

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

A company is pleased with its delivered solution and reports that it has heard only minimal complaints for the first three months of use. How can the business analyst determine how well the solution meets the business case?

- A. Ask the sponsor for feedback.
- B. Conduct a user survey.
- C. Survey the project.
- D. Compare the results of day-in-the-life (DITL) testing and integration testing.

Answer: A

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

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

- A. Requirements management
- B. Baselineing
- C. Scope analysis
- D. Communication management

Answer: B

NEW QUESTION 5

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 6

A business analyst anticipates receiving requirements changes. What should the business analyst do to avoid scope creep?

- A. Meet with the stakeholder and discuss timeline impact.
- B. Refer changes to the project manager.
- C. Implement only the original requirements.
- D. Define a requirements baseline and implement a change control process.

Answer: D

NEW QUESTION 7

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 8

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 9

Which 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

A new business analyst has taken over on a project that is in the development phase. The project manager is looking for an update on requirements status. What should the business analyst use to help communicate the status?

- A. Business analysis plan
- B. Traceability matrix
- C. Project charter
- D. Communication plan

Answer: D

NEW QUESTION 10

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 11

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 12

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 15

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 20

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 25

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 30

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 33

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 38

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 39

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 42

The business analyst has been assigned to a project involving a low number of stakeholders. Which technique should be used to elicit requirements?

- A. Survey
- B. Document analysis
- C. Interview
- D. Interface analysis

Answer: C

NEW QUESTION 47

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 52

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 54

During the initial phase of a project, which technique could assist in identifying and categorizing the stakeholders?

- A. Business activity model
- B. RACI matrix
- C. Organization modeling
- D. Power/interest grid

Answer: D

NEW QUESTION 56

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 59

A business analyst is documenting the acceptance criteria to suppon 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 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 67

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 70

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 73

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 75

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 80

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 84

A business analyst is leading a project to implement automated order entry software at a local pizza restaurant. The business analyst has very little information about the project the ordering process takes too long and often ends in incorrect orders.

What step should the business analyst take next?

- A. Identify testing resources to support the implementation.
- B. Schedule a requirements gathering sessions with the manager of the ordering department.
- C. Select the software to implement and start working with the technical resources.
- D. Request information on the current ordering process and compare it with other companies.

Answer: D

NEW QUESTION 86

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 89

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

Midway through the requirements gathering phase, a stakeholder informs the business analyst that a requested requirement does not address the solution. The stakeholder wants to know who made the request. The business analyst spends hours searching emails to identify the requestor. What should the business analyst have documented?

- A. Sponsor approval in the requirements traceability matrix
- B. Roles and responsibilities in the RACI matrix
- C. The source in the RACI matrix
- D. The source in the requirements traceability matrix

Answer: B

NEW QUESTION 91

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 95

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 98

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 99

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 101

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 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 material 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 105

Which document best provides the boundaries for product development?

- A. Requirements baseline
- B. Project plan
- C. Scope document
- D. Scope definition

Answer: A

NEW QUESTION 108

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 109

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 114

When determining the value of a business case, which tool or technique should be used?

- A. SWOT analysis
- B. Variance analysis
- C. Feasibility analysis
- D. Cost-benefit analysis

Answer: D

NEW QUESTION 117

The project team is working on the requirements specifications for a new product. The team reached a decision on which requirements will be included in the next release. A third of the stakeholders endorse one approach while no other approach achieved more than a quarter of the vote. Which decision role was used?

- A. Majority
- B. Consensus
- C. Unanimity
- D. Plurality

Answer: D

NEW QUESTION 121

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 123

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 126

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 130

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 134

A business analyst is assigned to a business process re-engineering project. In addition to planning a workshop to elicit requirements, the business analyst wants to send out a survey to gather data to use in a statistical analysis on user satisfaction with the current business process.

Which of the following types of surveys would be most appropriate to create and why?

- A. A closed-ended survey to pose several multiple choice questions and ask the users if the current business process is correct
- B. An open-ended survey to allow users the opportunity to explain their opinions on the current business process
- C. An open-ended survey to collect different opinions on the current business process
- D. A closed-ended survey using the Likert scale to rank specific areas of the current business process

Answer: A

NEW QUESTION 138

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 141

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 145

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 149

The business analyst is in the process of implementing a solution for a customer. The team is having difficulty confirming if certain requirements have been met. What could have caused this issue?

- A. The test engineer has not properly communicated requirements to the team.
- B. Acceptance criteria for the requirements were not measurable.
- C. Requirements were not adequately reviewed with the project sponsor.
- D. Not all stakeholders were involved during requirements elicitation

Answer: B

NEW QUESTION 153

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 158

Company A is working on implementing a new platform with multiple stakeholders. The business analyst has gathered the requirements and established a baseline. However, scope creep is a persistent problem.

What could the business analyst have established to help manage this situation?

- A. Configuration management system
- B. Sponsor signoff
- C. Change control process
- D. Communication plan

Answer: C

NEW QUESTION 160

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 164

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 166

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 167

Which of the following techniques is used to identify ambiguous or unverifiable requirements?

- A. Team peer review
- B. Fishbone analysis
- C. Resource checklist
- D. Traceability matrix

Answer: D

NEW QUESTION 169

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 174

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 177

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 180

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 181

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 183

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 187

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 190

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 192

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 194

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 196

A company is developing a new product for a customer and is required to verify and validate the product against the customer's 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 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 202

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

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 206

The project team is early in the development phase of a new product. The project will need to be completed on a tight timeline and with a lean budget. What should the team do to reduce the risk of rework?

- A. Perform a Pareto analysis on the requirements.
- B. Validate the requirements before continuing with development.
- C. Organize a new elicitation workshop.
- D. Ask the project sponsor to prioritize the requirements

Answer: B

NEW QUESTION 208

A company has just finished the development work for a new software sales tracking application and is in the process of validating that the new application meets all of the acceptance criteria defined for the business requirements. During the validation process, a stakeholder discovers that the application does not provide the selection criteria needed to produce the sales volume reporting required by the company's financial department. The business analyst for the project determines that the selection criteria needed was not specified in the system requirements or design specifications.

Which of the following tools and/or techniques might be used by the business analyst to determine how the selection criteria requirement was missed?

- A. Cause and effect diagram, brainstorming, and/or the Five Whys
- B. Root cause analysis, fishbone diagram, and/or the Five Whys
- C. Scope modelin
- D. Ishikawa diagram, and/or the Five Whys
- E. Root cause analysis, problem tracking, and/or benchmarking

Answer: B

NEW QUESTION 212

A project affects the 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 214

Which of the following is an example of a functional requirement?

- A. The system can be accessed from multiple locations.
- B. The system can handle 3.000 user requests concurrently.
- C. The system is able to require passwords.
- D. The system provides an user-friendly interface.

Answer: A

NEW QUESTION 219

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 222

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 226

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 229

A project team delivers a solution based on the approved requirements and is confident that it meets the defined acceptance criteria. What should the business analyst do to obtain signoff?

- A. Refer to the RACI matrix to identify who is responsible for signoff.
- B. Contact the stakeholder who provided the majority of requirements in the traceability matrix.
- C. Contact the sponsor
- D. No signoff is necessary.

Answer: A

NEW QUESTION 230

The quality function deployment is best suited to assist in the process of:

- A. controlling the effects between the quality functions,
- B. quality assurance by structuring the quality audits.
- C. relating the product features to customer value,
- D. quality control by determining the control charts and the run charts.

Answer: C

NEW QUESTION 234

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 239

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 244

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 249

A business analyst is attempting to elicit requirements on a current project. The business subject matter experts (SMEs) from various departments in the company question how the solution will work with their various systems.

Which modeling technique should the business analyst use to depict how the solution will work with all of the company's systems?

- A. Enterprise modeling
- B. Interface modeling
- C. Rules modeling
- D. Data modeling

Answer: B

NEW QUESTION 254

Company A would like to enter into a new market. The business analyst has been assigned to 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 258

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 260

A financial company deployed a new online product to their customers to invest in the stock market. The company notices a problem regarding financial calculations and starts the problem analysis. The company discovers that the new rules for taxes and fees were not implemented.

This problem could have been avoided by:

- A. involving a business analyst during all phases of system development.
- B. implementing an automated Issue tracking system to facilitate the tracing of defects to the requirements.
- C. using a table that shows each applicable business rule with the implemented functional requirement.
- D. rolling back the operations using a contingency process in order to avoid loss and client dissatisfaction.

Answer: C

NEW QUESTION 261

Which of the following would be the best practice in product validation?

- A. The measurement of the requirement should be based on the average of two or more evaluations.
- B. Two or more testers should test the product using the same test cases so that their evaluations are consistent.
- C. There should be two separate measurements for evaluating each functional requirement.
- D. The evaluation criteria should be the same as what was used to measure the requirement.

Answer: D

NEW QUESTION 266

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 270

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