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### QUESTION 1

Which element of the process of assessing the capability gaps is best described as gathering as much enterprise architecture information as is available about the current state of the organization and the areas affected by the business need?

- A. Current capability analysis
- B. Current organizational needs assessment
- C. Enterprise architecture assessment
- D. Snapshot baseline

Correct Answer: A

Current capability analysis is an approach of assessing the organization's capability gaps. This process reviews the process and helps determine what capabilities exist now and how large the gap may be.

Answer: C is incorrect. This isn't a valid assessment type so this choice is not valid.

Answer: B is incorrect. This isn't a valid assessment type so this choice is not valid.

Answer: D is incorrect. This isn't a valid assessment type so this choice is not valid.

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### QUESTION 2

A facilities management company has an ambitious growth plan of doubling the revenue of their office waste recycling service over the next 12 months. The business analyst (BA) plans to define the objectives and align them with the enterprise's vision, mission and goals. What element of 'SMART' goals would this objective refer to?

- A. Relevant
- B. Measureable
- C. Specialized
- D. Achievable

Correct Answer: A

There is a well-known test for assessing objectives in terms of how well they have been defined, called SMART. The SMART test works as follows:

Specific: Is your objective specific; does it describe a specific outcome or result?

Measurable: Is the outcome or result measurable?

Achievable: Is this objective feasible or achievable?

Relevant: Is this objective aligned and relevant to the organization's vision and goals?

Time-bound: What is the timeframe for this objective to be achieved?

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### QUESTION 3

Business needs do not always originate from the business analyst or from business owners. There are several stakeholders which may identify or contribute to the identification of a business need. Which one of the following stakeholders are most likely to have the most direct awareness of problems that could lead to a business need?

- A. End users
- B. Business analysts
- C. Project managers
- D. Functional managers

Correct Answer: A

End users of a system are the stakeholders that are to have the most direct awareness of problems. The end users typically represent the largest group of stakeholders and are closest to the applications, services, and facilities where business needs may be represented.

Answer: C is incorrect. Project managers may be aware of business needs, but they aren't the most likely stakeholders.

Answer: D is incorrect. Functional managers oversee end users and other resources, but may not be the stakeholders closest to the need. Answer: B is incorrect. Business analysts can help identify and clarify the need, but this isn't the best choice for the question.

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### QUESTION 4

You are the business analyst for your organization. Your stakeholders have recently reviewed and approved the set of requirements that you've presented to them. You have now baselined the requirements. What does it mean to baseline the requirements in the light of this scenario? Choose the best answer.

- A. The baseline represents the final collection and approval of all requirements.
- B. The baseline represents the future set of physical deliverables.
- C. The baseline represents the approved set of requirements and no additional changes are allowed.
- D. The baseline represents the approved requirements and any changes must go through a change control system.

Correct Answer: D

Of all the choices, this is the best answer, as it acknowledges that although the current set of requirements is approved, any future changes to the requirements must pass through a change control system. Answer: B is incorrect. This statement is moderately true, but current requirements don't always equate to complete future deliverables. Answer: A

is incorrect. This statement is moderately true, but current requirements don't always equate to complete future deliverables. Answer: C is incorrect. This statement is not valid, as changes can enter the set of requirements through the change control process.

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#### QUESTION 5

In the life of a project, when do the number and impact of change requests often increase?

- A. During project planning
- B. Once the project scope is reviewed
- C. Towards the end of the project
- D. At the launch of the project

Correct Answer: C

As the life of the project draws towards its end, there's often an increase in the number of change requests. When change requests are made towards the end of a project, however, the cost and impact of the change increases significantly. Answer: D is incorrect. It's ideal for change requests, if they must happen, to happen at the launch of the project, not just at the end. Answer: A is incorrect. The best answer is that change requests must happen towards the end of project execution, not just project planning. Planning spans the entire life of the project. Answer: B is incorrect. Scope review happens early in the project and changes early in the project are easier to incorporate and manage than changes at the end of the project.

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