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# Question 1

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## Question Type: MultipleChoice

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Which of the following are not appropriate for a plan-driven business analysis approach? Each correct answer represents a complete solution. Choose all that apply.

### Options:

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- A) Informal
- B) Face-to-face
- C) Ad hoc
- D) Formal

### Answer:

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A, B, C

### Explanation:

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Plan driven approaches to business analysis practices most often use the formal type of communications. This means the communication of the actual requirements is in writing, and often uses pre-defined forms requiring signatory approvals. All project

documentation is normally archived as part of the project history. Face-to-face is an effective communication method, but for plan-driven approaches, formal communication is preferred in regard to requirements. Ad hoc describes the sudden, quick conversations. This is an informal approach to communication and isn't appropriate for a plan-driven business analysis approach.

## Question 2

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**Question Type:** MultipleChoice

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One of the techniques to assess capabilities in an organization is to use SWOT. What does SWOT accomplish? Choose the best answer.

### Options:

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- A) SWOT reviews your strengths, weaknesses, opportunities, and threats.
- B) It identifies how current capabilities match up against the influencing factors.
- C) It assesses the strength, weaknesses, opportunities, and threats.
- D) SWOT is a goal setting technique that means 'Sweat Works Over Time.'

### Answer:

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B

### **Explanation:**

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The best answer to what SWOT accomplishes is that it identifies how current capabilities (strengths and weaknesses) match up against the influencing factors (opportunities and threats).

Answer, C is incorrect. While this answer does provide the key of what SWOT stands for, it's not the best answer for what SWOT accomplishes.

Answer, A is incorrect. This answer does use the legend of SWOT, but it does not define the purpose of SWOT.

Answer, D is incorrect. This isn't a valid statement about SWOT.

## **Question 3**

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**Question Type: MultipleChoice**

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You are a business analyst for your organization and you're working with the stakeholders to identify the primary inputs to the business analysis approach. Which of the following will help determine whether a plan-driven or change-driven approach is appropriate?

Each correct answer represents a complete solution. Choose all that apply.

**Options:**

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- A) Organizational process assets
- B) Expert Judgement
- C) Business need
- D) Penalty of not seizing the opportunity

**Answer:**

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A, B, C

**Explanation:**

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These are the primary inputs of planning the business analysis approach. The primary input of planning the business analysis approach is to consider the problem or opportunity faced by the organization. Time allowed for business analysis planning does have an effect on the thoroughness of the business analysis activities. The risk associated with the plan is also considered.

## Question 4

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**Question Type:** MultipleChoice

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Project Communication Management includes the processes required to \_\_\_\_\_.

**Options:**

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- A) Ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information.
- B) Identify, define, combine, unify, and coordinate the various processes and project management activities with the Project Management Process Groups.
- C) Manage timely completion of the project.
- D) Organize, manage, and lead the project team.

**Answer:**

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A

**Explanation:**

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Project Communications Management is one of the nine Knowledge Areas. It employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval, and ultimate disposition of project information. The following processes are part of Project Communications Management.

Identify Stakeholders

Plan Communications

Distribute Information

Manage Stakeholder Expectations

Report Performance

The Project Communications Management processes provide the critical links among people and information that are necessary for successful communication. These processes interact with each other and with the processes in the other Knowledge Areas as well.

Answer, D is incorrect. This is true for Project Human Resource Management.

Answer, B is incorrect. This is true for Project Integration Management.

Answer, C is incorrect. This is true for Project Time Management.

## Question 5

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**Question Type: MultipleChoice**

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You work as a business analyst for u Certify Inc. You have been assigned the task to implement the job shadowing process. Which of the following statements are true regarding the job shadowing process?

Each correct answer represents a complete solution. Choose all that apply.

### **Options:**

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- A) The job shadowing process is a part of business analysis planning and monitoring activities.
- B) In this process, the observer is required to keep an eye on those workers whose work routine is down and who are unable to explain their work.
- C) In this process, the observer has to understand their work process for better assessment of the modifications of the work required.
- D) Job shadowing is an elicitation process that is a part of job observation.

### **Answer:**

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B, C, D

### **Explanation:**

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Job shadowing is an elicitation process that is a part of job observation. In this process, the observer is required to keep an eye on those workers whose work routine is down and who are unable to explain their work. The observer has to understand their work process for better assessment of the modifications of the work required. The following are the approaches for this technique:

Passive/Invisible. In this approach, the observer does not ask questions from the user about his work while the user is working.

Active/Visible. In this approach, the observer does ask questions from the user about his work even when the user is working.



## Question 6

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### Question Type: MultipleChoice

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You are a business analyst for your organization and you're working with the stakeholders to identify the primary inputs to the business analysis approach. Which of the following are primary inputs of planning the business analysis approach?

Each correct answer represents a complete solution. Choose all that apply.

#### Options:

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- A) Organizational process assets
- B) Penalty of not seizing the opportunity
- C) Expert Judgement
- D) Business need

#### Answer:

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A, C, D

#### Explanation:

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These are the primary inputs of planning the business analysis approach. The primary input of planning the business analysis approach is to consider the problem or opportunity faced by the organization. Time allowed for business analysis planning does have an effect on the thoroughness of the business analysis activities. The risk associated with the plan is also considered.

## Question 7

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**Question Type:** MultipleChoice

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You are the business analyst for your organization and preparing to plan the business analysis approach. There are three inputs to the business analysis approach. Which one of the following is not an input to this process?

### Options:

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- A) Enterprise environmental factors
- B) Expert judgment
- C) Organizational process assets
- D) Business need

### Answer:

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A

**Explanation:**

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Enterprise environmental factors are the rules, policies, and procedures that the business analyst must adhere. These are already established and therefore are not considered to be an input to this process. The three inputs to the plan business analysis approach are the business needs, expert judgment, and organizational process assets.

Answer, D is incorrect. The business need is an input to the plan business analysis approach.

Answer, B is incorrect. Expert judgment is an input to the plan business analysis approach.

Answer, C is incorrect. Organizational process assets are an input to the plan business analysis approach.

## Question 8

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**Question Type: MultipleChoice**

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Which of the following are documented approaches to the business analysis work? Each correct answer represents a complete solution. Choose all that apply.

**Options:**

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- A) Deming's Quality Circle
- B) Lean
- C) Six Sigma
- D) Waterfall approach

**Answer:**

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B, C, D

**Explanation:**

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The waterfall approach, lean, and Six Sigma are the valid answer for business analysis approaches.

Answer, A is incorrect. Deming's Quality Circle describes the quality management approach of plan, do, check, and act. This isn't a business analysis approach.

## Question 9

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**Question Type:** MultipleChoice

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Complete this sentence in regard to the level of abstraction. Requirements need to say \_\_\_\_\_ needs to be done, not \_\_\_\_\_ to do it.

### Options:

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- A) What, when
- B) Requirements, who needs
- C) What, how
- D) Requirements, how much

### Answer:

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C

### Explanation:

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Requirements need to say what needs to be done, not how to do it.

Answer, A is incorrect. This isn't a valid statement about the level of abstraction, as the schedule isn't addressed.

Answer, B is incorrect. This isn't a valid statement about the level of abstraction, as the resources and project team aren't addressed.

Answer, D is incorrect. This isn't a valid statement about the level of abstraction, as the cost of the requirements is not addressed.

## Question 10

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**Question Type:** MultipleChoice

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If you're a business analyst and using an event-based elicitation task, such as a requirements workshop, what can be considered as essential to establish with the participants?

### Options:

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- A) Cost management
- B) Deadlines
- C) Ground rules
- D) Purpose of the workshop

### Answer:

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C

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