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QUESTION 1

Your organization is using a plan-driven approach to business analysis.

What must you do with all of the communication documents created as part of this high-priority project that you are serving as the business analyst for?

- A. All formal communication must be destroyed once the project is completed.
- B. All communications must be documented and passed onto the solution's project manager for analysis and to serve as supporting detail.
- C. The communications management plan will dictate what will happen to the business analysis communications.
- D. All communications must be archived and will become part of the organizational process as sets.

Correct Answer: D

QUESTION 2

A large insurance company wants to buy a new claims processing system or upgrade one of its two existing systems. Each year the claims department is given a \$3,5 million budget to spend. Time is of the essence since there are some regulatory changes that will be coming the following year that will require several features that currently neither one of the two claims systems currently support.

There are eight stakeholders involved in this initiative. There are local to where the claim systems 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 systems. 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 modular 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 processes 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 systems have some of the ten 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 |
|---------|--------------------|--------------------|----------|---------|--------------------|--------------------|----------|
| F1 | 920K | 945K | 420K | F6 | 500K | 990K | 995K |
| F2 | 500K | 0 | 900K | F7 | 345K | 155K | 945K |
| F3 | 345K | 0 | 610K | F8 | 745K | 995K | 800K |
| F4 | 500K | 0 | 655K | F9 | 845K | 980K | 500K |
| F5 | 300K | 980K | 875K | F10 | 0 | 995K | 300K |

What kind of analysis must the BA do to determine if one of the systems is better suited to be modified and upgraded?

- A. Stakeholder Analysis
- B. Decision Analysis
- C. Process Analysis
- D. Risk Analysis

Correct Answer: D

QUESTION 3

A business analyst (BA) has a meeting next week with the project sponsor to ensure that the requirements align with the objective of the project. Prior to the meeting, the BA must ensure that the requirements are:

- A. correct, capable, and strategic
- B. parametric, analogous, and decomposed
- C. atomic, feasible, and testable
- D. predictive, diagnostic and descriptive

Correct Answer: D

QUESTION 4

A company finalized the implementation of a new, corporate-wide database. After nearly three months of operation, the solution is repeatedly producing invalid outputs. A business analyst (BA) has been asked to investigate the solution's problem. The BA has been able to find several instances where the outputs from the solution are below an acceptable level of quality.

Which of the following techniques should the BA use to identify the solution limitations?

- A. Risk Analysis and Management
- B. Root Cause Analysis



C. Acceptance and Evaluation Criteria

D. Business Rules Analysis

Correct Answer: A

QUESTION 5

You are hosting a collection of stakeholders from across the organization to identify the ideas and attitudes about your company's help desk. You want the stakeholders to honestly share their opinions about the help desk service so you can identify problems, solutions, and take actions to improve the service.

What type of requirements elicitation activity is this?

A. Stakeholder analysis

B. Focus groups

C. Workshop

D. Root cause analysis

Correct Answer: B

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