

# Business Analysis

## Sample Questions

**1. A business analyst is currently defining a set of changes to the current state of an organisation that allows the organization to take advantage of a business opportunity.**

**What is most likely being defined?**

- A. Project scope
- B. Business need
- C. Solution scope
- D. Business domain

**2. A capability needed by a stakeholder to achieve an objective is also called a:**

- A. Strategy
- B. Requirement
- C. Solution
- D. Process

**3. Which business analysis technique allows the business analyst to leverage existing materials to analyse the current state of the enterprise relative to a business need?**

- A. Process modelling
- B. Document analysis
- C. State diagrams
- D. SWOT analysis

**4. What deliverable contains the preliminary analysis of solution alternatives or options to determine how and whether each option can provide an expected business benefit?**

- A. Change strategy
- B. Business need
- C. Strategic analysis
- D. Feasibility study

**5. “Does the existing functionality currently meet your needs?” is an example of what type of structured interview question?**

- A. Closed-ended
- B. Open-ended
- C. Research
- D. Meta question

**6. What elicitation technique might best assist you in understanding the existing processes that are being used in an online order entry system?**

- A. Brainstorming
- B. Observation
- C. Focus group
- D. Prototyping

**7. According to the BACCM™, a business analyst may recommend a change either to a solution or to the \_\_\_\_\_ to realize the potential value of a solution.**

- A. Limitations
- B. Requirements
- C. Solution
- D. Enterprise

**8. You are making decisions about replacing or retiring a solution. One factor you consider includes the money and effort that has already been committed to this current initiative. What factor are you considering?**

- A. Sunk cost
- B. Necessity
- C. Opportunity
- D. Ongoing cost

**9. What four stages of team development (in the order they are experienced) would you expect your new business analysis team to go through?**

- A. Collecting, understanding, realization, working
- B. Norming, storming, forming, performing
- C. Forming, storming, norming, performing
- D. Forming, norming, storming, performing

**10. What is the best reason for involving a business analyst in Solution Evaluation tasks?**

- A. They bring technical skills to the solution assessment process
- B. They have built relationship with all key project stakeholders
- C. They are most knowledgeable about the business environment
- D. They work closest with the project manager and the project team

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## Answers

1. C.  
A solution is a set of changes to the current state of an organization made in order to enable the organization to meet a business need, solve a problem, or take advantage of an opportunity. It is a basis for the project scope that implements the solution and its components.
2. B.  
One definition for a requirement is a condition or capability needed by stakeholder either to solve a problem or to achieve an objective.
3. B.  
The document analysis technique allows the business analyst to leverage existing materials to analyse the current state of the enterprise relative to business need during Strategy Analysis.
4. A.  
The change strategy contains the preliminary analysis of solution alternatives options to determine how and whether each option can provide an expected business benefit.
5. A.  
Closed-ended questions elicit a single response, such as yes or no.
6. B.  
Observation assesses the individual's work environment to document details about current processes.
7. D.  
According to the BACCM™, a business analyst may recommend a change to either a solution or to the enterprise to realize the potential value of a solution.
8. A.  
You are making decisions about replacing or retiring a solution. One factor you consider is the money/effort has already been committed to this current initiative, which is the sunk cost.
9. C.  
These are Tuckman's four stages of group development in the order they occur. You will not find this specific information in the standard. Several business analysis tasks

require you to manage teams, and this is a well-known model for group development.

10. C.

The business analyst knows the business environment and can assess how each proposed solution would affect the environment. Business analysts are also responsible for ensuring that the stakeholders fully understand the solution requirements and that implementation decisions align with those requirements.