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Topic Break Down

Topic	No. of Questions
Topic 1, Agile Mindset	59
Topic 2, Strategy Horizon	33
Topic 3, Initiative Horizon	46
Topic 4, Delivery Horizon	47
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QUESTION NO: 1

At the initiative level, the team concludes pre-defined *measures of success, *desired outcomes being reached, and *alignment with organizational strategy can all be used to:

A. Access the viability of solution components built by the team

B. Enlist new team members to help develop additional solution components

C. Determine the likely response to the solution components

D. Identify possible adoption of a solution by your customers

ANSWER: A

Explanation:

“Access the viability of solution components built by the team” is the intended correct choice, with “Access” understood as the assessment of viability. At the initiative horizon, agile analysis considers whether the investment and the solution approach remain worthwhile in the context of the broader organizational need. Predefined measures of success provide observable evidence for evaluating progress and value. Confirming that desired outcomes are being reached establishes that the initiative is producing the intended business results rather than merely delivering outputs. Alignment with organizational strategy ensures that the work continues to support strategic priorities and is an appropriate use of organizational resources.

Together, these inputs enable the team and stakeholders to evaluate whether the solution components being delivered are viable: that is, whether they are likely to contribute sufficient value and remain suitable to continue, adapt, scale, or stop. This is a continuing, evidence-based assessment rather than a one-time approval decision. The Agile Extension emphasizes value delivery, outcomes, feedback, and alignment across planning horizons, while BABOK guidance frames solution evaluation around assessing value and recommending actions based on performance information. See the IIBA Agile Extension and IIBA BABOK Guide resources.

QUESTION NO: 2

The team is working at the Initiative Horizon and receives end-user feedback about the MVP. They determine that the immediate next step is to:

A. Reassess the priority of planned solution components and features

B. Review stories for cost evaluation

C. Develop internal agreement with a retrospective

D. Hold workshops to ensure shared understanding

ANSWER: A

Explanation:

Reassess the priority of planned solution components and features is correct because work at the Initiative Horizon is concerned with continually steering the initiative toward the outcomes that create the greatest value. Release of a minimum viable product creates an opportunity to obtain evidence from actual end users rather than relying solely on assumptions made during earlier planning. That evidence may reveal changed needs, unexpected usage patterns, or a different view of which capabilities will best achieve the desired outcome.

The appropriate immediate response is therefore to use the feedback to revisit the initiative-level backlog, including planned features and solution components, and reorder it based on current value, risk, learning, and alignment with the initiative’s goals. This is adaptive planning: decisions about future investment are adjusted as knowledge increases. Reprioritization ensures subsequent delivery work focuses on the most valuable opportunities identified through real-world validation and helps avoid continuing to invest in components that no longer represent the best path to the intended outcome.

This feedback-driven approach is consistent with IIBA's agile analysis guidance on using feedback and learning to evolve plans and maintain value focus. See the Agile Extension to the BABOK Guide and IIBA's Agile Analysis Certification resources.

QUESTION NO: 3

The following type of learning and feedback could result in identifying new items for the backlog:

A. Velocity metrics and retrospective results

B. Flow metrics and testing results

C. Burndown chart and management feedback

D. Impact metrics and stakeholder feedback

ANSWER: D

Explanation:

Impact metrics and stakeholder feedback is correct because agile analysis treats the backlog as an evolving representation of work needed to achieve desired outcomes, rather than as a fixed requirements list. Impact metrics reveal whether a delivered change is producing the intended business, customer, or operational effect. For example, evidence about adoption, task completion, conversion, error rates, or customer behaviour can uncover an unmet need, a new opportunity, or an outcome gap that warrants additional backlog items. Stakeholder feedback adds qualitative learning from users, customers, sponsors, and operational participants. It gives context to observed results and can identify emerging needs, changed priorities, assumptions to validate, or enhancements that were not apparent when earlier backlog items were prepared.

Together, outcome-focused measurement and direct feedback support empirical decision-making: the team learns from the increment and its real-world effects, then adapts upcoming work accordingly. This is consistent with IIBA's Agile Analysis Certification focus on agile analysis practices and with the Scrum principle that the Product Backlog is emergent and continuously refined as more is learned. See IIBA Agile Analysis Certification and the Scrum Guide.

QUESTION NO: 4

The following can be described as a critical differentiator for work in an agile context related to backlog refinement:

A. Stakeholder feedback

B. Management approval

C. Using user stories

D. Team feedback

ANSWER: A

Explanation:

Stakeholder feedback is correct because backlog refinement in an agile context is an ongoing, collaborative learning activity rather than simply a detailed requirements-definition exercise. Feedback from stakeholders helps the team continuously validate whether backlog items represent current needs, desired outcomes, and value. It can reveal changed priorities, assumptions that need clarification, newly discovered constraints, and opportunities to split, revise, reorder, add, or remove backlog items before the team commits to work.

This frequent feedback loop is a critical agile differentiator: requirements are intentionally elaborated progressively as knowledge emerges, with stakeholders helping ensure the backlog remains aligned to the product's purpose and the needs of those affected by it. The business analyst supports this collaboration by eliciting and analyzing feedback, making the resulting information understandable, and helping the product owner and delivery team maintain a sufficiently refined backlog for upcoming work. The IIBA Agile Extension emphasizes the importance of continual stakeholder engagement and

feedback in agile analysis practices, including backlog refinement. See the IIBA Agile Extension to the BABOK Guide, Version 2 and the Agile Alliance description of backlog refinement.

QUESTION NO: 5

The delivery team is discussing the amount of analysis that needs to be completed for a complex feature. In addition to user stories, they decide to include other agile analysis outputs such as:

A. Scenarios and technical specs

B. Process flows and real options

C. Low fidelity models and stage gate process flow

D. Scenarios and low fidelity models

ANSWER: D

Explanation:

Scenarios and low fidelity models is correct because agile analysis selects outputs that give the delivery team sufficient shared understanding for the complexity and uncertainty of the work, without producing documentation beyond what is useful. A scenario describes a specific interaction, workflow, condition, or expected outcome. It helps make the feature's intended behavior concrete, including the context in which a user achieves a goal. This provides a basis for conversations, acceptance criteria, and validation of the delivered capability.

Low fidelity models provide a quick, inexpensive visual or structural representation of the proposed solution. Depending on the need, these can include rough sketches, simple wireframes, process models, or lightweight data and interaction models. Their purpose is to explore ideas, clarify assumptions, expose gaps, and create a common understanding among stakeholders and delivery team members before implementation details become costly to change. Both outputs can be created iteratively and just in time, then refined only when additional precision is needed. This approach aligns with agile analysis guidance to use fit-for-purpose techniques and models while maintaining a focus on value delivery. See the IIBA Standards and Resources and IIBA's overview of agile analysis.

QUESTION NO: 6

The team has identified several possible options for improving customer onboarding, but assumptions about customer willingness to use each option remain untested. Before committing to a full initiative, the team defines the assumption to test, the evidence required, and the measure that would indicate success. The team is establishing a:

A. Hypothesis

B. Definition of Done

C. Release forecast

D. Solution architecture

ANSWER: A

Explanation:

Hypothesis is correct because the team is making an assumption explicit and defining the evidence that would support or challenge it. A hypothesis provides a focused basis for learning before substantial investment is made in a solution option.

In agile analysis, hypotheses help teams distinguish what is known from what is assumed. By identifying a measurable result in advance, the team can conduct targeted discovery or an experiment and use the outcome to decide whether to proceed, adapt the option, or stop further work. This supports evidence-based decisions and reduces the risk of investing in capabilities that do not address a validated customer need. See the IIBA BABOK Guide resources.

QUESTION NO: 7

Members of the team facilitate key stakeholders through an exercise to develop a mutual understanding of what is in and out of scope for the initiative and specify the organization value to achieve in the initiative. What technique did they use?

A. Sprint Goals

B. Visioning

C. Purpose Alignment Model

D. Story elaboration

ANSWER: C

Explanation:

Purpose Alignment Model is the correct technique because it is designed to create a shared understanding among stakeholders of an initiative's purpose and intended value. The facilitated exercise brings key stakeholders together to articulate the organizational value that the initiative is expected to deliver, while also establishing clear boundaries around what is included and excluded. This alignment is especially valuable early in an agile initiative, when teams need a common basis for making decisions about priorities, requirements, and emerging scope.

The model helps make the initiative's purpose explicit rather than assuming all participants interpret the goal in the same way. By agreeing on the value to be achieved and the scope boundaries, stakeholders and delivery team members can evaluate future work against that common purpose. This supports ongoing alignment as requirements are explored and refined, and helps ensure that the work remains directed toward meaningful business outcomes. The technique is part of the agile business analysis perspective reflected in IIBA's Agile Extension resources and the Agile Analysis Certification competency focus. See IIBA's Agile Extension to the BABOK Guide and IIBA-AAC certification information.

QUESTION NO: 8

The delivery team is in a meeting and reviewing various solution alternatives. Specifically, they are discussing the appropriate time for decision making and the value that could be delivered. They are applying the following technique:

A. Value stream mapping

B. Backlog management

C. Story mapping

D. Real options

ANSWER: D

Explanation:

Real options is correct because it provides a disciplined way to consider alternatives when making an immediate, irreversible commitment may not be necessary or beneficial. In agile analysis, a real option represents a choice that has value because the team can preserve flexibility while uncertainty is reduced. The team considers the value available from each alternative, the cost of keeping the option open, and the point at which a decision must be made. This supports deciding at the last responsible moment: delaying commitment only while doing so creates useful learning or preserves a valuable opportunity, rather than simply postponing work.

When delivery-team members discuss both the timing of a decision and the value that could be delivered, they are evaluating precisely the two central dimensions of real options: the potential benefit of exercising an option and the timeframe in which that option remains available. This enables informed choices about whether to act now, gather more information, or retain multiple alternatives temporarily. The technique is especially useful where market conditions, technical feasibility, customer needs, or dependencies are uncertain. IIBA's Agile Analysis Certification is grounded in agile analysis practices that emphasize value delivery and adaptive decision-making; see the IIBA Agile Analysis Certification overview and the BABOK Guide resources.

QUESTION NO: 9

During a delivery team meeting, some members of the team are confused about the “time” dimension depicted on a story map. After some discussion they conclude it describes:

A. User story implementation order

B. The project timeline

C. Sequence of activities a user follows

D. Time to complete stories

ANSWER: C

Explanation:

Sequence of activities a user follows is correct. In a user story map, the horizontal dimension represents the flow of work from the user’s perspective: the activities, tasks, or steps a person takes as they pursue an outcome. This left-to-right arrangement is often described as the narrative flow or user journey. For example, in an online shopping experience, the map might move through browsing products, selecting items, reviewing a cart, providing delivery details, paying, and tracking an order. The sequence makes the overall user experience visible and gives the delivery team a shared context for discussing needs and dependencies.

Story mapping is an agile analysis technique that organizes detailed user stories beneath the higher-level activities in that journey. The team can then use the vertical arrangement to discuss relative importance and identify a thin, coherent slice of the experience for an initial release. Understanding the horizontal axis as the user’s activity sequence helps ensure that releases deliver an end-to-end, usable workflow rather than a disconnected collection of features. See the Agile Alliance description of user story mapping and Jeff Patton’s story mapping overview.

QUESTION NO: 10

The team is discussing what analysis performed at the initiative level should include. They realize this analysis will support a number of key decisions, particularly decisions around the:

A. Needs and the solution that will satisfy those needs

B. Objectives and strategies to meet those objectives

C. Problem and the system that will address that problem

D. Strategy and identifying actions that will address that strategy

ANSWER: A

Explanation:

Needs and the solution that will satisfy those needs is correct because initiative-level analysis focuses on understanding a business need sufficiently to decide on an appropriate course of action and the solution approach that is expected to deliver value. At this level, analysis is not limited to detailed delivery requirements. Instead, it frames the need or opportunity, explores the possible solution direction, evaluates expected value and feasibility, and provides the information decision makers need to determine whether and how the initiative should proceed.

In agile analysis, this work establishes a shared understanding of the desired outcome while retaining enough flexibility for details to emerge through iterative delivery. The initiative provides the context that connects a need with a solution that can address it, including the rationale for investment and the boundaries within which teams will deliver value. This supports decisions such as whether the proposed solution is worth pursuing, what outcome it should achieve, and how the initiative aligns with broader organizational goals. IIBA’s Agile Analysis Certification describes agile analysis as applying business analysis practices in agile contexts, while the BABOK Guide’s business analysis perspective emphasizes enabling change by defining needs and recommending solutions that deliver value. See IIBA Agile Analysis Certification and IIBA BABOK Guide.

QUESTION NO: 11

While working at the strategic level, how much detail should a team develop about any given initiative?

A. Enough details to understand the need and enable development of potential solutions

B. Enough details to prioritize the initiative in the context of the enterprise

C. Enough details to begin detailed design and analysis

D. Enough details for any stakeholder to understand scope

ANSWER: B

Explanation:

Enough details to prioritize the initiative in the context of the enterprise is correct. At the strategy horizon, agile analysis supports enterprise-level decisions about which initiatives deserve investment, sequencing, and attention. The team needs a proportionate level of information about the initiative's intended outcomes, expected value, alignment to strategic goals, key risks, and broad effort or cost considerations. This enables decision makers to compare the initiative meaningfully with other potential investments in the organization's portfolio.

IIBA's agile analysis guidance emphasizes applying just enough analysis for the current horizon and decision, rather than elaborating details prematurely. Strategic initiatives are inherently uncertain and may be reshaped, deferred, or stopped as organizational priorities and market conditions change. Developing only the information needed for portfolio prioritization preserves options, reduces waste, and allows analysis to become more detailed later if and when the initiative is selected for further exploration and delivery. This approach maintains focus on value realization and supports timely, evidence-informed strategic decisions. See IIBA's Agile Extension to the BABOK Guide and its overview of business analysis standards.

QUESTION NO: 12

The team has written a user story and is discussing the observable conditions that must be satisfied before the solution owner will accept the completed work. These conditions are:

A. Acceptance criteria

B. Definition of scope

C. Release objectives

D. Technical constraints

ANSWER: A

Explanation:

Acceptance criteria is correct because acceptance criteria describe the conditions that a solution component must meet to be accepted as satisfying a user story. They create a shared understanding among stakeholders, developers, and testers about the expected behaviour and outcomes of the work.

Acceptance criteria are developed collaboratively and are refined to the level needed for implementation and validation. They do not prescribe every technical detail; instead, they provide clear evidence that the story delivers the intended result. They can be expressed as rules, examples, or behaviour-driven scenarios. See the Agile Alliance guidance on acceptance criteria and the IIBA Agile Analysis Certification overview.

QUESTION NO: 13

The team recognizes that agile business analysis is a human-centric activity. This is embodied in the following value statement:

A. Individuals and interactions over process and tools

B. Following a plan over responding to change

C. People are right and tools are wrong

D. Stimulate collaboration and avoid waste

ANSWER: A

Explanation:

Individuals and interactions over process and tools is correct because it is the Agile Manifesto value that explicitly places people, communication, and collaboration at the center of agile work. Agile business analysis depends on analysts, delivery-team members, customers, and other stakeholders developing a shared understanding of needs, outcomes, assumptions, and priorities. Direct, meaningful interaction enables the team to discover information quickly, clarify ambiguity, negotiate trade-offs, and adapt its understanding as learning occurs.

Calling agile analysis human-centric does not mean that processes and tools have no value. Rather, processes and tools support the work; they do not replace the judgment, empathy, conversation, and collaboration needed to deliver value. This priority is particularly relevant when eliciting needs, refining backlog items, facilitating workshops, and validating whether a solution addresses the real stakeholder problem. The value is stated directly in the Manifesto for Agile Software Development. It also aligns with the IIBA Agile Analysis Certification's focus on applying an agile mindset and analysis practices to help teams deliver customer value; see the IIBA-AAC certification overview.

QUESTION NO: 14

While developing the initial backlog, the team working at the Initiative Horizon determines they will need to prioritize and sequence solution components:

A. Once only and during release planning

B. Whenever it is demanded by management

C. At the end of each release

D. Multiple times throughout the course of an initiative

ANSWER: D

Explanation:

Multiple times throughout the course of an initiative is correct because prioritization and sequencing are continuous agile analysis activities, not one-time planning events. At the Initiative Horizon, the team establishes an initial view of the work needed to achieve the intended business outcome, including significant solution components and their relative order. That view must then be revisited as learning occurs. Stakeholder feedback, delivery results, newly discovered dependencies, changes in business conditions, risks, technical information, and evolving understanding of value can all affect what should be delivered next.

IIBA's agile analysis guidance emphasizes ongoing collaboration and progressive elaboration: plans and backlogs are refined as the team gains knowledge, rather than being fixed at the beginning. Reprioritizing throughout the initiative helps ensure that the highest-value outcomes remain the focus and that sequencing reflects current constraints and opportunities. The initial backlog is therefore a starting point for informed delivery decisions, while continuing prioritization keeps the initiative aligned with desired outcomes over time. See IIBA's Agile Analysis Certification (IIBA-AAC) overview and the Agile Alliance's Agile 101 resources on adaptive planning and iterative delivery.

QUESTION NO: 15

The team acknowledges analysis related work during delivery includes clearing obstacles, handling story related issues, clarifying implementation items and:

A. Communicating status to inform stakeholders

B. Updating project plans to ensure accurate reporting

C. Learning from this work to avoid similar issues in the future

D. Tracking this work to ensure alignment

ANSWER: C

Explanation:

“Learning from this work to avoid similar issues in the future” is correct because analysis during the Delivery Horizon is iterative and extends beyond resolving the immediate issue. Agile analysis supports the team as it delivers usable increments, including responding to questions, addressing impediments, and developing a shared understanding of implementation details. Crucially, the team also uses what it learns during delivery to improve subsequent work. For example, a recurring clarification may reveal that a refinement practice needs strengthening, while an implementation obstacle may expose an assumption, dependency, or technical constraint that should be surfaced earlier.

This learning creates a feedback loop between delivery activities and future analysis. It enables the team to adapt its collaboration practices, backlog refinement, acceptance criteria, discovery activities, and ways of working based on real delivery evidence. Such continuous learning is consistent with agile principles: teams regularly reflect on how to become more effective and then adjust their behavior accordingly. IIBA’s agile analysis guidance emphasizes adapting analysis to the delivery context and supporting continuous value delivery. See IIBA’s Agile Business Analysis knowledge hub and the Principles behind the Agile Manifesto, particularly the principle of regular reflection and adjustment.

QUESTION NO: 16

The delivery team discusses how to maintain the integrity of their backlog items. They decide to?

A. Delay changes until they are caught up

B. Develop a business case for all changes

C. Monitor stories and features for staleness

D. Ensure all changes are approved

ANSWER: C

Explanation:

Monitor stories and features for staleness is correct because backlog integrity depends on keeping backlog content current, relevant, and usable for ongoing delivery decisions. A story or feature can become stale when its underlying business need, assumptions, dependencies, priority, or solution context changes over time. Regularly monitoring items for staleness enables the team and stakeholders to identify work that needs to be refined, reprioritized, updated, split, deferred, or removed before it consumes effort or creates confusion.

This is a continuous backlog-management practice rather than a one-time governance activity. It supports an agile mindset by ensuring that upcoming work represents the best current understanding of value and need, while preserving transparency about items that may no longer be appropriate. During refinement and planning, the team can use staleness as a signal to revisit acceptance criteria, dependencies, and alignment with product goals. This helps maintain a healthy backlog that can reliably guide iterative delivery. The IIBA Agile Extension discusses monitoring stories and features for staleness as a means of maintaining backlog integrity. See the IIBA Agile Extension to the BABOK Guide and IIBA’s BABOK Guide resources.

QUESTION NO: 17

The delivery team produces a document driven by agile business analysis activities and uses this to support discussions and change. This indicates:

A. Documentation is not needed and should be replaced with customer collaboration

B. Documentation provides value and should be created if it has an intended purpose

C. Working solutions can replace the need for any documentation

D. Documentation should be produced to record any interactions

ANSWER: B

Explanation:

Documentation provides value and should be created if it has an intended purpose. In agile business analysis, documentation is a useful means to communicate, explore, validate, and evolve a shared understanding of needs and solutions. The deciding factor is not whether an item is formally called a “document,” nor whether it is comprehensive; it is whether the information is useful to the team and stakeholders. In this case, the delivery team actively uses the material to support conversations and respond to change. Those uses give the documentation a clear purpose and make it valuable. Agile practice therefore supports producing information in an appropriate form and level of detail when it helps delivery, rather than treating documentation as an end in itself. This aligns with the Agile Manifesto’s preference for working software over comprehensive documentation: the statement expresses a value preference, not a prohibition on documentation. Documentation that enables effective collaboration, clarifies decisions, records sufficiently stable knowledge, or facilitates adaptation can be an important agile analysis outcome. IIBA’s agile analysis guidance likewise treats analysts as enabling shared understanding and ongoing learning throughout delivery. See the Manifesto for Agile Software Development and IIBA’s Agile Analysis Certification overview.

QUESTION NO: 18

A team demonstrating the following characteristics:

- Expects rapid change
- Incorporates learning & feedback
- Has a preference for shorter time frames
- Treats plans as testable hypothesis is following planning practices that are described as:

A. Predictive and adaptive

B. Adaptive and hypothesis

C. Iterative and predictive

D. Iterative and adaptive

ANSWER: D

Explanation:

Iterative and adaptive is correct because the described team plans in short cycles, learns from feedback, and deliberately revises its direction as new information emerges. Iterative planning means planning and delivering work in repeated, shorter time frames. Each iteration provides an opportunity to inspect outcomes, validate assumptions, and use what was learned to refine the next set of planned work. This supports the stated preference for short time horizons and ongoing learning.

Adaptive planning recognizes that change is expected rather than exceptional. Instead of treating an initial plan as fixed, the team treats it as a testable hypothesis: its assumptions are evaluated through delivery, stakeholder feedback, and changing conditions. The plan is then adjusted to maintain focus on the highest-value outcomes. This approach is particularly suitable where uncertainty is high and requirements or solution details must emerge through collaboration and evidence. The Agile Extension to the BABOK Guide describes agile planning as iterative and adaptive, with plans evolving in response to feedback and learning. See the Agile Extension to the BABOK Guide and the IIBA Business Analysis Standard.