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QUESTION NO: 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.

ANSWER: C**QUESTION NO: 2**

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

ANSWER: A**QUESTION NO: 3**

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

ANSWER: B

QUESTION NO: 4

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

ANSWER: C

QUESTION NO: 5

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.

ANSWER: B

QUESTION NO: 6

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

ANSWER: C

QUESTION NO: 7

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

ANSWER: C

QUESTION NO: 8

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

ANSWER: D

QUESTION NO: 9

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.

ANSWER: A**QUESTION NO: 10**

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:

- "Change system parameters"
- "Setup new supervisor"
- "Send mail notification"
- "Send SMS notification"
- "Send notification"
- "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

ANSWER: D**QUESTION NO: 11**

When determining the success criteria for an initiative a business analyst (BA) engages end users in order to understand what they would define is an effective solution. What two types of data will the end men need to perform the evaluation?

- A. Assessment and performance
- B. impact and dependencies
- C. Quantitative and qualitative
- D. Risk and value

ANSWER: C

QUESTION NO: 12

A business analyst (BA) is assessing tie 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. Discount rate
- B. Net present value
- C. Return on investment
- D. Internal rate of return

ANSWER: B

QUESTION NO: 13

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%

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%

ANSWER: A

QUESTION NO: 14

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

ANSWER: C

QUESTION NO: 15

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

ANSWER: C

QUESTION NO: 16

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

ANSWER: D

QUESTION NO: 17

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.

ANSWER: A

QUESTION NO: 18

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

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

ANSWER: B**QUESTION NO: 19**

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.

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

ANSWER: C**QUESTION NO: 20**

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

ANSWER: A