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Topic Break Down

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QUESTION NO: 1

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Explain four critical roles of a Business Analyst in the Pre-Implementation and Implementation Phase.

Type your answer in the box provided. Use options on the box tollbar to edit your response as needed before moving to the next questions.

A. See explanation below.

ANSWER: A

Explanation:

“See explanation below.” is correct because the expected response is an open-ended description of Business Analyst responsibilities during pre-implementation and implementation, especially in acceptance testing and readiness activities. Four critical roles are: contributing to and maintaining the overall test plan as project circumstances change; participating in early verification of requirements and use cases so that defects and ambiguities are found before implementation; planning, coordinating, and participating in acceptance testing, including integrating acceptance-test activities with the broader testing effort; and providing business and functional expertise during test execution, defect analysis, and resolution. The Business Analyst also helps ensure that subject-matter experts understand the required test approach and can verify that the delivered solution satisfies business needs. During implementation, this expertise supports communication of test status and changes, management of acceptance-test scope and resources, resolution of schedule, quality, functionality, or budget issues, and completion of implementation and post-implementation reviews. These responsibilities align with the BA’s role in enabling stakeholder collaboration, validating solution value, and supporting effective solution evaluation throughout delivery. See the IIBA BABOK Guide resources and the ISTQB Certified Tester Foundation Level resources for established business-analysis and testing practices.

QUESTION NO: 2

Goals have the following characteristics, EXCEPT:

A. Action

B. Measurable Results

C. Achievable Fast

D. Time Oriented

ANSWER: C

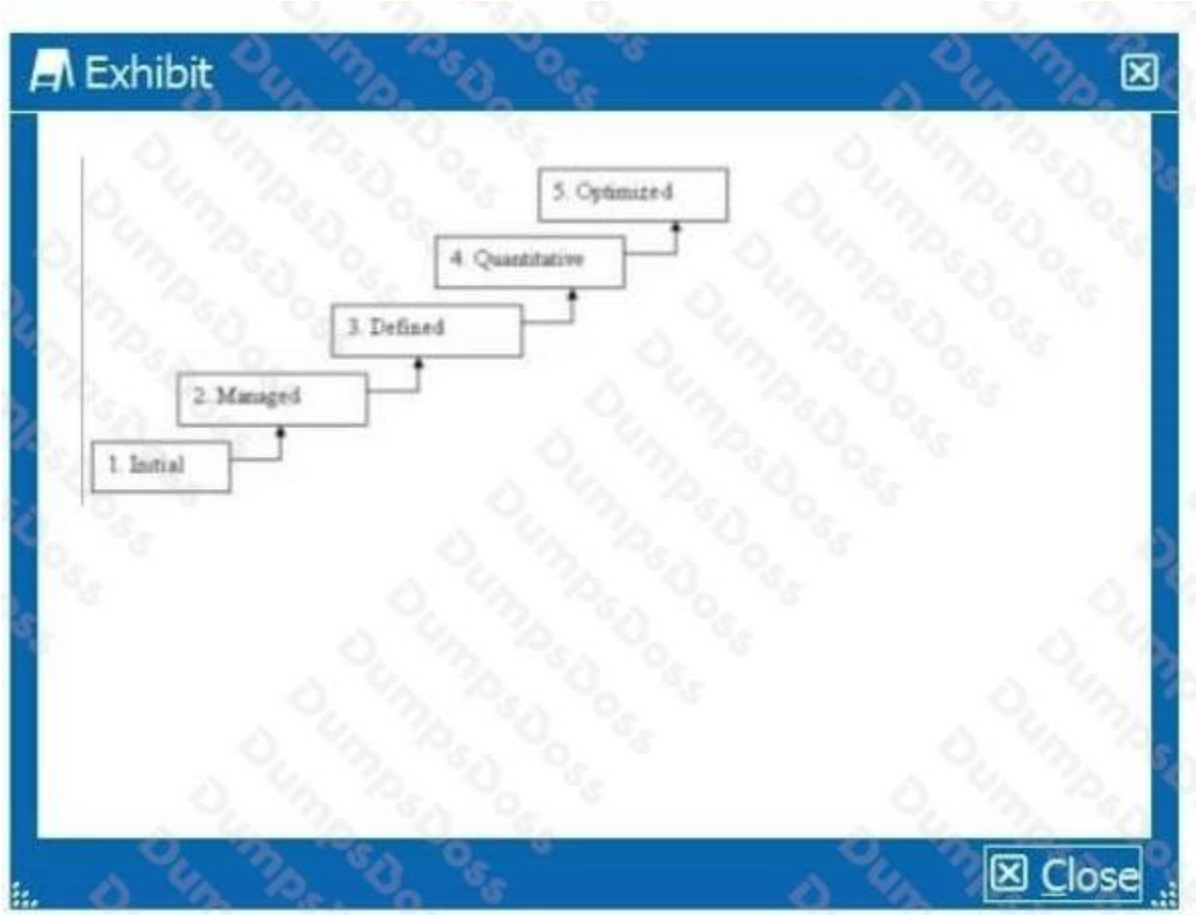
Explanation:

Achievable Fast is the exception because a well-formed business goal needs to be achievable, but it does not need to be achieved quickly. Achievability concerns whether the organization can realistically attain the intended outcome given its capabilities, authority, resources, constraints, dependencies, and acceptable level of risk. The period required to attain a goal may be short, medium, or long term. For example, a strategic goal to enter a new market or modernize a core platform can be entirely achievable while requiring multiple years of coordinated work. Time-related goal quality is established by defining

an appropriate target date, review horizon, or deadline; it is not established by requiring speed. In business analysis, clearly stated goals guide solution evaluation and allow stakeholders to assess whether expected value has been realized. A goal should therefore set a realistic intended result and an appropriate timeframe aligned with business context, rather than imply that rapid completion is inherently desirable. The SMART framework likewise distinguishes “achievable” from “time-bound,” reinforcing that feasibility and timing are separate qualities. See the IIBA Business Analysis Standard and Atlassian’s SMART goals guide.

QUESTION NO: 3

The diagram is of the:



A. ISO 9000

B. Malcolm Balridge Model

C. Capability Maturity Model Integrated

D. Process Workbench

E. None of the above

ANSWER: C

Explanation:

Capability Maturity Model Integrated is correct because its well-known representation depicts an organizational improvement framework structured around maturity levels and process areas. CMMI provides a staged path for improving how an organization develops, manages, and delivers products and services. In the staged representation, maturity progresses through five levels: Initial, Managed, Defined, Quantitatively Managed, and Optimizing. Diagrams commonly used in training and certification materials show these levels as a stepped or layered progression, often with process areas associated with each level. This visual emphasizes that organizational process capability is institutionalized incrementally: teams move from ad hoc practices toward defined, measured, statistically managed, and continuously improved processes. CMMI is not

simply a quality standard or an award framework; it is specifically a process-improvement model that supplies best practices for assessing and improving organizational performance. ISACA, which administers CMMI, describes it as a globally recognized performance-improvement model, and its model materials explain the maturity-level structure and associated practice areas. See ISACA's CMMI overview and the CMMI Institute.

QUESTION NO: 4

Which of the following is NOT a step of the Vendor Selection Process?

A. Vendor Identification

B. Vendor Selection Matrix

C. Evaluate Performance Criteria

D. Request for Proposal

ANSWER: C

Explanation:

Evaluate Performance Criteria is not ordinarily a vendor-selection step because it concerns monitoring and assessing a supplier's delivery after a contract or engagement has begun. Vendor selection is a pre-award decision process: the organization identifies potential vendors, communicates requirements—often through a request for proposal—and applies defined selection criteria, such as capability, cost, quality, risk, and delivery capacity, to compare responses and choose the most suitable supplier. A selection matrix is a common tool for consistently scoring those criteria and documenting the decision.

Performance criteria can certainly be defined during selection and included in the contract, service-level agreement, or statement of work. However, the activity of *evaluating* actual performance uses operational evidence gathered while the vendor is providing products or services. It therefore belongs to supplier relationship, contract, and performance management rather than to the process of choosing the vendor. This distinction helps business analysts ensure that procurement requirements specify measurable outcomes up front while governance processes assess results throughout delivery. The Project Management Institute describes procurement as including the processes needed to purchase or acquire products, services, or results from outside the project team; supplier performance management follows award and execution activities. See PMI's procurement management guidance and the ISO 20400 sustainable procurement standard.

QUESTION NO: 5

Integration Testing is primarily performed to test:

A. Interfaces and interactions between components

B. Individual functions in isolation

C. Business acceptance of the final solution

D. Recovery of production data after a disaster

ANSWER: A

Explanation:

Interfaces and interactions between components is correct because integration testing evaluates whether separately developed or tested components work together correctly. It focuses on the behavior of interfaces, data exchange, service calls, control flows, error handling, and dependencies between modules or systems.

Although individual components may have passed unit testing, defects can still occur when they are combined. Examples include incompatible data formats, incorrect interface contracts, failed authentication between services, or improper handling of unavailable dependencies. The ISTQB glossary defines integration testing as testing performed to expose defects in interfaces and interactions between integrated components or systems. See the ISTQB glossary: integration testing.

QUESTION NO: 6

Requirements Traceability is the ability to:

A. Follow a requirement from its source through implementation and testing

B. Estimate the cost of each requirement

C. Assign every requirement to a single developer

D. Eliminate all changes to approved requirements

ANSWER: A

Explanation:

Follow a requirement from its source through implementation and testing is correct because traceability establishes relationships between a requirement and related business objectives, stakeholder needs, design elements, solution components, test cases, and change requests. These links make it possible to determine why a requirement exists and where it has been addressed.

Traceability supports impact analysis when a requirement changes, helps confirm that all approved requirements have been implemented, and provides evidence that the solution has been tested against the intended need. Requirements-engineering guidance identifies traceability as an important property for managing requirements throughout the life cycle. See the ISO/IEC/IEEE 29148 requirements-engineering standard and IIBA BABOK Guide resources.

QUESTION NO: 7

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Explain refactoring and why is it so important in agile environment.

Type your answer in the box provided. Use options on the box tollbar to edit your response as needed before moving to the next questions.

A. See explanation below.

B. Refactoring is improving the internal structure of existing code without changing its observable behavior. In agile development, frequent refactoring keeps code maintainable, testable, and adaptable as requirements evolve.

ANSWER: B

Explanation:

Refactoring is the disciplined improvement of existing code's internal structure without changing its externally observable behavior. It can include simplifying conditional logic, removing duplication, improving names, extracting methods or classes, and reorganizing dependencies. The software should continue to deliver the same behavior after each small refactoring step; automated tests provide the safety net that demonstrates this has occurred. In an agile environment, requirements and understanding evolve continuously. Code that was appropriate for an earlier increment can become difficult to understand, test, extend, or safely modify as new stories are added. Regular refactoring controls this accumulation of technical debt and

keeps the design adaptable rather than allowing complexity to compound. It therefore supports frequent delivery, sustainable development, reliable estimation, and the ability to respond quickly to change. Refactoring is most effective when integrated into everyday development, with small changes made alongside feature work and verified through continuous testing and integration. Martin Fowler describes refactoring as changing software's internal structure without changing its observable behavior: Refactoring. The Agile Manifesto also emphasizes responding to change, a capability enabled by maintainable code: Manifesto for Agile Software Development.

QUESTION NO: 8

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For the following scenario identify the driving and resisting forces. Based on the scenario, do you think the company should process as planned?

The senior management of ABC, Ltd. has decided to automate many of their manual processes.

The employees are not in favor of this as they feel that automation will reduce the number of jobs. Competition has already automated their systems and the customers also want faster turnaround times which is the limitation with the current manual way of working. The cost of automation is very high; however, the benefits would come on the form of new and repeat business. Type your answer in the box provided. Use options on the box tollbar to edit your response as needed before moving to the next questions.

A. See explanation below.

ANSWER: A

Explanation:

"See explanation below." is correct because this item is a constructed-response force-field analysis rather than a conventional single-choice completion. The appropriate response identifies the forces supporting automation: senior-management sponsorship, competitors' existing automation, customer demand for faster turnaround, and the prospect of increased new and repeat business. These factors indicate a strategic need to improve process speed and competitiveness. The principal resisting forces are employees' concern that automation could eliminate jobs and the substantial upfront implementation cost. The company should proceed, provided it actively manages these restraints through transparent communication, role and skills-impact assessment, retraining or redeployment plans, and a phased business case that measures benefits against cost. Automation is not merely a technology purchase in this scenario; it is a business-process change intended to improve customer outcomes and sustain market position. A force-field approach is useful because it makes the pressures for and against the change visible and helps decision-makers plan actions that strengthen drivers while reducing resistance. This reflects established change-management practice, including assessing stakeholder impacts and preparing people for adoption. See the Prosci ADKAR Model overview and the Project Management Institute guidance on change management.

QUESTION NO: 9

FILL BLANK

Briefly explain the different types of funding cycles and explain their impact on a project. Type your answer in the box provided. Use options on the box tollbar to edit your response as needed before moving to the next questions.

A. See explanation below.

ANSWER: A

Explanation:

The answer is that organizations commonly operate within two interrelated funding-cycle perspectives: the accounting cycle and the industry cycle. The accounting cycle is the organization's internal financial-planning and reporting rhythm, including budgeting, approvals, fiscal-year boundaries, forecasting, and the release of funds. A business analyst must understand this cycle because a project may need approval, a business case, procurement activity, or expenditure to occur by specific budget dates. The industry cycle reflects the external timing of how the organization earns revenue or receives funding, such as seasonal demand, grant periods, regulatory cycles, contract renewals, or predictable high-volume operating periods.

These cycles directly affect project feasibility and delivery planning. They can determine when funding is available, when stakeholders can participate, which implementation windows are acceptable, and when a change would create unacceptable operational or financial risk. For example, a project may be scheduled to complete before a major revenue period, while deployment may be prohibited during that period to protect critical operations. Incorporating funding-cycle constraints into scope, schedule, risk, and stakeholder analysis allows the analyst to recommend realistic timing and avoid missed funding or business-critical deadlines. Guidance on aligning project work with financial management and organizational constraints is available from PMI's PMBOK Guide resources and IIBA's BABOK resources.

QUESTION NO: 10

Internal projects where it is necessary to augment your staff with outside resources would then be considered 'custom software'.

A. True

B. False

ANSWER: B

Explanation:

False is correct because whether software is custom is determined by the nature of the solution being acquired or developed, not by whether external personnel supplement the internal delivery team. Custom software is a solution created or substantially tailored to meet the particular requirements of an organization or defined set of users. An internal project may use contractors, consultants, systems integrators, or temporary development staff while implementing a configurable commercial product, integrating existing systems, or performing maintenance; none of those staffing arrangements alone establishes that the resulting solution is custom software.

For business analysis, the relevant assessment concerns the fit of the product or solution to business needs, the extent of required configuration or bespoke development, ownership and maintainability, and the delivery and sourcing model. Resource augmentation is a procurement or staffing approach: outside resources work under the organization's direction to provide needed capacity or expertise. This distinction helps analysts identify appropriate requirements, vendor, governance, and lifecycle considerations. The International Institute of Business Analysis describes business analysis as enabling change by defining needs and recommending solutions that deliver value; solution evaluation must therefore focus on the solution and its value, rather than solely on staffing composition. See IIBA: What Is Business Analysis? and ISO/IEC/IEEE 12207 software life-cycle processes.

QUESTION NO: 11

The number of participants in JAD sessions are typically higher as compared to other facilitation sessions.

A. True

B. False

ANSWER: A

Explanation:

True is correct. Joint Application Development (JAD) is a structured, workshop-based requirements elicitation approach that deliberately brings together a cross-functional group in the same facilitated session. Participants commonly include business sponsors, subject-matter experts, end users, business analysts, technical representatives, decision-makers, and a neutral facilitator, with a scribe or modeller often supporting the workshop. This breadth is important because JAD aims to develop shared understanding, resolve requirements issues quickly, and obtain agreement across stakeholder groups while the relevant people are present.

Compared with a typical facilitated discussion or an individual interview, a JAD workshop therefore generally involves a larger and more diverse participant group. The facilitator manages participation, timeboxing, agenda progression, conflict resolution, and documentation so that the larger group can work toward a common set of requirements and decisions. This collaborative structure is a defining characteristic of JAD and is why it is particularly useful for complex initiatives involving multiple business areas. The International Institute of Business Analysis describes workshops as a technique for collaborating with stakeholders to achieve a defined goal; see IIBA Business Analysis Standard. Additional background on JAD is available from TechTarget's JAD session definition.

QUESTION NO: 12

In a business process model, an exclusive gateway is used when:

A. Only one of several alternative paths can be taken

B. All outgoing paths must be performed concurrently

C. A process stores information permanently

D. An external organization sends data to the process

ANSWER: A

Explanation:

Only one of several alternative paths can be taken is correct. In Business Process Model and Notation (BPMN), an exclusive gateway controls a decision where the process follows one outgoing sequence flow based on the evaluated condition or event. For example, an application may proceed either to automatic approval or to manual review, but not to both paths.

This is different from a parallel gateway, which is used when multiple paths proceed concurrently, and an inclusive gateway, which may activate one or more paths depending on conditions. Correct gateway selection helps analysts represent business decisions accurately and avoids ambiguity in process behavior. See the OMG BPMN 2.0.2 specification.

QUESTION NO: 13

A hurricane that caused damage to the facility which resulted in many people unable to come to work and thus causing schedule slippage would be an example of a:

A. Common Case

B. Special Cause

C. Any one of the above

D. Both of the above

ANSWER: B

Explanation:

Special Cause is correct because a hurricane is an unusual, identifiable, external event that disrupts an otherwise operating process. In process performance and quality management, special-cause variation arises from specific, non-routine circumstances rather than from the normal, inherent variability of the process. Facility damage, employee absences, and the resulting schedule slippage can therefore be traced to a particular event: the hurricane. This makes the situation appropriate for investigation and targeted response, such as activating business-continuity procedures, assessing the damaged facility, revising the schedule, and managing the resulting project risk or issue.

The distinction is important for a business analyst or project professional because events attributable to a discrete source should be analyzed separately from ordinary operational variation. A special cause may require corrective action, contingency planning, stakeholder communication, and updates to delivery forecasts. The American Society for Quality describes special-cause variation as variation caused by factors not normally present in a process; see its variation resource. Project risk practice also recognizes severe weather as an external uncertainty that can affect objectives such as schedule, as discussed in the Project Management Institute's risk-management guidance.