal accountability, time management, demonstrated trustworthiness
- B. Negotiation, conflict resolution, effective communication
- C. Industry knowledge, solution knowledge, organization knowledge
- D. Learning, creative thinking, problem solving

Question #329 Topic 1

A business analyst (BA) has engaged various groups from across the organization to define the business opportunity a potential project will address. The BA must consolidate the information collected from the groups.

The BA should ensure the business needs _____.

- A. are traceable to their source stakeholders.
- B. are articulated from the enterprise perspective.
- C. describe the potential solutions that they will satisfy.
- D. have minimal risk associated with them.

Question #330 Topic 1

In a requirements elicitation effort, the business analyst (BA) needs to define boundaries for business domains, categorize and create a hierarchy of items, and show data sources and their relationships for specific audiences.

Which of the following modeling formats should the BA use?

- A. Diagrams
- B. Graphics
- C. Matrices
- D. Prototype

Question #331 Topic 1

An organization implements a solution to increase the efficiency of its internal processes. The business analyst (BA) felt that the success of the solution is tied to the organizational structure and confirmed that the solution conforms to the organizational hierarchy. After the solution rolled out, the solution was not widely adopted among stakeholders and some features were not being utilized.

Which aspect of the organizational structure did the BA fail to consider?

- A. Reporting needs
- B. Manager ratios
- C. Informal relationships
- D. Structural complexity

Question #332 Topic 1

During a prioritization meeting, a business analyst (BA) mentioned that the access management system requirements are not stable. The project manager and a team lead proposed removing the requirements from discussion. A domain subject matter expert (SME) insisted on making that requirement a high priority, because it is really important from

their point of view.

What should the BA do?

- A. Make the requirement a lower priority to minimize unanticipated rework and wasted effort
- B. Set the requirements at a high priority to adhere to the SME's point of view
- C. Remove the requirement from the project
- D. Leave priority unfilled for these requirements

Question #333 Topic 1

A company has a process improvement initiative that is projected to increase revenue by \$150,000 USD non-compounded per year. The budgeted cost of the initiative is \$200,000 and supporting the initiative will cost \$30,000 for years two and three.

What is the projected return on investment over the first 3 years?

- A. 44%
- B. 73%
- C. 40%
- D. 51%

Question #334 Topic 1

A business analyst (BA) is reviewing the performance results from a recent change initiative. One of the results stated, "The planned schedule expected 50% of the project to be done at milestone 6. The schedule performance index (SPI) was .87. Three project team members worked overtime to ensure that the actual schedule would align with the planned schedule."

This is an example of what type of action?

- A. Engagement
- B. Preventive
- C. Corrective
- D. Improvement

Question #335 Topic 1

A team of business analysts (BAs) were assigned to review an enhancement request that would involve changes in a stockroom and the inventory of products.

The changes will impact several groups of people and the amount of savings is in excess of \$1 million dollars. The recommended process improvement will be presented to management for approval.

What should the team do first?

- A. Create a business case
- B. Produce an organizational model
- C. Define the change strategy
- D. Validate the cost savings

Question #336 Topic 1

A floral company wants to gather information about each of its 30 international facilities to determine whether employees are satisfied with their jobs.

Which of the following elicitation techniques should the business analyst (BA) use?

- A. Survey
- B. Decision analysis

- C. Observation
- D. Concept modelling

Question #337 Topic 1

A business analyst (BA) has been assigned to manage the ongoing stakeholder collaboration after completing a project. The BA needs to understand the stakeholders' level of satisfaction and wants to offer stakeholders an opportunity to help improve the working relationships based on this information.

Which technique should the BA use?

- A. Risk analysis and management
- B. Brainstorming
- C. Collaborative games
- D. Lessons learned

Question #338 Topic 1

During a requirements review, the implementation subject matter expert (SME) identified the requirement 'parsing of data' that must be implemented before other requirements. The business analyst (BA) has given this requirement high priority.

What factor influenced the prioritization of the requirement?

- A. Data Dictionary
- B. Constraint
- C. Dependencies
- D. Risk

Question #339 Topic 1

A business analyst (BA) is developing an approach for information management. The BA needs to identify and categorize which information is to be managed.

Which of the following techniques should the BA use to achieve this objective?

- A. Item Tracking
- B. Observation
- C. Prototyping
- D. Mind Mapping

Question #340 Topic 1

After releasing its beta version of a travel assistance mobile application, a travel company has received feedback from a public survey proposing new features.

The company is struggling with the large number of ideas and would like to make a decision on which to consider in the next implementation cycle.

Which of the following considerations should be used first for filtering ideas?

- A. Measurability of customer satisfaction
- B. Cost of implementation
- C. Alignment with solution scope
- D. Time to market

Question #341 Topic 1

A business analyst (BA) has been given a defect during user acceptance testing. After analyzing the defect, the BA

determines it is a change in the requirement.

What does the BA need to do to assess the change?

- A. Close the defect "working as designed"
- B. Evaluate the risk analysis and management information
- C. Perform a root cause analysis
- D. Conduct an impact analysis using traceability

Question #342 Topic 1

A business analyst (BA) is planning for an upcoming solution based on a signed contract with a client but has learned that one of the key subject matter experts is unavailable during the first half of the business analysis phase. The project has a tight timeline and firm deadline that is part of the contract. There are no substitutes for the key subject matter expert.

How should the BA proceed?

- A. Change the solution scope by removing the subject matter expert's component and obtain approval on the new scope
- B. Reduce the schedule to coincide with the subject matter expert's availability and reduce the formality for requirements
- C. Document the contract terms as a risk and adjust the contract costs to plan for the changes/rework
- D. Identify the missing stakeholder as a risk and recommend an adaptive approach for the analysis phase

Question #343 Topic 1

The business analyst (BA) is preparing to determine the impact of various risks associated with the business analysis effort currently underway.

Which of the following would the BA use as an input into the assessment of risk?

- A. Defined change strategy
- B. Analysis of potential value of the recommended solution
- C. List of prioritized requirements
- D. Unconfirmed results of elicitation activities

Question #344 Topic 1

A project is implemented using a predictive approach. Unfortunately, a lot of change requests (CR) have been raised. A project manager (PM), who should approve each change request, is overworked.

What could the business analyst (BA) propose to make things better?

- A. Approve the CRs independently for the PM
- B. Transfer responsibility from the PM to a project's sponsor
- C. Revisit the Business Analysis Governance approach
- D. Decline CRs because of the approach

Question #345 Topic 1

A company finalized the implementation of a new, corporate-wide database. After nearly three months of operation, the solution is repeatedly producing invalid outputs. A business analyst (BA) has been asked to investigate the solution's problem. The BA has been able to find several instances where the outputs from the solution are below an acceptable level of quality.

Which of the following techniques should the BA use to identify the solution limitations?

- A. Risk Analysis and Management

- B. Root Cause Analysis
- C. Acceptance and Evaluation Criteria
- D. Business Rules Analysis

Question #346 Topic 1

A business analyst (BA) wants to estimate the potential value delivered by a set of requirements and design options by targeting a small group of stakeholders to understand their perceived value and expectations. The BA is going to organize a discussion during which feedback is collected.

Which technique will be used?

- A. Focus Group
- B. Brainstorming
- C. Survey
- D. Group interview

Question #347 Topic 1

A business analyst (BA) has just completed a number of elicitation activities and is preparing to review the stated requirements. As part of this, the BA is checking the compliance of the stated requirements with organizational standards for business analysis.

What state is the BA attempting to move the requirements into?

- A. Validated
- B. Verified
- C. Accepted
- D. Specified

Question #348 Topic 1

Several risks were identified for an upcoming change initiative. One risk is related to a slippage concern because of loose gravel at the local site of the change initiative. The business analyst (BA) has recommended that all on-site stakeholders must wear durable, slip-resistant boots while the change initiative is being executed.

This is an example of which type of risk treatment?

- A. Transfer
- B. Mitigate
- C. Accept
- D. Avoid

Question #349 Topic 1

Most users of a pilot application have experienced more efficient processing compared to the old system. However, the business analyst (BA) has observed that a few people took much longer to complete the process. The system event log shows that those users encountered errors when they attempted to sign on.

Which of the following would the BA recommend to improve overall performance?

- A. Sent a reminder to all users of their user ID and password
- B. Automate the login process
- C. Gather more information from the individuals who had errors
- D. Extend the pilot to more people

Question #350 Topic 1

The business analyst (BA) is not having great success scheduling stakeholder meetings. Stakeholders say they are

too busy or there are higher priority meetings on their calendars. The BA is concerned, knowing that stakeholder availability, attitude, and willingness to engage will impact the timeliness of project delivery as well as the _____.

- A. test execution.
- B. approval process.
- C. requirements reuse.
- D. risk analysis process.

Question #351 Topic 1

After the new report "Customer Sales by Date" was deployed last week, the sales team is now unable to generate the previously existing report "Consolidated

Sales by Customer, " which is causing customer dissatisfaction.

What could the business analyst (BA) have assessed to prevent this situation?

- A. Current state and stakeholder needs
- B. Solution assessment results
- C. Strengths, weaknesses, and threats
- D. Balanced scorecard

Question #352 Topic 1

As part of identifying an enterprise's capability to adopt a potential solution, a business analyst (BA) is reviewing existing processes and tools within the enterprise for their ability to adapt to a new solution.

Which of the following assessments is the BA performing?

- A. Stakeholder
- B. Enterprise
- C. Organizational
- D. Operational

Question #353 Topic 1

Stakeholders have indicated concerns with the level of uncertainty they are willing to accept with the solution.

What type of analysis can the business analyst (BA) use to alleviate these concerns?

- A. Gap
- B. Financial
- C. Requirements
- D. Risk

Question #354 Topic 1

A leading software manufacturing company has appointed a business analyst (BA) to ensure that requirements are managed effectively and efficiently. The BA discovered some missing functionality as well as some implemented functionality which are not supported by requirements.

Which of the following tasks did the BA use to discover the issues?

- A. Define requirements architecture
- B. Elicit requirements again
- C. Evaluate requirement changes
- D. Trace requirements

Question #355 Topic 1

An organization has a procedure for receiving requests from its customers: investigating each and then replying with an answer. The general manager asks a business analyst (BA) to identify ways to improve the current practice because it takes too long for the requests to be answered.

Which of the following techniques will the BA use to review the tasks?

- A. Data Modeling
- B. Business Case
- C. Item Tracking
- D. Process Analysis

Question #356 Topic 1

A solution implemented three months ago has decreased performance as the volume of transactions has increased. A business analyst (BA) is tasked with analyzing the performance of the application and providing recommendations.

What actions does the BA need to take?

- A. Develop new performance metrics
- B. Complete a decision analysis
- C. Perform a root cause analysis
- D. Re-analyze the current performance metrics

Question #357 Topic 1

A business analyst (BA) is running a workshop with a group of stakeholders to understand the requirements for a change that the company is planning to implement.

What important factor does the BA need to understand to ensure the workshop remains focused on the topic in question?

- A. Future state
- B. Assets
- C. Scope
- D. Risk register

Question #358 Topic 1

A business analyst (BA) elicits requirements for the sales order processing of multiple product lines. Elicitation reveals that the business processes for the sales orders of most products follow similar activity patterns that have been established over a number of years. Some of the new proposed seasonal products, however, will necessitate major variations in the process flow of some departments. The seasonal products are likely to be different every year. The business needs to carefully adapt its business practices so that the significant but seasonal variations in some of the business processes for the new products are handled adequately without disrupting the processes for the other established products.

Which of the following approaches must the BA take to manage the requirements for sales order processing in the long term?

- A. Reference specific departments in the requirements for the seasonal products
- B. Reference specific departments in the requirements for the established products
- C. Use a high level of abstraction for the seasonal products to make them less subject to revision during a change
- D. Use a high level of abstraction for the established products to make them less subject to revision during a change

Question #359 Topic 1

A business analyst (BA) is preparing to specify requirements. Various attributes can be specified for each requirement or set of requirements.

Which approach contains a suitable set of attributes?

- A. Stakeholder Engagement
- B. Information Management
- C. Business Analysis
- D. Governance

Question #360 Topic 1

A business analyst (BA) was presenting requirements to all stakeholders, after having reviewed, structured and organized the requirements. The requirements were being presented in the form of multi layered business process models, using standard notations with proper sequencing of tasks. During the presentation, the project manager points out a few of the missing, inconsistent, and contradictory requirements.

What did the BA fail to perform?

- A. Use template architecture
- B. Develop the solution scope
- C. Accommodate requirement viewpoints
- D. Ensure completeness

Question #361 Topic 1

A business analyst (BA) works for an organization that is moving from a waterfall methodology to an agile approach. This causes new challenges and opportunities for the BA.

Which business analysis planning and monitoring element is most impacted by the organization's change?

- A. Timing of business analysis work
- B. Conflict and issue management
- C. Technology and infrastructure
- D. Solution scope

Question #362 Topic 1

The technology team at a financial institution has successfully constructed a software application to be deployed as part of a digital banking strategy. A business analyst (BA) has completed a review of the current state description and now needs to evaluate the solution and determine limiting factors for value realization.

What additional input is required to perform the assessment of enterprise limitations?

- A. Operational assessment
- B. Potential value
- C. Solution performance analysis
- D. Organizational structure

Question #363 Topic 1

A company that specialized in manufacturing vending machines for books has been in business for 10 years. As the e-book and online retailing grow, the company perceived that a change is required to respond to the new emerging market forces. However, the change should focus on reusability as much as possible to reduce expenses. After analyzing the current state with the business subject matter experts, the business analyst (BA) proposed investing in a new business line of vending machines that sell pay per use mobile device phone fast charging stations.

Due to the urgency of this change, the BA was asked to finalize requirements elicitation in the shortest possible time. By proposing this change, what type of view did the BA use to analyze the current manufacturer's state?

- A. Data-centric
- B. Capability-centric
- C. Process-centric
- D. People-centric

Question #364Topic 1

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- A. Experiment
- B. Collaborative
- C. Estimation
- D. Research

Question #365Topic 1

An insurance company wants to increase sales by 15% and customer retention by 10% within 1 calendar year. Various strategies to achieve this were considered and a restructure to the existing pricing model is selected to help achieve these goals. A business analyst (BA) works with stakeholders such as actuaries, product specialists, sales staff, risk managers, and underwriters who agree to applying varying levels of discounts to customers based on:
"¢ Total annual premium the customer has with the company (Financial worth)
"¢ Time with the insurance company (Loyalty)
Various financial models are considered but the stakeholders agree that an initial applicable discount is determined based on the customer's overall premium:

Total Annual Premium	Maximum Discount Possible
\$17,000+	−15%
\$14,001 - \$17,000	−14%
\$11,001 - \$14,000	−12%
\$9,001 - \$11,000	−10%
\$7,001 - \$9,000	−7.5%
\$5,001 - \$7,000	−5.5%
\$3,001 - \$5,000	−4%
\$2,001 - \$3,000	−3%
\$1001 - \$2,000	−2%

The percentage of the maximum possible discount available to the customer is adjusted based on time with the company:

Time with company (years)	Percentage of total discount
0	65%
1	73%
2	80%
3	85%
4	95%
5+	100%

If within the first six months, customer retention increased by 5 % and sales increased by 6%, then when will the desired sales and retention goals be achieved assuming the trend continues at the same pace?

- A. Sales "" 2 years; Retention "" 18 months
- B. Sales "" 3 years; Retention "" 1 year
- C. Sales "" 2.5 years; Retention "" 2 years
- D. Sales "" 18 months; Retention "" 1 year

Question #366 Topic 1

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2	80%
3	85%
4	95%
5+	100%

Which technique would the BA use to validate the desired outcomes?

- A. Business model canvas
- B. Decision analysis
- C. Key performance indicators

- D. Use cases

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0	65%
1	73%
2	80%
3	85%
4	95%
5+	100%

What did the BA create to ensure that everyone who needed to be included had been?

- A. Onion diagram
- B. Concept model
- C. Capability diagram
- D. Context model

Question #368Topic 1

An insurance company wants to increase sales by 15% and customer retention by 10% within 1 calendar year. Various strategies to achieve this were considered and a restructure to the existing pricing model is selected to help achieve these goals.

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1	73%
2	80%
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5+	100%

As the new pricing structure was being implemented, the chief executive officer (CEO) of the company wanted to change the premiums and associated discounts offered to customers. The BA investigated the cost, anticipated benefits and the length of time the change would likely take to complete before presenting the results back to the CEO.

What type of analysis has the BA just conducted?

- A. Impact
- B. Capability
- C. Market

- D. Document

Question #369 Topic 1

A financial institution engaged in mortgage lending has embarked on a business process improvement initiative to eliminate the activities that hinder growth to ultimately improve the success rate of its mortgage business. As a benchmark for identification, the institution is keen on improving any business process that has less than a 75% success rate. The institution has appointed a business analyst (BA) to review the business transactions for the processes of origination, payments, and closures, as well as identify opportunities for improvements and recommend solutions.

The BA has collected the following information over the last three months pertaining to these business processes:

"¢ All the business processes are at their maximum capacity in terms of the current number of transactions.

"¢ Each business process has a certain number of rejects and the reasons for rejection include documentation, verification, collateral, and funding. Funding rejects occur when the bank's customers have failed to make payment of their mortgage processing fee or mortgage closure payment.

The BA has also recommended the use of documentation checklists as a solution to eliminate the documentation rejects.

Process Name	No of Transactions	Number of Rejects by Reason					Total Successes	Success Rate
		Documental on Rejects	Verification Rejects	Collateral Rejects	Funding Rejects	Total Rejects		
Mortgage Origination Process	450	55	38	27	15	135	315	70%
Mortgage Payment Process	400	25	0	0	25	50	350	87.50%
Mortgage Closure Process	30	3	0	0	3	6	24	80%

If the financial institution always works at full capacity month to month and the new success rate continues to remain the same after implementing the BA's recommendation, what is the average number of successes per month for the mortgage closure process, if the current process capability were increased by 50%?

- A. 15
- B. 14
- C. 12
- D. 11

Question #370 Topic 1

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If an additional recommendation to reduce Verification Rejects by 50% were to be introduced into the mortgage origination process, what is the potential success rate of the mortgage origination process?

- A. 86%
- B. 83%
- C. 70%
- D. 74%

Question #371 Topic 1

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Which of the following business processes can be identified for the process improvement initiative?

- A. Mortgage payment process
- B. Mortgage origination process
- C. Mortgage closure process
- D. Collateral verification process

Question #372 Topic 1

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Assuming the BA's recommendation to be true, what will be the new success rate of the mortgage closure process?

- A. 90%
- B. 85%
- C. 10%
- D. 20%

Question #373 Topic 1

A popular department store chain wants to make computer upgrades as well as conduct a major remodeling effort to increase revenue to all their 100 stores over the next 2 years. The remodeling will occur in two phases. The two phases are required at each store and can be completed in any order, but each phase must be fully completed before the next phase can begin. Phase 1 will take approximately 32 weeks and will not require a store to be temporarily closed. Phase 2 will take approximately 20 weeks and will require a store to be temporarily closed.

In order to keep inventory level and total revenue for the department store chain at an operational level, 75% of the stores must remain open to the public at all times. Against the board of director's advice, the Chief Executive Officer (CEO) made a decision to start and complete the top 25 revenue-producing stores in the first year to get those stores remodeled and fully operational.

A business analyst (BA) has been brought in to help with planning the project and gathering requirements.

What activity should the BA do to determine which stores will be the first to start the renovations?

- A. Perform document analysis for stores annual records
- B. Survey store managers for number of customers per day
- C. Conduct a focus group with store managers to determine which should be first
- D. Brainstorm with store managers on the current state of each store

Question #374 Topic 1

A popular department store chain wants to make computer upgrades as well as conduct a major remodeling effort to increase revenue to all their 100 stores over the next 2 years. The remodeling will occur in two phases. The two

phases are required at each store and can be completed in any order, but each phase must be fully completed before the next phase can begin. Phase 1 will take approximately 32 weeks and will not require a store to be temporarily closed. Phase 2 will take approximately 20 weeks and will require a store to be temporarily closed.

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A business analyst (BA) has been brought in to help with planning the project and gathering requirements.

Based on the CEO's executive decision, which risk tolerance attitude is the CEO exhibiting?

- A. Seeking
- B. Avoidance
- C. Mitigation
- D. Neutrality

Question #375 Topic 1

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A business analyst (BA) has been brought in to help with planning the project and gathering requirements.

What tool will help the BA understand the changes needed to keep the majority of the stores open?

- A. Capability Model
- B. Business capability analysis
- C. Transition State Diagram
- D. Stakeholder Matrix

Question #376 Topic 1

A business unit of a transnational manufacturer wants to implement a robust process for addressing integrity-critical equipment deterioration incidents. Timely and complete resolution of such incidents is vital for the business unit's continuous safe and profitable operation. Treating each incident involves many employees from different departments extensively collaborating and exchanging information. That information is spread across multiple systems having their access limited to particular user groups. With the current manual process, some incidents get forgotten and remain unresolved for years.

The project's Sponsor is an Equipment Integrity and Reliability Advisor, who moved into this position from another business unit. That business unit implemented a proprietary application to integrate the information and to assist in tracking and managing the incidents. Having a positive experience with the application, the Sponsor is suggesting to customize it and reuse in the new business unit.

The business unit's Enterprise Architect (EA), who is responsible for assessing solution options and presenting them to executive decision makers, has a few concerns with adopting the existing application. The application uses point-to-point interfaces with other data sources whereas the business unit's target architecture relies on a data warehouse-based integration. Moreover, the two business units use different legacy systems, as well as different front-end implementation technologies. Additionally, the existing application is monolingual, while the business unit needs

user interfaces and some data to be presented in two languages. With all of this, it may be easier to build a new application from scratch than to customize the existing one. To understand which option is better, the EA asks a business analyst (BA) to define business requirements.

Through the elicitation process, the BA identifies the following requirement: "Particular incident-related activities require approval by authorized personnel before beginning them, as well as confirmation of acceptance of their completion."

What kind of asset should the BA provide to fully specify the approval requirement?

- A. A process diagram
- B. A RACI matrix
- C. A use case model
- D. A business rule

Question #377 Topic 1

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With the team ready to consider design options, they are reviewing the following requirement: "Appropriate stakeholders shall be timely and reliably notified on incident-related events."

What quality criteria does this requirement fail to satisfy?

- A. Consistent
- B. Complete
- C. Atomic
- D. Understandable

Question #378 Topic 1

A business unit of a transnational manufacturer wants to implement a robust process for addressing integrity-critical equipment deterioration incidents. Timely and complete resolution of such incidents is vital for the business unit's continuous safe and profitable operation. Treating each incident involves many employees from different departments extensively collaborating and exchanging information. That information is spread across multiple systems having their access limited to particular user groups. With the current manual process, some incidents get forgotten and remain unresolved for years.

The project's Sponsor is an Equipment Integrity and Reliability Advisor, who moved into this position from another

business unit. That business unit implemented a proprietary application to integrate the information and to assist in tracking and managing the incidents. Having a positive experience with the application, the Sponsor is suggesting to customize it and reuse in the new business unit.

The business unit's Enterprise Architect (EA), who is responsible for assessing solution options and presenting them to executive decision makers, has a few concerns with adopting the existing application. The application uses point-to-point interfaces with other data sources whereas the business unit's target architecture relies on a data warehouse-based integration. Moreover, the two business units use different legacy systems, as well as different front-end implementation technologies. Additionally, the existing application is monolingual, while the business unit needs user interfaces and some data to be presented in two languages. With all of this, it may be easier to build a new application from scratch than to customize the existing one. To understand which option is better, the EA asks a business analyst (BA) to define business requirements.

The EA wants to understand whether the integration capabilities of the existing solution match the business unit's IT landscape. The requirement definition that the

EA needs should read as, "Each record of an incident shall _____."

- A. be associated with the unit of equipment to which it belongs."
- B. include the associated equipment's information from the asset management system."
- C. contain the ID of the equipment to which it belongs."
- D. be related to a unit of equipment using the Equipment ID stored in the asset management system."

Question #379 Topic 1

A health insurance provider undertakes enhancements to its mobile application platform and finalizes the following capabilities as part of the scope of the next release:

I. Ability to integrate online maps and global positioning system (GPS) technology with the mobile application in real time to display location of service providers in the subscriber's vicinity that participate in the subscriber's plan network.

II. Ability for the subscriber to lookup the service providers by specifying either a postal code or a search area radius in miles.

III. Ability for the subscriber to initiate the download of fee information for one or more service providers in a single request.

Through requirements workshops the business analyst elicits the following detailed business requirements:

1. The company's mobile application platform must support real time integration with the following third party systems:

A) GPS System -

B) Postal Code Validation -

2. The service providers available for selection must participate in the subscriber's medical plan network as of the current system date.

3. The map display shall highlight the boundary of the search area with a dotted yellow line.

4. The extent and shape of the search area shall be determined based on one of the following user choices:

A) Postal code "" Subscriber location acquired from GPS shall be used to determine and populate the related postal code as the default postal code with options for the user to change the postal code.

B) Radius for the search area around the subscriber's location, that will have default value of 5 miles. The radius can be changed by the subscriber with a maximum range of 50 miles.

5. Subscriber shall be able to select one of the options above and supply corresponding input.

6. System shall validate the user input and display appropriate error messages if invalid.

7. Based on the inputs and the plan of the subscriber, the system shall retrieve information for the participating

service providers that are located within the designated search area.

8. System shall display a map including visual markers to indicate locations of the service providers in the top half of the device screen and a list of the same service providers in the bottom half of the device screen.

9. The list of service providers shall include the Name, Phone Number and Street Address.

10. If the subscriber specified the radius or retained the default postal code for the search area, the list shall additionally include the approximate driving distance in miles from the subscriber's last registered location and the list shall be sorted in the ascending order of the driving distance.

11. The subscriber shall be able to select a service provider either from the list or from the map and download a document that contains the name, contact telephone, email address, fax number and the fee schedule for the covered services applicable to the subscriber's plan.

What is the appropriate diagram type to describe the association between the subscriber, the medical plan and the participating service providers?

- A. Data Model
- B. Data Dictionary
- C. Use Case Diagram
- D. Data Flow

Question #380Topic 1

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Which of the following characteristics is violated by requirement 5?

- A. Feasible
- B. Concise
- C. Consistent
- D. Atomic

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additionally include the approximate driving distance in miles from the subscriber's last registered location and the list shall be sorted in the ascending order of the driving distance.

11. The subscriber shall be able to select a service provider either from the list or from the map and download a document that contains the name, contact telephone, email address, fax number and the fee schedule for the covered services applicable to the subscriber's plan.

Which of the following relationship types correctly identifies the nature of the relationship between the 3 business capabilities and the 11 requirements?

- A. Derives
- B. Depends
- C. Validates
- D. Verifies

Question #382 Topic 1

A health insurance provider undertakes enhancements to its mobile application platform and finalizes the following capabilities as part of the scope of the next release:

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10. If the subscriber specified the radius or retained the default postal code for the search area, the list shall

additionally include the approximate driving distance in miles from the subscriber's last registered location and the list shall be sorted in the ascending order of the driving distance.

11. The subscriber shall be able to select a service provider either from the list or from the map and download a document that contains the name, contact telephone, email address, fax number and the fee schedule for the covered services applicable to the subscriber's plan.

Which primary subscriber business need is addressed with the enhancements?

- A. Inability of a service provider to locate other participating service providers and their fee information
- B. Inability of a plan subscriber to get directions to nearby participating service providers
- C. Inability of a plan subscriber to locate and access fee information for nearby participating service providers
- D. Inability of a service provider to be alerted of the location of new plan subscribers in their vicinity

Question #383 Topic 1

A national branch of a global company is struggling to improve business processes of its Public and Government Affairs (PGA) department. To work with external stakeholders effectively, PGA employees need to collect, manage, and exchange a vast amount of information. Complex cases involve collaboration of many employees from different departments. The ability to share information and to coordinate corresponding activities is crucial for the company's growth plans. Their current tools and practices do not serve the purpose well. The existing system, which was deployed a couple of years ago, has only a few active users. The majority of PGA employees avoid using it because the system is hard to use and lacks needed functionality. Consequently, available information is mostly unstructured and stored either locally or on a shared network drive. Some of the information exists only in a paper form.

The branch's PGA head, who sponsors the project, wants to implement a configurable solution that two other branches successfully deployed several months ago.

Both deployments were done by three solution consultants, who will be available to assist in the project. They will be responsible for tailoring the solution to PGA needs, as well as for training the PGA staff. With their help, the sponsor plans to complete the project in approximately three months.

The solution consultants reside in another country 7 hours ahead of the rest of the project team. They will be available part-time, but are planning two one-week long trips to the PGA central office to conduct initial training and to participate in the final deployment of the system into production. The consultants, in turn, expect a business analyst (BA) to assist in collecting necessary data and defining customization requirements.

The solution consultants have composed a spreadsheet with all requirements that are already implemented in the solution. The requirements in the catalog are organized partially by user tasks and partially by system features. The branch has distinct definitions of PGA user roles and uses a different approach to structuring requirements specifications.

How should the BA organize the customization requirements?

- A. Devise a structure that best fits the branch's definition of user roles
- B. Explore and apply best practices for specifying this type of requirements
- C. Reuse the structure of the solution consultants' requirements catalog
- D. Use the structure of requirements suggested by the corporate standard

Question #384 Topic 1

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A BA suggests interviewing employees to elicit user requirements and then performing a gap analysis to identify solution customization requirements. However, the sponsor believes that it will be a waste of time because the employees do not know how the process should work in the future. The sponsor expects the solution to help shape their process and wants to start with the solution as is, amending it as necessary based on the user feedback.

What should the BA do?

- A. Deploy the current solution and survey users for improvement proposals.
- B. Utilize the solution in a test environment with actual data to elicit feedback.
- C. Collect the requirements from the sponsor and domain subject matter experts.
- D. Explain the benefits of interviews to the requirements elicitation process.

Question #385Topic 1

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What should define the timing of business analysis work in this project?

- A. Buy-in of the proposed solution
- B. Approach used by the previous deployments
- C. Availability of solution consultants
- D. Overall project schedule

Question #386 Topic 1

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The solution consultants have composed a set of as-is solution documents. A spreadsheet contains a catalog of brief definitions of all requirements with priorities assigned to them. A separate document explains data models and user interfaces. For the new and changed requirements, the BA wants to capture additional attributes such as the source, reason, complexity, and priority of change. Some of these requirements can be reused in other work. How should information for these requirements be managed?

- A. Rewrite requirements independent of the solution design
- B. Enter the information in the company's change management system
- C. Add the attributes to the original requirements catalog and change requirements
- D. Create a new workbook of requirements with necessary attributes

Question #387 Topic 1

A business analyst (BA) is working on a payment system (PS) implementation. A set of systems which should interact with a new system has been identified. The business analyst defined that a user with role of "Supervisor" in the PS must pass a two-factor authentication before an execution of the functions: "Change system parameters" and "Set up new supervisor." A user must have the role of "Supervisor" to use the standard functions "Send mail notification" or "Send SMS notification".

The BA defined the following use cases:

"ç "Change system parameters"

"ç "Setup new supervisor"

"ç "Send mail notification"

"ç "Send SMS notification"

"ç "Send notification"

"ç "Pass a two-factor authentication"

The BA wants to create a Use Case diagram.

Which technique should be used to define a communications protocol between the PS and other systems?

- A. Vertical prototyping
- B. Interface analysis
- C. Concept modelling
- D. System analysis

Question #388 Topic 1

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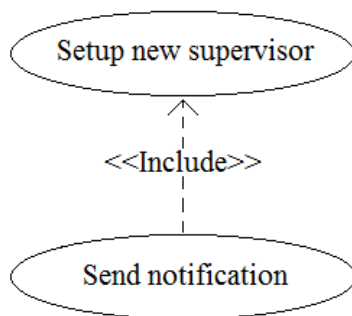
"ç "Send notification"

"ç "Pass a two-factor authentication"

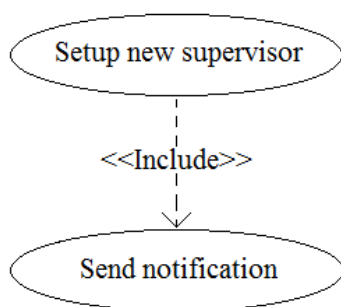
The BA wants to create a Use Case diagram.

Which standard relationship should be defined between "Setup new supervisor" and "Send notification"?

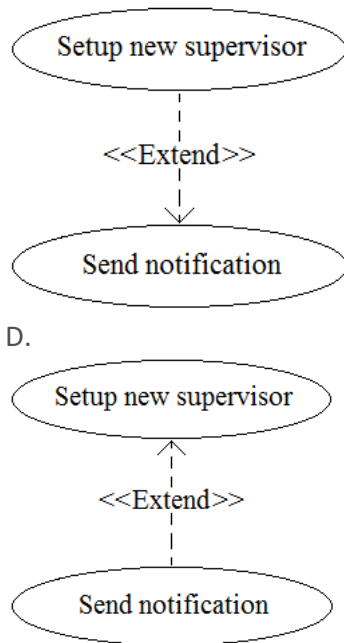
A.



B.



C.

**Question #389 Topic 1**

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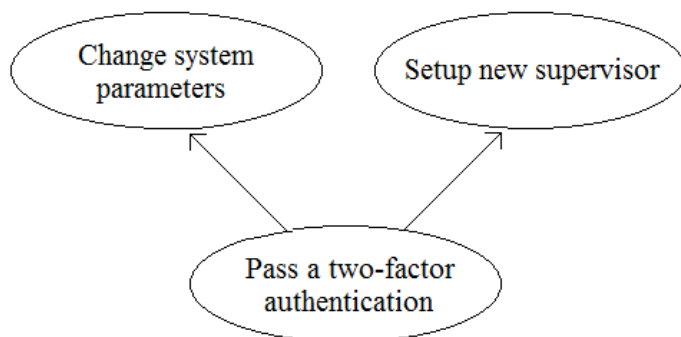
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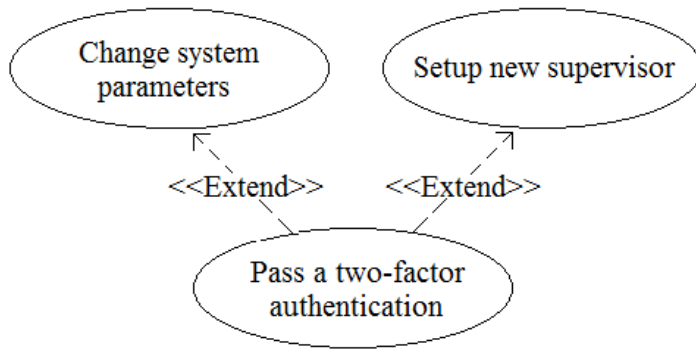
The BA wants to create a Use Case diagram.

What standard relationship should be defined between "Change system parameters", "Setup new supervisor" and "Pass a two-factor authentication"?

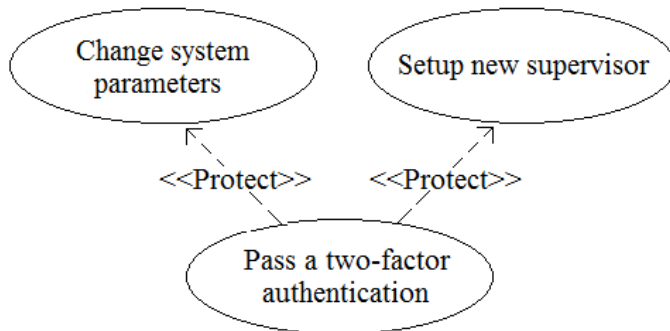
A.



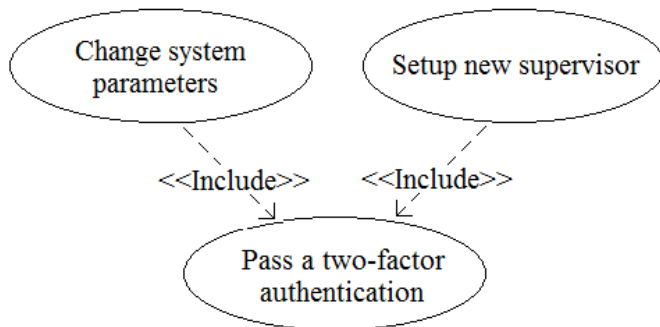
B.



C.



D.

**Question #390 Topic 1**

A software development company is in the process of creating a new product for their customer base. It has been several years since such a project has been initiated and the organization has created a new team to own and develop the product. The project team will be evaluated by the successful adoption of the product, which will be developed over the next 12 months.

The team's business analyst (BA) has analyzed the current state in partnership with the product owner and has been meeting with senior management to identify the goals that need to be attained. A broad view of the business has been analyzed in order to have an understanding of how the company is currently providing value to its customer base.

After the BA completed the initial analysis, the information is reviewed with leadership.

At this point in the project, what will the BA be presenting?

- A. Project timeline
- B. Project deliverables
- C. Resource staffing
- D. Expected benefits

Question #391 Topic 1

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What has the BA been identifying that will be used to evaluate the solution?

- A. Business Needs
- B. Solution Requirements
- C. Success Measures
- D. Solution Limitations

Question #392 Topic 1

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What has the BA evaluated to help determine value of the project?

- A. Internal assets
- B. External influencers
- C. Change strategy
- D. Business architecture

Question #393 Topic 1

A major manufacturer of popular beverages has appointed a local distributor to serve a specific territory. The demand for the beverages has a pronounced seasonal pattern. The distributor performs well overall, but is repeatedly unable to keep up with fulfilling many customer orders during peak demand periods. The distributor's current delivery capability is stretched to deliver 60 tons of merchandise per day whereas the season's peak demand periods need a daily delivery capability of up to 100 tons.

The distributor is under pressure to fully meet the year-round market demand in order to stay in business. The distributor's management wants to identify and consider more cost-effective options as resorting to adding more trucks and drivers would not be economically feasible.

A business analyst (BA) has spent several days observing and measuring the warehouse activities to understand the situation and to gain insights into possible solutions. The delivery workflow is a four-step process: (1) picking the orders and assembling them on trays, (2) bringing the trays to the loading bay, (3) loading the orders into trucks, and (4) delivering the orders to customers. As the following table illustrates, overall performance depends is dependent on five major resources: (1) the workers who pick the orders and load them into trucks, (2) the tallyers who check the orders, (3) the drivers, (4) the trucks, and (5) eight loading bays (LBs).

	Resource type	Worker	Tallyer	Driver	Truck	LB
Resources	Quantity, units	30	2	18	12	8
	Shift length, hours	8	8	8	14	12
	Total available resources, unit-hours	240	16	144	168	96
Operations	Picking and packing, worker-minutes/ton	30				
	Brining to LB, worker-minutes/ton	7				
	Loading, worker-minutes/ton	25	13	13	13	14
	Delivery trip, worker-minutes/ton	87		87	87	
	Handling trays, worker-minutes/ton	6				
	Handling inventory, worker-minutes/ton	6				
	Total, worker-minutes/ton	161	13	100	100	14
Capacity	Throughput, tons/unit-hour	0.4	4.6	0.6	0.6	4.3
	Total capacity, tons/day	89	74	86	101	411

What is the company's primary business objective in this scenario?

- A. Make more profit
- B. Defeat competitors
- C. Satisfy the customer
- D. Stabilize its performance

Question #394 Topic 1

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	Handling trays, worker-minutes/ton	6				
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	Total, worker-minutes/ton	161	13	100	100	14
Capacity	Throughput, tons/unit-hour	0.4	4.6	0.6	0.6	4.3
	Total capacity, tons/day	89	74	86	101	411

If the driver's average throughput is 0.6 tons/hour, how many hours per day would 15 drivers have to work to deliver 100 tons of merchandise?

- A. 12
- B. 9
- C. 10
- D. 11

Question #395 Topic 1

A major manufacturer of popular beverages has appointed a local distributor to serve a specific territory. The demand for the beverages has a pronounced seasonal pattern. The distributor performs well overall, but is repeatedly unable to keep up with fulfilling many customer orders during peak demand periods. The distributor's current delivery capability is stretched to deliver 60 tons of merchandise per day whereas the season's peak demand periods need a daily delivery capability of up to 100 tons.

The distributor is under pressure to fully meet the year-round market demand in order to stay in business. The distributor's management wants to identify and consider more cost-effective options as resorting to adding more trucks and drivers would not be economically feasible.

A business analyst (BA) has spent several days observing and measuring the warehouse activities to understand the situation and to gain insights into possible solutions. The delivery workflow is a four-step process: (1) picking the orders and assembling them on trays, (2) bringing the trays to the loading bay, (3) loading the orders into trucks, and (4) delivering the orders to customers. As the following table illustrates, overall performance depends is dependent on five major resources: (1) the workers who pick the orders and load them into trucks, (2) the tallyers who check the orders, (3) the drivers, (4) the trucks, and (5) eight loading bays (LBs).

	Resource type	Worker	Tallyer	Driver	Truck	LB
Resources	Quantity, units	30	2	18	12	8
	Shift length, hours	8	8	8	14	12
	Total available resources, unit-hours	240	16	144	168	96
Operations	Picking and packing, worker-minutes/ton	30				
	Brining to LB, worker-minutes/ton	7				
	Loading, worker-minutes/ton	25	13	13	13	14
	Delivery trip, worker-minutes/ton	87		87	87	
	Handling trays, worker-minutes/ton	6				
	Handling inventory, worker-minutes/ton	6				
	Total, worker-minutes/ton	161	13	100	100	14
Capacity	Throughput, tons/unit-hour	0.4	4.6	0.6	0.6	4.3
	Total capacity, tons/day	89	74	86	101	411

Each truck can only make two trips a day. The BA has noticed that only 30% of trips have their orders available for loading when a truck arrives. Otherwise the truck has to wait one extra hour until the orders are picked and brought to the loading bay.

If trucks are the only constraint, approximately how many hours are lost due to this downtime?

- A. 18 hours
- B. 20 hours
- C. 15 hours
- D. 17 hours

Question #396 Topic 1

A major manufacturer of popular beverages has appointed a local distributor to serve a specific territory. The demand for the beverages has a pronounced seasonal pattern. The distributor performs well overall, but is repeatedly unable to keep up with fulfilling many customer orders during peak demand periods. The distributor's current delivery capability is stretched to deliver 60 tons of merchandise per day whereas the season's peak demand periods need a daily delivery capability of up to 100 tons.

The distributor is under pressure to fully meet the year-round market demand in order to stay in business. The distributor's management wants to identify and consider more cost-effective options as resorting to adding more trucks and drivers would not be economically feasible.

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Capacity	Throughput, tons/unit-hour	0.4	4.6	0.6	0.6	4.3
	Total capacity, tons/day	89	74	86	101	411

Preparing a customer order for loading takes about one hour. Upon the BA's observation, only 30% of trips have their orders available for loading when a truck arrives. This causes a waste of both the truck's and the driver's time. What should the BA recommend to eliminate such waste?

- A. Elicit requirements for a system to coordinate in advance order processing activities with all trips
- B. Begin assembling orders for the next trip immediately following the truck's departure
- C. Hire more warehouse staff (workers) so that order assembly is done faster and less waiting occurs
- D. Ask the drivers to call the operations team member if they are going to be late

Question #397 Topic 1

Company A is a nation-wide leader in commercial demolition. Having just celebrated its 100th year of operations, the company decided to begin doing work internationally. The current system used for reporting company finances is unable to keep pace with the potential demands of doing work in geographically dispersed locations. Therefore, the company decided to replace its client-based Profit & Loss (P&L) reporting system with a more robust, web-based system. This will ensure transparency across the organization and enable better decision making. The business analyst (BA) at Company A has recently completed several rounds of elicitation to determine the requirements for the new, web-based system. Over 1250 requirements were elicited. An initial Requirements Traceability Matrix (RTM) has been drafted, and a subset of the RTM can be seen below:

Requirement ID	Requirement	Classification	Source	Priority	Complexity	Risk	Status
F-P0001	The solution shall enable the Crew Chief to enter project status.	Process	Crew Chief	MUST	LOW	HIGH	Verified
F-R0002	The solution shall conform to Generally Accepted Accounting Principles (GAAP).	Rule	VP of Finance	MUST	MED	MED	Specified
F-R0003	The solution shall conform to International Financial Reporting Standards (IFRS).	Rule	VP of Finance	MUST	MED	MED	Specified
FE10001	The solution shall use the CrewContactID field as a primary key.	Entity	CIO	MUST	LOW	HIGH	Verified
NFP0002	The solution shall load in the browser in under 3 seconds.	Performance Efficiency	Crew Chief	SHOULD	HIGH	LOW	Specified
NFO0003	The solution shall employ a pleasant color scheme.	Operability	CIO	SHOULD	LOW	LOW	Specified
NFT0004	The solution shall run in the company approved Internet browser.	Transferability	CIO	MUST	MED	MED	Verified

While verifying the requirements, the BA notices that Requirement ID NFO0003 does not meet the "unambiguous" or the "testable" characteristics of requirements quality. The BA plans to re-write the requirement.

Which of the following requirements is both unambiguous and testable?

- A. "The solution shall employ a blue background."
- B. "The solution shall employ a background color blue (HEX #0000FF)."
- C. "The solution shall employ a high-contrast between background and text."
- D. "The solution shall employ a background color that is viewable to a colored-blind user."

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The risk associated with Requirement ID F-P0001 is HIGH. The BA has gone back to the Crew Chief to determine why this requirement's risk is HIGH. The Crew Chief stated that it was based on an assumption.

Which of the following assumptions would make this requirement's risk high?

- A. The users will require specialized training.
- B. The web-based interface will be complex.
- C. The system will be inaccessible in remote locations.
- D. The cost of the solution outweighs its benefit.

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The BA will create a Data Model to meet which requirement?

- A. Requirement ID F-R0002
- B. Requirement ID FE10001
- C. Requirement ID NFP0002
- D. Requirement ID F-R0003

Question #400 Topic 1

Company A is a nation-wide leader in commercial demolition. Having just celebrated its 100th year of operations, the company decided to begin doing work internationally. The current system used for reporting company finances is unable to keep pace with the potential demands of doing work in geographically dispersed locations. Therefore, the company decided to replace its client-based Profit & Loss (P&L) reporting system with a more robust, web-based system. This will ensure transparency across the organization and enable better decision making.

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The BA is working on identifying additional improvement opportunities based on these requirements. Which of the following improvement opportunities is reflected in Requirement ID NFP0002?

- A. Additional capability
- B. Increased efficiency
- C. Defined relationship to information
- D. Improved access to information

Question #401 Topic 1

A business analyst (BA) working on a recently implemented project is approached by the sponsor to provide artifacts that can be used organization-wide for the long-term. Which of the following should the BA provide?

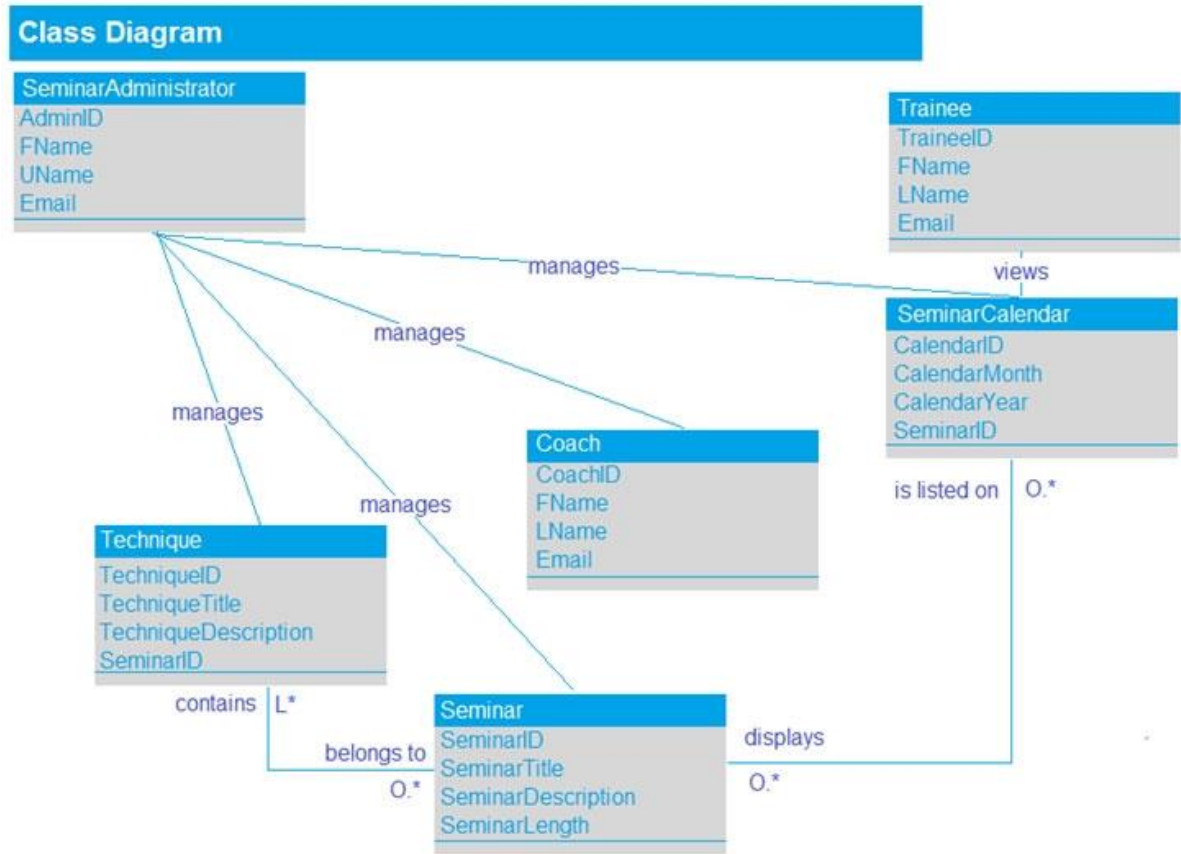
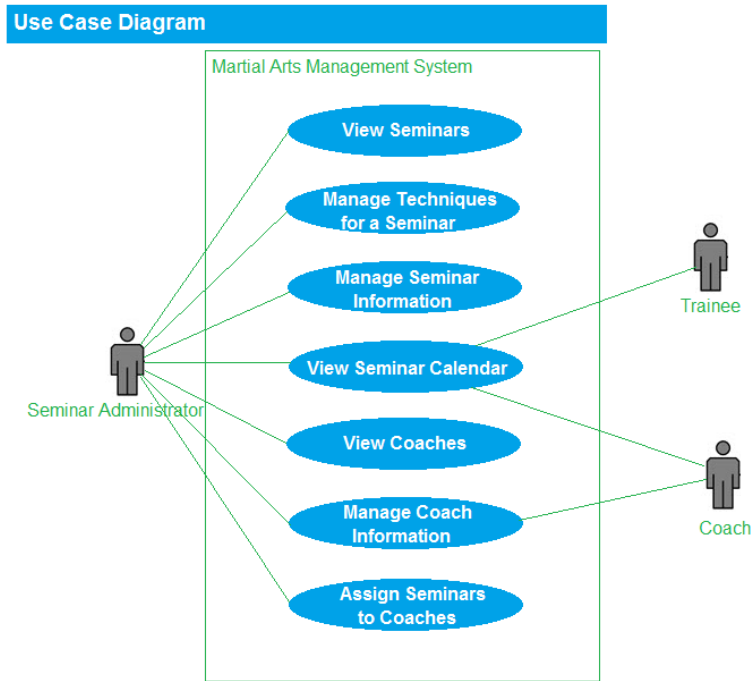
- A. High-level business requirements document
- B. Transition requirements document
- C. Process models
- D. Project solution architecture

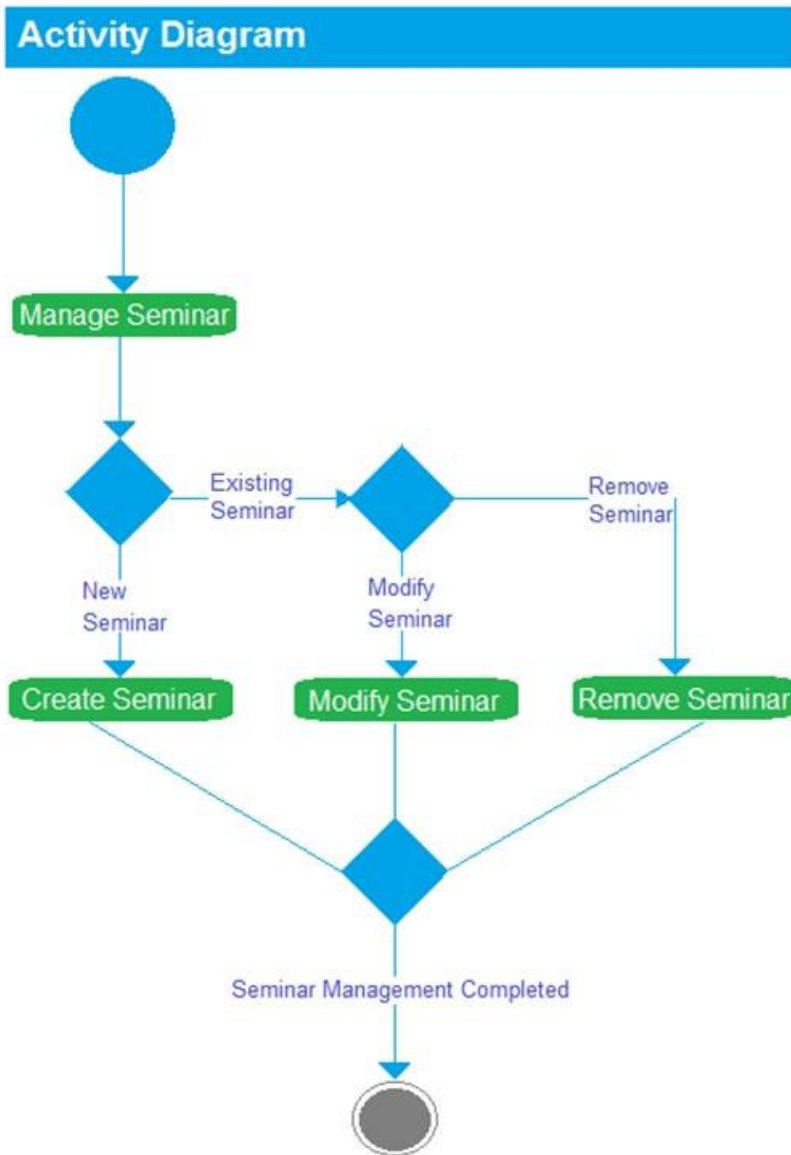
Question #402 Topic 1

A martial arts organization has been expanding throughout the mid-Atlantic states and has hired a business analyst (BA) to create a system that will enable the organization to manage its growing needs. The following list describes some of the operations of the martial arts organization:

- ☞ The martial arts organization offers a variety of seminars to trainees that span the entire spectrum of the martial arts training system.
- ☞ Each seminar is made up of a set of techniques.
- ☞ Coaches in the martial arts organization are assigned seminars to teach according to the area that they specialize in and their availability.
- ☞ The martial arts organization publishes and maintains a web-based calendar of the different seminars (and the assigned coaches) every quarter for the trainees to view.
- ☞ The seminar administrator in the martial arts organization manages the seminars (including seminar content),

assigns seminars to coaches, and defines the seminar schedule.
To ensure understanding of the business need, the BA has created three Unified Modelling Language (UML) diagrams, which are shown below:





The BA is finalizing the definition of the requirements architecture by understanding how requirements relate to each other. A key component that must be apparent in all three diagrams is that none of the requirements be linked in different or conflicting ways. What relationship quality criterion does this represent?

- A. Correct
- B. Unambiguous
- C. Defined
- D. Necessary

Question #403 Topic 1

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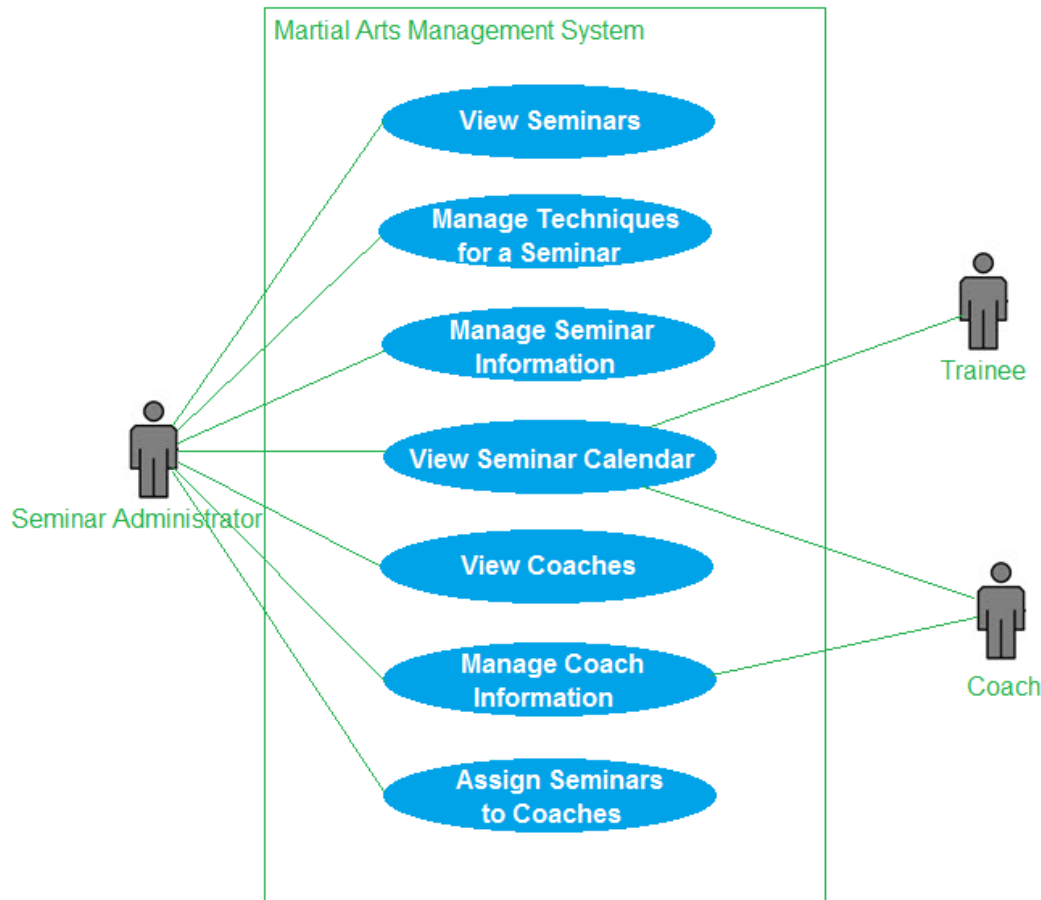
specialize in and their availability.

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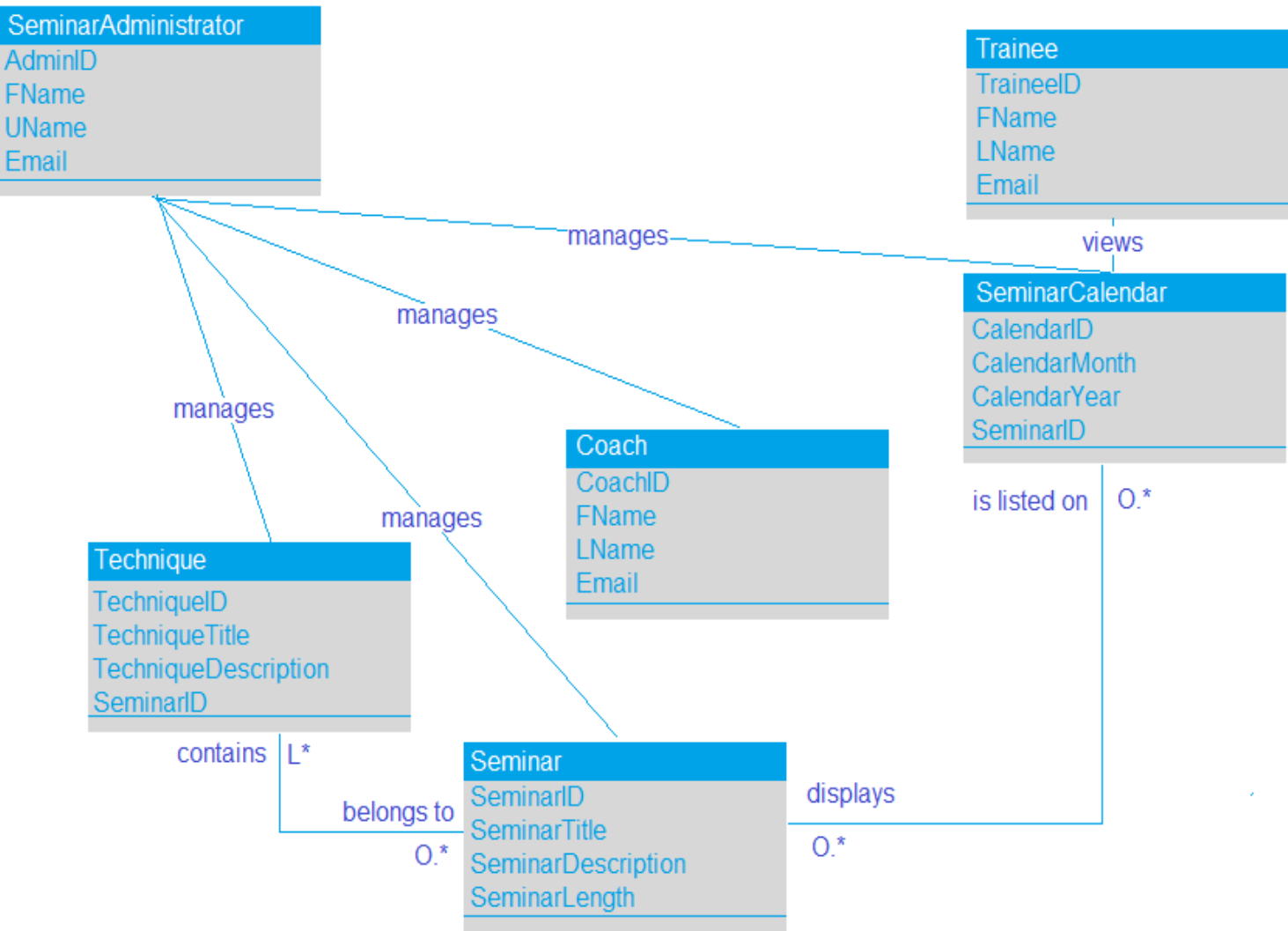
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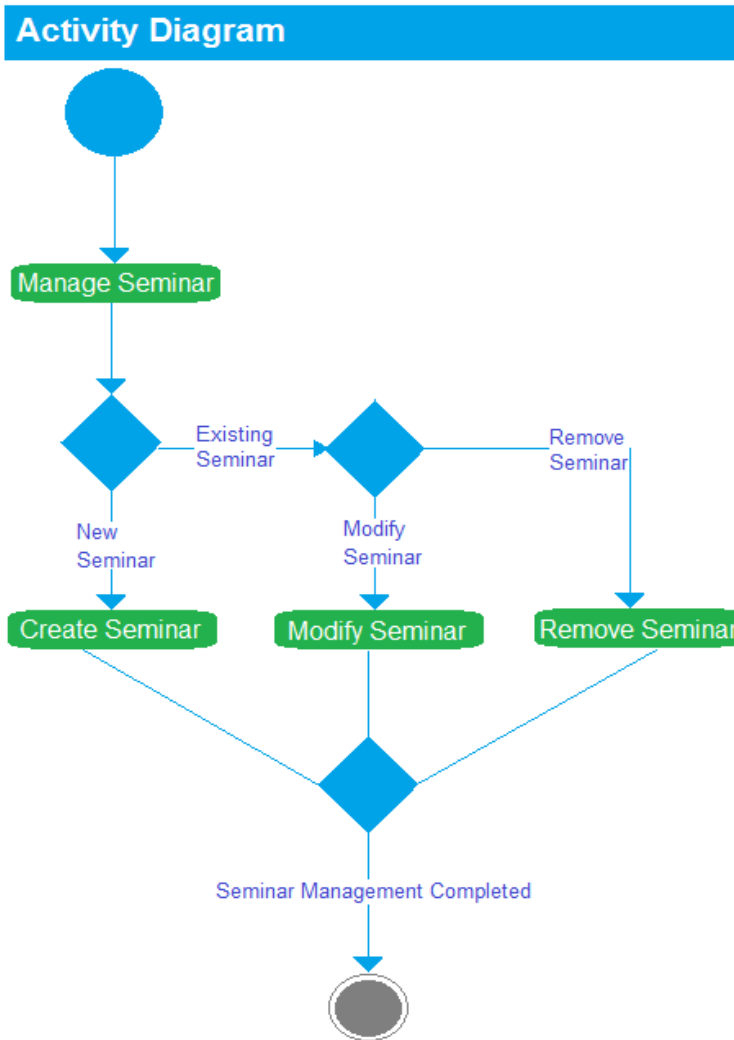
To ensure understanding of the business need, the BA has created three Unified Modelling Language (UML) diagrams, which are shown below:

Use Case Diagram



Class Diagram





The BA is working on the design options for the future state at the martial arts organization. There are several design elements that need to be considered for the future state. Which of the following design elements does the Activity Diagram address?

- A. Business processes to be performed and managed
- B. Business policies and business rules
- C. People who operate and maintain the solution
- D. Operational business decisions to be made

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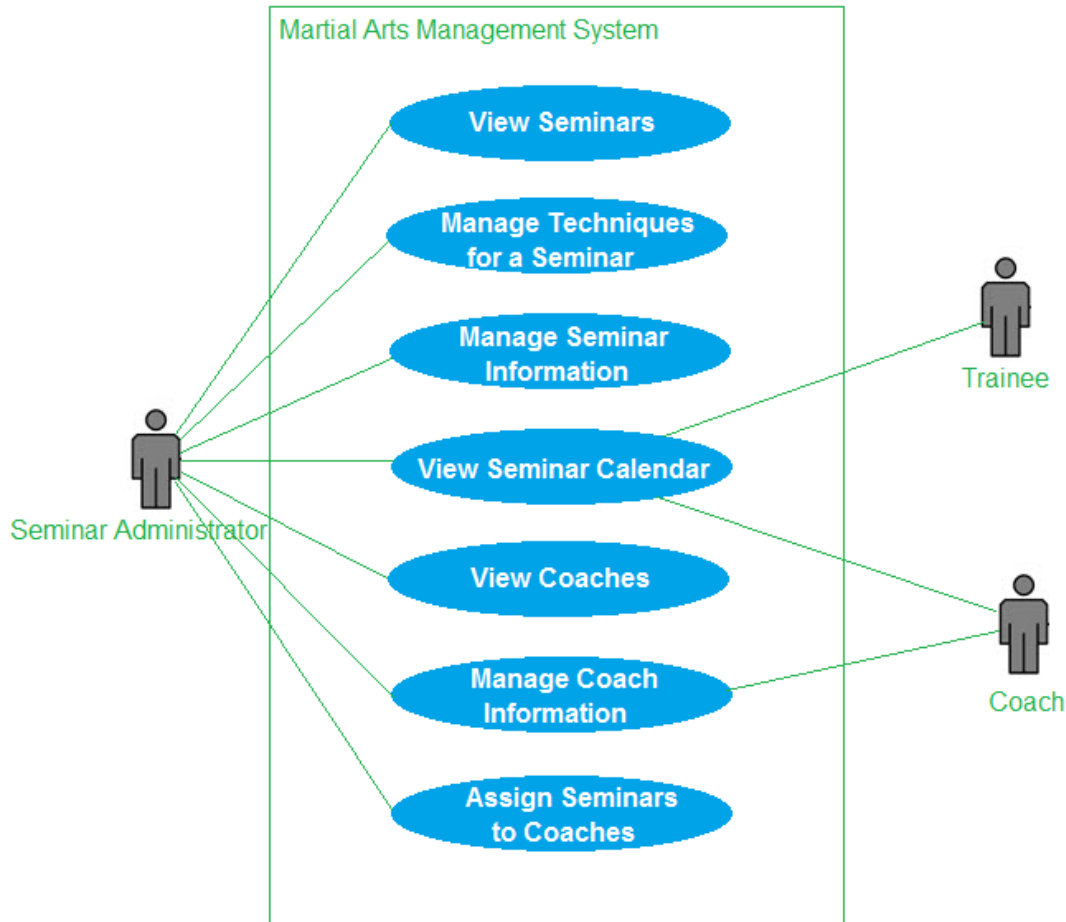
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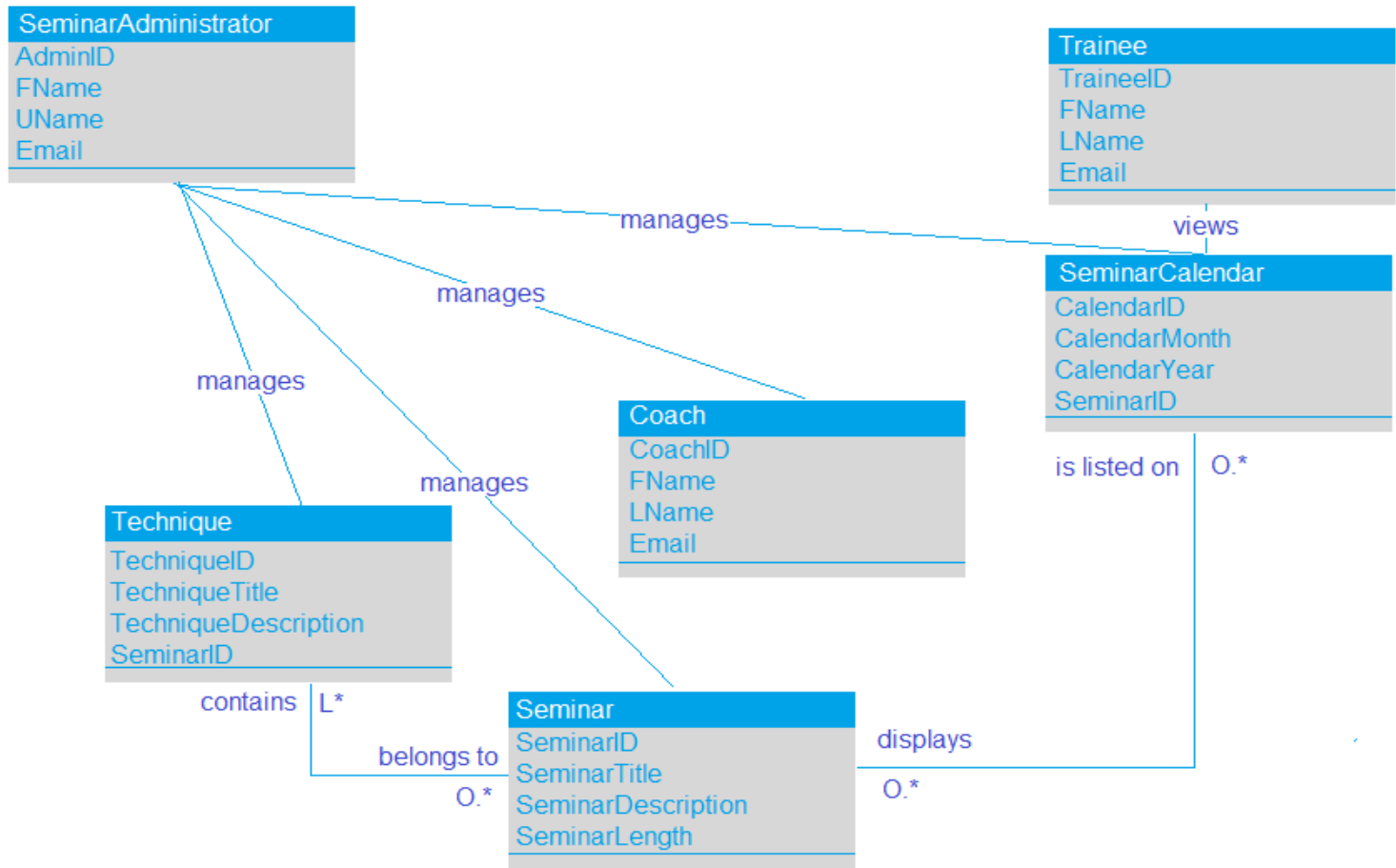
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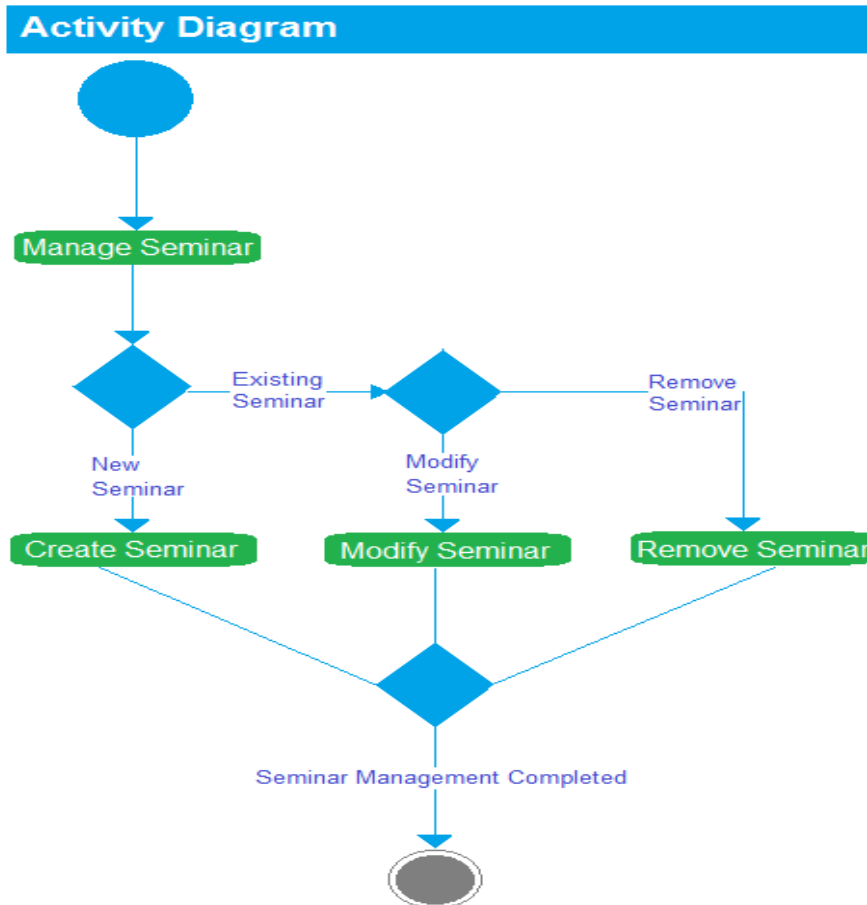
To ensure understanding of the business need, the BA has created three Unified Modelling Language (UML) diagrams, which are shown below:

Use Case Diagram



Class Diagram





The BA is analyzing the requirements that are represented in the Class Diagram. In addition to the diagram, the BA would like to include a separate document that has the information about the data elements to ensure a common understanding of the classes' attributes. What technique is used to define the data elements?

- A. Data Dictionary
- B. Data Mining
- C. Glossary
- D. Reviews

Question #405 Topic 1

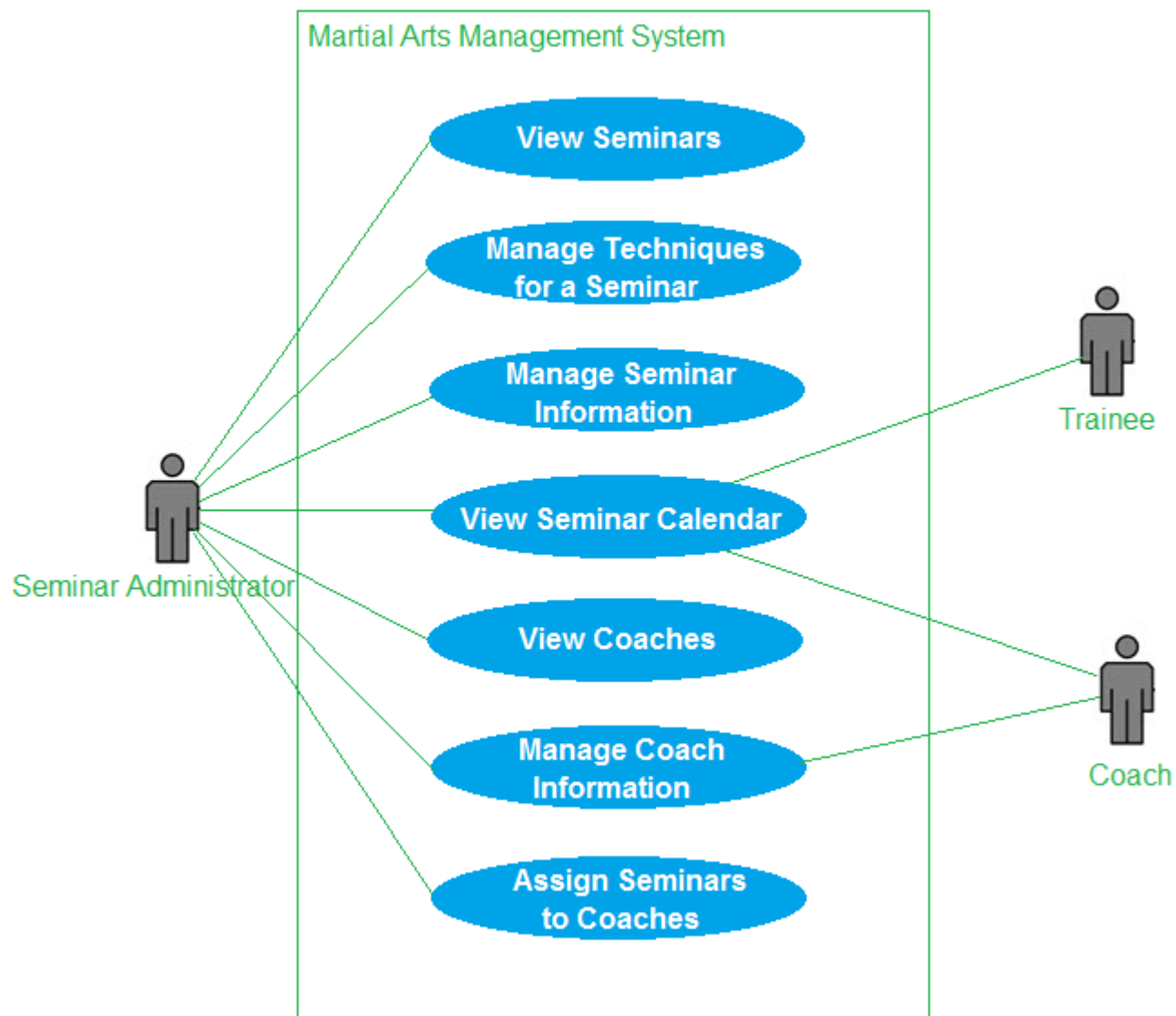
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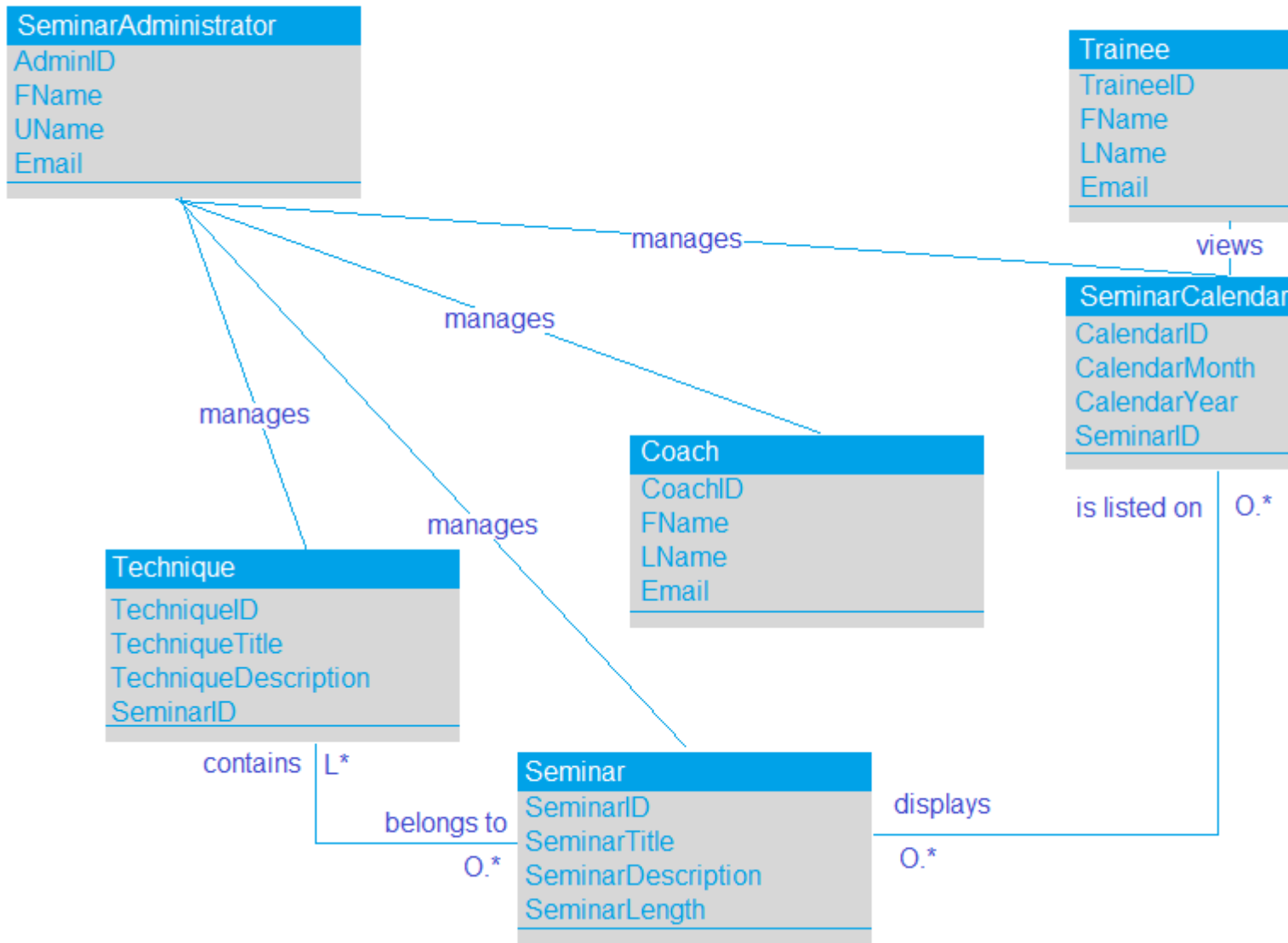
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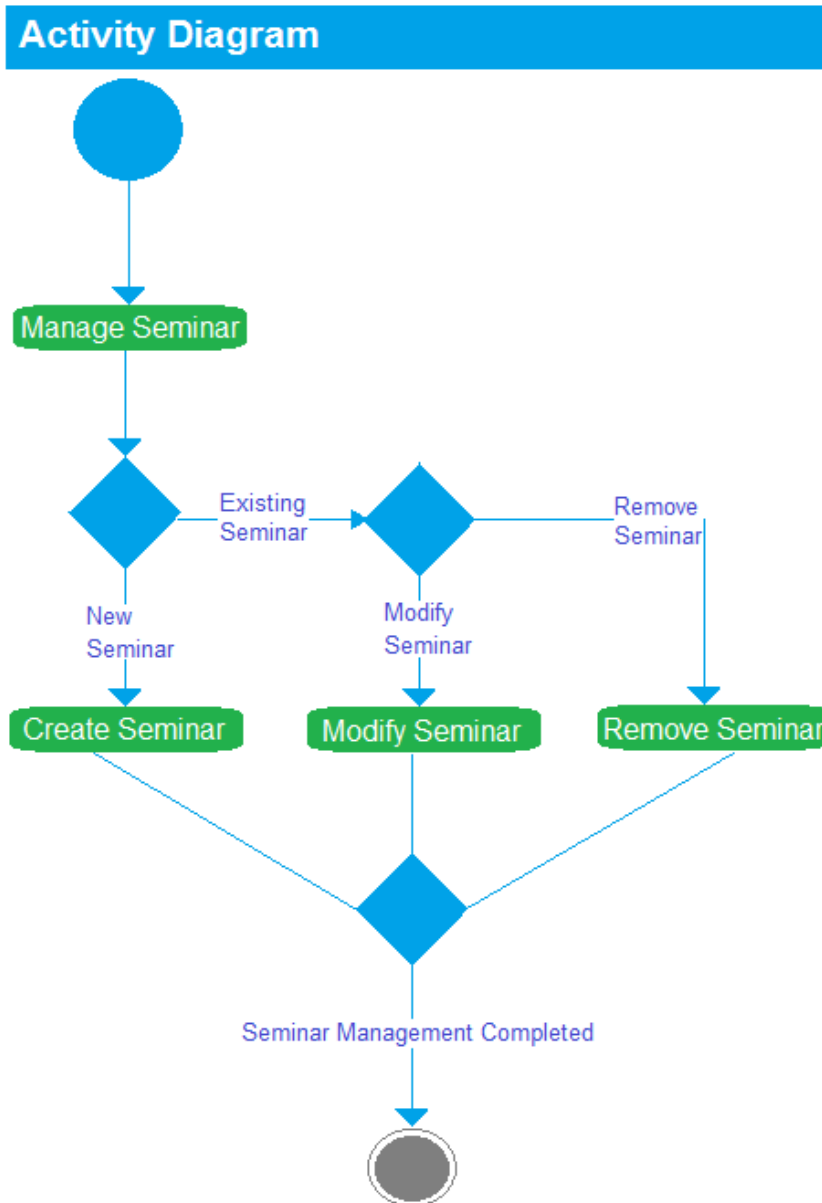
diagrams, which are shown below:

Use Case Diagram



Class Diagram





The seminar administrator reviewed these three diagrams and asked the BA to create a fourth diagram to model the various levels that a trainee goes through (e.g., while belt to yellow belt, yellow belt to green belt, etc.). What modeling technique will the BA use to create this diagram?

- A. Organizational modelling
- B. State modelling
- C. Concept modelling
- D. Decision modelling

Question #406 Topic 1

The performance of a newly implemented document management system is falling significantly short of the measures defined as part of the project. However, the business is recognizing some level of value from the system. The business analyst (BA) considers the only option available to the company to increase performance and determines that the cost of implementing the option is ten times higher than the expected benefits. What should the BA recommend?

- A. Plan stakeholder engagement
- B. Retire the implemented solution
- C. Conduct elicitation
- D. Continue with the implemented solution

Question #407 Topic 1

A very large insurer of General Liability and Property Damage insurance has an upward trend of increased claims over the past 5 years.

The Risk Control Area for that company has just completed a 12 month Pilot of a new improved Risk Control Site. The purpose of the site is to help their customers manage their exposures and ideally prevent them from having claims. There were 100 customers that were part of the Pilot that represented 25 different industries. The business goals were to increase use of the site and provide tools to help customer awareness of their exposures, so that they may reduce existing exposures and ultimately reduce claims.

The sites Features were as follows:

- ☞ Improvements to the search engine to all customers to search for articles, tools and services on the site.
- ☞ A checklist function that allow customer to create their own unique Checklists or utilize a sample provided by ABC company to use daily, weekly etc for an area of their facility.
- ☞ A promotion feature "" where Risk preventing Articles, and tools on the site are marketed toward a customer.
- ☞ A profile section allowing for Customer Name, Address and contact Phone number.

After the 12 months pilot, the business sponsor received an assessment of what was working and what was not. The Assessment of the pilot revealed overall site activity had significantly increased, however only 5% of the time the promotions were viewed. And the most shocking was that total claims increased by nearly 20% for these 100 customers during the pilot period. The business sponsor was perplexed as he had an expectation of reduced claims and at least for 30% viewing of promotions since the project team had spend a lot of careful time and effort on this feature. A BA was assigned to do further analysis regarding the low use of the promotions and why claims were not being reduced.

Regarding the use of promotion the BA looked into other similar companies to see what they did differently to get their customer to look at their promotions. The

BA found that similar companies had promotions that targeted the industry the customer was in so it was more relevant to them and they were more interested to view the promotion. In addition the BA sent out survey to all 100 pilot customers asking probing questions about what they thought of the site and if they felt it had decreased their exposure to risk sufficiently. The Survey responses came back with raving positive comments and providing examples of how the site had been helping in the reduction of claims from the customer's perspective. In addition the survey also revealed insight that the customers found the promotion often irrelevant to their industry.

The BA asked for a dump of all documentation of the 100 claims that were filed over the 12 month pilot period.

The BA found the nearly 90% of the claim field were all in one region of the country and were all for property damage related to several severe winter storms in the region and the claims were nearly all unavoidable by the customers. The BA brought all this analysis back to the business sponsor and made the recommendation to the business sponsor to require the customer to select 1 of 25 industries in their profile. This would in turn allow for the ability to show industry specific promotions and promote search results relative to a customer's industry to be stored at the top giving the customer a more personalized experience.

What type of recommendation has the BA made to the business sponsor?

- A. Identify additional capabilities
- B. Reduce complexity of interfaces
- C. Perform organizational change.
- D. Retire the solution

Question #408 Topic 1

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What technique was the BA using to understand why the promotions were not being viewed?

- A. Use cases and scenarios
- B. Benchmarking and market analysis
- C. Observation
- D. Data mining

Question #409 Topic 1

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The BA found the nearly 90% of the claim field were all in one region of the country and were all for property damage related to several severe winter storms in the region and the claims were nearly all unavoidable by the customers. The BA brought all this analysis back to the business sponsor and made the recommendation to the business sponsor to require the customer to select 1 of 25 industries in their profile. This would in turn allow for the ability to show industry specific promotions and promote search results relative to a customer's industry to be stored at the top giving the customer a more personalized experience.

What technique led the BA to the source of the increase in claims?

- A. Survey
- B. Decision modelling
- C. Data mining
- D. Document analysis

Question #410 Topic 1

A very large insurer of General Liability and Property Damage insurance has an upward trend of increased claims over the past 5 years.

The Risk Control Area for that company has just completed a 12 month Pilot of a new improved Risk Control Site. The purpose of the site is to help their customers manage their exposures and ideally prevent them from having claims. There were 100 customers that were part of the Pilot that represented 25 different industries. The business

goals were to increase use of the site and provide tools to help customer awareness of their exposures, so that they may reduce existing exposures and ultimately reduce claims.

The sites Features were as follows:

- ☞ Improvements to the search engine to all customers to search for articles, tools and services on the site.
- ☞ A checklist function that allow customer to create their own unique Checklists or utilize a sample provided by ABC company to use daily, weekly etc for an area of their facility.
- ☞ A promotion feature "" where Risk preventing Articles, and tools on the site are marketed toward a customer.
- ☞ A profile section allowing for Customer Name, Address and contact Phone number.

After the 12 months pilot, the business sponsor received an assessment of what was working and what was not. The Assessment of the pilot revealed overall site activity had significantly increased, however only 5% of the time the promotions were viewed. And the most shocking was that total claims increased by nearly 20% for these 100 customers during the pilot period. The business sponsor was perplexed as he had an expectation of reduced claims and at least for 30% viewing of promotions since the project team had spend a lot of careful time and effort on this feature. A BA was assigned to do further analysis regarding the low use of the promotions and why claims were not being reduced.

Regarding the use of promotion the BA looked into other similar companies to see what they did differently to get their customer to look at their promotions. The

BA found that similar companies had promotions that targeted the industry the customer was in so it was more relevant to them and they were more interested to view the promotion. In addition the BA sent out survey to all 100 pilot customers asking probing questions about what they thought of the site and if they felt it had decreased their exposure to risk sufficiently. The Survey responses came back with raving positive comments and providing examples of how the site had been helping in the reduction of claims from the customer's perspective. In addition the survey also revealed insight that the customers found the promotion often irrelevant to their industry.

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What was the business sponsor looking to validate about the use of promotions?

- A. Performance Variance
- B. Accuracy
- C. Risks
- D. Market Trends

Question #411Topic 1

An insurance company wants to implement a business intelligence solution to consolidate data from various different internal systems to provide a better understanding of their customer base.

A business analyst (BA) is engaged to put together a tender (bid) to be sent to various business intelligence providers and implementation partners. Among other information, the business analyst requests the following:

- ☞ Licensing costs for Year 0 based on meeting 1 Central Processing Unit (CPU) license
- ☞ Licensing costs for specific user types such as Report Creators. Online Analytical Processing (OLAP) users and Power uses Predicted licensing costs for renewing in Years 1 ad 2

Full implementation costs -

▪

After reviewing the received vendor responses the project team shortlists the candidates to 3 and the BA structures the received information as follows:

		Company A	Company B	Company C
License Costs	Year 0	\$323,458	\$373,355	\$400,244
	Years 1 and 2 Total	\$270,092	\$202,086	\$214,096
Implementation Costs		Phase Ia: 28,500 fixed price (30 days) Phase Ib: 55,000 fixed price (60 days) Phase 2: 121,500 fixed price (120 days)	150 days @ \$1,500 per day	159 days @ \$1,350 per day
Travel Expenses		\$10,000	\$10,000	\$10,000

The BA also conducts a sensitivity analysis to compare the expected costs should the company's needs grow based on the following information:

Scenario 1: Ten extra report creator, 1 extra OLAP user and 1 extra power user licenses and 2 extra CPU licenses

Scenario 2: Twenty five extra report creator, 1 extra OLAP user and 1 extra power user licenses and 3 extra CPU licenses

		Company A	Company B	Company C
Cost Increase	Price change per CPU	\$20,000	\$50,000	\$217, 978
	Report Creator license cost	N/A	\$2,070	\$1,589
	OLAP user license cost	N/A	\$2,070	\$1,000
	Power user license cost	N/A	\$3,970	\$789

What is the time difference in days between the shortest and longest implementation?

- A. 39
- B. 51
- C. 60
- D. 19

Question #412 Topic 1

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What is the increased cost in Scenario 2 for Company C?

- A. \$695,448
- B. \$453,635
- C. \$653,934
- D. \$207,790

Question #413 Topic 1

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The insurance company has a maximum budget of \$810,000 for the entire implementation and operation over the first three years. Which vendor or vendors meet that criteria?

- A. Company A
- B. Company B
- C. Both companies B and C
- D. Both companies A and C

Question #414 Topic 1

An organization is trying to streamline its current processes to improve performance and reduce costs. A business analyst (BA) conducted a process improvement workshop and identified the following issues as the top three items to be addressed:

1. There are multiple teams to define systems, functionality, and content. In many instances multiple teams are defining the same functionalities while other functionalities are not being defined at all, leading to unclear understanding of business requirements.
2. Product specification forms are published each year. A comparison tool is used to evaluate specification between yearly releases, but does not adequately identify changes between versions and needs to be improved.
3. Training consists of a new team member shadowing a seasoned team member. There are not written training materials for formal training sources therefore training is inconsistent and not meeting the needs of the organization.

The BA learns that formal training programs are not often devised for teams as small and diverse as this team, but

still believes it is a viable solution to the training need. What type of analysis would help the BA gain approval to proceed with creating this type of training program for this team?

- A. Business Capabilities
- B. Cost Benefit
- C. Decision
- D. Process

Question #415 Topic 1

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3. Training consists of a new team member shadowing a seasoned team member. There are not written training materials for formal training sources therefore training is inconsistent and not meeting the needs of the organization.

What analysis approach must the BA use to determine changes required to address the training needs?

- A. Future state
- B. Decision
- C. Market
- D. Root cause

Question #416 Topic 1

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What approach would help the BA to understand the functionality definition issues?

- A. Business Analysis Communication Plan
- B. Business Analysis Performance Assessment
- C. Risk Register
- D. Requirements Traceability Repository

Question #417 Topic 1

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3. Training consists of a new team member shadowing a seasoned team member. There are not written training materials for formal training sources therefore training is inconsistent and not meeting the needs of the organization.

Which stakeholders would the BA interview to determine the changes needed to the comparison tool?

- A. Implementation Subject Matter Expert and Tester
- B. Project Manager and Project Sponsor
- C. Regulator and Operational Support Manager
- D. Domain Subject Matter Expert and End User

Question #418 Topic 1

STATEMENT OF CASH FLOWS	
Last year (In thousands)	
CASH AND CASH EQUIVALENTS, BEGINNING OF THE YEAR	\$10,746
CASH USED IN OPERATING ACTIVITIES	(\$1,273)
CASH GENERATED BY INVESTING ACTIVITIES	\$2,568
CASH GENERATED BY FINANCING ACTIVITIES	\$589
INCREASE/DECREASE IN CASH AND CASH EQUIVALENTS	\$1,884
CASH AND CASH EQUIVALENTS, END OF YEAR	\$12,630

The table illustrates the statement of cash flows for a courier company for the last fiscal year.

Due to aggressive market competition, the management of the company performed a strategy review and based on their findings and the current market conditions they came up with strategic and tactical changes in order to keep a competitive market position.

In order to strengthen customer retention strategies through a new competitive advantage, the company is considering implementing a live parcel tracking system.

The added value will be that the customers may determine the exact location of the parcel whether it is in a warehouse, crossing the ocean through an overseas ship, or travelling in a delivery truck at any time. The system tracks the location of the parcel by tracking the vehicle in which it is contained. However, for a group of old delivery trucks, it was noticed that the engine sound and vibration disturbed the tracking signal and caused interruptions. Therefore, the tracking does not perform accurately on these vehicles. Although the majority of management would like to sell these vehicles and replace them with newer ones, the Chief

Financial Officer (CFO) was strongly against that approach. The CFO argued that instead of hanging tracking devices on the trucks' body, they can have the truck drivers manually send the truck location from a hand held mobile device every 30 minutes.

The company has a total of 134 old delivery trucks that have been in service for 10 years. Each vehicle was bought at a price of \$22,000. Depreciation is done using a straight line basis and it is estimated that the vehicle depreciates at \$1000 per year. The estimated salvage value per vehicle is about \$3,000.

Another area of tactical improvement for the courier company is pricing. The management strongly believes that they can start a price war with the most aggressive competitor. Management thinks, with their variable cost of \$4 per parcel and fixed cost of \$6 per parcel, they can win the market. However, after implementing the tracking solution, fixed cost will jump to \$8 per parcel which made management reconsider their options. The competitor has variable costs of \$5 per parcel and fixed costs of \$7 per parcel.

The CFO's resistance to replacing the older vehicles represents which type of cost?

- A. Sunk
- B. Maintenance
- C. Opportunity
- D. Operating

Question #419 Topic 1

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fixed cost will jump to \$8 per parcel which made management reconsider their options. The competitor has variable costs of \$5 per parcel and fixed costs of \$7 per parcel.

What could the business analyst (BA) do to gain consensus between the CFO and other Management?

- A. Calculate the costs incurred by each option
- B. Recommend and present a completely new option
- C. Estimate the potential value delivered by each option
- D. Compare each option against an industry benchmark

Question #420 Topic 1

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In order to align with the added value required from the parcel tracking solution that would be an important requirements' category for the BA to give more focus?

- A. Transition

- B. Process
- C. Stakeholder
- D. Non functional

Question #421 Topic 1

A non-profit utility company has 900 employees, a majority of whom are hourly employees and must track their time using a paper-based process. A few years ago the Director of Human Resources purchased a software system to eliminate the current paper-based time reporting process. No requirements specific to the utility company were defined prior to the purchase. A team was formed to implement the software. During implementation process, the team discovered the software lacked functionality and was not robust enough to support the general ledger requirements. The company stopped the effort and incurred a \$500,000 USD loss on the cost of the software.

This year, the Director of Finance requested that a team investigate the current paper-based time reporting process and recommend solutions. The Director of

Finance feels that the Director of Human Resources must be involved as a critical stakeholder. The Director of Human Resources is still bitter about the last effort because the process "stopped".

During a design review meeting to discuss the future state, all stakeholders are in agreement except the Director of Human Resources. Who makes the final decision?

- A. All stakeholders must be in complete agreement
- B. The sponsor
- C. The BA
- D. Those identified in the governance approach

Question #422 Topic 1

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During a brainstorming session on improvement opportunities, the Director of Human Resources repeatedly interrupts the group and states why the proposed ideas will not work. Which approach should the business analyst (BA) take to refocus the group?

- A. Reschedule the session without the Director of Human Resources
- B. Ask the Director of Human Resources to observe in
- C. Pause the activity and reiterate the rules to the entire group
- D. Continue the activity with the group and provide a report

Question #423 Topic 1

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Which of the following is included in performing a stakeholder analysis?

- A. Recommend excluding the Director of Human Resources as a stakeholder
- B. Compare the expertise of the Director of Human Resources to other stakeholders
- C. Implement all of the Director of Human Resources suggestions to relieve tension
- D. Develop a risk plan to anticipate negative behavior from the Director of Human Resources

Question #424 Topic 1

A company with a big information technology (IT) department has hired a lead business analyst (BA) to enhance its business analysis practices. The lead BA discovers that sponsors are not satisfied with project outcomes. Developers complain about incomplete, ambiguous, and changing requirements. All stakeholders, including project managers, are blaming long cycles of analysis for the delays. The business analysts, in turn, feel overwhelmed with the number of projects and frustrated by the lack of collaboration from reviewers of their deliverables. All of the evidence is anecdotal and none of the groups could strongly substantiate their options.

What should the lead BA implement to identify areas of improvement?

- A. A BA time tracking system
- B. Templates for BAs to use
- C. Workload plans of the BA
- D. Key performance measures

Question #425 Topic 1

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The lead BA wants the BAs to report anticipated and actual completion dates for their deliverables, as well as the time spent on planned and unplanned activities.

What is the lead BA trying to do by analyzing the results of such measurements?

- A. Establish an equitable compensation system
- B. Identify typical missing or wasteful activities
- C. Ensure even workloads of the BA
- D. Motivate the BA to work better

Question #426 Topic 1

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Even after dozens of reviews, some stakeholders refuse to sign off on the requirements specification documents because of a few questionable requirements.

This puts the projects at risk and creates tension between the participants. What should the lead BA do first?

- A. Set limits on duration of sign-offs and the number of reviews
- B. Track approvals at the level of individual requirements
- C. Escalate the problem to the executive management
- D. Offer the stakeholders incentives to sign off documents sooner

Question #427 Topic 1

A large insurance company wants to buy a new claims processing system or upgrade one of its two existing systems. Each year the claims department is given a

\$3,5 million budget to spend. Time is of the essence since there are some regulatory changes that will be coming the following year that will require several features that currently neither one of the two claims systems currently support.

There are eight stakeholders involved in this initiative. There are local to where the claim systems are managed, while five are located across the country. The business analyst (BA) struggled to get all stakeholders to agree on the desired features but ultimately got agreement on ten identified key features for the new claims systems. The BA was able to build a current state and future state process model which included all ten key features.

System A processes 75% of the company's claims. It is 5 years old and the claim processors love it because it is easy to use. However it must go offline for two hours each day. The code is very modular so it does have flexibility to be modified. To upgrade system A to have all ten features it would cost \$5 million. System

A would be at capacity if it were to process all of the company's claims.

System B processes 25% of the company's claims. It is an older mainframe system, but rarely goes offline. It could easily handle double the number of claims that system A processes. However, it has a lot of legacy code and would cost \$6 million to upgrade.

Both systems have some of the ten desired key features. But neither system has all ten. The cost to buy a new system would be \$7 million.

Below is the estimated cost for each feature in priority order.

Feature	Sys A Upgrade Cost	Sys B Upgrade Cost	Cost New	Feature	Sys A Upgrade Cost	Sys B Upgrade Cost	Cost New
F1	920K	945K	420K	F6	500K	990K	995K
F2	500K	0	900K	F7	345K	155K	945K
F3	345K	0	610K	F8	745K	995K	800K
F4	500K	0	655K	F9	845K	980K	500K
F5	300K	980K	875K	F10	0	995K	300K

During elicitation the BA must understand the non-functional requirements. What non-functional requirements does System B support over System A?

- A. Compatibility
- B. Scalability
- C. Compliance
- D. Usability

Question #428 Topic 1

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F2	500K	0	900K	F7	345K	155K	945K
F3	345K	0	610K	F8	745K	995K	800K
F4	500K	0	655K	F9	845K	980K	500K
F5	300K	980K	875K	F10	0	995K	300K

If the budget for the initiative was firm, what is a feasible solution to make sure the project stays within budget?

- A. Upgrade system B with the first 8 features
- B. Buy the new system with only the first 5 features
- C. Upgrade system A with the first 8 features
- D. Buy the new system with only the first 7 features

Question #429 Topic 1

A large insurance company wants to buy a new claims processing system or upgrade one of its two existing systems. Each year the claims department is given a

\$3,5 million budget to spend. Time is of the essence since there are some regulatory changes that will be coming the following year that will require several features that currently neither one of the two claims systems currently support.

There are eight stakeholders involved in this initiative. There are local to where the claim systems are managed, while five are located across the country. The business analyst (BA) struggled to get all stakeholders to agree on the desired features but ultimately got agreement on ten identified key features for the new claims systems. The BA was able to build a current state and future state process model which included all ten key features.

System A processes 75% of the company's claims. It is 5 years old and the claim processors love it because it is easy to use. However it must go offline for two hours each day. The code is very modular so it does have flexibility to be modified. To upgrade system A to have all ten features it would cost \$5 million. System

A would be at capacity if it were to process all of the company's claims.

System B processes 25% of the company's claims. It is an older mainframe system, but rarely goes offline. It could easily handle double the number of claims that system A processes. However, it has a lot of legacy code and would cost \$6 million to upgrade.

Both systems have some of the ten desired key features. But neither system has all ten. The cost to buy a new system would be \$7 million.

Below is the estimated cost for each feature in priority order.

Feature	Sys A Upgrade Cost	Sys B Upgrade Cost	Cost New	Feature	Sys A Upgrade Cost	Sys B Upgrade Cost	Cost New
F1	920K	945K	420K	F6	500K	990K	995K
F2	500K	0	900K	F7	345K	155K	945K
F3	345K	0	610K	F8	745K	995K	800K
F4	500K	0	655K	F9	845K	980K	500K
F5	300K	980K	875K	F10	0	995K	300K

What kind of analysis must the BA do to determine if one of the systems is better suited to be modified and upgraded?

- A. Stakeholder Analysis
- B. Decision Analysis
- C. Process Analysis
- D. Risk Analysis

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If System A is unanimously selected to be the system for upgrade but the technical lead says that System A will have to be taken offline for 3 months, what kind of strategy should the project team develop while System A is offline?

- A. Change
- B. Competitive
- C. Organizational
- D. Stakeholder

Question #431 Topic 1

A health insurance provider undertakes enhancements to its mobile application platform and finalizes the following capabilities as part of the scope of the next release:

I. Ability to integrate online maps and global positioning system (GPS) technology with the mobile application in real time to display location of service providers in the subscriber's vicinity that participate in the subscriber's plan network.

II. Ability for the subscriber to lookup the service providers by specifying either a postal code or a search area radius in miles.

III. Ability for the subscriber to initiate the download of fee information for one or more service providers in a single request.

Through requirements workshops the business analyst elicits the following detailed business requirements:

1. The company's mobile application platform must support real time integration with the following third party systems:

A) GPS System -

B) Postal Code Validation -

2. The service providers available for selection must participate in the subscriber's medical plan network as of the current system date.

3. The map display shall highlight the boundary of the search area with a dotted yellow line.

4. The extent and shape of the search area shall be determined based on one of the following user choices:
- A) Postal code "" Subscriber location acquired from GPS shall be used to determine and populate the related postal code as the default postal code with options for the user to change the postal code.
- B) Radius for the search area around the subscriber's location, that will have default value of 5 miles. The radius can be changed by the subscriber with a maximum range of 50 miles.
5. Subscriber shall be able to select one of the options above and supply corresponding input.
6. System shall validate the user input and display appropriate error messages if invalid.
7. Based on the inputs and the plan of the subscriber, the system shall retrieve information for the participating service providers that are located within the designated search area.
8. System shall display a map including visual markers to indicate locations of the service providers in the top half of the device screen and a list of the same service providers in the bottom half of the device screen.
9. The list of service providers shall include the Name, Phone Number and Street Address.
10. If the subscriber specified the radius or retained the default postal code for the search area, the list shall additionally include the approximate driving distance in miles from the subscriber's last registered location and the list shall be sorted in the ascending order of the driving distance.
11. The subscriber shall be able to select a service provider either from the list or from the map and download a document that contains the name, contact telephone, email address, fax number and the fee schedule for the covered services applicable to the subscriber's plan.
- What is the appropriate model type to assist the stakeholders in testing the performance and visual aspects of requirements 3 through 11?

- A. Functional Prototype
- B. Concept Model
- C. Process Model
- D. Usability Prototype

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- Which of the following is the appropriate technique to define communication flows between the Postal Code validation system with other systems?

- A. Capability Analysis
- B. Interface Analysis
- C. Process Analysis
- D. Decision Analysis

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What kind of relationship is used to describe the traceability between requirement 8 and the solution artifacts that implement it?

- A. Validate
- B. Depends
- C. Derive
- D. Satisfy

Question #434 Topic 1

A business analyst (BA) finds conflicting requirements gathered from several stakeholders. Aside from interviews, what additional activities can the BA use to safeguard against this happening?

- A. Item tracking and mind mapping
- B. User stories and scope modelling
- C. Reviews and workshops
- D. Brainstorming and estimation

Question #435 Topic 1

The business analyst (BA) presented a concept model during a requirements walk through to the project sponsor, implementation subject matter expert, and operational support staff. While the presentation was clear to the project sponsor, the other stakeholders were unsure about the impacts to their respective daily tasks. What should the BA include in the next walk through, so that all stakeholders have a better understanding of the requirements?

- A. A governance architecture to contextualize the business analysis approach
- B. An information management model to identify requirement gaps
- C. A capability model to illustrate strategic objectives
- D. An appropriate level of abstraction to support differing viewpoints

Question #436 Topic 1

A business analyst (BA) is responsible for analyzing the effectiveness of a railway ticket booking system. The BA prepared a report based on observations of the booking clerk over two days (Monday and Wednesday). According to the information gathered, the booking clerk is underutilized and spends a lot of idle time waiting for customers. What should the BA do next?

- A. Benchmark the clerk's performance against other roles and other companies
- B. Conduct further analysis to protect against false information based on insufficient data
- C. Propose a change in the organizational chart to give the clerk more responsibilities
- D. Verify the expected value and its perceived performance

Question #437 Topic 1

A corporation is experiencing poor financial performance and needs to change many aspects of its business strategy in order to become solvent again. A business analyst (BA) is conducting a feasibility analysis and analyzing resources required. The BA has identified the existing resources, the resources that need to be increased, and the required additional capabilities. What is the other dimension this analysis should indicate?

- A. The enterprise readiness agreement
- B. The new resources to be developed
- C. The new financial performance metrics
- D. The timeline for instituting the change

Question #438 Topic 1

After the implementation of a new financial solution, the business analyst (BA) observes that the performance of a solution does not meet the anticipated benefits detailed in the original business case. What is a technique the BA can use to understand the reason for this?

- A. Interface analysis
- B. Business capability analysis
- C. Data flow diagram
- D. Fishbone diagram

Question #439 Topic 1

A business analyst (BA) is preparing for observation. A passive approach has been selected for establishing performance metrics.

What should be identified for the next step?

- A. Dependencies
- B. Communication channels
- C. Performance measures
- D. Participants

Question #440 Topic 1

A business analyst (BA) was developing an outline of the timing of business analysis activities with the project manager. What factors may impact the timing of the activities the BA is performing?

- A. Solution design
- B. Project manager's experience
- C. Contract terms

- D. Project sponsor interest

Question #441 Topic 1

The solution presented by a business analyst (BA) to the stakeholders eliminated the need to maintain different variations of ship-to-country and location-to-route for various freight carriers. Instead, the routing would use a standard carrier code, giving the business the flexibility to just ship to new countries without raising a change request to IT which was the current road-block to business. What opportunity did the BA present to the stakeholders?

- A. Increase efficiencies
- B. Increase access to information
- C. Decrease stakeholder involvement
- D. Decrease project timeline

Question #442 Topic 1

While working on a major project to replace the billing mechanism at a bank, a major change in scope is discussed. Which approach does the business analyst (BA) use to help determine the formality of the assessment process to be followed to understand the impacts of the scope change?

- A. Governance
- B. Information management
- C. Solution
- D. Stakeholder engagement

Question #443 Topic 1

During the testing phase, a new requirement surfaced and the stakeholder asked the developer to modify the code without informing the business analyst (BA).

The BA became aware of the new functionality after a defect was raised against another component of the design. The BA can keep this situation from occurring in the future by creating a:

- A. stakeholder engagement plan
- B. change control process
- C. risk strategy
- D. prioritization approach

Question #444 Topic 1

The project manager wants to have the requirements analysis phase approved and asks the business analyst (BA) if this is possible. The BA wants to ensure that the requirements package is complete prior to closing the analysis phase. What would help the BA expedite the approval process for the analysis phase?

- A. Solution performance measures
- B. Business analysis information architecture
- C. Solution functional capabilities
- D. Business analysis approach

Question #445 Topic 1

After having created several prototypes of a new web-based application, a business analyst (BA) would like to meet

with the organization's stakeholders to elicit their perception, ideas, and attitudes about the prototypes. Which of the following techniques should the BA use?

- A. Focus Groups
- B. Prioritization
- C. Decision Analysis
- D. Brainstorming

Question #446 Topic 1

A Business Analyst (BA) is tasked with presenting the requirements for an auto insurance product to domain and implementation subject matter experts (SMEs).

What requirements viewpoints should be used by the BA?

- A. Logical Data Model
- B. Organization Model
- C. Scope Model
- D. Business Process Model

Question #447 Topic 1

A business analyst (BA) on a project is in the process of validating requirements and finds that there is a high degree of uncertainty related to one of the assumptions being true. The BA adds the assumption to the risk register and performs a full risk analysis to handle this situation. What type of strategy is in place if the organization is risk-averse?

- A. Acceptance
- B. Avoidance
- C. Mitigation
- D. Transfer

Question #448 Topic 1

A business analyst (BA) finds that the proposed solution has features used by a small group of stakeholders for business scenarios which may occur up to three times a year but require a high effort to implement. What should the BA recommend in this case?

- A. Assign it a lower priority for future release
- B. Deliver as part of the initial release
- C. Change the related business process
- D. Remove the requirement

Question #449 Topic 1

Manufacturer O has received a merger proposal from Manufacturer K. There is concern among the senior management of Manufacturer O that regulations could shift in the future, prompting Manufacturer K to move headquarters elsewhere and close operations at the current Manufacturer O site. In assessing the proposal limitations and as part of identifying enterprise limitations, a culture assessment is completed. As part of this work, what else would the BA perform?

- A. Organization and functional modelling
- B. Scope and requirements prioritization
- C. Financial and risk analysis

- D. Stakeholder impact and operational analysis

Question #450 Topic 1

A business analyst (BA) is preparing a governance approach. The BA is trying to define the approval process. Which factors should the BA consider?

- A. The organizational culture and type of information being approved
- B. The solution performance measures
- C. The formality and rigor of the prioritization process
- D. The associated risks of foregoing or delaying an approval

Question #451 Topic 1

The stakeholders are interested in ensuring that expected value is assessed prior to acceptance. To determine if the solution is providing expected value and ensure the accuracy of the measurements, the stakeholders and the business analyst (BA) determine that they need to measure:

- A. performance, trends, and variances
- B. benefits, penalties, and costs
- C. impacts, problems, and dependencies
- D. strategy, solution, and scope

Question #452 Topic 1

In a risk assessment exercise of a software implementation program, the business analyst (BA) has successfully computed the probability of occurrence (POC) and the cost of impact for each of the identified risks as follows:

	Probability of Occurrence	Cost of Impact (in US Dollars)
Natural disasters	0.2	15,000
Power surges	0.5	20,000
Human errors	0.9	3,000
System security	0.4	16,000

Which of the following will have the highest negative impact to value?

- A. System security
- B. Natural disasters
- C. Human errors
- D. Power surges

Question #453 Topic 1

A business analyst (BA) is tasked with developing a business analysis plan and must decide the best approach to use. Which of the following factors would drive the decision towards an adaptive approach?

- A. Requirements can effectively be defined ahead of implementation.
- B. The risk of an incorrect implementation is unacceptably high.
- C. Engaging stakeholders presents significant challenges.
- D. The organization's tolerance for uncertainty is high.

Question #454 Topic 1

Several commercial-off-the-shelf (COTS) software packages exist that would enable the business analyst (BA) to

meet the needs of the business. For the potential design option the BA included one of the COTS packages as a solution approach. What kind of solution approach is this?

- A. Purchase
- B. Outsource
- C. Exploit
- D. Create

Question #455 Topic 1

A company is in the middle of a large-scale project. Safety concerns have been brought up by several stakeholders, and this has led to numerous proposed changes. The business analyst (BA) must now assess the impact that marking these changes will have on the project. When assessing the impact of safety concerns, which of the following should be considered?

- A. Cost/benefit analysis
- B. Urgency
- C. Risk register
- D. Design

Question #456 Topic 1

A business analyst (BA) wants to create a high-level overview of a business process as a part of an exploratory analysis. The sponsor has asked for a model that demonstrates the movement and transformation of data between entities and processes.

What technique should the BA use?

- A. Data flow diagram
- B. Process modelling
- C. Entity relationship diagram
- D. Scope modelling

Question #457 Topic 1

A service provider has seen significant erosion of its profit margin so engages an external consultancy firm to assess its business operations and recommend options to improve profitability. What is the first step that the business analyst (BA) will perform as part of this engagement?

- A. Hold a strategy session to understand how best to achieve increased profitability
- B. Organize a requirements elicitation meeting to determine the desired increase in the profit margin
- C. Perform a brainstorming session to determine the desired profit margins for the future state of operations
- D. Conduct activities to understand the reasons behind the erosion of profitability in the current state

Question #458 Topic 1

The stakeholder of a new product that is in early adaptive development has requested a change to an approved feature. How should the business analyst (BA) handle this change?

- A. Change the business analysis approach to predictive
- B. Obtain formal approval through change request process
- C. Add the feature to the product backlog for future prioritization
- D. Include the requirement in the next iteration

Question #459 Topic 1

A business analyst (BA) is assigned a new project to improve a delivery process. Which of the following does the BA create as an output of the initial meeting with experts?

- A. Information management approach
- B. Elicitation activity plan
- C. Entity relationship diagram
- D. Current state flowchart

Question #460 Topic 1

A business analyst (BA) conducts a process analysis on the business analysis practices that were used on the previous major implementation. From this the BA identifies and documents that there are three improvement areas which would make the business analysis process more efficient. In which business analysis artifact does the BA document these measures of improvement for the next piece of analysis work?

- A. Skills assessment
- B. Engagement approach
- C. Governance approach
- D. Performance assessment

Question #461 Topic 1

A business analyst (BA) conducts a business rules analysis exercise to identify the organizational rules constraining the project. In addition to existing regulations and contracts, what else does the BA check?

- A. Backlogs
- B. Permissions matrix
- C. Policies
- D. Business case

Question #462 Topic 1

After determining that the enterprise culture was the driving force behind recent solution change decisions, a business analyst (BA) has decided to conduct an enterprise-wide cultural assessment. What information can the BA expect to learn from the results?

- A. Whether the stakeholders view the solution as something beneficial
- B. Whether there will be an organizational impact as a result of the change.
- C. That changes to the enterprise culture will better drive its actions
- D. That internal dependencies limit the performance of the entire solution

Question #463 Topic 1

In a requirements management effort, the business analyst (BA) has reviewed all the requirements and has completed assessing the various impacts of changes to some of the requirements. The BA is planning to share the impact of the changes to all the stakeholders and obtain a consensus in resolution of some of the changes. Which technique will help the BA obtain a resolution on the impact of the requirement changes?

- A. Focus groups
- B. Workshops
- C. Interviews
- D. Surveys

Question #464 Topic 1

A company is reconfiguring its business processes to improve the quality of its products and lower operational costs. This includes defining metrics that will be used to evaluate the effectiveness of future change strategy. Which of the following techniques achieves this goal?

- A. Business case
- B. Decision modelling
- C. Financial analysis
- D. Balanced scorecard

Question #465 Topic 1

Company A has been engaged to provide solution software to Company B as part of a combined service offering to Company C. This initiative requires a sub- project for Companies A and B to learn Company C's statutory requirements, a sub-project for Company A to write custom functionality for the solution, and a sub- project for Company B to develop infrastructure and support for the solution as well as the main project of implementation and cutover from Company C's current data processing solution to the service from Company B. How does the business analyst (BA) assign requirements to the various solution components to ensure all objectives are met?

- A. Define Solution Approaches
- B. Identify Improvement Opportunities
- C. Allocate Requirements
- D. Describe Design Options

Question #466 Topic 1

A utility company found that its current billing system charges customers for their usage, but does so incorrectly when the system estimates reads on meters rather than performs actual reads. Company stakeholders would like to improve this aspect of the system but are hesitant to make changes because they are otherwise pleased with the system. A business analyst (BA) has completed a current state diagram and would like to start discussions on what the future state may look like. What information can the BA determine by having a current state diagram?

- A. The strengths and weaknesses of the current system
- B. The cost/benefit measures for the new system
- C. The change management plan for implementation
- D. The needs for the future state solution

Question #467 Topic 1

A business analyst (BA) finds that the solution service level agreement (SLA) cannot be met in one out of five identified scenarios, as there is a dependency on a requirement which is a part of a future release. How should the BA approach the solution limitation?

- A. Modify the SLA
- B. Change the business process
- C. Increase the scope and include the dependent requirement
- D. Assess the impact on the business operations

Question #468 Topic 1

When determining the success criteria for an initiative, a business analyst (BA) engages end users in order to

understand what they would define as an effective solution. What two types of data will the end users need to perform the evaluation?

- A. Risk and value
- B. Assessment and performance
- C. Quantitative and qualitative
- D. Impact and dependencies

Question #469 Topic 1

A business analyst (BA) is eliciting requirements to automate existing manual processes for fulfilling end users service requests. There is pressure from management to automate the process quickly using a commercial off-the-shelf (COTS) tool. The COTS solution has various modules including one for service request automation that has yet to be implemented in the organization. What is the BA's first step?

- A. Implement the COTS tool's modules
- B. Create a change strategy
- C. Perform a gap analysis to understand missing capabilities
- D. Modify the COTS tools to fit the existing process

Question #470 Topic 1

A business analyst (BA) has recently completed a comprehensive stakeholder analysis. Next, the BA would like to consider ways in which to ensure that the stakeholders remain engaged throughout the change strategy. Some of the considerations include timing and frequency, location, available tools, delivery methods, and the stakeholders' preferences. In which of the following plans would the BA document these considerations?

- A. Communications Management Plan
- B. Business Analysis Plan
- C. Stakeholder Analysis Plan
- D. Stakeholder Collaboration Plan

Question #471 Topic 1

During a retrospective, the project team agrees the way they organized the user stories during the first sprint could be improved. The business analyst (BA) plans to make the stories more accessible going forward. Which of the following will the BA update?

- A. Organizational performance standards
- B. Information management approach
- C. Business analysis performance assessment
- D. Project lessons learned register

Question #472 Topic 1

Before investing further in the project, a customer and the key stakeholders of the project want to be able to visualize the final product. Which elicitation technique should the business analyst (BA) select?

- A. Interface Analysis
- B. Prototyping
- C. Observation
- D. Reverse Engineering

Question #473 Topic 1

A business analyst (BA) is preparing a requirement package for access management system. A state diagram for entity "User" has been prepared. The BA wants to check the completeness of requirements by comparing different models. Which diagram should be used with a state diagram to verify that all functions are defined to work with entity "User" for the different roles?

- A. Data flow diagram
- B. Sequence diagram
- C. Use case diagram
- D. Functional diagram

Question #474 Topic 1

Before the start of a large, cross functional change effort, the team of business analysts (BAs) assigned decided they need something to help them ensure requirements collectively support one another and do not conflict. What option would provide the consistency they are looking for?

- A. Requirements Architecture
- B. Functional decomposition
- C. Checklists
- D. Process modelling

Question #475 Topic 1

A business analyst (BA) is working on an initiative to decommission a legacy system and has discovered the requirement: "Ability to view policies created in the legacy system for a period of 6 months." How should the BA classify the requirement based on the requirements classification schema?

- A. Business Requirement
- B. Non-functional Requirement
- C. Functional Requirement
- D. Transition Requirement

Question #476 Topic 1

A business analyst (BA) is capturing the requirements for an application which displays information on a mobile device. The information will be extracted from a database owned by another department within the organization. Which of the following will identify the stakeholder who can approve access to the database?

- A. Solution Scope
- B. Governance Approach
- C. Change Strategy
- D. Requirements Architecture

Question #477 Topic 1

A business analyst (BA) assigned to a project has been asked to implement regulatory requirements based on priority. What type of traceability relationship can the BA use to find all the solution components that need to be implemented?

- A. Validate
- B. Satisfy
- C. Derive

- D. Dependency

Question #478 Topic 1

A company is about to embark upon a large organizational change initiative that involves restructuring its service offerings. A senior business analyst (BA) is assigned the work of establishing performance measures for the business analysis work to be performed by the BA team. Which of the following performance measures is appropriate to assess the value delivered by the work products against the cost, time, and resource investments expended to create them?

- A. Effectiveness
- B. Significance
- C. Strategic
- D. Knowledge

Question #479 Topic 1

A company wants to develop a product roadmap to guide future development efforts. The product owner asks a business analyst (BA) to lead the analysis effort.

Feature suggestions have been compiled from customer support calls. Which of the following should the BA do first?

- A. Determine the value of each feature
- B. Compare the implementation costs of each feature
- C. Prioritize the features in the backlog
- D. Confirm the feature requests

Question #480 Topic 1

A customer has provided a business analyst (BA) with many business requirements and some have inter-dependencies with other requirements. To ensure the requirements are delivered according to customer expectations, which requirements attribute should the BA consider including in the project requirements document?

- A. Priority
- B. Constraints
- C. Unique identifier
- D. Acceptance criteria

Question #481 Topic 1

Following a recent, successful deployment, a business analyst (BA) has noticed that several of the requirements are candidates for reuse in multiple upcoming change initiatives. Which type of requirement is a potential candidate for re-use?

- A. Stakeholder requirements
- B. Business requirements
- C. Non-Functional requirements
- D. Transition requirements

Question #482 Topic 1

A business analyst (BA) is compiling a communication plan by reviewing stakeholders and identifying the needs of

the stakeholders. The BA organizes the stakeholders based on their needs and decides that all communication will be handled through e-mail so that information can be disseminated quickly and easily while maintaining a record. What has the BA missed in the stakeholder analysis?

- A. Presentation materials
- B. Preferences
- C. Business objectives
- D. Retention

Question #483 Topic 1

A business analyst (BA) was tasked with eliciting requirements for a new product scheduling system. The BA interviewed and discussed the requirements with the manager and supervisor. The requirements were written and approved by both the supervisor and manager. Which stakeholders were missed in the requirements?

- A. IT support
- B. Project manager
- C. Upper management
- D. End users

Question #484 Topic 1

The business analyst (BA) works in a global company and the majority of stakeholders are located in different countries. The BA already explained the core requirements during the initial meetings. However, due to the time zone differences it has been cumbersome to organize further meetings. What method should the BA use so the stakeholders can review the document before final approval?

- A. Group collaboration
- B. E-mail
- C. Brainstorming
- D. Collaborative games

Question #485 Topic 1

An automobile manufacturer is undertaking a project intended to modify or replace the company's current timekeeping system. Negative employee reaction to change follows as word of the proposed solution spreads throughout the company. What could a business analyst (BA) do to prevent or reduce employee discontent?

- A. Relay upper management support to stakeholders
- B. Record negative employee reaction as a project risk
- C. Propose cultural changes for the organization
- D. Report potential sources of dissent to management

Question #486 Topic 1

A business analyst (BA) is assessing the different solution proposals. What type of financial calculation would the BA use to determine which solution is worth investing in based on its breakeven point?

- A. Internal rate of return
- B. Discount rate
- C. Return on investment
- D. Net present value

Question #487 Topic 1

A business analyst (BA) is working on improving solution performance and increasing value. The BA discovers that a set of interfaces and activities do not contribute to the final product either directly or indirectly. What should the BA recommend?

- A. Provide a single solution for stakeholders thus reducing the cost of implementation
- B. Remove or minimize interfaces and activities that do not provide value to the final product
- C. Retire the current solution as it is not fulfilling the need for which it was created
- D. Propose an organizational change to automate the work people perform

Question #488 Topic 1

A business analyst (BA) had identified redundancy in the process for the first contact resolution for customer issues; currently two separate divisions handle this task. A new solution identifies a single point of contact that will eliminate the redundancy. What can the BA do to highlight the required changes to the structure?

- A. Business capability analysis
- B. Current state description
- C. Organizational modelling
- D. Policies and procedures

Question #489 Topic 1

A conservative company with rigorous risk control plans and internal audit rules has a recurrent problem with a core business application. As a result, access to this application must be restricted and controlled and maintenance must be on-site. However, the company feels that the application must have an emergency service team. The routine maintenance of this solution is provided by an external vendor and the vendor requested 24 hours remote access to quality and production data. In this context, what is the company's response to the vendor's request?

- A. Denied, because the vendor requested it
- B. Denied, because of the company's risk aversion
- C. Accepted, because the company has an urgent problem to solve
- D. Accepted, because immediate remote access will resolve any issue

Question #490 Topic 1

A business analyst (BA) is assigned to a project which has two main stakeholders: a highly regulated government agency and a less formal private company. To select the business analysis approach, the BA will conduct a meeting with representatives from each entity to decide on the level of formality needed for requirements and design specifications. During the meeting, what should the BA's strategy be?

- A. Develop consensus on a tailored approach for formality
- B. Use a formal approach to appeal to the government entity's higher authority
- C. Ask the government entity to accept a flexible collaborative approach
- D. Employ the standard business analysis level of formality

Question #491 Topic 1

A business analyst (BA) has defined a business analysis approach and presented the documents to the sponsors, the senior executives, the domain experts, the project manager, and the head of technology, to obtain agreement from all. At this juncture, the project manager objected to some of the estimates determined in the budget and

refused to agree with the estimates. Which guideline or tool, if followed by the BA, would have helped in avoiding such disagreements?

- A. Risk Analysis and Management
- B. Business Analysis Performance Assessment
- C. Requirements Classification Schema
- D. Stakeholder Engagement Approach

Question #492 Topic 1

Due to the complexity of a project, the project board is concerned that the business analyst (BA) will not be able to ensure all requirements are verified. What tool can the BA present to the project board to mitigate their concern?

- A. Data model
- B. Use case diagram
- C. Business analysis checklist
- D. Risk register

Question #493 Topic 1

A business analyst (BA) has a meeting next week with the project sponsor to ensure that the requirements align with the objective of the project. Prior to the meeting, the BA must ensure that the requirements are:

- A. correct, capable, and strategic
- B. parametric, analogous, and decomposed
- C. atomic, feasible, and testable
- D. predictive, diagnostic and descriptive

Question #494 Topic 1

A business analyst (BA) has just finished verifying requirements for a new application that impacts various business processes for product setup, sales, and support. Which of the following methods should be used to validate the requirements with key stakeholders?

- A. Team review
- B. Joint application design
- C. Product backlog prioritization
- D. Brainstorming

Question #495 Topic 1

While reviewing the data feeds on a project the business analyst (BA) realizes there is a feed that contains complex relationships. In order to help understand the data and accurately reflect a set of requirements the BA decides to prioritize the requirements. What modeling format could the BA use?

- A. Matrix
- B. User interface
- C. Data dictionary
- D. Data model

Question #496 Topic 1

A business analyst (BA) asks participants in a workshop to write down their ideas about the feature being built on

sticky notes, place them on the wall, and then group the ideas into similar themes. The BA is using this technique to:

- A. prepare for requirements elicitation
- B. manage stakeholder collaboration
- C. identify organizational capabilities
- D. prioritize requirements

Question #497 Topic 1

A business analyst (BA) has completed requirements elicitation and modelling on a project to implement a new case management system. During analysis of the requirements, the BA notices that one of the requirements appears to be in conflict with the company's case management policies. What should the BA do?

- A. Request modification to the policies and identify the changes as an assumption and a dependency
- B. Modify the requirements to adhere to the existing policies and note the change in the models.
- C. Identify the policies as a potential constraint and review with management
- D. Create a requirement to indicate the change to the current policies and update the information in the models

Question #498 Topic 1

A bank moves currency from the main office to the branches daily for operational use. To avoid paying overnight interest, the branches return the currency at the end of the business day. The bank requires a new inventory management system to account for the whereabouts of the cash at all times. A software provider has proposed a heavily customized version of their standard inventory management software. As the project progresses, the business analyst (BA) identifies a number of subtleties that would suggest a fully made to order solution may be a better option for the bank. What inputs does the BA need to perform the analysis?

- A. Change strategy and performance objectives
- B. Requirements and business policies
- C. Potential value and design options
- D. Needs and business analysis approach

Question #499 Topic 1

Which conduct stakeholder analysis technique identifies stakeholder roles that may serve as a useful starting point for identifying actors and roles?

- A. Interviews
- B. Scenario and uses cases and user stories
- C. Scope modeling
- D. Requirements workshops

Question #500 Topic 1

You are currently working on creating the activity list for an initiative in your organization. What characteristic must be assigned to each task in your task list?

- A. Risk level
- B. Unique number
- C. Procurement needs
- D. Roles and responsibilities

ANSWERS

1	D	11	C	21	B	31	A	41	B
2	D	12	B	22	D	32	B	42	A
3	B	13	D	23	B	33	B	43	A
4	D	14	C	24	A	34	B	44	C
5	D	15	D	25	C	35	B	45	D
6	C	16	A	26	A	36	A	46	A
7	A	17	B	27	B	37	A	47	D
8	A	18	A	28	C	38	B	48	B
9	B	19	A	29	B	39	A	49	A
10	A	20	A	30	D	40	D	50	A

51	B	61	D	71	D	81	B	91	A
52	B	62	C	72	A	82	D	92	B
53	D	63	B	73	C	83	C	93	D
54	C	64	C	74	D	84	A	94	A
55	D	65	D	75	A	85	C	95	A
56	B	66	C	76	D	86	A	96	D
57	D	67	D	77	C	87	D	97	D
58	C	68	D	78	A	88	A	98	D
59	D	69	C	79	D	89	B	99	B
60	A	70	A	80	A	90	C	100	B

101	A	111	A	121	B	131	C	141	A
102	D	112	C	122	C	132	A	142	A
103	B	113	A	123	D	133	A	143	D
104	B	114	C	124	A	134	C	144	B
105	A	115	C	125	C	135	A	145	A
106	A	116	B	126	D	136	C	146	D
107	C	117	C	127	B	137	B	147	D
108	B	118	C	128	C	138	C	148	D
109	C	119	D	129	C	139	B	149	D
110	D	120	D	130	A	140	B	150	D

151	A	161	A	171	C	181	C	191	B
152	A	162	D	172	D	182	D	192	C

153	D	163	D	173	C	183	C	193	A
154	B	164	C	174	B	184	C	194	B
155	B	165	A	175	D	185	A	195	B
156	A	166	D	176	D	186	D	196	A
157	B	167	C	177	D	187	D	197	C
158	A	168	A	178	C	188	A	198	B
159	C	169	D	179	B	189	A	199	B
160	D	170	C	180	A	190	B	200	B

201	C	211	A	221	C	231	D	241	B
202	B	212	B	222	D	232	D	242	C
203	D	213	A	223	D	233	D	243	D
204	D	214	D	224	B	234	C	244	D
205	B	215	C	225	A	235	C	245	C
206	B	216	D	226	B	236	D	246	C
207	D	217	D	227	C	237	D	247	B
208	A	218	D	228	A	238	D	248	B
209	C	219	C	229	A	239	B	249	C
210	B	220	C	230	A	240	B	250	A

251	B	261	B	271	A	281	C	291	C
252	C	262	A	272	C	282	A	292	C
253	C	263	C	273	A	283	A	293	B
254	D	264	C	274	D	284	A	294	B
255	B	265	D	275	B	285	D	295	D
256	B	266	D	276	A	286	B	296	C
257	A	267	C	277	D	287	B	297	C
258	A	268	B	278	B	288	A	298	A
259	B	269	A	279	C	289	C	299	D
260	A	270	C	280	C	290	A	300	C

301	B	311	C	321	A	331	D	341	D
302	C	312	C	322	B	332	D	342	B
303	D	313	A	323	D	333	A	343	B
304	C	314	B	324	B	334	C	344	C
305	A	315	C	325	C	335	C	345	A
306	C	316	B	326	D	336	A	346	A
307	A	317	A	327	A	337	D	347	D
308	A	318	C	328	B	338	C	348	B
309	C	319	B	329	C	339	A	349	C
310	A	320	A	330	A	340	A	350	B

351	C	361	D	371	A	381	D	391	B
352	D	362	C	372	B	382	D	392	A
353	A	363	A	373	A	383	A	393	D
354	D	364	A	374	B	384	A	394	D
355	D	365	B	375	B	385	A	395	A
356	C	366	C	376	B	386	D	396	B
357	A	367	A	377	A	387	D	397	C
358	D	368	A	378	B	388	C	398	D
359	B	369	B	379	B	389	A	399	D
360	D	370	D	380	D	390	B	400	D

401	C	411	B	421	D	431	A	441	A
402	B	412	A	422	B	432	C	442	B
403	A	413	C	423	B	433	C	443	B
404	A	414	C	424	C	434	D	444	C
405	A	415	A	425	C	435	C	445	C
406	C	416	B	426	B	436	C	446	A
407	B	417	B	427	D	437	A	447	B
408	D	418	C	428	A	438	B	448	A
409	D	419	A	429	D	439	D	449	D
410	B	420	C	430	A	440	D	450	D

451	A	461	C	471	B	481	A	491	D
452	D	462	B	472	C	482	D	492	A
453	A	463	A	473	B	483	C	493	D
454	A	464	D	474	A	484	A	494	C
455	C	465	B	475	D	485	D	495	A
456	A	466	D	476	B	486	D	496	B
457	D	467	C	477	D	487	B	497	C
458	B	468	C	478	B	488	D	498	C
459	B	469	B	479	A	489	C	499	B
460	A	470	D	480	B	490	D	500	B