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QUESTION 1

Which element of the process of assessing the capability gaps is best described as gathering as much enterprise architecture information as is available about the current state of the organization and the areas affected by the business need?

A. Current capability analysis

B. Current organizational needs assessment

C. Enterprise architecture assessment

D. Snapshot baseline

Correct Answer: A

Current capability analysis is an approach of assessing the organization\\'s capability gaps. This process reviews the process and helps determine what capabilities exist now and how large the gap may be. Answer: C is incorrect. This isn\\'t a valid assessment type so this choice is not valid. Answer: B is incorrect. This isn\\'t a valid assessment type so this choice is not valid. Answer: D is incorrect. This isn\\'t a valid assessment type so this choice is not valid.

QUESTION 2

In order to plan the business analysis approach, the business analyst must understand the organizational process needs and what other thing?

A. Objectives that apply to the initiative

B. Stakeholders\\' threats and perceived threats

C. Consideration of risk and reward

D. Purpose of the proposed solution

Correct Answer: A

The business analyst must understand how the organization operates and the objectives of business analysis duties. Without a clear understanding of what the expected outcomes are to be of the business analysis duties, the business

analyst cannot adequately plan for the business analysis duties.

Answer: B is incorrect. It\\'s important for the business analyst to identify and categorize stakeholders, but this isn\\'t the best answer for this QUESTION. Answer: D is incorrect. The purpose of the proposed solution is valid only if the initiative is

to solve a problem. Business analysis can also occur to detail an opportunity, not just to create solutions to identified problems.

Answer: C is incorrect. This isn\\'t the best answer for this QUESTION.

QUESTION 3

A business analyst (BA) conducted a requirements elicitation session with project stakeholders and communicated the results. The project sponsor expressed concern with certain requirements that address the federal government legislation. What must the BA do to address the concern of the project sponsor?

A. Compare requirements with compliance requirements

B. Determine the communication plan for requirements

C. Reassure the project sponsor that testing will be conducted diligently

D. Ensure requirements are traceable up to user acceptance testing

Correct Answer: A

When the project sponsor expresses concern with certain requirements that address the federal government legislation, the BA should compare requirements with compliance requirements to ensure that they are aligned and consistent. Compliance requirements are those that must be met by an organization to satisfy contractual obligations, laws, regulations, standards, or policies. Comparing requirements with compliance requirements is also a technique for validating requirements.

QUESTION 4

Ralph is a business analyst for his organization and he\\'s using the plan-driven approach for business analysis. Ralph has captured the requirements of the project, but what must happen before he can begin capturing and defining the requirements at a deeper level of detail?

A. The initial requirements must be tested for time, cost, quality, and risk.

B. The initial requirements must undergo a feasibility study.

C. The initial requirements must be formally approved by the stakeholders.

D. The initial requirements must pass through the Delphi Technique.

Correct Answer: C

Before Ralph can begin defining the requirements at a deeper level, the initial requirements must be formally approved by the relevant stakeholders. B is incorrect. The initial requirements do not need to undergo a feasibility study at this time.

D is incorrect. The Delphi Technique is useful to gain consensus on requirements, but it\\'s not a mandatory activity or needed (usually) with the initial requirements.

A is incorrect. The requirements don\\'t need to be tested for time, cost, quality, and risk at this time.

QUESTION 5

What\\'s the difference between a desired outcome and a solution? Choose the best answer.

A. The desired outcome is how the organization will operate in the future; the solution is the method to reach the desired outcome.

B. They are synonymous.

C. The solution is the ideal fulfillment of the business goals; the desired outcome is the financial gain created by the implementation of the solution.

D. The desired outcome is what the solution will remove.

Correct Answer: A

Of all the choices, only this answer properly identifies the desired outcome as how the organization will operate once the solution has been implemented. Answer: B is incorrect. Business goals and desired outcomes are not the same. Answer: D is incorrect. The solution doesn\\'t remove the desired outcome. Answer: C is incorrect. The solution is not always a financial gain so this choice is not valid.

QUESTION 6

An organization is experiencing long contracting life cycles when establishing annual contracts with its customers. Upon initial investigation, the outdated application was thought to be the cause, however based on further analysis the business process is found to be flawed. The business analyst (BA) wants to model the people involved in the process. Which of the following techniques models the responsibilities of these stakeholders?

A. Roles and Permissions Matric

B. Data Flow Diagram

C. Use Cases and Scenarios

D. Activity Flow

Correct Answer: C

The technique that models the responsibilities of these stakeholders involved in a process is use cases and scenarios. This is because use cases and scenarios are techniques that describe how a stakeholder interacts with a solution to achieve a specific goal or outcome. Use cases and scenarios can model the responsibilities of these stakeholders by defining their roles, actions, inputs, outputs, conditions, etc. in relation to a process. The other options are not as effective or suitable as use cases and scenarios.

QUESTION 7

A company wants to increase transaction service offerings using its on-line channels. The existing application already has some of the required functionality. A new project has been initiated to implement the additional capabilities but the company management is unsure of the complexity of the project. What exercise must be carried out to determine the changes needed in the new application?

A. Perform gap analysis of current and future states

B. Identify internal solution component dependencies

C. Evaluate competitor applications

D. Assess organizational culture

Correct Answer: A

A comparison of the current state and desired future state of an enterprise in order to identify differences that need to be

addressed.

QUESTION 8

You are the business analyst for your organization and you\\'re reviewing a change to your requirements. During

this impact analysis, what tool can best help you assess the total impact of a requirement change?

A. Implementation SME

B. Traceability

C. Coverage matrix

D. Integrated change control

Correct Answer: B

Traceability can help a business analyst determine the full impact of a change on requirements. When changes are presented and/or approved, traceability helps the business analyst determine what changes affect other requirements within

the set. Answer: C is incorrect. A coverage matrix can be used to help facilitate tracing of requirements.

Answer: A is incorrect. An Implementation SME is a stakeholder, not a tool, who may help link requirements to the solution components. Answer: D is incorrect. Integrated change control is a project management activity, not a business

analysis tool, so this choice is incorrect.

QUESTION 9

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

Correct Answer: C

Requirements elicitation is a business analysis task; it is not a business analysis planning and monitoring approach.

B is incorrect. Decision analysis is a business analysis planning and monitoring approach so this choice is incorrect.

D is incorrect. Process modeling is a business analysis planning and monitoring approach so this choice is incorrect.

A is incorrect. Structured walkthroughs are a business analysis planning and monitoring approach so this choice is incorrect.

QUESTION 10

What type of analysis can a business analyst perform to understand the functions of stakeholders, the location of stakeholders, the tasks stakeholders complete, and the stakeholders\\' concerns about the solution?

A. Technical assessment

B. Stakeholder impact analysis

C. Organizational assessment

D. Operational analysis

Correct Answer: B

The stakeholder impact analysis captures the stakeholders\\' functions, locations, tasks, and concerns about the solution.

Answer: C is incorrect. An organizational assessment isn\\'t a valid element for the assessment of organizational readiness.

Answer: D is incorrect. The operational analysis will predict if the organization will actually take advantage of the solution once it\\'s implemented. Answer: A is incorrect. A technical assessment, like an operational assessment, reviews the

implementation to see if the stakeholders will use the solution once it\\'s been implemented.

QUESTION 11

A business analyst (BA) creates several use case scenarios to specify the requirements for a system. When the beta version of the system is released, there are problems because several important pieces of information are missing. What should the BA have done to avoid this situation?

A. Performed decision analysis

B. Identified assumptions

C. Prepared activity diagrams

D. Analyzed completeness

Correct Answer: D

The business analyst (BA) should have analyzed the completeness of the use case scenarios to avoid the situation of missing important pieces of information in the system. According to the BABOK Guide, completeness is "the degree to which a set of requirements contains all the information necessary to achieve the business objectives" 3. By analyzing the completeness of the use case scenarios, the BA can ensure that they cover all the possible paths, exceptions, preconditions, postconditions, and data elements of the system. Performing decision analysis, identifying assumptions, and preparing activity diagrams are useful techniques, but they do not directly address the issue of completeness.

QUESTION 12

An organization has identified a market opportunity that could result in significant business gains. A business analyst (BA) is asked to assist in building the new business model. The BA begins by analyzing the current state. What input is critical to the current state analysis?

A. Goals and objectives

B. Organizational culture

C. Risks and assumptions

D. Business needs

Correct Answer: A

Goals and objectives are statements that describe what the organization intends to achieve or become in the future. They provide the context and direction for the current state analysis and help to identify the gaps and opportunities for improvement. Organizational culture, risks and assumptions, and business needs are also important inputs, but they are not as critical as goals and objectives. References: BABOK Guide v3, page 18; CCBA Mock Test,

QUESTION 13

You are the business analyst for your organization and you\'re working with the project manager to complete some business analysis activities. The project manager has the authority to approve the requirements based on the short iterations of business analysis activities.

What approach of business analysis are you using in this scenario?

A. Progressive elaboration

B. Change-driven

C. Plan-driven

D. Iterative

Correct Answer: B

Change-driven approaches to business analysis deal with rapid delivery of the business value. The business value is delivered in short iterations in return for acceptance of a higher degree of uncertainty regarding the overall delivery of the solution. The change- driven approaches are preferred while taking an exploratory approach for incremental improvement of an existing solution. Answer: D is incorrect. Iterative is not a valid business analysis approach. Answer: C is incorrect. The plan-driven approach defines business analysis activities. This approach is used to focus on minimizing up-front uncertainty and to ensure that the solution is fully defined before implementation begins in order to maximize control and minimize risk. It is preferred when requirements are effectively defined in advance of implementation. Answer: A is incorrect. Progressive elaboration describes the project management approach of refining requirements and project scope, not the business analysis approach.

QUESTION 14

Henry is meeting with Janet, the business analyst of the organization. They are discussing an opportunity to create a new service their company can provide, though the startup of the service would take time and an investment. Henry wants Janet to explore the possibility of this new venture. What activity is Henry asking Janet to complete?

A. Brainstorm the business need.

B. Create a data diagram for the service.

C. Define the business need.

D. Elicit the requirements of the proposal.

Correct Answer: C

This is the most common business analysis activity in enterprise analysis. Henry is asking Janet to define the business need. The purpose of defining business need is to identify and define why a change to organizational systems or

capabilities is required. The business need is an important step in any business analysis effort. The business analyst tries to find a solution for the problem defined by the business need. A is incorrect. This isn\'t an example of a brainstorming

session, as it\'s just Janet exploring the need for the new service. Brainstorming is a technique to gather general data. It can be used to identify risks, ideas, or solutions to issues by using a group of team members or subject-matter expert.

Brainstorming is a group creativity technique that also provides other benefits, such as boosting morale, enhancing work enjoyment, and improving team work. It contains the following aims.

Production of numerous new ideas

Derivation of themes from those ideas for further analysis D is incorrect. This is not an example of requirements elicitation, though Janet\'s findings could lead to elicitation.

B is incorrect. A data diagram shows the flow of data into and out of a system.

QUESTION 15

If an organization wants to re-use requirements, where should the defined requirements be kept?

A. Requirements management plan

B. Requirements repository

C. Solution scope

D. Project management plan

Correct Answer: B

Requirements that are re-used in an organization are ideally kept in a requirements repository. One person should be identified to manage and control the repository. A is incorrect. Requirements for the current endeavor are kept in the

requirements management plan, but not the set of requirements that will be reused. D is incorrect. The project management plan is not a valid answer, as this plan defines how the project will be planned, executed, monitored and controlled,

and closed.

C is incorrect. The solution scope is not a place where requirements that are reused will be kept and maintained.