ANSWER KEY
CBAP® Practice Test
Questions 1–100

Questions for CBAP (1 – 100)

1. Which choice completes the following statement the *least* effectively? When considering the impact of the "project approach" on business analysis planning for the customized component of a new software package, the approach:

    A. Will have an impact on planning and monitoring business analysis tasks as well as on the roles and responsibilities for business analysis

    B. Is always a predecessor to the start of requirements planning and management

    C. Is always a successor to the start of requirements planning and management

    D. Determines the formality of communication with the developers

    Explanation

    The business analysis approach should be defined prior to requirements planning. Since the question is looking for a negative answer, this is the choice. This question is looking for a negative answer. A project approach can have an influence on the business analysis approach.

2. Your organization is in the process of determining the solution scope and weights have been provided. Must haves get 10 points and discretionary items are given points ranging from one through nine. Vendor proposals are ranked against a criteria list. The vendor that ranks highest is selected. Which answer best describes the techniques used for this process?

    A. Vendor assessment, decision analysis, and key performance indicators

    B. Vendor assessment, key performance indicators, and acceptance/evaluation criteria definition

    C. Decision analysis, structured walkthrough, and functional decomposition

    D. Create a business domain model and schedule a walkthrough or review

    Explanation

    Having a business domain model will help to ascertain solution scope. The techniques of vendor assessment, decision analysis, key performance indicators, acceptance/evaluation criteria definition, and functional decomposition are not used for the process of determining solution scope.

Questions for CBAP (1 – 100)

3. Why is the task *determine the appropriate format for requirements* important to the project?

    A. It assures that the same organizational artifacts are used consistently by all business analysis in all situations.

    B. It assures that each requirement is described in a unique format that respects the title and authority of the highest ranking stakeholder in the audience.

    C. **It assures that requirements are understandable to their particular stakeholders**.

    D. It assures that the presenter has sufficient time to learn new tools to enhance each presentation of requirements to different target audiences.

Explanation

In the project, the task "Determine the appropriate format for requirements" assures that requirements are understandable to their particular stakeholders. Artifacts may be modified based on specific project need.

4. Joana has been trying to figure out how best to validate the solution scope with her stakeholders, both business and technical. How can she best validate the solution scope with her stakeholders?

    A. Conduct a requirements workshop and talk it through with the stakeholders

    B. Have a brainstorming session with her stakeholders

    C. Create a business domain model and schedule a walkthrough or review

    D. Do nothing at all. The architect is responsible for validating solution scope

Explanation

Having a business domain model will help to ascertain solution scope (BABOK Glossary, page 224). Requirements workshops are intended to collect requirements. Conducting brainstorming session with stakeholders is more to identify requirements. The business analyst is responsible for validating solution scope.

5. In a short, three-month project to implement a COTS system, the BA determined that a detailed software requirements specification document was not necessary and planned instead upon use cases for the analysis technique and documentation format. This is an example of:

    A. An assumption that could become a risk

    B. The appropriate use of risk mitigation

    C. The Delphi technique

    D. **Determining appropriate requirements analysis and documentation activities**

Explanation

The business analyst determines the best techniques to be used on the project regarding the requirements process. The presented situation is neither an assumption nor a risk mitigation mechanism. Delphi is a technique used for gaining consensus.

6. Which of these is the *best* definition of variance analysis?
   A. It determines discrepancies related to time, cost, and scope
   B. **It determines the magnitude of the discrepancies between the business analysis plans and the actual performance of the activities**
   C. It is completed as part of project management, not business analysis
   D. It uses the Delphi technique to determine the variances

Explanation

Variance analysis determines the magnitude of the discrepancies between the business analysis plans and the actual performance of the activities. Technically, variance analysis determines discrepancies related to time, cost, and scope. Variance analysis is a technique and can be used both in project management and business analysis. The Delphi technique is primarily used to get estimates.

7. What does an organizational model interface show?
   A. **How the organization interfaces with other organizational units**
   B. How the organization interfaces with its systems
   C. How the organization interfaces with the business architecture
   D. How the organization interfaces with organizational process assets

Explanation

An organizational model interface shows how the organization interfaces with other organizational units. The rest of the options are not correct definitions of an organizational model interface.

8. Which of the following statements *best* describes a plan-driven approach?
   A. This approach tends to be preferred when taking an exploratory approach
   B. This approach is similar to agile methods for software development
   C. **This approach tends to be preferred when requirements can be realistically defined prior to implementation**
   D. The risk of poor implementation is low

Explanation

A plan-driven approach tends to be preferred in situations where requirements can be effectively defined in advance of implementation, the risk of an incorrect implementation is unacceptably high, or when managing stakeholder interactions presents significant challenges. Plan-driven is a waterfall or predictive approach, and not an agile or adaptive approach.

9. Which of the following are *not* considered to be software development life cycle (SDLC) methodologies?
    A. RUP, Test-Driven Development
    B. Spiral, Incremental
    C. Scrum, Incremental
    D. Agile and Waterfall

Explanation

The BABOK® does not refer to SDLC methodologies. Section 2.3 describes business analysis approaches. Agile is a change-driven approach and waterfall is a plan-driven approach. They are not methodologies. Methodologies detail activities, deliverables, guidelines, templates, and checklists. RUP stands for Rational Unified Process (from IBM) and is a method. Spiral is an agile method. Incremental product deliveries are common to agile methods.

10. A solution or component of a solution that is the result of a project is known as?
    A. A product
    B. A determination
    C. A result
    D. A deliverable

Explanation

A solution or component of a solution that is the result of a project is known as a product. Solution and product are synonymous. Deliverables are agreed upon by a stakeholder.

11. Which of the following techniques are used to manage business analysis performance?
    A. Metrics, work breakdown structure, risk analysis, lessons learned
    B. Metrics, key performance indicators (KPIs), interviews, process modeling, lessons learned
    C. Process modeling, functional decomposition, interviews, risk analysis
    D. Problem tracking, root cause analysis, observation, metrics

Explanation

Metrics, KPIs, interviews, process modeling, and lessons learned are techniques used to manage business analysis performance. Work breakdown structure, risk analysis, functional decomposition, interviews, root cause analysis, and observation are not applicable here.

12. Tom works as the business analyst for a project to introduce a new electronic gadget. Similar projects have been lengthy, involved multiple stakeholders, and included thousands of requirements. When selecting a business analysis approaches for the project, which of the following is Tom most likely to consider?
    - A. A plan-driven approach because of the highly regulated environment
    - B. A change-driven approach because these approaches tend to be better for new products
    - C. **The approach depends on more factors than are given**
    - D. A combination of plan-driven and change-driven approaches, given the complexity of the project

    Explanation

    A plan-driven approach would seem to be the obvious answer, but there may be other factors outweighing that choice. For instance, the organization may have formal or informal standards in place regarding how business analysis is done and how it fits into project and other activities. The rest of the options depend on the organizational standard.

13. Your solution design team has recommended a commercial-off-the-shelf (COTS) solution. However, you recently uncovered a new constraint in the technical architecture that precludes the COTS solution. What deliverable might be most significantly impacted by this discovery?
    - A. Work division strategy
    - B. Enterprise architecture framework
    - C. **Business case**
    - D. Requirements baseline

    Explanation

    Part of the business case includes estimates for capital expense, labor, the cost/benefit analysis, and potential risks. They would be impacted by a constraint that precludes the COTS solution. The key to this question is that it is occurring *prior* to project initiation. Enterprise architecture is an input to solution option selection. Requirements are largely independent of solution options.

14. Elements included in *manage business analysis performance* include
    - **A. Performance reporting, preventive measures, corrective action**
    - B. Performance reporting, change control, preventive action
    - C. Corrective action, change control, performance reporting
    - D. Corrective action, change control, performance measures

    Explanation

    Manage business analysis performance includes performance reporting, preventive measures, corrective action and also preventive action. Change control is not a performance evaluation technique.

15. Joana uses hierarchical decomposition to break down her business analysis deliverables into activities and tasks. She then adds the hours needed and can give an accurate estimate of the time needed to complete her BA work. What type of estimation has she used?
    - A. Delphi estimation
    - B. Historic analysis
    - C. Parametric estimation
    - **D. Bottom-up estimation**

    Explanation

    The bottom-up estimation technique breaks down all deliverables and activities into detailed activities and tasks, and then rolls them into a whole to determine accurate estimates. Parametric estimation estimates the project size in certain parameter and applies a linear formula to get the cost. For example, to estimate building cost, you can multiply the per square feet cost by the building's square footage. Delphi estimation is a method where multiple independent estimators estimate the project scope.

16. Mary has just finished a report that showed some problems in the business analysis work for her current project. Specifically, there were several variances from what she expected, and she needs to take corrective action. What should Mary do to address the variances?
    - A. Update the business analysis approach for the project to correct the problems identified
    - **B. Plan new or different business analysis activities to correct the problems identified**
    - C. Update the business analysis communication plan to ensure it includes reporting the variances
    - D. Plan new or different requirements management processes to reduce the variances

Explanation

Mary's report is formally called a BA performance assessment, which may identify corrective actions needed. The assessment is a direct input to the *plan business analysis activities* task. Changing the business analysis approach may not be a feasible option. Updating the communication plan may not improve business analysis performance.

17. Which of the following is the primary purpose of vendor assessment?
    A. Assessing a vendor to determine if your company can afford them
    B. Assessing a vendor to determine if you want to work with them
    C. Assessing a vendor to see if they can meet commitments regarding a product or service
    D. Assessing a vendor to replace another vendor at your company.

    Explanation

    Vendor assessment is conducted to ensure that the vendor is reliable and that service levels will meet an organization's expectations.

18. A work breakdown structure (WBS) is similar to which of the following items?
    A. Work breakdown system
    B. Project plan
    C. Functional decomposition
    D. Structured planning

    Explanation

    Functional decomposition breaks down product deliverables, and a WBS breaks down project scope. A project plan contains the WBS and many other aspects such as schedule, risk, effort, etc. In a given project, only a part of WBS may be implemented.

19. Which of the following approaches places more emphasis on requirements prioritization methods?
    A. Neither plan-driven nor change-driven
    B. Both plan-driven and change-driven
    C. Change-driven
    D. Plan-driven

Explanation

Change-driven approaches place a great deal of emphasis on effective requirements prioritization methods due to the small scope of each iteration or release.

20. You are in the middle of conducting an interview. You ask, "How many days are counted for the member's activity in the program per month?" This is an example of what type of question?
    A. Open-ended
    B. Calculation
    C. Close-ended
    D. Unstructured

    Explanation

    Since the answer expects a particular number, it is a close ended question. Unstructured is an interview type, not a question type.

21. What are the outputs of preparing for elicitation?
    A. Organizational assets, requirements management plan
    B. Stakeholder communication plan, risk analysis
    C. Observation, prototype, assigned resources
    D. Supporting materials, scheduled resources

    Explanation

    Supporting materials and scheduled resources are the outputs for preparations for elicitation. Observation and prototype are techniques. Organizational assets, requirements management plan, stakeholder communication plan, risk analysis and assigned resources are inputs.

22. Which of the following is *not* an element of problem tracking?
    A. Recording the problem
    B. Managing the problem
    C. Managing the activities
    D. Key performance indicators

    Explanation

    Activity management happens through planning and monitoring. Non-achievement of KPIs can be a source for problem identification. Problem tracking also involves recording and management of the problem.

23. Which one, among the following, does the facilitator of a requirements elicitation session have responsibility for?

    A. Enforcing discipline and ground rules for the session

    B. Participating in the discussion when appropriate

    C. Making decisions during the session

    D. Providing the right information to stakeholders during the session

Explanation

Enforcing discipline and ground rules for the session are important points that show up as a theme in the examination. Decisions should be taken by stakeholders, not by the facilitator. The facilitator helps in decision making, but does not necessarily make decisions.

24. You have scheduled a focus group to determine the current attitudes towards a new product that your company is developing. Your participants should _____.

    A. Be ready to participate

    B. Have a minimum of five years' experience with the company

    C. Be pre-qualified

    D. Only respond to pre-planned questions

Explanation

Participants should represent a cross-section of experience and have experience with the subject being explored. Although some questions can be pre-planned, not all questions can be pre-planned.

25. An issues log can be used to:

    A. Maintain a list of requirements

    B. Resolve obstacles toward meeting milestone dates for the project manager

    C. Manage successive iterations of requirements elaboration

    D. Record conflicts that arise between stakeholders

Explanation

Conflicts that arise between stakeholders can be recorded in the issue log. Managing successive iterations of requirements elaboration is the release plan. The requirements catalogue or product backlog maintains a list of requirements.

26. Among the following techniques, which is a business analyst *not* expected to know and perform?

    A. Functional requirements analysis
    B. Non-functional requirement analysis
    C. Vendor assessment
    D. Scope modeling

Explanation

A business analyst is usually responsible for documenting functional requirements, but not expected to know and perform the functional requirements analysis techniques. However, non-functional requirement analysis, vendor assessment, and scope modeling are all within the areas of knowledge and skill-sets expected of a business analyst.

27. Which of the following statements best describes the *confirm elicitation results* task?

    A. To state and confirm requirements and risks
    B. To transform stakeholder concerns into requirements
    C. **To ensure stated stakeholder concerns and stated requirements are confirmed**
    D. To document stated requirements and concerns

Explanation

Confirm elicitation results is best described as ensuring stated stakeholder concerns and stated requirements are confirmed. Documentation of stated requirements and concerns is conducted prior to confirmation.

28. You have had several interviews this week for your project. Since several issues have come up, your project manager has suggested that you track them formally in an issue log. Why?

    A. So it can be 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. To ensure that the help desk and service management teams are kept in the loop
    D. To ensure that the results of requirements workshops and interviews are documented

Explanation

The main purpose behind an issues log is to ensure that issues can be tracked formally to closure. Ensuring that the results of requirements workshops and interviews are documented is the main purpose behind the requirements package.

29. Which step typically occurs *first* when utilizing a survey/questionnaire as a requirements elicitation technique?
    A. Test the survey
    B. Define the purpose of the survey and select the target survey groups
    C. Write the survey questions
    D. Select the distribution and collection methods

    Explanation

    Defining the purpose of the survey and selection of the target survey groups is the first step in developing a survey/questionnaire. Testing of the survey can only be done after it is designed. Survey questions should be designed only after survey objectives are known. Survey distribution and collection methods are decided only after deciding the target groups.

30. You have just completed your requirements workshop. Who should be involved in documenting the requirements?
    A. Business analyst and project manager
    B. Business analyst
    C. Business analyst, project manager, and scribe
    D. Business analyst and scribe

    Explanation

    The *BABOK*® lists business analyst as the only person responsible for the task of documenting elicitation results. The scribe documents discussions during the workshop, not the requirements after workshop.

31. You need to understand whether there is any potential collaboration with other systems or projects either because of existing relationships or new requirements. The technique best suited for elaborating these requirements is:
    A. Interface analysis
    B. Document analysis
    C. State diagram
    D. Traceability matrix

    Explanation

    Interface analysis considers the interaction between systems, systems-to-devices, hardware-to-hardware, and user interfaces.

32. A business rule can be defined as:
    A. A capability or condition needed on a particular project to solve a problem or achieve an objective
    B. Guidance provided to a stakeholder to execute business processes in a certain manner or under certain conditions
    C. A relationship between one entity/business object and another
    D. A regulation that an organization must adhere to.

    Explanation

    A business rule can be defined as guidance provided to a stakeholder to execute business processes in a certain manner or under certain conditions. A requirement is a capability or condition needed on a particular project to solve a problem or achieve an objective. Regulations are not business rules since they are defined by the organization.

33. 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 technique called?
    A. Document review
    B. Observation
    C. Business architecture analysis
    D. Document analysis

    Explanation

    Document analysis can be defined as reading all known business architecture documentation, and information provided from a previous phase of the project, as a means of eliciting requirements.

34. Among the following requirements, which one is likely to have the most disagreement after implementation?
    A. Provide most beautiful interface to users
    B. Capture customer details including name, address, and email
    C. Response time less than 5 seconds
    D. Calculate tax as 6% of order value

    Explanation

    The question is looking for highly ambiguous and subjective requirements and terms such as "most beautiful."

35. 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

    Explanation

    Business rules analysis, prototyping, scenarios, and use cases can be used to specify requirements. There is no such technique as functional composition.

36. Maria is arranging one-on-one meetings with several stakeholders to understand their business needs. What type of technique is she using?
    A. Requirements workshops
    B. Observation
    C. Interviews
    D. Prototyping

    Explanation

    One-on-one meetings with stakeholders are called interviews. Workshops are group activities. Observation is to observe a particular stakeholder or group of stakeholders performing their work. Prototypes build a look and feel of the application. It is also known as a wire-frame or mock-up.

37. What is the primary responsibility of a scribe during a requirements workshop?
    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

    Explanation

    Documenting business requirements in the format determined prior to the meeting is the scribe's role. The rest of the options are responsibilities of the facilitator.

38. Which type of requirement best describes the behavior and information that the solution will manage, including a specific system action or response?
    A. Business requirement
    B. Stakeholder requirement
    C. Functional requirement
    D. Non-functional requirement

Explanation

A functional requirement describes the behavior and information that the solution will manage, including a specific system action or response. Business requirements are high level goals that need to be drilled down to stakeholder requirements and solution requirements. Solution requirements contain functional and non-functional requirements.

39. In order to validate requirements, one must:
    A. Document assumptions and constraints
    B. Verify requirements
    C. Prioritize requirements
    D. Confirm requirements

Explanation

Verify requirements is an input to *validate requirements*. Document assumptions and constraints happen prior to verification. Also, prioritization happens prior to verification. This is the very first activity of the requirements analysis knowledge area. Confirmation happens prior to verification and is the last task of the elicitation knowledge area.

40. One particular stakeholder is adding unnecessary requirements and expectations into the go/no-go criteria. What would be your approach before submitting the requirements package?
    A. Call a meeting with the project sponsor and the subject matter expert (SME) in question and lay out your assessment of the situation.
    B. If you believe the stakeholder will be disruptive to the decision-making process, do not invite the stakeholder from the decision package review meeting.
    C. Facilitate a brainstorming session among executive team members to deal with the SME's expectations.
    D. Seek a meeting with the SME to listen carefully to his/her concerns and be able to reflect them back to the stakeholder. Then engage the stakeholder in suggestions for how to mitigate the particular issues. Consider next steps after thoroughly understanding the concerns from the stakeholder's perspective.

Explanation

This is an example of problem solving and is an effective way to resolve conflict. A significant ingredient in problem solving is listening, which helps the parties explain their views. It may help uncover underlying issues not related to the expressed expectations or requirements. Before escalation, it is good to discuss the matter with the stakeholder. The stakeholder can stall the project if his/her requirements are not considered for the project.

41. Among the following options, which option *best* describes the stakeholders involved in reviewing and approving requirements?
    A. Sponsors, project managers, QA
    B. Stakeholders mentioned in stakeholder list and roles and responsibilities)
    C. Whoever the sponsor has dictated will sign-off
    D. Executive sponsor, project manager, quality assurance representative, business analyst, architect or technical lead

    Explanation

    The stakeholder list and roles and responsibilities are listed as inputs to the *manage solution scope & requirements* task. Sponsors, project managers, and QA could participate in review and approval, but there could be more. Executive sponsor, project manager, quality assurance representative, business analyst, architect or technical lead could participate in review and approval, but there could be more or less as decided in the stakeholder list.

42. When working on assessing potential solutions and allocating requirements, business analysts need to interact frequently with stakeholders such as designers, architects, developers, etc. The implementation SMEs are *not* typically responsible for which part of the solution?
    A. Providing information on technical constraints that may limit possible solutions
    B. Supplying input on the skills and capabilities needed to successfully run the new solution
    C. Managing project effort and cost
    D. Dictating when and where requirements are allocated and evaluating the design of software applications

    Explanation

    Managing project effort and cost is the project manager's responsibility, not the implementation SME. Implementation SMEs can get involved in the rest of the mentioned activities.

43. Traceability ensures the solutions' conformance to requirements and assists in scope and change management. What types of traceabilities can be performed?
    A. Derivation and allocation, cost and location
    B. Relationship to other requirements, relationship to sponsorship
    C. Forwards and backwards, cost and location
    D. Derivation and allocation, relationship to other requirements

    Explanation
    Derivation and allocation are terms that mean backward and forward traceability, respectively. Relationship to other requirements is part of traceability. Traceabilities linked to cost and location or sponsorship is not discussed in the *BABOK*®.

44. You obtained signoff on requirements from three stakeholders: the sponsor, the project manager, and the product manager. However, later the project management office rejected your requirements for implementation due to insufficient signoff. What should you have checked for?
    A. **Requirements sign-off not matching the stakeholder list, roles and responsibilities**
    B. Project manager preference for signoff
    C. Lack of quality assurance signoff
    D. Lack of implementation team signoff

    Explanation
    Signoffs should be obtained as per stakeholder list and not the project manager's preference.

45. To be verified, requirements must be all of the following *except*:
    A. Modifiable
    B. Unambiguous
    C. Fit for use
    D. Feasible

    Explanation
    Fit for use is a definition of quality, not of a requirement. Related requirements must be grouped together in order for requirements to be modifiable. Modifiable is a characteristic which is exhibited by a logical structuring of the requirements. Unambiguous and feasible are pre-requisites for requirements validation.

46. Solution components can contain multiple aspects. Which of the following should a business analyst consider when allocating requirements?
   A. Data access rights and organization structure
   B. People who maintain the solution and their processes
   C. Software applications and vendor support
   D. Organization structure and business approval

   Explanation
   Components could also include processes, people who operate/maintain the solution, software applications, and organization structure. Business approval and access control requirements are not used for requirements allocation.

47. What is the *best* method for reducing solution scope after requirements have been approved and baselined?
   A. Requirements prioritization
   B. Conflict resolution
   C. SWOT analysis
   D. Problem management

   Explanation
   Conflict resolution could actually increase solution scope. SWOT analysis is done during enterprise analysis and prior to solution scope definition. Problem management deals with identifying the root cause of problems and may not be helpful in solution scope management.

48. One of your stakeholders has requested for a change to a baselined requirement. Which of the following would be your best course of action?
   A. Reject the change as the requirement is already baselined
   B. You know that the change is not useful, hence keep it on hold
   C. Follow the change request process as identified in the requirements management plan
   D. Tell the stakeholder that it is too late to accept any new change

   Explanation
   The business analyst should follow the change request process as identified in the requirements management plan. Baselined requirements can be changed as per change request process and changes can come at any time.

49. Validating the solution involves:

A. Ensuring requirements add value to the organization

B. Ensuring solution meets business needs

C. Ensuring requirements are complete and correct

D. Identifying and assessing defects and then identifying preventive and corrective action

Explanation

Validating the solution involves ensuring that the solution meets business needs. Not all requirements may add value to the organization. Regulatory requirements may not add any value but still need to be implemented. Ensuring requirements are complete and correct is requirements verification. Identifying and assessing defects and then identifying preventive and corrective action is part of solution assessment.

50. Which statement *best* describes the requirements management and communications (RMC) knowledge area?

A. A business person from the payroll processing department and a developer from the IT group must agree on the requirements

B. Elicitation planning activities for requirements analysis and documentation come from a broad and diverse audience

C. The business analyst works to bring stakeholders to a common understanding of the requirements

D. A collection of activities and considerations for expressing the output of requirements analysis and documentation to the sponsor for approval

Explanation

Choice B is the definition of elicitation planning while choice D is the definition of requirements analysis.

51. The lead business analyst notices that some of the business analysts have information about the project requirements, processes, and stakeholders that would be helpful to the entire business analysis team. What technique would the lead business analyst use to make sure that there is shared understanding among the team?

A. Knowledge transfer

B. Brainstorming

C. Risk management

D. Consider project risks, expectations, and standards

Explanation

Knowledge transfer is a systematic approach to capture, collect, and share tacit knowledge in order for it to become explicit knowledge. Brainstorming is primarily used for generating

ideas. Risk management's primary intent is not to help in knowledge sharing.

52. Requirements packages can include all of the following formats *except*:
    - A. Formal documentation
    - **B. Informal documentation**
    - C. Presentation
    - D. Models

    Explanation

    Documentation in a requirements package is formal, even something as simple as a user story. Requirements packages are formal documents and can contain presentation and models.

53. A requirements package is best described as:
    - A. Results of object-oriented design where classes and messages are combined into "packages" for delivering a software system
    - B. Consolidation of data modeling graphical representations into a packaged presentation for the design team and other stakeholders who approve the solutions recommendations
    - **C. A set of requirements grouped together in a document or presentation for communication to stakeholders**
    - D. Summation of requirements metrics used to evaluate the performance of the requirements management plan; the "package" delivered to project management at the end of a requirements management project

    Explanation

    A requirements package is best described as a set of requirements grouped together in a document or presentation for communication to stakeholders.

54. Tom has received signoff on his requirements and has communicated that all further changes will now be done as part of change control. He gets an email requesting a change. Tom then compares the new requirement to the original, documents the new requirement, and puts it into change control. What is this called and what is the next logical step?
    - **A. Baselining and following internal company procedure for change control**
    - B. Versioning and following internal company procedure for change control
    - C. The change control process
    - D. Current and future state requirements comparison followed by change control

    Explanation

    The process of comparing the new requirement to the original is called baselining.

Thereafter, you follow your company's change control procedure.

55. A danger that a business analyst must guard against when reviewing product presentations is:
    A. Asking relevant questions
    B. Being carried away by the sales presentation of the product vendor
    C. Involving relevant stakeholders in the review
    D. Documenting the discussion points during the review

Explanation
Often stakeholders can be impressed by a product demo even though the underlying product does not truly meet the business need. So a danger which a business analyst must guard against when reviewing product presentations is being carried away by the sales presentation of the product vendor.

56. Which of the following options is a valid consideration when presenting requirements to stakeholders?

    A. Many business SMEs will not be available to review requirements so there is little need to write in the language they can understand.
    B. There is little difference in the time needed to prepare formal or informal requirements reviews. The difference lies in the organizational level of the audience being presented to.
    C. **A requirement may be presented informally, in an e-mail message, a note, or verbally.**
    D. None of the above

Explanation
Answer A is false. Although formality of presentation is a valid consideration, there can be a significant difference in the time needed to prepare formal or informal requirements reviews, which makes B false. Informal communication may result in missed information and increased ambiguity. However, in some cases presenting a requirement informally via email message, a note, or verbally can be a valid consideration and viable approach.

57. You have requested requirements approval, but the sponsor has rejected it. Which of the following could be the reason?

    A. Requirements are not presented in a process model format

    B. Conflicts are still not resolved

    C. Requirements are not presented in a use case model format

    D. Requirements are not fully described

Explanation

Conflicts that affect the requirements must be resolved before formal approval is given to those requirements. Requirements may be presented in any format as per the requirements management plan. It may not be possible to describe requirements fully prior to approval as they may be explored after prototyping.

58. Which of the following is the primary reason for developing requirements packages?

    A. To get approval from stakeholders

    B. Prescribed by *BABOK*®

    C. It's a good thing to do

    D. Requirements packages are not needed

Explanation

Requirements packages may be prepared for a number of reasons, including but not limited to, early assessment of quality and planning, evaluation of possible alternatives, formal reviews and approvals, inputs to solution design, conformance to contractual and regulatory obligations, and maintenance for re-use.

59. Which of the following statements is *correct* regarding the process of selecting and prioritizing projects?

    A. Business analysts play an incidental role in the portfolio management process since this is primarily an executive governance body activity

    B. Executives and key stakeholders are required to evaluate potential initiatives based on the least risk to the enterprise

    C. Portfolio planning and management groups usually follow a free-form decision-making methodology to ensure the widest input

    D. Business analysts often support the sponsor when presenting the project proposal information

Explanation

Business analysts often support the sponsor when presenting the project proposal information. Sponsors approve business cases. Decision making may be formal in many organizations. Risk appetite varies from company to company. Least risk may not be only approach to follow.

60. An opportunity cost is defined as:
    A. Sunk cost
    B. Potential value that could be realized by pursuing alternative courses of action
    C. Cost of a business problem being solved or an opportunity being seized
    D. Initial investment as compared with the net present value of each alternate solution

Explanation

An opportunity cost is defined as the potential value that could be realized by pursuing alternative courses of action. Sunk cost is money that has been spent and cannot be recovered.

61. As a business analyst, you have been asked to evaluate the need for a project governance system for your organization. You should consider:
    A. Current needs of your organization
    B. Benchmarking against peers to understand their systems
    C. Future needs of your organization
    D. Current and future needs of your organization

Explanation

As a business analyst, one should consider current and future needs of your organization.

62. Which techniques among the following can be used during the *assess capability gaps* task?
    A. Document analysis and root cause analysis
    B. Root cause analysis and SWOT analysis
    C. SWOT analysis and document analysis
    D. Root cause analysis and risk analysis

Explanation

SWOT analysis and document analysis are used during this task. Neither root cause analysis nor risk analysis is used for capability gap analysis.

63. One of the reviewers of your project has decided that the project should not be implemented

due to concerns over a previous lawsuit. What role does this reviewer play in your project?

    A. Executive business sponsor

    B. Project manager

    C. Sponsor

    D. Regulator

Explanation

Regulators are stakeholders who have legal or governance authority. Project managers manage the project. Sponsors provide approval and funding.

64. Ted is working on a project to automate several business processes. He just received confirmation of the budget and it is clear that there is enough money to either build an in-house solution or purchase a COTS package. What is the most logical next step for Ted?

    A. Pursue a request for proposal (RFP)

    B. Pursue a request for information (RFI)

    C. Purchase a COTS product with the budget available

    D. Insist on developing in-house

Explanation

At this point the assumption is that there are a number of potential/alternative solutions and Ted should seek out information from vendors to help the evaluation process of those possible options. RFPs are done after RFI. Options need to be evaluated on objective criteria.

65. For which of the following tasks or element(s) would it be most appropriate to generate alternatives during enterprise analysis?

    A. Assess new capability requirements

    B. Determine solution approach

    C. Determine implementation approach

    D. Define solution scope

Explanation

Alternative generation is listed as an element of the *determine solution approach* task. Generating alternatives during this task helps to find the optimal solution to meet a business need.

66. What is a business need?
    A. A statement of the project objective
    B. A statement of the business objective
    C. The definition of the required change to organizational systems or capabilities
    D. A definition of why the change is required

    Explanation
    Business need defines the problem for which the business analysis is trying to find a solution. Its purpose is to define why a change to organizational systems or capabilities is required. The project objective is derived from the business objective. The business objective will be derived from business need.

67. Which of the following statements *best* describes a business capability?
    A. Constraints
    B. Assumptions
    C. Products
    D. Culture

    Explanation
    The ability to supply products is a capability. Culture is also a capability, but not specifically mentioned in *BABOK*®. Constraints and assumptions are not capabilities.

68. During enterprise analysis, the role of the business analyst is to:
    A. **Define the business need**
    B. Prioritize the projects
    C. Select the project
    D. Launch new projects

    Explanation
    During enterprise analysis, the role of business analyst is to define the business need. A business analyst can assist in prioritization, but defining the business need is the most critical expectation from the business analyst. A business analyst helps in project selection, but projects are typically selected by the senior management or sponsor.

69. Feasibility studies can contain all of the following *except*:
    A. Executive summary
    B. Detailed costs of developing the solution
    C. Business problem and/or opportunity statement
    D. Market research to identify viable solution options

    Explanation

    Not enough is known to provide detailed costs. A feasibility study is preliminary. The executive summary is a part of business case. Feasibility or market research studies can be done for business case preparation.

70. Which of the following documents explain the general method used to create or acquire new capabilities?
    A. Project vision
    B. Solution approach
    C. Solution performance assessment
    D. Capability opportunities

    Explanation

    The solution approach describes the general approach that will be taken to create or acquire the new capabilities required to meet the business need. Project vision describes what the project wishes to achieve, not how. Solution performance assessment provides how the system is performing against business goals.

71. In what situation would a feasibility analysis be *most* useful?
    A. Buying a COTS package
    B. When a sponsor places constraints on a solution option
    C. Resolving a business problem
    D. Increasing market share through acquisition

    Explanation

    This is a major endeavor and the *BABOK*® indicates this is suitable for a feasibility study. For larger change initiatives requiring significant investment, a more formal feasibility study may assist with determining the most viable solution option.

72. Who creates the vision for the organization?
    A. Project manager
    B. Executive team
    C. Business analyst
    D. Sponsor

Explanation

The key to this question is that it asks specifically about organizational vision, not project vision which the sponsor articulates. The executive team is responsible for the creation of the organization's vision. They may have support from the business analyst, but the business analyst does not create the vision for the organization. Senior management is responsible for organization's vision. The Sponsor creates the vision for the project.

73. The business analyst for the COSMOS project is planning to meet the stakeholder who has direct knowledge of current issues. With which stakeholder group should he meet?
    A. Domain SMEs and end users
    B. Implementation SMEs
    C. Project manager
    D. Sponsor

Explanation

Domain SMEs and end users are likely to have the most direct awareness of problems or limitations that exist in current systems and the effects those have. Implementation SMEs know how to implement a solution, but may not have direct knowledge of current issues.

74. What format should be used for a requirements package?
    A. A formal presentation, otherwise it is not worth packaging requirements
    B. One that is appropriate to the needs of the stakeholders
    C. Minimally, they should contain a business requirements specification or equivalent
    D. Models, diagrams, and documents

Explanation

The main purpose of a requirements package is to communicate requirements with required details for the stakeholder. Hence this is the correct option. Presentations can be formal or informal based on the need.

75. When is time boxing best used for the prioritization of requirements?
    A. When a project manager is unable to determine a schedule for the implementation of the solution
    B. When the requirements are based on a fixed resource
    C. When the requirements are considered nice to have
    D. When all the features must be implemented before releasing to market

Explanation

Time boxing prioritizes requirements based on the amount of work that the project team is capable of delivering in a set period of time. Piloting or proof of concept could be a better approach in this situation. Time boxing always implements requirements which are most critical to business.

76. Among the following, which option names 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 diagram
    D. Entity-relationship diagram and sequence diagram

Explanation

Entity-relationship diagram and class diagram are the two most widely used types of data models. Process models do not show data elements; they show activities. Context diagrams are relatively less used than class diagrams. Sequence diagrams do not show data elements, they show interaction between objects.

77. Requirements for traceability are mentioned in which of the following documents?
    A. Requirements communication plan
    B. Risk plan
    C. Requirements management plan
    D. Project plan

Explanation

The requirements management plan defines how and whether traceability is being performed (tools and processes). The risk plan provides information about risk management activities in the project. The project plan provides the schedule and resources for the project.

78. You have been going through hundreds of difficult scenarios that the business needs to understand. All of the scenarios are rules-based. What is the *best* document for you to use to represent these difficult scenarios?
    A. **Decision table**
    B. Hierarchy table
    C. Multiplication table
    D. Rules table

Explanation

A decision table can simplify the complexity of the numerous scenarios. Hence it would be the best document to represent these difficult scenarios.

79. On a project, you make sure that requirement models have met the necessary standards of quality so that they can be used effectively to guide further work. What have you been doing?
    A. Validating requirements
    B. **Verifying requirements**
    C. Documenting transition requirements
    D. Specifying and modeling requirements

Explanation

Verifying makes sure a requirement is good enough to continue working with. Validation happens along with the client/end user. Documentation happens in the solution assessment knowledge area.

80. Mike is struggling with how to model requirements in the best possible way for his project. In particular, the business wants to allow mortgage applicants the ability to save their application and resume later in the future if they cannot complete the application in one sitting. Which technique should Mike employ to define the accomplishment of this specific goal?
    A. Process modeling
    B. Goal decomposition
    C. Use cases
    D. **Scenarios**

Explanation

A scenario would be useful to model requirements for accomplishing the save-and-resume function, the specific goal described. Scenarios are written as a series of steps performed by actors or by the solution that enable an actor to achieve a goal. Process models usually do not go into this much of detail. Scenarios are also part of the use case but scenarios will be a better option compared to a use case.

81. Reviews can be formal or informal. The techniques used during a review are selected to support the objectives of the review. Which of the following commonly used by business analysts are a formal technique?

   A. Pass around, ad-hoc, informal walkthrough
   B. Technical review, inspection, desk check
   C. Desk check, team review, single issue review
   D. Inspection, single issue review, team review

Explanation

Inspection is a formal review that focuses on defects. A single issue review is a formal technique also known as a technical review focused on one issue or standard. A team review is a formal technique used for peer reviews and stakeholder reviews and is also known as formal walkthrough. Pass around, ad-hoc, informal walkthrough, and desk check are all informal review techniques.

82. Which of the following techniques shows how information flows through a system?
   A. Data modeling
   B. Data flow diagrams
   C. Process modeling
   D. Organizational modeling

Explanation

Data flow diagrams show the flow of data between various systems. Data modeling shows data attributes. Process models show activity flow. Organizational models show organizational hierarchy.

83. Conflicts are usually *not* resolved in which of the following ways?
   A. Written communication
   B. Research
   C. Third party mediator
   D. Formal meetings

Explanation

It's harder to resolve conflicts in writing. Research can help in reducing conflicts as the source of the conflict is identified. Third party mediator and formal meetings can help in reducing conflicts.

84. Which of the following is *not* an example of a solution component?
     A. Business processes
     B. People who operate and maintain the solution
     C. Requirements specifications
     D. Infrastructure

Explanation

Requirements specifications are a description of existing solution components to future solution components. They themselves are not solution components. Infrastructure, business processes, and people are part of solution component.

85. Traditionally, a sequence diagram requires which of the following?
     A. A fully defined problem statement
     B. A fully defined context diagram
     C. A fully defined class model
     D. A fully defined data matrix

Explanation

Both sequence diagrams and class models are UML diagrams. Strictly speaking, a sequence diagram requires a fully defined class model. Modeling sequence diagrams require a class model as a sequence diagram that shows interactions between objects. Objects are specific instances of classes. A context diagram is a high level diagram and not of much use in sequence diagrams.

86. A structured walkthrough is an example of which of the following?
     A. Requirements communication
     B. Requirements analysis
     C. Requirements performance management
     D. Contextual risk analysis

Explanation

A structured walkthrough is a technique frequently used in the *communicate requirements* task. Requirements analysis focuses on prioritizing and organizing requirements.

87. While reviewing the high-level design document, you notice that many requirements have

been missed. Which technique would have helped you to avoid this problem?

    A. Structured walkthrough

    B. Informal walkthrough

    C. Requirements workshop

    D. Coverage matrix

Explanation

A coverage matrix, also known as a traceability matrix, would have traced the requirement to the design early on and would likely have been noticed at that time. Requirements workshops are primarily intended to collect requirements, not to establish traceability between requirements and designs.

88. Requirements that don't meet quality standards are likely to have been evaluated in which task?

    A. Validate requirements

    B. Verify requirements

    C. Variance requirements

    D. Verify and validate requirements

Explanation

Verifying requirements helps ensure requirements meet the necessary standard of quality to allow them to be used effectively to guide further work. Validating requirements happen after verification.

89. Business analysts need to gather application performance statistics in order to:

    A. Complete SWOT analysis for a new automation project

    B. Understand value that was delivered by the implemented solution

    C. Plan performance metrics for an automation project

    D. Prioritize defects resulting from implementing the new process

Explanation

Business analysts need the actual metrics that describe the performance of the solution to understand the value that was delivered by the implemented solution.

90. What is an important goal for a business analyst for both defining and then carrying out transition requirements?
    A. Minimize loss of data when transitioning from one system to another
    B. Ensure that end users are able to coordinate between old and new systems if they are to be in use for a period of time
    C. Minimize disruptions to customers when transitioning from one system to another
    D. To sunset the old system on the go-live day of the new system

Explanation

The *BABOK*® mentions that customers may be negatively affected during the transition based on the transfer of on-going work or if information is incorrectly transferred. The BA's goal should be to minimize the impact. End users may need to gain confidence on the new system before they can sunset the old one.

91. Which of the following should *not* be considered when evaluating whether a solution should be retired or replaced?
    A. Necessity
    B. Future investment required
    C. Sunk cost
    D. Opportunity cost

Explanation

When evaluating whether a solution should be retired or replaced, sunk cost is not a factor to be considered since the money has been spent and cannot be recovered. The rest of the options need to be considered.

92. If the solution team thinks that a potential solution is available from an outside party, business analysts will *not* use which of the following forms to capture requirements for selecting them?
    A. RFI
    B. ROI
    C. RFP
    D. RFQ

Explanation

Return on investment (ROI) is not used for vendor selection whereas RFI, RFP and RFQ are used during that process.

93. You are unable to determine the cause of a defect in the solution and hence unable to resolve it before the upcoming planned release. Your stakeholders are not willing to accept the defect. Since time is running out, what should you consider doing next?
    A. Perform a root-cause analysis of the reasons for the defect
    B. Introduce new automated processes and remove problem exception cases
    C. Perform additional quality control checks and introduce new manual processes
    D. Remove support for the activities that might be causing the defect

    Explanation

    It is always advisable to perform additional quality control checks and introduce new manual processes when there is a shortage of time and you are not able to carry out root-cause analysis. Removing support for the activities that might be causing the defect could cause stakeholder dissatisfaction.

94. Mary is a business analyst who has been asked to develop transition requirements between existing systems and a new system. The technique she is *unlikely* to use is:
    A. Data modeling
    B. Business rules analysis
    C. Process modeling
    D. Root-cause analysis

    Explanation

    Root-cause analysis is not mentioned as a technique in transition requirements. Data modeling, business rules analysis, and process modeling are essential for a successful transition from an old system to a new one.

95. You have worked on a project to implement a new system. When it was first deployed, it seemed to be performing well. However, as transactions increased over a six-month period, the application slowed to a level deemed unacceptable by the end-users. You have been asked to evaluate this performance. In order to do this, you need to have:
    A. Performance metrics of the solution
    B. Approval to repair any defects found
    C. Approval to prevent future defects
    D. An assessment of the solution's performance

    Explanation

    In order to evaluate the solution's performance, measures of how the system performs must be present. This is one of the inputs to this task. An assessment of the solution's performance can be done only when performance benchmarks are defined.

96. How do business analysts typically participate in testing of a solution?
    A. Perform testing if there is no formal testing group to do it
    B. Ensuring requirements are testable
    C. Executing the test plan
    D. Tracking defects and problems

Explanation

Business analysis and testing are two very different functions. Testability is an element of acceptance/evaluation criteria.

97. The task that will use the output of *solution performance assessment* task is:
    A. Evaluate solution performance
    B. Assess capability gaps
    C. Validate solution
    D. Assess organizational readiness

Explanation

This enterprise analysis task uses the performance assessment output to help analyze whether a current solution is capable of addressing current business needs. Evaluating solution performance is done after a new solution is built. Solution performance assessment is conducted for existing solutions.

98. Which of the following definitions best fits a constructed solution?
    A. A solution that is in actual use by the enterprise
    B. A solution that may not be in actual use by the enterprise
    C. A solution that has distinct product hierarchy
    D. A solution that is operationally managed

Explanation

A solution that may not be in actual use by the enterprise means it has been constructed, but not yet deployed. A solution that is in actual use by the enterprise or that is operationally managed will be deployed solution.

99. Mark found that a requirement was incomplete when testing the latest release. What did Mark find?
   A. A defect
   B. An anomaly
   C. A bad requirement
   D. A solution gap

Explanation

A requirements defect is an error in requirements caused by incorrect, incomplete, missing, or conflicting requirements. An anomaly is a situation where one gets two different answers after following two approved rules. A solution gap is something which is not implemented or implemented incorrectly after being specified.

100. Which of the following statement is true about defects?
   A. All defects must be resolved at any cost
   B. Defects must be analyzed for their impact on the business
   C. Defects can occur only during the coding phase
   D. Defects can be detected only during user acceptance testing

Explanation

Defects should be analyzed for their impact on the business. Some defects may be too expensive to fix and hence will not be fixed. Defects can occur during any phase: requirements, design, or coding. In addition, defects can be detected in any phase of testing.