CBAP

150
MIXED
QUESTIONS
&
ANSWERS

MIXED 150 QUESTIONS & ANSWERS
(answers are at end, and not as marked with the questions)

1.

A SMART objective is one that is:

a. ◉ Specific, measurable, achievable, relevant, and time-bound.

b. ○ Specific, measurable, attainable, relevant, and testable.

c. ○ Specific, measurable, attainable, realistic, and traceable.

d. ○ Specific, measurable, achievable, realistic, and time-bound.

2.

You have been asked to confirm your results after a requirements workshop. Why is that important?

a. ◉ To ensure the project manager understands the requirements for project planning.

b. ○ To ensure the WBS is created for risk planning.

c. ○ To ensure the requirements are valid and match the understanding of the problem.

d. ○ To ensure the requirements work plan is completed.

3.

During enterprise analysis, the role of the business analyst is:

a. ◉ To define the business need.

b. ○ To prioritize the projects.

c. ○ To select the project.

d. ○ To launch new projects.

4.

What is the purpose of defining transition requirements?

a. ○ To ensure the project team will be able to leave the project.

b. ○ To ensure the organization is ready for change.

c. ◉ To ensure the transition period is short.

d. ○ To ensure a successful move from the old to new system.

5.

The BA should conduct a post-implementation assessment in conjunction with which Knowledge Area and Task?

a. ◉ Enterprise Analysis/Validate Solution

b. ○ Solution Assessment & Validation/Evaluate Solution Performance

c. ○ Requirements Analysis/Validate Requirements

d. ○ Requirements Analysis/Verify Requirements

6.

A BA is working on a project where a new business process requires extensive use of existing business data records. The activity that will most likely benefit the analysis is:

a. ○ Process model.

b. ○ Define transition requirements.

c. ○ Meta-data definition.

d. ○ Level '0' DFD (data flow diagram).

7.

Which of the following allows the business analyst to manage any issues identified with requirements by stakeholders and ensure that those issues are resolved?

a. ⦿ Problem management.

b. ○ Requirements versioning.

c. ○ Problem baselining.

d. ○ Problem tracking.

8.

What is considered the best way to teach something?

a. ⦿ Use hand-on exercises to reinforce new material.

b. ○ Use a formal presentation and exercises.

c. ○ Use a mix of visual, auditory and hands-on activities.

d. ○ Test the learner's knowledge.

9.

What are the outputs of preparing for elicitation?

a. ⦿ Organizational assets, requirements work plan.

b. ○ Requirements work plan, stakeholder communication, risk analysis.

c. ○ Observation, prototype, assigned resources.

d. ○ Supporting materials, scheduled resources.

10.

Which of the following is NOT a managing principle of business rules?

a. ● Document them independently of how they will be enforced.

b. ○ Separate them from the processes the rule supports.

c. ○ Stated at the atomic level in a declarative format.

d. ○ May not occur in the instance of a data element.

11.

What is the most appropriate thing a business analyst should do after defining the business case?

a. ● Review the business case with appropriate executives, (including a summary and details) to get a go/no go decision.

b. ○ Review the business case with appropriate executives at a summary level to get a go/no go decision.

c. ○ Review the business case with appropriate executives, (including solution selection guidelines) to get a go/no go decision.

d. ○ Obtain a physical signature of approval.

12.

The following are all types of risk tolerance EXCEPT:

a. ○ Risk-utility, where the stakeholder is willing to reduce both risks and potential benefits, if the approach to risk assessment is practical and not too cumbersome.

b. ○ Risk-aversion, where the stakeholder is willing to pay more (reduce benefits) to reduce risks.

c. ○ Neutrality, where probable benefits gained from the risk response must equal or outweigh the costs in order to justify action.

d. ○ Risk-seeking, where the stakeholder is willing to accept relatively high risks in order to maximize benefits.

13.

You are starting to recruit your participants for your focus group. You are looking for a very diverse group of people. The participants you are looking for would be categorized as what?

a. ◉ Homogeneous.

b. ○ Heterogeneous.

c. ○ Esoteric.

d. ○ Homogenized.

14.

Which of following statements best describes a business capability?

a. ○ Constraints.

b. ○ Assumptions.

c. ○ Products.

d. ○ Culture.

15.

Your sponsor has asked for a project that would be best implemented with new technology. However, the organization has chosen an architecture that does not support this new technology. This is an example of a:

a. ○ Technical architecture.

b. ○ Technical constraint.

c. ○ Business constraint.

d. ○ Business assumption.

16.

Specifying and modeling requirements takes place as part of which knowledge area?

a. ○ Enterprise analysis.

b. ○ Requirements analysis.

c. ○ Requirements elicitation.

d. ○ Solution assessment and validation

17.

You have been assigned to work with another BA located in a remote branch office. You have worked with her before and found that she did not follow through with her commitments. She did not demonstrate which of the following underlying competencies?

a. ○ Respect.

b. ○ Sense of urgency.

c. ○ Sense of confidence.

d. ○ Trustworthiness.

18.

As a means of eliciting requirements you have been reading all known business architecture documentation and the information provided from a previous phase of the project you are working on. What is this called?

a. ○ Document review.

b. ○ Observation.

c. ○ Business architecture analysis.

d. ○ Document analysis.

19.

When communicating requirements, which of the following roles typically wants to have high-level summaries to help them understand the impact of the requirements?

a. ○ Domain SME.

b. ○ Regulator.

c. ○ Sponsor.

d. ○ Tester.

20.

The BA is facilitating a session of 6-12 attendees representing diverse backgrounds. The topic is a new product, and the BA hopes to gain qualitative insights regarding attendee's attitudes, experiences and desires. What technique is being employed by the BA?

a. ○ Homogeneous Focus Group.

b. ○ Brainstorming.

c. ○ Heterogeneous Focus Group.

d. ○ Requirements Workshop with Subject Matter Experts, Designers and QA testers.

21.

Traceability of requirements means:

a. ○ Requirements can be traced forward through design and to finished product and are tested to ensure they work.

b. ○ Requirements can be traced back to business or project objectives, and who provided them, to validate they will solve problem being addressed.

c. ○ Requirements can be traced back to the business or project objectives to validate they will solve the problem being addressed and forward through design and to the finished product.

d. ○ Requirements adhere to an organization template to ensure they help support strategic direction of the organization.

22.

The best example of a technical constraint is:

a. ○ Limitation on the project's flexibility such as budgetary restrictions, time restrictions, limits on the number of resources available or restrictions based on skills of the project team.

b. ○ Documentation about things the BA believes to be true but is unable to verify.

c. ○ Expectation concerning the designability, reliability, usability, maintainability, efficiency, human engineering, scalability, and portability of the system.

d. ○ Any architectural decision that is made, including development language, hardware platform, or applications software that must be

used.

23.

Which of these techniques is NOT used in requirements documentation and packaging?

a. ○ Project roadmap.

b. ○ Vision document.

c. ○ Supplementary requirements specification.

d. ○ Business requirements document.

24.

Which of the following is an important tool in defining the scope of work and in developing estimates?

a. ○ WBS.

b. ○ RBS.

c. ○ OBS.

d. ○ TBS.

25.

You have just completed your requirements workshop. Who should be involved with documenting the workshop?

a. ○ Business Analyst and Project Manager.

b. ○ Business Analyst.

c. ○ Business Analyst, Project Manager, and Scribe.

d. ○ Business Analyst and Scribe.

26.

What does a desired outcome describe?

a. ○ The business benefits that will result from meeting the business need.

b. ○ The solution to a business problem or opportunity.

c. ○ The business need.

d. ○ The costs and benefits of implementing the solution.

27.

The decomposition of activities and tasks produces what output?

a. ○ Activity List.

b. ○ Functional Decomposition Diagram.

c. ○ Decomposition of Organizational Processes.

d. ○ Decomposition of Deliverables.

28.

What best describes an association?

a. ◉ A link between two elements in a diagram.

b. ○ A break between two elements in a diagram.

c. ○ A legend at the bottom of your diagram.

d. ○ A solid-lined box around a process.

29.

Which of the following does NOT describe a traceability relationship?

a. ○ Effort.

b. ○ Value.

c. ○ Necessity.

d. ○ Hierarchy.

30.

A new baseline for requirements and an updated coverage matrix are outputs of what activities?

a. ○ Maintain requirements plan and Manage Requirements Traceability.

b. ○ Maintain business architecture and Monitor/Control the Requirements Management Plan

c. ○ Manage Solution Scope and Requirements; Manage Requirements Traceability

d. ○ Maintain organizational artifacts and Monitor/Control the Requirements Management Plan.

31.

BAs working on a project will need to coordinate information among team members. What is the best example of information that will need to be coordinated?

a. ○ Lessons learned (both positive and negative).

b. ○ Anecdotes about stakeholders, personal information to promote team building.

c. ○ ERD, UML, ROI, ITIL and BABOK.

d. ○ Organization standards and policies (OPAs), including document templates, lessons learned databases,

and methodologies and processes.

32.

In order to effectively elicit requirements, the BA must be skilled in which of the following techniques:

a. ○ Interviewing, team building, planning, coordinating schedules.

b. ○ Observation, thinking abstractly, deductive reasoning, intuitive reasoning.

c. ○ Resolving conflicts, negotiation, escalation, presentation.

d. ○ Interviewing, facilitating cross-functional sessions, observation.

33.

You have been asked to make a recommendation for an initiative that the organization is thinking about undertaking. The organization has provided some initial estimates and high-level costs. Which techniques might you use in preparing your recommendation?

a. ○ Risk analysis, SWOT analysis, functional decomposition.

b. ○ Estimation, metrics & key performance indicators, vendor assessment.

c. ○ Decision analysis, SWOT, and business architecture.

d. ○ Vendor assessment, enterprise architecture, functional decomposition.

34.

What type of requirements describe capabilities that must be developed in order for an organization to successfully move between solutions?

a. ○ Transition requirements.

b. ○ Transport requirements.

c. ○ Timeline requirements.

d. ○ Training requirements.

35.

Operational assessment means:

a. ○ Evaluate whether stakeholders are prepared to make use of the solution.

b. ○ Assess impact of business analysis to organization.

c. ○ Evaluate whether stakeholders are physically capable of operating the equipment.

d. ○ Evaluate alternative solutions and recommend effect on operational aspects of the organization.

36.

You have had several interviews this week for your project. Several problems have come up. So many have come up that your project manager suggested that you track them. Why?

a. ○ Used for historical purposes and project planning by the project manager.

b. ○ To ensure that when elicitation produces issues they are tracked to resolution.

c. ○ Used to ensure the help desk and service management teams are kept in the loop when the resulting production issues come up due to the problems that have been raised.

d. ○ To ensure the results of your requirements workshops and interviews are documented.

37.

A requirement is best defined as:

a. ○ A need or want of the business to solve a problem or achieve an objective.

b. ○ A condition or capability needed by a stakeholder to solve a problem or achieve an objective.

c. ○ A condition or capability of a product or solution that documents a problem or objective of the business.

d. ○ A need or necessary feature of a system that could be sensed from a position anywhere within the system.

38.

What is the output of the Assess Capability Gaps task?

a. ○ Updated business need.

b. ○ Solution approach.

c. ○ Verified requirements.

d. ○ Required capabilities.

39.

Conflict is usually resolved in all the following ways EXCEPT:

a. ○ Written communication.

b. ○ Research.

c. ○ Third party mediator.

d. ○ Formal meetings.

40.

What is the purpose of the 'Define Solution Scope' task in the Enterprise Analysis knowledge area?

a. ○ To make sure the estimates given to the project manager are accurate.

b. ○ To conceptualize in enough detail the new business capabilities.

c. ○ To ensure the Organizational Process Assets are fully understood to select the appropriate Methodology.

d. ○ Determines how solution requirements will be allocated to components and releases.

41.

Some solution components, especially software, will have defects and may require an investigation of the root cause of problems by which of the following stakeholders:

a. ○ Domain SME.

b. ○ Implementation SME.

c. ○ Business Analyst.

d. ○ Tester.

42.

What is another common name for a scope model?

a. ○ Decomposition diagram.

b. ○ Context diagram.

c. ○ Fishbone diagram.

d. ○ Swim lane diagram.

43.

Transition requirements are:

a. ○ Unlike other requirements because they are no longer relevant after implementation.

b. ○ Also known as implementation requirements because they define the implementation needs.

c. ○ Also known as solution requirements because they define how the solution will be designed, built, tested, and implemented.

d. ○ Unlike other requirements because they remain relevant after implementation.

44.

Manage business analysis performance describes:

a. ○ How business analysis work will be tracked and assessed.

b. ○ Managing performance of non-functional requirements.

c. ○ Managing changes to the requirements baseline.

d. ○ How requirements will be communicated and changed.

45.

Which of the following techniques is the most useful to understand the current state of the enterprise?

a. ○ Document analysis.

b. ○ Current state analysis.

c. ○ Business architecture.

d. ○ GAP analysis.

46.

Techniques used to specify requirements include all of the following EXCEPT:

a. ○ Business rules analysis.

b. ○ Prototyping.

c. ○ Scenarios and use cases.

d. ○ Functional composition.

47.

Oral communication may include:

a. ○ Active listening, emotional and other non-verbal cues.

b. ○ Active listening, unemotional and other non-verbal cues.

c. ○ Active listening, expressed documented ideas.

d. ○ Active listening, verbal assaults.

48.

The BA finds herself/himself in a position where it is difficult to determine how (s)he will communicate with each stakeholder, and how to receive requirements information from stakeholders. What task will the BA need to complete?

a. ○ Conduct requirements workshop.

b. ○ Create business analysis communications plan.

c. ○ Identify requirements risk management approach.

d. ○ Document team roles.

49.

You are walking your stakeholders through a diagram that shows the life cycle of a class. What type of diagram are you using?

a. ○ Context level data flow diagram.

b. ○ Sequence diagram.

c. ○ State diagram.

d. ○ Functional decomposition diagram.

50.

When is the earliest time to begin a requirements package?

a. ○ At any point in a project.

b. ○ After Requirements Elicitation.

c. ○ After Requirements Analysis and Documentation.

d. ○ After determining the appropriate requirements format.

51.

Solution components may include:

a. ○ Business policies or rules.

b. ○ Business acumen.

c. ○ Software applications and the hardware components that support them.

d. ○ Business approval.

52.

You are preparing for a lessons learned meeting that you will conduct. Which of the following best describes your lessons learned session?

a. ○   Your session is typically highly structured.

b. ○   You session is informal.

c. ○   Your session is dictated by all of your stakeholders needs.

d. ○   Your session can include any format or venue that works for key stakeholders.

53.

A set of processes, rules and templates that prescribe how business analysis is performed is called what?

a. ○   Document analysis.

b. ○   Methodology.

c. ○   Iteration.

d. ○   Release planning.

54.

Which of the following best describes the type of requirement not needed after a solution is implemented?

a. ○   Non-functional requirements.

b. ○   Functional requirements.

c. ○   Transition requirements.

d. ○   Conversion requirements.

55.

When validating a solution a BA is most likely to perform which of the following steps:

a. ○ Assess defects and issues.

b. ○ Verify defective solution outputs.

c. ○ Problem tracking.

d. ○ Understand value delivered by solution.

56.

Which statement best describes the techniques used in stakeholder analysis?

a. ○ Brainstorming, interviews, organization modeling, risk analysis, scope modeling.

b. ○ Burn down lists, sprint planning, risk analysis, screen mockups.

c. ○ Problem analysis, process modeling, requirements workshops, BA performance assessment.

d. ○ Organizational process assets, stakeholder roles and responsibilities, business analysis approach.

57.

Which of the following is NOT a basis for prioritization of requirements?

a. ◉ Business value.

b. ○ Regulatory compliance.

c. ○ Stakeholder agreement.

d. ○ Implementation plan.

58.

Name the two most widely used types of data models:

a. ○ Entity-Relationship Diagram and class diagram.

b. ○ Entity-Relationship Diagram, and swim lane.

c. ○ Entity-Relationship Diagram and context level data flow.

d. ○ Entity-Relationship Diagram and sequence diagram.

59.

A graphical representation of the concepts relevant to a chosen domain, the relationships between them and their attributes is generally known as what?

a. ○ ERA.

b. ○ DEA.

c. ○ ERD.

d. ○ EAR.

60.

What is the best definition for the Enterprise Analysis Knowledge Area:

a. ○ Enterprise Analysis is managed as a stand-alone project except for large complex organizations where it is treated as an investigative endeavor.

b. ○ Enterprise Analysis consists collection of pre-project activities for capturing future views of business to provide context to project Requirements Elicitation and assists in solution identification for initiative.

c. ○ Enterprise Analysis spans the analysis work done after the executive team of the organization develops strategic plans and goals and ends after projects have been initiated.

d. ○ Enterprise Analysis consists of defining the business need, problem, and the nature and justification of the solution. In other words, EA is where business requirements are defined.

61.

The following process step is NOT recommended in the interviewing process:

a. ○ Contact potential interviewees and explain why their assistance is needed.

b. ○ Organize questions in a logical order or an order of significance based on the interviewee's knowledge or subject of the interview.

c. ○ Use a standard set of interview questions for all interviewees in order to facilitate scoring each question.

d. ○ Send summary notes of the interview to the interviewee for review.

62.

What are the key elements when conducting elicitation activities?

a. ○ Tracing requirements, capturing requirement attributes, tracking elicitation metrics.

b. ○ Requirements workshops, building data dictionaries, brainstorming.

c. ○ Observation, job shadowing, questionnaires.

d. ○ Domain SME, requirements workshops, tracing requirements.

63.

Data about data can best be described as what?

a. ○ Information Technology.

b. ○ Data definition.

c. ○ Data model.

d. ○ Metadata.

64.

How would SWOT analysis be beneficial to the business case?

a. ○ Forecasts the size of the investment
       required to deploy and operate the
       proposed solution.

b. ○ Provides a vendor assessment for the
       purchasing or outsourcing of the
       solution to ensure the right vendor is
       selected.

c. ○ Demonstrates how strong or weak the
       solution is so the business cases is
       better understood.

d. ○ Establishes key metrics to ensure the
       project performance goals are being
       met.

65.

The effort to describe how the stakeholder needs are evaluated, structured
and specified for use in the design and implementation of a solution is the
focus of which knowledge area:

a. ○ Solution Assessment and Validation

b. ○ Requirements Elicitation.

c. ○ Requirements Analysis.

d. ○ Requirements Planning and Management.

66.

All of the following are risk responses EXCEPT for:

a. ○ Mitigate.

b. ○ Avoid.

c. ○ Transcend.

d. ○ Accept.

67.

When allocating requirements to components, Zhou needs to get recommendations on how they should be allocated and get estimates on the work required for them. Which stakeholder should Zhou work with to do this?

a. ○ Implementation SME.

b. ○ Operational Support.

c. ○ Tester.

d. ○ Supplier.

68.

Signoff may occur in all the following ways EXCEPT:

a. ○ Recorded physically or electronically.

b. ○ Verbally.

c. ○ Face-to-face.

d. ○ As decided by the business analyst and project manager during business analysis planning.

69.

Which of the following documents is used to present information necessary to support a decision to invest and move forward with a proposed project?

a. ○   Business Needs.

b. ○   Requirements Traceability Matrix.

c. ○   Enterprise Architecture Analysis.

d. ○   Business Case.

70.

You want to ensure that the solution will provide business value. Which technique will be LEAST useful?

a. ○   Metrics and key performance indicators.

b. ○   Prototyping.

c. ○   Variance analysis.

d. ○   Risk analysis.

71.

Which of the following best describes a black box test:

a. ○   Tests written without regard to how the software is implemented.

b. ○   Tests written with regard to how the software is implemented.

c. ○   Tests written without any technical expertise.

d. ○   Tests written after the project has been implemented.

72.

As a BA you are called upon to participate in a strategic goal setting discussion of enterprise opportunities. Your most likely role in this meeting will be as:

a. ○ Influencer.

b. ○ Decision maker.

c. ○ Facilitator.

d. ○ Arbitrator.

73.

What is the purpose of the business need in business analysis planning?

a. ○ Used as an input to Determine Business Analysis Approach. It can help determine if a plan-driven or change-driven approach is needed.

b. ○ Used as an input to risk planning.

c. ○ Defines the problem or opportunity facing the technologist.

d. ○ Making sure the needs of the business analyst are taken care of.

74.

Which technique involves determining the objective of an initiative and identifying the internal and external factors that are favorable and unfavorable to achieving that objective?

a. ○ Force field analysis.

b. ○ Risk analysis.

c. ○ SWOT analysis.

d. ○   PERT analysis.

75.

A use case model is:

What best describes how the acronym RACI is used by the BA?

a. ○   'Risks Are Continuously Identifiable'
        helps the BA during Requirements
        Elicitation.

b. ○   Accountable is the decision maker
        (only one).

c. ○   Consultants are external to the
        project and cannot be held
        accountable for commitments.

d. ○   Intangibles can be equally important
        to tangible measures of success.

76.

Which statement about the Use Case Diagram is true?

a. ○   Used to show system scope, and
        typically supported by User Profile.

b. ○   Must always be supported by User
        Story.

c. ○   Is used to show system scope, and
        associations of actors to use cases.

d. ○   Must always be supported by the
        Misuse Case.

77.

A use case model is:

a. ○   Diagram with stick-figure actors
        connected to use cases drawn in
        ovals.

b. ○   Text flows of events that describe

the steps an actor takes to accomplish the goal of a use case.

c. ○ A diagram with stick-figure actors connected to use cases drawn in ovals, and text flows of events that describe the steps an actor takes to accomplish the goal of a use case.

d. ○ A diagram with stick-figure actors connected to use cases drawn in ovals, text flow of events that describe the steps an actor takes to accomplish the goal of a use case, and associated documented business rules affecting the use case.

78.

A prototype that is continuously modified and updated is known as what?

a. ○ Exploratory prototype.

b. ○ Evolutionary prototype.

c. ○ A mockup.

d. ○ Horizontal prototype.

79.

What is the best definition for the Business Analysis Planning and Monitoring Knowledge Area?:

a. ○ The BA must decide how to gather requirements from the CIO and merge this information with other Knowledge Areas.

b. ○ The BA defines the business analysis activities that will be performed and how those activities will be performed on a project, in accordance with any existing standards in the organization.

c. ○ Planning of business analysis work is a function of the Project Manager and not of the BA.

d. ○ Business Analysis Planning and Monitoring applies to the Business Framework of an organization and the activities associated with developing a consensus for the optimal investment opportunities.

80.

The business analysis approach is a:

a. ○ Reference to how all business analysis work will be planned.

b. ○ Key component in the Risk Mitigation strategy.

c. ○ Is distinct from the organizational process assets.

d. ○ Planning consideration relevant to the Project Manager, where the methodology is relevant to the BA.

81.

Before estimating how long a requirements activity will take, what else must be done?

a. ○ Define deliverables.

b. ○ Determine the schedule for the business analysis work.

c. ○ Identify assumptions about the activity.

d. ○ Identify risks associated with the activity.

82.

Solution constraints may require that certain requirements are handled:

a. ○ Uniformly.

b. ○ Manually, automatically or both.

c. ○ By a third-party vendor.

d. ○ As high risk with a mitigation
   strategy.

83.

| A requirement is best described by which of the following: |

a. ○ A known deliverable.

b. ○ A documented representation of a
   condition or capability.

c. ○ Whatever the business analyst deems
   it to be.

d. ○ A list of items presented to the
   business analyst on a napkin.

84.

| Communicating requirements helps to: |

a. ○ Bring stakeholders to a common
   understanding.

b. ○ Specify requirements.

c. ○ Prioritize and progressively elaborate
   requirements.

d. ○ Helps stakeholders define their real
   business need.

85.

| You are trying to gather quantitative data in your survey. What should you do? |

a. ○ Ask closed-ended questions.

b. ○ Ask open-ended questions.

c. ○ Ask both open-ended and closed-ended questions.

d. ○ Ask specific financial questions.

86.

Interface Analysis does NOT include:

a. ◉ Data models.

b. ○ UIs (user interfaces).

c. ○ Interfaces to and from external applications.

d. ○ Interfaces to and from external hardware devices.

87.

Scope modeling can be done with all the following EXCEPT:

a. ○ Context diagram.

b. ○ Process model.

c. ○ State diagrams.

d. ○ Features.

88.

The understanding of business analysis techniques by which group tends to shape the selection of techniques the most?

a. ○ Implementation SMEs.

b. ○ Testers.

c. ○ Domain SMEs/End users.

d. ○ Sponsors.

89.

Which of the following statements best describes the Solution Assessment &
Validation knowledge area?

a. ○ The business analyst plays a key role
in the eliciting of requirements and
stakeholder concerns.

b. ○ The business analyst ensures that
requirements are elicited and
prioritized for approval.

c. ○ The business analyst ensures that
solutions meet the business need and
to facilitate their successful
implementation.

d. ○ The business analyst ensures that
requirements are fully realized.

90.

Who approves the requirements for a project?

a. ● The sponsor.

b. ○ The business analyst.

c. ○ Subject matter experts who
provided the requirements in
requirements elicitation.

d. ○ Those responsible for approving
requirements as indicated in
business analysis planning.

91.

Benchmark studies are most appropriate for which BA Task:

a. ○ Selecting the optimal approach to business analysis.

b. ○ Define the business need.

c. ○ Defining business analyst work division strategy.

d. ○ Solution assessment and validation.

92.

You have just completed your organizational assessment for the solution. What is the potential next best step to perform?

a. ○ Determine operational support.

b. ○ Define transition requirements.

c. ○ Revise the authorized stakeholder approval list.

d. ○ Perform the feasibility study.

93.

A structured walkthrough is an example of:

a. ○ Requirements communication.

b. ○ Requirements analysis.

c. ○ Requirements performance management.

d. ○ Contextual risk analysis.

94.

Which of the following best describes a business constraint?

a. ○ Code development languages.

b. ○ Hardware specifications.

c. ○ System utilization.

d. ○ Budget restrictions.

95.

> What characteristic does a requirement have when it is self-contained and not missing any information?

a. ○ Consistent.

b. ○ Cohesive.

c. ○ Complete.

d. ○ Cover.

96.

> Which answer describes the sequence of tasks in Business Analysis Planning and Monitoring?

a. ○ Plan BA communication, manage BA performance, plan BA activities, conduct stakeholder analysis.

b. ○ Plan business analysis approach, conduct stakeholder analysis, plan BA activities, manage BA performance.

c. ○ Plan requirements management process, manage BA performance, plan business analysis approach, conduct stakeholder analysis.

d. ○ Conduct stakeholder analysis, plan BA activities, plan BA communication, plan business analysis approach

97.

One of the following elements is NOT a part of the standard nomenclature for a DFD (Data Flow Diagram):

a. ○ Process.

b. ○ Data store.

c. ○ External entity.

d. ○ Join.

98.

According to the authority in the requirements management plan, who is responsible for approving the solution or product scope and all requirements?

a. ○ Project manager.

b. ○ Sponsor.

c. ○ Resource manager.

d. ○ Domain SME.

99.

An opportunity cost is defined as:

a. ○ The same as a sunk cost.

b. ○ Potential value that could be realized by pursuing alternative courses of action.

c. ○ The cost of a business problem being solved or an opportunity being seized.

d. ○ The initial investment as compared with the net present value of each alternate solution.

100.

Who is responsible for making sure that the process is followed during a structured walkthrough?

a. ○ Facilitator.

b. ○ Moderator.

c. ○ Author.

d. ○ Sponsor.

101.

All of the following factors are considerations when selecting techniques for Requirements Elicitation EXCEPT:

a. ○ Availability and physical distance separating the stakeholders.

b. ○ Project budget and size, and the time allowed to gather requirements.

c. ○ Requirements documentation tools.

d. ○ Political issues and power among the stakeholders.

102.

Output(s) from the Validate Solution task are:

a. ○ Assessment of organizational readiness.

b. ○ Assessment of solution validation.

c. ○ Assessment of both the solution validation and organizational readiness.

d. ○ Approved defect repair.

103.

Making comparisons or tradeoffs between similar and dissimilar options results in a business analyst performing what?

a. ○ Decision making.

b. ○ Creative thinking.

c. ○ Problem solving.

d. ○ Systems thinking.

104.

The User Story is:

a. ○ Brief description of what end-users want the solution to accomplish.

b. ○ The best technique for organizations subject to regulatory oversight or mandating documentation.

c. ○ More effective for a methodology or approach that doesn't accept deferment of detailed requirements.

d. ○ More effective when participants are not collocated.

105.

The purpose of allocating requirements is to:

a. ○ Assign requirements to implementation SME(s).

b. ○ Assign requirements to appropriate testers.

c. ○ Assign requirements to designers and/or developers.

d. ○ Assign requirements to solution components and releases.

106.

A requirements package is defined as:

a. ○ Collection of related objects in UML diagram (use cases or classes), grouped together for communication to stakeholders.

b. ○ A requirements presentation that a business analyst makes to stakeholders to gain approval of requirements.

c. ○ One or more requirements documents or presentations that are ready for communication to stakeholders.

d. ○ Another name for a Business Requirements Document.

107.

Which of the following statements does NOT describe assumptions or constraints?

a. ○ Assumptions may affect all aspects of the project and pose a certain degree of risk.

b. ○ Assumptions and constraints are generally documented with associated attributes.

c. ○ Assumptions and constraints are generally documented to be generic, like business rules.

d. ○ Constraints are defined as restrictions or limitations on possible solutions.

108.

What is the purpose of the solution approach?

a. ○ Will provide information on the strengths and weaknesses of current capabilities.

b. ○ Understand the current state of the enterprise, in as much as that current state is documented.

c. ○ Understand if a methodology or business model can work.

d. ○ To determine the most viable way to meet the business need.

109.

The following document, often used as part of a 'structured analysis' approach, will show a system or business area as a single process with data flows coming from and going to external entities:

a. ○ Class model.

b. ○ Context diagram.

c. ○ Business process map.

d. ○ Functional decomposition diagram

110.

Which of the following terms is best described as a simplified representation of a complex reality?

a. ○ Glossary.

b. ○ Stakeholder and sponsor diagrams.

c. ○ Model.

d. ○ Textual description of requirements relationships.

111.

The Work Breakdown Structure (WBS) is a useful tool for the BA in what task or activity within the IIBA Knowledge Areas:

a. ○ Plan business analysis activities.

b. ○ Plan project scope.

c. ○ It is not an activity. It is part of the technique called Decomposition.

d. ○ Functional Decomposition as part of structuring requirements packages Task.

112.

Which of the following business rules is really a requirement?

a. ○ Sales tax is considered part of the total sales price.

b. ○ Sales taxes must be calculated based on state sales tax laws.

c. ○ A daily report of collected sales taxes must be produced.

d. ○ Sales tax for a given order is calculated exclusive of any services provided on that order.

113.

What is the Scribe of a Requirements Workshop responsible for doing?

a. ○ Enforcing discipline, structure and ground rules for the meeting.

b. ○ Documenting business requirements in the format determined prior to the meeting.

c. ○ Introducing the goals and agenda for the meeting.

d. ○ Ensuring that all stakeholders participate and have their input heard.

114.

Acceptance criteria must:

a. ○ Have a glossary.

b. ○ Be testable.

c. ○ Have an author.

d. ○ State the complexity.

115.

What are the main considerations when planning the requirements management process?

a. ○ The stakeholders.

b. ○ The BA approach in use.

c. ○ The project management plan.

d. ○ Process Management Assets.

116.

The business analyst creates and maintains relationships between business objectives, team deliverables, and solution components to support business analysis or other activities. What task is the business analyst performing?

a. ○ Requirements management planning.

b. ○ Relationship management

c. ○ Manage traceability of stated requirements relationships.

d. ○ Stakeholder management.

117.

An effective way to visualize system-to-system interfaces is to:

a. ⃝ Draw a Context diagram.

b. ⃝ Prepare a Storyboard.

c. ⃝ Complete the Component Business model.

d. ⃝ Draw the State (Machine) diagram.

118.

Which set of techniques is used to manage business analysis performance?

a. ⃝ Problem tracking, variance analysis, the requirements management plan (RMP).

b. ⃝ Process modeling, root cause analysis, variance analysis.

c. ⃝ Root cause analysis, problem tracking, stakeholder analysis.

d. ⃝ Interviews, surveys, risk control.

119.

Acceptance and evaluation criteria more than any other type of requirement must be expressed in a testable form. For that reason, this technique would be beneficial to which approach?

a. ⃝ Waterfall.

b. ⃝ Iterative.

c. ⃝ Agile.

d. ⃝ RUP.

120.

What type of analysis is used to ensure the underlying reason for a defect has been identified?

a. ○ Problem tracking.

b. ○ Defect tracking.

c. ○ Root cause analysis.

d. ○ BA performance metrics.

121.

Which knowledge area develops models of the current state of an organization that are useful for validating the solution scope with business and technical stakeholders?

a. ○ Enterprise analysis.

b. ○ Requirements analysis.

c. ○ Requirements elicitation.

d. ○ Solution assessment and validation.

122.

What is the key purpose of the Maintain Requirements for Re-Use task?

a. ○ To build a database of requirements that will ensure requirements are not missed in development.

b. ○ To manage knowledge of requirements following their implementation.

c. ○ To build a relational diagram to help ensure testing is performed effectively.

d. ○ To ensure organizational assets are updated with requirements metrics.

123.

What is a critical element of root cause analysis?

a. ○ To ensure that deeper causes are investigated.

b. ○ To capture all contributing factors to a cause.

c. ○ To focus on the cause of the problem and not the solution.

d. ○ To ensure that current business thinking and business processes are challenged.

124.

Which of the following groups of factors will best help analyze solution replacement or elimination:

a. ○ Opportunity cost, sunk cost, necessity.

b. ○ Sunk cost, actual cost vs. expected cost, ongoing cost.

c. ○ Ongoing cost vs. initial investment, necessity, fixed cost.

d. ○ Opportunity cost, on-going costs vs. initial investment, obsolescence of software.

125.

Which output(s) is/are produced from conducting feasibility studies?

a. ○ Solution approach.

b. ○ Recommendation on feasibility of solution.

c. ○ Market surveys, analytic hierarchy process, and benchmarking results.

d. ○ Benchmarking results and feasibility recommendation.

126.

An issues log can be used to:

a. ○ Maintain a list of requirements risks.

b. ○ Resolve obstacles toward meeting milestone dates for the PM.

c. ○ Manage successive iterations of requirements elaboration.

d. ○ Record conflicts that arise between stakeholders.

126.

An issues log can be used to:

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c. ○ Manage successive iterations of requirements elaboration.

d. ○ Record conflicts that arise between stakeholders.

127.

All of the following techniques are used to analyze stakeholders EXCEPT:

a. ○ Interviews.

b. ○ Questionnaire.

c. ○ Consult existing project reference materials.

d. ○ Use Cases

128.

The key beneficiaries of constraints and assumptions are:

a. ○ SMEs and other business recipients of a solution.

b. ○ Business Analyst.

c. ○ Project Sponsor.

d. ○ Project Team.

129.

What is the output of the Plan BA Activities task?

a. ○ Communication plan.

b. ○ Stakeholder analysis.

c. ○ Functional requirements.

d. ○ Business analysis plan.

130.

You are running a requirements workshop. What task or activity are you performing?

a. ○ Documenting elicitation results.

b. ○ Elicitation planning.

c. ○ Executing requirements work plan.

d. ○ Conducting elicitation activities.

131.

Verifying requirements means:

a. ○ Formal inspections.

b. ○ Comparing against quality standards.

c. ○ Facilitating a workshop among key SMEs to ensure requirements are correct.

d. ○ Repairing defects.

132.

Which of the following best describes the characteristics of requirements quality?

a. ○ Modifiable, testable, correct, feasible, complete, cohesive.

b. ○ Unambiguous, verified, standardized, sponsored, solution based.

c. ○ Correct, diagrammed, textually represented, modifiable, testable.

d. ○ Testable, verified, validated, defined, modifiable, consistent.

133.

What type of task is used after requirements are defined, reviewed/verified, and approved, to control subsequent changes that occur during the remainder of the project lifecycle.

a. ○ Organization change control policy.

b. ○ Configuration/change management.

c. ○ Structure requirements packages.

d. ○ Requirements verification.

134.

Requirements must be _____ to be managed, as stakeholders cannot consent to requirements they are not aware of.

a. ○ Defined.

b. ○ Elicited.

c. ○ Documented.

d. ○ Communicated.

135.

SWOT is best described as:

a. ○ A facilitated session with stakeholders, workers and owners of technical requirements who are gathered to resolve conflicts.

b. ○ A UML diagram with sequence, workflow, owners and transactions.

c. ○ Analysis technique that demonstrates how the organization will maximize strengths and minimize weaknesses relevant to a proposed solution.

d. ○ A competitive analysis technique for understanding the business architecture.

136.

How should requirements communication be performed?

a. ○ According to the situation and stakeholder.

b. ○ During requirements workshops and structured walkthroughs.

c. ○ Iteratively.

d. ○ According to the BA communication plan.

137.

> Many Requirements Elicitation techniques will help the BA develop new requirements for a system. However, one technique is more effective for understanding an existing system and the 'As-Is' environment. Which technique should be used?

a. ○ Agile.

b. ○ Storyboarding.

c. ○ Document Analysis.

d. ○ Brainstorming.

138.

> According to the BABOK, which of the following statements best describes the inputs into Conduct Stakeholder Analysis?

a. ○ Business need, enterprise architecture, organizational process assets.

b. ○ Stakeholder position, solution scope, stakeholder communications.

c. ○ Business need, RACI matrix, project methodology.

d. ○ Enterprise architecture, process templates, solution scope.

139.

> Mary has collected several notes, diagrams and other documents through the course of her project. This is known as what?

a. ○ Documents.

b. ○ Business analysis documentation.

c. ○ Work product.

d. ○ Organizational process assets.

140.

Which of the following will help you determine the properties, behaviors and characteristics of a system and the people that interact with it?

a. ○ Learning.

b. ○ Problem solving.

c. ○ Systems thinking.

d. ○ POLDAT.

141.

A solution or component of a solution that is the result of a project is called what?

a. ○ A product.

b. ○ A determination.

c. ○ A result.

d. ○ A deliverable.

142.

Which of the following is an advantage of prototyping?

a. ○ People are focused on how's vs. what's.

b. ○ Users develop unrealistic expectations.

c. ○ Too many assumptions have to be made about the technology.

d. ○ Throwaway prototypes are inexpensive.

143.

What is the best candidate for requirements re-use?

a. ○ Current state.

b. ○ Future state.

c. ○ Organizational Process Assets.

d. ○ Enterprise Architecture.

144.

The BA would most likely invite which of the following project stakeholders to a formal review of business processes and Use Case descriptions:

a. ○ IT Architect, Sponsor, Business Area
Manager, Business Area Worker.

b. ○ Executive Sponsor, Business Area
Manager, Project Manager.

c. ○ End-user, business domain SME,
Tester.

d. ○ Executive Sponsor, IT Developer,
tester, Project Manager.

145.

Which of the following describe non-functional requirement categories?

a. ○ Reliability, operability, security,
functionability.

b. ○ Dependability, operability,
performance efficiency, security.

c. ○ Reliability, operability, compatibility,
transferability.

d. ○ Reliability, operability, adjustability,

scalability.

146.

Which of the following is NOT a disadvantage of benchmarking?

a. ○ Time consuming.

b. ○ Cannot produce innovative solutions.

c. ○ Lack of staff expertise.

d. ○ Contractual obligations may present
a problem.

147.

What is the purpose of a force field diagram?

a. ○ Determine forces that support and
oppose changes to the system.

b. ○ Assess strategies that respond to
risk.

c. ○ A method of problem tracking.

d. ○ Only used by project managers to
track changes to the system.

148.

Which are valid risk response strategies according to the BABOK?

a. ○ Transfer, enhance, adapt.

b. ○ Acceptance, exploit, ensure.

c. ○ Share, enhance, exploit.

d. ○ Absorb, enhance, ensure.

149.

Process Models are typically used to:

a. ○ Document the scope of the problem domain.

b. ○ Document the process of modeling requirements.

c. ○ Document the 'as is' and 'to be' business workflow of a business.

d. ○ Document the interactions between an actor and a system.

150.

Which of the following represent the best definition of the Requirements Management and Communication Knowledge Area?

a. ○ Planning how the business analyst will communicate with stakeholders and planning how requirements will be approached, traced, and prioritized.

b. ○ Often the starting point for initiating a new project and is continued as changes occur and more information becomes available.

c. ○ Ensure that all stakeholders have a shared understanding of the nature of a solution and to ensure that those stakeholders with approval authority are in agreement as to the requirements that the solution shall meet.

d. ○ The tasks that are performed in order to ensure that solutions meet the business need and for ensuring that stakeholders fully understand the solution requirements.

ANSWERS

1. a   BABOK 5.1.4.

2. c   BABOK 3.4.1.

3. a   This is the only answer that addresses what the BA does during EA, so it is the best answer. BABOK 5.1.2.

4. d   BABOK 7.4.1.

5. b   Evaluate Solution Performance involves doing a post-implementation assessment and is in the Solution Assessment and Validation KA. BABOK 7.6.2.

6. b   The conversion of existing records to a new solution represents transition requirements. BABOK 7.4.

7. d   Problem Tracking in the BABOK does have some ambiguity, since one of the elements is Problem Management. Problem tracking is the technique in the BABOK, though, is more specific, and is described similarly to what the question is asking: 'Allows the business analyst to manage any issues identified with requirements by stakeholders and ensure that those issues are resolved.' BABOK 4.1.5., 9.20.2.

8. c   This ensures you reach all learning styles. BABOK 8.4.2.2.

9. d   BABOK 3.1.7.

10. d   Business rules might be expressed through data. BABOK 9.4.2.

11. a   Executives typically like a summary, backed up by details. BABOK 5.5.4 and 5.5.6.

12. a   No such thing, although a utility theory of risk explains the different risk tolerances. BABOK 9.24.3.

13. b   Heterogeneous groups are diverse. BABOK 9.11.3.

14. c   Ability to supply products is a capability. BABOK 5.2.4

15. b   Something that deals with architecture suggests a technical constraint. BABOK 6.4.4.

16. b   In many respects, Modeling is synonymous with Requirements Analysis. BABOK 6.3.

17. d   This supports 'demonstrating to the stakeholders that they deserve their confidence.' BABOK 8.2.3.

18. d   BABOK 3.1.5, 9.9.

19. c   Description: 'Often want summaries and high-level requirements.' BABOK 4.4.6.

20. c   Heterogeneous Focus Groups include individuals with diverse backgrounds and perspectives. BABOK 9.11.3.

21. c Traceability is bi-directional. Trace back to the business/project objectives, and forward into the development/testing. BABOK 4.2.2.

22. d Constraints limit choices, and these are all technical constraints. BABOK 6.4.4.3 and 7.1.2.

23. a A product, not a project, roadmap is used. BABOK 4.4.5.

24. a A work breakdown structure. BABOK 2.3.4.4.

25. b The BABOK lists the business analyst as the only stakeholder for the task of documenting elicitation results. BABOK 3.3.6

26. a BABOK 5.1.4.3.

27. a BABOK 2.3.4.4

28. a BABOK 9.7.3.3 and Glossary page 223.

29. d Not a valid traceability relationship. BABOK 4.2.4.1.

30. c BABOK 4.1 and 4.2

31. d OPAs are referred to throughout the BABOK as inputs to several tasks in several knowledge areas. BABOK 2.4.3.

32. d These are all the techniques. Facilitating cross-functional sessions refers to the technique of using requirements workshops. BABOK 3.1.5, 3.2.5., 3.3.5, and 3.4.5.

33. b These are used in define business case, which is what you'll be doing here. BABOK 5.5.5.

34. a Definition of transition requirements. BABOK 7.4.7.

35. a Definition. BABOK 7.3.4.2.

36. b BABOK 3.3.5.

37. b Glossary, p. 230 and 1.3.3.

38. d BABOK 5.2

39. a It's harder to resolve conflict in writing.

40. b This is done to enable stakeholders to understand how the capabilities will address the business need. BABOK 5.4.2

41. b Implementation SMEs are in the best position to diagnose solution component problems. BABOK 7.5.4 and 7.5.6.

42. b BABOK 9.27.3.1.

43. a For example, they are used for running parallel systems and are no longer relevant once the solution is fully implemented. BABOK 7.4.2.

44. a   From the BABOK 2.6.2.

45. a   This is an 'AS IS' technique. BABOK 5.2.5

46. d   There is no such technique as Functional Composition. This is an example of a close distracter.

47. a   BABOK 8.4.1

48. b   The purpose of the task addresses the needs described. BABOK 2.4.2.

49. c   BABOK 9.29.2 and Glossary page 233.

50. a   Not specifically stated, but implied. There is no set sequence for preparing the requirements package, and this aligns with the concept of iteration implied in the knowledge area graphic in the introduction. BABOK 4.4.4.

51. a   Components could also include processes, people who operate/maintain the solution, software applications, and organization structure. BABOK 7.2.4.1.

52. d   BABOK 9.15.2.

53. b   Even though the BABOK stresses the term 'approach', it also lists 'methodology' in the Glossary. BABOK Glossary page 228.

54. c   This refers to the transition from current to future state and represents temporary requirements. BABOK 1.3.3.1.

55. a   This step would be performed after identifying defective solution outputs. BABOK 7.5.4.1.

56. a   BABOK 2.2.5.

57. d   An implementation plan provides details on how the solution will be implemented. If you are prioritizing requirements, you haven't agreed to a solution yet. If you have no solution, you can't implement it. BABOK 6.1.4.

58. a   BABOK 9.7.2

59. c   Entity-Relationship Diagram. BABOK 9.7.3 and Glossary page 226.

60. d   Intro to EA from the BABOK, Chapter Five.

61. c   May need to custom-design the interview based on desired outcome. BABOK 9.14.3.

62. a   The key elements are tracing requirements, capturing requirements attributes, and metrics. BABOK 3.2.4.

63. d   BABOK 9.7.3.4 and Glossary page 228.

64. c   SWOT is concerned with Strengths, Weaknesses, Opportunities, and Threats,. BABOK 5.5.5 and 9.32.

65. c   Describes how business analysts prioritize and progressively elaborate stakeholder and solution requirements in order to enable the project team to implement

a solution that will meet the needs of the sponsoring organization and stakeholders.'
BABOK 1.4.

66. c   Transfer is a strategy, but not transcend. BABOK 9.24.3.3.

67. a   BABOK 7.2.6.

68. d   Decisions on signoff are part of stakeholder authority levels in the BA plan. It is
not the role of the business analyst or project manager to decide how signoff will occur.
BABOK 2.2.4.4.

69. d   The information needed for a go/no go decision is what the business case
represents. BABOK 5.5.7.

70. c   This is used to look at actual vs. planned and is not useful for ensuring business
value. BABOK 6.6.5.

71. a   They test only expected inputs and outputs. Even though testing is not a BA task,
BAs are expected to know about it. BABOK Glossary, page 223.

72. c   BABOK 5.1.2 and 8.5.1.

73. a   BABOK 2.1.3.

74. c   The key here is to look for synonyms. Strengths = favorable. Weakness =
unfavorable. BABOK 7.3.5.

75. b   This is the A part of RACI. BABOK 2.2.5.2.

76. c   BABOK 9.26.4; 9.26.2.

77. c   Use Case models contain the graphical diagram and use case narratives
(BABOK: descriptions) contain text. BABOK 9.26.3.

78. b   BABOK Glossary page 227.

79. b   Definition. BABOK chapter 2 introduction.

80. a   Description in BABOK 2.1.2.

81. a   BABOK 2.3.2.

82. b   Constraints could also force certain requirements to be prioritized above others.
BABOK 7.2.4.

83. b   BABOK 1.3.3

84. a   Part of the definition of Requirements Management and Communication in
Introduction to Chapter Four.

85. a   The responses are tied to numerical coefficients.' BABOK 9.31.2.

86. a   Not mentioned in the BABOK list, BABOK 9.13.2.

87. c   State diagrams are useful for modeling functional requirements for complex
entities/objects, and not useful for scope modeling. BABOK 9.27.3 and 9.29.1.

88. c   BABOK 2.3.6.

89. c   BABOK chapter 7 introduction.

90. d   BABOK 4.1.4.4 refers to 'the stakeholder(s) responsible for approving requirements.' A RACI should address who is responsible. Figure 2-4.

91. b   Benchmarking is listed as one of the six techniques for defining the business need. BABOK 5.1.5.

92. b   Transition requirements rely on an organizational readiness assessment. BABOK 7.4.

93. a   Structured walkthroughs are a technique frequently used in the communicate requirements task. BABOK 4.5.5.

94. d   Time and money are typical business constraints. BABOK 6.4.4

95. c   The question describes the 'complete' characteristic. BABOK 6.5.4.1.

96. b   BABOK Figure 2-1 (2.1, 2.2, 2.3, 2.4, 2.5, 2.6)

97. d   Join is a part of an Activity Diagram. For Activity Diagrams the BABOK mentions Flow merges which is also called a join. The reference to flow of work splits is also called a fork. BABOK 9.21.2, Figure 9-9.

98. b   BABOK 4.1.6.

99. b   Definition of opportunity cost. BABOK 7.6.4.3.

100. b   This is the term used in the BABOK 9.30.3 and Figure 9-15.

101. c   Not mentioned in BABOK. If it was, it would be part of Requirements Communications. BABOK does not consider tools to be integral to requirements except for communication.

102. b   BABOK 7.5 and Figure 7-7.

103. a   BABOK 8.1.2

104. a   A simple story is an integral part of the User Story technique. BABOK 9.33.1.

105. d   BABOK section purpose 7.2.1.

106. c   BABOK 4.4.7 and Glossary page 231.

107. c   The BABOK mentions that assumptions and constraints are documented along with associated attributes. BABOK 6.4.2.

108. d   The solution approach represents the most feasible solution to meet a business need. BABOK 5.3.1.

109. b   A context diagram is a top-level data flow diagram. Data Flow Diagrams are used as part of a structured analysis approach. They are used to get an understanding of the range of data within the domain. BABOK 9.6.4; 9.27.3.

110. c   A definition of a model. BABOK 6.3.4

111. a   This happens in Chapter 2, Business Analysis Planning and Monitoring (BAP&M)

112. c   Specifies a requirement for a project deliverable, whereas business rules transcend projects. BABOK 9.4.2.

113. b   Documenting business requirements in the format determined prior to the meeting is the scribe's role. BABOK 9.23.2.3.

114. b   Testability is the first element listed. BABOK 9.1.3.1

115. b   This is an input to the process, so it is a main consideration. BABOK 2.5.3.

116. c   BABOK 4.2.2.

117. a   A Context Diagram shows the data in and out of a system. BABOK Glossary; 9.27, Figure 9-12 and 5.4.5.

118. b   BABOK 2.6.5.

119. c   Agile approaches emphasize that requirements be expresses in a testable form. BABOK 9.1.4.

120. c   Use for finding underlying causes to any problems, including solution defects. BABOK 7.5.5 and 9.25.

121. b   BABOK Chapter 6 Introduction.

122. b   BABOK 4.3.1.

123. d   The description of the root cause analysis technique mentions this as the critical element. BABOK 9.25.2.

124. d   All are listed as factors for solution replacement. Obsolescence is an example of the 'Necessity' factor. BABOK 7.6.4.3.

125. a   Feasibility studies contribute to the Solution Approach. BABOK 5.3.7.

126. d. Conflict can be recorded as an issue on the issue log. BABOK 4.1.4.2.

127. c   This is part of document analysis, not stakeholder analysis. BABOK 9.9.2

128. d   BABOK 7.1.3: 'Assumptions may lead to certain solutions being favored, and constraints may limit available solution options.'

129. d   BABOK 2.3.7.

130. d   BABOK 3.2.2

131. b   Part of the definition of verification. Think 'quality' when facing questions about verifying requirements. BABOK 6.5.2

132. a   BABOK 6.5.4.

133. b   The Requirements Management Plan describes how changes are controlled, and is used in the task 'Manage Requirements Traceability.' BABOK 2.5.4.5, 4.2.4.3

134. d   BABOK 4.1.3.

135. c   The S and W of SWOT are concerned with Strengths and Weaknesses. In Enterprise Analysis, it is a technique that can be used in preparing a Business Case or in conducting an Initial Risk Assessment. BABOK 5.2.5, 5.3.5, 5.5.5 and 9.32.

136. c   Quote: 'Requirements communication is performed iteratively and in conjunction with most of the tasks in the other knowledge areas. Not all communication can or should be planned…' BABOK 4.5.4.1.

137. c   Document Analysis focuses on the As-Is environment by looking at exiting documentation such as training guides, system and user documentation, problem reports, etc. BABOK 9.9.1.

138. a   BABOK 2.2.3

139. c   BABOK 4.4.4 and Glossary page 234.

140. c   BABOK 8.1.5

141. a   Solution and product are synonymous. BABOK Glossary page 229

142. d   Listed as an advantage of prototyping. BABOK 9.22.4.1.

143. a   Requirements are candidates for re-use only for the current state. BABOK 4.3.3.

144. c   All roles listed here would be interested in business process descriptions, which can include detailed processes and use cases. While the BABOK mentions 'any stakeholder' might be invited, sponsors and executives may not be the best choice for detailed requirements analysis. The other answers include the sponsor, who would be least interested in detailed requirements analysis. BABOK: 6.3.6.

145. c   These are all non-functional requirement categories. BABOK 9.17.3.

146. d   This is not a disadvantage of benchmarking. BABOK 9.2.4

147. a   BABOK 7.3.5.

148. c   These are all valid strategies for responding to positive risks. BABOK 9.24.3.3.

149. c   Process models do typically document the 'as is' and 'to be' business workflow. BABOK 9.21.2.

150. c   Definition. BABOK Chapter 4 Introduction.