

CBAP®/ CCBA® Study Group

Pop Quiz – BABOK® v3, Mini Practice Exam

Study Group Participant Name: \_\_\_\_\_

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1. Which technique uses a fishbone diagram to identify and organize possible causes of a problem?
  - a) Sequence Diagrams
  - b) Business Model Canvas
  - c) \*\*Root Cause Analysis
  - d) Decision Analysis
  
2. Which of the following is not a limitation of the Lessons Learned technique?
  - a) Honest discussion may not occur if participants try to assign blame during these sessions.
  - b) Participants may be reluctant to document and discuss problems.
  - c) Proactive facilitation may be required to ensure that the discussions remain focused on solutions and improvement opportunities.
  - d) \*\*This technique is costly to execute.
  
3. In the 1980's, there were two rival formats of video cassettes and players: Betamax and VHS. While Betamax was of higher quality than VHS, the cost of purchasing Betamax cassettes and players was higher. Customers opted for VHS over Betamax. Very few customers buy Betamax players and cassettes today. Sony was looking at what to do with its Betamax solution. Sony has announced that they would discontinue the production of the Betamax video cassette in March 2016. This is an example of which Recommended Action?
  - a) Avoid waste
  - b) Reduce Complexity of Interfaces
  - c) Eliminate Redundancy
  - d) \*\*Retire the Solution
  
4. Which of the following roles is involved in a workshop?
  - a) Sponsor
  - b) Facilitator
  - c) Scribe
  - d) \*\*All of the above
  
5. Which technique makes use of a graphic representation with a main topic, sub-topics, branches, colour and images?
  - a) Brainstorming
  - b) Functional Decomposition
  - c) \*\*Mind Mapping
  - d) All of the above

6. Which of the following is not a variation of a data model?
  - a) Conceptual Data Model
  - b) \*\*Contextual Data Model
  - c) Logical Data Model
  - d) Physical Data Model
  
7. Billy the BA is working on an engagement in the healthcare sector. He is using a BA technique that bringing together a representative group of stakeholders to collaborate on achieving a common goal. The goal is to reduce patient wait times in the emergency room. He has brought together representatives from Finance, HR, emergency doctors and emergency room nurses to talk about the current problems, patient intake processes and how to reduce patient wait times. He has a scribe to help him record the elicitation results. The scribe is also playing time-keeper. What technique is described here?
  - a) Focus Group
  - b) Interview
  - c) Collaborative Games
  - d) \*\*Workshops
  
8. What are the inputs of the Assess Requirements Changes task?
  - a) Requirements, Designs, Cost
  - b) Requirements, Traceability, Proposed Change
  - c) Requirements, Priority, Proposed Change
  - d) \*\*Requirements, Designs, Proposed Change
  
9. In the Information Technology perspective, how can changes to IT increase value?
  - a) Decreasing wasted effort
  - b) Increasing strategic alignment
  - c) Repairing problems
  - d) \*\*All of the above
  
10. When Beatrix the BA models requirements for the purchase order component of a solution, he describes the header information that shall be contained in a purchase order (eg. PO#, vendor#, customer name, customer address, PO date). He also describes the line item information that shall be contained on such a purchase order (eg. Item#, product code, product description, quantity, unit price). He states that a purchase line item cannot exist without a purchase order header. Which viewpoint is being applied as part of the requirements architecture?
  - a) Business process models
  - b) \*\*Data models and information
  - c) Audit and security
  - d) User interactions
  
11. When conducting stakeholder impact analysis, the BA needs to consider:
  - a) Functions
  - b) Locations
  - c) Concerns

- d) **\*\*All of the above**
12. If a BA elicits, confirms and communicates necessary or desired characteristics of proposed solutions they are applying which business analysis core concept in the BACCM™?
- a) Context
  - b) Need
  - c) **\*\*Solution**
  - d) Value
13. Ben, the BA, is working with a group of stakeholders who have never worked with a BA before. They are uncertain about the business analysis activities that Ben is performing and why they are being performed, particularly where it involves their participation. They think that some of the activities are a waste of time. To address their concerns, Ben decided to conduct performance analysis to ensure that his BA activities were continuing to deliver value to those stakeholders. Which BA core concept is Ben addressing?
- a) Risk
  - b) **\*\*Value**
  - c) Stakeholders
  - d) Context
14. Solution Scope is used as a guideline when Validating Requirements in order to achieve which of the following:
- a) **\*\*Ensures the requirements that provide benefit are within the scope of the desired solution**
  - b) Used to understand the challenges that exist within the enterprise
  - c) Provides collaboration and communication approaches
  - d) provides results of previous assessments that should be reviewed
15. During Solution Evaluation, if a BA is evaluating how a solution or solution component is fulfilling the need, the BA is addressing which BA Core Concept:
- a) Change
  - b) **\*\*Need**
  - c) Solution
  - d) Stakeholder
16. Which of the following is not an effectiveness measure of Leadership and Influencing?
- a) **\*\* Ensuring that participants in a discussion correctly understand each other's positions**
  - b) Reduced resistance to necessary changes
  - c) Effective use of collaboration techniques to influence others
  - d) Re-framing issues so alternate perspectives can be understood and accommodated to influence stakeholders towards shared goals.
17. Which of the following attributes is predicted in the Estimation technique?
- a) **\*\*Costs of operating the solution**
  - b) Quality of requirements
  - c) Opportunities presented by factors external to the organization
  - d) Solution performance measures

18. Which of the following is a technique in the Approve Requirements task?
- a) Functional Decomposition
  - b) \*\*Acceptance and Evaluation Criteria
  - c) Financial Analysis
  - d) Decision Modeling
19. To be considered accurate and reliable, the results of performance measures should be:
- a) Validated and consistent
  - b) \*\*Reproducible and repeatable
  - c) Precise and complete
  - d) Vast and targeted
20. Which of the following is not an example of a non-functional requirement?
- a) 98% of sandwich orders within a given day at a submarine sandwich chain restaurant must be correct.
  - b) An airline's flights must not be delayed by more than 30 minutes 90% of the time over a given month.
  - c) \*\*All existing seven-digit phone numbers must be converted to ten-digit phone numbers that include area code before the telemarketing team will be able to use the new auto-dialer feature of the solution.
  - d) It must take no more than 15 seconds to perform a database search.
21. When ordering a pizza online, the customer can specify the quantity of each size of pizza being ordered, the toppings on each pizza the type of crust, the method of payment and delivery address and time. The online order can be placed from any computer or mobile device with internet access. This is in contrast to the traditional phone ordering method where the customer may be put on hold for long periods of time, waiting for a representative to take their order and pose a risk that the order will be taken incorrectly. If you were to evaluate the solution performance of the online solution, you might identify which of the following as qualitative measures of the solution?
- a) Cost to the pizza company for each transaction
  - b) Speed to place an order
  - c) Rate of order accuracy
  - d) \*\*Level of control that the customer has
22. In the Business Intelligence perspective's impact on the Strategy Analysis knowledge area, the business analyst can add value by:
- a) \*\*Exploring and evaluating opportunities for additional value that are enabled by a BI solution
  - b) Avoiding waste
  - c) Reducing Complexity of Interfaces
  - d) Performing gap analysis between existing data and possible data outcomes from a BI solution
23. Which of the following assumptions are made in an agile environment?
- a) \*\*Changing requirements are welcome
  - b) Agile initiatives have fully engaged customers and empowered SMEs

- c) Ideally, team membership is constant and members are not continually being moved to other teams
  - d) All of the above
24. Suppose an interviewer does not have a predetermined format of questions or order of questions. What type of interview is being used in this elicitation technique?
- a) Structured Interview
  - b) \*\*Unstructured Interview
  - c) Ad-hoc Interview
  - d) Brainstorming Interview
25. Which of the following is not an example of requirements quality when performing the Verify Requirements task?
- a) Testable
  - b) Unambiguous
  - c) \*\* Repeatable
  - d) Concise
26. Which of the following approaches can be used in the Observation technique?
- a) \*\*Passive/Unnoticeable
  - b) Interactive
  - c) Iterative/Incremental
  - d) Top-Down/Bottom-Up
27. Which of the following is a limitation of the Business Cases technique?
- a) \*\*Frequently not updated once funding for the initiative is secured
  - b) Provides a detailed analysis of costs and benefits
  - c) Requires special expertise to practice
  - d) Provides guidance for ongoing decision making throughout the initiative
28. Estimation is used to support decision making by predicting which of the following attributes?
- a) Cost and effort to pursue a course of action
  - b) Expected solution benefits
  - c) Business performance
  - d) \*\*All of the above
29. "As a customer service agent at a retail store, Bobby needs to be able to refund customers for items that they are returning. Refunds need to be issued in the same method in which the item was paid. For example, if the customer paid for the item by credit card, Bobby needs to be able to issue a credit against the same credit card." This is an example of which technique?
- a) User Story
  - b) \*\*Use Case
  - c) Decision Modelling
  - d) Functional Decomposition
30. What is the output of the Identify Business Analysis Performance Improvements task?

- a) \*\*Business Analysis Performance Assessment
  - b) Business Analysis Approach
  - c) Business Analysis Information Management Plan
  - d) Lessons Learned
31. “Full and prompt disclosure of potential conflicts of interest” is an effectiveness measure of which behavioural characteristic?
- a) Personal accountability
  - b) Trustworthiness
  - c) Adaptability
  - d) \*\*Ethics
32. “Ensuring that participants in a discussion correctly understand each other’s positions” is an effectiveness measure of which interaction skill?
- a) Teamwork
  - b) Leadership and Influencing
  - c) \*\*Facilitation
  - d) None of the above
33. What are the inputs of the Recommend Actions to Increase Solution Value task?
- a) \*\*Solution Limitations and Enterprise Limitations
  - b) Financial Limitations and Enterprise Limitations
  - c) Stakeholder Concerns and Solution Limitations
  - d) Business Analysis Approach and Enterprise Limitations
34. Why would Financial Analysis be used as a technique in the Assess Risk task?
- a) \*\*It is used to understand the potential effect of the risks on the financial value of the solution
  - b) It is used to determine the sunk costs on preparing the business case
  - c) It is used to perform a cost-benefit analysis on conducting a requirements workshop versus interviews
  - d) None of the above
35. Which of the following is not typically a factor that influences prioritization?
- a) Penalty
  - b) Benefit
  - c) Stability
  - d) \*\*Requirements gathering
36. When a BA tailors the requirements and designs so that they are understandable and usable by each stakeholder group, the BA is applying the Stakeholder core concept against which knowledge area?
- a) Requirements Life Cycle Management
  - b) \*\*Requirements Analysis and Design Definition
  - c) Underlying Competencies
  - d) Elicitation and Collaboration

37. Becky the BA is working on a very challenging project for a government department. There has been a directive from the executive level to overhaul a social benefits program that the department offers to the public. Larry, a long-time employee is resistant to the change and has decided not to show up at Becky's meetings. Curly, a recently university grad is a new employee and he has lots of ideas on how the program can be re-engineered. But his ideas may have negative impacts on other programs that the department delivers. Moe is a middle-level manager in the policy area of the department and he is very risk-averse to change. Becky tries her best to communicate the common goals that the program overhaul are meant to achieve. She tries to get creative to get Larry, Curly and Moe to provide their input on the requirements. Having observed that each stakeholder has his unique characteristics and his own view of the project, Becky also makes note of which communication techniques worked or didn't work with each of them. She is putting in a lot of effort to get all three stakeholders to work toward the common goals to be achieved by overhauling the program. Which BA task is Becky performing?
- Plan Stakeholder Engagement
  - Confirm Elicitation Results
  - \*\*Manage Stakeholder Collaboration
  - Prioritize requirements
38. Which of the following is not an example of maintaining requirements for re-use?
- Defining requirements for website templates that can be applied to multiple government departments
  - \*\*Converting pensioners' phone numbers from a 7-digit format to a 10-digit format in a database to allow easier searching and reporting
  - A housing development company developing standard questions to ask home buyers to assist in the configuration of their new house (eg. Number of bedrooms, which lot in the neighbourhood they want, what kind of flooring they want)
  - A multi-national retail company rolling out a negotiation skills workshop that will be delivered to sales staff in Europe first, then North America, then Latin America and Africa and Asia.
39. Which of the following should the BA consider when assessing a proposed change to a requirement?
- Affects value delivered to the business or stakeholder groups
  - Aligns with overall strategy
  - Impacts time to deliver or resources required to deliver the value
  - \*All of the above
40. Which of the following is not a typical technique used to Conduct Elicitation
- Concept modeling
  - Data mining
  - Brainstorming
  - \*\*Vendor assessment
41. A retail business wants to be able to do market analysis to see what are the top major Canadian cities (by \$ spend) for spend on its automotive products and services. When customers come to its retail stores for automotive parts and services, the clerks manually enter details about the customers' purchases into a database. The company knows that it needs to collect customer

postal codes in order to be able to report on purchases by location. The different postal codes can then be grouped to identify purchases by major Canadian city. The system allows the clerks in the stores to type in the postal codes manually – in some cases they enter “n/a” if the customer is from the US. Bill, a BA working on a report for the market analysis initiative identifies a capability gap the currently prevents the company from being able to report on purchases by city. What is this gap?

- a) A gap in functions
  - b) A gap in training
  - c) \*\*A gap in data and information
  - d) A gap in processes
42. What are the six core concepts that make up the Business Analysis Core Concept Model?
- a) Change, Risk, Solution, Stakeholder, Value, and Context.
  - b) \*\*Change, Need, Solution, Stakeholder, Value, and Context.
  - c) Change, Need, Constraint, Stakeholder, Value, and Context.
  - d) Change, Need, Solution, Stakeholder, Scope, and Context.
43. Which of the following is NOT a step of the Plan Business Analysis Communication task?
- a) \*\*Identify stakeholders
  - b) Determine communication frequency
  - c) Determine communication formality
  - d) Consider geographic distribution of stakeholders
44. If a BA decides on a business analysis approach where solution iterations are defined to arrive at a best solution, what type of business analysis approach is this?
- a) Recursive
  - b) Analytical
  - c) \*\*Adaptive
  - d) Predictive
45. What are the inputs to the Plan Business Analysis Governance task?
- a) \*\*Plan Business Analysis Approach and Stakeholder Engagement Approach
  - b) Plan Business Analysis Approach and Conduct Elicitation
  - c) Communicate Business Analysis Information and Stakeholder Engagement Approach
  - d) Assess Risks and Plan Business Analysis Approach
46. Which of the following is not a common requirements attribute?
- a) Absolute reference
  - b) \*\*Preference
  - c) Priority
  - d) Complexity
47. Boris, the BA is working in a highly-regulated government department. He is working on a project that involves the replacement of 15 legacy reporting systems with a single system. There are many stakeholder groups that he needs to consult with in order to make sure their requirements are elicited and documented. Patricia, the project sponsor, has stated that the new single system, the existing users and new users of the new system, and the processes by which the

different user groups will use the system must be well defined before the solution is even built.

What type of business analysis approach should Boris employ?

- a) Recursive
- b) Comprehensive
- c) \*\*Predictive
- d) Adaptive

48. Which of the following statements is true of Transition requirements?

- a) \*\*They are not needed once the change is complete
- b) They must continue to be met indefinitely by the long-term solution
- c) They don't exist in an agile implementation
- d) They don't need to be included in a traceability matrix

49. When applying the Interviews technique, successful interviewing depends on all of the following, EXCEPT:

- a) Skill of the interviewer in documenting discussions
- b) Level of understanding of the domain by the interviewer
- c) \*\*Attitude of the interviewee toward business analysis
- d) Rapport of the interviewer with the interviewee

50. Beatrix the BA has documented the following two requirements in his requirements traceability matrix: 1) The finance user must be able to enter a dollar amount that exceeds the standard tax amount on a purchase order line item and 2) A validation rule must be enforced on a purchase order to ensure that standard tax amounts are not exceeded. These two requirements do not meet which of the following quality characteristics:

- a) Concise
- b) Atomic
- c) Prioritized
- d) \*\*Consistent