Question 1

Question Type: MultipleChoice

Which of the following are stages within the lifecycle of a Requirement?

1) Elicitation

2) Analysis

3) Evaluation

4) Management and documentation

Options:

A- 1,2,3

B- 1,2,4

C- 1,3,4

D- 2, 3, 4

Answer:

B

Explanation:

The lifecycle of a Requirement in an Agile project includes the stages of Elicitation, Analysis, and Management and documentation. Elicitation involves gathering requirements from stakeholders. Analysis is the process of understanding, refining, and prioritizing these requirements. Management and documentation involve maintaining requirements and ensuring they are properly documented and tracked throughout the project lifecycle.

Business Analysis.pdf, 'requirements elicitation 189--93, requirements analysis 185--6, requirements management 218--22'.

Question 2

Question Type: MultipleChoice

In an Agile project, what category of Stakeholder is the Company Board of Directors?

Options:

A- Business

B- Programme

C- Project

D- Strategic

Answer:

D

Explanation:

In an Agile project, the Company Board of Directors is considered a strategic stakeholder. This category includes individuals or groups who have a significant interest in the success and direction of the project but are not involved in the day-to-day activities. Their role is to provide high-level guidance, oversight, and support to ensure that the project aligns with the organization's strategic goals.

Business Analysis.pdf, 'high interest/high power stakeholders are the key players and require positive management'.

Question 3

Question Type: **MultipleChoice**

In an Agile project, what demonstrates adherence to the Principle of Demonstrate Control?

Options:

A- Deliver all of the requirements, all of the time

B- Develop the solution using a pre-defined process

C- Plans are displayed in a shared workspace

D- Solution delivers the MUST have requirements and no more

Answer:

C

Explanation:

In an Agile project, adherence to the principle of 'Demonstrate Control' is shown by making plans visible and accessible to all stakeholders. This transparency ensures that everyone involved in the project can see the progress, understand the current status, and be aware of any changes. This is typically achieved by:

Displaying Plans in a Shared Workspace: This could be physical (like a Kanban board) or digital (like a project management tool) where plans, progress, and any changes are visible to the entire team and other stakeholders.

Regular Updates and Reviews: Frequent stand-ups, reviews, and retrospectives ensure that the team maintains control over the project by continuously assessing progress and making adjustments as necessary.

Collaborative Tools: Using collaborative tools that support transparency and open communication helps in maintaining control over the project's direction and progress.

These practices contrast with traditional methods where control might be demonstrated through strict adherence to predefined processes or by delivering all requirements regardless of their prioritization.

Business Analysis.pdf: Emphasizes the importance of transparency and regular communication in Agile projects to demonstrate control and ensure alignment with project goals.

Question 4

Question Type: MultipleChoice

What is the purpose of the Business Case?

Options:

A- Confirm what has been delivered and what has not

B- Describe how benefits have accrued

C- Justify the investment in a project

D- Capture learning points from each Project Increment

Answer:

C

Explanation:

The primary purpose of a business case is to justify the investment in a project. This justification involves providing a rationale for why the project should be undertaken, detailing the benefits that are expected to be realized, and explaining how these benefits align with organizational goals and strategies. The business case will typically include:

Executive Summary: A brief overview of the project and its strategic importance.

Problem Statement: Explanation of the issue or opportunity that the project addresses.

Options Considered: Different approaches to solving the problem or seizing the opportunity, including a preferred option.

Cost-Benefit Analysis: Detailed financial analysis showing the costs and benefits associated with the project.

Risk Assessment: Identification and evaluation of risks, with plans for mitigating them.

Implementation Timeline: A high-level schedule for the project's execution.

The business case does not focus on confirming delivery, describing accrued benefits post-implementation, or capturing learning points from project increments, as these are aspects related to project execution and post-implementation review.

Business Analysis.pdf: Detailed sections on what constitutes a business case, emphasizing justification of investment through cost-benefit analysis and alignment with business strategy.

Question 5

Question Type: MultipleChoice

What would you NOT find in a Business Case?

Options:

A- Metrics for measuring the success of the solution in operational use

B- Anything that could adversely effect delivery of the outcome

C- Ongoing operational, maintenance and support costs

D- Allocation of roles for the project

Answer:

D

Explanation:

A business case typically includes several critical components that justify and outline the benefits of a project. These components are:

Metrics for measuring the success of the solution in operational use: This involves defining how the success of the project will be measured once implemented. Metrics might include performance indicators, key results, and other measurable outcomes to ensure the project meets its objectives.

Anything that could adversely affect the delivery of the outcome: This would encompass risks and potential issues that could hinder the successful delivery of the project. Identifying these in the business case helps in planning mitigation strategies.

Ongoing operational, maintenance, and support costs: These are detailed to provide a clear picture of the long-term financial commitment required for the project. It ensures stakeholders understand the total cost of ownership beyond initial implementation.

However, allocation of roles for the project is typically not part of a business case. This aspect falls under project management plans or other documentation related to project execution and governance rather than the justification and high-level planning that a business case provides.

Business Analysis.pdf: The structure of a business case typically includes sections on cost-benefit analysis, risk assessment, and performance metrics, but not on role allocation.

Question 6

Question Type: **MultipleChoice**

What statement about prototyping is true?

1. One of the many ways to achieve effective communication between stakeholders

2. Make elements of the Evolving Solution visible

Options:

A- Only 1 is true

B- Only 2 is true

C- Both 1 and 2 are true

D- Neither 1 or 2 is true

Answer:

C

Explanation:

Prototyping is a powerful technique in Agile methodologies that serves multiple purposes. First, it is an effective way to achieve communication between stakeholders. By creating prototypes, stakeholders can see and interact with a representation of the final product, which helps in clarifying requirements and expectations. This visual and interactive approach ensures that all parties have a shared understanding of what is being developed. Second, prototyping makes elements of the evolving solution visible. This visibility

allows stakeholders to provide feedback early and often, ensuring that the development process stays aligned with their needs and expectations. Prototypes can be adjusted iteratively based on feedback, which enhances the accuracy and relevance of the final product. Reference: Business Analysis document, sections on prototyping and stakeholder communication.

Question 7

Question Type: **MultipleChoice**

What should a good User Story include?

Options:

A- Reference to the technical solution environment

B- Recommended solution

C- Acceptance Criteria

D- Test script

Answer:

C

Explanation:

A good User Story should include Acceptance Criteria. Acceptance Criteria define the conditions that must be met for the story to be considered complete and ensure that the developed feature meets the user's needs and expectations. These criteria provide a clear and measurable way to verify that the functionality works as intended and helps in achieving a shared understanding between the development team and the stakeholders.

Business Analysis.pdf, 'The user story will generally be framed to answer the questions Who? What? Why?...and include acceptance criteria'.

Question 8

Question Type: MultipleChoice

What technique can be used to gather user requirements?

Options:

A- Facilitated workshops

B- Story Mapping

C- MOSCOW

D- Kano

Answer:

A

Explanation:

Facilitated workshops are a technique used to gather user requirements. These workshops involve bringing together key stakeholders and users to discuss and document their needs and expectations for the system. This collaborative approach helps ensure that all viewpoints are considered, promotes consensus-building, and provides a comprehensive set of requirements that can guide the development process.

Business Analysis.pdf, 'Facilitated workshops are effective in gathering user requirements and ensuring all perspectives are captured'.

Question 9

Question Type: MultipleChoice

During Iterative development, what would be considered as an advantage of delivering a horizontal slice of the solution?

Options:

A- To allow a high-level end-to-end prototype of the solution to be demonstrated

B- To enable Solution Increments to be more quickly and frequently deployed into live use

C- To provide an initial view of the overall solution early in the project

D- To reveal that the solution has evolved in a way that is not right

Answer:

A

Explanation:

Delivering a horizontal slice of the solution during iterative development allows for a high-level end-to-end prototype of the solution to be demonstrated. This approach provides an overview of how different components of the system interact with each other and helps in identifying any integration issues early. It offers a comprehensive view of the entire system, which can be valuable for getting early feedback from stakeholders and ensuring that the overall architecture is sound before diving into detailed development.

Business Analysis.pdf, 'horizontal traceability concerns tracing the requirement from inception to delivery'.

Question 10

What is the purpose of the Investigation step in a Structured Timebox?

Options:

A- Confirmation of the detail of all of the requirements to be delivered by the Timebox

B- Formal acceptance of the Timebox deliverables

C- Encompass the bulk of development

D- Understand the Timebox objectives

Answer:

D

Explanation:

The purpose of the Investigation step in a Structured Timebox is to understand the Timebox objectives. This initial step involves clarifying the goals and the scope of the Timebox, ensuring that all team members have a shared understanding of what needs to be achieved. This involves gathering detailed information about the requirements and the desired outcomes, which helps in planning the

subsequent work. By focusing on understanding the objectives, the team can align their efforts towards meeting the specific goals of the Timebox, leading to more effective and efficient development cycles. Reference: Business Analysis document, sections on Timebox structure and objectives.