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QUESTION 1

There are four methods to generate a business need in an organization. Which approach would an organization use when there's recognized competition in the marketplace?

- A. From the bottom up
- B. From external drivers
- C. From middle management
- D. From the top down

Correct Answer: B

From external drivers is used when there's recognized competition in the marketplace.

Answer: D is incorrect. From the top down is defined as the need to achieve a strategic goal.

Answer: A is incorrect. From the bottom up is described as a problem with the current state of a process, function, or system.

Answer: C is incorrect. From middle management is described as a manager needs additional information to make sound decisions or must perform additional functions to meet business objectives.

QUESTION 2

You have been assigned as the Project Manager for a new project that involves the development of a new interface for your existing time management system. You would like to plan the communications that need to be made during the project lifecycle. Which of the following would be a critical tool/technique to help in your communications planning?

- A. RAM Chart
- B. Affinity Diagram
- C. Stakeholder Analysis
- D. Text-Oriented Chart

Correct Answer: C

Stakeholder Analysis involves identification of the stakeholders and classifying them based on their interest, influence, and involvement in the project. This enables the project manager to focus on the relationships necessary to ensure the success of the project by planning the communications properly. Answer: B is incorrect. Affinity Diagram is a method of group creativity technique to collect requirements which allows large numbers of ideas to be sorted into groups for review and analysis. This is generally used in Scope Management and is not applicable to this question. Answer: A and D are incorrect. RAM and Text-Oriented charts are the various formats of documenting the team member roles and responsibilities and are useful as tools in developing the Human Resource Plan. These are not applicable to this question.

QUESTION 3



There are three inputs in the plan business analysis approach. Which one of the following is not one of the three inputs?

- A. Organizational process assets
- B. Expert judgment
- C. Risk and rewards analysis
- D. Business need

Correct Answer: C

Risk and rewards analysis is not, of itself, an input to the business analysis approach process. Answer: D, B, and A are incorrect. Following are the inputs in the plan business analysis approach: Business need Expert judgment Organizational process assets

QUESTION 4

A business analyst (BA) has been hired to validate a project's requirements. A series of meetings with stakeholders have been scheduled to walk through each requirement as it relates to the desired future state of the organization. The desired outcome of this exercise is to ensure that all requirements:

- A. link to user stories.
- B. are articulated correctly.
- C. are funded by the business sponsors.
- D. support the delivery of needed value.

Correct Answer: D

Ultimately defining the future state is about defining and expressing what you and your stakeholders are expecting in terms of the future outcomes once the change has been implemented. It is important to ensure that the future state is well defined and that it is achievable considering the resources that are available. Another key aspect when defining the future state is to ensure a common vision amongst stakeholders of what the expected desired outcome is.

QUESTION 5

In order to have high quality in requirements, all of the following characteristics should exist in the requirements except for which one?

- A. Cohesive
- B. Consistent
- C. Complete
- D. Constrained

Correct Answer: D



Constrained is not an attribute of high quality in a requirement. The requirements should be cohesive, complete, consistent, correct, modifiable, unambiguous, and testable.

Answer: A is incorrect. Cohesive is one of the characteristics of quality in a requirement.

Answer: B is incorrect. Consistent is one of the characteristics of quality in a requirement. Answer: C is incorrect. Complete is one of the characteristics of quality in a requirement.

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