PMI

Exam Questions PMI-PBA

PMI Professional in Business Analysis (PMI-PBA)

NEW QUESTION 1
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 busmess'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 2
A business analyst is preparing a requirements management plan and needs to define a method to deal with a complex project with stakeholders who find it difficult to articulate their needs. Which method
would best minimize requirements risk?

A. Stakeholder analysis
B. Questionnaires
C. Group decision making
D. Prototyping

Answer: B

NEW QUESTION 3
Which of the following is a method for requirements change control?

A. Requirements management
B. Baselining
C. Scope analysis
D. Communication management

Answer: B

NEW QUESTION 4
A project was in the design phase when the team received news of a new regulatory mandate that affects the project. The requirements have already been approved and baselined. If the new requirements are not included, the company will be out of compliance and may face monetary penalties.
What should the business analyst do next?

A. Update the requirements
B. Obtain approval from the project manager
C. Follow the change control process
D. Define the project scope

Answer: C

NEW QUESTION 5
Through user acceptance testing, a software flaw was identified. What should the business analyst do next as part of the root cause analysis in order to analyze and resolve the discrepancy?

A. Create a functional decomposition.
B. Create a fishbone diagram.
C. Create a Delphi estimation.
D. Create an interface analysis.

Answer: B

NEW QUESTION 6
A company has launched a new online sales application and engaged a focus group to test how quickly the customer could place an order. The focus group also provided feedback on their satisfaction.
Which metrics tool should the business analyst use to record the results?

A. Focus group
B. Business completion
C. Sales and marketing
D. Customer

Answer: D

NEW QUESTION 7
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 8
A project team has completed the system use cases along with accompanying screen mockups. The business analyst schedules a review meeting with the client team to walk through the artifacts.
What is the purpose of this meeting?

A. To verify that the system is aligned with the quality requirements
B. To validate that the documents are aligned with the solution requirements
C. To validate that the system is aligned with the stakeholder requirements
D. To verify that the documents are aligned with the transition requirements

Answer: C

NEW QUESTION 9
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 10
Whjch tool provides combined functionality for business analysis and quality assurance activities?

A. System use case modeling tool
B. Functional specification tool
C. Solution quality assurance tool
D. Requirements traceability tool

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 14
The business analysts have concluded a requirements elicitation workshop. They now need to define rationale for each requirement. Which of the following pairs of items would be important to include in the
rationale?

A. Reasons and assumptions
B. Product vision and operational relationships
C. Stakeholder impact and design decisions
D. Functional relationships and work breakdown structure code

Answer: A

NEW QUESTION 16
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 18

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 20
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 23
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 25
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 29
A few months into a project, the business analyst determines that the costs are exceeding the perceived benefits. The business analyst wants to address the possible risks of having to cancel the product.
Which of the following documents should be used?

A. Business case
B. Stakeholder impact matrix
C. Business analysis plan
D. Project charter

Answer: A

NEW QUESTION 30
The project team is working on test scripts to test a solution. Which source can be used for building tests of end-to-end business processes across business functions and systems?

A. Context diagram
B. Prototype model
C. Use case
D. Feature model

Answer: A

NEW QUESTION 31
Which technique allows the collection of the maximum number of ideas on a subject from a group without considering the validity or practicality of the ideas?

A. Surveying
B. Brainstorming
C. Interviewing

D. Prototyping

Answer: A

NEW QUESTION 36
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 39
How can a SWOT analysis help when deciding between several possible options to address a business problem?

A. It can help the stakeholders identify the strengths and weaknesses of each option.
B. It can help the product owner to determine opportunity cost of not choosing an option.
C. It can help the project sponsor to determine the valuation of each option.
D. It can help the stakeholders to determine how to avoid the threats of each option.

Answer: A

NEW QUESTION 42
After reviewing a business case, project goals, and objectives, a business analyst determines that the organization prefers taking an exploratory approach to finding the solution that best meets the business need. Which approach best aligns with the business need for this organization?

A. Analytical approach
B. Plan-driven approach
C. Waterfall approach
D. Change-driven approach

Answer: D

NEW QUESTION 43
A company is working on implementing a software application. They are converting their complex, m-house processes into the new system. The business analyst has been asked to analyze the processes.
Which technique should be followed?

A. MoSCoW
B. Interface analysis
C. Feasibility analysis
D. Requirements traceability

Answer: B

NEW QUESTION 47
A project's requirements baseline is established and approved A stakeholder then submits a new requirement through the change control process. How can the business analyst determine the impact on existing requirements?

A. Review the requirements traceability matrix.
B. Update the use case documentation.
C. Perform a stakeholder analysis.
D. Use time-boxing to defer the new requirement.

Answer: A

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 51
The business analyst wants to ensure that requirement changes can be formally tracked after the product is baselined. What will the business analyst need to evaluate the proposed change?

A. Impact analysis
B. Pareto analysis
C. Requirements management plan

D. Scope statement

Answer: A

NEW QUESTION 56
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 58
The business analyst has completed the requirements gathering and documentation processes in developing a baseline document. Several signoffs are needed During the joint review process with the key stakeholders, the stakeholders announce that they are still not ready to sign off due to a communication gap.
Which technique should the business analyst have followed to ensure consensus?

A. The business analyst should have reviewed the requirements of the project sponsor first before reviewing other requirements.
B. The business analyst should have performed a complete review of each requirement with one of the stakeholders' peers before the meeting
C. The business analyst should have performed a complete review of each requirement with the key stakeholders prior to the meeting.
D. The business analyst should have invited the key stakeholders to the meeting.

Answer: C

NEW QUESTION 61
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 agreater number of people.
D. Estimate the effort required for each requirement and develop as many functionalities as possible.

Answer: A

NEW QUESTION 62
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 65
While preparing a business case, an experienced business analyst faces difficulty in deciding which of three different solution options to recommend. The senior vice president (SVP) who requested the business case favors an outsourced solution; however, an analysis favors a custom-developed solution, either built internally or using contract labor.
To prepare the recommendation, what should the business analyst do?

A. Recommend the SVP's choice, as It is most likely to be adopted.
B. Formulate a weighted-ranking matrix.
C. Perform solution evaluation
D. Review the stakeholder analysis.

Answer: B

NEW QUESTION 66
A business analyst has been assigned to Project Y. After a requirements gathering session, the project manager asks the business analyst to identify which requirements would be considered in scope and out of scope, based on the business need.
What document should the business analyst use to determine the relationship of the requirement to the business need?

A. Requirements package
B. Traceability matrix
C. Requirements management plan
D. Reliability matrix

Answer: B

NEW QUESTION 69

A project team has been assembled to streamline accounts payable processes in all divisions of the company. As part of the planning activities, the business analyst is working to identify stakeholders.
Which of the following techniques would the business analyst use to identify stakeholders?

A. Brainstorming
B. Estimation
C. Prototyping
D. State diagram

Answer: A

NEW QUESTION 70
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 74
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 75
A business analyst is conducting a cost-benefit analysis of potential solution options. The stakeholders have indicated that the estimated growth rate is very important to them.
Which technique will allow the business analyst to determine this information?

A. Net present value (NPV)
B. Internal rate of return
C. Return on investment (ROI)
D. Payback period

Answer: A

NEW QUESTION 80
A project team has 120 days to deliver a solution, but the stakeholders have too many requirements for the delivery window. What requirements prioritization technique should be used to determine which
requirements will be delivered?

A. Multivoting
B. Time-boxing
C. Budget analysis
D. MoSCoW

Answer: D

NEW QUESTION 82
After analyzing a set of requirements documents, it is determined that the requirements are not yet ready for peer review. This was most likely caused by:

A. the requirements not providing all of the information needed to define the work.
B. the requirements documents having not yet received sign-off from the sponsor.
C. the requirements' reference codes not tracing to the attribute numbers in the work breakdown structure.
D. some requirements having not yet been discussed in a work group session.

Answer: A

NEW QUESTION 83
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 cntena.
D. act as a resource only when users encounter difficulties while performing tests.

Answer: C

NEW QUESTION 88
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 89
A business analyst is discussing the acceptance criteria for a new measurement system with the operations manager The operations manager is particularly concerned about the accuracy of the new system because mistakes in data measurements could be extremely costly to fix.
Which of the following is the best strategy to define the appropriate acceptance criteria?

A. Quantify the risks associated with the measurement errors and update the risk register.
B. Ask the operations manager to formally accept the requirements documents.
C. Plan a training session for the new system before it is handed over to the operations manager.
D. Clearly define the maximum acceptable error rate for the new system.

Answer: D

NEW QUESTION 94
The business analyst is planning an approach to formally manage updates to requirements that may be requested by stakeholders. What should the business analyst do?

A. Document changes as they occur.
B. Develop a change control process.
C. Obtain approval from the project sponsor.
D. Hold firm on scope and reject changes.

Answer: B

NEW QUESTION 98
A business analysl assigned lo review lest 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 100
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 102
Company A has initialed a project to update their online ordering system. The business analyst has noticed that the purchasing department, a primary stakeholder. is excluded from the list of stakeholders.
In which reference matenal can the business analyst find information about the missing project stakeholders?

A. Business case
B. Business analysis plan
C. Organizational chart
D. Business analyst communication plan

Answer: B

NEW QUESTION 104
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 109
An organization is evaluating the possibility of conducting business internationally. Which factors should be investigated at the onset of the initiative?

A. Impacts on requirements baseline
B. Change control processes
C. Deliverables to be produced
D. External dependencies

Answer: D

NEW QUESTION 110
In the first few weeks after a large implementation of a new web-based application, a critical report failed. Further investigation determined that a worker had been using a field that was not supposed to be
used. This issue was not identified in testing.
Which technique could have prevented this problem from occurring?

A. Use cases
B. Prototyping
C. Diagrams
D. Document analysis

Answer: D

NEW QUESTION 113
A business analyst needs to estimate the effort associated with project requirements. However, the lack of detail is concerning. What technique could the business analyst use to help alleviate this concern?

A. Context diagram
B. Decomposition model
C. Swimlane diagram
D. Business analysis work plan

Answer: B

NEW QUESTION 117
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 121
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 124
A business analyst is working on a project's acceptance criteria. In an early collaboration with the company's stakeholders, the business analyst identified several user groups within the company:
"Purchaser," "Shipper." "Customer," and "Agent" These user groups categorize stakeholders with similar needs and create a detailed narrative.
Which technique did the business analyst use for evaluating the solution's acceptance criteria?

A. Stakeholder analysis
B. Job analysis
C. Persona analysis
D. Risk analysis

Answer: C

NEW QUESTION 127

Which tool is the most appropriate to aid in development of measurable and actionable requirements for a new project?

A. Use case diagram
B. Activity-on-node diagram
C. Network diagram
D. Entity relationship diagram

Answer: A

NEW QUESTION 130
During a requirements workshop, sponsors and managers from different departments express varying points of view and priorities about the product's functions and requirements. The business analyst struggles with facilitating the group to reach an agreement.
What should the business analyst have defined to avoid this?

A. Decision-making process in the business analysis plan
B. Communications approach in the business analysis plan
C. Communications approach in the project management plan
D. Decision-making process in the project management plan

Answer: B

NEW QUESTION 132
The requirements baseline is ready for sign-off when the requirements are:

A. consistent, analyzed, complete, and validated
B. justified, clear, consistent, and verified
C. complete, clear, verified, and adopted
D. clear, consistent, complete, and validated

Answer: B

NEW QUESTION 133
A major stakeholder of a project is surprised to learn that a particular requirement was not implemented during the latest launch. The business analyst tells the stakeholder that the requirement status was changed to "deferred."
What could have prevented the stakeholder from being surpnsed about the status change?

A. The status should have been reviewed prior to project launch.
B. The status should have been communicated to the requirement's source.
C. The status should have been updated in the traceability matrix.
D. The status should have been communicated to all project stakeholders.

Answer: D

NEW QUESTION 135
Prior to the design phase, the project team needs to conduct a requirements review with the customer. To prepare for the review, it would be best for the team to:

A. prepare a test procedure for the product to discuss at the requirements review.
B. request a contract amendment to delete any requirements from the contract that will be difficult to meet.
C. evaluate the requirements and highlight those that cannot be met or need to be deferred.
D. start designing the product to impress the customer with the amount of progress achieved early in the project.

Answer: C

NEW QUESTION 138
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 140
Company A has set aside capital to invest in an upgrade to their scheduling system Documentation of the current structure was presented to the business analyst However, the description of certain steps are not documented clearly, and the business analyst has not been allowed to inspect the existing system. During elicitation. the business analyst asked questions of the schedulers as they performed functions in order to gain an understanding of the process.
Which type of elicitation technique did the business analyst use in this instance?

A. Participatory observation
B. Interview
C. Simulation
D. Active observation

Answer: D

NEW QUESTION 141
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 146
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 148
The project sponsor needs lo know which requirements will be implemented. Which of the following would be the most valuable for a business analyst to provide?

A. Requirements trace^bility matrix
B. Requirements impact analysis
C. Requirements management plan
D. Requirements baseline document

Answer: A

NEW QUESTION 150
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 153
The business analyst is conducting a feasibility study to understand how well a potential solution fits into the organization. What kind of feasibility assessment is the business analyst undertaking?

A. Time
B. Operational
C. Cost-effectiveness
D. Technical

Answer: B

NEW QUESTION 154
When eliciting requirements, a good lime to consider using the interviewing method is when:

A. assembling a requirements traceability matrix.
B. there is not enough time to gather requirements from many different sources.
C. there are communication challenges among stakeholders.
D. attempting to obtain sign-off on requirements from stakeholders.

Answer: C

NEW QUESTION 159
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 163
The business analyst has been assigned to a project which delivers functionality for a much larger solution. The project has many requirements but has not received adequate funding. In addition, the stakeholders' views conflict.
Which tools and techniques should the business analyst use to maximize business value while establishing the requirements baseline?

A. Decision trees, weighted matrix, and context diagrams
B. Stakeholder register, decision tree, and capability matrix
C. Weighted matrix, process flow, and organizational chart
D. Traceability matrix, context diagrams, and scope document

Answer: A

NEW QUESTION 166
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 169
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 173
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 174
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 traceabllity 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 177
Which of the following actions will contribute most to the success of the initial stage of the project?

A. Document the requirements and obtain sign-off.
B. Establish the change control process of the project.
C. Interview stakeholders to clearly define the problem.
D. Define the acceptance criteria required during the acceptance phase.

Answer: C

NEW QUESTION 180
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 182
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 186
An organization is in the process of replacing its current system. The business analyst is charged with ensuring that all current connections to other systems remain functional after the upgrade.
What analysis should the business analyst conduct to facilitate a successful migration?

A. Document
B. User interface
C. Interface
D. Systems

Answer: C

NEW QUESTION 190
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 193
What are some of the components of a requirements management plan?

A. Requirements work plan, requirements definition, and traceability matrix template
B. Requirements definition, functional and non-functional requirements, and decision-making process
C. Requirements work plan, prioritization process, and traceability matrix template
D. Requirements definition, requirements attribute template, and traceability matrix template

Answer: C

NEW QUESTION 194
A company is developing a new product for a customer and is required to verify and validate the product against the customers acceptance test plan and requirements. The product was successfully verified against the acceptance test criteria, but the customer does not believe that the product meets the requirements. This occurred because the customer's acceptance test plan:

A. was not included in the work breakdown structure.
B. did not have measurable and testable requirements.
C. was incomplete and missing requirements.
D. was not formally accepted by the company.

Answer: C

NEW QUESTION 195
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 200
A company is in the final phases of implementing a project for a client. Which tool or technique could the business analyst use to iteratively validate the solution?

A. Schedule variance
B. Expected vs actual results
C. Expected v
D. actual costs
E. Quality variance

Answer: B

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 206
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 209
A project that was going well for the last few months has encountered a situation—regulatory authorities have deemed that the project does not meet their requirements. Although regulatory requirements were identified during an earlier phase of the project, there is no substantial evidence to prove that the requirements were formally rejected.
This could have been avoided if:

A. a change control process for requirements and their statuses was followed.
B. the project team documented customer requests and obtained sign-off.
C. the customer met with regulatory authorities to verify that their requirements were also considered.
D. the project manager circulated the meeting minutes after the discussions with all the attendees.

Answer: B

NEW QUESTION 213
A project affects Ihe marketing unit and procurement unit The project manager gives the business analyst an overview of the project for the first time. What should the business analyst do immediately after the discussion?

A. Schedule time with the process owners.
B. Develop an issues log.
C. Assess the risks for the project.
D. Put the information into a project plan.

Answer: C

NEW QUESTION 218
The client produced a specification for a new product to be developed by Company A. Company A designed and successfully tested the new product against the test plan. yet the client does not agree that it meets the specification.
What could have caused this?

A. The requirements matrix did not adequately track back to client requirements.
B. The product was not adequately tested in accordance with the test plan.
C. Requirement changes were not properly identified in the project charier
D. The product design was not property reviewed by the quality department.

Answer: B

NEW QUESTION 220
The project manager is beginning to prepare for a test readiness review with the customer. The project manager knows that the customer will want a summary of requirements that have been rejected or deferred. The project manager has requested that the business analyst provide a list of rejected and deferred requirements.
What should the business analyst have done to complete this request?

A. Set up a change control board to track the number of rejections.
B. Spend more time up-front reviewing the requirements to limit rejections.
C. Track rejected requirements in the system requirements verification matrix.
D. Limit the number of rejected requirements on the project.

Answer: B

NEW QUESTION 221
When modeling processes or analyzing tasks, business rules can be uncovered by asking about:

A. tasks that overlap with each other.
B. work that may be performed out of sequence.
C. task transitions that hinder organizational performance.
D. reasons for choosing a particular course of action.

Answer: D

NEW QUESTION 223
The customer and Ihe 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 224
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 228
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 229
One of the main purposes for creating a requirements traceability matrix is to:

A. track the project solution scope.
B. track how requirements can be connected to the solution.
C. provide test cases to validate solution deliverables.
D. document stakeholder approval of project requirements.

Answer: B

NEW QUESTION 231
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
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 235

A startup company sells organic vegetable and fruit smoothies. Management is tracking a rapid decrease in sales of their best-selling juice, so they contract a business analyst to identify solutions in order to increase sales by comparing similar products offered by competitors.
Which technique or tool should be used?

A. Focus group
B. Benchmarking
C. Competitive analysis
D. Trend analysis

Answer: C

NEW QUESTION 240
Company A would like to enter into a new market. The business analyst has been assigned lo a project for which nobody in Company A has any prior experience. The project manager has asked the business analyst to assist in resource planning.
What should the business analyst recommend to the project manager?

A. Review the business case to reconsider the project.
B. Ask the sponsor for more resources.
C. Hire external subject matter experts for the core project team.
D. Ask the developer's team manager for more resources

Answer: C

NEW QUESTION 243
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 247
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 251
A business analyst is trying to determine which analysis technique will be best suited to elicit information from a large number of users in a short period of time.
Which elicitation technique is best suited for this purpose?

A. Group brainstorming
B. Facilitated workshop
C. Questionnaire
D. Ongoing observation

Answer: C

NEW QUESTION 255
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