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QUESTION 1

An insurance company wants to implement a business intelligence solution to consolidate data from various different internal systems to provide a better understanding of their customer base.

A business analyst (BA) is engaged to put together a tender (bid) to be sent to various business intelligence providers and implementation partners. Among other information, the business analyst requests the following:

Licensing costs for Year 0 based on meeting 1 Central Processing Unit (CPU) license Licensing costs for specific user types such as Report Creators. Online Analytical Processing (OLAP) users and Power uses Predicted licensing costs for renewing in Years 1 ad 2 Full implementation costs

After reviewing the received vendor responses the project team shortlists the candidates to 3 and the BA structures the received information as follows: The BA also conducts a sensitivity analysis to compare the expected costs should the company\\s needs grow based on the following information:

		Company A	Company B	Company C
License Costs	Year 0	\$323,458	\$373,355	\$400,244
	Years 1 and 2 Total	\$270,092	\$202,086	\$214,096
Implementation Costs		Phase Ia: 28,500 fixed price (30 days) Phase Ib: 55,000 fixed price (60 days) Phase 2: 121.500 fixed price (120 days)	150 days @ \$1,500 per day	159 days @ \$1,350 per day
Travel Expenses		\$10,000	\$10,000	\$10,000

Scenario 1: Ten extra report creator, 1 extra OLAP user and 1 extra power user licenses and 2 extra CPU licenses

Scenario 2: Twenty five extra report creator, 1 extra OLAP user and 1 extra power user licenses and 3 extra CPU licenses

		Company A	Company B	Company C
Cost Increase	Price change per CPU	\$20,000	\$50,000	\$217, 978
	Report Creator license cost	N/A	\$2,070	\$1,589
	OLAP user license cost	N/A	\$2,070	\$1,000
	Power user license cost	N/A	\$3,970	\$789

What is the time difference in days between the shortest and longest implementation?

- A. 39
- B. 51
- C. 60
- D. 19

Correct Answer: B

QUESTION 2

A utility company found that its current billing system charges customers for their usage, but does so incorrectly when the system estimates reads on meters rather than performs actual reads. Company stakeholders would like to improve this aspect of the system but are hesitant to make changes because they are otherwise pleased with the system. A business analyst (BA) has completed a current state diagram and would like to start discussions on what the future state may look like. What information can the BA determine by having a current state diagram?

- A. The strengths and weaknesses of the current system
- B. The cost/benefit measures for the new system
- C. The change management plan for implementation
- D. The needs for the future state solution

Correct Answer: D

QUESTION 3

When do change requests generally increase in a project?

- A. During the project's launch.
- B. Towards the beginning of the project.
- C. During the project scope management processes.
- D. Towards the end of the project.

Correct Answer: D

QUESTION 4

A local manufacturer that serves about 1000 retail stores is experiencing a slow yet steady decrease of its customer base over the last couple of years. Attributing the situation to increased competition, management has hired a team of sales representatives to attract new clients and promote the manufacturer's products. However, after four months there is still no progress. Management has engaged a business analyst (BA) to investigate this issue.

What should the BA do first?

- A. Perform market research to identify on which competitive advantages the sales team should focus
- B. Create a training program to close potential skill gaps for the sales team
- C. Review historic sales and related data to understand what is happening to the customer base

D. Identify appropriate training providers and send out a request for proposal

Correct Answer: C

QUESTION 5

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

Correct Answer: B

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