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QUESTION 1

A non-profit utility company has 900 employees, a majority of whom are hourly employees and must track their time using a paper-based process. A few years ago the Director of Human Resources purchased a software system to eliminate the current paper-based time reporting process. No requirements specific to the utility company were defined prior to the purchase. A team was formed to implement the software. During implementation process, the team discovered the software lacked functionality and was not robust enough to support the general ledger requirements. The company stopped the effort and incurred a $500,000 USD loss on the cost of the software.

This year, the Director of Finance requested that a team investigate the current paper-based time reporting process and recommend solutions. The Director of Finance feels that the Director of Human Resources must be involved as a critical stakeholder. The Director of Human Resources is still bitter about the last effort because the process `stopped\\'.

Which of the following is included in performing a stakeholder analysis?

A. Recommend excluding the Director of Human Resources as a stakeholder

B. Compare the expertise of the Director of Human Resources to other stakeholders

C. Implement all of the Director of Human Resources suggestions to relieve tension

D. Develop a risk plan to anticipate negative behavior from the Director of Human Resources

Correct Answer: B

QUESTION 2

A major manufacturer of popular beverages has appointed a local distributor to serve a specific territory. The demand for the beverages has a pronounced seasonal pattern. The distributor performs well overall, but is repeatedly unable to keep up with fulfilling many customer orders during peak demand periods. The distributor\\'s current delivery capability is stretched to deliver 60 tons of merchandise per day whereas the season\\'s peak demand periods need a daily delivery capability of up to 100 tons.

The distributor is under pressure to fully meet the year-round market demand in order to stay in business. The distributor\\'s management wants to identify and consider more cost-effective options as resorting to adding more trucks and drivers would not be economically feasible.

A business analyst (BA) has spent several days observing and measuring the warehouse activities to understand the situation and to gain insights into possible solutions. The delivery workflow is a four-step process: (1) picking the orders and assembling them on trays, (2) bringing the trays to the loading bay, (3) loading the orders into trucks, and (4) delivering the orders to customers. As the following table illustrates, overall performance depends is dependent on five major resources: (1) the workers who pick the orders and load them into trucks, (2) the tallyers who check the orders, (3) the drivers, (4) the trucks, and (5) eight loading bays (LBs).

Resource type		Worker	Tallyer	Driver	Truck	LB
Resources	Quantity, units	30	2	18	12	8
	Shift length, hours	8	8	8	14	12
	Total available resources, unit-hours	240	16	144	168	96
Operations	Picking and packing, worker-minutes/ton	30				
	Brining to LB, worker-minutes/ton	7				
	Loading, worker-minutes/ton	25	13	13	13	14
	Delivery trip, worker-minutes/ton	87		87	87	
	Handling trays, worker-minutes/ton	6				
	Handling inventory, worker-minutes/ton	6				
	Total, worker-minutes/ton	161	13	100	100	14
Capacity	Throughput, tons/unit-hour	0.4	4.6	0.6	0.6	4.3
	Total capacity, tons/day	89	74	86	101	411

Each truck can only make two trips a day. The BA has noticed that only 30% of trips have their orders available for loading when a truck arrives. Otherwise the truck has to wait one extra hour until the orders are picked and brought to the loading bay.

If trucks are the only constraint, approximately how many hours are lost due to this downtime?

A. 18 hours

B. 20 hours

C. 15 hours

D. 17 hours

Correct Answer: A

QUESTION 3

Which of the following qualitative techniques involves a disciplined analysis of the event sequences that could transform a potential hazard into an accident?

A. Failure mode and effects criticality analysis

B. HAZOP technique

C. Failure mode and effects analysis

D. Preliminary Risk Analysis

Correct Answer: D

QUESTION 4

Most users of a pilot application have experienced more efficient processing compared to the old system. However, the business analyst (BA) has observed that a few people took much longer to complete the process. The system event log shows that those users encountered errors when they attempted to sign on.

Which of the following would the BA recommend to improve overall performance?

A. Sent a reminder to all users of their user ID and password

B. Automate the login process

C. Gather more information from the individuals who had errors

D. Extend the pilot to more people

Correct Answer: C

QUESTION 5

A martial arts organization has been expanding throughout the mid-Atlantic states and has hired a business analyst (BA) to create a system that will enable the organization to manage its growing needs. The following list describes some of

the operations of the martial arts organization:

The martial arts organization offers a variety of seminars to trainees that span the entire spectrum of the martial arts training system.
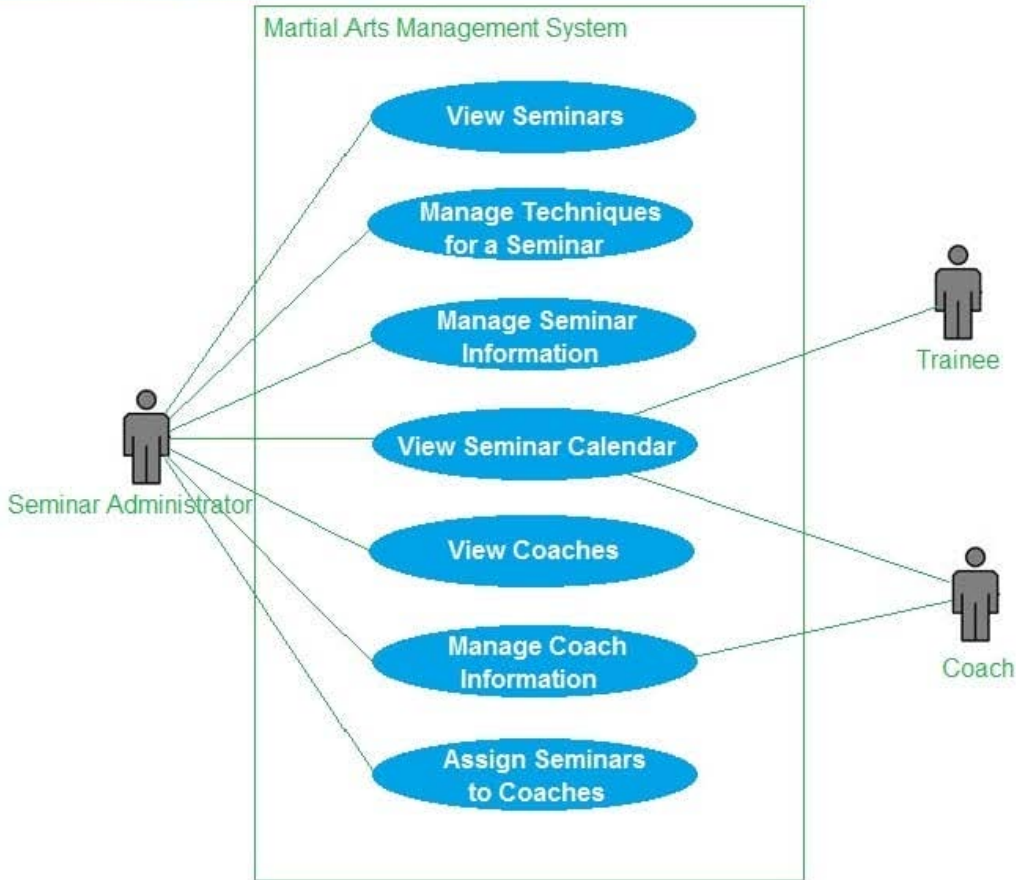
Each seminar is made up of a set of techniques.

Coaches in the martial arts organization are assigned seminars to teach according to the area that they specialize in and their availability.

The martial arts organization publishes and maintains a web-based calendar of the different seminars (and the assigned coaches) every quarter for the trainees to view.
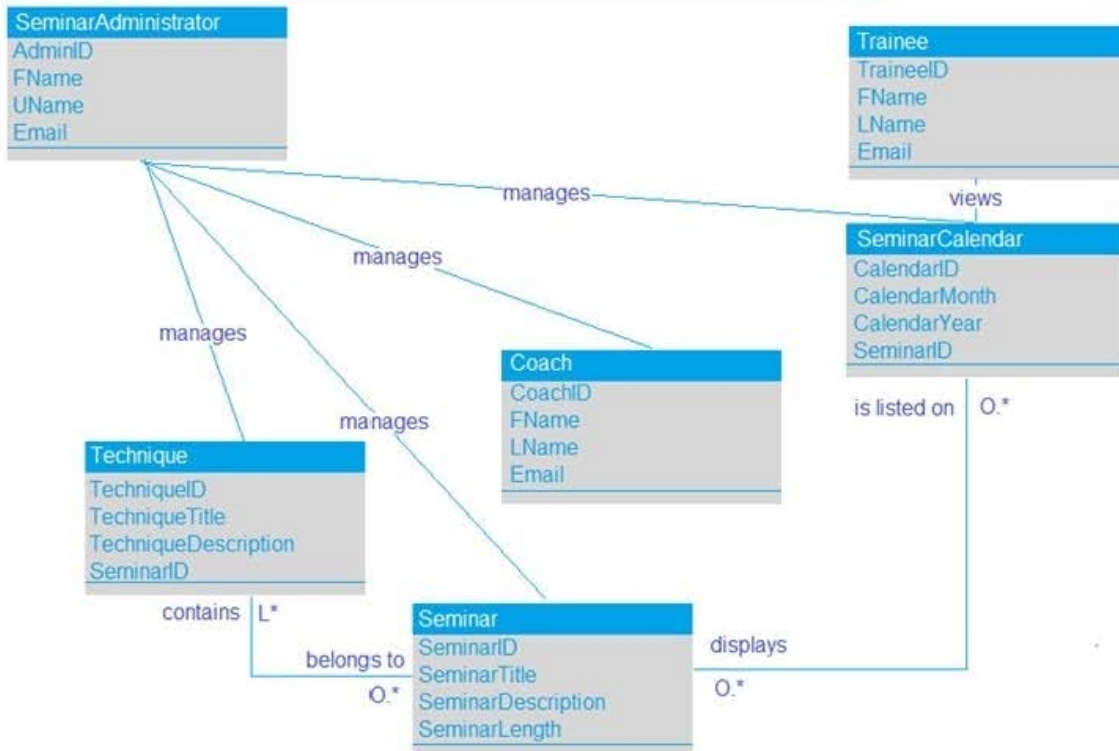
The seminar administrator in the martial arts organization manages the seminars (including seminar content), assigns seminars to coaches, and defines the seminar schedule.

To ensure understanding of the business need, the BA has created three Unified Modelling Language (UML) diagrams, which are shown below:
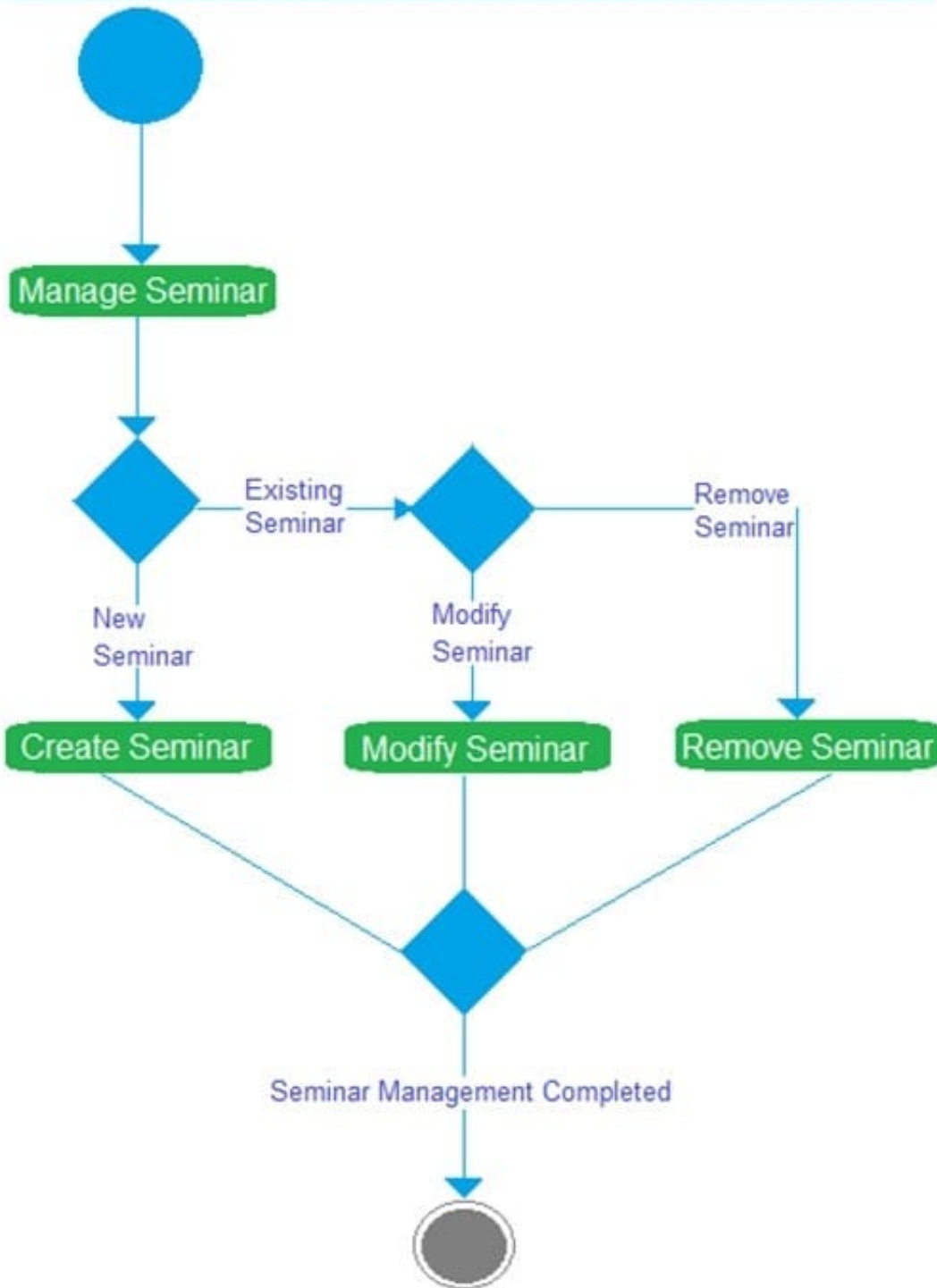
Use Case Diagram

Martial Arts Management System

- View Seminars
- Manage Techniques for a Seminar
- Manage Seminar Information
- View Seminar Calendar
- View Coaches
- Manage Coach Information
- Assign Seminars to Coaches

Seminar Administrator

Trainee

Coach

Class Diagram

SeminarAdministrator
AdminID
FName
UName
Email

Trainee
TraineeID
FName
LName
Email

manages — views

manages

SeminarCalendar
CalendarID
CalendarMonth
CalendarYear
SeminarID

manages

Coach
CoachID
FName
LName
Email

is listed on   O.*

manages

Technique
TechniqueID
TechniqueTitle
TechniqueDescription
SeminarID

contains   L*

belongs to
O.*

Seminar
SeminarID
SeminarTitle
SeminarDescription
SeminarLength

displays

O.*

The BA is finalizing the definition of the requirements architecture by understanding how requirements relate to each other. A key component that must be apparent in all three diagrams is that none of the requirements be linked in different or conflicting ways. What relationship quality criterion does this represent?

A. Correct

B. Unambiguous

C. Defined

D. Necessary

Correct Answer: B

QUESTION 6

Nancy has asked you to trace a particular requirement for her.

What does \\'to trace a requirement\\' mean?

A. Tracing a requirement means to look at a requirement and the others to which it is related. It links risk, cost, quality, and scope elements to stakeholder and solution requirements to other artifacts created by the team and to solution components.

B. Tracing a requirement means to look at a requirement and the others to which it is related. It links business requirements to stakeholder and solution requirements to other artifacts created by the team and to solution components.

C. Tracing a requirement means to look at a requirement and the others to which it is related. It links business requirements to components in the project\\'s work breakdown structure.

D. Tracing a requirement means to track a requirements from its first identification all the way to its completion to see what issues, risks, costs, quality, and defects have surrounded the requirement

Correct Answer: B

QUESTION 7

Which of the following quantitative risk analysis techniques relies on experience and past data to compute the probability and impact of risks on project objectives?

A. Probability distribution

B. Sensitivity analysis

C. Modeling and simulation

D. Interviewing

Correct Answer: D

QUESTION 8

A company with a big information technology (IT) department has hired a lead business analyst (BA) to enhance its business analysis practices. The lead BA discovers that sponsors are not satisfied with project outcomes. Developers complain about incomplete, ambiguous, and changing requirements. All stakeholders, including project managers, are blaming long cycles of analysis for the delays. The business analysts, in turn, feel overwhelmed with the number of

projects and frustrated by the lack of collaboration from reviewers of their deliverables. All of the evidence is anecdotal and none of the groups could strongly substantiate their options.

What should the lead BA implement to identify areas of improvement?

A. A BA time tracking system

B. Templates for BAs to use

C. Workload plans of the BA

D. Key performance measures

Correct Answer: C

QUESTION 9

Which of the following process groups occurs at the beginning of the project?

A. Executing

B. Planning

C. Initiating

D. Controlling and Monitoring

E. Closing

Correct Answer: C

QUESTION 10

_____ is the degree to which a set of inherent characteristics fulfills requirements.

A. Quality

B. Regulation

C. Project phase

D. Scope

Correct Answer: A

QUESTION 11

A business analyst (BA) is outlining who should participate in an upcoming requirements elicitation meeting.

From whom should the BA obtain approval before selecting the participants?

A. Sponsor

B. End user

C. Project manager

D. Subject matter expert

Correct Answer: C

QUESTION 12

Which of the following captures all of the activities within a business, the inputs and outputs of each activity, and the required resources to complete each activity?

A. Business scenario

B. Business process model

C. Business architecture

D. Business case

Correct Answer: B

QUESTION 13

Robert is the business analyst for his organization and he\\'s working with several stakeholders to identify the business need for an opportunity. Robert needs to identify the stakeholder that will be responsible for authorizing the actions needed in order to meet the identified business need.

Which stakeholder does Robert need to identify?

A. Sponsor

B. Customer

C. Implementation Subject Matter Expert

D. Regulator

Correct Answer: A

QUESTION 14

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

If the budget for the initiative was firm, what is a feasible solution to make sure the project stays within budget?

A. Upgrade system B with the first 8 features

B. Buy the new system with only the first 5 features

C. Upgrade system A with the first 8 features

D. Buy the new system with only the first 7 features

Correct Answer: A

QUESTION 15

You are the business analyst for your organization. You want to use a requirements elicitation technique to produce a broad set of options for an identified problem. You want the stakeholders to help you identify options, factors that affect the solution, any possible delays in the solution implementation, and ideas for creating a solution.

Which of the following requirements elicitation activities would best satisfy these requirements?

A. Benchmarking

B. Brainstorming

C. Data flow diagrams

D. Business rules analysis

Correct Answer: B

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