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**QUESTION 1**

A team of business analysts (BAs) were assigned to review an enhancement request that would involve changes in a stockroom and the inventory of products. The changes will impact several groups of people and the amount of savings is in excess of \$1 million dollars. The recommended process improvement will be presented to management for approval.

What should the team do first?

- A. Create a business case
- B. Produce an organizational model
- C. Define the change strategy
- D. Validate the cost savings

Correct Answer: C

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**QUESTION 2**

You have identified a task in your task list that cannot be completed until the inspector for the project signs off on the initial deliverables.

The inspector's signoff on the initial deliverables is called what?

- A. Assumption
- B. Dependency
- C. Milestone
- D. Constraint

Correct Answer: B

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**QUESTION 3**

A business analyst (BA) is outlining who should participate in an upcoming requirements elicitation meeting.

From whom should the BA obtain approval before selecting the participants?

- A. Sponsor
- B. End user
- C. Project manager
- D. Subject matter expert

Correct Answer: C

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#### QUESTION 4

A national branch of a global company is struggling to improve business processes of its Public and Government Affairs (PGA) department. To work with external stakeholders effectively, PGA employees need to collect, manage, and exchange a vast amount of information. Complex cases involve collaboration of many employees from different departments. The ability to share information and to coordinate corresponding activities is crucial for the company's growth plans. Their current tools and practices do not serve the purpose well. The existing system, which was deployed a couple of years ago, has only a few active users. The majority of PGA employees avoid using it because the system is hard to use and lacks needed functionality. Consequently, available information is mostly unstructured and stored either locally or on a shared network drive. Some of the information exists only in a paper form.

The branch's PGA head, who sponsors the project, wants to implement a configurable solution that two other branches successfully deployed several months ago. Both deployments were done by three solution consultants, who will be available to assist in the project. They will be responsible for tailoring the solution to PGA needs, as well as for training the PGA staff. With their help, the sponsor plans to complete the project in approximately three months.

The solution consultants reside in another country 7 hours ahead of the rest of the project team. They will be available part-time, but are planning two one-week long trips to the PGA central office to conduct initial training and to participate in the final deployment of the system into production. The consultants, in turn, expect a business analyst (BA) to assist in collecting necessary data and defining customization requirements.

A BA suggests interviewing employees to elicit user requirements and then performing a gap analysis to identify solution customization requirements. However, the sponsor believes that it will be a waste of time because the employees do not know how the process should work in the future. The sponsor expects the solution to help shape their process and wants to start with the solution as is, amending it as necessary based on the user feedback.

What should the BA do?

- A. Deploy the current solution and survey users for improvement proposals.
- B. Utilize the solution in a test environment with actual data to elicit feedback.
- C. Collect the requirements from the sponsor and domain subject matter experts.
- D. Explain the benefits of interviews to the requirements elicitation process.

Correct Answer: A

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#### QUESTION 5

A project is implemented using a predictive approach. Unfortunately, a lot of change requests (CR) have been raised. A project manager (PM), who should approve each change request, is overworked. What could the business analyst (BA) propose to make things better?

- A. Approve the CRs independently for the PM
- B. Transfer responsibility from the PM to a project's sponsor
- C. Revisit the Business Analysis Governance approach
- D. Decline CRs because of the approach

Correct Answer: C

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