

# Examination

**SUBJECT**

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Version:

**1 Which of the following statements best describes Business Analysis?**

- [A] Business Analysis provides the reasoning for initiating a project.
- [B] Business Analysis is the strategic part of the project lifecycle.
- [C] Business Analysis aims to identify business needs and determine solutions to business problems.
- [D] Business Analysis focuses mainly on managing manage business requirements for a planned software.

**2 Which of the following is one of the main tasks of a Business Analyst?**

- [A] Business solution proposal
- [B] Project planning
- [C] Requirements implementation
- [D] Requirements testing

**3 Which of the following statements is NOT true?**

- [A] Business Analyst should support implementation work by validating the most important pieces of code.
- [B] Business Analyst can support implementation work in order to ensure developers understand the requirements properly.
- [C] Business Analyst can contribute to testing by validating test cases in order to ensure that testing will adequately cover all the requirements.
- [D] Business Analyst should be involved during the whole software life cycle, including the maintenance phase.

**4 Which of the following statements about Enterprise Analysis is NOT true?**

- [A] Enterprise Analysis should be always conducted by the customer.
- [B] Enterprise Analysis allows determining business opportunities for an organization.
- [C] Enterprise Analysis is the strategic part of the project lifecycle.
- [D] Enterprise Analysis allows establishing strategic goals to be achieved by an organization.

**5 Which of the following statements about Business Goal is NOT true?**

- [A] Business Goals provide a clear picture of what the organization is trying to do with the business.
- [B] Business Goals describe the business problem to be solved by a solution.
- [C] Business Goals should be SMART.
- [D] Business Goals are short- or long-term objectives of an organization.

- 6 Which of the following statement best describes how identification of business processes contributes to Business Analysis?**
- [A] Identification of business processes aims to establish all the roles that are responsible for the execution of the activities that produce the desired outputs.
  - [B] Identification of business processes focuses on finding ineffective parts of processes, which may be improved via process optimization.
  - [C] Identification of business processes provides means for process control.
  - [D] Identification of business processes helps to determine the activities and the flow required to achieve future planned business and strategic goals of an organization.
- 7 Which of the following statements about project stakeholders is NOT true?**
- [A] Different stakeholders may have different expectations regarding the planned solution and the Business Analyst should find a common understanding of the purpose of a solution.
  - [B] Identification of all the stakeholders is important, as each of them can provide own needs and limitations related to a planned solution.
  - [C] Identification of all the stakeholders is important, as it determines the initial scope and requirements of the system.
  - [D] Stakeholders who are not owners or operators of business processes being a part of the final solution should have assigned lower priority as their requirements are less important.
- 8 An organization decided to implement a solution consisting of a software system and organizational change. The software is a workflow system allowing processing of different documents used in the organization. The system will be built from scratch as there is no software available on the market meeting the specific needs and requirements of this organization and it should be properly documented to allow further maintenance and development. The system will use IT infrastructure already existing in the organization, so no hardware or network updated are necessary. As end users are not familiar with this kind of software some training and user documentation will be necessary. The organizational change is mostly related to the changes required for work procedures and roles within the organization. All changes should be agreed with the management and properly documented and the end users trained with new processes. Which of the following pictures best represents the solution' scope (see attachment)?**

**Please pay attention to annexes 1, 2, 3, 4**

- [A] Attachment 2
  - [B] Attachment 4
  - [C] Attachment 1
  - [D] Attachment 3
- 9 Which of the following is NOT likely to be a product of Business Analysis?**
- [A] Software/hardware requirements
  - [B] Limitations and assumptions
  - [C] Business solution proposal
  - [D] Business process model

- 10 Which of the following is NOT a common type of tools supporting Business Analysis activities?**
- [A] Static analysis tools
  - [B] Requirements Management tools
  - [C] Configuration Management tools
  - [D] Text processing tools
- 11 Which of the following factors is LEAST likely to influence Business Analysis communication planning in case of projects initiated and implemented by the same organization?**
- [A] Organizational culture
  - [B] Communication frequency
  - [C] Communication formality
  - [D] Type of project
- 12 Which of the following statements about Requirements Management is NOT true?**
- [A] Requirements Management process can be affected by Business Analysis approach, including the products of the Business Analysis process.
  - [B] Requirements Management process can describe tools and methods for quality assurance of requirements.
  - [C] Requirements Management includes communication planning, particularly regarding change management of requirements.
  - [D] Requirements Management aims to define and maintain the integrity of the software artifacts, throughout the product life cycle.
- 13 Which of the following statements about Change Control Board (CCB) is NOT true?**
- [A] CCB is responsible for submitting change requests and closing implemented changes.
  - [B] CCB makes decision on changes based on impact analysis and risk associated with a specific change.
  - [C] CCB helps to ensure that approved changes are properly implemented.
  - [D] CCB is responsible for evaluating and approving or rejecting proposed changes to configuration items.

- 14 You need to establish a Change Management process for your organization. The Change Management process should be well organized and presented in a form of workflow.**  
**After interviewing all relevant stakeholders, you established the following facts to be included in planning the Change Management process.**  
**You need to establish a Change Control Board to support analyzing and deciding on changes.**  
**Change requests can be submitted by a selected group of stakeholders, including customers and project management. Submitted changes should be automatically allocated to a Change Manager, who is a member of Change Control Board. CCB will analyze the change request and decide, if the change will be implemented, or not. Accepted changes are passed to implementation while rejected changes will be returned to the author who should respect the CCB's decision. In some cases, CCB can defer deciding of a change. Implemented changes should be verified and only after receiving positive feedback about the correctness of the change implementation, the change can be deployed into test or production environment. Only Change Manager is allowed to close implemented or rejected changes.**  
**Consider the following workflow diagram (see attachment). The diagram shows an incomplete Change Management process, where two states (X and Y) are not named yet.**  
**Which of the following would correctly complete the process?**

**Please pay attention to annex 5**

- [A] X = Deferred, Y = In implementation
  - [B] X = On hold Y = Implemented
  - [C] X = Assigned, Y = In implementation
  - [D] X = Deferred, Y = Implemented
- 15 Which of the following elements is LEAST likely to be a part of a requirements document?**
- [A] Limitations and assumptions
  - [B] Stakeholders
  - [C] Definition of business goals
  - [D] Risks related with requirements
- 16 Which of the following is NOT a common goal of traceability?**
- [A] Ensuring testability of requirements
  - [B] Proof of requirements implementation
  - [C] Change impact analysis
  - [D] Requirements coverage analysis

- 17 Consider the following description of a requirement:  
"The user must be able to access statistics of some transactions"  
What problem related to requirements documentation is most likely demonstrated by this description?**
- [A] Thinking in solutions
  - [B] Redundant details
  - [C] Lacking rationale
  - [D] Information out of scope
- 18 You are working on improving capability of an existing software system supporting performing core banking transactions. The software is currently used in all branches of the bank. Supported transactions are processed by bank tellers (which are operators of the banking software system) on demand of customers of the bank. The problem you need to solve is to define which parts of the existing process are not effective and should be improved. You already collected some initial information stating that completing some most frequent transitions takes too long. What technique for requirements identification would be LEAST useful in this situation?**
- [A] Applying field observation to watch tellers performing existing transactions in real work environment.
  - [B] Interviewing bank tellers about the problems they found when working with the system.
  - [C] Requesting bank tellers from all branches to fill a questionnaire asking about the desired functionality of the software system.
  - [D] Brainstorming involving bank teller and business representatives with the goal to find some ways of improving the efficiency of the system.
- 19 Which of the following elements of requirements scope management provides a point of reference for changes in the content of the requirements or scope?**
- [A] Maintaining scope approval by the stakeholders
  - [B] Identifying impact to external systems
  - [C] Establishing the requirements baseline
  - [D] Creating a requirements structure for traceability
- 20 Which of the following is one of main goals of business requirements elicitation?**
- [A] Identifying and resolving requirements conflicts.
  - [B] Collecting desired functions and characteristics of the planned solution.
  - [C] Ensuring that collected requirements are of good quality.
  - [D] Creating a structure for requirements traceability.

- 21 Which of the following types of decomposition would be the best to ensure that the solution meets stakeholder's business needs?**
- [A] Work Breakdown Structure
  - [B] Logical functional decomposition
  - [C] Goal decomposition
  - [D] Solution requirements decomposition
- 22 What is a business constraint?**
- [A] Business constraints are conditions that are believed to be true, but have not yet been confirmed.
  - [B] Business constraints are limitations on the project's flexibility to implement the requested solution.
  - [C] Business constraints are requirements that inform the project team of key stakeholder expectations.
  - [D] Business constraints are assumptions made on business itself.
- 23 Which of the following UML diagrams can be used to model business processes flow?**
- [A] Sequence diagram
  - [B] Class diagram
  - [C] Activity diagram
  - [D] Data flow diagram
- 24 How can reviews support the quality of requirements?**
- [A] Reviews support the quality of requirements as they provide objective and independent evaluation of the quality of the requirements.
  - [B] Reviews support the quality of requirements as they aim to correct all defects found in the requirements.
  - [C] Reviews support the quality of requirements as they allow explaining the requirements to stakeholders.
  - [D] Reviews support the quality of requirements as they may provide information about potential defects and issues which need to be resolved.

**25 Which of the following statements correctly explains reasons for organizing requirements?**

- [A] Organizing requirements helps to define the structure of requirements and the scope boundaries.
- [B] Organizing requirements supports quality assurance as it make the requirements model more clear and complete.
- [C] Organizing requirements is necessary to ensure that all requirements have been collected.
- [D] Organizing requirements supports project planning and allows maintaining traceability.

**26 Which of the following statements best describes how constraints may limit the project's flexibility to implement the requested solution?**

- [A] Business constraints, like financial constraints, cause that business needs of the stakeholders are not fully satisfied by the final solution.
- [B] Technical constraints, like the technology used, result in higher project risk.
- [C] Some technical constraints, like characteristics of hardware and software platforms, may result in lower quality characteristics of the target solution than initially requested.
- [D] Business constraints, like time constraints, may cause that Business Analysis does not include all necessary steps and activities.

**27 You are working on a project aiming to implement an e-commerce system for a book store. You need to prepare a model of a software solution. The model should express the procedure of purchasing a book and should describe all main steps needed to complete the purchase by a customer of the store. You are not interested in expressing a time sequence of performing each step in the purchase process, but you would like to focus on business flow. Which of the following diagrams would be the best to use for this scenario?**

- [A] Communication diagram
- [B] Sequence diagram
- [C] Class diagram
- [D] Activity diagram

**28 Which of the following statements best explains benefits of the solution assessment?**

- [A] The solution assessment allows checking if programmers implemented all requirements.
- [B] The solution assessment allows evaluating solution's appropriateness and compliance with the requirements.
- [C] The solution assessment allows examining different alternatives of the target solution.
- [D] The solution assessment allows providing objective evaluation of the solution quality in terms of meeting specific quality standards.



- 29 Which of the following techniques is most appropriate for performing an external environmental analysis of an organization?**
- [A] CATWOE
  - [B] MOST
  - [C] SWOT
  - [D] PESTLE
- 30 Which of the following features is LEAST likely to be found in a typical Requirements Management tool?**
- [A] Configuration Management for requirements
  - [B] Common requirements repository
  - [C] Traceability
  - [D] Business process simulation
- 31 Which of the following is NOT a soft skill required from a Business Analyst?**
- [A] Communication skills
  - [B] Negotiation skills
  - [C] Facilitation skills
  - [D] Manipulation skills
- 32 Which of the following is NOT a typical facilitation tool?**
- [A] Root cause analysis
  - [B] MOST analysis
  - [C] Focus group framework
  - [D] Brainstorming
- 33 What statement best explains why is domain knowledge important in Business Analysis?**
- [A] Domain knowledge is important as it can replace most of expensive Business Analysis methods and techniques.
  - [B] Domain knowledge is important as it helps to propose a business solution meeting stakeholders needs and providing benefits to the organization.
  - [C] Domain knowledge is important as it helps to avoid unnecessary project costs by excluding most of unnecessary functions and services.
  - [D] Domain knowledge is important as it allows the Business Analyst to communicate with end users and collect their requirements.

**34 How can facilitation support the Business Analyst role?**

- [A] Facilitation is the best way of working with stakeholders having conflicts of interest as it focuses on conflict management.
- [B] Facilitation makes work easier as it allows focusing on individual needs of most important stakeholders.
- [C] Facilitation provides means for controlling the process of requirements management.
- [D] Facilitation provides skills necessary for helping the stakeholders discover their requirements.

**35 Which of the following methodologies/strategies would be LEAST useful for Business Process Improvement?**

- [A] BPMN
- [B] Six Sigma
- [C] Total Quality Management (TQM)
- [D] ISO 9000

**36 Consider the following activities representing individual steps in process simulation process.**

- A. Defining performance characteristics**
- B. Creating the control flow definition**
- C. Identifying the sub processes and activities**
- D. Mapping the business process onto a process model**
- E. Running the simulation**
- F. Re-designing the process**
- G. Identifying the resources and assigning them to the activities**

**Which of the following statements describes the best order of performing these activities?**

- [A] D, C, B, G, A, E
- [B] D, C, B, G, A, F
- [C] B, D, C, A, E, F
- [D] B, C, G, A, E

**37 Which of the following statements best describes the purpose of Process Improvement?**

- [A] Process Improvement aims to analyze business processes performed within an organization in order to discover any ineffective elements.
- [B] Process Improvement aims to introduce changes into the current process in order to achieve more efficient results.
- [C] Process Improvement aims to check the execution of the current business processes and their parameters over time.
- [D] Process Improvement aims to improve the overall maturity of an organization.

**38 What is a persona?**

- [A] A fictional character representing one of the different types of users.
- [B] A customer representative.
- [C] A specific type of a business stakeholder.
  
- [D] A synonymous for a Business Leader role in BPI.

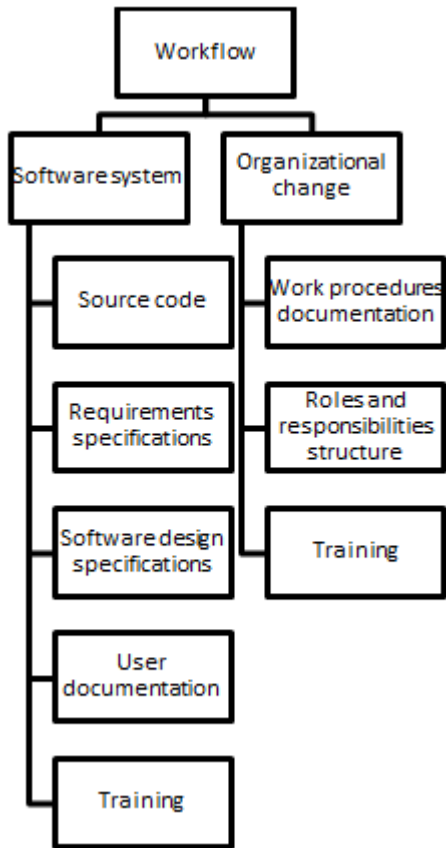
**39 Which of the following statements is NOT true?**

- [A] Market analysis aims to collect information about competitors in order to quickly produce totally new products.
- [B] Market analysis allows determining the attractiveness of a market, both now and in the future.
- [C] Market analysis allows comparing the planned solution with competitive solutions already existing on the market.
- [D] Market analysis helps to determine if there is a need or audience for a product or service what is a part of Enterprise Analysis area.

**40 You are a Business Analyst working for a project aiming to deliver a software solution for banking. Currently you are working on collecting and analyzing requirements in order to propose a solution meeting all business needs. One of the stakeholders provided you with the following requirement: "The system must generate a report showing all transactions performed in a specific branch of the bank". You don't clearly understand business justification for this requirement so you decide to ask the stakeholder what does he need this report for. Which technique can support you in this task?**

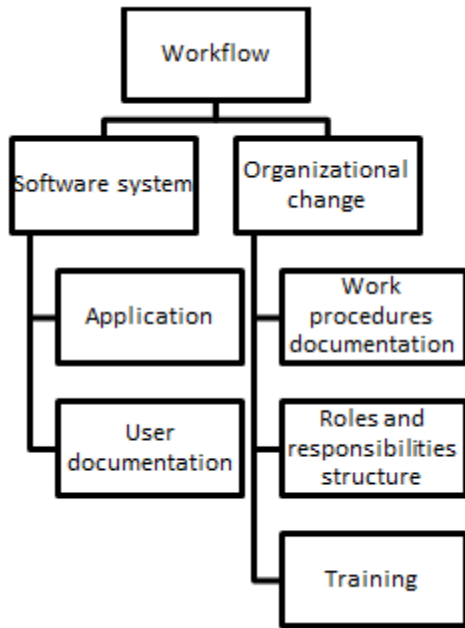
- [A] Six Thinking Hats
- [B] Apprenticing
- [C] 5 x Why
- [D] MOST

Annex 1

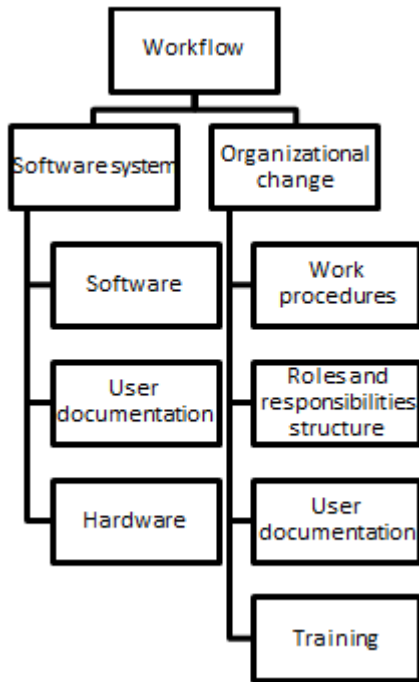


Annex 2

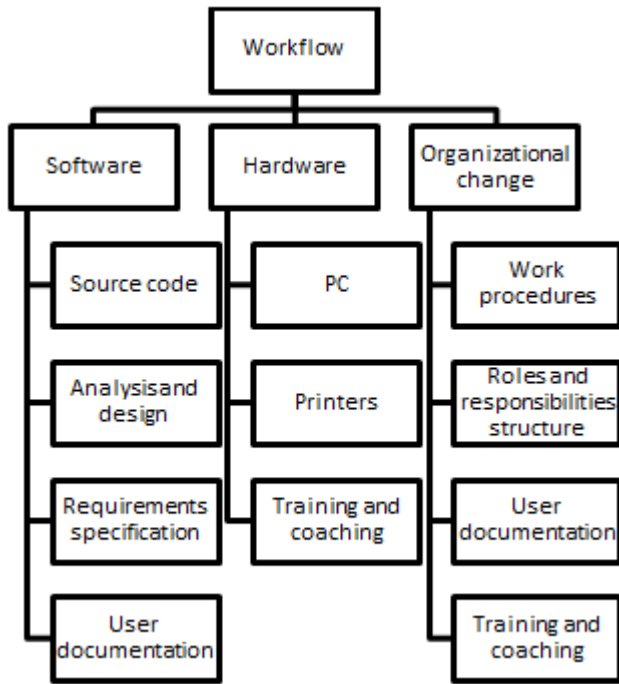
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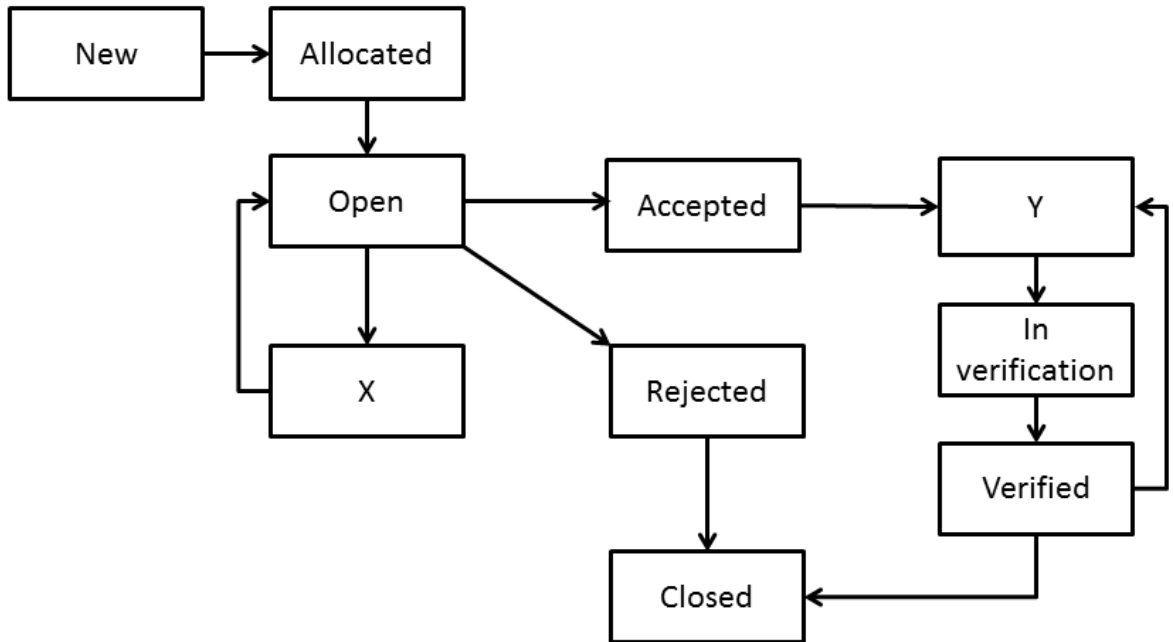


Annex 3



Annex 4







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