

AGILE BUSINESS ANALYSIS PRACTICE (SAMPLE)

STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

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- 1. Which modelling perspective expresses the business need through objectives?**
 - A. Why
 - B. What
 - C. When
 - D. How
- 2. Which type of knowledge refers to information easily expressed in words?**
 - A. Tacit knowledge
 - B. Semi-tacit knowledge
 - C. Explicit knowledge
 - D. Implicit knowledge
- 3. What technique would you select to discover whether a solution defect is a symptom of a deeper, underlying problem?**
 - A. Root-cause analysis
 - B. SWOT analysis
 - C. Cost-benefit analysis
 - D. Gap analysis
- 4. What defines a prototype in the context of business analysis?**
 - A. A hypothetical scenario or case study
 - B. An exact replica of the final product
 - C. A form of model illustrating typical qualities of a solution
 - D. A document outlining project requirements
- 5. What lifecycle phase should the elicitation and analysis of requirements be completed?**
 - A. Initiation
 - B. Evolutionary Development
 - C. Deployment
 - D. Closure

- 6. What does Lean Thinking primarily seek to identify?**
- A. Internal resources
 - B. Customer preferences
 - C. Elements that do not add value in the eyes of customers
 - D. Financial performance indicators
- 7. What does "value stream mapping" help to identify in a lean approach?**
- A. The competition in the market
 - B. The resources spent in production
 - C. Areas of waste and improvement in the process
 - D. Customer satisfaction levels
- 8. How does one typically begin a risk analysis in the context of solution evaluation?**
- A. By defining user roles
 - B. By identifying potential risks and impacts
 - C. By assessing solution costs
 - D. By gathering stakeholder feedback
- 9. What was created during requirements analysis to structure all of the requirements of the proposed change?**
- A. Requirements architecture
 - B. Requirements documentation
 - C. Requirements backlog
 - D. Requirements framework
- 10. What does the KANO method primarily help with?**
- A. Estimating project costs
 - B. Prioritization of customer needs
 - C. Creating user personas
 - D. Agile team dynamics

Answers

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1. A
2. C
3. A
4. C
5. C
6. C
7. C
8. B
9. A
10. B

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Explanations

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1. Which modelling perspective expresses the business need through objectives?

- A. Why
- B. What
- C. When
- D. How

The modelling perspective that expresses the business need through objectives is centered around the "Why" of a situation. This perspective delves into the motivations and justifications behind pursuing certain initiatives or projects. By identifying and articulating objectives, stakeholders can align on the purpose of their efforts and how they contribute to achieving broader business goals. This approach emphasizes understanding the underlying reasons for a project, which helps clarify priorities and set a strategic direction. Focusing on "Why" encourages a values-driven methodology, where stakeholders clarify what success looks like and why it matters, ultimately guiding their decisions and actions throughout the project lifecycle. A different perspective, such as the "What," would instead focus on the specific deliverables and functionalities required but may lack the strategic context that objectives provide. Similarly, "When" pertains to timelines and scheduling, and "How" relates to the methods and processes to achieve these goals, making "Why" the crucial perspective that roots the initiative in its business need.

2. Which type of knowledge refers to information easily expressed in words?

- A. Tacit knowledge
- B. Semi-tacit knowledge
- C. Explicit knowledge
- D. Implicit knowledge

Explicit knowledge refers to information that can be easily articulated, documented, and shared with others. This type of knowledge is often found in manuals, documents, databases, and detailed descriptions that clearly convey concepts, processes, and data. Examples include written procedures, guidelines, and any quantifiable data that can be systematically organized. In an Agile environment, explicit knowledge is crucial because team members often need to share information quickly and effectively to promote collaboration and facilitate decision-making. This shared understanding helps ensure that all team members are aligned and can work together efficiently. In contrast, tacit knowledge is more personal and experiential, making it more challenging to communicate verbally or in writing. Semi-tacit knowledge exists somewhere in between, having elements that can be articulated but also relies on personal experience for full comprehension. Implicit knowledge is closely related but often not fully recognized by the individual possessing it, making it even harder to communicate. Understanding the distinctions between these types of knowledge helps teams leverage the strengths of explicit knowledge to enhance transparency and collaboration within an Agile framework.

3. What technique would you select to discover whether a solution defect is a symptom of a deeper, underlying problem?

A. Root-cause analysis

B. SWOT analysis

C. Cost-benefit analysis

D. Gap analysis

The selected technique, root-cause analysis, is designed specifically to investigate and identify the fundamental causes of problems or defects. This approach involves systematically examining issues to determine their origins, ensuring that any solutions address the true source of a problem rather than just treating symptoms. By applying root-cause analysis, teams can delve deeper into the evidence associated with a defect to uncover underlying issues that may not be immediately apparent. This is particularly crucial in an Agile environment, where continuous improvement is emphasized, and addressing root problems can lead to more sustainable solutions. In contrast, SWOT analysis focuses on identifying strengths, weaknesses, opportunities, and threats related to a project or organization, which does not directly target the analysis of defects or their causes. Cost-benefit analysis weighs the potential costs against the anticipated benefits of a solution but does not uncover underlying problems. Similarly, gap analysis identifies the discrepancies between current and desired performance levels but does not drill down to find the root causes of defects or issues. Thus, root-cause analysis is the most appropriate technique for discovering whether a solution defect is indicative of a deeper problem.

4. What defines a prototype in the context of business analysis?

A. A hypothetical scenario or case study

B. An exact replica of the final product

C. A form of model illustrating typical qualities of a solution

D. A document outlining project requirements

A prototype in the context of business analysis serves as a form of model that illustrates typical qualities of a solution. It is a tangible representation that allows stakeholders to visualize and interact with aspects of a potential product before it is fully developed. Prototypes can take many forms, including sketches, wireframes, or interactive simulations, enabling teams to validate ideas, gather user feedback, and make informed decisions during the development process. By using a prototype, the business analyst can solidify requirements based on user reactions and experiences with the model, ensuring that the final product aligns closely with user needs and business objectives. This iterative approach supports better communication among stakeholders, as it brings abstract concepts into a more concrete form that everyone can understand and critique. The other options do not encapsulate the essence of a prototype accurately. A hypothetical scenario or case study does not provide a functional representation of a product, and an exact replica would imply a finished product rather than a developmental tool. A document outlining project requirements focuses on specifications rather than visual or interactive exploration, which is core to the essence of prototyping in agile methodologies.

5. What lifecycle phase should the elicitation and analysis of requirements be completed?

- A. Initiation
- B. Evolutionary Development
- C. Deployment**
- D. Closure

The elicitation and analysis of requirements are ideally completed during the Evolutionary Development phase of an Agile lifecycle. This phase is characterized by its focus on gathering, refining, and adapting requirements in response to ongoing stakeholder feedback and evolving project understanding. In Agile frameworks, such as Scrum or Kanban, requirements are not static and may change over time. During the Evolutionary Development phase, teams work iteratively, allowing for continuous input and refinement of requirements as the product evolves. The Agile approach emphasizes collaboration among stakeholders, and through regular iterations, teams can better understand user needs, adjust priorities, and incorporate changes based on real-world feedback. This ensures that the product being developed remains aligned with user expectations and market demands, leading to a higher likelihood of success. Other lifecycle phases, such as Initiation, Deployment, and Closure, do not serve the same purpose for requirement elicitation. Initiation is more focused on defining the project scope and objectives but does not dive into the detailed requirement analysis. Deployment involves delivering the product to users, and Closure addresses finalizing project deliverables and evaluating outcomes, which are stages that come after gathering and analyzing requirements. Thus, the Evolutionary Development phase is where the elicitation and analysis of requirements are most critical and beneficial in an

6. What does Lean Thinking primarily seek to identify?

- A. Internal resources
- B. Customer preferences
- C. Elements that do not add value in the eyes of customers**
- D. Financial performance indicators

Lean Thinking primarily seeks to identify elements that do not add value in the eyes of customers. This approach is rooted in the philosophy of maximizing value for the customer while minimizing waste. By focusing on the value perceived by customers, Lean Thinking aims to streamline processes and eliminate any activities or components that do not contribute to that value. This practice emphasizes continuous improvement and efficiency, encouraging organizations to assess every step in their processes to determine whether it enhances customer satisfaction. The goal is to create more effective workflows, reduce costs, and enhance overall product quality. By identifying and removing non-value-added elements, teams can focus their efforts on delivering what truly matters to the customer, thus increasing their competitiveness and success in the market.

7. What does "value stream mapping" help to identify in a lean approach?

- A. The competition in the market
- B. The resources spent in production
- C. Areas of waste and improvement in the process**
- D. Customer satisfaction levels

Value stream mapping is a visual tool used in lean methodology to analyze and optimize the flow of materials and information required to bring a product or service to a consumer. It helps teams identify areas of waste within a process by detailing every step in the value stream and showing the interconnectedness of these activities. By visualizing the flow of value, teams can pinpoint inefficiencies, redundancies, and delays, enabling them to develop strategies for improvement. This aligns closely with the core principles of lean, which aim to maximize value while minimizing waste. Understanding value stream mapping is crucial because it leads to better resource allocation, more efficient processes, and ultimately, enhanced productivity. By focusing on identifying waste and opportunities for improvement, teams can streamline their operations, reduce costs, and deliver greater value to customers.

8. How does one typically begin a risk analysis in the context of solution evaluation?

- A. By defining user roles
- B. By identifying potential risks and impacts**
- C. By assessing solution costs
- D. By gathering stakeholder feedback

Beginning a risk analysis in the context of solution evaluation typically involves identifying potential risks and impacts. This initial step is crucial because it allows the team to recognize what could go wrong with a proposed solution and how those risks might impact the project's success. Understanding these risks enables stakeholders to prioritize their responses effectively and makes it easier to implement mitigation strategies later on. Once potential risks have been identified, team members can assess their likelihood and impact, which informs decision-making and can guide subsequent stages of the evaluation. Without an early identification of risks, the evaluation may overlook critical factors that could affect the solution's effectiveness, leading to unforeseen problems down the line. While defining user roles, assessing solution costs, and gathering stakeholder feedback are all important aspects of the evaluation process, these activities can often happen concurrently or later, after the foundational understanding of risks has been established. Identifying risks first ensures that the team is focused on maintaining quality and aligning the solution with stakeholder needs while minimizing possible negative outcomes.

9. What was created during requirements analysis to structure all of the requirements of the proposed change?

- A. Requirements architecture**
- B. Requirements documentation
- C. Requirements backlog
- D. Requirements framework

The concept of requirements architecture plays a crucial role in organizing and structuring all of the requirements for a proposed change. It provides a visual representation and a systematic approach to categorizing requirements, thereby allowing stakeholders to see how the various elements fit together and how they relate to one another. By creating a requirements architecture, business analysts can ensure that all requirements, whether functional or non-functional, are identified, documented, and connected to the overarching objectives of the project. This structured approach facilitates better communication among stakeholders, promotes a shared understanding, and supports traceability throughout the project lifecycle. The architecture serves as a foundational guide for further development, testing, and implementation, thereby enhancing the overall effectiveness of the change initiative. While options such as requirements documentation, requirements backlog, and requirements framework also relate to how requirements are handled during a project, they do not specifically focus on the structural organization of those requirements. Requirements documentation refers primarily to the actual written records of requirements but does not inherently suggest a structured approach. The requirements backlog typically pertains to Agile methodologies, where it represents a prioritized list of work items, rather than a comprehensive structure. A requirements framework, while it may provide guidance on processes and methodologies, does not target the structural organization of requirements specifically in the same way.

10. What does the KANO method primarily help with?

- A. Estimating project costs
- B. Prioritization of customer needs**
- C. Creating user personas
- D. Agile team dynamics

The KANO method primarily assists in prioritizing customer needs by providing a structured framework for understanding how different product features influence customer satisfaction. Developed by Noriaki Kano in the 1980s, this model categorizes customer preferences into five distinct types: basic needs, performance needs, excitement needs, indifferent needs, and reverse needs. By utilizing this framework, teams can identify which features will have the most significant impact on customer satisfaction and prioritize them accordingly. This prioritization process is particularly beneficial in an Agile environment, where rapid iterations and constant feedback loops demand a clear understanding of what matters most to the customer. By focusing on features that enhance customer satisfaction, teams can make informed decisions about where to allocate resources and improve products effectively. In contrast, estimating project costs, creating user personas, and understanding Agile team dynamics do not align with the primary purpose of the KANO method, as they serve different objectives within the scope of business analysis and Agile practices. The KANO method specifically hones in on customer satisfaction, making it an invaluable tool for prioritizing features based on their impact on user experience.

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://agilebusinessanalysis.examzify.com>

We wish you the very best on your exam journey. You've got this!

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