Vendor:IIBA

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Version: Demo

QUESTION 1

Which approach is used to focus on minimizing up-front uncertainty?

A. Class-driven approach

B. Change driven approach

C. Solution-driven approach

D. Plan-driven approach

Correct Answer: D

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. C and A are incorrect. These are not valid approaches for the business. B is incorrect. The change-driven approach does not focus on minimizing up-front uncertainty.

QUESTION 2

Kelly is the business analyst for her organization and she\\'s identifying roles and responsibilities of the people involved in business analysis activities. Her manager has asked Kelly to create the RACI matrix to accomplish this task. What is the RACI matrix?

A. The RACI matrix is a roles and responsibilities chart that uses the legend of Responsible, Action, Controlled, and Informed.

B. The RACI matrix is a roles and responsibilities chart that uses the legend of Role, Action, Controlled, and Information.

C. The RACI matrix is a roles and responsibilities chart that uses the legend of Responsible, Accountable, Consulted, and Informed.

D. The RACI matrix is a roles and responsibilities chart that uses the legend of Risk, Action, Cost, and Information.

Correct Answer: C

The RACI matrix is a roles and responsibilities chart that uses the legend of Responsible, Accountable, Consulted, and Informed.

QUESTION 3

Requirements have been prioritized in the product backlog for inclusion in the upcoming release. One of the project team members fears that at least one requirement from the prioritization list is not finalized and still requires further analysis. Which of the following factors describe the affected requirement?

A. Benefit

B. Dependency

C. Stability

D. Risk

Correct Answer: D

According to the BABOK Guide, risk is a factor that describes a requirement that has a high degree of uncertainty or potential negative impact on one or more project objectives. Among the four options, only D describes a factor that could affect a requirement that is not finalized and still requires further analysis. If a requirement has a high risk, it means that it may cause delays, defects, rework, or failure in delivering value to stakeholders. Therefore, the correct answer is D. References: [BABOK Guide], [CCBA Exam Simulator]

QUESTION 4

You are the business analyst for your organization. You are currently writing the business goals and objectives as part of the elements for the define business process. Which one of the following statements best describes the business goals and objectives element?

A. They describe all of the required work the project will need to complete in order to reach its objectives.

B. They describe the ends that the organization is seeking to achieve.

C. They describe the processes the solution will need to improve for the project to be successful.

D. They describe all of the positive benefits in ratio to the risk and costs of the project.

Correct Answer: B

Business goals and objectives clearly define the ends that the organization is seeking to achieve. Answer: C is incorrect. This is not a valid definition of the business goals and objectives. Answer: A is incorrect. This is a definition of the project scope. Answer: D is incorrect. This is not a valid definition of the business goals and objectives.

QUESTION 5

A business analyst (BA) develops a template to document the product feature requirements for an enterprise software solution. Within the template, the BA includes the following additional information: source, priority level, level of complexity,

and last modified date.

What does the additional information describe?

A. Requirement analysis

B. Requirement traceability

C. Requirement attributes

D. Requirement management

Correct Answer: C

The additional information that the BA included in the template to document the product feature requirements for an

enterprise software solution describes requirement attributes. Requirement attributes are characteristics or properties of requirements that provide additional information or context for the requirements. Requirement attributes can help to identify, organize, prioritize, trace, and manage requirements. The other options are incorrect because: Option A is incorrect because requirement analysis is not the additional information that the BA included in the template to document the product feature requirements for an enterprise software solution, but a knowledge area that involves tasks and techniques for structuring, refining, elaborating, and evaluating requirements. Option B is incorrect because requirement traceability is not the additional information that the BA included in the template to document the product feature requirements for an enterprise software solution, but a technique that involves establishing and maintaining relationships among requirements and other related items such as stakeholders, objectives, deliverables, etc. Option D is incorrect because requirement management is not the additional information that the BA included in the template to document the product feature requirements for an enterprise software solution, but a knowledge area that involves tasks and techniques for maintaining and controlling changes to requirements throughout their life cycle.

QUESTION 6

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. Business analyst

B. Project manager

C. Domain subject matter expert

D. Sponsor

Correct Answer: B

The project manager is responsible for writing the project scope. The solution scope serves as an input the project charter, which is needed for the project scope. Answer: A is incorrect. The business analyst does not write the project scope. Answer: D is incorrect. The sponsor doesn\\'t write the project scope but she may approve the project scope. Answer: C is incorrect. The domain subject matter expert helps to identify the affected organizational units, lines of business, and prioritization of the required capabilities defined in the solution scope.

QUESTION 7

A team of business analysts (BAs) identified policies that dictate how the organization grants paid time off for its employees and the associated business rules. What is this team of BAs trying to do?

A. Analyze the benefits information

B. Analyze the current state of the enterprise

C. Identify hidden business rules

D. Explore human resources documentation

Correct Answer: B

Change always occurs in a context of existing stakeholders, processes, technology, and policies which constitute the current state of the enterprise. Business analysts examine the current state in the context of the business need to understand what may influence proposed changes, and what will be affected by them. The current state is explored in

just enough detail to validate the need for a change and/or the change strategy. Understanding the current state of the enterprise prior to the change is necessary to identify what will need to change to achieve a desired future state and how the effect of the change will be assessed.

QUESTION 8

What is the purpose of managing the solution scope and requirements from a business analyst\\'s objective?

A. To complete business analysis activities as quickly as possible

B. To obtain and maintain requirements approval from the sponsoring client about the solution scope

C. To obtain and maintain consensus among key stakeholders for the overall solution scope

D. To complete business analysis activities as accurately as possible

Correct Answer: C

The purpose of managing solution scope and requirements is to obtain and maintain consensus among key stakeholders regarding the overall solution scope and the requirements that will be implemented. A is incorrect. This isn\\'t a valid answer, as the purpose of managing the solution scope and requirements is to gain consensus from the stakeholders, not to complete the business analysis tasks as quickly as possible. D is incorrect. This isn\\'t a valid answer, as the purpose of managing the solution scope and requirements is to gain consensus from the stakeholders. While there\\'s always a need for accuracy, this isn\\'t the best answer for the QUESTION. B is incorrect. This isn\\'t a valid answer, as the purpose of managing the solution scope and requirements is to gain consensus from the stakeholders, not from the sponsoring client.

QUESTION 9

You are the business analyst for your organization and you\\'re working with your team to define the business problem. As part of this analysis, you\\'ve identified the adverse impacts of the problem, the benefits from a

potential solution, and how quickly the problem could be solved. What other element should you consider?

A. Vendors input and paid solutions

B. Competition and their approach

C. Dataflow of the problem

D. Underlying source of the problem

Correct Answer: D

When examining a business problem, it\\'s always important to define the underlying source of the problem. This identification can help resolve the matter faster and for less cost. This resolution can also help to prevent the problem from

continuing with a new solution that doesn\\'t properly address the problem.

Answer: B is incorrect. Competition and their approach may be useful in some instances, but it\\'s not the best answer considering the QUESTION. Answer: A is incorrect. This isn\\'t a valid answer for the QUESTION. Answer: C is incorrect.

There\\'s no evidence that a dataflow has been created, or even needs to be created.

QUESTION 10

A business analyst (BA) wants to check the completeness of requirements defined after meeting with project stakeholders. A group of subject matter experts (SMEs) has been identified and invited to a workshop to walk through the requirements. What must the BA do to ensure a shared understanding of requirements?

A. Align requirements to the organizational strategy

B. Prioritize requirements according to expected stakeholders value

C. Ensure requirements attributes are consistent for ease of access

D. Determine the format to present the requirements to the SMEs attending the workshop

Correct Answer: D

To ensure a shared understanding of requirements, the BA must determine the format to present the requirements to the SMEs attending the workshop. The format of presenting requirements refers to how the requirements are expressed and communicated to different stakeholders. The format can be textual, graphical, tabular, or a combination of these3. The BA should choose a format that is appropriate for the type, level, and complexity of the requirements, as well as the preferences and expectations of the SMEs. The format should also facilitate feedback, validation, and verification of the requirements. References: 3: BABOK Guide v3, Section 4.5

QUESTION 11

High quality requirements have certain characteristics which distinguish them from low- quality requirements. Which characteristic of requirements demands that all requirements in a set or model support its overall purpose and scope?

A. Complete

B. Cohesive

C. Correct

D. Consistent

Correct Answer: B

The cohesive attribute demands that all requirements in a set or model support its overall purpose and scope. D is incorrect. Consistent requirements ensure that individual requirements do not contradict each other or describe the same

requirement using different wording.

A is incorrect. The entire set of requirements should represent all relevant requirements.

C is incorrect. Correct requirements acknowledge that defects in requirements will lead to defects in the resulting solution.

QUESTION 12

A business owner has marked certain requirements as high priority for the upcoming release. After performing some analysis, the project team concluded that some of these requirements are not actually high priority and can be implemented in later releases. How should the project team proceed with prioritizing requirements?

A. Change the priority of the requirements by performing are ranking

B. Consult with the business owner to discuss possible trade-oils

C. Implement the requirements that the project team considers important

D. Execute the requirements that the business owner identified

Correct Answer: B

The project team should consult with the business owner to discuss possible trade-offs when prioritizing requirements. Trade-offs are compromises or concessions that are made to balance conflicting or competing factors or criteria. Trade-offs can help to resolve disagreements or disputes among stakeholders regarding the relative importance or urgency of requirements. Requirements are conditions or capabilities that a stakeholder needs or wants from a solution. The other options are incorrect because: Option A is incorrect because changing the priority of the requirements by performing a ranking is not a collaborative technique, but an analytical technique. Ranking is a method of assigning scores or values to requirements based on predefined criteria or scales. Ranking can help to compare and order requirements according to their significance or relevance for a solution, but it does not involve stakeholder input or feedback. Option C is incorrect because implementing the requirements that the project team considers important is not a collaborative technique, but an authoritative technique. Authoritative techniques are based on the power or influence of a single person or group over others. Authoritative techniques can help to expedite or simplify the decision-making process, but they may not reflect the consensus or agreement of all stakeholders. Option D is incorrect because executing the requirements that the business owner identified is not a collaborative technique, but an authoritative technique. Authoritative techniques are based on the power or influence of a single person or group over others. Authoritative techniques can help to expedite or simplify the decision-making process, but they may not reflect the consensus or agreement of all stakeholders.