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Which approach is best to take when a business analyst is assessing the solution options for a business need when there are relatively few criteria involved?

- ☒ A: Focus on the differences of the solutions.
- ☐ B: Focus on the implementation cost of the solutions.
- ☐ C: Focus on the commonalities of the solutions.
- ☐ D: Focus on the life cycle costs of the solutions.

**Explanation:** Answer option A is correct.

When there are only few criteria involved, it's often easiest and most direct to focus on the differences of the solutions.

Answer option C is incorrect. The commonalities of the solutions won't expose the weaknesses, strengths, and values between the solutions.

Answer option D is incorrect. The life cycle costs may be considered, but there are other elements that can be considered too.

Answer option B is incorrect. The implementation cost of the solution is usually considered, but it's the business value of the solutions that the business analyst should actually focus on.

### QUESTION: 142

Which stakeholder in the solution assessment task will provide information on technical constraints that could limit the solutions that may be implemented?

- ☒ A: Operational support
- ☐ B: Project manager
- ☐ C: Sponsor
- ☐ D: Suppliers

**Explanation:** Answer option A is correct.

Operational support can provide information on technical constraints that may limit the solutions that can be implemented.

Answer option D is incorrect. Suppliers provide information on the functionality associated with a particular solution option.

Answer option C is incorrect. The sponsor approves the expenditure of resources to purchase or develop a solution and approve the final recommendation.

Answer option B is incorrect. The project manager plans and manages the selection process of the solution.

### QUESTION: 143

Which one of the following statements best describes the purpose of allocating requirements?

- ☒ A: Maximize the business value.
- ☐ B: Increase productivity through efficiency.
- ☐ C: Optimize efficiency and link to productivity.
- ☐ D: Limit the risk exposure.

**Explanation:** Answer option A is correct.

The definition of allocating requirements is to allocate stakeholder and solution requirements among solution components and releases in order to maximize the possible business value given the options and alternatives generated by the design team.

Answer option D is incorrect. Allocating requirements isn't directly influenced by limiting the risk exposure, though it is a concern of the solution implementation.

Answer option B is incorrect. Productivity and efficiency aren't related to the solution and allocating requirements to the solution.

Answer option C is incorrect. Productivity and efficiency aren't related to the solution and allocating requirements to the solution.

### QUESTION: 144

A business analyst must consider the business value a solution brings in relation to the cost of implementing the desired solution. Suppliers will often be limited in the amount of requirements they can implement based on the allocated resources. If there are not enough resources to implement all of the solutions, what can the business analyst create to justify the additional funds for the implementation?

- ☐ A: Cost analysis
- ☒ B: Business case
- ☐ C: Benefits-cost ratio
- ☐ D: Risk assessment with positive risk analysis

**Explanation:** Answer option B is correct.

A business case is what the business analyst can create to justify the additional expense for the resources in order to gain more business value in the delivery. For example, adding more labor may generate costs, but the delivery may happen faster.

Answer option C is incorrect. Benefits-cost ratio may be part of the business case, but as a standalone factor, this isn't correct.

Answer option A is incorrect. Cost analysis will be part of the business case, but not on its own.

Answer option D is incorrect. Risk assessment with positive risk analysis isn't applicable to this scenario.

### QUESTION: 145

When a business analyst assists in the planning of the solution implementation, she must always consider the constraints for implementation. Which one of the following cannot be considered as an implementation constraint?

- ☒ A: Weather
- ☐ B: Business cycle timings
- ☐ C: Company policies
- ☐ D: Freeze periods

**Explanation:** Answer option A is correct.

Weather is not a constraint, but an assumption. Constraints are things that limit the business analyst's options on the implementation of a solution.

Answer option D is incorrect. Freeze periods are times of the business cycle when no disruptions are allowed, such as in busy production times.

Answer option C is incorrect. Company policies are the rules that may restrict how and when work may be implemented.

Answer option B is incorrect. Business cycle timings, like freeze periods, restrict when implementations can happen in the project.

### QUESTION: 146

There are many stakeholders that need to be involved in the allocated requirements. One of the stakeholders in the task will be responsible for verifying released and solution components. Which stakeholder has this responsibility?

- ☐ A: Project manager
- ☐ B: Operational support
- ☒ C: Tester
- ☐ D: Project team

**Explanation:** Answer option C is correct.

Tester is the stakeholder that will be responsible for verifying releases and solution components.

Answer option A is incorrect. The project manager is responsible for the work being done by the project team to complete the solution.

Answer option D is incorrect. The project team is technically not a stakeholder in the requirements allocation task.

Answer option B is incorrect. Operational support does not have the responsibility of verifying released components.

### QUESTION: 147

All of the following are inputs to the task assess organizational readiness except for which one?

- ☐ A: Enterprise architecture
- ☐ B: Stakeholder concern
- ☒ C: Risk register
- ☐ D: Solution Scope

**Explanation:** Answer option C is correct.

Risk register is a central repository of identified risks and their effect on the solution. It's primarily used in project management, not in the business analysis tasks. The correct four inputs are enterprise architecture, designed solution, solution scope, and stakeholder concern.

Answer option A is incorrect. Enterprise architecture is a valid input to the task assess organizational readiness.

Answer option D is incorrect. Solution Scope is a valid input to the task assess organizational readiness.

Answer option B is incorrect. Stakeholder concern is a valid input to the task assess organizational readiness.

### QUESTION: 148

You are the business analyst for your organization and you're working with your stakeholders to assess the organization's readiness for the solution. As part of this assessment, you'll perform a cultural assessment. What is the purpose of this assessment?

- ☐ A: To determine how the culture may affect the solution
- ☐ B: To determine if the change is feasible in the environment
- ☒ C: To determine if the stakeholders genuinely want the change to be successful
- ☐ D: To determine how the solution affects the stakeholders' culture

**Explanation:** Answer option C is correct.

The cultural assessment examines the beliefs, attitudes, and feelings among the stakeholder groups to measure the stakeholders' willingness and hope that the change is successful.

Answer option D is incorrect. This isn't a valid description of the cultural assessment.

Answer option A is incorrect. While this answer is somewhat correct, the assessment measures the stakeholders' genuine desire for the change to be successful.

Answer option B is incorrect. A cultural assessment is different from a feasibility study. In a cultural assessment, the focus is on the stakeholders' attitude towards the change the solution will bring.

### QUESTION: 149

Audrey is the business analyst for her organization and she's doing an assessment of the organization's readiness to implement the solution. In her assessment, she's finding that there are conflicting stakeholder groups for and against the proposed solution. Some of the stakeholders have more power over the solution than others. What diagram can Audrey create to visualize the people that are for and against the solution?

- ☐ A: Pareto chart
- ☒ B: Force field analysis diagram
- ☐ C: Stakeholder matrix
- ☐ D: Tornado diagram

**Explanation:** Answer option B is correct.

A force field analysis diagram shows the opposing forces to the solution and ranks their force, their power over the solution decision.

Answer option D is incorrect. A tornado diagram is used in sensitivity analysis. It's called a diagram because the bar chart is listed vertically and often looks like a tornado when complete.

Answer option C is incorrect. A stakeholder matrix can be used in stakeholder management to show concerns, threats, and strategies for managing the stakeholders.

Answer option A is incorrect. A Pareto chart is a bar chart that ranks problems or categories from largest to smallest. It's often used in quality control to rank categories of defects for improvements.

## QUESTION: 150

You have been assigned as the Project Manager for a new project that involves the development of a new interface for your existing time management system. You would like to plan the communications that need to be made during the project lifecycle. Which of the following would be a critical tool/technique to help in your communications planning?

- ☒ A: Stakeholder Analysis
- ☐ B: Affinity Diagram
- ☐ C: RAM Chart
- ☐ D: Text-Oriented Chart

**Explanation:** Answer option A is correct.

*Stakeholder Analysis* involves identification of the stakeholders and classifying them based on their interest, influence, and involvement in the project. This enables the project manager to focus on the relationships necessary to ensure the success of the project by planning the communications properly.

Answer option B is incorrect. Affinity Diagram is a method of group creativity technique to collect requirements which allows large numbers of ideas to be sorted into groups for review and analysis. This is generally used in Scope Management and is not applicable to this question.

Answer options C and D are incorrect. RAM and Text-Oriented charts are the various formats of documenting the team member roles and responsibilities and are useful as tools in developing the Human Resource Plan. These are not applicable to this question.



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