

# iSQI® Certified Agile Business Analyst Practice Exam II

Q1. What is a Product Backlog?

- a) It is a living artifact of product requirements that exists and evolves as long as a product exists.
- b) It is a formally approved list of requirements to be implemented over a set period.
- c) It is a detailed list of functionality from which the Development Team draws items, to be complemented by a separate Technology Backlog managed by the Development Team.
- d) It is a list of references to Use Case documents that are stored in a central repository. The references should be viewable and clickable by anybody to enhance transparency.

Q2.

It is mandatory for the Product Owner to monitor and share progress of Product Backlog through:

- a) A Product or Release burn-down chart
- b) A Value burn-up chart
- c) A Gantt chart
- d) Any projective practice based on trends of work completed and upcoming work
- e) A Sprint Review acceptance report

Q3. What pre-conditions must be fulfilled in order to allow Sprint Planning to begin?

- a) A fully refined Product Backlog Formal budget approval to conduct another Sprint
- b) A clear and non-negotiable Sprint Goal
- c) A clear but negotiable business objective for the Sprint
- d) Enough "Ready" Product Backlog to fill the Sprint
- e) There are no such pre-conditions

Q4 First Sprint can start before the Product Owner has a complete and exhaustive Product Backlog in place.

- a) True
- b) False

Q5. Who creates the definition of "Done"?

- a) The development organization (or Development Team if none is available from the development organization)
- b) The Scrum Team, in a collaborative effort where the result is the common denominator of all members' definitions
- c) The Product Owner as he/she is responsible for the product's success
- d) The Scrum Master as he/she is responsible for the Development Team's productivity

Q6. What best describes the relationship of the Agile BA and the stakeholders?

- a) The Agile BA writes the User Stories as provided by the stakeholders.
- b) The Agile BA has the final call over the requirements and should involve the stakeholders as little as possible.
- c) The Agile BA actively asks for stakeholder input and expectations to process into the Product Backlog.
- d) The Agile BA provides the stakeholders with acceptance forms at the Sprint Review to record their formal agreement over the delivered software.

Q7. Consider this scenario and select the most appropriate level of Agile planning to perform as your next step.

Scenario: Your team is in their 2nd week of a 2 week iteration. The project has a huge product backlog (SCRUM) and the team is not sure about what they would need to focus on in the next iteration. They are looking forward to the showcase at the end of the week.

- a) Release Planning
- b) Roadmap Planning
- c) Strategy Planning
- d) Iteration Planning

Q8. ONE of the reasons why a 15-minute standup meeting is held every day is the following: Choose one option.

- a) To plan the next week's work
- b) To work on fixing defects
- c) To agree on more requirements

- d) To deal with issues faced by individuals

Q9. The Agile Manifesto has multiple principles that supports it. Which one of the following statements is one of those Principles?

- a) Our highest priority is to develop software quickly to see whether we can meet short iteration deadlines to deliver our solutions.
- b) Our highest priority is to work with the customer to deliver solutions that might meet their needs.
- c) Our highest priority is to deliver workable solutions that customers find valuable most of the time.
- d) Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Q10. Is it acceptable in Agile projects for a Business Analyst to act as a surrogate product owner in situations where the business product owner is not available?

- a) In some Agile approaches only
- b) Yes, it is acceptable practice
- c) The Product Owner is hardly ever needed in Agile projects, so this is not relevant.
- d) No, it is not possible to play the role of Product Owner under any circumstance.

Q11. In SCRUM Agile projects, what is the series of iterations called that it operates within? Select one correct answer.

- a) Marathons
- b) Sprints
- c) Runs
- d) Spikes

Q12. Which of the following planning levels of Agile is based on a 2-4 week timeframe?

- a) Strategy Planning
- b) Daily Planning
- c) Iteration Planning
- d) Release Planning

Q13. Creating which of the following options is a way for the Business Analyst to create a deep user perspective and understanding during software development activities.

- a) User Story
- b) Actor
- c) Use Case
- d) Persona

Q14. Story decomposition is a derivation of the functional decomposition technique. What else is true about this Agile technique?

- a) You should start at the broad system context and work towards the granular level of requirements
- b) You should decompose requirements and ensure they stay at the same level of granularity
- c) You should start at the granular level and work up to the broad system context
- d) You should first decompose the solution elements and work up to the broad system context.

Q15. Retrospectives are a special type of meeting used in the SCRUM Agile Approach. When do these type of Agile meetings typically take place?

- a) At the end of a Showcase Meeting or the end of an Iteration.
- b) At the end of the Agile project after everything has been implemented.
- c) Whenever the Agile team feel is a good time and they need to discuss the project's health.
- d) At the beginning of each Iteration week.

Q16. In Agile development projects, it is the Business Analyst's job to speak the language of the user, and not the user's job to speak the language of Business Analysts or Developers. Therefore, there needs to be a common language between the user and the technical team. What format does this common language take?

- a) Customer Experiences
- b) UML Use Cases
- c) User Stories
- d) Requirements Statements with a user focus

Q17. Which of the following requirement statement formats represents a User Story format?

- a) The ability for the system to display the daily energy usage for each household.
- b) The solution must have the ability to display the daily energy usage for each household.
- c) The requirement is to ensure the consumer can see their daily energy usage so that they can lower their energy costs and usage.
- d) As a consumer, I want to be able to see my daily energy usage so that I can lower my energy costs and usage.

Q18. Which of the following terms is used in Agile Approaches to describe the expression of the highest-level of a customer need?

- a) Novels
- b) Concepts
- c) Strategic Requirements
- d) Epics

Q19. What term is used to describe the definitive source of work for the Agile project team?

- a) Worklog
- b) Backlog
- c) Backendlog
- d) Tasklog

Q20. From a Business Analysis perspective, which of the following options qualifies as specific benefits attributed to the use of an Agile Approach? Select ALL the correct options, there may be more than one.

- a) Less requirements to document and analyze
- b) Welcome changing requirements, even late in the development
- c) Delivering working software frequently which ensures requirements are relevant and adding value.
- d) Software developers can build solutions that is well tested

Q21. Which of the following formats represents that of a User Story in the Agile context?

- a) If <condition>, then <action>, else <action>
- b) As a <role>, I want to <describe function> so that <reason I want the function>.
- c) Ability to <describe function> by the system

- d) A requirement exist to <description>, in order to <reason>.

Q22. Which ONE of the following physical tools are used during Backlog Management by the Agile Team, including the Business Analyst?

- a) Textbook
- b) Ruler
- c) A4 Paper
- d) Post-It Notes or Similar small cards

Q23. The Business Analyst will often be the one to write and elaborate the User Stories for the Agile Team. Which of the following statements is a key consideration to keep in mind during Iteration Planning?

- a) The Business Analyst can develop the User Story detail (elaboration of the user stories) at the same time as when it is needed for development.
- b) The Business Analyst must always be an iteration (or at least 1 week) ahead with the detail of the next set of User Stories (elaboration of planned user stories) for the developers to work on.
- c) The Business Analyst's role is to only co-ordinate and clarify specific items around User Stories and therefore no consideration in planning is required.
- d) The Business Analyst doesn't ever have to elaborate the User Stories because the developers can work it out themselves.

Q24. Which of the following Planning Sessions is not an Agile Approach Planning Session?

- a) Monthly Planning
- b) Release Planning
- c) Iteration Planning
- d) Strategy Planning

Q25. There are two types of Personas in Agile Projects. The Primary Persona and the Secondary Persona. Which of these represent users with specific needs that can be satisfied only with a user interface designed specifically for them.

- a) Both Primary and Secondary Persona
- b) Neither the Primary or Secondary Persona

- c) Secondary Persona
- d) Primary Persona

Q26. Which of the following are 2 common techniques applied during the discovery of requirements process?

- a) Requirements Workshops
- b) Interviews and questionnaires
- c) Business process modelling
- d) Data Modelling

Q 27. In the following list of iteration activities, which one would not be a suitable task for the BA role?

- a) Evaluate against acceptance tests
- b) Write code for a story
- c) Business acceptance
- d) Groom the product backlog

Q 28. Of the following, which are responsibilities of the business Analysts?

- a) Prioritise the product backlog items
- b) Write user stories
- c) Educate business stakeholders as to what the product should do
- d) Help the team to elaborate user stories

Q 29. Which one of the following best defines the Lean philosophy?

- a) Product excellence is the primary imperative
- b) Any effort that does not produce value for the customer is wasted effort
- c) Effective production relies on discussion rather than documentation
- d) While some degree of waste is inevitable, it should be reduced as much as possible

Q 30. Which one of these four statements would best explain why an agile environment might benefit from the Kanban approach?

- a. Kanban makes it easier to observe and predict velocity
- b. Kanban provides a non-timeboxed management approach which may be useful for BAU (software fixes and enhancements)
- c. Continuous development (build) is faster than iterative development
- d. Kanban forces demand driven pull rather than more wasteful estimated product demand push

Q 31. Business capability is different from business process. Choose the option (s) which are TRUE with respect to the difference between business capability and business process?

- a) Business processes are less stable or persistent as compared to business capability
- b) A business capability analysis model is at higher level of abstraction as compared to business process model
- c) Business capability and business process modelling actual depict the same info but they are just at different levels of abstraction
- d) None of these

Q 32. Personas are profiling of the customers in order to understand the requirements from their perspectives. What do personas help us in understanding?

- a) Their needs, expectations and business values
- b) Value propositions, customer expectations and user satisfaction
- c) Business processes, benefits and needs
- d) None of these

Q 33. What is the benefit of using Value stream mapping?

- a) It helps in modelling the business processes
- b) It helps in optimizing the business processes and minimizing waste
- c) Value stream mapping is meant for creating future and current state of business processes
- d) None of these

Q 34. What are two artefacts or sets of requirements that may be the outcome of user story mapping?

- a) User stories and Product Backlog
- b) Minimum marketable features (MMF) and Minimum Viable product (MVP)
- c) Product and Sprint backlog
- d) Minimum marketable features (MMF) with well-developed user stories

Q 35. I in INVEST principle stands for:

- a) Intended for high business value
- b) Investible
- c) Independent
- d) None of these

Q 36. The user story decomposition may not follow a standard decomposition hierarchy but broadly speaking, which one of the following represents a correct decomposition hierarchy:

- a) Themes, Epics and MMF
- b) Themes, MMF, MVPs
- c) Themes, user stories, Epics
- d) None of these

Q 37. The four segments of purpose alignment model are:

- a) Partner, differentiation, customer, Parity
- b) Partner, differentiation, who cares, parity
- c) Partner, differentiation, who cares, positioning
- d) Partner, Differentiating, Who cares, Parity

Q 38. Kano Analysis is a technique for the prioritization of requirements. When do we use Kano Analysis? (More than one answer may be correct)

- a) Kano Analysis is used when number of stakeholders is high
- b) Kano analysis is used when there is only one stakeholder
- c) Kano analysis is used when MoSCoW analysis does not work?
- d) None of these

Q 39. Identify the technique which is a valuable tool for identifying and analysing the business priority of candidate product features.

- a) Nickolaisen Model

- b) Value alignment model
- c) Genesis model
- d) None of these

Q 40. Parity segment of purpose alignment model refers to the following:

- a) Processes which are mission critical and highly differentiating
- b) Processes which are not mission critical but highly differentiating
- c) Process which are neither mission critical not highly differentiating
- d) Processes which are mission critical and but not differentiating

# Answers

Q1. A

The Product Backlog is an ordered list of everything that might be needed in the product and is the single source of requirements for any changes to be made to the product. The Product Backlog evolves as the product and the environment in which it will be used evolves. Higher ordered Product Backlog items are usually clearer and more detailed than lower ordered ones. As long as a product exists, its Product Backlog also exists.

Q2 D

Various projective practices upon trending have been used to forecast progress, like burn-downs, burn-ups, or cumulative flows. These have proven useful, but none are mandatory and care should be taken because none can replace the importance of empiricism. What will happen is unknown, no matter what has happened.

Q3 F

Sprint Planning serves to plan the work to be performed in the Sprint. This plan is created by the collaborative work of the entire Scrum Team. Sprint Planning is time-boxed to a maximum of eight hours for a one-month Sprint. What can be achieved in this time-box may be influenced by additional practices that are however not prescribed by Scrum.

Q4 A

A first Sprint requires no more than a Product Owner, a team, and enough ideas to potentially complete a full Sprint.

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Q5 A

If the definition of "done" is part of the conventions, standards or guidelines of the development organization, all Scrum Teams must follow it as a minimum. The Development Team of the Scrum Team can complement it with elements specific for the product or context. If "done" for an increment is not a convention of the development organization, the Development Team of the Scrum Team must define a definition of "done" appropriate for the product.

Q6 C

The Product Owner represents the stakeholders to the Scrum Team, which includes representing their desired requirements in the Product Backlog. The Product Owner has the final call over the Product Backlog.

Q7 C Iteration Planning

Based on the velocity, they need to look at the velocity and adjust the iteration backlog.

Q8 D

Q9 D

Q10 B

Q11 B

Q12 C

Q13 D

Q14 A

Q15 A

Q16 C

Q17 D

Q18 D

Q19 B

Q20 A, B, C

Q21 B

Q22 D

Q23 B

Q24 A

Q25 C

Q26 A, B, C, D

Q27. B

Q28. A, B

Q29. B

Q30. B, C, D

Q31. A, B

Q32. B (Page 56 Manual)

Q33. B

Q34. B

Q35. C

Q36. B (page 66 manual)

Q 37. D (Page 84)

Q38. A, C

Q39. A (Page 84)

Q40. D (Page 85)