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QUESTION NO: 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

ANSWER: B**QUESTION NO: 2**

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 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

ANSWER: C

QUESTION NO: 3

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 differences 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 no written training materials or 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. Market
- B. Decision
- C. Root cause
- D. Future state

ANSWER: B

QUESTION NO: 4

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.

ANSWER: A

QUESTION NO: 5

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.

ANSWER: A

QUESTION NO: 6

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

ANSWER: A

QUESTION NO: 7

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

ANSWER: A**QUESTION NO: 8**

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

ANSWER: B**QUESTION NO: 9**

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

ANSWER: C**QUESTION NO: 10**

A large insurance company wants to buy a new claims processing system or upgrade one of its two existing system. Each year the claims department is given a \$3.5 million budget to spend. Time is of the essence since there are some regulatory charges that will be coming the following year that will require several features that currently neither one of the two claims System currently support.

There are eight stakeholders involved in this initiative. There are local to where the claim system 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 system. 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 module 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 process 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 system have some of the tem 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 |
|---------|--------------------|--------------------|----------|---------|--------------------|--------------------|----------|
|---------|--------------------|--------------------|----------|---------|--------------------|--------------------|----------|

If the budget for the initiative was firm, what is a feasible solution to make sure the project stays within budget?

- A. Buy the new system with only the first 8 features.
- B. Upgrade system A with the first 8 features
- C. Upgrade system B with the first B features
- D. Buy the new system with only the first 5 features

ANSWER: B

QUESTION NO: 11

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

ANSWER: D

QUESTION NO: 12

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

ANSWER: B

QUESTION NO: 13

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.

ANSWER: D

QUESTION NO: 14

A business analyst (BA) had identified redundancy in the process for the first contact resolution for customer issues: currently two separate a visions 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. Current state description
- B. Policies and procedures
- C. Business capability analysis
- D. Organizational modeling

ANSWER: A

QUESTION NO: 15

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.

ANSWER: A

QUESTION NO: 16

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

ANSWER: C

QUESTION NO: 17

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

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

ANSWER: B

QUESTION NO: 18

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

ANSWER: A

QUESTION NO: 19

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: 20

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

ANSWER: B