

PMI

Exam Questions PMI-PBA

PMI Professional in Business Analysis (PMI-PBA)



NEW QUESTION 1

A business analyst is reviewing a discrepancy report after a test session. The discrepancy report has revealed a defect that the business analyst must address. Which of the following criteria should the business analyst use to identify the appropriate response to the defective test result?

- A. Perform an impact analysis and open a change request to include the revised requirement in the next baseline
- B. Verify that the corresponding requirement was appropriately signed off by the requesting stakeholder.
- C. Determine if the defect is in the solution developed, in the original requirement, or in the test case.
- D. Inspect the requirements traceability matrix to verify if the requirement is connected to a use case.

Answer: C

NEW QUESTION 2

Which statement accurately depicts what changes can be made to requirements after they are baselined?

- A. Requirements cannot be changed once user acceptance testing begins.
- B. Requirements can be changed through a defined process.
- C. Requirements can be changed only with sponsor approval.
- D. Requirements cannot be changed once development begins.

Answer: B

NEW QUESTION 3

A stakeholder has rejected a project's deliverable because it does not meet the original business need. It is further determined that the deliverable does not meet the requirements identified in the baseline.

What is the best approach to resolve this issue?

- A. Suggest re-estimating the requirement and following the change control process.
- B. Meet with the customer and apologize for misunderstanding the business's need.
- C. Require development resources to work overtime to modify the deliverable to satisfy the stakeholder.
- D. Provide the stakeholder with a copy of the approved requirements baseline and move forward without making a change.

Answer: A

NEW QUESTION 4

The business managers had clearly stated that the delivered website must simultaneously accommodate millions of users around the globe. However, within the first week of the production launch, the website crashes frequently.

This situation could have been averted if:

- A. critical business requirements were accommodated and tested.
- B. nonfunctional requirements were identified and tested
- C. quality attributes were captured and tested.
- D. essential product requirements were captured and tested.

Answer: B

NEW QUESTION 5

A business analyst has been asked to investigate a problem. This investigation will provide input towards developing a business case. The business analyst wants to first understand the company's current business processes.

Which technique should the business analyst use?

- A. User stories
- B. RACI matrix
- C. MoSCoW
- D. Observation

Answer: A

NEW QUESTION 6

The requirements traceability matrix should primarily be used to:

- A. address the responsibility owner for each requirement.
- B. identify the risks associated with dependent requirements
- C. define a convention to map the requirements to their sources.
- D. ensure that all requirements have been met.

Answer: D

NEW QUESTION 7

Which of the following tools will help facilitate the decision-making process when stakeholders do not agree on the value of an initiative?

- A. PEST analysis
- B. Feasibility analysis
- C. Gap analysis
- D. Force-field analysis

Answer: B

NEW QUESTION 8

When faced with a tight timeline, the project sponsor suggests that the project team start development without creating traceability artifacts. What should the business analyst do?

- A. Start development activities without traceability items.
- B. Explain the value of requirements traceability.
- C. Negotiate for a quick approval of a reduced set of traceability artifacts.
- D. Eliminate traceability activities for the project.

Answer: B

NEW QUESTION 9

A business analyst and stakeholders have completed documentation of the acceptance criteria for the requirements of a new vehicle leasing database. A concern is raised that some of the key performance indicators may not validate the desired benefits of the implementation. What should the business analyst do to ensure that the business need can be validated?

- A. Document a constraint.
- B. Document a business rule.
- C. Document a defect.
- D. Document an assumption.

Answer: B

NEW QUESTION 10

The business analyst generated a design specification for a new product. What is the best type of formal review to conduct with the customer to establish an approved requirements baseline?

- A. Production readiness review
- B. System requirements review
- C. Critical design review
- D. Test readiness review

Answer: B

NEW QUESTION 10

A business analyst has been assigned to a project team that is redesigning the company's website. The business analyst has been documenting the relationships between requirements and has found requirements that do not trace to a business need. Which type of requirements are these?

- A. Out-of-scope
- B. Tested
- C. Implemented
- D. In-scope

Answer: A

NEW QUESTION 12

A business analyst is working with the project manager, company auditors, and project stakeholders to determine whether formal signoff should be required for the project. For which reason would the business analyst recommend formal signoff to the group?

- A. The organization follows an iterative project life cycle.
- B. The project impact is contained within a small department of the company.
- C. The industry is unregulated.
- D. Errors in the product could result in financial solvency.

Answer: C

NEW QUESTION 14

Once a new project has been identified, the business analyst works with project team members to define what will be included in and excluded from the new system. Which of the following has the business analyst defined?

- A. Solution scope
- B. Solution design
- C. Business requirements
- D. Business case

Answer: A

NEW QUESTION 18

A business analyst in organization Y is assigned to elicit requirements in a project within a defined timeline. The business analyst has identified and invited key stakeholders to a requirements workshop. However, the stakeholders are not giving clear and concise requirements; their opinions about requirements are changing and conflicting with each other in the meeting. In the end, the business analyst could not elicit and define the requirements and therefore adjourned the meeting.

Which tool or technique could have been used by business analyst to avoid this situation?

- A. Prototyping
- B. Decision tree
- C. Document analysis
- D. Surveys

Answer: A

NEW QUESTION 22

A company is awarded a contract to design and build a custom product. The contract references a detailed technical specification. What is the best action to take to ensure the design meets customer requirements?

- A. Conduct a one-on-one interview with each member of the technical team to ensure that they understand the customers specification.
- B. Develop a test plan to verify that the product meets the performance requirements in the technical specification.
- C. Create a system requirements verification matrix to trace the design to the technical requirements and include verification methods.
- D. Generate a design package for the product and ask the customer to verify that the design meets his or her technical needs.

Answer: B

NEW QUESTION 26

Testing on a project has been completed. In order to proceed with deployment, a decision is needed. Who should the business analyst contact to review the testing results and get approval to proceed with deployment?

- A. The project manager identified in the project charter
- B. The tester identified in the testing strategy
- C. The person identified in the RACI matrix
- D. The project sponsor identified in the scope document

Answer: C

NEW QUESTION 29

A system enhancement project has been initiated to address the concerns of an external group of stakeholders not included in the first release. What should be done to ensure stakeholder satisfaction with the enhancement?

- A. Engage all stakeholders early in the requirements gathering phase to define acceptance criteria.
- B. Solicit feedback and add requirements to the project backlog.
- C. Provide all signed-off project documentation to the stakeholders for information purposes only.
- D. Request that the project manager identify all affected project stakeholders.

Answer: A

NEW QUESTION 34

A stakeholder wants to modify an existing feature. Which of the following would be used to determine the scope of the change on the product?

- A. Project schedule and cost baseline
- B. Requirements attributes table
- C. Requirements traceability matrix
- D. Sequence diagram

Answer: C

NEW QUESTION 38

The document that defines the process for managing requirements revisions is the:

- A. change management plan.
- B. communications management plan.
- C. project management plan.
- D. scope management plan.

Answer: A

NEW QUESTION 43

The business analyst wishes to clarify the project's key business drivers and ensure that requirements can be prioritized to provide maximum business value. Which question should the business analyst ask of stakeholders to help obtain this clarification?

- A. What is the business need?
- B. Which functional areas are impacted?
- C. How is the organizational chart structured?
- D. Which stakeholders have the most influence?

Answer: A

NEW QUESTION 47

Which solution should be chosen according to the completed weighted-ranking matrix?

		Revenue growth	Improved customer satisfaction	Reduced time-to-market	Lower maintenance cost
ID	Options	(weight 5)	(weight 3)	(weight 4)	(weight 2)
1	Purchase off-the-shelf software	2	2	2	2
2	Develop in-house software	2	3	1	2
3	Outsource the development	2	3	2	1
4	Enhance the existing system	1	1	3	3

- A. Enhance the existing system.
- B. Purchase off-the-shelf software.
- C. Develop in-house software.
- D. Outsource the development.

Answer: D

NEW QUESTION 49

A new project is in the planning phase. What should the business analyst consider with regard to planning the requirements change process?

- A. How requirement changes will impact the requirements baseline
- B. How requirement changes will be implemented
- C. How requirement changes will be communicated
- D. How requirement changes will impact the validation plan

Answer: B

NEW QUESTION 54

A business analyst created requirements for production of a product extract file for several systems. After reviewing the complex systems and dividing the processes into manageable tasks, the business analyst is able to identify the tasks required to implement the deliverable. Which analysis technique has the business analyst used?

- A. Organization
- B. Dependency
- C. Interface
- D. Decomposition

Answer: D

NEW QUESTION 59

The software developers have delivered a completed solution. The quality assurance team has passed the solution. What should the business analyst do next?

- A. Conduct user acceptance testing.
- B. Conduct performance testing.
- C. Evaluate the solution with the sponsor(s).
- D. Evaluate the solution against the project charter.

Answer: A

NEW QUESTION 62

A sponsor requests a new requirement The business analyst explains that most of the information needed for this requirement does not exist and that the requirement cannot be implemented. The business analyst recommends deferring the requirement until the needed information is available and then adding it to a subsequent project The sponsor agrees. What should the business analyst do next?

- A. Mark the requirement as complete so that it is not forgotten.
- B. Bring the subsequent project to the change control board (CCB).
- C. Communicate that the status of this requirement has changed.
- D. Ask the stakeholders to review the requirement before any other action is taken.

Answer: D

NEW QUESTION 66

Requirements elicitation for a project is occurring. The marketing, acquisition, and production departments want to include specific requirements. The CEO has a requirement to deploy in three months.

Which of the following actions will have a greater influence on the project success?

- A. Conduct a stakeholder analysis and balance requirements by understanding the relative power associated with each stakeholder group.
- B. Explain the situation to the CEO and try to obtain an extension of the contract for the actual time necessary to develop the system.
- C. Prioritize and develop the requirements of the marketing department since the project will impact a greater number of people.
- D. Estimate the effort required for each requirement and develop as many functionalities as possible.

Answer: A

NEW QUESTION 69

A company uses a prioritization range of 1-10. in which 10 represents the highest or best. According to the information from the table, which option should the business analyst recommend?

ID	Description	Functionality		Cost	
		Weight	Score	Weight	Score
1	Custom solution	7	10	3	1
2	Off-the-shelf solution	7	5	3	10
3	Customized off-the-shelf solution	7	10	3	3
4	Software as a service	7	7	3	5

- A. 1
- B. 3
- C. 4
- D. 2

Answer: C

NEW QUESTION 74

A business analyst is documenting the acceptance criteria to support a minor modification in a user portal. The analyst submits the criteria for review, but it is deemed incomplete and returned.

What could have caused the documentation to be returned?

- A. The analyst performed forward and backwards traceability.
- B. The analyst failed to gather any baseline information.
- C. The analyst did not include the scope document in the acceptance criteria paperwork.
- D. The analyst utilized user stories as a requirements document tool.

Answer: B

NEW QUESTION 77

To reduce the amount of time and effort needed to create a product specification for a project, the business analyst plans to reuse:

- A. requirements
- B. qualitative analysis
- C. quantitative analysis
- D. risk assessments.

Answer: A

NEW QUESTION 78

A document is being created that will detail the customer's needs for a product and will include a functional model, a data model, and a glossary of terms. This document is called a:

- A. project charter.
- B. requirements specification.
- C. business case.
- D. standard operating manual.

Answer: A

NEW QUESTION 80

A business analyst from Company A has been assigned a project to document and identify requirements for a new commercial software implementation. The first step is to break down the business analysis deliverables into activities and tasks. Then, the business analyst will add an estimate of the time needed to complete the work.

Which type of estimation technique is the business analyst using?

- A. Delphi
- B. Bottom-up
- C. Parametric
- D. Analogous

Answer: B

NEW QUESTION 82

During the project execution phase, the client requests the addition of a new feature. Which of the following would allow the business analyst to determine the impact for the specific requirement change?

- A. Requirements baseline
- B. Requirements management tool
- C. Requirements cards
- D. Requirements traceability matrix

Answer: D

NEW QUESTION 83

A company wants to improve the service to its customers by reducing complaint response time by 40%. To achieve this goal, it is necessary to redesign and optimize their internal processes and support it with a new product. The client thinks that disruption and short-term loss of productivity is inevitable. Where can the business analyst best reflect the intangible costs associated with this change?

- A. In the business case
- B. In the balanced score card chart
- C. In the requirements specification document
- D. In the pay-back analysis

Answer: A

NEW QUESTION 86

Which of the following is the best approach to enable developers and product owners to be in constant communication so that changes or issues that occur during development are exposed and discussed as they develop?

- A. Waterfall
- B. Linear
- C. Iterative
- D. Agile

Answer: D

NEW QUESTION 90

A key component of the business analysts role during acceptance testing is to:

- A. delegate execution of acceptance testing and defect identification to users.
- B. execute all acceptance tests on behalf of the user community.
- C. assist the quality assurance department by defining acceptance criteria.
- D. act as a resource only when users encounter difficulties while performing tests.

Answer: C

NEW QUESTION 92

When managing a product backlog, which statement best describes how to determine the value of backlog items?

- A. The stakeholders provide input about backlog value when the item is first identified.
- B. The stakeholders do not typically play a major role.
- C. The stakeholders provide recommendations with the product owner having the final say.
- D. The stakeholders follow the value-ranking criteria.

Answer: C

NEW QUESTION 96

How can a business analyst show progressive iterations of product development to stakeholders after the requirements baseline has been approved?

- A. Conduct requirement walkthrough sessions.
- B. Talk to distinct testing groups to check testing status.
- C. Create prototype proof-of-concept models.
- D. Review performance data with the project sponsor.

Answer: C

NEW QUESTION 99

A business analyst has elicited, documented, and verified the requirements, discovering that there are not enough resources to deliver all the requirements. Which technique should the business analyst employ to rectify the issue?

- A. Ask stakeholders to vote on the requirements.
- B. Survey stakeholders on their likes and dislikes about the requirements.
- C. Perform traceability to find out where the requirements originated.
- D. Hold a brainstorming workshop to build the rationale for the requirements.

Answer: A

NEW QUESTION 104

A business analyst assigned to review test output for a project realizes that an approved requirement has been missed. Which technique could the business analyst have used to ensure that requirements were delivered as stated?

- A. Use cases
- B. Requirements management plan
- C. Traceability matrix
- D. Work breakdown structure

Answer:

C

NEW QUESTION 107

After several meetings with different groups of users, a business analyst has gathered the requirements for a large IT project. Now, the business analyst needs to document those requirements in a way that is clearly understood by the development team and provides enough information to check if the requirement has been met.

Which of the following would work best in this case?

- A. Flow chart
- B. Prototyping
- C. User steles
- D. Functional specifications

Answer: C

NEW QUESTION 111

The business analyst has worked with the stakeholders to capture their views of organizational improvement for the company. It would be best to align these with the:

- A. requirements traceability matrix
- B. vision/scope document
- C. work breakdown structure
- D. project charter

Answer: B

NEW QUESTION 112

What should a business analyst do after discovering that two solution requirements conflict?

- A. Perform an impact analysis and propose a lower-cost alternative.
- B. Update the requirements baseline and upload it to the project repository.
- C. Consult the sponsor(s) and log the constraint.
- D. Communicate the conflict to stakeholders and facilitate a resolution.

Answer: D

NEW QUESTION 114

When a business analyst uses subject matter experts to define roles and identify influencers, which project artifact is created or updated?

- A. SWOT analysis
- B. Stakeholder register
- C. Stakeholder management plan
- D. RACI matrix

Answer: B

NEW QUESTION 116

A company is working on the next big release of their best-selling product. The requirements will be validated through in-person validation sessions. What would be the most viable technique to use in this scenario?

- A. A review of the previous version
- B. A brainstorming session
- C. A review of the solution prototype
- D. A use-case development session

Answer: B

NEW QUESTION 118

A stakeholder requests to add new critical requirements the day before the scheduled baseline requirements approval meeting. The stakeholder insists that these requirements must be taken into account despite time and budget constraints.

What is the most effective way to manage this situation?

- A. Ask for more resources to manage this change and justify these additional resources with the value the change will give to the company.
- B. Discuss the change with stakeholders during the baseline approval meeting and ask them to approve the new baseline.
- C. Share the new requirements with all stakeholders and ask them to submit their comments before the meeting.
- D. Postpone the baseline approval meeting, analyze the impact, and schedule a new meeting to discuss dependencies and priorities with stakeholders.

Answer: D

NEW QUESTION 123

A business analyst captures an application's current limitations and consults with end users to identify new features for the next version. What can be used to analyze this information and determine project scope?

- A. As-is process
- B. Root cause analysis

- C. Requirements traceability matrix
- D. Capability table

Answer: D

NEW QUESTION 127

After conducting a brainstorming session with a group of project participants, the business analyst feels that the elicited requirements are biased Which tool or technique could be used to gain an objective, first-hand insight into tasks and activities that are difficult to describe?

- A. Observation
- B. Document analysis
- C. Questionnaires and surveys
- D. Traceability matrix

Answer: A

NEW QUESTION 132

A type of requirements document that would be the most valuable to a database administrator would be:

- A. a data flow diagram.
- B. an entity relationship diagram
- C. an object diagram.
- D. a business process diagram.

Answer: B

NEW QUESTION 133

What is one benefit of documenting the change control process?

- A. Stakeholders understand the difficulty of managing requirements.
- B. Stakeholders are shielded from how changes are assessed.
- C. Stakeholders know how to request changes.
- D. Stakeholders have a schedule of changes to be deployed.

Answer: C

NEW QUESTION 137

Which technique or tool is used to obtain acceptance of the delivered product?

- A. Inspection
- B. Contextual inquiry
- C. Facilitated workshops
- D. Expert Judgment

Answer: A

NEW QUESTION 141

A company has developed a new product for a customer. The customer provided a specification, but the company did not produce the system requirements in the verification matrix.

The customer is having difficulty determining if the product is meeting the requirements during the test event because the:

- A. customer did not adequately review the test procedure before the test.
- B. test engineer is not communicating effectively with the customer.
- C. customer cannot make this determination until the entire test is complete.
- D. requirements in the technical specification are unclear and ambiguous.

Answer: D

NEW QUESTION 144

Last year, a company registered a high number of complaints about its customer service. Which of the following tools or techniques can help to identify the high-priority changes needed to improve that service?

- A. A cause-and-effect diagram
- B. A flowchart of the service
- C. A work breakdown structure analysis of the service
- D. A Pareto analysis

Answer: D

NEW QUESTION 146

During user acceptance testing, a defect is logged by a user from a department that did not participate in the requirements analysis. To avoid this situation and minimize impact on the project, the user should have been:

- A. given the opportunity to review the user acceptance test scripts.
- B. involved in the development and sign-off of the business requirements.

- C. identified as a stakeholder as part of the stakeholder analysis.
- D. interviewed to understand how the user's work would be impacted.

Answer: D

NEW QUESTION 148

Which of the following best describes the function of the requirements baseline?

- A. Defines how the project will be scheduled.
- B. Controls the product development and evolution.
- C. Tracks the progress of requirements documentation.
- D. Provides the basis for the development scope.

Answer: C

NEW QUESTION 153

A company wants to procure a tool to improve customer satisfaction and loyalty. Which of the following documents would provide basis for analyzing vendor products?

- A. Project charter
- B. Business case
- C. Survey
- D. Storyboard

Answer: C

NEW QUESTION 156

After implementation of the product, the customer reports defects. What is the best course of action to take?

- A. Do nothing since the solution is now the responsibility of the operations manager.
- B. Compare reported defects with user acceptance test results.
- C. Involve the end users and plan a new round of acceptance tests to check the gaps.
- D. Escalate the issue to the project manager since the acceptance was given by the customer.

Answer: B

NEW QUESTION 161

A company has completed a major project within time, cost, and scope and satisfied high-level quality standards and marketing requests. However, the product was considered a complete failure by shareholders and the market due to low return on investment. From the business analysis perspective, the main reason for this business failure was a failure to:

- A. gather the appropriate usability requirements
- B. set the product positioning
- C. establish measurable success criteria in the business case
- D. review and evaluate market expectations

Answer: C

NEW QUESTION 166

A business analyst is planning the business analysis activities for a new payroll project. Due to a tight timeline, the analyst advises stakeholders that the requirements sessions should begin as soon as possible.

Which key factor drives the selection of business analyst activities to be included in the project?

- A. Return on investment (ROI)
- B. Project life cycle
- C. Communication plan
- D. Payback period

Answer: B

NEW QUESTION 167

The project team has all the document control process and versioning in place to capture the requirements changes. The team ensures that the change is documented in the scope document, resulting in the changed work breakdown schedule (WBS) and schedule. However, a key requirement was not implemented in the release.

Which is a possible reason why the requirement was not implemented?

- A. The requirements traceability matrix was not updated with the change.
- B. The schedule management plan was not updated with the change.
- C. The requirements management plan was not updated with the change.
- D. The scope management plan was not updated with the change.

Answer: A

NEW QUESTION 170

The human resources, engineering, and marketing departments have provided feedback on the business needs for a new product. After analyzing the feedback from the three departments, it would be best to:

- A. delegate the decision to be made by the product sponsor.
- B. negotiate to best meet each department's objectives.
- C. vote on the product's highest-value business needs
- D. collaborate on a product scope that aligns with the company's objectives.

Answer: D

NEW QUESTION 171

Several interviews with stakeholders to develop an inventory management system in a new architectural environment have revealed a significant concern about system and architectural stability. In which tool should the business analyst include this attribute to ensure that the requirement meets the acceptance criteria?

- A. Interface analysis
- B. Stakeholder satisfaction survey
- C. Process modeling
- D. Traceability matrix

Answer: D

NEW QUESTION 172

The following requirement was included in a business requirements document: "An API shall be built to send data back and forth from the accounting system to the customer relationship system so that name and address data can be synchronized." What should be done with this business requirement?

- A. It should remain because it specifies the type of data and the source system.
- B. It should be revised because it states a solution to the problem rather than the business need.
- C. It should be removed because it does not state how often the data should be synchronized.
- D. It should remain because it specifies the reason why the business requirement is needed.

Answer: D

NEW QUESTION 175

A business analyst has captured all of the requirements from the various stakeholders within the organization and has compiled them into a complete list. After reviewing the list of requirements with the stakeholders, it is determined that the list of requirements is too large and will exceed the allotted budget. Which tool or technique should the business analyst use with the stakeholders to prioritize the requirements to determine which requirements are approved, deferred, or rejected?

- A. SMART Goals
- B. Timeboxing Analysis
- C. MoSCoW Analysis
- D. SWOT Analysis

Answer: C

NEW QUESTION 178

The best way to ensure the integrity of requirements is to:

- A. establish a change control board, track the status of each requirement, and use a requirements management tool
- B. establish a requirements baseline, establish a change control board, and label each requirement uniquely
- C. implement version control, maintain a history of requirements changes, and track the status of each requirement
- D. use a requirements management tool, measure requirements volatility, and maintain a history of requirements changes

Answer: C

NEW QUESTION 179

Requirements for a project have already been approved and finalized when a stakeholder approaches the project team with a change to one of their requirements. Which method of document control should the business analyst use to document changes in requirement(s) versioning?

- A. Project plan
- B. Traceability matrix
- C. Statement of work
- D. Problem or opportunity statement

Answer: B

NEW QUESTION 180

Which tool can be used to analyze how the system responds to various combinations of input conditions with the probability of each outcome?

- A. Expected monetary value
- B. Decision tree
- C. Weighted criteria
- D. Functional decomposition

Answer: B

NEW QUESTION 183

A business analyst for Company A has been assigned to a three-year project to assist health insurance Company B with implementing and testing a new set of medical codes. The business analyst has identified many stakeholders who will participate in the project. For example, Company A will designate technical staff to write and code the requirements and provide a testing team to test the new functionality. The senior director of Company B will require weekly progress updates. The project manager from Company A will create project plans, schedule meetings, and provide meeting minutes. In the scenario above, what is the role of the technical staff and testing team from Company A?

- A. Consult
- B. Inform
- C. Accountable
- D. Responsible

Answer: D

NEW QUESTION 184

A new project's goal is to replace an existing system. What is an input into solution evaluation and decision making in this context?

- A. Technical readiness of the development team
- B. Customer metrics on the existing system
- C. New solution design specification
- D. Cost-benefit analysis of the existing system

Answer: B

NEW QUESTION 186

A business analyst has started a project for a system enhancement. In order to determine how the requirements will be approved, the business analyst schedules a meeting with the stakeholders to discuss the proposed approval process.

Which measure of effective decision making allows the business analyst to finalize the process for requirement approval?

- A. The requirements approval process is documented.
- B. The requirements verification process is documented
- C. The requirements elicitation process is documented.
- D. The requirements validation process is documented.

Answer: A

NEW QUESTION 187

The business analyst receives multiple changes from different stakeholders during the requirements gathering phase of a project. How should the business analyst track the requirements throughout the lifecycle of the project to secure the delivery of the expected solution?

- A. Establish a risk traceability matrix and designate someone to manage each risk with the appropriate response.
- B. Plan regular meetings with stakeholders to review the requirements baseline update and to discuss changes.
- C. Perform inspections through the lifecycle of the project to detect any gaps and adjust the requirements baseline.
- D. Record all the requirements in a matrix, review it regularly, and get approval from stakeholders.

Answer: A

NEW QUESTION 191

Which tool should be used to improve the communication of product needs with the stakeholders and to improve their understanding?

- A. Document management system and a relationship matrix that groups all related documents
- B. Workflow management tool that documents the flow of information
- C. Modeling tool integrated into a version control feature that ensures that team knowledge is captured
- D. Requirements management tool that documents requirements and their properties and relationships

Answer: A

NEW QUESTION 193

When a change request is received, the business analyst is responsible for:

- A. analyzing the impact on business and underlying systems.
- B. ensuring that change-related incidents are minimized in production.
- C. prioritizing and scheduling the changes requested.
- D. analyzing the impact to the project schedule and budget.

Answer: A

NEW QUESTION 196

A business analyst is working on a highly complex project and has elicited a large number of requirements from stakeholders in several departments. Due to the large number of requirements, the stakeholders have determined that they would like to prioritize them to minimize a potentially large scope.

Which technique could the business analyst use to manage requirements?

- A. SMART goals
- B. RACI models
- C. MoSCoW
- D. Storyboarding

Answer: C

NEW QUESTION 199

A company is developing a new e-commerce platform to enter a new market segment. Development is well under way when the government issues a new set of regulations.

Which course of action should the business analyst take?

- A. Check the traceability matrix to identify affected use cases.
- B. Evaluate the impact of the change on the project schedule.
- C. Evaluate if the new set of regulations is aligned with the business case.
- D. Obtain management sign-off on the new set of regulations.

Answer: C

NEW QUESTION 201

After a project was delivered, the business analyst learns of a project objective with no associated requirement. What would have helped determine this issue before delivery?

- A. Use cases
- B. Process flow
- C. Context diagram
- D. Tracing requirements

Answer: D

NEW QUESTION 205

The business analyst is seriously concerned about the possibility of differing interpretations of data items mentioned in the requirements documents. Which course of action should the business analyst take to minimize the risk of misunderstanding?

- A. Write a data dictionary that accompanies the requirements specification.
- B. Ask the development teams for a formal acceptance of the requirements specification.
- C. Hold a workshop with the development teams to explain the details of the requirements specification.
- D. Plan a peer review of the requirements specification.

Answer: C

NEW QUESTION 208

A business analyst has incorporated all the relevant feedback from stakeholders in the business analysis plan. Which next step should the business analyst take?

- A. Start documenting requirements
- B. Start implementing the project.
- C. Obtain approval on the plan.
- D. Store the document for safe keeping

Answer: A

NEW QUESTION 213

Which of the following is a properly written requirement statement?

- A. The pot shall be lightweight and heat up quickly.
- B. The pot shall be manufactured in the following colors: yellow, red, brown, blue.
- C. The pot shall be usable in the oven or on the stove.
- D. The pot shall prominently display the company brand.

Answer: B

NEW QUESTION 215

Which of the following techniques contrasts the current and desired business views to analyze possible business changes?

- A. Impact analysis SWOT analysis
- B. SWOT analysis
- C. Trend analysis
- D. Gap analysis

Answer: D

NEW QUESTION 220

A new project is in the planning phase. The business owner believes that, since the timeline is aggressive, requirements elicitation should begin as soon as possible. Which activity should the business analyst initiate before beginning requirements elicitation?

- A. Document how the relevant systems interact.
- B. Draft a high-level data model.
- C. Prepare the requirements traceability matrix.
- D. Define how the solution will be evaluated.

Answer: A

NEW QUESTION 224

The customer generated a design specification for a new product. What is the best action to take to establish an approved requirements baseline with the customer?

- A. Request that the customer create a baseline of the requirements in the contract specification.
- B. Perform a variance analysis on the design specification and report the results to the customer.
- C. Create a requirements baseline approval form for the customer to review and approve.
- D. Create a requirements traceability matrix for review and approval by the customer.

Answer: A

NEW QUESTION 225

The customer and the business analyst are collaborating in the development of a solution scope. It is important for the customer to:

- A. communicate changes to requirements only when they are completely defined.
- B. perform an alternatives analysis for requirements implementation
- C. spend the time required to provide, clarify, and elaborate requirements.
- D. challenge assessments of the cost and feasibility of requirements.

Answer: C

NEW QUESTION 226

A company is developing a new risk management system. The company expects the system to evolve in the near future due to changing government regulations. Which approach will better cope with the requirements' volatility?

- A. Comparative analysis
- B. Phased baselmmg
- C. Storyboarding
- D. Multivoting

Answer: B

NEW QUESTION 229

A business analyst is working on a system enhancement project and has completed the requirements according to the requirements management plan. The business analyst is now ready to request approval from the stakeholders. How should the business analyst obtain approval?

- A. Provide a defect tracking log for review.
- B. Conduct a formal or informal review of the requirements.
- C. Send an email requesting approval of requirements.
- D. Create and maintain an audit history log of changes to requirements.

Answer: B

NEW QUESTION 230

The test team is reviewing requirements that were written for Project A. They are having difficulty determining if the test results meet the project needs. Which project artifact could the test team review to help identify acceptance criteria?

- A. RACI chart
- B. Use cases
- C. Project scope
- D. Delphi outcome

Answer: C

NEW QUESTION 232

Change control systems include provisions to implement changes without formal review in the event of an emergency. When this provision is utilized:

- A. changes can be applied without further managerial involvement.
- B. changes must still be documented and captured.
- C. the risk associated with the change is not evaluated.
- D. a change control board should be established

Answer: A

NEW QUESTION 234

How should a business analyst determine whether a solution satisfies business requirements?

- A. By conducting a brainstorming session with end users
- B. By reviewing the results of user acceptance testing
- C. By reviewing the traceability matrix
- D. By evaluating the solution against the project charter

Answer: D

NEW QUESTION 239

What should the business analyst do during the first steps of a project?

- A. Identify the classes of users and their requirements.
- B. Align the sponsor expectations along the project goals.
- C. Evaluate the sources for requirements and prioritize them.
- D. Identify stakeholders and their interests.

Answer: B

NEW QUESTION 240

A business analyst is working on a project to implement a new call management system for a help desk. They expected the average time interval to answer a call to decrease over time, but the interval has increased instead.

Which technique should the business analyst use to investigate the problem?

- A. Root cause analysis
- B. Interviews
- C. Observation
- D. Process modeling

Answer: A

NEW QUESTION 241

Once the requirements are compared to internal and external quality standards, what should the business analyst do next?

- A. Set the priority of the requirements.
- B. Communicate the requirements to stakeholders.
- C. Ensure that the requirements are validated.
- D. Baseline the requirements.

Answer: C

NEW QUESTION 242

Which of the following can be used to determine if requirements align to the product's objectives?

- A. Business use cases
- B. Context diagrams
- C. Five Whys
- D. Activity network diagrams

Answer: A

NEW QUESTION 243

A business analyst conducts an initial review to define scope. The analysis includes the review of the business case, project goals, and objectives to obtain the necessary and required context. Based on that information, the business analyst determines that this is a large project with multiple interfaces which could cost the company money that was not initially included in the budget.

What characteristics of the project are needed to determine the approach so that the business analyst can validate whether they will need to have a discussion about the budget?

- A. Type of elicitation activities to be conducted
- B. Selected project life cycle
- C. Business analysis deliverables to be produced
- D. Decision on the type of models to be used

Answer: B

NEW QUESTION 246

For a large, highly complex project with significant risk, which elicitation technique should be used to analyze input to and output from the product?

- A. System analysis
- B. Interface analysis
- C. Dependency analysis
- D. Risk analysis

Answer: D

NEW QUESTION 248

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