Certified Business Analyst Foundation Level
Sample Exam

IQBBA
International Qualification
Board for Business Analysis

International
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Exam Set EN_SAMPLE_01

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IQBBA® Foundation Level

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2018 Syllabus

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Version 1.0

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Table of Contents

10
11

1 | 0. Introduction

2

3 | 0.1 Purpose of this document

4 This document contains a full exam following the rules described in the IQBBA Foundation Level Exam
5 Structure and Rules document.
6
7 These questions are for a sample examination.
8

9 | 0.2 Structure

10 The first part of this document contains a full exam, made up of questions and an associated K-level.
11
12 The second part contains an answer key in the form of a table showing the correct answer option for each
13 question.
14
15 The third part includes the full set of questions, but now with their associated learning objective and the
16 justification for each of the options.
17

18 | 0.3 General Information on the Exam Paper:

19
20 Number of questions: 40
21
22 Standard Duration of the examination: 60 minutes
23
24 Total number of marks possible: 40
25
26 Pass mark: 26 (or more)
27
28

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1 # 1. Exam

2

Question 1 | K1

3

4 Which one of the following statements is part of the definition of Business Analysis (BABOK
5 v3.0)?

6   A. Business Analysis is the set of activities, knowledge, tools and techniques that allows a
7   company to validate the solutions that implement the requirements

8   B. Business Analysis enables a company to design and describe solutions that deliver
9   value

10   C. Business Analysis is the practice that allows changes to processes to determine the role
11   of stakeholders within the company

12   D. Business Analysis is the practice of allowing the implementation of solutions for the
13   exclusive benefit of the customer

14

Question 2 | K2

15

16 How does IQBBA extend the classification of requirements proposed by the BABOK Guide?

17   A. IQBBA links roles with the categories of requirements proposed by the BABOK Guide

18   B. IQBBA adds constraints and assumptions

19   C. IQBBA adds sub-categories to stakeholder requirements

20   D. IQBBA replaces the categories of requirements proposed by the BABOK Guide

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22

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Question 3		K2

1

2 Which of the following:

3   I.   Excellent ability to manage Quality Assurance

4   II.   Excellent knowledge of the business context

5   III. Excellent command of marketing techniques in the business sector

6   IV.   Excellent technical skills in Versioning Control

7   V.   Good negotiation skills

8   VI.   Excellent communication skills

9

10 are definitely essential skills for a Business Analyst?

11   A. I, II, V, VI

12   B. II, III, V, VI

13   C. I, II, III, IV, V

14   D. II, V, VI

15

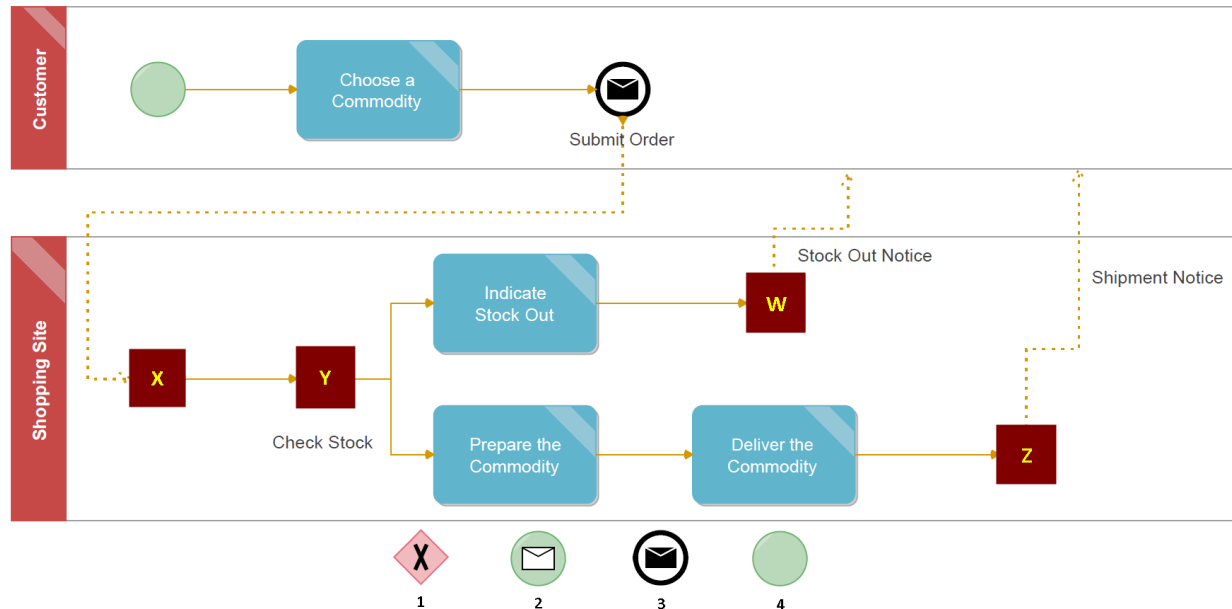| Question 4		K1

16

17 Which one of the following acronyms represents a technique to support market analysis and
18 research?

19   A. BPMN

20   B. MoSCoW

21   C. SMART

22   D. STEEP

23

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Question 5		K3

1

2 Consider the following BPMN diagram of a purchasing process in an online store:

3

4 Which, among the elements of the BPMN notation indicated above with 1,2,3 and 4, would you
5 use instead of the X, Y, W and Z blocks of the diagram to have a correct representation of the
6 process?

7   A. X-> 4; Y-> 3; W-> 2; Z-> 1

8   B. X-> 2; Y-> 1; W-> 3; Z-> 3

9   C. X-> 2; Y-> 1; W-> 1; Z-> 4

10   D. X-> 4; Y-> 2; W-> 1; Z-> 3

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Question 6		K2

A company is carrying out an internal gap analysis on some processes with the aim of optimizing the business needs and objectives related to the same processes.

Based on the information provided, which one of the following do you think is most likely a necessary step in carrying out the Gap Analysis?

   A. Check with the product manager the distance between the planned effort and the already spent one

   B. Organize a meeting with the stakeholders of the main customers to check the level of customer satisfaction for a released solution

   C. Properly document the hypotheses that emerged during the Gap Analysis, accompanied by the identification and assessment of the risks associated with the necessary changes

   D. Analyse what skills are lacking within the customer support team to best perform their tasks

Question 7		K1

You want to carry out a market survey to understand what the preferences of business travelers would be in using an app dedicated to them.

Which one of the following techniques do you consider adequate for this purpose?

   A. Gap Analysis

   B. Survey at airports and railway stations

   C. Root Cause Analysis

   D. Brainstorming

Question 8		K1

   Which one of the following features identifies an agile approach to Business Analysis?

   A. Support communication between stakeholders and the project team

   B. The Business Analyst should follow the "fit-for-purpose" principle

   C. Collect and confirm all requirements before starting development

   D. The Business Analyst provides expert knowledge of the sector and / or product

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Question 9		K1

Which one of the following interdisciplinary knowledge will you probably NOT consider complementary for a Business Analyst in certain contexts of Business Analysis application?

A. Design Thinking

B. Usability

C. Service Design

D. Pattern Recognition

Question 10		K2

Which one of the following factors do you consider particularly important if, as a Business Analyst, you need to make extensive use of written communication and documentation?

A. The use of emotional signals

B. Non-verbal communication of recipients

C. The awareness of transferring information to a time or place that is far from the time and place where it was created

D. Your presentation skills

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Question 11		K3

You are the Business Analyst of a project based in Denmark for the creation of a new e-commerce application that involves development teams in Boston and Tokyo. As a Business Analyst, in planning your communication you have thought about:

1) Define an accurate RACI matrix.
2) Invite for a fixed workshop on Friday every 2 weeks to present new needs and new business opportunities. The directly interested stakeholders participate in the workshop, whom you inform well in advance.
3) Ensure, with the support of top management, that the workshops can be conducted continuously and with the necessary participation.
4) Alternate the participation of stakeholders from Boston and Tokyo, in order to involve them every 4 weeks.
5) Prepare a reporting plan of what has been discussed and decided during the same workshops, with the same details of the contents and the same frequency of sending regardless of the target stakeholders

Which one of the following aspects have you NOT adequately treated with the activities listed above?

A. You have, presumably, carefully identified the stakeholders in order to optimize their engagement based on the contents to be presented in the workshops

B. You guaranteed the presence of stakeholders in person at the workshops

C. You have ensured that all project stakeholders receive detailed and frequent documentation of the topics covered during the workshops according to their level of involvement

D. You have considered the geographical position of the stakeholders involved.

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Question 12		K1

1

2 To which Knowledge Area of Business Analysis is the production of a Business Case usually
3 related?

4   A. Definition of the strategy

5   B. Business analysis process management

6   C. Requirements Engineering in Business Analysis

7   D. Evaluation and optimization of the solution

8

Question 13		K1

9

10 Which one of the following terms or acronyms BEST identifies a technique to support the
11 identification of stakeholders?

12   A. RTM

13   B. SMART

14   C. MoSCoW

15   D. RACI

16

Question 14		K2

17

18 Which one of the following terms or acronyms BEST identifies a technique to support the analysis
19 of business needs and problems and is useful for elucidating information?

20   A. Five forces analysis

21   B. Five Why's

22   C. RTM

23   D. Ishikawa diagram

24

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Question 15		K1

1

2 Which one of the following, <u>LEAST</u> likely, identifies a technique to support Business Analysis?

3   A. Focus group

4   B. SWOT

5   C. Test Driven Development

6   D. Workshop

7

Question 16		K1

8

9 Which one of the following techniques would you use to help you prioritize stakeholder
10 requirements?

11   A. Root Cause Analysis

12   B. Planning Poker

13   C. Retrospective

14   D. Walkthrough

15

Question 17		K2

16

17 Which one of the following purposes is <u>NOT</u> related to Requirements Elicitation?

18   A. Identify the limits and risks that impact the ability to meet business requirements

19   B. Establish the functions necessary to meet the stated business needs

20   C. Detail and structure the information collected

21   D. Exclude functions and features that the customer doesn't want

22

23

Question 18		K3

We are working on a project with the following characteristics:

1. You have identified some new requirements and need to check the needs behind them and identify options for related solutions.

2. The product will have a large number of recipients (customers) who cannot be seen at work as users

3. You have a limited budget and time to elicit requirements

Which one of the following techniques, under the conditions above, would MOST LIKELY be the right choice for gathering requirements and completing the Elicitation?

    A. Questionnaire together with self-registration by some of the stakeholders.

    B. Field observation along with some apprenticeship periods

    C. Interviews, together with a brainstorming on the results of the interviews

    D. Identification of requirements based on existing documents and re-use of specific project specifications

Question 19		K2

In the presence of a conflict between the requirements of two stakeholders, you have decided, after interviewing the two stakeholders, to accept the requirement expressed by the stakeholder representing the bigger customer, which guarantees a much higher turnover than the customer represented by the other stakeholder.

Which one of the following terms identifies the strategy you have decided to adopt for conflict management?

    A. win / win

    B. win some / lose some

    C. lose / win

    D. no winners / no losers

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Sample Exam

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Question 20		K1

The purpose of the Requirements Development can be summarized in:

A. manage requirements for developing and modifying a product or product components in a project

B. identify, analyse and establish business requirements and related solutions

C. ensure alignment between the requirements, plans and results produced by the project

D. introduce controlled changes in the current solution or process to add value

Question 21		K1

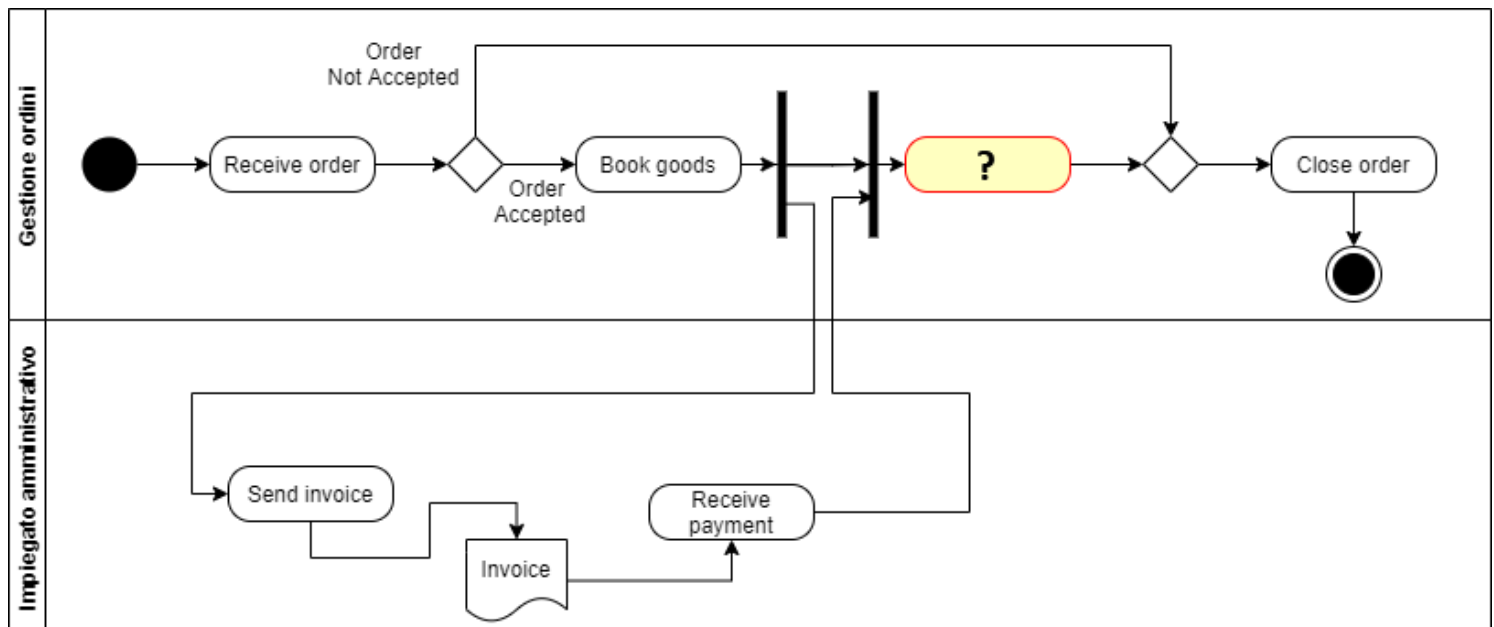Which one of the following statements regarding the comparison between models and written documents is usually true?

A. Models, unlike written documents, can present the whole solution and its context in a single diagram and thus help to look at the problem from a general point of view

B. Written documents are usually more readable than models

C. Written documents typically describe a complex solution more clearly and unambiguously than models

D. Written documents are usually perceived as a simplified expression of real processes and, compared to models, allow the Business Analyst and other stakeholders to focus on the important aspects and areas of the solution

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Question 22		K3

1

2 Which one of the following do you consider most likely to be the activity indicated by the question
3 mark in the activity diagram represented here?

17   A. Order shipped

18   B. Goods not available

19   C. Invoice not received

20   D. Goods returned

21

Question 23		K3

22

23 Which one of the following can BETTER be identified as the descriptive part of a User Story
24 managed by a Business Analyst?
25

26   A. User is able to upload videos up to 1GB in size, for free!

27   B. As a responsible developer, I want to redesign the hard disk driver code as the current
28   one is very difficult to maintain.

29   C. The Reservation System is available 24/7.

30   D. As a frequent buyer I want to be able to log in with my account so that I don't have to re-
31   enter my personal information every time I complete an order.

32

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Question 24		K2

You have completed a review of the requirements analysed and specified in the last period.
The results of this analysis tell you that:
1) There are no conflicts between the requirements
2) There is no reference to solutions within the requirement descriptions
3) A complete feasibility analysis was carried out as part of the solution specifications
4) The requirements are properly specified, based on the approval of the originating stakeholders
5) The requirements and their solutions are specified unambiguously

Which of the following quality criteria is covered by the results listed above?

A. Traceability

B. Measurability

C. Abstraction

D. Need

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Question 25		K3

1

2 Given the following traceability matrix:

Requirement number	Test Case Number
REQ-001	TST-001 TST-002
REQ-002	TST-001 TST-003
REQ-003	TST-003 TST-004
REQ-004	TST-005 TST-006
REQ-005	TST-008
	TST-007

3

4 Which one of the following answers correctly describes the reasons why the traceability matrix
5 does NOT follow the rules of good practice?

6   A. All requirements should have the same number of associated test cases

7   B. TST-001 and TST-003 appear in two requirements, the TST-007 has no associated
8   requirements

9   C. REQ-001, REQ-002, REQ-003 and REQ-004 each have multiple test cases associated
10   with them

11   D. None of the above, the matrix is correct.

12

13

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Question 26		K2

1

2 Consider the following approach models for developing and maintaining a solution:

3

4 1. Waterfall
5 2. V-model
6 3. Incremental Iterative

7

8 Which of the following properties is typically applicable to models 1 and 2?

9

10 A. Sequence of activities, each with a plan and evaluation criteria, culminating in an
11 executable release.

12 B. It is customary for all requirements to be identified early in the project.

13 C. High-level requirements are refined into lower-level requirements, in parallel with activities
14 on the corresponding test level.

15 D. It allows for a growing understanding of the problem through subsequent refinements.

16

Question 27		K3

17
18 You become part of a new, very innovative project as Business Analyst, which has the following
19 characteristics:
20 • It is aimed at a market limited to a few customers who operate in a niche but very profitable
21 area
22 • The identification of external stakeholders is made easy by the approach of the clients
23 who sponsor your project
24 • You have no references of competitors to compare with
25 • The technical skills you need are firmly part of the company skills, both in terms of the
26 domain, and from a technical point of view

27 In such a scenario, which one of the following approaches would you follow to set the scope of
28 Business Analysis?
29
30 A. In such a scenario, it is completely irrelevant which approach to Business Analysis to
31 follow.

32 B. Since the project is very innovative, it is reasonable to expect a learning curve on the
33 requirements that implies requirements subject to frequent changes, so it might be
34 appropriate to follow an agile approach.

35 C. The most reasonable approach would recommend, at least in the initial phase, an
36 approach to Business Analysis that avoids the creation of incremental prototypes, given
37 the resulting costs.

38 D. Those described above are ideal conditions for following a traditional approach to
39 Business Analysis based on a sequential model.

40

Question 28		K2

You are part of a project to create a platform for the management of frequent flyers of an airline. You have identified the following constraints:

w. Strict lead times as the main competitor company adopts an aggressive policy on frequent flyers

x. As a consequence of the company's entry into an international alliance, the frequent flyer system must be integrated with the relevant platform database in order to fly to any airline in the alliance to acquire miles

y. The management of frequent flyer data must comply with the privacy policy of the country where the frequent flyer lives

z. The overall budget of the project cannot exceed € 70,000

What are examples of business constraints and what are examples of solution constraints?

   A. w, y and z are business constraints while x is solution constraint

   B. w, x and y are business constraints while z is solution constraint

   C. w and z are business constraints while x and y are solution constraints

   D. they are all business constraints

Question 29		K1

Which of the following must certainly be part of a business requirement statement?

   A. The UML model that describes the linked Use Case.

   B. The result that the requesting stakeholder wants to achieve.

   C. The maximum release date.

   D. The reference to the meeting report in which the requirement was approved.

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Sample Exam

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Question 30		K1

Which one of the following statements regarding a User Story is true?

A. For a User Story to be ready to be implemented it is sufficient that its description (card) is defined in a complete way: "As [requesting role], I want [expected result] so that [the rationale behind the request]".

B. For a User Story to be ready to be implemented, its description (card) must be fully defined: "As [requesting role], I want [expected result] so that [the rationale behind the request]" and the acceptance criteria must be identified.

C. For a User Story to be ready to be implemented it is necessary that all the tests have already been developed with the Test-Driven Development technique.

D. For a User Story to be ready to be implemented it is necessary to have specified its "3C": Card, Conversation and Confirmation.

Question 31		K1

Why is it particularly important to have formal approval of the requirements (sign-off)?

A. Because the customer is always present at the sign-off and this contributes to the formality of the event

B. Because only after the formal approval of the requirements the company can invoice

C. Because the formal agreement provides a starting point for a further detailed specification of the solution, for the design of the architecture, and for other aspects of implementing the solution

D. Because all the stakeholders must be formally present and from that moment on all the requirements are understood to be "frozen" in order to start development

Question 32   K1

Which one of the following activities:
- w. Impact analysis
- x. Change request analysis
- y. Coverage analysis
- z. Root cause analysis

do you think it can be usefully supported by the Traceability of requirements?

- A. None
- B. All
- C. All except the coverage analysis
- D. Impact analysis and root cause analysis

Question 33   K1

During a meeting to discuss the tools to be used in supporting the Requirements Engineering of the starting project, one of your colleagues presents a proposal for the adoption of a new tool that allows the creation of diagrams according to the main notations such as UML, SysML and BPMN.

Which of the following categories of tools are you MOST LIKELY considering when adopting this tool for your project?

- A. Requirements modeling tools
- B. Prototyping tools
- C. Requirements elicitation tools
- D. Requirements management tools

Question 34   K1

Having to choose a set of techniques to support Requirements Engineering activities, which one of the following would you tend to consider LESS useful?

- A. Brainstorming
- B. 5 Why's
- C. PESTLE
- D. Use Case

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Question 35		K2

During a modelling activity you find yourself needing to depict a system based on transactions, which illustrate the transformation of data in the path between external entities and processes. Which one of the following diagrams would you tend to use?

   A. State Diagram

   B. Class Diagram

   C. Entity-Relationship Diagram

   D. Data-Flow Diagram

Question 36		K2

As part of the analysis and specification of the requirements, which one of the proposed techniques would you select to achieve the following objectives?
- Refinement of higher-level requirements into more detailed requirements.
- Refinement of a requirement to make it totally clear for implementation and small enough in size to be fully realized in a short time frame.
- Documentation of the proposed solution that identifies all implementation details and acceptance criteria.

   A. Focus group

   B. Functional decomposition and User Story

   C. Root cause analysis / 5 Why's

   D. 5 Forces analysis

Question 37		K2

Which one of the following statements do you consider true when speaking of Quality Assurance in the Business Analysis field?

   A. Quality Assurance does not concern Business Analysis, it is a discipline that concerns only Requirements Engineering but in the context of solution development.

   B. Quality Assurance in Business Analysis means that the verification and validation of the requirements documentation is carried out from the beginning of the business initiative.

   C. Quality Assurance in Business Analysis does not require a Quality Control.

   D. Quality Assurance in Business Analysis relates solely to reviews of requirements specification documents.

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Question 38		K1

1

2 At what stage of the Business Analysis workflow does the evaluation of the solution run?

3

4   A. Only before the development of the solution begins.

5   B. Only after the implementation of the solution is complete.

6   C. It takes place partly before solution development begins and partly after solution
7   implementation is complete.

8   D. At the beginning of the business strategy definition phase.

9

Question 39		K3

10

11 In evaluating a solution for a product for which several incremental releases are planned, the
12 Business Analyst guided the following activities at the first release:

13

14   1. Collecting feedback from stakeholders on the prototype shown
15   2. Validation test of the solution to be released, with the participation of the Business Analyst
16   and stakeholders
17   3. Demonstration of a prototype to stakeholders
18   4. Update of specifications, based on feedback from stakeholders, using the traceability
19   matrix
20   5. Collecting feedback from stakeholders on the solution to be released

21

22 In what order do you expect evaluation activities to be carried out?

23   A. 5, 4, 2, 3, 1

24   B. 4, 3, 5, 2, 4, 1

25   C. 3, 1, 5, 4, 2

26   D. 3, 1, 4, 2, 5, 4

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Sample Exam

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Question 40		K2

In the project in which you participate as Business Analyst, upon the release of the solution you are asked:

- in a first phase to participate in an acceptance test session with the customer, with the aim of collecting the customer's feedbacks regarding the suitability of the solution with respect to the needs to be met
- in a second phase to draw inspiration from what was collected in the first phase to set up the redesign of the requirements necessary to fill, in the subsequent releases, the gaps between the solution released and the customer's needs.

In the second phase described above, which Business Analysis activity do you deal with?

A. Validation of the solution

B. Verification of the solution

C. Evaluation of the solution

D. Optimization of the solution

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1 | ## 2. Answer Key

Question Number	Correct Answer	K-Level	LO
1	B	1	FL-1.1.1
2	B	2	FL-1.1.3
3	D	2	FL-1.4.1
4	D	1	FL-2.2.2
5	B	3	FL-2.1.5
6	C	2	FL-2.1.4
7	B	1	FL-2.2.2
8	B	1	FL-3.2.1
9	D	1	FL-3.2.4
10	C	2	FL-3.3.1
11	C	3	FL-3.3.3
12	A	1	FL-3.4.2
13	D	1	FL-3.5.2
14	B	2	FL-3.5.3
15	C	1	FL-3.5.2
16	B	1	FL-3.5.2
17	C	2	FL-4.2.1
18	A	3	FL-4.2.3
19	C	2	FL-4.2.10
20	B	1	FL-4.1.1
21	A	1	FL-4.2.8
22	A	3	FL-4.2.9
23	D	3	FL-4.2.12
24	C	2	FL-4.2.14
25	B	3	FL-4.3.6
26	B	2	FL-3.2.2
27	B	3	FL-3.2.3
28	A	2	FL-4.2.6
29	B	1	FL-4.2.11
30	D	1	FL-4.2.11
31	C	1	FL-4.3.5
32	B	1	FL-4.3.4
33	A	1	FL-4.4.1
34	C	1	FL-4.4.2
35	D	2	FL-4.4.5
36	B	2	FL-4.4.3
37	B	2	FL-4.3.10
38	C	1	FL-5.1.1
39	D	3	FL-5.1.4
40	D	2	FL-5.1.3

3. Exam Questions with Justifications

Question 1	FL-1.1.1	K1

Which one of the following statements is part of the definition of Business Analysis (BABOK v3.0)?

    A. Business Analysis is the set of activities, knowledge, tools and techniques that allows a company to validate the solutions that implement the requirements

    B. Business Analysis enables a company to design and describe solutions that deliver value

    C. Business Analysis is the practice that allows changes to processes to determine the role of stakeholders within the company

    D. Business Analysis is the practice of allowing the implementation of solutions for the exclusive benefit of the customer

Justification

    A. INCORRECT – This statement is not part of the BA definition in BABOK v3.0. In addition, the validation of the solutions that implement the requirements is just one aspect of the solution evaluation in Business Analysis.

    B. CORRECT – This statement is part of the BA definition in BABOK v3.0. "*Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders. Business analysis enables an enterprise to articulate needs and the rationale for change, and to design and describe solutions that can deliver value*"

    C. INCORRECT – This statement is not part of the BA definition in BABOK v3.0 and is not part of the Business Analysis.

    D. INCORRECT – This statement is not part of the BA definition in BABOK v3.0 and is not true as part of the Business Analysis.

Question 2	FL-1.1.3	K2

How does IQBBA extend the classification of requirements proposed by the BABOK Guide?

    A. IQBBA links roles with the categories of requirements proposed by the BABOK Guide

    B. IQBBA adds constraints and assumptions

    C. IQBBA adds sub-categories to stakeholder requirements

    D. IQBBA replaces the categories of requirements proposed by the BABOK Guide

Justification

    A. INCORRECT – This is not true and is not related with extension of the classification proposed by BABOK about requirements

    B. CORRECT – IQBBA extends the classification proposed by BABOK with: Business constraints, Solution constraints, Business assumptions, Technical assumptions

    C. INCORRECT – This is not true

    D. INCORRECT – This is not true: Business requirements, Stakeholder's requirements, Transition requirements and Solution requirements are abstraction levels of requirements both in IQBBA and BABOK.

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Question 3	FL-1.4.1	K2

1

2 Which of the following:

3 I.   Excellent ability to manage Quality Assurance

4 II.   Excellent knowledge of the business context

5 III. Excellent command of marketing techniques in the business sector

6 IV.   Excellent technical skills in Versioning Control

7 V.   Good negotiation skills

8 VI.   Excellent communication skills

9

10 are definitely essential skills for a Business Analyst?

11 A. I, II, V, VI

12 B. II, III, V, VI

13 C. I, II, III, IV, V

14 D. II, V, VI

15

16 **Justification**

17 The most important skills for a Business Analyst, among the ones listed in the answers, are the
18 knowledge of the business context, the negotiation ability and the communication skills. Skills I,
19 III, and IV, could be helpful but cannot be considered as main competences. So, in summary:

20 A. INCORRECT

21 B. INCORRECT

22 C. INCORRECT

23 D. CORRECT

24

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| Question 4 | FL-2.2.2 | K1 |

1

2 Which one of the following acronyms represents a technique to support market analysis and
3 research?

4   A. BPMN
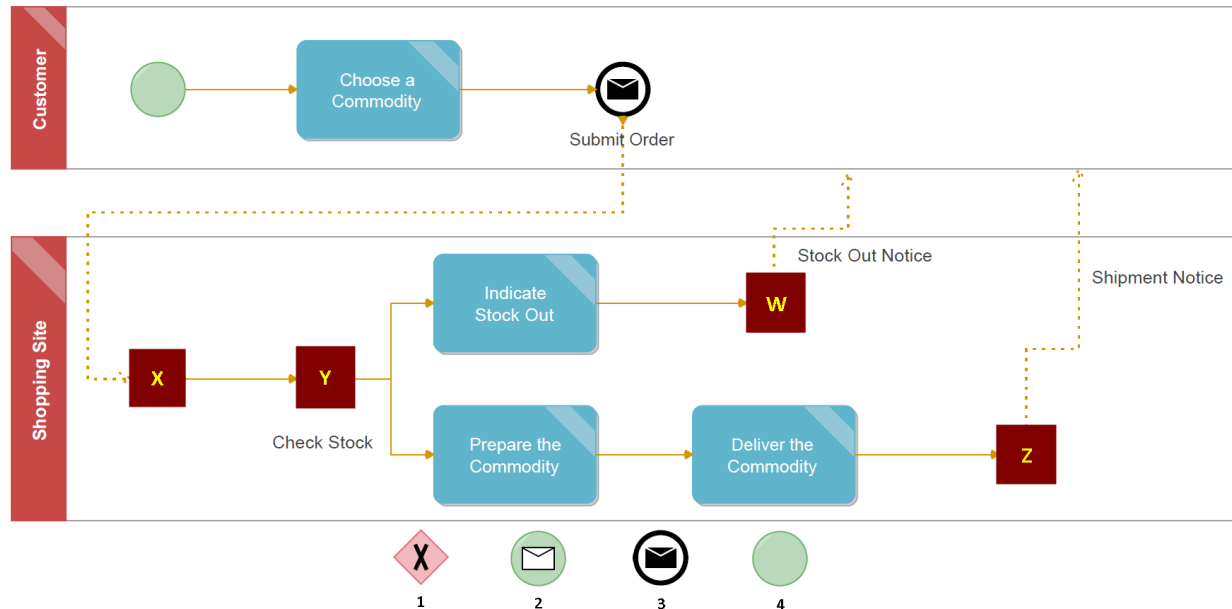
5   B. MoSCoW

6   C. SMART

7   D. STEEP

8

9 **Justification**

10   A. INCORRECT – BPMN is Business Process Modeling and Notation. It is a process
11   modeling notation.

12   B. INCORRECT – MoSCoW is (Must have, Should have, Could have, and Won't have). is a
13   prioritization technique used in business analysis to set the priority of the requirements.

14   C. INCORRECT – SMART is Specific, Measurable, Achievable, Relevant, Timely. This is the
15   acronym of five criteria for good definition of business objectives

16   D. CORRECT – STEEP is Social, Technological, Economic, Environmental, Political. This is
17   one of the techniques that support market analysis and research.

18

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Question 5	FL-2.1.5	K3

1

2 Consider the following BPMN diagram of a purchasing process in an online store:

3

4 Which, among the elements of the BPMN notation indicated above with 1,2,3 and 4, would you
5 use instead of the X, Y, W and Z blocks of the diagram to have a correct representation of the
6 process?

7   A. X->4; Y->3; W->2; Z->1

8   B. X->2; Y->1; W->3; Z->3

9   C. X->2; Y->1; W->1; Z->4

10   D. X->4; Y->2; W->1; Z->3

11

12 **Justification**

13   A. INCORRECT – see answer B justification.

14   B. CORRECT – X is a start event, and the only start event elements are 2 and 4, but X is
15   also a message receive event (submit order message), so X is the element 2. Z is an end
16   event (for shopping site) and the only end event is 3, furthermore Z is also a message
17   send event (shipment notice), so Z is the element 3. The same is for W, because W is an
18   end event (for shopping site) and is also a message send event (Stock out notice), so W
19   is the element 3. Y is a Gateway (XOR) element because only one of the two activities
20   (Prepare the commodity or Indicate stock out) can happen and with a different output. So,
21   Y is the element 1.

22   C. INCORRECT – see answer B justification.

23   D. INCORRECT – see answer B justification.

24

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Question 6	FL-2.1.4	K2

1

2 A company is carrying out an internal gap analysis on some processes with the aim of optimizing
3 the business needs and objectives related to the same processes.

4 Based on the information provided, which one of the following do you think is most likely a
5 necessary step in carrying out the Gap Analysis?

6   A. Check with the product manager the distance between the planned effort and the
7   already spent one

8   B. Organize a meeting with the stakeholders of the main customers to check the level of
9   customer satisfaction for a released solution

10   C. Properly document the hypotheses that emerged during the Gap Analysis, accompanied
11   by the identification and assessment of the risks associated with the necessary changes

12   D. Analyse what skills are lacking within the customer support team to best perform their
13   tasks

14

15 **Justification**

16   A. INCORRECT – this is not related with Gap Analysis.

17   B. INCORRECT – this could be related with solution evaluation and optimization; it's not
18   related with Gap Analysis.

19   C. CORRECT – this is an important task within Gap Analysis activities.

20   D. INCORRECT – we don't know which processes we're analyzing for this Gap Analysis, so
21   we don't know if this specific task regarding the customer support could be part of the Gap
22   Analysis at all.

23
24

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Question 7	FL-2.2.2	K1

1

2 You want to carry out a market survey to understand what the preferences of business travelers
3 would be in using an app dedicated to them.

4 Which one of the following techniques do you consider adequate for this purpose?

5   A. Gap Analysis

6   B. Survey at airports and railway stations

7   C. Root Cause Analysis

8   D. Brainstorming

9

10 **Justification**

11   A. INCORRECT – Gap analysis is a technique for internal analysis in strategy definition. It is
12   not related with market analysis and research.

13   B. CORRECT – yes, this is definitely a good option for this kind of investigation.

14   C. INCORRECT – Root Cause Analysis is not a market analysis and research technique.

15   D. INCORRECT – Brainstorming is not a good choice for this kind of investigation. It's helpful
16   when it's not clear who and what to ask to the market, which is not the case here.

17

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Question 8	FL-3.2.1	K1

Which one of the following features identifies an agile approach to Business Analysis?

A. Support communication between stakeholders and the project team

B. The Business Analyst should follow the "fit-for-purpose" principle

C. Collect and confirm all requirements before starting development

D. The Business Analyst provides expert knowledge of the sector and / or product

Justification

A. INCORRECT – This statement is true for both agile and traditional approach to Business Analysis.

B. CORRECT – This statement is typical and usually identifies an agile approach to Business Analysis.

C. INCORRECT – This statement is typical and usually identifies a traditional approach to Business Analysis.

D. INCORRECT – This statement is always true for Business Analysis, independently of the approach applied.

Question 9	FL-3.2.4	K1

Which one of the following interdisciplinary knowledge will you probably NOT consider complementary for a Business Analyst in certain contexts of Business Analysis application?

A. Design Thinking

B. Usability

C. Service Design

D. Pattern Recognition

Justification

A. INCORRECT – Design Thinking is one of the knowledges and skills that may help in specific context where a process of Empathize, Define, Ideate, Prototype and Test can be used.

B. INCORRECT – Usability is one of the knowledges and skills that may help in contexts where user experience and more in general user interfaces are key aspects to be considered for the solutions to business needs.

C. INCORRECT – Service Design is one of the knowledge and skills that may help in contexts where the activity of planning and organizing personnel, infrastructures, communicative and material artifacts of a service, with the aim of designing following the needs of consumers in order to make the service user friendly, are key aspects to be considered for the solutions to business needs.

D. CORRECT – Pattern recognition is concerned with the automatic discovery of regularities in data through the use of computer algorithms and with the use of these regularities to take actions such as classifying the data into different categories. This is a technical knowledge that should be out of scope from Business Analyst's complementary or necessary interdisciplinary approach.

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Question 10	FL-3.3.1	K2

Which one of the following factors do you consider particularly important if, as a Business Analyst, you need to make extensive use of written communication and documentation?

    A. The use of emotional signals

    B. Non-verbal communication of recipients

    C. The awareness of transferring information to a time or place that is far from the time and place where it was created

    D. Your presentation skills

Justification

    A. INCORRECT – Detection of emotional signals (e.g. facial expressions), could be an important factor to be considered especially during the verbal communication.

    B. INCORRECT – Detection of not-verbal communication (e.g. body movement, posture), could be an important factor to be considered especially during the verbal communication.

    C. CORRECT – This is typical of written communication: your document is written here and today, but it could be read in the future, you don't know where and from whom.

    D. INCORRECT – Your presentation skills, could be an important factor to be considered especially during the verbal communication (e.g. during a workshop or a brainstorming).

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Question 11	FL-3.3.3	K3

You are the Business Analyst of a project based in Denmark for the creation of a new e-commerce application that involves development centers in Boston and Tokyo. As a Business Analyst, in planning your communication you have thought about:

1) Define an accurate RACI matrix.
2) Invite for a fixed workshop on Friday every 2 weeks to present new needs and new business opportunities. The directly interested stakeholders participate in the workshop, whom you inform well in advance.
3) Ensure, with the support of top management, that the workshops can be conducted continuously and with the necessary participation.
4) Alternate the participation of stakeholders from Boston and Tokyo, in order to involve them every 4 weeks.
5) Prepare a reporting plan of what has been discussed and decided during the same workshops, with the same details of the contents and the same frequency of sending regardless of the target stakeholders

Which one of the following aspects have you NOT adequately treated with the activities listed above?

A. You have, presumably, carefully identified the stakeholders in order to optimize their engagement based on the contents to be presented in the workshops

B. You guaranteed the presence of stakeholders in person at the workshops

C. You have ensured that all project stakeholders receive detailed and frequent documentation of the topics covered during the workshops according to their level of involvement

D. You have taken into account the geographical position of the stakeholders involved.

Justification

A. INCORRECT – Because you took care of this. The RACI matrix is a tool that can be used exactly to support the stakeholders identification and classification, then it seems that based on this matrix, you decide who should participate and how to report to them.

B. INCORRECT – Because you took care of this. The top management is supporting you in this task.

C. CORRECT – The reporting is the same for all the stakeholders, it doesn't depend on their involvement.

D. INCORRECT – Because you took care of this. You avoid having stakeholders from New York and Tokio sitting together bypassing the time zone problem.

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Question 12	FL-3.4.2	K1

1

2 To which Knowledge Area of Business Analysis is the production of a Business Case usually
3 related?

4   A. Definition of the strategy

5   B. Business analysis process management

6   C. Requirements Engineering in Business Analysis

7   D. Evaluation and optimization of the solution

8

9 **Justification**

10   A. CORRECT – The Business Case is described in the Syllabus as part of the activities for
11   proposal and analysis of the solution within the Strategy Definition Area of Knowledge.

12   B. INCORRECT – See above

13   C. INCORRECT – See above

14   D. INCORRECT – See above

15

Question 13	FL-3.5.2	K1

16

17 Which one of the following terms or acronyms BEST identifies a technique to support the
18 identification of stakeholders?

19   A. RTM

20   B. SMART

21   C. MoSCoW

22   D. RACI

23

24 **Justification**

25   A. INCORRECT – RTM is the Requirements Traceability Matrix, a tool that supports
26   traceability of requirements across artifacts (4.3.4)

27   B. INCORRECT – SMART is the acronym that identifies the criteria to be used to achieve an
28   effective definition of business goals (2.1.1)

29   C. INCORRECT – MoSCoW is a common technique for requirements prioritization (4.2.1)

30   D. CORRECT – a RACI matrix – a responsibility assignment matrix – allows the definition of
31   responsibilities of the different roles involved in completing tasks or deliverables for a given
32   initiative (3.3)

33

34

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Question 14	FL-3.5.3	K2

1

2　Which one of the following terms or acronyms BEST identifies a technique to support the analysis
3　of business needs and problems and is useful for elucidating information?

4　　A.　Five forces analysis

5　　B.　Five Why's

6　　C.　RTM

7　　D.　Ishikawa diagram

8

9　**Justification**

10　　A.　INCORRECT – Five Forces Analysis is a technique supporting market analysis

11　　B.　CORRECT – The five why's aims to understand the origin of a requirement or the root
12　　　　cause of a problem (3.5.2)

13　　C.　INCORRECT – RTM is the Requirements Traceability Matrix, a tool that supports
14　　　　traceability of requirements across artifacts (4.3.4)

15　　D.　INCORRECT – the Ishikawa Diagram is a technique to show the causes of a specific
16　　　　event, problem, issue.

17

Question 15	FL-3.5.2	K1

18

19　Which one of the following, <u>LEAST</u> likely, identifies a technique to support Business Analysis?

20　　A.　Focus Group

21　　B.　SWOT

22　　C.　Test Driven Development

23　　D.　Workshop

24

25　**Justification**

26　　A.　INCORRECT – Focus Group is a technique supporting Business Analysis, for example
27　　　　supporting interviews in the context of market analysis

28　　B.　INCORRECT – SWOT is a common technique to analyze Strengths, Weaknesses,
29　　　　Opportunities and Threats in internal and external analysis (for example competitor
30　　　　analysis) (2.1.4)

31　　C.　CORRECT – Test Driven Development is one of the best practices in the context of
32　　　　software engineering

33　　D.　INCORRECT – the workshop is a collaborative meeting often used to conduct several
34　　　　events within Business Analysis.

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Question 16	FL-3.5.2	K1

1

2 Which one of the following techniques would you use to help you prioritize stakeholder
3 requirements?

4   A. Root Cause Analysis

5   B. Planning Poker

6   C. Retrospective

7   D. Walkthrough

8

9 **Justification**

10   A. INCORRECT – The root cause analysis aims to understand the origin of a requirement or
11   the root cause of a problem or conflict (4.2.2, 5.1)

12   B. CORRECT – Planning Poker is a common technique for requirements prioritization

13   C. INCORRECT – The retrospective is a "inspect & adapt" technique commonly used in
14   agile context to implement a continuous improvement process

15   D. INCORRECT – the walkthrough is an informal review technique.

16

Question 17	FL-4.2.1	K2

17

18 Which one of the following purposes is <u>NOT</u> related to Requirements Elicitation?

19   A. Identify the limits and risks that impact the ability to meet business requirements

20   B. Establish the functions necessary to meet the stated business needs

21   C. Detail and structure the information collected

22   D. Exclude functions and features that the customer doesn't want

23

24 **Justification**

25   A. INCORRECT – in fact this is one of the purposes of Requirements Elicitation (4.2.1).

26   B. INCORRECT – in fact this is one of the purposes of Requirements Elicitation (4.2.1).

27   C. CORRECT – in fact this is usually done during Requirements Analysis and Modeling.

28   D. INCORRECT – in fact this is one of the purposes of Requirements Elicitation (4.2.1).

29

30

Question 18	FL-4.2.3	K3

We are working on a project with the following characteristics:

1. You have identified some new requirements and need to check the needs behind them and identify options for related solutions.

2. The product will have a large number of recipients (customers) who cannot be seen at work as users

3. You have a limited budget and time to elicit requirements

Which one of the following techniques, under the conditions above, would MOST LIKELY be the right choice for gathering requirements and completing the Elicitation?

   A. Questionnaire together with self-registration by some of the stakeholders.

   B. Field observation along with some apprenticeship periods

   C. Interviews, together with a brainstorming on the results of the interviews

   D. Identification of requirements based on existing documents and re-use of specific project specifications

Justification

   A. CORRECT – Answer A matches with all three conditions, because the questionnaire is appropriate when you need to verify some requirements needs, possibly to identify options for the related solutions, and to reach a large number of recipients. The self-recording is useful when you cannot see the users in activity. Questionnaire and self-recording are compatible with low budget and time.

   B. INCORRECT – Condition 3. excludes answer B and C, because B and C need long time that you don't have.

   C. INCORRECT – Condition 3. excludes answer B and C, because B and C need long time that you don't have.

   D. INCORRECT – Condition 1. asks you to address the customers because you need to verify the needs behind new requirements and identify options for the related solutions. For this reason, answer D is useless because in this case you don't address the customers at all for the new requirements.

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Question 19	FL-4.2.10	K2

1

2 In the presence of a conflict between the requirements of two stakeholders, you have decided,
3 after interviewing the two stakeholders, to accept the requirement expressed by the stakeholder
4 representing the bigger customer, which guarantees a much higher turnover than the customer
5 represented by the other stakeholder.

6 Which one of the following terms identifies the strategy you have decided to adopt for conflict
7 management?

8   A. win / win

9   B. win some / lose some

10   C. lose / win

11   D. no winners / no losers

12

13 **Justification**

14   A. INCORRECT – win/win represents a situation where the stakeholders collaborate to solve
15   the conflict, which is not the case here.

16   B. INCORRECT – win some/lose some represents a situation where the stakeholders and
17   the business analyst find a compromise: both of them will likely be asked to give up
18   something.

19   C. CORRECT – lose/win represents a situation where only one stakeholder wins and the
20   other has to give up, like in this case.

21   D. INCORRECT – no winners/no losers: this is the situation where the conflict remains open
22   and not managed.

23

24

Question 20	FL-4.1.1	K1

1

2 The purpose of the Requirements Development can be summarized in:

3 A. manage requirements for developing and modifying a product or product components in
4   a project

5 B. identify, analyse and establish business requirements and related solutions

6 C. ensure alignment between the requirements, plans and results produced by the project

7 D. introduce controlled changes in the current solution or process to add value

8

9 **Justification**

10 A. INCORRECT – this statement refers to Requirements Management.

11 B. CORRECT – this statement declares the aim of Requirements Development according to
12   CMMI.

13 C. INCORRECT – this statement refers to Requirements Management.

14 D. INCORRECT – this statement refers to Solution Optimization.

15

16

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| Question 21 | FL-4.2.8 | K1 |

1

2 Which one of the following statements regarding the comparison between models and written
3 documents is usually true?

4   A. Models, unlike written documents, can present the whole solution and its context in a
5   single diagram and thus help to look at the problem from a general point of view

6   B. Written documents are usually more readable than models

7   C. Written documents typically describe a complex solution more clearly and
8   unambiguously than models

9   D. Written documents are usually perceived as a simplified expression of real processes
10   and, compared to models, allow the Business Analyst and other stakeholders to focus
11   on the important aspects and areas of the solution
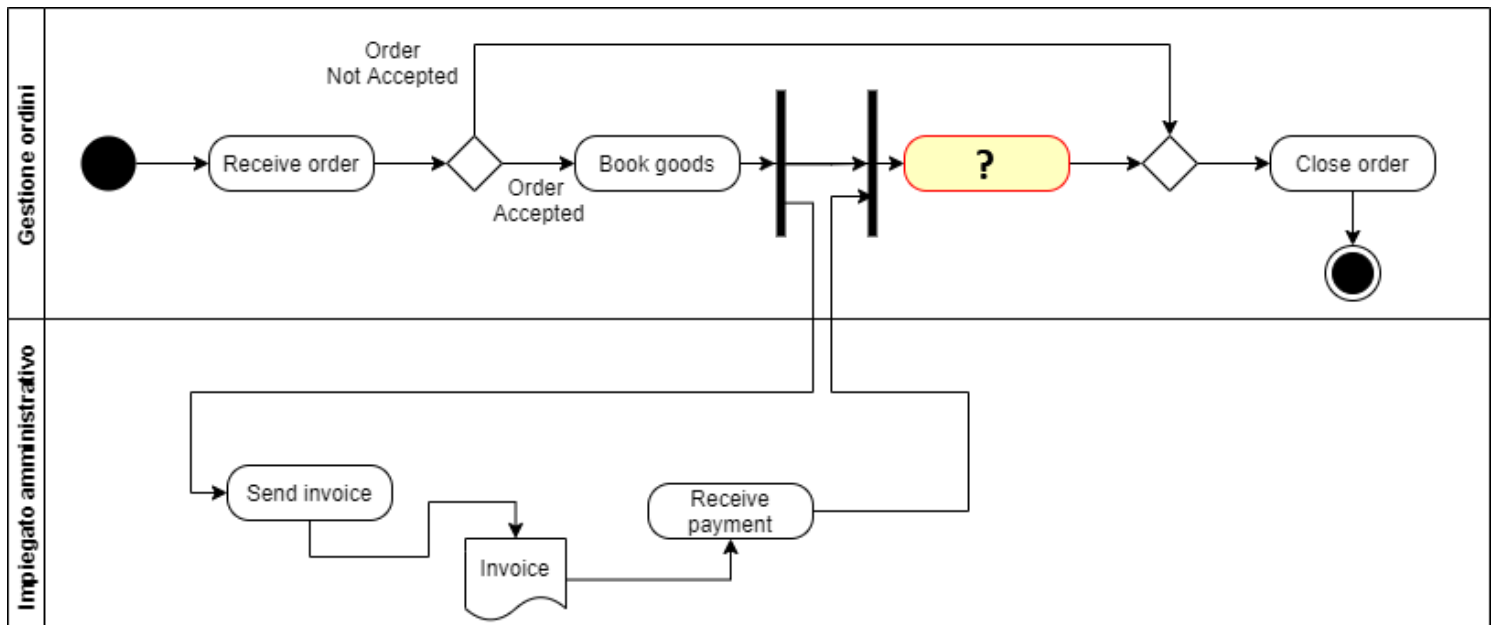
12

13 **Justification**

14   A. CORRECT – this should be usually true, because a model is often represented with a
15   diagram, a single one or several diagrams that represent levels of detail of the model
16   (4.2.2).

17   B. INCORRECT – usually the opposite is true.

18   C. INCORRECT – usually the opposite is true.

19   D. INCORRECT – usually the opposite is true.

20

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Question 22	FL-4.2.9	K3

1

2 Which one of the following do you consider most likely to be the activity indicated by the question
3 mark in the activity diagram represented here?

17   A. Order shipped

18   B. Goods not available

19   C. Invoice not received

20   D. Goods returned

21

22 **Justification**

23   A. CORRECT – this is the only activity reasonable after the order is accepted, goods are
24   booked, payment has been done and accepted.

25   B. INCORRECT – goods not available should be checked before the order is accepted.

26   C. INCORRECT – the payment has been done after the invoice was received.

27   D. INCORRECT – goods are returned only after they are sent and received, maybe after the
28   order is closed. This should be an activity that is part of another activity diagram (goods
29   return, refund or replacement)

30

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Question 23	FL-4.2.12	K3

1

2 Which one of the following can BETTER be identified as the descriptive part of a User Story
3 managed by a Business Analyst?

4

5   A. User is able to upload videos up to 1GB in size, for free!

6   B. As a responsible developer, I want to redesign the hard disk driver code as the current
7   one is very difficult to maintain.

8   C. The Reservation System is available 24/7.

9   D. As a frequent buyer I want to be able to log in with my account so that I don't have to re-
10   enter my personal information every time I complete an order.

11

12 **Justification**

13   A. INCORRECT – A written description of a user story is usually in this form of statement:
14   "As a [end user role], I want [the desire] so that [the rationale]". This is not the case here.

15   B. INCORRECT – A written description of a user story is usually in this form of statement:
16   "As a [end user role], I want [the desire] so that [the rationale]". This seems the case here,
17   but this is an internal "implementation story", that is not matter of a business analyst.

18   C. INCORRECT – A written description of a user story is usually in this form of statement:
19   "As a [end user role], I want [the desire] so that [the rationale]". This is not the case here.

20   D. CORRECT – A written description of a user story is usually in this form of statement: "As
21   a [end user role], I want [the desire] so that [the rationale]". This is the case here.

22

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Question 24	FL-4.2.14	K2

1

2 You have completed a review of the requirements analysed and specified in the last period.
3 The results of this analysis tell you that:
4   1) There are no conflicts between the requirements
5   2) There is no reference to solutions within the requirement descriptions
6   3) A complete feasibility analysis was carried out as part of the solution specifications
7   4) The requirements are properly specified, based on the approval of the originating
8   stakeholders
9   5) The requirements and their solutions are specified unambiguously

10 Which of the following quality criteria is covered by the results listed above?
11

12   A. Traceability

13   B. Measurability

14   C. Abstraction

15   D. Need

16

17 **Justification**

18   A. INCORRECT – There's no mention about traceability in the list of results.

19   B. INCORRECT – There's no mention about measurability in the list of results.

20   C. CORRECT – Abstraction is when you don't mention the solution in the requirement
21   document. This is the case here at 2.

22   D. INCORRECT – There's no mention about necessity (e.g. priority criteria) in the list of
23   results.

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Question 25	FL-4.3.6	K3

1

2 Given the following traceability matrix:

Requirement number	Test Case Number
REQ-001	TST-001 TST-002
REQ-002	TST-001 TST-003
REQ-003	TST-003 TST-004
REQ-004	TST-005 TST-006
REQ-005	TST-008
	TST-007

3

4 Which one of the following answers correctly describes the reasons why the traceability matrix
5 does NOT follow the rules of good practice?

6   A. All requirements should have the same number of associated test cases

7   B. TST-001 and TST-003 appear in two requirements, the TST-007 has no associated
8   requirements

9   C. REQ-001, REQ-002, REQ-003 and REQ-004 each have multiple test cases associated
10   with them

11   D. None of the above, the matrix is correct

12

13 **Justification**

14   A. INCORRECT – This is not true; one or more test cases can be associated to each
15   requirement and the number doesn't have to be the same.

16   B. CORRECT – Each test case should be associated with only one requirement, and each
17   test case should be associated with a requirement.

18   C. INCORRECT – It is acceptable to have requirements with more than one test cases
19   associated with them.

20   D. INCORRECT – According to B, this is not true.

21

22

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| Question 26 | FL-3.2.2 | K2 |

Consider the following approach models for developing and maintaining a solution:

1. Waterfall
2. V-model
3. Incremental Iterative

Which of the following properties is typically applicable to models 1 and 2?

A. Sequence of activities, each with a plan and evaluation criteria, culminating in an executable release.

B. It is customary for all requirements to be identified early in the project.

C. High-level requirements are refined into lower-level requirements, in parallel with activities on the corresponding test level.

D. It allows for a growing understanding of the problem through subsequent refinements.

Justification

A. INCORRECT – This is not a common property for Waterfall and V-model product life cycles. In fact, they are properties of iterative models, but Waterfall and V-model are sequential models where this property doesn't usually apply.

B. CORRECT – This is a common property for Waterfall and V-model product life cycles. In fact, this is a common property of sequential models.

C. INCORRECT – This is a specific property of V-model that usually doesn't apply to the Waterfall.

D. INCORRECT – This is not a common property for Waterfall and V-model product life cycles. In fact, they are properties of iterative models, but Waterfall and V-model are sequential models where this property doesn't usually apply.

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Question 27	FL-3.2.3	K3

1
2   You become part of a new, very innovative project as Business Analyst, which has the following
3   characteristics:
4   • It is aimed at a market limited to a few customers who operate in a niche but very profitable
5   area
6   • The identification of external stakeholders is made easy by the approach of the clients
7   who sponsor your project
8   • You have no references of competitors to compare with
9   • The technical skills you need are firmly part of the company skills, both in terms of the
10   domain, and from a technical point of view

11 In such a scenario, which one of the following approaches would you follow to set the scope of
12 Business Analysis?
13
14   A. In such a scenario, it is completely irrelevant which approach to Business Analysis to
15   follow.

16   B. Since the project is very innovative, it is reasonable to expect a learning curve on the
17   requirements that implies requirements subject to frequent changes, so it might be
18   appropriate to follow an agile approach.

19   C. The most reasonable approach would recommend, at least in the initial phase, an
20   approach to Business Analysis that avoids the creation of incremental prototypes, given
21   the resulting costs.

22   D. Those described above are ideal conditions for following a traditional approach to
23   Business Analysis based on a sequential model.

24

25 **Justification**

26   A. INCORRECT – This statement is a non-sense. To define and follow a specific approach
27   to Business Analysis is important independently of the specific business scenario.

28   B. CORRECT – An agile approach is more effective when it's possible to identify the
29   stakeholders and have them supporting the project team. In addition, the innovative
30   content usually implies that the requirements will probably not be stable and will change
31   according to the learning curve about the business needs. This is still in favor of an agile
32   approach.

33   C. INCORRECT – In the described scenario it could be useful in the early phases of the
34   project to develop prototypes. Being a profitable market, costs are maybe not a problem.

35   D. INCORRECT – Given B justification, an agile approach is more effective in this scenario.

36

Question 28	FL-4.2.6	K2

2 You are part of a project to create a platform for the management of frequent flyers of an airline.
3 You have identified the following constraints:

4 w. Strict lead times as the main competitor company adopts an aggressive policy on frequent
5   flyers
6 x. As a consequence of the company's entry into an international alliance, the frequent flyer
7   system must be integrated with the relevant platform database in order to fly to any airline in
8   the alliance to acquire miles
9 y. The management of frequent flyer data must comply with the privacy policy of the country
10   where the frequent flyer lives
11 z. The overall budget of the project cannot exceed € 70,000

13 What are examples of business constraints and what are examples of solution constraints?

14 A. w, y and z are business constraints while x is solution constraint

15 B. w, x and y are business constraints while z is solution constraint

16 C. w and z are business constraints while x and y are solution constraints

17 D. they are all business constraints

19 **Justification**

20 A. CORRECT – w is a time to market constraint, y refers to legal regulations constraint and
21   z refers to budget constraints, so they are all business constraints. x refers to a specific
22   interface with an external system that is a technology constraint, so it's a solution
23   constraint.

24 B. INCORRECT – See justification of answer A.

25 C. INCORRECT – See justification of answer A.

26 D. INCORRECT – See justification of answer A.

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Question 29	FL-4.2.11	K1

Which of the following must certainly be part of a business requirement statement?

A. The UML model that describes the linked Use Case.

B. The result that the requesting stakeholder wants to achieve.

C. The maximum release date.

D. The reference to the meeting report in which the requirement was approved.

Justification

A. INCORRECT – The business requirements are usually declared with low level details, so a UML Use Case model is not necessarily part of the declaration.

B. CORRECT – This is one of the aspects that should be always included into a requirement declaration.

C. INCORRECT – In general, the typical structure of a business requirement statement should cover the following aspects: The user – who would need and/or use this requirement? The result – what is the result for which the stakeholders are looking? The object – what is the object the requirement addresses? The qualifier – what is the qualifier that is measurable? The maximum date of release is not one of the aspects that have to be covered.

D. INCORRECT – See justification of answer C.

Question 30	FL-4.2.11	K1

Which one of the following statements regarding a User Story is true?

A. For a User Story to be ready to be implemented it is sufficient that its description (card) is defined in a complete way: "As [requesting role], I want [expected result] so that [the rationale behind the request]".

B. For a User Story to be ready to be implemented, its description (card) must be fully defined: "As [requesting role], I want [expected result] so that [the rationale behind the request]" and the acceptance criteria must be identified.

C. For a User Story to be ready to be implemented it is necessary that all the tests have already been developed with the Test-Driven Development technique.

D. For a User Story to be ready to be implemented it is necessary to have specified its "3C": Card, Conversation and Confirmation.

Justification

A. INCORRECT – The Card is the component that commonly identifies the User Story, but this not sufficient to consider the User Story ready to be implemented.

B. INCORRECT – The addition of the acceptance criteria (Confirmation) is essential to start the implementation of the User Story, but it's still not enough. The Conversation, that is the analysis and specification of the solution, is still missing.

C. INCORRECT – Test Driven Development is a useful technique for development, but it's not what makes the User Story ready for development.

D. CORRECT – The "3C": Card, Conversation and Confirmation are all together necessary to be done before the User Story is ready for development.

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Question 31	FL-4.3.5	K1

Why is it particularly important to have formal approval of the requirements (sign-off)?

    A. Because the customer is always present at the sign-off and this contributes to the formality of the event

    B. Because only after the formal approval of the requirements the company can invoice

    C. Because the formal agreement provides a starting point for a further detailed specification of the solution, for the design of the architecture, and for other aspects of implementing the solution

    D. Because all the stakeholders must be formally present and from that moment on all the requirements are understood to be "frozen" in order to start development

Justification

    A. INCORRECT – This is not true. The involved stakeholders should be present for the approval, but this does not mean that the final customer has to be there. In many cases even the identification of "final customer" is difficult or physically impossible

    B. INCORRECT – This is not true. It could be, depending on the contract, but for sure it is not a rule.

    C. CORRECT – This statement provides the main reason why a formal approval is usually very important.

    D. INCORRECT – This is not true. Requirements approval involves the stakeholders according to their profile and interest in the requirements to be approved (RACI table). Furthermore, the requirements can always change, also after the approval.

Question 32	FL-4.3.4	K1

Which one of the following activities:
- w. Impact analysis
- x. Change request analysis
- y. Coverage analysis
- z. Root cause analysis

do you think it can be usefully supported by the Traceability of requirements?

- A. None

- B. All

- C. All except the coverage analysis

- D. Impact analysis and root cause analysis

Justification

A. INCORRECT – Impact analysis is for sure supported by Traceability, that helps in understanding where the impacts are, providing existing association between artifacts on different abstraction levels. It can also support the analysis of Change Requests, because it helps in Impact Analysis. Coverage analysis can also be supported by Traceability, for instance pointing out what requirements are covered by specific test cases. Finally, Root Cause Analysis can be supported by Traceability, that provides information about source artifacts where to investigate the origin of a problem or defect.

B. CORRECT – See justification of answer A.

C. INCORRECT – See justification of answer A

D. INCORRECT – See justification of answer A.

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Question 33	FL-4.4.1	K1

During a meeting to discuss the tools to be used in supporting the Requirements Engineering of the starting project, one of your colleagues presents a proposal for the adoption of a new tool that allows the creation of diagrams according to the main notations such as UML, SysML and BPMN.

Which of the following categories of tools are you MOST LIKELY considering when adopting this tool for your project?

    A. Requirements modeling tools

    B. Prototyping tools

    C. Requirements elicitation tools

    D. Requirements management tools

Justification

    A. CORRECT – The principal scope of the tool seems to be the modeling aspect in the design of the operational flow using the most used notations for diagrams.

    B. INCORRECT – Based on the information provided this tool does not seem to be mainly associated with a prototyping tool.

    C. INCORRECT – This is a modeling tool, so this category is not related with the scope of this tool.

    D. INCORRECT – This is a modeling tool, so this category is not related with the scope of this tool.

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Question 34	FL-4.4.2	K1

Having to choose a set of techniques to support Requirements Engineering activities, which one of the following would you tend to consider <u>LESS</u> useful?

A. Brainstorming

B. 5 Why's

C. PESTLE

D. Use Case

Justification

A. INCORRECT – The brainstorming is a technique intended to produce a large and diverse set of options from a topic, it can be very useful and is largely used for instance during requirements elicitation.

B. INCORRECT – The five why's is a possible root cause analysis technique and help to explore the nature and cause of a problem. This is one of the simplest facilitation tools to use when problems involve human interaction, and it can be very useful as a facilitation technique during requirements elicitation.

C. CORRECT – PEST(LE) is a technique supporting mainly the market research and analysis. Looking at Political, Economic, Social, Technologic, Legal and Environmental aspects of the market is normally used as part of the External Analysis in Strategy Definition, so before requirements engineering.

D. INCORRECT – A Use Case is a form to express functional requirements perceived from the actor's point of view. A Use Case specification contains a list of actions or event phases that define the interactions between a role (actor) and a system to achieve a certain goal. It can be very useful and is largely used for instance during requirements elicitation and specification.

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Question 35	FL-4.4.5	K2

1

2 During a modelling activity you find yourself needing to depict a system based on transactions,
3 which illustrate the transformation of data in the path between external entities and processes.
4 Which one of the following diagrams would you tend to use?

5
6   A. State Diagram

7   B. Class Diagram

8   C. Entity-Relationship Diagram

9   D. Data-Flow Diagram

10

11 **Justification**

12   A. INCORRECT – The State Diagram shows the life cycle of an entity, from when it comes
13   into existence and moving through all the different states that the entity can take until it is
14   no longer in use.

15   B. INCORRECT – The Class Diagram describes the context in which a software system must
16   operate. It also describes the internal structure of the system, its components and their
17   relationships.

18   C. INCORRECT – The Entity-Relationship Diagram describes the data and the relationships
19   between them (e.g. DB), but it does not illustrate the transformation of data in the path
20   between external entities and processes. It also defines and communicate a coherent
21   vocabulary used by experts in both domain and implementation.

22   D. CORRECT – The Data-Flow Diagram depicts a transaction-based system. It illustrates
23   the transformation of data in the path between external entities and processes.

24

25

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Question 36	FL-4.4.3	K2

As part of the analysis and specification of the requirements, which one of the proposed techniques would you select to achieve the following objectives?

- Refinement of higher-level requirements into more detailed requirements.
- Refinement of a requirement to make it totally clear for implementation and small enough in size to be fully realized in a short time frame.
- Documentation of the proposed solution that identifies all implementation details and acceptance criteria.

A. Focus group

B. Functional decomposition and User Story

C. Root cause analysis / 5 Why's

D. 5 Forces analysis

Justification

A. INCORRECT – In market analysis / research, the Focus Group is used for generating ideas and opinions about a specific product, service or opportunity in an interactive group environment where participants, led by a moderator, share their impressions, preferences and needs. It also allows you to have feedback on business needs emerged from other market research / analysis activities, therefore it constitutes a tool for facilitating the business analyst, but it does not meet the bullets asked in the question and it does not apply to requirements analysis and specifications.

B. CORRECT – The functional decomposition meets the first bullet. A user story is the final step of the requirement refinement until it meets the INVEST criteria and the 3C components (card, conversation and confirmation) are all met. So, B matches completely the bullets asked in the question.

C. INCORRECT – The Root Cause Analysis and the 5 Why's technique, as part of the analysis of business needs, allows you to explore the nature of a problem. It takes place with the participation of those who raised the problem. It helps in the identification of stakeholder requirements that have emerged following the occurrence of problems and allows the analysis of the differences between the solution implemented and the expectations of stakeholders. So, it does not meet the bullets asked in the question.

D. INCORRECT – The 5 Forces analysis is a technique for Market analysis that evaluates five aspects: Threat of new competitors, Threat of substitute products or services, Bargaining power of buyers, Bargaining power of suppliers, Competition between existing companies.

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Question 37	FL-4.3.10	K2

1

2 Which one of the following statements do you consider true when speaking of Quality Assurance
3 in the Business Analysis field?

4

5   A. Quality Assurance does not concern Business Analysis, it is a discipline that concerns
6   only Requirements Engineering but in the context of solution development.

7   B. Quality Assurance in Business Analysis means that the verification and validation of the
8   requirements documentation is carried out from the beginning of the business initiative.

9   C. Quality Assurance in Business Analysis does not require a Quality Control.

10   D. Quality Assurance in Business Analysis relates solely to reviews of requirements
11   specification documents.

12

13 **Justification**

14   A. INCORRECT – That's not true. Quality Assurance in Business Analysis is part of the
15   Requirements Management disciplines.

16   B. CORRECT – This is true and describes the application of QA in BA that aims to ensure
17   the quality of requirements documents.

18   C. INCORRECT – This is not true. Quality Control is a necessary part of QA in BA, to steer
19   and control the quality of products or services through use of operative methods so that
20   they meet specified standards. The operative methods involved in Requirements
21   Engineering include Project Management, Risk Management, Change Management,
22   Verification and Validation, reviews, and Configuration Management and Traceability of
23   Requirements.

24   D. INCORRECT – This is not true. See justification of answer C.

25

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Question 38	FL-5.1.1	K1

1

2 At what stage of the Business Analysis workflow does the evaluation of the solution run?

3

4   A. Only before the development of the solution begins.

5   B. Only after the implementation of the solution is complete.

6   C. It takes place partly before solution development begins and partly after solution
7   implementation is complete.

8   D. At the beginning of the business strategy definition phase.

9

10 **Justification**

11   A. INCORRECT – See justification of answer C.

12   B. INCORRECT – See justification of answer C.

13   C. CORRECT – Solution Evaluation covers a set of activities that are performed in order to
14   ensure that the capabilities provided by the solution proposal facilitate the stated Business
15   Need(s). During evaluation, the solution proposal is examined against compliance with
16   the requirements and the Business Case. It is necessary to consider both business and
17   technical assumptions and constraints as well, as they may determine the choice of
18   solution. Solution Evaluation may result in discovering additional capabilities that had not
19   been previously considered. Solution evaluating is done also after the solution is released
20   or ready for delivery, the main focus is on checking if the solution successfully satisfies
21   the Business Needs and Goals described in the Business Case (as defined during
22   Strategy Analysis). In case of defects, weaknesses or new capabilities, the Business
23   Analyst should determine the most appropriate response to the identified problems.

24   D. INCORRECT – See justification of answer C. At the beginning of the definition of the
25   business strategy we don't have any solution proposal yet.

26

27

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Question 39	FL-5.1.4	K3

In evaluating a solution for a product for which several incremental releases are planned, the Business Analyst guided the following activities at the first release:

1. Collecting feedback from stakeholders on the prototype shown
2. Validation test of the solution to be released, with the participation of the Business Analyst and stakeholders
3. Demonstration of a prototype to stakeholders
4. Update of specifications, based on feedback from stakeholders, using the traceability matrix
5. Collecting feedback from stakeholders on the solution to be released

In what order do you expect evaluation activities to be carried out?

A. 5, 4, 2, 3, 1

B. 4, 3, 5, 2, 4, 1

C. 3, 1, 5, 4, 2

D. 3, 1, 4, 2, 5, 4

Justification

A. INCORRECT – See justification of answer D and C. This order doesn't make sense.

B. INCORRECT – See justification of answer D and C. This order doesn't make sense.

C. INCORRECT – See justification of answer C. Should not make sense to expect feedbacks before the solution is validated with tests.

D. CORRECT – The Business Analyst participates to the review of the prototype together with the stakeholders, their feedbacks are taken to update the specifications and to adjust the implementation. When the solution is ready for the first release, some tests are done to validate the solution against requirements. The BA and the stakeholders participate and provide feedbacks, that are used to update the specifications for the next releases.

Question 40	FL-5.1.3	K2

In the project in which you participate as Business Analyst, upon the release of the solution you are asked:

- in a first phase to participate in an acceptance test session with the customer, with the aim of collecting the customer's feedbacks regarding the suitability of the solution with respect to the needs to be met
- in a second phase to draw inspiration from what was collected in the first phase to set up the redesign of the requirements necessary to fill, in the subsequent releases, the gaps between the solution released and the customer's needs.

In the second phase described above, which Business Analysis activity do you deal with?

A. Validation of the solution

B. Verification of the solution

C. Evaluation of the solution

D. Optimization of the solution

Justification

A. INCORRECT – The validation of the solution is an activity carried out with the testers in the first phase described above.

B. INCORRECT – The verification of the solution is an activity carried out with the testers in the first phase described above.

C. INCORRECT – The evaluation of the solution is an activity carried out in the first phase described above.

D. CORRECT – What is carried out in the second phase described above is part of the optimization of the solution in the Business Analysis (5.2)

1