

Certified Business Analysis Professional

1. Given the cashflows below, which of the following is correct?

Item	Year 1	Year 2	Year 3	Year 4
Hardware cost	100,000			
Software cost	50,000	10,000	10,000	10,000
Maintenance cost	10,000	10,000	10,000	10,000
Savings	50,000	50,000	50,000	50,000

- A. The project pays back in year 4 of the project.
- B. The project does not pay back within the four year period.
- C. The project pays back in year 2 of the project.
- D. The project pays back in year 3 of the project.

Answer(s): B

2. The required competencies of a business analyst are classified into three categories. Which of the following is one of these three categories?

- A. Management Qualities.
- B. Business Knowledge.
- C. IT Skills.
- D. Project Skills.

Answer(s): B

3. When should benefits realization be carried out?

A. Immediately at the end of the project.

B. At the beginning of the project.

C. At the end of the finalized feasibility study.

D. Months or years after the end of the project.

Answer(s): D

4. Which of the following statement is TRUE about the process view of an organization?

A. It focuses on the customer of the organization.

B. It focuses solely on the internal view of the organization.

C. It focuses on the functions of an organization.

D. It focuses on the organizational structure.

Answer(s): A

5. As part of an investigation a Business Analyst has devised a form for users of an existing system to use to keep track of the tasks they undertake during their working day.

Which of the following describes this investigation technique?

A. Special purpose records.

B. Scenario analysis.

C. Questionnaires.

D. Activity sampling.

Answer(s): A

6. On a class diagram, what do the multiplicities represent?

A. The number of attributes held within each class.

B. The minimum and maximum number of operations in each class.

C. The minimum and maximum number of objects in each class.

D. The business rules for an association between two classes.

Answer(s): D

7. A well-formed requirement is said to comply with which of the following acronyms?

A. MOSCOW.

B. SMART.

C. OSCAR.

D. MOST.

Answer(s): B

8. Which stage in the waterfall model is considered as several separate stages in the V model?

A. Development.

B. Analysis.

C. Testing.

D. Design.

Answer(s): C

9. Which of the following terms may be used to describe the attitude of a stakeholder who is NOT in favour of the project but is probably not actively opposed to it?

A. Opponent.

B. Neutral.

C. Critic.

D. Blocker.

Answer(s): C

10. It has been suggested that five clerical posts can be abolished when a new computer system is implemented. Under which category of costs or benefits will this be recorded?

A. Tangible costs.

B. Tangible benefits.

C. Intangible costs.

D. Intangible benefits.

Answer(s): B

11. During which stage of the Business Analysis Process Model would a gap analysis be carried out?

A. Define requirements.

B. Analyse needs.

C. Evaluate the options.

D. Investigate situation.

Answer(s): B

12. A stakeholder has been classified as 'some' on both the power/influence and interest axes of a power/interest grid.

Which of the following would be an appropriate way of managing this stakeholder?

A. Keep on side.

B. Keep watching.

C. Keep informed.

D. Keep satisfied.

Answer(s): A

13. What is the first stage of the waterfall systems development lifecycle?

A. Plan.

B. Analysis.

C. Feasibility Study.

D. Strategic Vision.

Answer(s): C

14. Different reactions may be observed when a change to working methods is proposed. These reactions include:

A. Enthusiasm for the change.

B. Fear of the change.

C. Reduced performance on the job.

D. Reluctant acceptance of the change. Which of the following represents the typical sequence of these four reactions?

E. b, d, c and a.

F. a, b, c and d.

G. b, c, d and a.

H. a, b, d and c.

Answer(s): C

15. Business rules define how actions are to be performed. Under which of the following headings are business rules considered?

A. Explicit or implicit management statements.

B. Statutory and internal policies.

C. Constraints and operational guidance.

D. Negotiable and non-negotiable limitations.

Answer(s): C

16. What does the 'O' stand for in the CATVVOE analysis?

A. The objectives of the business system under review.

B. The opportunities for change in the business system under review.

C. The organization of the business system under review.

D. The owner of the business system under review.

Answer(s): D

17. In a particular organization it is common practice to call all managers by their first name. It is part of the culture of the organization. Newcomers are quickly corrected if they do not follow this informal approach.

What would knowing about this convention be classified as in Requirements Engineering?

A. Explicit individual knowledge.

B. Tacit individual knowledge.

C. Explicit corporate knowledge.

D. Tacit corporate knowledge.

Answer(s): D

18. In which of the following business analysis areas does the traditional systems analyst role primarily operate?

A. Quantifying costs and benefits.

B. Defining the needs of the business.

C. Implementing business changes.

D. Specifying IT system requirements.

Answer(s): D

19. A batch program runs every night to raise invoices. The next day these invoices are posted out to customers by a clerk. Customers pay the invoices with cheques. The cheques are then banked by a clerk. In this scenario, which of the following represents a business event?

A. System prints invoices.

B. Clerk sends invoices to customers.

C. Customer's cheque is received.

D. Clerk banks the cheque.

Answer(s): C

20. Which of the following investigation techniques involves following a user for one or two days in order to find out what a particular job entails?

A. Scenario analysis.

B. Protocol analysis.

C. Shadowing.

D. Activity sampling.

Answer(s): C
