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Topic Break Down

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QUESTION NO: 1

When can changes to requirements occur in a business analysis planning and monitoring assignment?

A. Change to requirements can occur any time before the project scope statement is created.

B. Changes to requirements can occur at any time.

C. Changes to requirements can occur any time after the project's change control system has been enacted.

D. Change to requirements can occur at any time before the key stakeholders approve the identified requirements.

ANSWER: B

Explanation:

Changes to requirements can occur at any time. Requirements are not static: as analysis progresses, stakeholders develop a clearer understanding of needs, organizational conditions change, new information becomes available, and solution constraints or risks emerge. Business analysis planning and monitoring therefore includes establishing an approach for managing and controlling requirements changes throughout the initiative's life cycle, rather than assuming requirements stop changing at a particular project milestone or approval point.

The BABOK Guide describes requirements life cycle management as the set of tasks used to manage and maintain requirements and design information from initial emergence through retirement. Within that discipline, change control evaluates proposed changes, determines their impacts, obtains appropriate approval, and ensures affected requirements and related work products remain aligned. A change may be requested at any point; the agreed governance process determines how it is assessed, approved, prioritized, traced, and communicated. This continuing management enables the business analyst to preserve requirement integrity while allowing the initiative to respond appropriately to evolving business needs. See IIBA's Business Analysis Body of Knowledge resources and its overview of requirements life cycle management.

QUESTION NO: 2

A business analyst (BA) is planning for an upcoming solution based on a signed contract with a client but has learned that one of the key subject matter experts is unavailable during the first half of the business analysis phase. The project has a tight timeline and firm deadline that is part of the contract. There are no substitutes for the key subject matter expert.

How should the BA proceed?

A. Change the solution scope by removing the subject matter expert's component and obtain approval on the new scope

B. Reduce the schedule to coincide with the subject matter expert's availability and reduce the formality for requirements

C. Document the contract terms as a risk and adjust the contract costs to plan for the changes/rework

D. Identify the missing stakeholder as a risk and recommend an adaptive approach for the analysis phase

ANSWER: D

Explanation:

Identify the missing stakeholder as a risk and recommend an adaptive approach for the analysis phase is correct because the unavailable subject matter expert creates a material stakeholder-availability risk that can affect elicitation, validation, and timely requirements decisions. The BA should record and assess this risk as part of business analysis planning, communicate its likely impact, and select an approach that accommodates evolving knowledge and timing constraints.

An adaptive analysis approach allows the team to prioritize work that can proceed without this expert, defer the requirements and decisions requiring that person's specialized knowledge, and perform iterative elicitation and validation once the expert is available. This preserves the contractual deadline while ensuring that the BA does not make unsupported assumptions about the expert's domain. It also provides an appropriate basis for ongoing stakeholder engagement, reprioritization, and transparent risk management with the client and delivery team.

BABOK guidance treats the business analysis approach as something selected based on context, including uncertainty, stakeholder availability, risk, and the level of formality needed. It also identifies stakeholder engagement and performance risks as planning considerations. See the [IIBA BABOK Guide resources] and IIBA's overview of [business analysis standards and resources].

QUESTION NO: 3

You are the business analyst for your organization. Your current project is using a plan-driven approach for the requirements, business analysis, and monitoring.

Which one of the following statements best describes the plan-driven approach to business analysis planning and monitoring?

A. Plan-driven approaches determine how priorities will be diagnosed for the project solution.

B. Plan-driven approaches encourage changes that prevent errors and omissions.

C. Plan-driven approaches typically have meetings daily to discuss the business analysis requirements process.

D. Plan-driven approaches typically call for a significant amount of formality and detail.

ANSWER: D

Explanation:

Plan-driven approaches typically call for a significant amount of formality and detail. This is the best description because a plan-driven business analysis approach establishes the work to be performed, the techniques to be used, roles and responsibilities, deliverables, approvals, and governance arrangements early in the initiative. Planning is generally documented in detail and is used to coordinate, monitor, and control business analysis activities throughout the project. Requirements are commonly specified and managed through more formal baselines, reviews, and change-control processes, helping stakeholders understand the agreed scope and the effect of proposed changes.

The BABOK Guide explains that the amount of formality and the level of detail in business analysis planning should be tailored to the context. In a plan-driven context, the planning process is more structured and detailed because the work is intended to follow an established plan and changes are managed in a controlled manner. Monitoring then compares actual business analysis performance and outcomes with that plan, allowing the business analyst to identify and address needed adjustments. See the [IIBA BABOK Guide overview] and IIBA's [business analysis resources] for the planning and monitoring context.

QUESTION NO: 4

Which of the following compares two or more systems, states, services, products, or things to determine the best viable choice?

A. Benchmarking

B. Risk Identification

C. Risk analysis

D. Cost-benefit analysis

ANSWER: A

Explanation:

Benchmarking is the correct technique because it systematically compares an organization's product, service, process, system, or performance results with comparable internal or external examples. The purpose is to identify meaningful differences, learn from stronger performance or established practices, and use the comparison to select or define the most viable approach for the business need. The items being compared may include alternatives under consideration, competitors' offerings, peer organizations, industry practices, or different operational states within the same organization. For a business analyst, benchmarking supplies objective evidence for evaluating alternatives rather than relying solely on stakeholder preference or assumption. It can use qualitative measures, such as capabilities and service characteristics, as well as quantitative measures, such as cost, cycle time, defect rates, customer satisfaction, or throughput. The resulting findings help stakeholders understand relative strengths and constraints and make an informed selection. This aligns with the BABOK Guide's treatment of benchmarking and market analysis as a technique for comparing practices, products, services, and performance to identify improvement opportunities and support decisions. See the IIBA BABOK Guide resource page and the IIBA standards and resources page.

QUESTION NO: 5

A business analyst (BA) finds that the proposed solution has features used by a small group of stakeholders for business scenarios which may occur up to three times a year Out require a high effort to implement. What should the BA recommend in this cast?

A. Change the related business process

B. Remove the requirement

C. Assign it a lower priority for future release

D. Deliver as part of the initial release

ANSWER: C

Explanation:

Assign it a lower priority for future release is the appropriate recommendation because prioritization should consider the relative business value, implementation effort, and frequency of use of a requirement. Here, the feature supports only a small stakeholder group, addresses scenarios that arise very infrequently, and requires substantial delivery effort. Those characteristics indicate a comparatively low near-term value-to-effort ratio. Deferring the feature allows the organization to focus the initial release on requirements that deliver greater value, serve more users, address more frequent scenarios, or are needed to achieve the solution's minimum viable outcomes.

Deferral does not discard the stakeholder need. The requirement remains visible in the backlog or requirements repository and can be reconsidered for a later release if its business value increases, implementation effort falls, related dependencies arise, or stakeholders identify a stronger justification. This recommendation supports incremental delivery and enables stakeholders to make an informed trade-off between the cost of implementing an infrequent scenario now and the benefits of delivering higher-value capabilities sooner. IIBA identifies prioritization as an important business analysis activity for determining the relative importance of requirements and design options; see IIBA's BABOK Guide resources and IIBA Business Analysis Standards and Resources.

QUESTION NO: 6

An insurance company has two actuarial teams: Life and Non-Life. The Life team has a specialized tool to make their calculations while the Non-life team performs calculations manually. Last year the company bought a single solution to support both groups. The Non-Life team continues to do certain calculations manually to conform to their processes.

Which type of analysis was missed prior to purchasing a solution?

A. Operational assessment

B. Organizational structure

C. Stakeholder impact analysis

D. Stakeholder location

ANSWER: C

Explanation:

Stakeholder impact analysis is correct because the two actuarial teams are stakeholder groups with materially different current ways of working. Before selecting and purchasing a shared solution, the business analyst should identify how the proposed change would affect each group's processes, responsibilities, work practices, and willingness or ability to adopt the new tool. In this case, the Non-Life team's continued manual calculations indicate that its established process needs and the practical impact of changing that process were not sufficiently understood or addressed.

Stakeholder impact analysis supports change planning by making impacts explicit and by identifying areas where process changes, implementation support, training, procedural decisions, or solution configuration may be needed. Had this analysis been performed before the purchase decision, the organization could have determined whether the single solution could support the Non-Life team's required calculations and process constraints, or what changes would be necessary for successful adoption. This would allow the solution decision to be based on the needs and impacts across both affected groups, rather than assuming that a solution suitable for one team would be used in the same way by the other. See IIBA's [BABOK Guide resources] and its overview of [business analysis and organizational change].

QUESTION NO: 7

A company wants to launch an existing product in another channel and the business analyst (BA) is starting to perform the stakeholder analysis.

Stakeholders				
Business Area	Name	Influence	Impact	Role
Commercial	AAB	3	5	Confirms Elicitation results; Solution Validation; (...)
Marketing	AAC			Requirements Definition; Confirms Elicitation results; Solution Validation; (...)
Training	ABC	1	3	Develop a tailored one day training to be delivered on an agreed date

Legend: Influence/Impact 1 to 5 (1 = very limited impact/influence: 5 = very high impact/influence). Considering the analysis, what values for influence and impact will the BA assign to the marketing?

A. Influence = 3 and impact = 3

B. Influence = 1 and impact = 3

C. Influence = 3 and impact = 1

D. Influence = 5 and impact = 5

ANSWER: D

Explanation:

Influence = 5 and impact = 5 is appropriate for marketing when an existing product is introduced through a new channel. Marketing has very high influence because it shapes the go-to-market approach: channel positioning, customer segmentation, campaign strategy, brand consistency, launch timing, demand generation, and the communications needed to make the channel viable. Its decisions and subject-matter input can materially affect whether the organization selects, designs, and supports the new channel effectively.

Marketing also experiences very high impact from the change. A channel launch can require new campaigns, revised messaging, adapted collateral, changed lead-management processes, new performance measures, budget allocation, coordination with sales or channel partners, and potentially changes to marketing technology and operational workflows. The BA should therefore identify marketing as a key stakeholder and use engagement appropriate to a stakeholder with both substantial ability to affect the initiative and substantial exposure to its outcomes. BABOK stakeholder analysis evaluates stakeholders in terms of characteristics such as influence and impact so that the BA can determine suitable collaboration and communication approaches. See the IIBA BABOK Guide resources and IIBA's overview of business analysis key concepts.

QUESTION NO: 8

Company A is a nation-wide leader in commercial demolition. Having just celebrated its 100th year of operations, the company decided to begin doing work internationally. The current system used for reporting company finances is unable to keep pace with the potential demands of doing work in geographically dispersed locations. Therefore, the company decided to replace its client-based Profit & Loss (P&L) reporting system with a more robust, web-based system. This will ensure transparency across the organization and enable better decision making.

The business analyst (BA) at Company A has recently completed several rounds of elicitation to determine the requirements for the new, web-based system. Over 1250 requirements were elicited. An initial Requirements Traceability Matrix (RTM) has been drafted, and a subset of the RTM can be seen below:

While verifying the requirements, the BA notices that Requirement ID NFO0003 does not meet the "unambiguous" or the "testable" characteristics of requirements quality. The BA plans to re-write the requirement.

Which of the following requirements is both unambiguous and testable?

A. "The solution shall employ a blue background."

B. "The solution shall employ a background color blue (HEX #0000FF)."

C. "The solution shall employ a high-contrast between background and text."

D. "The solution shall employ a background color that is viewable to a colored-blind user."

ANSWER: B

Explanation:

"The solution shall employ a background color blue (HEX #0000FF)." is both unambiguous and testable because it specifies one precise, standardized color value. A developer can implement that exact hexadecimal value in the application's style definition, and a tester can objectively inspect the rendered page or its source and compare the configured value with the stated value. The result is therefore repeatable: different reviewers applying the same verification method should reach the same conclusion about whether the requirement has been met.

For requirements verification, IIBA emphasizes quality characteristics that enable stakeholders to understand requirements consistently and assess whether they are fit for use. A requirement stated with a measurable or objectively verifiable condition supports validation, acceptance criteria, and traceability through design, implementation, and testing. The fixed hexadecimal notation removes interpretation from the phrase describing the color and establishes a directly observable acceptance condition. This makes it suitable for inclusion in a requirements traceability matrix and for use by both delivery and quality-assurance teams. See IIBA's BABOK Guide resource page and the W3C explanation of testable visual presentation criteria.

QUESTION NO: 9

You are the business analyst for your organization. Management has asked that you create a method to store the project requirements including those under development, under review, and the requirements which have been approved.

What is management asking you to create?

A. A change management system

B. A repository

C. A project scope statement

D. A requirements register

ANSWER: B

Explanation:

A repository is correct because it provides a managed location for storing, organizing, maintaining, and retrieving business analysis information, including requirements throughout their life cycle. In this situation, management needs a method that accommodates requirements at several states of maturity: being developed, undergoing review, and formally approved. A requirements repository supports that need by retaining the requirements and their associated attributes, such as status, version, priority, source, approval information, and relationships to other requirements or solution components. This enables the business analyst and stakeholders to work from consistent, current information while preserving the history needed for governance and traceability. The repository may be implemented using a specialized requirements-management tool, an enterprise collaboration platform, or another controlled information-management solution, provided it supports the organization's requirements life-cycle and access needs. BABOK identifies requirements repositories as a technique for managing business analysis information and notes that they can store requirements and related information in a structured, accessible form. See the IIBA CBAP certification overview and the BABOK Guide resources.

QUESTION NO: 10

Following a recent, successful deployment a business analyst (BA) has noticed that several of the requirements are candidates for reuse in multiple, upcoming change initiatives. Which type of requirement is a potential candidate for re-use?

A. Transition requirements

B. Stakeholder requirements

C. Business requirements

D. Non-Functional requirements

ANSWER: D

Explanation:

Non-Functional requirements are the most likely candidates for reuse because they specify the quality attributes, constraints, and other conditions under which a solution must operate. Examples include requirements for security, performance, availability, accessibility, privacy, auditability, and compliance. These characteristics frequently apply across more than one solution or change initiative within an organization. A BA can therefore identify an approved non-functional requirement from a successful deployment, assess whether its context and assumptions remain valid, and adapt or apply it as a baseline for later initiatives.

This reuse supports consistency in solution quality and reduces the effort required to elicit and define common cross-cutting constraints repeatedly. It also helps establish organizational standards, particularly where requirements reflect enterprise policies, technical architecture, regulatory obligations, or agreed service expectations. Reused requirements still need appropriate analysis, validation, prioritization, and traceability in each initiative; reuse does not mean applying them without confirming that they fit the new change context. The BABOK Guide's requirements classification distinguishes non-functional requirements as solution requirements describing qualities and constraints that can span solution components and initiatives. See IIBA's BABOK Guide resources and IIBA's overview of the BABOK Guide.

QUESTION NO: 11

A business analyst (BA) works for a financial institution that wants to acquire new systems and migrate all future business operations to the new systems. The BA is responsible for performing a gap analysis and has reviewed the current state of systems.

What is the next task that the BA needs to do to complete the gap analysis?

A. Identify performance measures

B. Define the future state capabilities

C. Categorize risks factors

D. Select the stakeholder engagement approach

ANSWER: B

Explanation:

Define the future state capabilities is the next task because gap analysis establishes the difference between an organization's current state and its desired future state. Having reviewed the current systems, the BA has documented the baseline: the existing capabilities, processes, technology, and constraints. The BA must now define what capabilities the acquiring systems and future operating model need to provide. This target-state definition may include required business functions, data needs, service levels, regulatory capabilities, integration needs, and operational outcomes.

Once both states are understood, the BA can compare them to identify capability gaps, assess the changes required to close those gaps, and support solution scope and transition planning. In this scenario, defining future-state capabilities is especially important because the institution is planning both a new-system acquisition and migration of future operations; the target capabilities provide the basis for evaluating whether prospective systems can meet the business need.

IIBA describes business analysis as enabling change by defining needs and recommending solutions that deliver value, which requires understanding the desired outcome as well as the current context. See the IIBA BABOK Guide resources and IIBA's overview of business analysis.

QUESTION NO: 12

Before investing further in the project a customer and the key stakeholders of the project want to be able to visualize the final product. Which elicitation technique should the business analyst (BA) select?

A. interface Analysis

B. Reverse Engineering

C. Observation

D. Prototyping

ANSWER: D

Explanation:

Prototyping is the appropriate elicitation technique because it creates a preliminary, tangible representation of a proposed solution that customers and stakeholders can see, explore, and react to before substantial investment is made. A prototype may range from simple sketches or wireframes to clickable mock-ups or partial working models, depending on the decision that stakeholders need to make. By visualizing key screens, interactions, workflows, and expected outputs, stakeholders can validate whether the envisioned product aligns with their needs and can identify gaps, misunderstandings, or desirable refinements early. This feedback helps the BA elicit and refine requirements while reducing uncertainty about the product's form and behavior. BABOK identifies prototyping as an elicitation technique particularly useful for obtaining feedback on a proposed solution and for discovering requirements through stakeholder interaction with a model. It is especially valuable when stakeholders need help articulating needs from written descriptions alone or must assess whether to continue funding an initiative. See the IIBA overview of the BABOK Guide and IIBA's discussion of business analysis tools and techniques.

QUESTION NO: 13

A company wants to develop a product roadmap to guide future development efforts. The product owner asks a business analyst IBA) to lead the analysis effort. Feature suggestions have been compiled from customer support calls. Which of the following should the BA do first?

A. Compare the Implementation costs of each feature

B. Determine the value of each feature

C. Prioritize the features in the backlog

D. Confirm the feature requests

ANSWER: D

Explanation:

Confirm the feature requests is the appropriate first action because suggestions gathered through customer-support calls are preliminary inputs, not yet validated requirements or roadmap commitments. Before assessing value, implementation cost, or relative priority, the business analyst needs to clarify what customers actually need, the underlying problem or opportunity each suggestion represents, the affected stakeholders, and the intended outcome. This confirmation may involve reviewing the call information, identifying patterns, validating the requests with relevant customer-facing and business stakeholders, and documenting the features at an appropriate level for roadmap analysis. Establishing a shared and accurate understanding of each request provides a reliable basis for later analysis of expected value and for prioritization decisions. In BABOK terms, this reflects the need to elicit, confirm, and analyze information before it is used to support solution evaluation and prioritization. A roadmap should be based on understood stakeholder needs and desired value, rather than on unverified statements captured in support interactions. The IIBA describes business analysis as enabling change by defining needs and recommending solutions that deliver value; confirming the requests is necessary to accurately define those needs. See the IIBA BABOK Guide resource page and IIBA Business Analysis Standard.

QUESTION NO: 14

A large insurance company wants to buy a new claims processing system or upgrade one of its two existing system. Each year the claims department is given a $3.5 million budget to spend. Time is of the essence since there are tome regulatory charges that will be coming the following year that will require several features that currently neither one of the two claims System currently support.

There are eight stakeholders onvolved in this initiative. There are local to where the claim system 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 system. 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 module 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 process 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 system have some of the tem 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

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

A. Buy the new system with only the first 8 features.

B. Upgrade system A with the first 8 features

C. Upgrade system B with the first 8 features

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

ANSWER: B

Explanation:

Upgrade system A with the first 8 features is the feasible solution because it applies requirements prioritization to constrain the scope to the highest-priority capabilities while selecting the lowest-cost viable system alternative. The feature-cost estimates show that deferring the two lowest-priority features brings the System A upgrade within the firm $3.5 million funding limit. This approach preserves the agreed priority order, allowing the organization to deliver the most valuable and time-sensitive requirements first, including the functionality needed to respond to the upcoming regulatory changes. It also makes practical use of System A's modular codebase, which gives it sufficient flexibility for targeted enhancement, and retains a system already familiar to the majority of claims processors. The remaining lower-priority features can be maintained as backlog items for a later funding cycle rather than being treated as mandatory scope for this release.

This is consistent with the BABOK® Guide's requirements prioritization approach: stakeholders assess requirements according to value, risk, cost, urgency, and dependencies so that limited resources are directed to the most important requirements. A firm budget is a constraint that must be reflected in the recommended scope and solution path. See IIBA's BABOK® Guide resources and IIBA guidance on prioritizing requirements.

QUESTION NO: 15

You are coaching Marcy, a new business analyst for your organization, on business analysis processes. Marcy is concerned about the define solution scope process, especially the implementation approach element.

Which of the following statements best defines the implementation approach element for Marcy?

A. The implementation approach is described in terms of the major features and functions that are to be included.

B. The implementation approach defines major business and technical dependencies that impose constraints to the effort to deploy the solution.

C. The implementation approach describes the new capabilities required to meet the business need.

D. The implementation approach describes how the chosen solution approach will deliver the solution scope.

ANSWER: D

Explanation:

The implementation approach describes how the chosen solution approach will deliver the solution scope. In BABOK terminology, defining solution scope establishes the boundaries of the solution and identifies the capabilities it must include. The implementation approach then addresses the practical path for putting that solution into operation: for example, whether capabilities will be delivered in releases or phases, deployed to different user groups over time, introduced through a pilot, or implemented as a single transition. It provides a high-level view of how the solution moves from its current state to the required future state while remaining aligned with the selected solution approach and the approved scope. This information supports realistic planning, helps stakeholders understand the expected delivery sequence, and enables the business analyst to identify transition considerations early. The approach is not a detailed project schedule or technical design; rather, it communicates the overall strategy by which the scoped solution will be made available and adopted. This use is consistent with IIBA's definition of business analysis work around defining solution scope and planning the delivery of change. See the IIBA BABOK Guide resources and IIBA's Business Analysis Key Concepts.

QUESTION NO: 16

You are creating a model that shows how data moves through a system. Each function that modifies the data in any manner is identified, decomposed to smaller levels, and the system is completely described from start to storage.

What type of a modeling technique are you using in this scenario?

A. Functional decomposition

B. Data flow diagramming

C. Work decomposition

D. Organization modeling

ANSWER: B

Explanation:

Data flow diagramming is the appropriate technique because it models the movement and transformation of data through a system. A data flow diagram identifies the processes that receive or modify data, the data flows entering and leaving those processes, external entities that originate or consume data, and data stores where information is retained. This gives the analyst an end-to-end view of how information travels from its source through processing activities to storage or other destinations.

The scenario also describes decomposing each data-modifying function into smaller levels. This is a core use of data flow diagrams: a high-level process can be expanded into progressively more detailed diagrams, while preserving the relationship between inputs, transformations, outputs, and data stores. That hierarchical decomposition enables stakeholders to understand the system at an appropriate level of detail without losing the overall data-flow context.

In BABOK-aligned business analysis, modelling is used to communicate requirements and analyse how information is handled within the solution scope. Data flow diagramming is especially useful when the primary concern is what happens to data rather than the sequence of work or organizational reporting relationships. See IIBA's BABOK Guide resources and the IIBA overview of business analysis.

QUESTION NO: 17

A corporation is experiencing poor financial performance and needs to change many aspects of its business strategy in coder to become solvent again. A business analyst (BA) is conducting a feasibility analysis and analyzing resources required. The BA has identified the existing resources, the resources that need to be increased, and the required additional capabilities. What is the other dimension this analysis should indicate?

A. The new resources to be developed

B. The new financial performance metrics

C. The enterprise readiness agreement

D. The timeline for instituting the change

ANSWER: A

Explanation:

The new resources to be developed is correct because a meaningful resource analysis must identify the gap between the resources and capabilities available today and those needed to make the proposed change feasible. This includes recognizing resources that already exist and can be used, identifying resources that require expansion or augmentation, and determining entirely new resources that must be created, acquired, or developed. New resources may include specialized personnel, new technology platforms, facilities, process assets, information repositories, or external service arrangements. Identifying them is essential to judging whether the organization can realistically execute the change and to estimating the investment, sourcing effort, and implementation work required. In this scenario, the need to change many aspects of the business strategy makes the identification of net-new resources especially important: existing resources and increased capacity alone may not supply capabilities that the enterprise does not currently possess. The resulting analysis provides decision makers with a complete view of the resource implications of the proposed strategy and supports a sound feasibility recommendation. This aligns with IIBA's strategy-analysis focus on assessing the capabilities needed to achieve a desired future state and planning the changes required to close capability gaps. See the IIBA BABOK Guide overview and IIBA's Business Analysis Standards and Resources.

QUESTION NO: 18

A business analyst (BA) was developing an outline of the timing of business analysis activities with the project manager. What factors may impact the Timing of the activities the BA is performing?

A. Solution design

B. Project manager's experience

C. Project sponsor Interest

D. Contract Terms

ANSWER: A

Explanation:

Solution design is correct because the nature, maturity, and required detail of the proposed solution influence when business analysis work must occur. Business analysis activities are planned in relation to the delivery approach and the dependencies among analysis, design, implementation, and validation work. For example, where solution design decisions must be made early, the BA may need to elicit, analyze, model, and validate particular requirements before design can proceed. Conversely, an iterative or adaptive solution design may require the BA to perform those activities repeatedly in smaller increments as design knowledge emerges. The BA and project manager therefore coordinate the analysis schedule so that requirements information is available at the point it is needed for solution design and subsequent delivery work. This reflects the BABOK approach to planning business analysis activities: the BA considers the work to be performed, dependencies, and the broader change or delivery context when determining timing. IIBA describes Business Analysis Planning and Monitoring as the knowledge area used to organize and coordinate BA work, including planning the activities necessary to support the initiative. See the IIBA BABOK Guide resources and IIBA's overview of business analysis standards and resources.

QUESTION NO: 19

You are the business analyst for a large software development project. There are several issues that must be resolved by certain dates or the problem will prevent the project from advancing.

What technique can you use to track problems with the requirements?

A. Problem tracking

B. Issue tracking

C. RTM

D. Baselining

ANSWER: B

Explanation:

Issue tracking is the appropriate technique because it provides a structured way to record, monitor, communicate, prioritize, assign, and resolve issues that affect requirements or the business analysis work. An issue can include a problem, impediment, conflict, decision needing resolution, or other concern that may prevent work from progressing. In this scenario, the need to resolve matters by specified dates is especially important: an issue log can identify an owner, due date, priority, status, impact, and required resolution, making dependencies and escalation needs visible to the project team.

The BABOK® Guide places issue management within Requirements Life Cycle Management. Business analysts use it to ensure that issues arising during elicitation, analysis, validation, approval, and change activities are captured and addressed rather than being lost in informal discussions. Maintaining issue information supports timely stakeholder communication and helps the team prevent unresolved requirement-related concerns from blocking advancement. This directly matches the stated need to track problems and ensure their resolution before they affect project progress. See IIBA's BABOK® Guide resources and its Business Analysis KnowledgeHub for Requirements Life Cycle Management guidance.

QUESTION NO: 20

Rachel is writing the business case for her organization. As she's completing this process Rachel is concerned that she's including all the correct information for management.

Which one of the following should Rachel not include in her business case?

A. Time to break even

B. Opportunities to prioritize requirements

C. Follow-on opportunities

D. Qualitative and quantitative benefits

ANSWER: B

Explanation:

Opportunities to prioritize requirements should not be included as a core element of the business case. A business case provides decision-makers with the justification for pursuing a proposed initiative or course of action. It communicates the expected organizational value and supports an informed investment decision by documenting matters such as anticipated benefits, costs, risks, assumptions, and the expected timing of returns. Measures such as the time needed to break even help management assess financial feasibility, while qualitative and quantitative benefits express the value the initiative is expected to deliver. Follow-on opportunities may also be relevant where the initial investment enables later products, services, capabilities, or benefits.

Prioritizing requirements is a separate business analysis activity undertaken to determine the relative importance, urgency, value, risk, and dependencies of requirements. Although the approved business case can provide important context and value criteria that inform later prioritization, the opportunities to prioritize individual requirements are not themselves part of the justification for the investment. The business case addresses whether the initiative should be undertaken; requirements prioritization helps determine what should be delivered within that initiative. This distinction aligns with IIBA's treatment of business cases and requirements prioritization in the BABOK® Guide. See IIBA's BABOK® Guide resources and IIBA guidance on prioritization.

QUESTION NO: 21

Which of the following is a method of displaying the timelines of all the various subtasks that are involved in any project?

A. Pie chart

B. Scatter chart

C. Activity network diagram

D. Cost-benefit analysis

E. Gantt chart

ANSWER: E

Explanation:

Gantt chart is the correct answer because it is specifically designed to present a project schedule visually. A Gantt chart lists project activities or subtasks vertically and places them against a horizontal time scale. Horizontal bars show each task's planned start date, finish date, and duration, allowing stakeholders to see the timeline for all work items in one view. It can also communicate milestones, overlapping work, progress, and dependencies when those details are included. This makes the technique especially useful for planning, coordinating, and tracking a project's work over time. In business analysis work, a Gantt chart can help a business analyst communicate the timing of elicitation, analysis, validation, stakeholder reviews, and implementation-related activities to the project team and sponsors. The visual schedule supports a shared understanding of when work is expected to occur and how task timing affects the overall delivery plan. Microsoft's description of the Gantt Chart view explains that it displays task information alongside a graphical representation of task durations on a timeline: Microsoft Support: Gantt Chart view. Additional project-management context is available from Project Management Institute.

QUESTION NO: 22

What does the T in SWOT analysis mean?

A. Trial

B. Threats

C. Test

D. Time

ANSWER: B

Explanation:

Threats is correct because SWOT is a strategic-analysis technique that considers an organization's internal strengths and weaknesses alongside external opportunities and threats. Threats are external conditions or trends that could adversely affect the organization, a proposed change, or the achievement of business objectives. Examples can include a new competitor, a regulatory change, shifting customer preferences, supply-chain disruption, or an economic downturn. Identifying threats helps business analysts and stakeholders understand risks in the business environment and develop appropriate responses, such as mitigation strategies, contingency plans, or changes to solution scope and priorities. In BABOK-aligned business analysis, SWOT analysis is used to assess the current state and support strategic planning by examining factors that may influence value delivery. The IIBA's overview of business analysis standards and resources is available at IIBA BABOK Guide resources. For a concise description of SWOT as a framework for identifying strengths, weaknesses, opportunities, and threats, see Mind Tools: SWOT Analysis.

QUESTION NO: 23

What is the one interrogative that requirements should answer?

A. What

B. When

C. Why

D. How

ANSWER: A

Explanation:

What is correct because a requirement states the capability, condition, or outcome that is needed to satisfy a business need. It communicates *what* the solution must enable or deliver, such as "the system must retain customer contact details" or "users must be able to submit an application." This keeps requirements focused on the needed result and provides a stable basis for analysis, validation, prioritization, and acceptance.

In BABOK terms, requirements are usable representations of needs. Their level of detail may vary—from business requirements through stakeholder, solution, and transition requirements—but they should describe the need or required capability in a way that supports stakeholders' shared understanding. The specific technical design, architecture, or implementation approach is normally determined later through solution design activities, unless an implementation constraint itself is a stated requirement. Maintaining this distinction helps business analysts avoid prematurely constraining the solution while ensuring that the desired value and expected behavior are clear and testable. IIBA's BABOK resources describe requirements as representations of needs and distinguish requirements analysis from solution design: IIBA BABOK Guide resources. Additional IIBA professional resources are available through the IIBA KnowledgeHub.

QUESTION NO: 24

You are the business analyst for a large project for your organization. Your project has 65 stakeholders and this will greatly increase the complexity of the communication in this project. To demonstrate how complex this project and its communication will be, you show the management the number of communication channels in this project.

How many channels exist in this project based on the number of stakeholders?

A. 2080

B. 4160

C. 4225

D. 65

ANSWER: A

Explanation:

2080 is correct. The number of potential communication channels among a group of stakeholders is calculated using the formula $n(n - 1) / 2$, where n is the number of stakeholders. This formula counts every unique two-person communication relationship once. With 65 stakeholders, the calculation is 65 × 64 ÷ 2, which equals 2,080 channels. This demonstrates why communication planning becomes materially more difficult as stakeholder numbers increase: each additional participant creates a communication relationship with every existing participant, rather than adding only one channel. A business analyst should account for this expanding network when planning stakeholder engagement and determining practical communication approaches, such as grouping stakeholders by role, using appropriate channels, and defining clear information needs. IIBA's business analysis guidance emphasizes identifying stakeholders and managing their engagement throughout the work; see the IIBA BABOK Guide overview. The communication-channel calculation is also a standard project communications planning concept, discussed by the Project Management Institute.

QUESTION NO: 25

You are working with Tom, a key stakeholder, in your business analysis duties. Tom is asking you about the desired outcome for current business opportunity.

Which one of the following is NOT an example of a desired outcome?

A. Implement new machinery to complete the work processes faster

B. Increase sales

C. Reduce costs

D. Reduce time to deliver a product or service

ANSWER: A

Explanation:

Implement new machinery to complete the work processes faster is not a desired outcome because it specifies a particular solution or implementation approach: acquiring and deploying machinery. In business analysis, a desired outcome describes the beneficial result, value, or change the organization seeks to achieve in response to an opportunity or problem. It should focus on the business result rather than predetermine the means used to obtain that result. For example, faster process completion is the underlying outcome, while new machinery is only one possible way to enable it. Other alternatives might include redesigning the process, automating selected steps, changing staffing practices, or improving supplier arrangements. Keeping the outcome separate from a proposed solution helps the business analyst explore options objectively, assess value and feasibility, and avoid prematurely constraining stakeholder needs. This distinction supports IIBA's emphasis on understanding needs, recommending value-enabling change, and defining the future state before committing to a specific implementation. See IIBA's overview of the Business Analysis Body of Knowledge (BABOK) Guide and its Business Analysis Glossary.

QUESTION NO: 26

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

ANSWER: B

Explanation:

Brainstorming is the best-fit elicitation activity because its purpose is to generate a broad range of ideas and possible approaches to a defined problem. A business analyst can facilitate a brainstorming session with relevant stakeholders to rapidly surface solution alternatives, assumptions, constraints, dependencies, implementation risks, and factors that could cause delays. The emphasis is initially on encouraging diverse contributions and quantity of ideas, allowing stakeholders with different perspectives to identify possibilities that might not arise through individual analysis. The resulting ideas can then be organized, evaluated, prioritized, and refined using follow-up analysis techniques.

This directly matches the need to collaboratively identify options for a solution as well as implementation considerations. In BABOK terminology, brainstorming is an elicitation technique that supports discovering potential solutions and clarifying the scope of issues that stakeholders believe should be addressed. Effective facilitation includes establishing a clear problem statement, ensuring all relevant perspectives can contribute, recording ideas without prematurely filtering them, and subsequently reviewing the output with stakeholders. See the IIBA overview of business analysis techniques at IIBA Business Analysis Techniques and the BABOK Guide information page at IIBA BABOK Guide.

QUESTION NO: 27

The stakeholder of a new product that is in early adaptive development has requested a change to an approved feature. How should the business analyst (BA) handle this change?

A. Change the business analysis approach to predictive

B. Obtain formal approval through change request process

C. Include The requirement in the next Iteration

D. Add the feature to the product backlog for future prioritization

ANSWER: D

Explanation:

Add the feature to the product backlog for future prioritization is correct because adaptive development expects requirements and solution features to evolve as learning occurs. An approved feature is not necessarily fixed in an adaptive context; stakeholder feedback, emerging product knowledge, and changing priorities can all prompt refinement. The business analyst should ensure that the requested change is captured clearly in the product backlog, including sufficient context to support subsequent analysis, estimation, and prioritization.

The product backlog provides a transparent, ordered source of potential work. Adding the requested change there enables the product owner and relevant stakeholders to evaluate its value, urgency, dependencies, risks, and alignment with product goals against other backlog items. This supports just-in-time elaboration and allows the team to select the most valuable work during iteration or release planning rather than committing the change immediately. The fact that development is early further supports retaining flexibility while the product direction and detailed requirements continue to mature. IIBA describes adaptive approaches as using short planning horizons and accommodating change as more information becomes available; see IIBA's Business Analysis Body of Knowledge resources. Product backlog management and ordering are also central to the Scrum Guide.

QUESTION NO: 28

Which of the following is derived from a schedule model to meet the project execution plan and achieve management approval for use as a baseline?

A. Updating

B. Impacts

C. Baseline schedule

D. Dumping

ANSWER: C

Explanation:

Baseline schedule is correct because it is the approved version of the project schedule used as the formal basis for managing and controlling schedule performance. A schedule model represents the planned activities, durations, dependencies, resources, and timing needed to execute the project. Once the model has been developed, reviewed, and approved by the appropriate management authority, the resulting schedule baseline becomes the authorized reference point against which actual progress, forecast dates, and proposed schedule changes are assessed. It supports the project execution plan by establishing agreed expectations for when work and milestones are to be completed. After approval, modifications are controlled through the project's change-control process so that performance reporting remains meaningful and traceable. This aligns with PMI's definition of the schedule baseline as the approved version of a schedule model that can be changed only through formal change-control procedures. Although this is primarily project-management terminology rather than a BABOK-specific business analysis concept, business analysts may use and assess the baseline when planning, coordinating, or evaluating work affected by project timelines. See the PMBOK® Guide and Standards and the IIBA BABOK® Guide resources.

QUESTION NO: 29

You are the business analyst for your organization and are preparing to conduct stakeholder analysis. As part of this process you realize that you'll need several inputs.

Which one of the following is NOT an input you'll use for the conduct stakeholder analysis task?

A. Enterprise architecture

B. Enterprise environmental factors

C. Organizational process assets

D. Business need

ANSWER: B

Explanation:

Enterprise environmental factors is the correct choice because it is not an input specified for the BABOK® Guide task *Conduct Stakeholder Analysis*. In BABOK v3, this task identifies stakeholders affected by a change, analyzes their characteristics and influence, and determines the appropriate approach for collaborating and communicating with them. Its defined inputs are the business need, enterprise architecture, and organizational process assets. These inputs provide the context for determining who has an interest in the change, how the change relates to the organization and its structure, and what established stakeholder-management practices or information may already be available.

"Enterprise environmental factors" is terminology commonly used in project-management frameworks, particularly PMI guidance, to describe conditions inside or outside the organization that can influence project work. While such conditions may be relevant contextual information in practice, they are not identified as an input to this specific BABOK task. The answer therefore depends on using BABOK's stated task inputs rather than importing a similarly named concept from another professional standard. See IIBA's BABOK Guide resources and the IIBA Business Analysis Body of Knowledge overview.

QUESTION NO: 30

Henry is the business analyst for the UUH Organization. Currently Henry is working on several work products as part of the requirements development process. He may need to share these work products with the stakeholders.

Which of the following is not an example of a work product?

A. Requirements documentation

B. Interview questions and notes

C. Meeting agendas and minutes

D. Presentation slides

E. None of the listed items; each is an example of a work product.

ANSWER: E

Explanation:

None of the listed items is correctly identified as something that is not a work product. A business analysis work product is an artifact created, maintained, or used while performing business analysis work, including requirements development and stakeholder communication. Requirements documentation is a core work product because it records and communicates requirements. Interview questions and notes create a record of elicitation preparation and results. Meeting agendas and minutes document collaboration, decisions, actions, and discussions. Presentation slides are also communication artifacts used to share analysis information with stakeholders. Each item can therefore be produced, used, and maintained by a business analyst as part of requirements work. The appropriate correction is to add "None of the listed items; each is an example of a work product," since that is the only answer that accurately reflects the scope of business analysis work products. IIBA's BABOK resources describe business analysis as producing and communicating information through a range of artifacts, rather than limiting work products to formal requirements specifications. See the IIBA BABOK Guide resources and the IIBA KnowledgeHub for related business analysis terminology and guidance.

QUESTION NO: 31

Mark is the business analyst for his organization. Mark and his business analysis team have used the whiteboard to record the documentation as the result of requirements elicitation.

What must be done with this information if Mark uses a whiteboard?

A. The scribe must include the white board information as part of the minutes.

B. The business analyst must transfer the information to another medium before the whiteboard is erased.

C. The business analyst must document the white board information and get all participants' approval of the recording.

D. The regulator must approve the writings on the whiteboard.

ANSWER: B

Explanation:

The business analyst must transfer the information to another medium before the whiteboard is erased. A whiteboard is a useful facilitation and elicitation aid because it lets participants visualize, organize, and revise ideas collaboratively in real time. However, its content is temporary and can be lost as soon as the board is cleaned or reused. The business analyst therefore needs to preserve the elicitation output in a durable, accessible form, such as a photograph, meeting notes, requirements repository entry, process model, or other appropriate analysis artifact. Once retained, the information can be reviewed, elaborated, traced, and used as an input to subsequent business analysis work. The particular destination and level of formality should be selected according to the organization's governance, information-management practices, and the needs of stakeholders, but preservation must occur before the content is erased. This reflects the BABOK® Guide's treatment of elicitation results as information that must be captured and documented for further analysis and communication.

See the IIBA overview of the BABOK® Guide and IIBA's Business Analysis Competency Model for business analysis practices relating to elicitation, documentation, and communicating information.

QUESTION NO: 32

What business analysis plan defines the process to be followed in managing the solution scope and requirements?

A. Requirements management plan

B. Scope management plan

C. Change management plan

D. Project management plan

ANSWER: A

Explanation:

Requirements management plan is correct because it establishes the agreed approach for managing requirements and the solution scope throughout the initiative. It specifies how requirements are documented, organized, traced, prioritized, reviewed, approved, maintained, and controlled as they evolve. In practical terms, the plan gives stakeholders and the delivery team a consistent process for determining the current approved scope of the solution and for evaluating, authorizing, and communicating requirement changes. This helps maintain alignment between the business need, the requirements, and the solution being delivered.

In BABOK® Guide terms, business analysts plan how requirements will be managed over their life cycle, including traceability, change control, and stakeholder communication. A requirements management plan makes these practices explicit and tailored to the specific change initiative. Its purpose is not merely to collect requirements, but to ensure that they remain usable, controlled, and connected to the intended business value and solution scope from elicitation through implementation and beyond. See the IIBA BABOK® Guide resources and IIBA's Business Analysis Glossary for the foundational terminology and standards.

QUESTION NO: 33

Several commercial-off-the-shelf (COTS) software packages exist that would enable the business analyst (BA) to meet the needs of the business. For the potential deign options, the Ba included one of the COTS packages as a solution approach What kind of solution approach is this?

A. Outsource

B. Exploit

C. Create

D. Purchase

ANSWER: D

Explanation:

Purchase is the correct solution approach because a commercial-off-the-shelf (COTS) package is a pre-existing product obtained from an external vendor for the organization's use. The defining decision is that the organization acquires a software product rather than having the capability built specifically for it. A purchased COTS solution may still require configuration, integration, implementation activities, licensing, and vendor support arrangements, but those activities do not change the fundamental approach: the software product itself is acquired.

In business analysis, a solution approach describes the general means by which a need can be addressed and provides a basis for evaluating potential design options. Identifying an available COTS package as a candidate therefore represents a purchase-oriented approach. The BA would then help stakeholders assess whether the package's features, constraints, total cost of ownership, implementation effort, and alignment with business requirements make it a viable design option. This classification supports appropriate analysis of vendor, licensing, fit-gap, and procurement considerations. IIBA describes solution evaluation and the broader business analysis framework in the BABOK® Guide resources and its Business Analysis Standards.

QUESTION NO: 34

Which of the following phases is the first step towards creating a business continuity plan?

A. Business Continuity Plan Development

B. Scope and Plan Initiation

C. Business Impact Assessment

D. Plan Approval and Implementation

ANSWER: B

Explanation:

Scope and Plan Initiation is the first step because a business continuity effort must begin by establishing its purpose, boundaries, sponsorship, governance, resources, and planning approach. At this stage, the organization identifies the business areas, processes, locations, systems, and stakeholders that the continuity planning initiative will address. It also obtains management commitment and defines roles and responsibilities, which gives the work the authority and direction needed to proceed consistently.

Beginning with scope and initiation ensures that subsequent continuity activities are aligned with organizational objectives, risk appetite, regulatory obligations, and available resources. A clearly defined scope also enables the organization to determine which business functions and supporting capabilities need analysis and continuity strategies. NIST’s contingency-planning guidance similarly begins with initiating the planning process, including policy, organizational support, and key planning parameters, before conducting detailed assessments or developing recovery procedures. This sequencing reflects established continuity-management practice: plan the continuity-planning initiative first, then perform the analyses and develop, approve, implement, test, and maintain the resulting plan.

Reference: NIST SP 800-34 Rev. 1, Contingency Planning Guide for Federal Information Systems.

QUESTION NO: 35

Gary is the business analyst for his organization and he is preparing a presentation about the requirements for a large software development project.

Before Gary makes the presentation what should he do as part of his preparation for the presentation?

A. Determine an appropriate format for the presentation.

B. Confirm that he has the authority to host the presentation.

C. Confirm that the stakeholders have signed off on the requirements.

D. Hire a scribe to keep the minutes of the meeting.

ANSWER: A

Explanation:

Determine an appropriate format for the presentation. is correct because effective requirements communication must be planned around the audience, the information being communicated, and the purpose of the communication. Before presenting, Gary should select a format that makes the requirements understandable and useful to the intended stakeholders. Depending on their roles and the decisions expected from them, this may involve a slide presentation, process models, prototypes, requirement summaries, demonstrations, or a combination of visual and written material.

In BABOK® Guide terms, business analysts plan communications by considering stakeholder needs and selecting appropriate communication methods, media, and formats. A suitable format helps stakeholders absorb complex software requirements, ask meaningful questions, identify gaps, and reach a shared understanding. Preparation also includes tailoring the level of detail and terminology so that business and technical participants can engage with the material effectively. This supports the broader business analysis objective of communicating requirements clearly enough to enable informed collaboration and subsequent work.

IIBA describes business analysis standards and the BABOK® Guide at IIBA BABOK® Guide. Additional guidance on IIBA's business analysis framework is available at Business Analysis Standards and Resources.

QUESTION NO: 36

What plan will describe the stakeholder groups, communication needs, and the level of formality that is appropriate for the requirements?

A. Requirements management plan

B. Project management plan

C. Scope management plan

D. Business analysis communication plan

ANSWER: D

Explanation:

The **Business analysis communication plan** is correct because it establishes how business analysis information, including requirements, will be communicated to the relevant stakeholders. In BABOK's Business Analysis Planning and Monitoring knowledge area, planning business analysis communication involves identifying stakeholder groups, determining their communication needs, selecting appropriate communication methods and formats, and defining the required level of formality. This ensures that each audience receives requirements information in a usable, timely manner, whether through informal discussions, workshops, models, reviews, formal documents, or approval records.

The plan also accounts for practical communication considerations, such as the purpose and frequency of communications, the responsible sender and recipients, channels or tools used, and any constraints arising from organizational culture, governance, geography, or regulatory expectations. Requirements often need different presentations for different stakeholder groups: detailed specifications may be needed by delivery teams, while decision-makers may need concise summaries and traceability information. By documenting these needs in advance, the business analyst supports shared understanding, effective stakeholder engagement, and appropriate review and approval of requirements throughout the initiative. See the IIBA overview of The BABOK Guide and IIBA's description of business analysis practices and competencies.

QUESTION NO: 37

Which one of the following is an example of a non-negotiable demand by a stakeholder during the requirements prioritization session?

A. All requirements are ranked as high

B. Communication

C. All requirements are prioritized by cost-benefits ratio

D. Cost

ANSWER: A

Explanation:

“All requirements are ranked as high” is an example of a non-negotiable stakeholder demand because it presents a fixed position rather than a relative prioritization decision. Requirements prioritization is intended to establish the relative importance of requirements so that limited resources, sequencing, scope, and delivery decisions can be made transparently. A stakeholder who insists that every requirement receive the highest ranking is not offering trade-offs among needs; instead, the stakeholder is asserting that none of the requirements may be deferred or treated as less important. That is the characteristic of a non-negotiable demand in a prioritization discussion.

In practice, the business analyst should document the stated priority and facilitate discussion of the underlying business need, constraints, and decision criteria with the appropriate stakeholders. The analyst does not simply convert such a demand into an objective relative ranking without agreement. This aligns with the BABOK® Guide’s emphasis on prioritizing requirements to support value delivery and stakeholder decision-making. See IIBA’s overview of the BABOK® Guide and its Business Analysis Key Concepts resources.

QUESTION NO: 38

Which of the following is not a hygiene agent according to Frederick Herzberg theory?

A. The chance to excel

B. Job security

C. A paycheck

D. Clean and safe working conditions

ANSWER: A

Explanation:

“The chance to excel” is not a hygiene agent in Herzberg’s two-factor theory because it represents an intrinsic opportunity for achievement, growth, and personal accomplishment. Herzberg classifies these as motivators: factors arising from the content of the work that can create genuine satisfaction and strengthen an individual’s motivation to perform. A chance to excel gives an employee scope to demonstrate capability, achieve meaningful results, and experience recognition through accomplishment. These characteristics align with Herzberg’s motivator factors, particularly achievement and advancement, rather than with the contextual conditions surrounding employment.

Herzberg’s framework distinguishes motivators from factors that merely prevent dissatisfaction. Motivators contribute positively to satisfaction when present because they make work itself more rewarding. Therefore, an opportunity to excel is appropriately treated as a motivator and is the requested item that is not a hygiene agent. This distinction is useful in business analysis and organizational change because improving workplace conditions alone may reduce dissatisfaction, while providing meaningful opportunities for achievement can support engagement and sustained performance. See Herzberg’s original discussion in Harvard Business Review and an overview of the two-factor theory from Simply Psychology.

QUESTION NO: 39

Jane is the business analyst for her organization and she is completing passive observation to identify improvement opportunities in the workflow. She notices that some of the employees perform certain customer- facing activities in a different format than the other workers.

Is this a problem that can be addressed as part of an improvement opportunity?

A. It can be a problem as customers could become confused or frustrated because of the different approaches to the work.

B. It is not a problem unless there is a drop in sales so it should be left alone.

C. It can be a problem as the enterprise environmental factors always call for consistency in all processes.

D. It is not a problem unless the customer complains. If Jane has not noticed the customers complaining then the process should be left along.

ANSWER: A

Explanation:

It can be a problem as customers could become confused or frustrated because of the different approaches to the work. Passive observation is an elicitation technique that enables a business analyst to examine work as it is actually performed, including variations among employees that may not be documented or reported. In a customer-facing process, inconsistent execution can produce inconsistent customer experiences: customers may receive different information, instructions, service levels, or outcomes depending on the employee who assists them. This variation is therefore a valid observation to investigate as a potential improvement opportunity, even before a measurable sales decline or formal complaint occurs.

The analyst should not assume that every variation must be eliminated. Instead, the observation provides evidence for further analysis of the process, its expected standards, customer needs, and the outcomes of each approach. If the variation introduces avoidable confusion, delays, errors, rework, or dissatisfaction, a standardized or otherwise improved approach may deliver business value. IIBA describes observation as a technique for understanding stakeholder behavior and the work environment, and business analysis uses such information to recommend changes that improve organizational performance. See the IIBA BABOK Guide resources and IIBA's overview of business analysis.

QUESTION NO: 40

Which of the following inputs of Monitor and Control Risks acquires information from performance measurements and evaluates it to provide variance analysis and forecasting?

A. Risk register

B. Work performance information

C. Performance report

D. Project management plan

ANSWER: C

Explanation:

Performance report is correct because it consolidates and evaluates performance-measurement results into information that a project team can use for management decisions. In the Monitor and Control Risks process terminology used in earlier editions of PMI's PMBOK guidance, performance reports are an input that communicates project performance, including variance analysis, earned value information where applicable, trends, and forecasts. This evaluated view of performance helps the project manager and risk stakeholders recognize whether risk responses are working as intended, whether residual or secondary risks may be affecting objectives, and whether forecast outcomes indicate a need to reassess risks or implement response actions. The key distinction is that the report presents analyzed performance information rather than merely raw measurements. Variance analysis compares actual results with planned baselines, while forecasting projects likely future results based on current performance and trends; both support informed risk monitoring and control. PMI's current standards use evolved terminology, but the underlying practice remains the same: performance information and forecasts are used to monitor uncertainty and support timely decisions. See PMI's PMBOK Guide and Standards and the PMI Lexicon of Project Management Terms.

QUESTION NO: 41

A card printing solution is comprised of 4 stages: Loading, Printing, Packaging and Sorting. Loading and sorting of cards is done manually through operators, while printing and packaging are automated. The loading stage requires the operator to load 100 cards after an alarm is raised. Sorting requires an operator to distribute each package based on the printed address into the appropriate delivery box.

Which stage should be assessed as the most likely to increase process inefficiencies?

A. Loading

B. Packaging

C. Sorting

D. Printing

ANSWER: C

Explanation:

Sorting is the stage most likely to increase process inefficiencies because it requires an operator to make an individual routing decision and physically place every package into its designated delivery box. This creates a repetitive, human-dependent activity at the unit level. Its throughput can vary with package volume, the number of destinations, legibility or complexity of addresses, operator availability, travel distance between boxes, and the possibility of handling errors or rework. As upstream printing and packaging are automated, they may produce packages at a stable and potentially faster rate; sorting can therefore become a queueing point and constrain end-to-end process capacity.

In contrast, the manual loading activity is performed in batches of 100 cards after an alarm, making its manual effort less frequent on a per-card basis. Process analysis focuses on locating bottlenecks, delays, handoffs, and steps with high variability so that improvement work addresses the part of the process with the greatest effect on overall flow. IIBA's business analysis framework includes analysing current-state processes to identify improvement opportunities and constraints. See the IIBA BABOK Guide resources and IIBA's overview of business analysis competencies.

QUESTION NO: 42

You are the business analyst for your organization. Management wants you to prioritize the identified requirements by the requirements that have the highest likelihood of success.

Why would management want you to prioritize the requirements with this factor even though some of the requirements may be difficult to implement?

A. They want a fast return on investment.

B. They want to show early success in the implementation to the project stakeholders.

C. They don't understand the requirements.

D. They want to avoid penalties or fines due to a pending law.

ANSWER: B

Explanation:

They want to show early success in the implementation to the project stakeholders. Prioritizing requirements with a high likelihood of success supports delivery of outcomes that are credible, achievable, and visible to those sponsoring or affected by the change. Even where a requirement is technically difficult, it may be appropriate to give it priority when the organization has strong capability, commitment, resources, and stakeholder support to make its implementation successful. Delivering an early, demonstrable success builds confidence in the initiative, reinforces stakeholder engagement, and provides evidence that the proposed solution is capable of producing value. This confidence can be particularly important for sustaining sponsorship and organizational commitment through later or more uncertain work. In BABOK's Requirements Life Cycle Management knowledge area, prioritization is a continuing activity that considers factors relevant to the specific initiative and is performed with stakeholders. Likelihood of success is therefore a legitimate prioritization criterion when management needs to establish momentum and demonstrate that the investment is progressing effectively. The business analyst facilitates this prioritization by ensuring the criterion is understood and applied consistently with the organization's objectives. See IIBA's overview of the BABOK Guide and its business analysis standards and resources.

QUESTION NO: 43

A bank moves currency from the mam office to the tranches daily for operational use. To avoid paying overnight interest, the branch** return the currency at the end of the business day. The Bank requires a new inventory management system to account for the whereabouts of the cash at all times A software provider has proposed a heavily customized version of their standard inventory management software. As the project progresses, the business analyst (BA) identifies a number of subtleties that would suggest a fully made to order solution may be a better option for the bank. What inputs does the BA need to perform the analysis?

A. Requirements and business policies

B. Needs and business analysis approach

C. Change strategy and performance objectives

D. Potential value and design options

ANSWER: D

Explanation:

Potential value and design options is correct because the BA must compare the viable solution alternatives—such as a heavily customized packaged product and a purpose-built solution—and determine which is expected to deliver the greatest value to the bank. The analysis considers how each design option supports the required control of cash locations, accommodates the operational subtleties discovered during the project, and contributes to the desired business outcomes. Potential value provides the basis for evaluating the anticipated benefits, costs, risks, and trade-offs of each alternative rather than simply selecting the initially proposed software. In BABOK® Guide terminology, this work aligns with analyzing potential value and recommending a solution: the BA evaluates solution options in relation to the value they can deliver to the organization and its stakeholders. A recommendation should therefore be evidence-based and reflect the comparative value of the available designs. IIBA describes business analysis as enabling change by defining needs and recommending solutions that deliver value; see IIBA's BABOK® Guide resources and IIBA's overview of business analysis.

QUESTION NO: 44

The RGQ Organization utilizes a change log.

What is a change log?

A. It is a document that records all change requests for the project.

B. It is a document that tracks all unauthorized changes to the project solution.

C. It is a document that tracks all characteristics and status of changes that have been received.

D. It is a document that tracks the changes that have been received, including their implementation to the project solution.

ANSWER: C

Explanation:

It is a document that tracks all characteristics and status of changes that have been received. A change log provides a controlled, traceable record of each requested change throughout the change-control process. In business analysis, changes may arise from evolving stakeholder needs, defects, regulatory requirements, implementation feedback, or revised organizational priorities. Recording the change alone is not sufficient: decision-makers and delivery participants need visibility into relevant characteristics, such as the change identifier, source, date received, description, affected requirements or solution components, priority, impact-analysis results, approval decision, responsible party, and current status. This information supports transparent evaluation, authorization, planning, communication, and monitoring of changes. A maintained log also provides an audit trail, allowing the organization to determine what was requested, when it was considered, who made the decision, and where it stands in its lifecycle. This use is consistent with the BABOK® Guide's treatment of managing changes to requirements and designs, which emphasizes assessing, approving, and tracking changes in a governed manner. See the IIBA BABOK® Guide resource page and IIBA's overview of business analysis.

QUESTION NO: 45

You are the business analyst for your organization and you are preparing to elicit the requirements for a new business opportunity.

Which one of the following statements best describes the prepare for elicitation process?

A. You need authority granted to you from the sponsor to utilize resources for the elicit requirements process.

B. You need to determine which elicitation techniques are needed for the requirements gathering technique.

C. You need to ensure all needed resources are organized and scheduled for conducting the elicitation activities.

D. You need to receive permission from functional management to interview and elicit requirements for the stakeholders.

ANSWER: C

Explanation:

The statement "You need to ensure all needed resources are organized and scheduled for conducting the elicitation activities" best describes preparing for elicitation. This activity turns the agreed elicitation approach into an executable session or series of sessions. The business analyst confirms practical arrangements such as suitable facilities or virtual meeting access, required tools, relevant documents and templates, session timing, participant availability, and any materials stakeholders need in advance. Organizing these resources and scheduling the activities helps stakeholders arrive prepared and enables the elicitation to proceed efficiently, with appropriate support for capturing and validating information.

Preparation also considers the nature of the planned interaction and makes sure the environment is fit for the selected activity, whether that is an interview, workshop, observation, survey, or document review. The focus is not merely obtaining general authorization; it is ensuring that the people, materials, logistics, and timing necessary to obtain useful stakeholder input are ready. This supports the BABOK® Guide's elicitation and collaboration knowledge area, whose practices are intended to obtain information from stakeholders and facilitate their participation effectively. See the IIBA BABOK® Guide overview and the IIBA KnowledgeHub for IIBA's business analysis standards and guidance.

QUESTION NO: 46

Which of the following diagrams is known as Ishikawa diagram?

A. Activity

B. Data-flow

C. Cost-Benefit

D. Cause-and Effect

ANSWER: D

Explanation:

Cause-and Effect is the diagram known as an Ishikawa diagram. Created by Kaoru Ishikawa, it is also commonly called a fishbone diagram because its visual structure resembles a fish skeleton. It is used to identify, organize, and explore the potential causes contributing to a defined problem or outcome. The effect or problem statement is placed at the "head" of the diagram, while major categories of possible causes form the main branches; more specific contributing factors are added as smaller branches. In business analysis and process improvement, this technique supports structured root-cause analysis by helping stakeholders move beyond symptoms and consider multiple possible sources of an issue, such as people, processes, technology, policies, data, or environmental conditions. The resulting visual model promotes collaborative discussion and can help a team identify areas that warrant further investigation or corrective action. IIBA identifies the fishbone diagram as a useful technique for analyzing root causes and understanding relationships among contributing factors. See the IIBA BABOK Guide overview and ASQ's explanation of the fishbone (Ishikawa) diagram.

QUESTION NO: 47

An organization is trying to streamline its current processes to improve performance and reduce costs. A business analyst (BA) conducted a process improvement workshop and identified the following issues as the top three items to be addressed:

1: There are multiple teams to define systems, functionality, and content, in many instances, multiple teams are defining the same functionalities while other functionalities are not being defined at all. leading to unclear understanding of business requirements.

2: Product specification forms are published each year. A comparison tool is used to evaluate specification differences between yearly releases; but does not adequately identify changes between versions and needs to be improved.

3: Training consists of a new team member shadowing a seasoned team member. There are no written training materials or formal training sources therefore training is inconsistent and not meeting the needs of the organization.

What approach would help the BA to understand the functionality definition issues?

A. Business Analysis Communication Plan

B. Business Analysis Performance Assessment

C. Risk Register

D. Requirements Traceability Repository

ANSWER: A

Explanation:

Business Analysis Communication Plan is the appropriate approach because the stated functionality-definition problem is fundamentally a coordination and shared-understanding issue. Multiple teams are independently defining overlapping functionality while other needed functionality is omitted. A communication plan enables the business analyst to identify the relevant stakeholders and teams, determine what requirements information each group needs, establish appropriate communication methods and frequency, and clarify who must be consulted, informed, or responsible for decisions. This creates a structured means to bring the teams together around a consistent understanding of scope, functionality ownership, and business requirements.

In BABOK guidance, planning business analysis communication addresses how information will be communicated to stakeholders, including the format, level of detail, timing, and channels needed to support effective collaboration. Applying this planning work helps the analyst expose disconnected teams, facilitate a common requirements dialogue, and ensure that definition decisions and resulting requirements are communicated to all affected parties. It therefore directly supports understanding and resolving the duplication and coverage gaps in functionality definition. See the IIBA BABOK Guide resources and IIBA's overview of business analysis standards and resources.

QUESTION NO: 48

The creative thinking process has three values to determine the effectiveness of the process.

Which one of the following is not a measurement of effective creative thinking?

A. Application of new ideas to resolve existing problems

B. Generation of a pre-determined number of new ideas for a business solution

C. Willingness of stakeholders to accept new approaches

D. The successful generation and productive consideration of new ideas

ANSWER: B

Explanation:

Generation of a pre-determined number of new ideas for a business solution is not a measurement of effective creative thinking. In BABOK® Guide, creative thinking is assessed by the value and usefulness of the thinking process and its outcomes, rather than by meeting an arbitrary numerical quota of ideas. A predetermined idea count can encourage quantity, but it does not establish that those ideas are relevant to the business need, feasible in the organizational context, or capable of improving a problem or opportunity. Effective creative thinking concerns producing and productively considering ideas that can lead to worthwhile approaches, including approaches stakeholders can meaningfully evaluate and potentially adopt. The business analyst should therefore focus on whether creative thinking generates useful insight and supports progress toward a solution, not on whether a target number of ideas was reached. This distinction helps ensure that ideation remains connected to business value and decision-making rather than becoming a purely administrative activity. BABOK identifies creative thinking as a technique used to generate new ideas and approaches during business analysis work. See the IIBA BABOK® Guide knowledge hub and IIBA's BABOK® Guide resource page for the guide and related business analysis standards.

QUESTION NO: 49

An insurance company wants to increase sales by 15% and customer retention by 10% within 1 calendar year.

Various strategies to achieve this were considered and a restructure to the existing pricing model is selected to help achieve these goals.

A business analyst (BA) works with stakeholders such as actuaries, product specialists, sales staff, risk managers, and underwriters who agree to applying varying levels of discounts to customers based on:

• Total annual premium the customer has with the company (Financial worth)

• Time with the insurance company (Loyalty)

Various financial models are considered but the stakeholders agree that an initial applicable discount is determined based on the customer ' s overall premium:

Total Annual Premium	Maximum Discount Possible
$17,000+	−15%
$14,001 - $17,000	−14%
$11,001 - $14,000	−12%
$9,001 - $11,000	−10%
$7,001 - $9,000	−7.5%
$5,001 - $7,000	−5.5%
$3,001 - $5,000	−4%
$2,001 - $3,000	−3%
$1001 - $2,000	−2%

The percentage of the maximum possible discount available to the customer is adjusted based on time with the company:

Time with company (years)	Percentage of total discount
0	65%
1	73%
2	80%
3	85%
4	95%
5+	100%

As the new pricing structure was being implemented, the chief executive officer (CEO) of the company wanted to change the premiums and associated discounts offered to customers. The BA investigated the cost, anticipated benefits and the length of time the change would likely take to complete before presenting the results back to the CEO.

What type of analysis has the BA just conducted?

A. Impact

B. Capability

C. Market

D. Document

ANSWER: A

Explanation:

Impact is correct because the business analyst assessed the consequences of a proposed change to a solution that is already being implemented. The requested change concerns premium levels and related customer discounts, so its implications extend beyond simply documenting a request: decision-makers need to understand what the change will cost, what benefits it is expected to produce, and how long it will take before deciding whether to proceed.

Impact analysis examines the effects of a change across the relevant solution, organizational, stakeholder, process, and implementation dimensions. In this scenario, estimating cost establishes the financial effect, anticipated benefits identifies the value expected from the revised pricing approach, and estimated completion time identifies the delivery and scheduling effect. Presenting this information to the chief executive officer supports an informed decision on the proposed adjustment and its effect on achieving the organization’s sales and retention objectives. This use aligns with the BABOK Guide’s Strategy Analysis perspective, in which changes are evaluated for their effects and value before organizational decisions are made. See the International Institute of Business Analysis BABOK Guide resources and the Certified Business Analysis Professional certification information.

QUESTION NO: 50

After determining mat the enterprise culture was the driving force behind recent solution change decisions a business analyst (BA) has decided to conduct an enterprise-wide cultural assessment. What information can the 8A expect to learn from the results?

A. Whether there will be an organizational impact as a result of the change

B. That changes to the enterprise culture will better drive its actions

C. That internal dependencies limit the performance of the entire solution

D. Whether the stakeholders view the solution as something beneficial

ANSWER: D

Explanation:

Whether the stakeholders view the solution as something beneficial is correct because an enterprise cultural assessment examines the shared values, beliefs, norms, and behaviours that influence how people in an organization interpret and respond to a proposed change. Culture strongly affects willingness to adopt a solution: stakeholders are more likely to support and use it when they perceive that it aligns with organizational priorities, helps them achieve valued outcomes, and fits established ways of working. The assessment therefore provides insight into stakeholder perceptions of the solution's benefits and the degree to which the change is likely to be accepted within the enterprise.

This information supports change planning and stakeholder engagement by revealing whether the solution's value needs to be communicated differently, whether cultural alignment must be strengthened, and where adoption support may be needed. In the BABOK framework, analysis of the enterprise context and stakeholder perspectives helps ensure that a recommended change is feasible and can deliver value in its operating environment. See the IIBA BABOK Guide resources and IIBA's overview of business analysis.

QUESTION NO: 51

Which of the following is a table of all stakeholders showing the mapping of which stakeholders will contribute information to other stakeholders?

A. RACI Chart

B. Communications Requirements Matrix

C. Project scope statement

D. Organizational Breakdown Structure

ANSWER: B

Explanation:

Communications Requirements Matrix is correct because it provides a structured view of stakeholder communication needs and relationships. In business analysis planning, communication requirements identify the information that stakeholders need, the information they are expected to supply, the appropriate communication method or format, timing or frequency, and the responsible participants. A matrix format makes the information exchange visible across the full stakeholder group, enabling the business analyst to plan how information will flow between contributors and recipients throughout the initiative. This supports effective stakeholder engagement by ensuring that the right people can provide relevant information and that other stakeholders receive it in a form and cadence that supports their participation and decision-making. The matrix can also be maintained as stakeholder needs, project circumstances, or communication channels change. This aligns with the BABOK Guide's Business Analysis Planning and Monitoring knowledge area, particularly the planning of stakeholder engagement and communication and collaboration approaches. IIBA identifies BABOK as the core reference for these business analysis practices: IIBA BABOK Guide resources. Further context on the CBAP examination's use of BABOK-based business analysis knowledge is available from IIBA's CBAP certification page.

QUESTION NO: 52

Which of the following is the process of analyzing the areas of a project that are most affected by risk?

A. Risk Identification

B. Risk Urgency Assessment

C. Risk Categorization

D. Risk Analysis

ANSWER: C

Explanation:

Risk Categorization is correct because it organizes identified risks into meaningful groups, such as by source, affected project component, work breakdown structure area, technical domain, or organizational function. Categorizing risks enables the project team to see concentrations and patterns in the risk register rather than treating every risk as an isolated item. This analysis identifies which areas of the project have the greatest exposure and may therefore need focused monitoring, additional analysis, ownership, contingency planning, or risk responses.

For example, if several risks relate to vendor dependencies, integration work, or a particular delivery phase, risk categorization makes that affected area visible as a risk hotspot. This supports informed prioritization and communication with stakeholders. The PMI describes project risk management as the discipline of identifying and managing uncertainty that can affect project objectives; categorization is a practical technique for understanding the distribution of that uncertainty across the project. See PMI's overview of project risk management and the IIBA's BABOK Guide resources, which frame risk analysis as supporting sound business and project decisions.

QUESTION NO: 53

The performance of the business analysis team has been reviewed by management to determine areas for improvement. The manager would like to help the business analysts (BAs) develop their skills and address the corrective actions.

What is a technique that may help achieve this goal?

A. Lessons learned

B. Team restructure

C. Weekly meetings

D. Team building

ANSWER: A

Explanation:

Lessons learned is the appropriate technique because it provides a structured way for a business analysis team to reflect on its work, identify what was performed effectively, determine where performance gaps occurred, and agree on practical improvements for future work. Following a management performance review, a lessons-learned session can turn identified corrective actions into specific development activities, such as coaching, training, process changes, mentoring, or updates to team practices. It also promotes knowledge sharing across the team, so that individual experiences and successful practices become reusable organizational knowledge rather than remaining isolated.

This aligns with business analysis performance improvement: performance information is assessed to identify opportunities to improve how business analysis is performed, and the resulting actions may address skills, competencies, tools, techniques, or ways of working. The technique is especially useful because it focuses not merely on recording past events, but on deriving actionable insights that support continuous improvement and professional development. IIBA describes the Business Analysis Body of Knowledge as the recognized guide to business analysis practices and techniques in its BABOK® Guide overview. IIBA also identifies professional competency development as a central focus of its Business Analysis Competency Model.

QUESTION NO: 54

The business analyst (BA) presented a concept model during a requirements walk through to the project sponsor, implementation subject matter expert and operational support start. While the presentation was clear to the project sponsor the other stakeholders were unsure about the impacts to their respective daily tasks. What should the BA include in the next walk through, so that all stakeholders have a better understanding of the requirements?

A. A. An information management model to identify requirement gaps

B. A capability model to illustrate strategic objectives

C. A governance architecture to contextualize the business analysis approach

D. An appropriate level of abstraction to support differing viewports

ANSWER: D

Explanation:

An appropriate level of abstraction to support differing viewports is correct because a concept model communicates business concepts and the relationships among them, but each stakeholder needs to view that information in a way that is meaningful for their role. A project sponsor may need a high-level view that conveys business scope and value, whereas implementation subject matter experts and operational support staff need more detailed views that connect concepts to processes, responsibilities, system behavior, and day-to-day work. The BA should therefore use the same underlying model while presenting role-relevant viewpoints at suitable levels of detail. This helps stakeholders understand how the requirements affect their work without overwhelming them with information intended for another audience. In BABOK terms, models may be presented at differing levels of abstraction to support different viewpoints; selecting the appropriate representation and detail improves shared understanding during requirements communication and validation. The next walkthrough should consequently include views tailored to operational and implementation concerns, while retaining traceability to the common conceptual foundation. See the IIBA BABOK Guide resources and IIBA's overview of business analysis standards and resources.

QUESTION NO: 55

A business analyst (BA) at a regional bank has recently been assigned to assist on a project to expand into new markets. The chief executive officer (CEO) envisions the bank as a national brand and has asked the chief financial officer (CFO) to monitor project progress closely. The project manager (PM) has asked the BAs on the team to recommend an appropriate business analysis approach.

Based on the nature of the project and the industry, which approach should they recommend?

A. An unstructured approach utilizing informal team interaction, model-driven documentation standards, and iterative requirements development

B. An agile approach with frequent team interaction, adaptive documentation standards, and iterative requirements development

C. A moderate approach utilizing the bank's existing waterfall project lifecycle and documentation deliverables not requiring formal approval

D. A formal approach with planned team interaction, agreed upon documentation deliverables requiring formal approval, and front-loaded requirements development

ANSWER: D

Explanation:

A formal approach with planned team interaction, agreed upon documentation deliverables requiring formal approval, and front-loaded requirements development is appropriate because expanding a regional bank into new markets is a high-impact organizational change in a heavily regulated industry. The initiative is likely to affect strategic objectives, financial controls, risk management, customer operations, and compliance obligations across multiple jurisdictions. These characteristics call for clear governance, traceability, and documented stakeholder decisions.

The CEO's strategic vision and the CFO's close monitoring further indicate a need for predictable reporting and decision controls. Planned engagement enables the BA team to obtain input from executives, finance, risk, legal, compliance, and operational stakeholders at defined points. Agreed documentation and formal approval provide an auditable record that requirements, assumptions, and scope decisions have been reviewed by accountable parties. Front-loading requirements development is especially valuable where regulatory, financial, and operational constraints must be identified and assessed before implementation commitments are made.

IIBA describes tailoring the business analysis approach to the context, including governance, complexity, risk, and organizational standards; see the IIBA BABOK Guide resource page. Banking organizations also operate under extensive supervisory and compliance expectations, as outlined by the Federal Reserve's compliance supervision resources.

QUESTION NO: 56

A health insurance provider undertakes enhancements to its mobile application platform and finalizes the following capabilities as part of the scope of the next release:

I.Ability to integrate online maps and global positioning system (GPS) technology with the mobile application in real time to display location of service providers in the subscriber's vicinity that participate in the subscriber's plan network.

II.Ability for the subscriber to lookup the service providers by specifying either a postal code or a search area radius in miles.

III.Ability for the subscriber to initiate the download of fee information for one or more service providers in a single request.

Through requirements workshops the business analyst elicits the following detailed business requirements:

1.The company's mobile application platform must support real time integration with the following third party systems:

A) GPS System

B) Postal Code Validation

2.The service providers available for selection must participate in the subscriber's medical plan network as of the current system date.

3.The map display shall highlight the boundary of the search area with a dotted yellow line.

4.The extent and shape of the search area shall be determined based on one of the following user choices:

A) Postal code â€“ Subscriber location acquired from GPS shall be used to determine and populate the related postal code as the default postal code with options for the user to change the postal code.

B) Radius for the search area around the subscriber's location, that will have default value of 5 miles. The radius can be changed by the subscriber with a maximum range of 50 miles.

5.Subscriber shall be able to select one of the options above and supply corresponding input.

6.System shall validate the user input and display appropriate error messages if invalid.

7.Based on the inputs and the plan of the subscriber, the system shall retrieve information for the participating service providers that are located within the designated search area.

8.System shall display a map including visual markers to indicate locations of the service providers in the top half of the device screen and a list of the same service providers in the bottom half of the device screen.

9.The list of service providers shall include the Name, Phone Number and Street Address.

10.If the subscriber specified the radius or retained the default postal code for the search area, the list shall additionally include the approximate driving distance in miles from the subscriber's last registered location and the list shall be sorted in the ascending order of the driving distance.

11.The subscriber shall be able to select a service provider either from the list or from the map and download a document that contains the name, contact telephone, email address, fax number and the fee schedule for

the covered services applicable to the subscriber's plan.

Which of the following relationship types correctly identifies the nature of the relationship between the 3 business capabilities and the 11 requirements?

A. Derives

B. Depends

C. Validates

D. Verifies

ANSWER: A

Explanation:

Derives is the correct relationship because the detailed requirements elaborate the higher-level business capabilities that define the intended release scope. The capabilities express the business need at a broad level: locating in-network providers using maps and location services, searching by postal code or radius, and obtaining provider fee information. The elicited requirements then derive from those capabilities by specifying the detailed behaviour, rules, data, interfaces, constraints, and presentation needed to realize them. For example, the requirements make the search capability actionable through rules for defaults, allowable radius values, eligibility based on the current plan network, map and list displays, and distance-based sorting. Similarly, the document-download details provide the concrete information needed to deliver the fee-information capability. In BABOK terms, a derive relationship captures the traceability from a more abstract requirement or design element to a more detailed element developed from it. This relationship is valuable because it preserves the rationale for detailed requirements and supports impact analysis when release capabilities change. IIBA describes requirements analysis concepts and traceability within its BABOK Guide resources; see also IIBA's overview of the CBAP certification and its BABOK-based competency expectations.

QUESTION NO: 57

A large insurance company wants to buy a new claims processing system or upgrade one of its two existing system. Each year the claims department is given a $3.5 million budget to spend. Time is of the essence since there are tome regulatory charges that will be coming the following year that will require several features that currently neither one of the two claims System currently support.

There are eight stakeholders involved in this initiative. There are local to where the claim system is 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 system. 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 module 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 process 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 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

During elicitation the BA must understand the non-functional requirements. What nonfunctional requirement does System B support over System A?

A. Usability

B. Compatibility

C. Scalability

D. Compliance

ANSWER: C

Explanation:

Scalability is the correct non-functional requirement because it concerns a solution's ability to accommodate increased workload, transaction volume, or demand while continuing to operate effectively. The stated processing capacity provides direct evidence: System B can handle double the volume currently processed by System A. Since System A currently processes 75% of company claims, System B's indicated potential capacity exceeds the organization's full claims workload. By contrast, the scenario explicitly states that System A would be at capacity if it processed all claims. This comparison identifies System B as having greater headroom to absorb future growth, workload consolidation, or peaks in claims volume. In business analysis, non-functional requirements describe quality attributes and constraints that shape how well a solution must perform, rather than the business capabilities or features it provides. Capacity and ability to grow with demand are therefore appropriately assessed as scalability considerations during requirements elicitation and solution evaluation. This distinction is especially relevant when the organization is deciding whether an existing platform can support a broader enterprise workload and upcoming regulatory-driven changes. See the IIBA BABOK Guide resources and the ISO/IEC 25010 product quality model for quality-characteristic context.

QUESTION NO: 58

Which of the following processes can start with the source of problems or with the problem itself?

A. Risk estimation

B. Risk analysis

C. Risk management

D. Risk identification

ANSWER: D

Explanation:

Risk identification is correct because it is the activity of discovering, recognizing, and describing risks that could affect the achievement of an objective. Identification can begin from different perspectives: an analyst may examine a source of risk, such as a supplier dependency, regulatory change, technical constraint, or stakeholder conflict, and then determine the potential events and impacts arising from it. It can also begin with the problem or undesirable outcome itself, such as delayed delivery, poor data quality, or declining customer satisfaction, and work backward to identify the uncertain conditions, causes, or events that may contribute to it.

This flexible starting point supports broad and effective risk discovery. In business analysis, identifying risks early enables the team to document them, understand their potential effect on the change, and ensure they can be assessed and addressed through appropriate planning and stakeholder engagement. The ISO risk-management vocabulary defines risk identification as the process of finding, recognizing, and describing risks, while the BABOK Guide includes identifying risks as part of managing business analysis work and considering factors that may affect outcomes. See ISO Guide 73 risk-management vocabulary and IIBA BABOK Guide resources.

QUESTION NO: 59

What technique used during the manage business analysis performance process can help identify the underlying causes of failures or difficulties in accomplishing business analysis work?

A. Problem tracking

B. Pareto charts

C. Trend analysis

D. Root cause analysis

ANSWER: D

Explanation:

Root cause analysis is the appropriate technique because it is specifically intended to identify the fundamental factors that produce a problem, failure, or performance difficulty, rather than merely documenting the issue or observing its pattern. In managing business analysis performance, a business analyst evaluates how well business analysis work is being performed and identifies opportunities to improve the approach, tools, skills, stakeholder engagement, or other aspects of practice. When work is not accomplishing its intended outcome, root cause analysis helps move from a visible symptom—for example, repeated rework or delayed approvals—to the actual condition that must be addressed to prevent recurrence.

The BABOK® Guide includes root cause analysis among the techniques applicable to Business Analysis Performance Improvement. It may involve repeatedly asking why an issue occurred, examining causal relationships, and validating the evidence behind proposed causes. The result supports targeted, sustainable performance improvements because corrective actions can be directed at the source of the difficulty. IIBA describes the Business Analysis Performance Improvement knowledge area and its focus on assessing and improving business analysis practice at IIBA's BABOK® Guide resource page. For a practical overview of the technique and its use in identifying underlying causes, see IIBA's Root Cause Analysis article.

QUESTION NO: 60

Contracts are currently managed by more than 20 contract owners across the organization, each happily managing in their own way. A business analyst (BA) is tasked to elicit requirements for centrally managing software maintenance and license contracts.

Which of the following does the BA need to carry out first?

A. Identify business requirements

B. Identify future state conditions

C. Recommend an off the shelf product

D. Complete an enterprise readiness assessment

ANSWER: B

Explanation:

Identify future state conditions is the appropriate first activity because the organization has identified a desired direction—centralized management of software maintenance and licence contracts—but has not yet defined what that centralized operating environment must be. The BA needs to establish the future-state conditions that will characterize success, such as the intended governance model, ownership and decision rights, common contract information to be managed, process standardization, reporting needs, controls, and the capabilities expected of the central service. These conditions give stakeholders a shared target state and a basis for defining meaningful business requirements. In BABOK®, defining the future state is a Strategy Analysis task used to describe the desired business conditions, capabilities, and value expected after a change. It provides essential context for later requirements elicitation and for evaluating potential solution approaches. The current decentralized practices also make future-state definition especially important: it aligns the many contract owners on the intended organizational change before detailed requirements are established. See IIBA's overview of BABOK® Guide and standards and its Strategy Analysis knowledge area.